

# **BIRMINGHAM CITY COUNCIL**

## **CABINET**

**TUESDAY, 10 NOVEMBER 2020 AT 10:00 HOURS**  
**IN ON-LINE MEETING, MICROSOFT TEAMS**

## **A G E N D A**

### **1 NOTICE OF RECORDING/WEBCAST**

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

### **2 APOLOGIES**

To receive any apologies.

### **3 DECLARATIONS OF INTERESTS**

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

### **4 EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**

a) To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.

b) To formally pass the following resolution:-

**RESOLVED** – That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.

	5	<b><u>UPDATE ON COVID-19</u></b>	To receive a verbal update on the item.
<b><u>5 - 12</u></b>	6	<b><u>LOCAL AUTHORITY COMPLIANCE AND ENFORCEMENT GRANT</u></b>	Report of the Acting Director of Neighbourhoods
<b><u>13 - 184</u></b>	7	<b><u>BIRMINGHAM CITY COUNCIL DELIVERY PLAN</u></b>	Report of the Chief Executive.
<b><u>185 - 272</u></b>	8	<b><u>FINANCIAL MONITORING QUARTER 2 2020/21</u></b>	Update on the Revenue, Capital & Treasury Management financial position
<b><u>273 - 292</u></b>	9	<b><u>MEDIUM TERM FINANCIAL PLAN REFRESH</u></b>	Report of the Interim Chief Executive and the Interim Chief Finance Officer.  Old CMIS Reference No. 007928
<b><u>293 - 340</u></b>	10	<b><u>ROUGH SLEEPING DRUG AND ALCOHOL TREATMENT GRANT FUNDING BID</u></b>	Report of Director for Adult Social Care
<b><u>341 - 376</u></b>	11	<b><u>BIRMINGHAM CHILDREN'S TRUST – ACCOMMODATION &amp; CONTACT CENTRES</u></b>	Report of Director for Education & Skills
<b><u>377 - 394</u></b>	12	<b><u>SELLY PARK GIRLS' SCHOOL FULL BUSINESS CASE AND CONTRACT AWARD</u></b>	Report of Director for Education and Skills
<b><u>395 - 428</u></b>	13	<b><u>WORKING WITH THE PRIVATE SECTOR TO DELIVER TEMPORARY ACCOMMODATION SOLUTIONS</u></b>	Report of Acting Director - Neighbourhoods
<b><u>429 - 450</u></b>	14	<b><u>DRIVING HOUSING GROWTH - BUILDING NEW HOMES ON THE ABBEYFIELDS AND BIRCHFIELD ESTATES</u></b>	Report of Acting Director Inclusive Growth

<b><u>451 - 530</u></b>	15	<b><u>A457 DUDLEY ROAD IMPROVEMENT REVISED SCHEME OUTLINE BUSINESS CASE</u></b>
		Report of Acting Director Inclusive Growth
<b><u>531 - 568</u></b>	16	<b><u>WORKFORCE RACE EQUITY REVIEW 2019-2020</u></b>
		Report of the Director of Human Resources.
<b><u>569 - 578</u></b>	17	<b><u>PLANNED PROCUREMENT ACTIVITIES (DECEMBER 2020 – FEBRUARY 2021)</u></b>
		Report of Assistant Director of Development and Commercial
<b><u>579 - 584</u></b>	18	<b><u>APPOINTMENTS TO OUTSIDE BODIES</u></b>
		Report of the City Solicitor.
	19	<b><u>OTHER URGENT BUSINESS</u></b>
		To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chairman are matters of urgency.





# Birmingham City Council

## Report to Cabinet

10 November 2020



**Subject:** Local Authority Compliance and Enforcement Grant

**Report of:** Report of the Acting Director of Neighbourhoods

**Relevant Cabinet Member:** Councillor Ian Ward – Leader of the Council

**Relevant O &S Chair(s):** Councillor Penny Holbrook- Housing and Neighbourhoods Overview and Scrutiny Committee

**Report author:** Mark Croxford,  
Head of Environmental Health  
Tel: 0121 303 6350  
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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: Not applicable as grant allocation happened four weeks ago and requires expenditure within four months.		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

### 1 Executive Summary

- 1.1 The Government has made available £60m nationally for increased enforcement and compliance work by Local Authorities. Birmingham City Council's allocation is £889,747 in the form of a grant that can be drawn down by the Council for any works that supports compliance with Covid rules and enforcement. The Government is recommending that this will include the appointment of Covid Marshalls which will be advisors with no regulatory powers.

- 1.2 This round of monies is available for 4 months. It is not certain if it will be renewed after this period.
- 1.3 As the grant exceeds the revenue spend amount of £500,000, the decision to spend and allocate these monies is a key decision. Key decisions require publication on the Forward Plan. As the decision cannot be published on the Forward Plan with the requisite notice period of four months- this would require the grant to be returned to Government- consideration of this report must be approved by the Chief Executive and the chair of the relevant Overview and Scrutiny Committee, Councillor Holbrook.

## **2 Recommendations**

- 2.1 That Cabinet notes the appointment of Covid Marshalls.
- 2.2 That Cabinet endorse the plan for the spend of the grant monies as laid out in the appendix and authorises the Acting Director of Neighbourhoods to vary the plan to maximise impact if an underspend is anticipated in any of the thematic projects.

## **3 Background**

- 3.1 On 22 September the Prime Minister announced that £60 million will be made available across the police and local authorities for compliance and enforcement activities. Of this £60 million, £30 million is being allocated to spend on COVID-19 related compliance and enforcement activities. The Allocation for Birmingham has been confirmed at £889,747. The money is to be drawn down and spent within 4 months and is ringfenced for compliance and enforcement. Failure to spend the money will require it to be returned to MHCLG.
- 3.2 The West Midlands Police have received circa £1.8m for enforcement and compliance. This money covers the entire force area.

## **4 Options considered and Recommended Proposal**

- 4.1 The appendix attached to this report details of the proposed projects that meet the brief for these grant monies.

## **5 Consultation**

- 5.1 The monies are only available for 4 months and are ring fenced to Compliance and Enforcement. Consultation has not occurred as it would result in the failure to spend the money in the time period of four months as is required. However officers are working with faith sectors and the universities to ensure money is spent appropriately to maximise compliance with the Covid 19 legislation.

## **6 Risk Management**

- 6.1 None identified, apart from failure to use urgency procedures will mean the money cannot be spent in the four months as required.

## **7 Compliance Issues:**

Increasing enforcement and compliance on Covid Control matters will assist in supporting businesses and protecting residents and visitors to Birmingham.

### **7.1 Legal Implications**

- 7.1.1 The grant funding has been allocated through the COVID-19 Relative Needs Formula, in line with the third tranche of COVID-19 Emergency Funding for Local Government.
- 7.1.2 The guidance sets out the types of eligible compliance and enforcement activity which local authorities can choose to use the funding for. This list is illustrative, recognising the wide range of compliance activity local authorities already undertake. There is flexibility over how the funding is used, provided it is for the purposes of compliance and enforcement of measures to control the spread of COVID-19.
- 7.1.3 Where appropriate, local authorities are encouraged to consider using this funding for the deployment of COVID-19 secure marshals, or their equivalents, to support compliance. The guidance therefore focuses on supporting local authorities who are deploying marshals, wardens, stewards, ambassadors or similar roles to support compliance social distancing in public places.
- 7.1.4 The role of COVID-19 secure marshals or equivalents is not to enforce COVID-19 regulations, or have any enforcement powers, which should remain the remit of the police and designated local authority compliance and enforcement officers. COVID-19 secure marshals or equivalents should instead engage, explain and encourage best practice and national COVID-19 secure guidance.

### **7.2 Financial Implications**

The City Council has been allocated £889,747 in the form of a grant to support compliance with Covid rules and enforcement to be utilised in 2020/21. Current spend projections have been prepared based on estimations, however, all spend will need to be contained within the grant allocation. The grant will be claimed retrospectively and require Section 151 officer sign off to certify that spend was used for the purposes of compliance and enforcement activity.

### **7.3 Procurement Implications (if required)**

None

### **7.4 Human Resources Implications (if required)**

This will require the use of Agency staff to deliver these increased workloads.

### **7.5 Public Sector Equality Duty**

These monies are to increase the effectiveness, scope and number of interventions already occurring for compliance and enforcement. This work is already occurring therefore an equality assessment is not required.

**8 Background Documents**

None

**9. List of appendices accompanying this report:**

Appendix 1 - Briefing note attached

**Local Authority Compliance and Enforcement Grant Activity;**  
**including COVID-19 secure marshals or equivalents**

**Introduction**

This report sets out the types of eligible compliance and enforcement activity which local authorities can choose to use the funding for. Although not mandatory, the government has requested the deployment of COVID-19 secure marshals, or their equivalents, to support compliance with social distancing in public places. These officers would have no enforcement and should instead engage, explain and encourage best practice and national COVID-19 secure guidance.

**Eligible compliance and enforcement activities**

The funding made available is ringfenced for any activity which will support compliance and enforcement of measures to control the spread of COVID-19 across individuals, businesses and in the community.

Eligible activities include:

- *Practical support to aid and encourage compliance, such as dedicated staff in public areas, business support, or support for individuals:*
  - *COVID-19 secure marshals, or equivalents such as wardens, stewards or ambassadors (further guidance is set out below).*
  - *Any staff costs, training or overtime costs associated with this activity, including any staff from the forthcoming Environmental Health Officer register.*
  - *Associated administrative costs.*
- *Measures to aid public and business awareness and understanding of regulations and guidance:*
  - *Dissemination of the COVID-19 guidance, including where additional local restrictions are in place.*
  - *Promotional activity, e.g. sharing of good practice, signage, advertising.*
  - *Educational campaigns.*
  - *Engagement or tailored communications to sectors or groups.*
- *Any activity associated with enforcement of COVID-19 regulations or guidance:*
  - *Any staff costs, training or overtime costs associated with the work of local authority compliance and enforcement functions.*
  - *Any ancillary or additional costs associated with issuing prohibition notices, fixed penalty notices or taking forward criminal proceedings.*

## **Proposals for Birmingham**

Attached at the Appendix is a list of proposed projects (and numbers for reference) with costings that may assist in the control of the spread of Covid19 and meeting the parameters of the grant. The following is a brief description of the projects to be developed:

### **Covid Marshalls (Project 1, 2 & 3)**

These are officers who have no powers other than powers of persuasion, can be used to ask people to conform with national rules and help others to do so. They can promote social distancing and encourage public compliance with COVID-19 public health measures; educate and explain COVID-19 Secure guidelines in the public realm and for business premises; identify and support businesses and premises not following guidelines, escalating as appropriate; directing pedestrians and managing pedestrian one-way systems; guiding pedestrians through exit and entry points; checking and promoting visibility of COVID-19 Secure messaging; handing out face coverings and hand sanitiser.

Allowing the officers to give out various face masks and sanitisers is a good “Ice-breaker” and is likely to ease the interaction with the public and potential antagonisms reported elsewhere. At this stage it is proposed to ask the BIDs to oversee the deployment of this resource but to ask them to operate across their area not solely in the BiD area. To facilitate this, it is proposed to supply bicycles to increase the area covered. They can be called Covid Marshalls, Wardens, Champions or any other name.

### **University (Project 4)**

It is proposed to invest in the Universities to self-regulate and promote covid safety messages in Halls of Residence and social groups. Similar to above these officers should be drawn from the university campus and would pay particular attention to supporting the fresher years and advising on covid safe measures.

### **Faith Groups (Project 5)**

As above, we would seek to engage with the faith groups to not only support advice in the faith setting but also in some of the sectors following on from these life events (wedding and funerals/wakes). We would particularly like to see advice in Covid security to protect the elderly who wish to attend places of worship.

### **Enforcement Officers and Supervisors etc. (Project 6, 7, 8, 9 & 10)**

With the increasing enforcement and compliance checks, there is a need to work over weekends there and increase the employee base to meet the new demands. Accordingly, money has been identified for 12 officers and 3 supervisors to co-ordinate enforcement inspections and joint patrols with the Police. This may include joint

inspections or follow up work arising from inspections undertaken by the Police or ourselves independently. IT and PPE will need to be purchased for these officers. We will also appoint an administrator to co-ordinate returns and submit all the data to government to enable grant monies to be drawn down.

#### **Isolation Compliance Visits (Project 11)**

Currently PHE, through track and trace, advise when people are required to self-isolate either as a positive case or as a contact. Currently no checks are undertaken to ensure that people are isolating although there is a fixed penalty for not doing so. It is proposed to work with The Director of Public Health and WM Police to undertake directed patrols to ensure people do isolate.

#### **Vehicle Hire & Letter drops (Project 12 & 13)**

It will be necessary to provide transport in some circumstances to enable officers to undertake visits in a covid safe manner. For instance, joint patrols with the police may include attending with 15 officers in a van. Officers may wish to reduce risks from Covid by using separate transport.

There will be a need to send out information from time to time to business sectors. This has identified monies for undertaking this type of work.

#### **Web and Social Media (Project 14)**

Monies have been identified for increasing our web presence. Advice can be put on to the web pages and training videos on safe use of PPE could be created and uploaded onto publicly accessible platforms. This Should be commissioned via professional production companies.

#### **Signage etc. (Project 15)**

Monies have been set aside for any forms of advertising campaigns, roadside, parks, hostels and high rise where there is a need to communicate messages on Covid Safety. This includes the hiring of electronic signage production of art and signs/banners.

#### **Park Marshalls**

These marshals are to encourage safe use of the city's parks for organised sport and general play. They too can give advice on the Rule of 6 and access monies for covid safety and advice. They could also be used for cleaning children's play equipment more regularly.

## **Reporting and metrics**

To understand how this funding is supporting local authorities with compliance and enforcement costs as the situation evolves, government ask local authorities to ensure that spend under this grant is recorded under “**Other – lockdown compliance and reopening costs**” in MHCLG’s Local authority COVID-19 financial management information survey.

The local authority section 151 officer will be required to certify that any expenditure using this grant was used for the purposes of compliance and enforcement activity.

A light touch qualitative, and where possible quantitative, report to provide detail of the activity funded using this grant and impact on compliance on COVID-19 secure regulations/guidance in your area will be requested from all local authorities in receipt of funding. This will be issued at the 3-month interval following allocation of funding. Government will write to local authorities with further detail of reporting requirements.

## **Proposed costings for Projects**

				Running Total		
	Staffing	Project	Cost	£889,000.00	Comment	
1	BIDs	24	Covid Marshalls	£201,600.00	£687,400.00	12 Bids 2 people for 12 weeks (£8,400 each for 12 weeks)
2	BIDs		Covid Marshalls Tabards & PPE & Free Mask (hand outs)	£25,000.00	£662,400.00	
3	BIDs	30	Bicycles for Covid Marshalls	£15,000.00	£647,400.00	Cost of bicycle and cycling PPE @£500 each
4	University		University's	£80,000.00	£567,400.00	8 University's @£10k each
5	Faith		Faith Group Covid Champions	£30,000.00	£537,400.00	
6	Env Health	12	12 Enforcement Officers for Env Health	£126,000.00	£411,400.00	
7	Env Health	3	3 Supervisors/managers for EH (include nights)	£31,500.00	£379,900.00	
8	Env Health		Body Cams and other enforcement equipment	£68,000.00	£311,900.00	
9	Env Health		IT and PPE	£20,000.00	£291,900.00	
10	Env Health	1	Admin Support for metrics	£8,400.00	£283,500.00	
11	Env Health		Isolation Visits (check that people are quarantining)	£21,800.00	£261,700.00	
12	Env Health		Vehicle Costs (Hire)	£14,400.00	£247,300.00	£200 *6 vehicles *12 weeks
13	All		letter drops & advice	£30,000.00	£217,300.00	
14	Press		Web and Social Media	£50,000.00	£167,300.00	
15	Parks		Signage: for Parks and roadside adverts & Pop Ups: High Rise Blocks	£100,000.00	£67,300.00	Pop up tents, Signage, Flags, Adverts on roadside (Electronic signs)
16	Parks	8	8 Park Marshalls	£67,200.00	£100.00	
			Balance =	£0.00	£100.00	
			HR Processes - Recruitment critical to spend			
			Spend under this grant is recorded under “Other – lockdown compliance and reopening costs			



# Birmingham City Council

## Report to Cabinet

10 November 2020



**Subject:** **BIRMINGHAM CITY COUNCIL DELIVERY PLAN AND APPENDICES**

**Report of:** **THE CHIEF EXECUTIVE**

**Relevant Cabinet Member:** Councillor Ian Ward, Leader  
Councillor Brigid Jones, Deputy Leader

**Relevant O & S Chair(s):** Councillor Carl Rice – Co-ordinating O&S Committee

**Report author:** Varun Sitaram [Varun.sitaram@birmingham.gov.uk](mailto:Varun.sitaram@birmingham.gov.uk)

Are specific wards affected?	Yes	X No All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1** This report comprises Birmingham City Council's Delivery Plan to 2022. The Delivery Plan consists of an overarching narrative that sets out the Council's strategic direction; a detailed set of tasks, activities and milestones the detail the work that will take place, the timescales and the owners; and comprehensive set of performance indicators that we will use to measure progress against our key goals and outcomes.
- 1.2** The Plan, outlines the council's improvement journey to date and clearly sets out how we will place tackling structural inequalities at the centre of our work to create a more inclusive, more resilient, and more sustainable city.
- 1.3** The Plan includes two sets of activities that will take place concurrently. The first is the activities we will undertake to deliver against our commitments in the next

18 months; the second is work that will be undertaken alongside this that will inform our approach beyond 2022.

**1.4** An additional paper setting out the current position, targets and ambitions in the context of the Delivery Plan will be brought forward in due course

**1.5** The Delivery Plan and appendices are attached to this paper.

## **2 Recommendations**

That Cabinet

**2.1** Adopts the Delivery Plan and its associated appendices as the next steps in our improvement journey, outlining what we will achieve in the next 18 months in order to deliver the right outcomes for the City and its residents.

## **3 Background**

**3.1** On 30 July 2019, Cabinet adopted the refreshed Council Plan as the overarching statement of intent and direction to drive the Council's improvement and deliver the right outcomes for the city. The Council plan set out six outcomes for Birmingham to be:

- An entrepreneurial city to learn, work and invest in
- An aspirational city to grow up in
- A fulfilling city to age well in
- A great, clean and green city to live in, city to live in
- A city whose residents gain the most from hosting the 2022 Commonwealth Games
- A city that takes a leading role in tackling climate change

**3.2** The Delivery plan is driven by and continues to contribute to these outcomes. However, we are pursuing these ambitions against an increasingly complex public service landscape with significant social, fiscal, and political challenges.

**3.3** This includes increasing demand for vital services; changes to citizens' needs and expectations; diminishing resources; the ongoing climate emergency; an uncertain national political picture, complicated by Brexit; and, the unprecedented Coronavirus pandemic.

**3.4** The impact of the pandemic, has exposed and amplified inequalities faced by too many communities across the country, revealing issues that have been hidden in plain sight for too long.

**3.5** The Delivery plan sets out a collective view of the city, where it can and should be and the role of the Council in helping to make that happen. The six outcomes are at the centre of the longer-term approach, and in understanding the drivers of achieving these outcomes we can introduce a framework to address and understand the root causes, at its heart, this is about tackling inequality so all of

Birmingham's residents and communities have the opportunity to live a good life.

**3.6** Whilst, doing this work to envision our longer-term approach, we also need to ensure we are delivering on step change improvements and critical priorities we have already committed to, such as ensuring the city is ready for and benefits from the Birmingham 2022 Commonwealth Games and supporting the city to recover from the Coronavirus.

**3.7** The Delivery plan provides a framework for developing and creating a sustainable financial strategy for the medium term.

## **4 Next Steps**

**4.1** Subject to approval by Cabinet, the next steps with regards to the Delivery Plan will include:

- Adoption of the Delivery Plan into the Council's core business, driving strategic planning and delivery of outcomes and performance monitoring
- Engagement with Overview & Scrutiny to identify focus areas of the Plan for Committee work programmes

## **5 Consultation**

**5.1** None required

## **6 Risk Management**

**6.1** The Council has an established approach to risk management which is set out in the Strategic Risk Register. Strategic and operational risks will be reviewed in light of this report.

## **7 Compliance Issues**

**7.1** The recommended decisions are consistent with the City Council's priorities, plans and strategies, supporting the Council's stated commitment to improvement.

### **7.2 Legal Implications.**

7.2.1 None

### **7.3 Financial Implications**

7.3.1 Implications set out in Medium Term Financial Plan

### **7.4 Procurement Implications (if required)**

7.4.1 None

### **7.5 Human Resources Implications (if required)**

7.5.1 None

## **7.6 Public Sector Equality Duty**

- 1.1. 7.6.1 There are no additional Equality Duty or Equality Analysis issues as a result of this report.

## **8 Appendices**

- 8.1 Appendix 1 – Birmingham City Council Delivery Plan 2020-22 and appendices  
Background reports
- City Council 21<sup>st</sup> July – Birmingham City Council Assurance Framework 2019-20+



## Birmingham City Council Delivery Plan: 2020-2022

## **INTRODUCTION**

The Council is determined to make Birmingham a fair and thriving city where all citizens have the opportunity to achieve their potential and share in the city's success.

We are pursuing this ambition against an increasingly complex public service landscape as we face significant social, fiscal, and political challenges. This includes increasing demand for vital services; changes to citizens' needs and expectations; diminishing resources; the ongoing climate emergency; an uncertain national political picture, complicated by Brexit; and, the unprecedented Coronavirus pandemic.

The impact of the pandemic, as well as the prospect of the forthcoming recession, have exposed and amplified inequalities faced by too many communities across the country, revealing issues that have been hidden in plain sight for too long.

Our role in addressing these challenges matters. Now is a moment in time to drive a fundamental reset of life chances for the people of Birmingham as we centre equality and aspiration in our long-term vision and in what we do as a council to create a more inclusive, more resilient, and more sustainable city.

Faced with an uncertain future, we need to ensure we have the capability and dynamism to lead and respond to change – working with citizens and partners to harness the strength of the city – in order to stimulate collective action to build a better Birmingham.

We will organise our services around demand; leverage the city's many opportunities for the benefit of local people; connect with citizens in a meaningful way; and, drive innovation within the organisation and across partnerships.

### **This Delivery Plan**

This Delivery Plan describes two types of activity which will be delivered in parallel through to May 2022, ensuring we deliver our short and medium-term commitments alongside shaping our approach for realising our longer-term goals.

First, it sets out the work that will be undertaken over the next 18 months so that the Council, working in partnership with others, can maximise the opportunities it has to tackle inequality and address both long-standing and novel challenges facing the city, including, for example, climate change. In the first instance this will be about understanding the challenges and opportunities in more detail and then developing comprehensive proposals for change that include business case, organisational change proposals and then a timeline for delivery. Working in this way we aim to improve outcomes and balance the books up to and beyond 2022. This is about understanding where the City can and should be over the next 10 to 20 years and making sure we put in place now the necessary strategies and capacity to enable it to happen.

Secondly, it sets out specific deliverables and commitments we will achieve over the next 18 months and how we will do this, aligned to our finances and accompanied by our refreshed Performance Management Framework. This activity focuses on "getting the basics right" as well as delivering on other critical priorities, including ensuring the city is ready for and benefits from the Birmingham 2022 Commonwealth Games and supporting the city to respond and then recover from the Coronavirus pandemic. This activity includes tasks that are specific to particular areas of the Council as well as cross-cutting priorities involving several Council services which need to be delivered in a joined-up way, both across the organisation and partnerships.

The activity in this Delivery Plan is driven by and contributes to our existing six outcomes for Birmingham to be:

- An entrepreneurial city to learn, work and invest in
- An aspirational city to grow up in
- A fulfilling city to age well in
- A great city to live in
- A city whose residents gain the most from hosting the 2022 Commonwealth Games
- A city that takes a leading role in tackling climate change

Appendix A sets out key activities the Council will undertake up until May 2022 in pursuit of our goals. Structured by Cabinet Portfolio, each activity contains a description, what will be delivered by 2022, and named officer accountabilities.

The Performance Management Framework (Appendix B) sets out the targets we are working towards and how we will measure progress and success up until May 2022. It is structured by Council outcome and contains named Cabinet Member accountabilities.

The appendices contain two types of information which allow us to assess progress: specific actions to be delivered and quantifiable performance indicators. These provide a granular view of what we will deliver over the next 18 months, both in support of our ongoing improvement journey and as we start to establish what we need to do to realise our longer-term ambitions.

By February 2021, we will have a new three-year financial plan that sets out the path to sustainable and resilient finances for the Council and COVID-19 recovery. We will have firm financial forecasts for income and expenditure driven by the Delivery Plan alongside funding announced in the Government's Local Government Finance Settlement.

This Delivery Plan and corresponding Performance Management Framework set out what we intend to deliver through to May 2022. As part of this work, it is incumbent on us to continue our efforts to protect the city and its citizens from the direct and indirect impacts of the pandemic. The impact of this crisis will continue to reverberate across our city for the foreseeable future, although we do not yet know exactly how the situation is likely to evolve. It will be necessary, therefore, to continue to reflect on how we can best allocate our resources and to review the deliverability of our work as we move through the delivery period and our recovery journey. Regular updates on proposed changes will be brought to Cabinet over the coming months and years.

## **OUR IMPROVEMENT JOURNEY**

The Council has faced big challenges over the last decade. In common with other local authorities, we have had to manage steeply declining resources alongside a sharp rise in demand for some services. At the same time, we have also had to address issues within the organisation, including financial management, service performance, and organisational culture.

In recent years, the Council has made substantial progress in addressing these issues, recognised by the easing of external scrutiny and oversight from UK Government. We have worked together and with our partners, listened to the advice of external experts, and drawn on our collective pride in serving this great city to become a more effective and healthier organisation.

The Birmingham Independent Improvement Panel stepped down in March 2019 after four years of working with us to improve our governance and organisational capabilities. Summer 2020 saw the end of another chapter in the Council's improvement journey when the work of the Strategic Programme Board and external Non-Executive Advisors (NEAs) concluded with some promising findings, demonstrating the great strides we are making in the right direction.

The NEAs found:

- We have significantly improved our governance and developed a strong "one team" approach to leadership. In spring 2020, we welcomed a new behavioural framework which is underpinning cultural change within the organisation.
- Birmingham Children's Trust and the Children's Partnership are working well, and the Improvement and Transformation programme provides the basis for significant further improvement in services and the implementation of an effective "life course" approach.
- We have adapted well to the COVID-19 crisis, including maintaining good governance and making effective use of IT to support a workforce mainly working from home. We have ensured good risk management on the pandemic, and we have a good understanding of the implications for the physical and social development of the city.
- Despite significant on-going risks, our finances were not at immediate risk prior to the pandemic and we have managed the pressures arising from the crisis in an exemplary way.

- Basic services such as refuse collection and street cleansing have improved during the crisis, but there remain key decisions to be made on their future.

We have already come a long way on our improvement journey, but we have great ambitions for Birmingham's future and we now need to go further to ensure we can deliver these goals.

Now is the time to accelerate our efforts to make Birmingham an aspirational place that works for all its citizens and to give the city the Council it deserves. The next steps in our improvement journey, including securing a strong grip on our key priorities and the budget, will be driven through this Delivery Plan, Performance Management Framework, and MTFP.

## **KEY ACHIEVEMENTS: 2018-2020**

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

- We continue to build on the successes of our Youth Promise Plus and World of Work programmes and our services delivered by the Employment Access Team to provide critical support to our unemployed residents with the most complex and challenging needs. 15,000 people have now been supported into training, employment, apprenticeships or work experience.
- We are continuing to invest in infrastructure across the city, including the expansion of the Midland Metro and preparation for the arrival of HS2. A sustained focus on the delivery of the Birmingham Development Plan targets means the supply of residential, office, and retail development are all on track.
- We are leading on projects across the city that aim to diversify and strengthen the city's economic base and provide quality jobs for residents. This includes the Urban Centres Framework which will transform our urban centres into diverse, well-connected and unique hubs at the heart of local communities. This incorporates the regeneration of Perry Barr and the development of the East Birmingham Inclusive Growth Strategy which focuses on the transformation of that part of the City.

### **Birmingham is an aspirational city to grow up in**

- The Council and Birmingham Children's Trust, alongside other partners, continue to maintain focus and take action to improve our services and outcomes for our vulnerable children.
- We are working with Birmingham Education Partnership to secure even more effective school-to-school collaboration leading to higher quality learning, better attainment for our children, and more excellent schools.
- Our selection as a Childhood Obesity trailblazer has further strengthened our efforts to promote healthy eating and lifestyles to families across the City.

### **Birmingham is a fulfilling city to age well in**

- We have implemented a constituency based social work model to support the success of our Three Conversations Model, which is an innovative approach to needs assessment and care planning focusing on people's strengths and community assets.
- We have implemented a new approach to Early Intervention including the establishment of five multi-disciplinary community teams to create greater capacity and develop pathways from the community and hospital into an early intervention service which ensures more older people can remain independent in their own homes.
- We have fast-tracked implementation of a new Discharge to Assess model which moves social care assessments out of hospital settings to improve outcomes, reduce delayed transfers of care, and ensure as many people as possible are supported to remain at home.
- Through the "Prevention First" programme, we have invested significant activity to support citizens to lead healthy, happy and independent lives in their own homes and communities. This includes grants to 46 organisations to address social isolation and loneliness amongst older people and those with disabilities and mental health conditions. We have also mobilised a cross-city Neighbourhood Network Scheme which facilitates community partnership working to address local issues concerning social isolation and loneliness amongst older people
- In support of the Adult Social Care vision to deliver personalised services, we exceeded our target to enable 35% of service users receiving an eligible package of care to receive a Direct Payment during 2019/20.



- We have successfully completed the recommissioning of care homes, supported living and home support with a core focus on quality.

#### **Birmingham is a great city to live in**

- We have strengthened our partnership working to deliver safer neighbourhoods through the introduction of new Local Partnership Delivery Groups across the city which bring together front-line staff across partner organisations to tackle anti-social behaviour issues.
- We have continued with the delivery of the Housing First pilot and our prevention activity leading to positive results in minimising the number of rough sleepers and households living in temporary accommodation.
- We continue to improve the supply of housing including building new homes through Birmingham Municipal Housing Trust, bringing more empty properties back into use and working more closely with the Private Rented Sector to identify how they can help meet need and better support tenants and landlords to ensure good quality housing for our citizens.
- We are replacing our aging and unreliable fleet with new, less-polluting vehicles from a West Midlands manufacturer
- We are building two new depots that will be ready to support the next generation of electric refuse collection vehicles
- We have stabilised and improved the reliability of the collection service – there is much still to do, but we have come a long way.
- We have commissioned an independent waste service review to consider how we can improve our future service delivery and supporting communities in improving the street scene.
- We have developed a transformative action plan to improve air quality across the city, initiatives include the Clean Air Zone scheme set to be introduced in 2021.
- Following the tragedy at Grenfell Tower we continue to improve the fire safety to our High-Rise buildings by installing sprinklers as part of a wider building and fire safety programme of works.
- We have put in place a clear policy in regard to how the City can and is supporting Community Led Housing in the city.
- To help tackle fuel poverty and improve fuel poor homes we have formalised a statement of intent to ensure that energy providers can access Government funding as part of the Energy Company Obligations to undertake energy efficiency works in a targeted way.
- We have further embedded our prevention approach in regard to homelessness and exceeded our targets for prevention and relief
- To help tackle poor housing conditions in the city we have introduced 'Civil penalties' and have issued notices totaling over £25k during 2019/20 also surpassed our targets for bringing private sector empty properties back into use.
- Launched the Help to Rent Scheme
- Successfully responded to the 'Everyone In' directive from central government.

#### **Birmingham residents gain the most from hosting the Commonwealth Games**

- We have made significant progress to redevelop Alexander Stadium. Post games this will deliver a focal point of all community, leisure and wellbeing activity and contribute to new housing available in a regenerated Perry Barr. We are working with our partners to deliver a lasting legacy of the Games for Birmingham citizens and as part of this we have invested £6m from the Council's revenue budget to support community activities across the City.
- We are maximising the training, employment, work experience and apprenticeship opportunities for our residents from the development of new Games related infrastructure. We are also supporting the creation of opportunities for 10,000 volunteers during the Games itself.
- We are backing local business with £300m of Games contracts expected to benefit local or regional suppliers.

#### **Birmingham is a city that takes a leading role in tackling climate change**

- We set up a Route to Zero Taskforce in September 2019 bringing together partners across the city that have collaborated to develop an action plan for delivering on our commitment to be net zero carbon. The Council is committed to becoming net zero carbon in the shortest possible time.
- We are focusing on renewable energy production and carbon reduction interventions across the city including improving the energy efficiency of council housing stock.

- Through initiatives included in Birmingham Connected and the Birmingham Emergency Transport Plan we are reducing the impact and minimising the contributions of the city's transport to climate change.

## RISING TO THE CHALLENGE: 2022 AND BEYOND

### Challenges

This is a pivotal moment for the City and the Council. We face significant ongoing risks and challenges that must be addressed and that require a long-term perspective.

A decade into austerity<sup>1</sup>, the nation's finances have worsened and so we face many more years of fiscal restraint. Meanwhile demand for our services is rising – partly as a result of the impact of austerity in some of our communities<sup>2</sup>. It's a negative circle we need to find ways to challenge and break.

In the coming years the impact of the pandemic means we anticipate needing to close a budget gap of at least £100m per annum. No one believes a business-as-usual – salami slicing – approach to managing this gap will work. We're reaching the limit of asking services to get ever smaller and smaller. This financial cliff edge presents a real and present danger to the sustainability of the Council and the people who depend on us.

Moreover, COVID 19 has revealed characteristics of our place that have been hidden in plain sight and which now need to be tackled. These structural inequalities hold too many of our communities back *and* they drive the demand our services can no longer afford to meet. For too many, prospects remain conditioned by their race, their sex, their age and other characteristics. This is damaging for them, costs the Council and other public services money we cannot fund, and threatens the long-term cohesion of our city.

The Council has already committed itself to address these issues, recently publishing "Everyone's Battle, Everyone's Business" – a call to action for the Council and the City. In addition to tackling discrimination, our response must also be about re-doubling our efforts to understand and then tackle the root causes of those issues and features of people's lives that drive them to our services. This will mean thinking again about how we build the *foundations* for the good life in our City – a strong economy, better paid and stable jobs, wealth retention, lower costs of living (particularly housing<sup>3</sup>), clean air, thriving inclusion communities and the best possible schools etc. It also means reforming our services, so that they *see* and *respond* to root causes rather than directing people into professional silos when all they often need is a bit of help and support. This reform agenda will in part be about changing how our services operate, but its principal goal will be to involve people, building on their strengths and supporting their sense of personal agency. It will be about the Council becoming a platform that enables this to happen in concert and partnership with wider civil society. This is at the heart of our approach to localism.

Residents expectations are rising too<sup>4</sup>. People will not tolerate services that are unreliable, fail to join up around their needs, that don't involve them as equals; that pass them from pillar to post, that ask for

<sup>1</sup> . Since 2010, the Council has had to make savings of £728 million

<sup>2</sup> The city experiences high levels of deprivation and poverty. Birmingham is ranked the 7<sup>th</sup> most deprived local authority in England, with over 490,000 of Birmingham residents estimated to live in the top 10% most deprived areas in England. 41% of children live in poverty (compared to a national average of 31%), with many families affected by welfare cuts, while 14% of households experience fuel poverty, compared with 11% for the West Midlands region.

<sup>3</sup> 1 in 66 people in the city are homeless. In order to meet current demand, the Council's housing needs assessments estimates that an additional 89,000 homes are needed by 2031

<sup>4</sup> Each year we listen to our citizens through our Residents Survey to understand their views on the Council, our services, and what's important to them. The survey is a useful tool to identify where to focus our resources as well as understanding areas for improvement, ensuring money is spent on the things that matter to the people of Birmingham.

Residents' priorities:

The most important services:

information more than once, that fail to answer the phone or respond on-line, or offer silence when what is needed are updates and assurances about progress. Whether we like it or not, we are benchmarked against Uber and Amazon, Spotify and Expedia. These changes in expectation fundamentally challenge how our services need to be designed; how they are led; our approach to innovation and how we drive change and improvement in a consistent and reliable manner across the Council as a whole.

People also expect a much greater level of involvement in decisions that effect their lives. Be they the big things that have a bearing across the City as a whole, or the little things that have a big impact in their street or neighbourhood. People want to be heard and when they are not, they will mobilise. We are all activists now. The question for the Council: do we bring those voices in and help shape the fortunes of our city and places; or do we seek to keep them out? We need to bring them in.

In this context, getting the basics right means more than relentless reliability (though that's important and too often not the experience of our citizens) it also means understanding and then exceeding expectations, and that in turn that means an approach to service delivery that is open, reflective and humble. The test for our services should be whether day in day out, they are capable of building trust.

All of this complexity is compounded by new threats that Councils and other public sector organisations weren't designed to deal with: climate change; rapid technological change; globalisation; the costs and implications of an aging population; terrorism and violent extremism - the list is growing and isn't going away. Just 12 months ago the threat of a global pandemic was just that: a concern noted on our risk register and in the preparations of our Public Health teams. This year it materialised and has prematurely taken the lives of thousands, driven unemployment in the City to levels not seen since the late 1980's and has tested and continues to test our organisation's capacity and financial resilience to the core.

Irrespective of our statutory obligations – these threats demand fresh thinking and their management isn't a matter of choice. They've got to be at the heart of what the Council does next, and with this comes a fundamental challenge to our leadership, capacity and focus. It will require the Council to join up in new and novel ways. Because the issues we face don't respect our professional disciplines but also because most solutions require people to change the way they behave, be that travel patterns and the use of their car or the healthiness of their lifestyle. We need to build trust, because in the coming years we need to lead change, and in this endeavour, every single part of the Council has a distinctive and important part to play.

## **Opportunities**

To set against these challenges are huge opportunities that the City has yet to fully exploit. A plan to realise these opportunities, alongside getting the basics right, provides the focus for what the Council needs to do next.

Birmingham is a great city and has the potential to be a world class global city.

Since 2012, the Council has put £3486 million capital spend into the city – covering everything from improvements to roads, schools, housing, leisure facilities, and culture, arts and heritage – helping to establish Birmingham as a world-class city.

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- Refuse collection
  - Clean streets
  - Care and support for older and disabled people

### Areas for improvement:

- Clean streets
- Police presence
- Refuse collection
- The level of crime

### Priorities for service delivery:

- Preventing, rather than treating, problems
- Spending more on those residents who are most in need
- Other organisations and businesses should help to provide the services the Council delivers

Birmingham is the most ethnically and culturally diverse city outside of London. This diversity brings with it a rich mix of creativity, entrepreneurship, skills, and talent that all contribute to the city's social and economic vitality.

We are also a young city, with 46% of citizens under the age of 30, which presents huge potential for accelerated growth, fairer distribution of wealth, and opportunities for innovation across all spheres of life.

The city has a strong and diverse business sector and is becoming a hub for advanced manufacturing, financial services, and technology. It is also the most entrepreneurial city outside London. Our strong business base, combined with the concentration of world-class universities, means the city is well-placed to harness the future economic opportunities, including digital, automation, and decarbonisation. Despite the Coronavirus pandemic, major projects such as HS2, the £700 million Paradise Development, and Smithfield are ensuring the city's economy can thrive as one of the largest growing in the country.

The pride and passion in Birmingham are clear. Our citizens are overwhelmingly positive about calling Birmingham home: 78% are proud to live in Birmingham and 75% feel there is good community cohesion amongst different ethnic groups in their local area.

The city is benefitting from the Birmingham 2022 Commonwealth Games which will be the biggest sporting and cultural event ever to be held in the city. This once in a lifetime occasion will be witnessed by a global audience of over one billion people but, for local people, the Games will be even more than a fantastic celebration of sport and culture.

The next decade has the potential to be the start of a "golden generation" for the city – and the Council, as one of the leaders of place, will have a key role in delivering this in conjunction with our partners, residents and communities.

### **COVID 19 – hope through adversity**

The Coronavirus pandemic has thrown a shadow over the city and its economy and this will set the context for much of our work over the coming years and beyond. Our plans for recovery – to create a more resilient, more inclusive, and more sustainable city – are not a separate endeavour and must go hand in hand with our existing and planned activity.

The crisis has revealed both the scale of the things we need to put right and our capacity to adapt and to take radical action when this is called for. It has highlighted:

- The level of poverty and vulnerability in some groups and communities
- The precarious nature of many households and businesses
- The weakness of our social care, health, and welfare services
- The chronic and structural inequalities in the city and the weakness and fragility of parts of the labour market
- The challenges facing existing economic models, such as the use of city centres for retail and office space
- Our over-centralised system of governance and the need for better contingency planning

The crisis has also shown that we can take radical steps as a society to protect people's livelihoods. It has highlighted:

- The strength and solidarity of Birmingham's citizens and communities
- We have the capacity to take voluntary action and unite to support those in need
- We can have a positive impact on the environment
- The Council's delivery capabilities, our capacity for innovation, and our renewed sense of purpose
- The potential of the city's many strong partnerships to drive improvement and change, including those focused on social care, health, and children as well as the regional partnership of the West Midlands Combined Authority (WMCA)

Overall, the pandemic has shown us that we can achieve remarkable things if we work together, take responsibility, and innovate to find solutions. The dedication, adaptability, and resourcefulness of our staff has shone through in the outstanding efforts we have made to respond to the crisis. As an organisation we have gained a renewed sense of purpose through providing leadership to the city and responding, however possible, to the needs of our citizens.

The COVID-19 crisis has shown the art of the possible: we can do things differently; we must do things differently.

In this context over the coming 18 months we will develop detailed plans to exploit the potential of City. There are three main areas of focus:

## **1 Shifting our focus from crisis to prevention:**

We need to redouble our efforts to help and supporting individuals and families at the early stages of an issue or crisis in their lives, before it manifests as a statutory need.

At its heart this is about working with people differently, drawing on, and building the support that exists in the community, as well as joining up professional disciplines on the frontline: giving them all a common mission to help people stay afloat and then thrive.

This about joining up, integrating and reforming services so that they:

- use data and insight to reach out and find people most at risk
- triage the help and support they may need
- always seeks to find resources and solutions that exist in the community – building a platform that enables this network of resources to grow and be sustained.
- provide integrated universal public sector support where this is helpful or directs people to more targeted specialist support as required.
- integrate pathways into specialist Early Help in the Children’s Trust or “life course” services in Adult Social Care and health.

Our approach will build upon the work the Council has already undertaken in respect of the localisation of services and the development of hubs. We will also look for best practice from other Council’s including pioneering work in Wigan, Bristol, Leeds, Middlesbrough, Camden, Barking and Dagenham and Barnsley. We will draw on the work of social reformers such as Hilary Cottam, in particular the insight and learning from her recent book “Radical Help”. We will also work closely with services users, the Community and Voluntary Sector in the city and draw on the insight of others, including the Co-op Council network and organisations such as CLES<sup>5</sup>, New Local<sup>6</sup>, including their work on the “Community Paradigm” together with think tanks and academic institutions. There are many perspectives, they all have something to contribute.

The development of this new approach effectively becomes our community recovery response to COVID.

This work will specify and then anchor the Council’s new network of hubs – potentially co-locating with early help services, adult services and other public and voluntary sector agencies. The resultant service offer is also likely to be pivotal to the realisation of our East Birmingham strategy.

Working in this way, outcomes will be better for individuals by supporting them in ways that help them before they reach a tipping point. But this approach also means we save money, in the short term, by consolidating what we do, and by reducing demand over the long term.

Work has already begun on building a business case and blueprint for a new service offer. A strategic outline case will be completed early in the New Year and a final business case concluded before the end of 2021/22.

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<sup>5</sup> Centre for Local Economic Strategies

<sup>6</sup> New Local Government Network

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## **2 Increasing the pace and scale of growth, for those that need it the most, while delivering our climate change objectives**

Prior to the pandemic, Birmingham was growing at almost twice the rate of London and four times the national average.

The Council can use its landholdings and access to low cost finance, while also leveraging once in a generation opportunities such as the development of HS2 and the Commonwealth Games, to increase the pace and scale of growth in all parts of the City – in particular housing (including both social and other forms of affordable housing) but also potentially town centre and sub-urban shopping districts and employment land development too.

By adopting an interventionist approach, the Council can address market failures and stimulate developments that might otherwise not happen, benefiting those who need them the most. In this way, our growth objectives become aligned directly with our approach to early intervention and prevention, by providing amongst other things the tangible supporting infrastructure (affordable housing, local jobs etc.) that help provide the economic foundations for a good life.

Working differently, the Council can also capture some of the wealth that is currently being generated in the City and then use that resource for social purposes. In simple terms generating fiscal and commercial income that can help close the budget gap, sustain and fund services for those who need help the most, and provide the funding and capacity to enable the Council to respond to the climate emergency and other related priorities (such as East Birmingham, air quality improvement and modal shift). This is about the Council adopting a more active and deliberate stance, leveraging its balance sheet, and in so doing becoming the corner stone and enabler of a more circular, inclusive and sustainable economy. This approach draws on the work led by the City Board.

Birmingham's size, scale, political commitment, historic association with technology, engineering and innovation and outstanding research facilities means the City is exceptionally well placed to become a global leader in tackling climate change at a city level. Again, this will require the Council to be bold and catalytic in its outlook. Building a core policy, partnership and investment team funded on an invest to save basis, to bring forward proposals and to build wider funding and delivery partnerships for the exploration and implementation of climate change activity in the City.

Over the coming 18 months the Council will establish how best to seize and shape the opportunity of growth and the potential for the City to be a world leader in terms of climate change and carbon reduction. This will require us to understand the opportunity gap – the difference between what we can achieve as we are currently organised and with our current capacity, compared to what might be possible if we worked and organised ourselves and invested differently. In particular we will need to consider:

- Our commercial capability: investment appraisal, treasury management, cash flow and risk management
- Our strategic planning and policy development capability: planning, place shaping and economic development, including those resources devoted to transport planning and the development of strategies to address the climate crisis that deliver the route to zero.
- Our capital delivery, asset management and building development capability

Detailed businesses cases for change and a road map for the future should be concluded before the end of 2021/22.

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### 3 Delivering new ways of working

Building on the positive experience during the pandemic (while reflecting on what has been challenging), there is the opportunity to make a permanent shift from a situation where 15-20% of our workforce works in an agile and flexible manner to one where 80-85% do so. In so doing we shift our focus from a desk-based accommodation strategy and a culture of presenteeism to one that champions flexibility and outcomes-based management – not least because working in this way is crucial to underpinning our approach to workforce equalities and talent management. The ability to allow Council staff to work flexibly is key to supporting women and carers grow and develop in the workplace.

It means fresh thinking about office accommodation as collaboration spaces underpinned by technology that enables hybrid meetings and access to data remotely.

This new approach also provides the basis for making significant savings in the short term, something that our medium-term financial plan demands with little or no impact on frontline service delivery. It's an approach that also directly responds to and supports our imperatives in relation to early intervention – enabling and securing an approach to hub and community-based working that is consistent across the Council and supported by new technology and workforce protocols. It also pump-primes our refreshed approach to growth – quickly releasing prime city centre and other assets for potential re-development by the Council. It is important to note that this doesn't always mean selling off important community assets to the highest bidder. On the contrary a considered approach can enable development of community spaces, new homes and financial returns for the Council.

Amongst other things, this approach can also help us to discern a long-term solution for the Council House as a vital civic asset.

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Reaping the benefits of these opportunities will require more than just moving the deckchairs or writing some strategies that will sit on a shelf. It will require certain parts of the organisation, over the coming months and then years, to change in real and profound ways. This will mean ensuring that the Council's core corporate services are able to support change and deliver improvement and do so in a way that is both assured and consistent. If we say we are going to make a change, we need to know that we can deliver.

But it also means winning consent and taking people with us – both inside the organisation and out. Inside, delivering change in a fair and constructive way – with the support of our trade union colleagues. This will be about focusing our culture change and organisational development teams on supporting the specific changes the organisation needs to deliver in the coming months and years. Outside the organisation it will be about building a culture of participation and public engagement ensuring our localism agenda is mainstreamed, led and delivered.

But for the public, staff and members, none of this will ring true unless we also continue to improve core services: street cleansing and refuse collection; enforcement; housing management; children services; SEND; adult social care and our overall approach to customer services. There is the prospect of a virtuous circle whereby the opportunities for us to grow and reform and work differently provide the financial breathing space to consolidate, improve and invest in the frontline – and in turn, getting the basics right helps to build trust and win consent for wider changes in the City. But of course, the opposite could be true and so what we do next is pivotal.

Underpinning all of this needs to be a fresh approach to equalities. We need to centre it in everything that we do. This means understanding in both a quantitative and qualitative way the nature and prevalence of structural inequalities in our City – the barriers that hold people back and then ensuring that we have policies and strategies and actions to tackle them over the short, medium and long term. This means we need data, but also that we hear the lived experience and find consistent means of taking decisive action. That challenge needs to start inside the Council and is why this delivery plan sets out specific commitments to ensure we start making substantial progress in our mission to ensure we have a workforce to reflect the community we serve.

Finally, the Commonwealth Games, in just 20 months-time, provide a moment of profound hope but also, jeopardy.

Hope, because they offer us a world stage to tell a story of a place that is on the cusp of defining what all great 21<sup>st</sup> century cities should aspire to achieve. Diverse, youthful, carbon neutral, open for business, growing, forward thinking and founded on principles of equality and opportunity for all. A chance to redefine and capture for a new generation, the purpose of the Commonwealth in a once imperial city that is on course to be the UK's first non-white majority place. An opportunity to reflect upon and reconcile injustices of the past, while plotting for a better future.

Jeopardy, because the stakes are high – with a burden in terms of capital delivery and city operations that is huge, on services that are already fragile and fragmented. Ensuring we have the right leadership and capacity to get the games done and put on our best show, is a must do priority for the months ahead.

### **What we will achieve by May 2022**

We will build on our achievements and continue to deliver on the commitments we have made to our residents, customers and the city as a whole. Full details of what we will deliver and by when are set out in the Appendix- A to this document and are summarised for each Cabinet Portfolio here.

### **Leader's Portfolio – Inclusive Growth & Commonwealth Games**

Prior to the Coronavirus pandemic, Birmingham was one of the fastest growing cities in the United Kingdom, with a vibrant economy that attracted investment – and visitors – from around the globe. Over the next eighteen months we will use this growth to stimulate a economic recovery that works for everyone, transforming the landscape of our city while creating opportunities for local communities and ensuring the 'just transition' to a green economy. By May 2022, key developments such as Smithfield, Paradise and Peddimore will be well underway or completed, and we will have set the course for the next 15-20 years of development through the adoption of a Future City Plan for central Birmingham. We will be continuing to deliver against our promise to build 7000 affordable homes by 2029/30, including the first phase of the residential scheme at Perry Barr. We will be taking a strategic approach to our own commercial and residential property portfolio, having created and implemented a new Corporate Landlord function to manage our capital assets, and completed the transformation of the CAB estate to reflect modern working practices. Working together with key partners, we will be ready to stage the Birmingham 2022 Commonwealth Games, welcoming the world to Birmingham and ensuring a positive Legacy for the Games through the delivery of a £6m Community Fund programme. Regulation and Enforcement will negotiate a new Food Inspection Programme with Food Standards Agency and will be required to complete 100% of the new programme once the Covid pandemic is over. With regards to enforcement only the very worst cases are reported to the Court system and therefore it is expected that a high level of successful prosecutions will be achieved.

### **Deputy Leader**

By 2022, Birmingham City Council will be well on the way to becoming a truly customer-focused organisation, committing to getting the basics right while also meeting the rising expectations of our citizens and communities. We will have developed a new Citizen Access Strategy, changing the way that citizens access our services, and increased the number of services that citizens can access through their BRUM Account, while also implementing a new approach to complaints to ensure that we tackle the root causes of problems as they arise. We will be making better use of the information we hold through a well-established Data Into Insight programme, publishing more transparent data about the performance of our key services and implementing an Information Assurance Plan to ensure full compliance with GDPR and data protection regulations. Across the council, wider service improvements will be underpinned by a new ICT and Digital Strategy, embedding new and agile ways of working and refreshing existing hardware/software and datacentre services.

### **Finance and Resources**

The next eighteen months looks to be one of the most challenging periods in public sector finance for a century, reckoning with the immense financial impact of COVID-19 after a decade of austerity and cuts to Council operational budgets that already mean that we have little 'fat to trim'. In these uncertain times, it is more important than ever that we stabilise the Council's finances and balance the books, ensuring that we are well positioned for recovery and to tackle any new challenges head on. By 2022,



our Finance Improvement Plan will have delivered the improvements we need to gain a 3 STAR CIPFA Financial Management rating, with robust financial planning and business case development practice embedded across the organisation. We will have a new three-year Medium-Term Financial Plan, underpinned by achievable financial plans – and the ability to rebalance finances in-year, enabling us to quickly respond to an increasingly volatile economic environment. More broadly, we will ensure the sustainability of the organisation by developing a core training and development offer for all staff, refreshing our Workforce Strategy and investing now to ensure that we train the leaders of the future. And, as one of the largest anchor institutions in Birmingham, we will use our commissioning and procurement power to maximise the impact of every pound we spend, working with partners to drive real social value outcomes for our citizens and communities.

## **Children's Wellbeing**

Over the next eighteen months we will build on the sustained progress and improvements delivered by the Birmingham Children's Trust, working with partners and local networks to ensure that the safety and wellbeing of children and young people is at the heart of everything we do. We will continue to shift the focus of our services from crisis to prevention, developing an improved early help offer for pupil wellbeing and engaging earlier with more families to prevent the need for more disruptive and intensive services. For children with special educational needs, we will work closely with schools to develop responsive, flexible and effective local SEND provision in mainstream schools, reducing our reliance on high cost specialist placements outside Birmingham, and enabling children to access quality education provision as close as possible to where they live. A restructured Home to School Transport Service will ensure that children and families receive the service that they deserve, underpinned by a new contract compliance monitoring system and IT transport system, reducing complaints and improving user satisfaction levels. Across a range of services, we will drive improvement and hold providers to account through the establishment of a 'best in class' strategic commissioning function within the Education and Skills Directorate, developing the maturity of the Birmingham Children's Trust and ensuring the achievement of improved outcomes for all our children, including those most in need.

## **Education, Skills & Culture**

The COVID-19 pandemic has had a profound and devastating impact on the lives and aspirations of young people across Birmingham, disrupting education for thousands of pupils and students and driving youth unemployment levels to historic highs. Now is the time to take bold and innovative action to safeguard the future of our city, tackling the causes of low educational attainment in schools and maximising opportunities for young people to prevent a lost 'COVID-19 generation' becoming NEET. Over the coming months, we will continue to work closely with schools to drive up educational attainment in schools, developing improvement plans in partnership with schools where there are concerns and commissioning a new school improvement contract for primary schools. We will ensure the sustainability of our public education sector, renegotiating aspects of PFI contracts to drive down school deficits and improving our financial support offer to schools that are struggling and reviewing the quality of school buildings and sites to ensure that they are suitable environments for learning. By 2022, we will have agreed a new Education and Skills Strategy, ensuring that our young people have the skills, experience and opportunities they need to succeed and reducing our youth unemployment rate to be in line with the national rate. And, to support learning at all stages of life, we will complete the redesign of the Birmingham Adult Education Service (BAES) so that it is financially stable and responsive to the needs of residents, employers and our community partners.

## **Health and Social Care**

By 2022 we will complete implementation of the Commissioning, Customer Journey, Three Conversations and Personalised Day Activities aspects of the Adult Social Care Transformation Programme and rollout of the Neighbourhood Network Services will be well underway. Working with our partners our new approach to Early Intervention will be embedded jointly across the health and care system. This new model for Adult Social Care will improve outcomes for service users by using technology, relationships and other assets within the community to enable people to live independently in their own homes as far as possible. This will reduce unnecessary demand for Council services and therefore deliver savings to the Council's budget in doing so. Alongside this work we will continue to strengthen our Public Health services, including our core commissioning of sexual health and substance misuse services. We will have improved the city's food system, completing the Childhood Obesity

Trailblazer project and developing a strategy for reducing infant mortality in the city. We will have undertaken social marketing campaigns to encourage modal shifts in transport use and will use our strengthened JSNA process to undertake 'deep dives' into key issues affecting Birmingham.

### **Social Inclusion, Community Safety and Equalities**

By 2022 all Council strategies, plans and policies will have due regard for equality and community cohesion issues, supported by good quality Equalities Impact Assessments. We will have strengthened our in-house Equalities and Community Safety capacity alongside a fully embedded partnership approach to delivering the Community Safety, Domestic Abuse, Modern Slavery and hate crime agendas. We will continue to progress our work on tackling structural inequalities in the city through our work on Community Wealth Building, sponsoring a second phase of the Birmingham Poverty Truth Commission, and by establishing a citizen-led body to help address this issue within the city, placing the citizen ever-closer to decision-making. We will have delivered an action plan to secure a workforce for the Council that represents the diversity of the communities we serve and improved community cohesion through the refresh of the Faith Covenant. We will enhance our celebrations of the collective, diverse traditions and cultures that make up Birmingham's history – including publishing a diary of community and faith events that are commemorated throughout the year.

### **Street Scene and Parks**

By 2022 we will build our network of parks volunteers to increase community involvement, capitalising on central government initiatives to do so and combining these efforts with our tree planting and the Future Parks Accelerator programme, which will maximise the economic impact of parks and green spaces for the benefit of Birmingham's citizens. We will improve street cleanliness through the Love Your Street programme, enhancement of our enforcement activities to deal with fly-tipping, littering and graffiti and by having a fully funded and reliable replacement programme for our refuse collection, street cleansing and grounds maintenance vehicle fleet.

### **Homes and Neighbourhoods**

By 2022 we will have made significant progress on the Council's localism agenda by delivering on the actions contained within the Working Together in Birmingham's Neighbourhoods Policy, building a cross-council approach and framework for a locality-based model. We will have agreed the future provision of mortuary and pathology services in the West Midlands, including identifying and implementing the agreed options for the centre of excellence alongside beginning implementation of an investment plan for cemeteries and crematoria. We will have modernised our approach to tenant engagement so that it is representative, transparent and open. We will have refreshed our housing strategy and delivery plan for the long term and implemented a new operating model for our housing Options service. Our housing allocations policy will have been renewed so that it supports the Council's homelessness priorities – including the new rough sleeping strategy – and ensures that we make the best use of our housing stock to meet citizens' needs. We will have improved living conditions by completing installations of fire safety and sprinkler systems in council-owned high-rise blocks and finalising the licensing regime for private rented sector housing.

### **Transport and Environment**

By 2022 we will have delivered the Emergency Transport Plan and will have formally adopted the Birmingham Transport Plan, which will set out the city's vision for transport. The Clean Air Zone will be fully operational and embedded and we will be implementing the early recommendations of the Route to Zero Climate Taskforce with an established action plan for achieving net zero carbon. We will have commenced work on strengthening the Aston Expressway to ensure its ongoing safety and longevity. We will have strengthened Birmingham's infrastructure through our flood risk management work, the re-procurement of our highway maintenance service and significant capital investments in our transport and highways, which will support longer term outcomes for transport, road safety and air quality in the city.

## **CONCLUSION**

This Delivery Plan and corresponding Performance Management Framework set out our vision, ambition, and action for how we will strengthen the prospects of the city and its citizens and achieve a brighter and better future for Birmingham.

While we understand the scale of the challenge ahead of us, we are confident and committed in our approach that we can continue to work with citizens and partners to realise the city's tremendous potential and enable our citizens to take advantage of the many opportunities available to transform their lives.

## **APPENDIX A**

[Tasks, Milestones and Accountabilities]

## **APPENDIX B**

[Performance Management Framework]



# Appendix

## Tasks, Milestones and Accountabilities

**Actions** and **deliverables** which the Council is committed to over the next two years (to May 2022) in pursuit of our goals, as well as milestones, timelines and accountable officers for each.

## Contents

Cllr Ian Ward - Leader .....	3
Cllr Brigid Jones - Deputy Leader .....	24
Cllr Tristan Chatfield – Finance and Resources .....	39
Cllr Kate Booth – Children’s Wellbeing.....	46
Cllr Jayne Francis – Education, Skills and Culture .....	53
Cllr Paulette Hamilton – Health and Social Care .....	62
Cllr John Cotton – Social Inclusion, Community Safety and Equalities .....	69
Cllr John O’Shea – Street Scene and Parks.....	76
Cllr Sharon Thompson – Homes and Neighbourhoods .....	79
Cllr Waseem Zaffar – Transport and Environment .....	84

## Cllr Ian Ward - Leader

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Birmingham Design Guide					
The Birmingham Design Guide will reiterate and update Birmingham’s commitment to delivering high quality design across all scale of development. It will provide guidance on all aspects of design, supporting the Birmingham Development Plan (BDP) and Development Management in Birmingham.	By 2022 we will have adopted the Design Guide as planning guidance; and be using it to actively enhance the quality of place across Birmingham.	Birmingham Development Plan	1. Leader approval for consultation	December 2020	Simon Delahunty-Forrest
			2. Public Consultation	March 2021	
			3. Review and refined final document	September 2022	
			4. Cabinet approval to adopt document	December 2022	
			5. Adopt Design Guide	December 2022	
Birmingham Smithfield					
Birmingham Smithfield, which has been created through the relocation of our Wholesale Markets represents one of the largest and most exciting regeneration projects in Europe. Smithfield will deliver new cultural and leisure attractions, vibrant retail markets and 300,000 square ft of floor space for new and existing small businesses, as well as a residential neighbourhood with 2,000 new homes and high-quality public realm, integrated public transport links to the wider city centre and the creation of 3,000 new jobs.	By 2022 the development partner for Smithfield will have been appointed, obtained planning permission and commenced enabling and infrastructure works to support the creation of a new world class destination in the heart of the city centre.	Capital Programme	1. a) Cabinet Outline Business Case (OBC) and Contract Award Approval b) GBSLEP OBC Approval c) Contract Sign	December 2020	Ian MacLeod
			2. a) Enabling and Infrastructure Works b) Commence Voluntary Acquisitions	March 2021	
			3. Outline Planning Application Submission	June 2021	
			4. a) Phase 1 Detailed Planning Application Submission b) Outline Planning Application Consent c) Commence Compulsory Purchase Order (CPO)	September 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			d) Phase 1 Detailed Planning Consent		
Bordesley Park Area Action Plan					
The adopted Bordesley Park Area Action Plan (AAP) provides the planning context for guiding the development and regeneration of the area to the east of the city centre, including Washwood Heath, Bordesley Green, Bordesley Village and Small Heath, up to 2031. A key scheme identified in the AAP that will deliver employment opportunities in the local area is the Birmingham Wheels scheme. We will bring forward delivery of this key site and appoint a partner to help provide up to 1m sq. ft of new employment space and create around 3,000 jobs.	By 2022 we will have procured a development partner for the employment development of the Wheels site and will have commenced the preparation of the planning application.	Birmingham Development Plan	1. Wheels Outline Business Case to Cabinet	March 2021	Doug Lee
			2. Wheels Full Business Case and commence procurement	June 2021	
			3. Select Development Partner	December 2021	
			4. Progress planning application	March 2022	
Business Growth Programme					
A comprehensive package of support to develop and grow Small & Medium Enterprises (SME) businesses cross the City as well as Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP) Marches areas. This is a major business support programme, which seeks to improve business confidence, stimulate business activity, encourage investment, develop new markets and new products, raise skill levels and create new jobs. We will continue to be flexible in delivery and aim to adapt programmes to respond to the current economic crisis.	By 2022 we will have delivered the majority of our existing £77m Business Growth Programme; providing a package of business support strengthening supply chain companies, stimulating innovation and growing existing SMEs. Over three years this will have supported 1,000 SME's and created 2,000 new jobs.	Business Growth Programme	1. Completed delivery of £10m Discretionary Grant Fund	December 2020	Mohammed Zahir
			2. Ongoing delivery of £55m Business Growth Programme	March 2021	
			3. Possible launch of Heavy-Duty Vehicle Fund (for Clean Air Zone) - £10m	December 2021	
			4. Launch of Supplier Skills Programme	March 2022	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
City Centre Enterprise Zone					
Continued implementation of the £1bn investment plan for the City Centre Enterprise Zone which will support accelerated delivery of office and residential development. Once complete the EZ will have delivered 40,000 jobs, 1m sq. m. commercial floorspace and 4,000 new homes across the City Centre in the period up to 2038.	By the end 2022 the City Centre Enterprise Zone will have supported the development of some of our most significant office schemes including:  <ul style="list-style-type: none"><li>- Paradise</li><li>- 1 Centenary Way</li><li>- 103 Colmore Row</li><li>- Three Snow Hill</li><li>- Arena Central</li><li>- Over 2,000 sqm of new public realm will have been delivered at Southside and Snowhill to increase the popularity of these areas of the city centre for business and leisure.</li></ul>	Capital Programme	1. Full business Case for Southside Public Realm submitted to the GBSLEP	December 2020	James Betjemann
			2. GBSLEP funding approval for Digbeth High Street public realm improvements	March 2021	
			3. Old Curzon Station building refurbishment completed	June 2021	
			4. Digbeth High Street public realm scheme complete	January 2022	
			5. Belmont Works scheme complete	December 2021	
			6. Southside Public Realm complete	March 2022	
			7. Snow Hill Public Realm complete	September 2022	
City Centre Public Realm					
The project will deliver a package of works resulting in a comprehensive renewal of the public realm within the City Centre Core. This covers the public places of our city centre, its squares and streets, and will include the refurbishment of Victoria Square and repair of ‘The River ‘Fountain; and support the daytime pedestrianisation of the retail core of the City Centre.	By 2022 phase one of the city centre public realm project will be complete in time for the Commonwealth Games comprising Victoria Square, the ‘River’ fountain and Colmore Row/ Waterloo Street	Capital Programme	1. Design development	March 2021	Phil Edwards
			2. Construction site Victoria Square	May 2021	
			3. Construction start Colmore/ Waterloo	May 2022	
			4. Construction Water Fountain	March 2021	
			5. Construction complete of phase one	March 2022	
Corporate Landlord Review					

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
To create a true Corporate Landlord function to manage the property assets of the City Council, ensuring Health & Safety compliance and effective utilisation.	By 2022 we will have completed and implemented the creation of the Corporate Landlord function to manage - both strategically and operationally - the Council's property portfolio, improving both Health and Safety compliance and the utilisation of the assets.	Property Strategy	1. Full Business Case to Cabinet regarding the creation of Corporate landlord function	March 2021	Kathryn James
			2. Mobilisation of moves of functions into new Corporate Landlord model	June 2021	
			3. Full implementation of Corporate Landlord model (including budget transfers)	September 2021	
			4. Ongoing review of portfolio	December 2021	
			5. Commence strategic review of portfolio	March 2022	
			6. Ongoing review of portfolio	June 2022	
Delivery of the city's housing programme including InReach and Birmingham Municipal Housing Trust (BMHT)					
The Birmingham Municipal Housing Trust (BMHT) is the council's delivery team for building new rented and market homes across the city. Key schemes due to start on site in 2020/21 include Yardley Brook, which will deliver 300 new homes; Bromford Estate, which will deliver 53 homes for social rent, and a further 180 new homes all for social rent; major procurement of 100 off-site manufactured homes for social rent; as well as Pool Farm where we will be seeking to deliver up to 280 new homes. We aim to deliver larger family accommodation to address the housing needs of those on Housing Register and those in temporary accommodation.	By 2022 we will have progressed our acceleration of housing delivery plans for 7000 affordable homes by 2029/30. Including delivery by Registered Providers, external partners as well as Help to Buy.	BMHT Programme	1. Forecast handover 51 rental & complete 10 sales units	December 2020	Colette McCann
			2. Forecast handover 16 rental units 15 sale	March 2021	
			3. Forecast handover 33 rental & complete 40 sales units	June 2021	
			4. Forecast handover 108 rental & complete 110 sales units	September 2021	
			5. Forecast handover 120 rental & complete 43 sales units	December 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Development Management in Birmingham - Development Plan Document					
The Development Management in Birmingham will provide detailed policies to help determine planning applications and development decisions across the whole City complementing the Birmingham Development Plan.	By 2022 we will have adopted the document which will provide detailed up to date development management policies to help determine planning applications and supporting the delivery of the Birmingham Development Plan.	Birmingham Development Plan	1. Examination in Public	November 2020	Maria Dunn
			2. Adoption	March 2021	
East Birmingham Inclusive Growth Strategy					
The Strategy 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.	By 2022 we will have established a Delivery Board and be delivering against an adopted strategy and delivery plan that 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.	East Birmingham Inclusive Growth Strategy	1. Formal consultation concludes and development of initial delivery plan underway	December 2020	Mark Gamble
			2. Delivery Board established, Strategy adopted, and delivery plan agreed	March 2021	
			3. Ongoing delivery of priority projects including community engagement and programme development	September 2021	
Shaping our Medium-Term Financial Plan (MTFP)					
We will re-balance the budget that has been hit by the impact of COVID-19 over the 2020-23 timeline. Offering a 3-year vision for services, a COVID-19 recovery plan and a path back to financial resilience based on a view of the available funding.	By February 2021 we will have an initial three-year detailed budget plan and a further seven year less detailed plan that robustly match our spending plans to the resources available, includes a recovery plan and a refreshed balance sheet that supports ongoing investment in priorities		1. Lobby via comprehensive spending review call for evidence and business rates consultations.	September 2020	Rebecca Hellard
			2. Refreshed Medium Term Financial Plan forecast.	November 2020	
			3. Council agrees budget for 21/22, three-year detailed budget plan with seven further years planned and an initial Outcome Based Budget	February 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	By 2022 we will have developed a 10-year Financial Plan and introduced Outcome Based Budgets		4. Council agrees budget 22/23 and 10-year financial Plan with Outcome Based Budgets	February 2022	
Economic Recovery Strategy					
The purpose of the Recovery Strategy is to summarise the City Council's contribution to supporting the economy of the city as it recovers from the COVID-19 crisis and adapts to changing conditions, including the challenges of leaving the European Union. The Economic Recovery Strategy will be published by the end of March 2021. This will sit alongside the Council's own recovery strategy and the Community recovery work.	By 2022 we will have an approved Economic Recovery Strategy which will have delivered a range of projects and improvements around key themes based on the city council's distinct role in place leadership, including place development and management; green recovery; supporting people and businesses.		1. Approval and implementation of strategy: priorities used to inform regional and national funding bids	End of March 2021	Maria Dunn
			2. Ongoing implementation, monitoring and review	May 2022	
Smethwick to Birmingham Corridor Development Framework					
Preparation jointly with Sandwell MBC of a development framework for the corridor between Smethwick and Birmingham. The framework will support the coordinated development of the corridor, the delivery of infrastructure enhancements and the redevelopment of the City Hospital site.	By 2022 the City Council, along its partners, will have agreed a development framework for the corridor.	Birmingham Development Plan	1. Instruction of Consultant Team	November 2020	Rebecca Farr
			2. Cabinet approval for consultation	June 2021	
			3. Public consultation	July 2021	
			4. Final Document	September 2021	
Edgbaston Reservoir					
Production of a Supplementary Planning Document (SPD) for Edgbaston Reservoir, one of Birmingham's most important open spaces. It will provide	By 2022 we will have adopted a Supplementary Planning Document.	Birmingham Development Plan	1. Work collaboratively with community to amend the Supplementary Planning Document	December 2020	Simon Delahunty-Forrest

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
clear guidance for future development and activity at the reservoir, including a mixed-use residential-led development on the Tower Ballroom site. The plan will encourage leisure, sport and community activities are accessible to all, enhance the local nature reserve, provide opportunities for improved health and wellbeing and create a safe vibrant environment for residents and visitors to enjoy.			2. Undertake a second round of public consultation	June 2021	
			3. Seek cabinet authorisation to adopt the final Supplementary Planning Document	September 2021	
			4. Progress delivery of the Masterplan	June 2021	
HS2					
Supporting construction of the new city centre terminus as well as delivering a £724m investment programme which will provide local infrastructure and development thereby enabling activity to maximise the economic benefits of HS2, to include 36,000 (net) jobs, 4,000 new homes and 600,000 sqm of employment space.	By 2022 we will have secured full business case approval for EZ funding to deliver the enhanced public realm surrounding the station, and the Curzon Metro stop to integrate the Birmingham Eastside Metro extension with the Station.	Capital Programme	1. Submit Outline Business Case for Moor Street Improvement Scheme	March 2021	James Betjemann
			2. Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP) approval for funding to develop the target cost for the HS2 Curzon Station Enhanced Public Realm	December 2021	
			3. HS2 Curzon Station Public Realm / Metro Stop - Stage 1 contract award to develop the target cost.	June 2021	
			4. GBSLEP approval for the Full Business Case to Deliver the HS2 Curzon Station Enhanced Public Realm.	December 2021	
Commercial Property Portfolio					
To use the Council's retained commercial property assets comprising approximately 5800 buildings and land holdings. This	By 2022 we will have completed a review of the commercial investment	Property Strategy	1. High level portfolio asset review to be completed by October 2020.	December 2020	Kathryn James

## Leader's Portfolio

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
will generate rental and service charge income of approximately £31.5m per annum.	portfolio. The rationalisation, disposal and acquisition of assets will deliver a portfolio which meets the City's financial objectives. We will have identified suitable investment and acquisition opportunities to support delivery of increased rental returns and financial performance in line with our Long-Term Financial Plan (LTFP) through to 2024.		2. Disposal of assets and purchase of new assets commencing in Q3 of 2020.	December 2020	
			3. Report progress on investment and disposal activity to the Commercial Property Investment Board on a quarterly basis.	Quarterly 21/22	
			4. Report update Investment Strategy annually to Cabinet	June 2022	
Ladywood Estate Regeneration					
The Ladywood Estate has been identified as an area for housing led regeneration that will address both social and environmental issues and deliver significant benefits for the local community and wider Birmingham economy.	By 2022 we will have (or about to) appointed a developer/ investor partner to take forward one of the largest city centre estate renewals in the UK, comprising two sites (Ladywood Central 150 acres and Ladywood Broad Street 6 acres), includes 82 acres Council owned land.		1. Recommence procurement process	March 2021	Simon Delahunty-Forrest
			2. Complete procurement process	June 2021	
			3. Production of Final Delivery Strategy and Full Business case	December 2021	
			4. Full Business Case Cabinet approval	March 2022	
			5. Preferred Developer contract Execution	June 2022	
Langley Sustainable Urban Extension (SUE)					
Facilitate the delivery of a 6,000 (circa) dwelling sustainable urban extension. A range of types and tenures including affordable housing, primary and secondary school, open space, community facilities and transport improvements.	By 2022 we will have a planning approval in place for the delivery of a 6,000 (circa) dwelling sustainable urban extension.		1. Outline planning application submitted	March 2021	Ian MacLeod
			2. Detailed planning application submitted	March 2022	
			3. Start on site	September 2022	
Paradise					

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Working with the lead developer Argent we are helping to deliver one of the UK's most important city centre developments. The redevelopment of the former library and Conservatoire will deliver ten high quality new buildings which will combine office, retail and hotel uses with new public space.	By 2022 Phase One will have been completed; to include One Chamberlain Square fully let to PwC and Two Chamberlain, providing 183,000 sqft for premium occupiers; Phase Two will be nearing completion, including delivery of One Centenary Way providing 280,000 sqft and progress with a new hotel, Three Chamberlain Square and Ratcliff Square.	Capital Programme	1.Two Chamberlain complete	PC Achieved Apr 2020. 12-month defect period in effect.	Simon Garrad
			2. Work ongoing Phase Two	March 2021	
			3. One Centenary Way complete	December-2022	
			4. Phase Two completion – Three Chamberlain Square and a new 4* hotel + public realm	June 2024	
Peddimore					
Peddimore is set to become one of the region's most important employment and economic locations and will provide excellent employment opportunities for local people from all backgrounds. Working with the lead developer IM Properties we will help create a high-quality development which attracts leading national and international manufacturing and logistics businesses, delivers a best in class employment location and an economic asset that Birmingham can be proud of.	By 2022 the infrastructure works for the site will be completed including a new junction on the M42 and internal spine roads as well as landscaping.	Capital Programme	1. Start on site	March 2021	Ian MacLeod
			2. Infrastructure works completed	September 2022	
			3. Phase 2 prepared for development	March 2023	
			4. Completion of initial phase 1 buildings	March 2023	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Perry Barr Masterplan					
The production of a masterplan to support and guide the long-term development of the Perry Barr area. The Masterplan will provide a clear direction for development post Games development and will be supported by a delivery plan.	By 2022 the Masterplan will be adopted, and the pre-Games development fully delivered.	Birmingham Development Plan	1. Engagement with stakeholders on vision, objectives, and opportunities	December 2020	Simon Delahunty-Forrest
			2. Production of Draft Masterplan for formal consultation	March 2021	
			3. Finalisation of Plan and endorsement by BCC Cabinet	June 2021	
Perry Barr Regeneration - pre-Games and post-Games					
With more than 60 hectare of brownfield land at Perry Barr there is an opportunity for investment to deliver an exciting vision for the regeneration of Perry Barr as part of the Commonwealth Games legacy. Investment in sustainable transport and placemaking will act as a catalyst for significant housing growth in Perry Barr, which will ultimately deliver more than 5,000 new homes as well as driving opportunities for schemes to enhance the local centre.	By 2022 the first phase of the residential scheme will have been delivered to provide new homes, highways work completed to unlock development sites and provide an improved environment for active travel, and a new station and bus interchange will be operational.	Commonwealth Games Programme	1. Residential scheme, highways work, and station scheme on site. Job Centre relocation scheme underway to enable National Express relocation.	December 2020	Rebecca Farr
			2. Remediation strategy in place; funding asks identified; disposals strategy agreed including approach to Phase 2	March 2021	
			3. Implementation of disposals strategy commenced	September 2021	
			4. Highway works completed; station completed	December 2021	
Redevelop Alexander Stadium into a World Class Stadium on Time and on Budget					
i) Procure and oversee the successful construction of the new Alexander Stadium within budget and on time.  ii) Deliver a sustainable solution for the Perry Park/Alexander Stadium Complex through an adopted Full Business Case	i) Completed Commonwealth Games Legacy Stadium on time and on budget, meeting design brief and scope to deliver legacy outcomes post games including additional community access.	Commonwealth Games	1. Construction commenced on 25 May 2020: Practical completion and handover to the CWG Organising Committee on 1st April 2022.	April 2022	Dave Wagg Chris Jordan
	ii) Made Improvements to Perry Park to meet council		2. Full Business Case for Perry Park/Stadium Regeneration Project May 2021	May 2021	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	priorities to encourage active lifestyles				
New Ways of Working and Maximising Efficiency Across the Council's Estate					
We have an opportunity like never before to create a truly agile workforce and realise the associated benefits for the Council, our workforce and the communities we exist to serve Our goal is to cultivate an agile culture and behaviours throughout the organisation and to fully implement the working practices, technology and facilities to enable all Members and staff to operate in a fully agile way. To do so effectively we must become an insight led and evidence-based organisation, working with sound and reliable data to determine how to best meet the needs of our communities The New Ways of Working Programme has been identified as a means to bring together and build upon existing work on developing insight and intelligence, agile working, a modern workplace and the provision of locality-based working.	By 2022 we will have completed the transformation of the CAB estate to reflect modern working practices. We will re-envision the future of the Council House complex and establish the desired model of premises to facilitate the delivery of front-facing services to the citizens of Birmingham. We will re-imagine what our customer offer is in our locality, including co-location and integrated working across all our services.	Property Strategy/ New Ways of Working	1. Review current proposals in light of Covid-19 experiences.	December 2020	Kathryn James
			2. Take forward OBC to Council House electrics. Further discussions regarding the future vision for the Council House. Socialise proposals regards Public Hubs	December 2020	
			3. OBC to dispose of Lancaster Circus	December 2020	
			4. FBC to Cabinet for Council House electrical refurbishment.	June 2021	
			5. Commencement of electrical refurbishment of Council House complex.	September 2021	
BCC Property and Asset Compliance					
Continue to strengthen arrangements related to the Property and Asset portfolio.	To demonstrate a clear understanding of the extent of the Property and Asset Portfolio, who is responsible for each, and that they are competent to be responsible. To ensure that all necessary	Property & Assets	1. Map of Property and Asset Portfolio	December 2020	Simon Naish / Kathryn James
			2. Define competencies & assign Responsible Persons to roles	January to December 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	competencies are met and that associated statutory testing and inspecting regimes are current.		3. Support Property Services with the programme of resurvey and assessment	January 2021 - 2023	
Rea Valley Urban Quarter					
The Rea Valley Urban Quarter will become a vibrant mixed-use area delivering jobs, homes and a network of green spaces and pedestrian routes. Accommodating over 5,000 new homes the area will provide new housing attracting families to the city centre supported by a range of community facilities and employment space.	By 2022 we will have an adopted Supplementary Planning Document (SPD) and strategy for delivering 5,000 new homes & appropriate employment, office, leisure growth including social and physical infrastructure.	Birmingham Development Plan	1. Cabinet approval of the masterplan	December 2020	Simon Delahunty-Forrest
			2. Production of Delivery Plan Implementation Strategy	December 2021	
			3. Flood and infrastructure programme development (to align with the Flood Risk Management Programme, subject to securing the necessary funding) - Strategic Outline Case completion (includes comms and funding plan).	March 2022	
Snow Hill Growth Strategy					
The Snow Hill growth strategy will create a development proposition focussed on the successful transformation of Snow Hill train station and its immediate environs. Including redevelopment of the current railway station, create office space and improve connectivity to the Jewellery Quarter and investments in relation to the A38 and A4540 Ring Road, to address issues including through traffic, air quality, severance, and modal shift.	A collaboration agreement between BCC and Network Rail will be in place. An outline business case will be developed. Procurement: land and funding strategies will be in place to enable development of partner procurement.		1. Cabinet approval to progress the proposals to Full Business Case.	March 2021	Phil Edwards
			2. Production of delivery plan and implementation strategy (note other milestones, relating to procurement, funding and delivery will be achieved post 2022)	March 2022	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Strategic Management of EU and Transformational Funding Programmes					
The Council has a crucial role to play in ensuring the City maximises its opportunities to attract EU funding which can be used to support jobs, skills and infrastructure programmes.	By 2022/23 we will have worked towards securing a possible further £30m of EU funding resources through either extending existing projects with additional resource or securing new projects from nationally unallocated resources; we will have also lobbied and influenced the introduction and implementation of the new UK Shared Prosperity Fund to ensure that it secures at least £250m of new Regional Funding to sustain the level of resources previously secured from the European Union.	Strategic Management of EU and Transformational Funding Programmes	1. Secured additional £30m EU resources by 2022/23 (note £7.765m of additional resources secured to date, August 2020)	March 2022	Lloyd Broad
			2. Ongoing delivery and support of £100M EU funding (up to 2023)	March 2021	
			3. Secured £250m (min) agreement for UK Shared Prosperity Fund (subject to further information from Government Comprehensive Spending Review)	March 2022	
Our Future City Plan – Central Birmingham					
The plan will provide the vision, ambitions and framework of key actions for delivering the city’s growth needs in the context of decarbonising development; greening and adding biodiversity; clean air; minimising waste, embracing technology and innovation etc.  Given the profound challenges being faced by what is one of major economic assets we will establish a working group to undertake a review of the city centre’s office and retail sector, and given their close economic relationship, the leisure	By 2022 we will have adopted a transformational plan for Central Birmingham setting the direction for the next 15-20 years focused on delivering social, environmental and economic prosperity. The vision and set of strategic actions in the plan will guide the implementation of a delivery programme supporting policy and project formulation.	Birmingham Development Plan	1. Early engagement including undertaking stakeholder activity city centre commercial market review	December 2020	Simon Delahunty-Forrest
			2. Draft Plan production	June 2021	
			3. Cabinet/Leader approval for consultation	September 2021	
			4. Consultation Draft published	September 2021	

## Leader's Portfolio

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
and F&B sectors; in doing so we will engage meaningfully with a range of stakeholders, including Business Improvement Districts, developers and businesses to understand their short, medium and long-term needs			5. Consultation review/plan revisions	December 2021	
			6. Adoption	March 2022	
Trade, Tourism and Investment (TTI) programme					
Birmingham 2022 is a once-in-a-generation opportunity to showcase the UK to international investors, businesses, entrepreneurs, students and visitors. TTI is a three-year programme delivered by the West Midlands Growth Company that will: Promote the West Midlands and the wider UK as a world-class destination for trade, investment, education and tourism; Drive long-term economic benefit; and boost the UK's global reputation. BCC is included in the Programme Governance (Board and Co-ordination Group) as a key stakeholder. Alongside this, a Birmingham Visitor Destination Plan will be produced.	Develop the TTI with the WMGC by 2022 to maximise investment into the City from the Commonwealth Games and enhance the City's image and reputation.		1. Full Business Case (FBC) submitted to HMG	December 2020	Richard Woodland
			2. DCMS Finance Committee review FBC	December 2020	
			3. Birmingham Visitor Destination Plan produced	March 2021	Symon Easton
			4. Project set up: Queen's Baton Relay, Dubai Expo, UK House, Media Programme	September 2021	Richard Woodland
Unlocking opportunities for new housing, commercial development and capital receipts					
To generate in excess of £30 million of Capital Receipts from the Core BCC Disposals programme and through rationalisation of the existing commercial and operational property portfolios	By 2022 we will have reviewed the Council's land and property holdings to identify surplus assets complementing the existing capital receipts programme 2020/21 - 2021/22.	Property Strategy	1. Continue to review the portfolio with Directorates to identify opportunities	December 2020	Kathryn James
			2. Detailed review of opportunities identified	March 2021	
			3. Collate opportunities for consultation and surplus declaration	June 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			4. Surplus declaration recommendation to cabinet	September 2021	
			5. Prepare opportunities for marketing and commence legal due diligence	December 2021	
			6. Marketing of opportunities	March 2022	
Urban Centres Framework					
Delivery of city's Urban Centres Framework, which provides clear strategic direction for the reinvigoration of our urban centres. BCC will work with partners and funders to guide and deliver projects, maximising funding opportunities, such as through the West Midlands Combined Authority and attract investment into our urban centres.	By 2022 BCC and partners will have delivered projects in Urban Centres across themes including: new development (commercial and residential growth), public transport and active travel improvements, property improvements, creation or enhancement of public squares and spaces, and improved access to green spaces.	Urban Centres Framework	1. Opportunities for accelerated delivery and funding opportunities identified, and programme agreed; delivery of Emergency Transport Plan and 'reopening High Streets Safely' measures in Centres	December 2020	Rebecca Farr
			2. Project development against key themes, commencement/continuation of funded projects, and identification of additional funding	March 2021	
			3. Continued project development and delivery	June 2021	
COVID-19 Response & Recovery					
Emergency Planning ongoing response and recovery support	Conclude COVID and BREXIT response activities Readiness for B2022 Maintained, enhanced response capability (Control/Duty) Ensured our capability to respond to Emergencies and Disruptions		CWG Readiness for 2022 Robust Large Event SAG New & Robust Sports Ground SAG now moved inhouse from ACIVICO in 20 24/7 Incident Response Capability (EP/Control/CCTV) Training and Exercising programme to support readiness	Ongoing programme  Annual Safety review of sports grounds  Annual	Michael Enderby

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			Response Arrangements (Plans) updated on cycle	Review of Plans as per their programme  CWG May 2022	
Civic brand refresh and city partnership / leadership					
Communications - Using the Commonwealth Games opportunity of 2022 to create a brand that evokes civic pride	Rebrand of BCC – replacing the current logo with a new corporate identity		New designs generated following focus groups.	On hold due to COVID-19	Eleri Roberts
Contribute to the redevelopment of Smithfield site and maintain the market service until handover					
Staff to vacate Manor House by November 2020, undertake a viability assessment for the three markets Engage stakeholders in a marketing plan to ensure the retail markets are viable when renewed.	Provide Covid19 secure office accommodation and introduce new method of working (agile); Undertake viability assessment; Prepare marketing plan.	Smithfield	1. Staff vacate Manor House	October 2020	Paul Lankester/ Sajeela Naseer
			2. Relocate to various sites, primarily Ashted Lock	October 2020	
			3. Provide Viability assessment	March 2021	
			4. Provide marketing plan	September 2021	
Develop and implement the regulatory regime for the Commonwealth Games					
This is a project that will create a joint approach to enforcement across all venue authorities involved in the Commonwealth Games. This will provide common policies and approaches to enforcement and provide a potential Commonwealth Games Standard for future Games and a base for future joint working across the West Midlands in Regulatory Services.	Established the enforcement regime and standards for all venues across the Commonwealth Games activities in conjunction with the Organising Committee, A safe and successful Commonwealth Games.	Commonwealth Games	1. Agreed standards with Organising Committee.	December 2020	Paul Lankester
			2. Policies agreed by Venue Authorities.	June 2021	
			3. Proactive inspections of venue caterers and stadia	June 2022	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Develop and submit proposals to transform Erdington High Street, implementing a cross directorate programme to deliver a successful bid					
Access resources available through the Future High Streets Fund to support the development and long-term viability of local centres.	Submit a green book compliant bid to Future High Streets Fund for Erdington by April 2020. If successful co-ordinate delivery of projects within bid gaining support, if unsuccessful the project will cease.	Awaiting determination of application by MHCLG	1. Funding application successful	October 2020	Chris Jordan
			2. Delivery plan developed depending on success of bid	November 2020	
Implement revised legal scheme for the control of Street Trading and introduce a new Policy framework					
This project involves implementation of a new street trading policy, which improves the retail offer across the City and is in keeping with the proposed City Centre and other area regeneration activities.	Introduce new policy April 2021; Reviewed policy July 2022.	New Street Trading Policy	1. Provides a new legal framework for the control of street trading across the City - first revision for over 35 years.	November 2020	Sajeela Naseer
			2. (Milestones) Report to Council.	January 2021	
			3. Advertise new legislative scheme. Implement new scheme	April 2021	
To operate the scam busters and illegal money lending in accordance with national contract to reduce inequalities					
These two services are contracted with National Trading Standards and the Treasury. The actions target traders who target the general public with scams and illegal money lending which often impacts on the poorest in society.	Achieve annual targets April 2021 and April 2022.		1. Achieve set programmes of work agreed with the Treasury for Illegal Money Lending Team and National Trading Standards for the Regional Trading Standards team.	April 2021	Tony Quigley
			2. Outcome will be renewed service agreements	April 2022	
Support Business Improvement District (BID) renewal and Joint working					
Renewal of existing twelve Business Improvement Districts and support for development to further Business Improvement Districts.	Develop the relationships with business groups and representatives to expand the network of business led organisations representing town centres Business Improvement		Up to 6 existing Business Improvement Districts and 1 proposed new Business Improvement District supported to undertake ballot process	April 2022	Symon Easton



## Leader's Portfolio

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	Districts renewed where required				
Communications Redesign					
Service Redesign to enable alignment with Commonwealth Games capacity / focus	Delivery of increased capacity and capability to organisation		Review of current proposed restructure design in-light of COVID-19 and changes in requirements for communications support.	Nov 2020	Eleri Roberts
Develop a strategy and programme to deliver major events in the City					
Support and deliver a diverse portfolio of cultural and sporting events that enhances the image, reputation and economy of Birmingham, thereby improving the lives of its citizens	Developed an events strategy to drive the events programme to deliver maximum impact whilst also being sustainable		1. Draft Strategy Produced	Feb/March 2021	Garry Peal
			2. Report to Cabinet	October 2021	
Full Asset Valuation Programme					
To complete the full asset valuation programme for all Housing and Non-Housing related assets by the 31 March 21.	Have completed the full Asset Valuation programme for the Housing and Non-Housing Assets identified by Finance and produced an interim report		Agree Instruction for the programme with finance	November 2020	Kathryn James
			Issue Terms of Engagement	Mid-December 2020	
			Receive tenders / evaluate and issue contract for valuation and support to chosen contractor	Mid-January 2021	
			Completion of all valuations	31 March 2021	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
<b>Commonwealth Games (CWG) – Legacy (Non-Infrastructure)</b>					
£6m Community Fund – Creative Communities	Delivery of £2m funding allocation across all wards in the city to support engagement with the Commonwealth Games	Commonwealth Games	Cabinet approval sought December 2020  Pre-launch briefing work Jan-March 2021  Funding round 1 April – July 2021, round 2 Sept 21- Jan 2022.  Delivery to September 2022	Launch April 2021  Delivery to September 2022  Evaluation Sept 2022 -	Cat Orchard / Karen Cheney
	Working in partnership with the B2022 Organising Committee to deliver £2m 'Creative Communities' fund to support local artists and arts organisations to participate in the 6-month Cultural Festival for the Games (March – September 2022). Scheme also has accompanying skills development programme to support community organisations in the sector.	Commonwealth Games	Cabinet approval granted October 2020  Scheme will launch in January 2021 with funding deadlines in April 2021 and September 2021  Festival March – September 2022	Scheme Launch January 2021  Festival March – September 2022  Evaluation October – November 2022	Cat Orchard / Symon Easton
	Allocation of the remaining £2m to support outcomes relating to physical activity, schools' programmes and stronger communities' programmes	Commonwealth Games	Funds will need to be allocated to small grants providers or specific programme delivery by April 2021 to ensure that work can commence.  Partner wide physical activity framework should be available October 2020	Allocation deadline April 2021.	Cat Orchard

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			Learning (schools) programme is under development in association with the Organising Committee Stronger Communities programme is under development in association with Equalities and Community Safety team		
<b>Commonwealth Games (CWG) – Legacy (Non-Infrastructure)</b>					
Cross-Partner Benefits Realisation	BCC input, influence and ability to draw down benefits from programmes of work where other Games Partners lead	Commonwealth Games	Trade, Tourism and Investment (TTI) FBC scheduled to be agreed by Government Dec 2020  Jobs and Skills Academy programme being developed by WMCA to support those furthest from the job market to take advantage of Games-time employment and volunteer opportunities Programme to support engagement of young people (including a Learning Programme) is under development across the partnership	CWG Cross Partner Legacy Strategy due Spring 2021	Craig Cooper / Cat Orchard
<b>Commonwealth Games (CWG) – Legacy (Non-Infrastructure)</b>					
Evaluation Framework for BCC Games Benefits and Legacy	Design and deliver BCC-specific evaluation framework to monitor benefits realisation and legacy programmes for CWG. Framework will feed into wider Games Partner evaluation and	Commonwealth Games	BCC Framework to be fully operational & linked to BCC performance monitoring by April 2021	April 2021	Cat Orchard

Leader's Portfolio

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	monitoring, and final Games Evaluation		Mechanism for design & delivery of cross partner evaluation under discussion		

## Cllr Brigid Jones - Deputy Leader

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Applications Platform Modernisation - Supporting Council IT services					
Rationalisation and consolidation of our application portfolio including refreshing all the hardware/software and datacentre services	By 2022 the programme will have:  a) Migrated out of our existing data centres to the newly procured data centres and to deliver data centre hosting at a lower cost b) Upgraded the Councils infrastructure to deliver infrastructure services in a more efficient manner through the use of modern management tooling c) Have delivered a Cloud platform to enable applications to be cloud hosted where economically viable d) Upgraded our applications on SQL2008 and Windows Server 2008 to bring us back into support	ICT & Digital Strategy	1. Technical Services Review Standards Complete	October 2020	CIO AD Information technology and digital services
			2. Azure Landing Zone Set Up.	October 2020	
			3. New Data Centre Capability delivered.	December 2020	
			4. Application Upgrades Complete	March 2021	
			5. Legacy Hardware Migration Complete	March 2022	
BRUM Account Phase 3					
Increase the number of services across the Council which citizens can access and manage online through the BRUM Account	More efficient delivery of services and allocation of resources which citizens can	Customer Services	This project to be rescoped as part of the customer services programme	March 2022	CIO AD Information technology and digital services

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	access and manage online through the BRUM Account.  To include:  - Benefits online - Housing repairs - Benefits Landlord Portal - Advance payments - Licensing				
Business Improvement and Change Redesign					
The service redesign within Business Improvement and Change will deliver a new service operating model that provides a flexible, integrated offer to the organisation for policy, partnerships, insight, change and performance. The model will be based around a core corporate policy, insight, planning, PMO and performance function with business partnering support on policy and change directly into DMTs.	By 2022 we will have completed implementation of service redesign, embedded the new model within the organisation, and continued to invest in team building, culture, and capability development.	Business Improvement Programme	1. Complete implementation of service redesign	March 2021	Varun Sitaram
			2. Embed new model within organisation	March 2021	
			3. Ongoing investment in team building, culture and capability development	March 2021	
Business Improvement Programme					
An ongoing programme of Continuous Improvement and Redesign across Business Improvement including Performance & Quality Knowledge Management Records & Retention Management Access to Business Support Agile Working Governance Nonessential expenditure Automation of processes	Review all business operating processes to ensure documented, streamlined and efficient business processes are in place leading to improved customer satisfaction and a reduction in officer time carrying out administrative tasks to support future savings.	Business Improvement Programme	1. Reduction in stationery and Non-Essential Spending	Ongoing from August 2020	Wendy Griffiths
			2. Quality & Performance Framework for each directorate support area	October 2020	
			3. Online single point of access for business support requests (subject to funding)	January 2021	
			4. Reduction in Access to Work Equipment spend through improved recycling	January 2021	
			5. Implementation of Athena – Business Support Knowledge	February 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			Point site (online procedure manual for Business Support)		
			6. Rolled out the Cirrus Platform Across Business Support to support agile working and work allocation	March 2021	
Carefirst Replacement - Eclipse					
Migrate Adult Social Care records from CareFirst 6 to Eclipse. Redirect existing interfaces to Eclipse - MyLife, HEI (Common shared record phase 3). Ensure Eclipse is configured to support Three Conversations and New Customer Journey	Provide a modern platform fit for the future to support Adult Services and Children's Services casework; plus, a fiscal application for both services. Improved and simplified workflow processes and forms Removal of duplication of effort. Consolidation of multiple systems, processes and workarounds. Support stronger and more effective case recording and performance management.	ICT & Digital Strategy	1. Migration Trial 0 (Zero) and parallel migration complete (including comparative and system testing. DQ fixes in progress	October 2020	CIO AD Information technology and digital services
			2. Configuration complete ready for testing in Migration Trial 1	December 2020	
			3. Migration Trial 2	March 2021	
			4. Migration Trial 3	May 2021	
			5. Training Sign off by Project Board	June 2021	
			6. Go Live	July 2021	
Centralisation of phone services across the Council					
To continue the consolidation of phone services (or transition) to a standardised telephone platform across the Council.	Improve the customer experience by creating a consistent telephone platform across the Council. Supported more phone enquiries through the Contact Centre and improved performance and levels of responsiveness.  The services requiring transition into the Councils Contact centre. (Home to School Transport; Special	Customer Services	This project to be rescoped as part of the customer services programme	March 2022	Wendy Griffiths

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	Education Needs Assessment and Review Service; Licencing; Registrars)  Telephone analysis of Commercial Waste to be reviewed and considered as a future consolidation along with any other possible services.				
Citizen Access Strategy					
Develop a new Citizen Access Strategy on how citizens can access services through a variety of existing channels.	Have a robust catalogue for each service business area.	Customer Services / New Ways of Working	1. End to end business processes documented and recorded for each service area.	April 2021	Wendy Griffiths
	Understanding and improvement in the user experience.		2. Visibility on volumes and customer satisfaction levels of as is experiences.	April 2021	
			3. A suite of recommendations for improvement to customer satisfaction levels	September 2021	
Consolidation of Business Support Services					
A modernised and consistent approach to Business Support and administrative support across the Council	Continued review of Business Support functions across the Council and consider the potential for ongoing consolidation with: - Legal Business Support to move over to Digital and Customer Services - Review of Adult Education - Review of Neighbourhoods	Business Improvement Programme	1. Review of existing administrative services outside of current Business Support Model	November 2020	Wendy Griffiths
			2. Agreement over individual service models	January 2021	
			3. Staff transfer	September 2021	
Counter-terrorism					
Resilience to Counter Terrorism Effective CONTEST delivery across all phases.	Ensure effective governance of CONTEST priorities for Protect and Prepare are maintained and regularly reviewed.		1. Protect & Prepare Training (e.g. Argus) & Exercise (Scenario)	March 2021	Michael Enderby

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			2. Protect & Prepare Regular partnership engagement/working including review of Risks	CT Exercise July 2021	
			3. Protect Plan HVM	P&P Annual Programme	
			4. CT based plans as required	Protect City Centre Scheme – TBA (Public Realm scheme project)	
			5. Undertake a self-assessment and peer review of preparedness based on London Challenge Framework	October 2021	
Counter-terrorism – Prevent Duty					
Meeting obligations under the Prevent Duty 2015	Maintain a robust and proportionate Prevent programme that is regularly reviewed and is flexible to meet evolving risk and vulnerabilities.		1. Independent Prevent Review to be undertaken Jan-Mar 21	March 2021	Waqar Ahmed
			2. Implement Review findings	July 2021	
			3. Channel membership and processes to be reviewed	July 2021	
Data into Insight					
The Council will be an information led and evidence-based organisation working with sound and reliable data for the benefit of residents.	Information needs to be relevant for the purpose for which it is to be consumed and available when it is needed, where it is needed and, in a format, suitable for its audience. It must meet all	Insight Programme / New Ways of Working	1. Project Initiation and detailed delivery plan Phase 2	Plan undergoing reset, milestone dates will be provided later	CIO AD Information technology and digital services
			2. Analytics & DLM Pilot Platform deployed and evaluated [to be revised]		
			3. Plan approved to operationalise and scale [to be revised]		



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	necessary regulatory and statutory requirements.		4. Business Intelligence Competency Centre stood up [to be revised]		
			5. Platform (Data Management and Analytics and Services deployed to BAU		
Deliver a new bulk printing contract for the Council					
Put in place arrangements to review and agree a contract for all bulk printing carried out on behalf of the Council (including Council Tax bills, Parking letters)	New contract in place with efficiency gains and flexibility to allow the development of the 'in-house' service provision.		1. Procurement process completed	November 2020	Tim Savill
			2. Mobilisation period	November 2020 -March 2021	
			3.New contract in place	April 2021	
Develop a new Digital Strategy timed with a new kind of council					
A new ICT and Digital Strategy will be developed for April 2022 in line with a new kind of Council.	A new ICT and Digital Strategy	ICT & Digital Strategy	New ICT and Digital Strategy by March 2022	March 2022	Peter Bishop
Develop a Supported Exempt Accommodation Strategy					
Ensure the overall provision in the city meets the needs of the community. Benefit Service has a robust assessment regime in place whilst making efficient and accurate decisions on status	Robust 'policing' of support of supported and exempt accommodation providers. Improved provision of accommodation and support where needed. Fraudulent benefit claims dealt with accordingly		1. Pilot proposition expected from MHCLG with funding package	November 2020	Tim Savill
			2. Develop response to Government recommendations	January 2021	
			3. Annual rolling review of current providers in place and completed	March 2022	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Digital Inclusion Strategy					
Every citizen has easy access to an Internet enabled device and there is the availability of city-wide locality based and online educational sessions, giving basic, intermediate and advanced tuition.  Every citizen is offered a digital preference and is enabled to access services using a variety of digital devices.	Develop a Digital Inclusion Strategy and Action Plan, with city stakeholders which:  - Enables and accelerates our ability to tackle inequality by tackling inequalities in digital access & connectivity and skills - Positions the Council as a key influencer and to play a joining up role in recognition of existing partnerships and expertise - Targets citizens, communities and businesses – Has co-design and co-production at its heart	Early Intervention Programme	1. Produce a draft Digital Inclusion Strategy and initial action plan to be agreed by Cabinet	December 2020	CIO AD Information technology and digital services
			2. Agree funding and put in a place a digital inclusion support team	April 2021	
			3. Develop a full action plan with other partner agencies across the city	July 2021	
			4. Agree funding, source equipment and work with partners to create a loans service for digital equipment and connectivity	April 2021	
Council Tax and Business Rates - E-billing and digital transactions					
Increase customer self-service and e-billing and digital transactions	Increase in the number of transactions received via web forms  A reduction in the number of contacts from postal, email and telephone channels  Increase in the number of authenticated accounts  Increase in the number of accounts signed up for e-billing	Customer Services	1. 28000 households signed up for Council Tax Base e-billing	March 2021	Tim Savill
			2. Channel shift strategy for customers	Dec 2020	
			3. A review and expansion of business rates web offering	April 2021	
			4. Reinforce self-promotion message to staff	Feb 2021	
			5. Social media campaigns	Feb 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Field Working solutions to support staff when visiting customers					
Keeping our Field workers connected and protected. Through the better allocation of computer devices and utilisation of appropriate software we can give staff the tools and access to information they need to provide a better service to customers and to capture, record and use information more efficiently.	Staff with appropriate technology to enable them to carry out visits to customers and service users and to access real time information and to update information directly	New Ways of Working	1. Alpha Stage complete	December 2020	CIO AD Information technology and digital services
			2. Full Business Case Drafted	January 2021	
			3. Full Business Case Approved	February 2021	
			4. Beta stage complete	May 2021	
Hybrid Council Meetings					
Meetings should be 'hybrid' by default allowing for people to attend either in person or virtually on-line and allow both to take place with the same quality and outcome.  Venues used will be able to support this with appropriate equipment and technical support available.	All meetings across Birmingham City Council to have the ability to be conducted as Hybrid Meetings.	New Ways of Working	1. Touch Screen roll out and full configuration in Woodcock Street to support meetings	November 2020	CIO AD Information technology and digital services
			2. Scoping exercise to understand requirements for different Council committees and meetings	November 2020	
			3. Review Council Meeting streaming contract and agree Procurement process	January 2021	
			4. Full Council to be held as a Hybrid meeting	April 2021	
			5. New contract in place	July 2021	
Implement our shared care record working across the Health & Social Care system					
Shared Care Record (SCR) is a Birmingham and Solihull Sustainability & Transformation Partnership (Bsol STP) Project to shared health and social care data between partner organisations. The SCR will share information from partners' source systems, on a citizen by citizen, view only basis, for direct care.	Phase 1 will see data being passed from Adult Social Care source system to the Health Information Exchange Phase 2 will see data available for Social Workers to access through Care First (then Eclipse) system.	ICT & Digital Strategy	1. Providing a data feed to the Health Information Exchange	December 2020	Maria Gavin/ Matthew Cloke
			2. Receiving information feed back into Care First	January/ February 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Implement the cyber security strategy and business case					
Be a trusted cyber security champion in the UK public local authority sector. We will protect BCC's critical infrastructure, applications, assets and customer data while enabling the Council to deliver trusted, secure services.	Review current cyber security arrangements and put in place the required strategy, infrastructure and processes to ensure the Council's security. This will include: Being Secure by design for all IT systems Security Operations to protect the network Security Policies and Culture in line with best practice Security Access Management for all our systems	ICT & Digital Strategy	1. Finalise both Roadmap and Strategy documents	November 2020	CIO AD Information technology and digital services
			2. Security Access Management - Third Party Access Review - Access Control Baseline	January 2021 April 2021	
			3. Security Policy and Culture - ISO Gap Analysis - User Education Awareness - Build Cyber Security Function	November 2020 October 2020 March 2021	
			4. Security Operations	December 2020	
			5. Secure by design - Security in Projects Review	In Progress	
Implementation of New Rent Service Structures					
Following learning from the Universal Credit pilot a new staffing structure has been agreed. This will be introduced to best support the needs of our tenants and ensure that rent collection is maximised	Delivered an improved service that will cope with the increased demands of Universal Credit and maximise the collection of rents to support the Housing Revenue Account		1. Implement New service model.	January 2021	Tim Savill
			2. Review	March 2021	
Improve council tax collection and customer service through developing communication to taxpayers through SMS solutions					
Implementation of an integrated SMS solution together with payment journey	Be using additional technology including SMS Text messages to remind and help Citizens make payments so reducing the need for further action and improving collection rates	Customer Services	1.Business case/spec agreed	Timeline being worked up to be delivered by April 2021	Tim Savill
			2. Procurement clearance received.		
			3.Go out to tender		
			4. Award		
			5.System configuration and User Acceptance Testing		
			6. Go live		

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Improve rent collection rates and better address rent arrears					
Go out to market research other organisations to see what is available in respect of new software/new ways of working that will assist us to target our arrears more effectively. Help us identify cases that need attention - giving us the knowledge we need to focus our resources more effectively	To meet the in-year rent collection target of: 2020-21 - 94.5% 2021-22 - 95%		1. Research to identify suitable software.	March 2021	Tim Savill
			2. Procurement and Implementation	March 2021	
Improved management of post across the Council					
Improved management of post across the council with faster and more efficient delivery of post and effective management of correspondence	Further integrate the Corporate Digital Mail Centre (Dolman Street) into Business Support and fully utilise the service to: 1. Increase the scanning of incoming mail into the Council 2. Utilise "press to post" technology t3. Processing of cheques on arrival at Dolman Street 4. Review of courier requirements 5. Provide a shared solution to other local authorities	New Ways of Working	1. Roll out across full Council	December 2020	Wendy Griffiths
			2. Increased scanning of all electronic mail to make default option	December 2020	
			3. Management of cheque and payments into the Council through Dolman Street	December 2020	
			4. Reduction in use of courier services transferring mail between buildings	December 2020	
			5. Providing a shared solution to other local authorities	April 2021	
Improvement Journey and Strategic planning					
Building on the work undertaken to July 2020 with the Strategic Programme Board and external Non-Executive Advisors to the Council, the next steps in the Council's improvement journey will be driven through the development and management of this two-year delivery plan.	By 2022 we will have developed and published a two-year delivery plan with its associated budget, MTFP and performance framework. This will have been used as the basis for monitoring progress against our goals as an		1. Delivery Plan Approved by Cabinet	November 2020	Jonathan Tew / Varun Sitaram
			2. Monitoring and architecture to support the model in place and operational	December 2020	
			3. Formal Quarterly monitoring of plan through Cabinet	Commence January 2020-2022	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	organisation and for managerial and political accountabilities.				
Information Assurance					
Improved the way in which the Council manages and information and ensuring full compliance with Data Protection	An Information Assurance Plan will be established to enable the Council to meet its legal obligations to comply with the GDPR and Data Protection Act 2018.  The project is designed to improve the way the Council manages information for its citizens and employees.	Information Assurance	1. Review of the management of Freedom of Information Requests and Subject Access Requests	December 2020	CIO AD Information technology and digital services
			2. All measures and controls within the 10 themes to be subject to an internal audit to assess the Councils maturity score against the achievement of Level 2.	March 2021	
			3. A further development plan will be established taking into account any audit recommendations and look to incorporate Data Protection Certification in line with ICO direction of travel.	June 2021	
Intranet Re-development					
Review of current intranet provision, including content, usability, accessibility and interoperability with other BCC systems. The aim is to develop a more user-centric system which can be maintained more efficiently, and which acts as a 'digital team member' for all staff in BCC.	Improved the availability of knowledge and information to staff	New Ways of Working	Milestones to be agreed as part of the New Ways of Working programme	Dates to be agreed as part of the New Ways of Working programme	CIO AD Information technology and digital services
IT&D Service Restructure					
Create the right team for the future, leveraging the best from agile methodologies and aligning ourselves	Be a leader in digital technology and data across	ICT & Digital Strategy	1. Work with HR colleagues to adopt the DDaT roles into the BCC JEQ process	January 2021	CIO AD Information

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
more closely with the recognised Digital, Data and Technology, (DDaT), profession.	the local government network and beyond. Have robust governance to ensure we follow the value for money rationale when buying or building digital technologies		2. Upskill all IT&D staff in agile methodology, ceremonies and practices	December 2021	technology and digital services
			3. Undertake a campaign bringing DDaT apprentices into BCC shaping the workforce for the future	April 2021	
Management of Voice and Data Network					
Delivering a secure and resilient IT network with sufficient capacity to manage current and future technical and organisational demands	Divorced our network links from property, with the aim of providing good quality access for staff and citizens across our city. GovRoam delivered (as part of the Birmingham Solihull Sustainability and Transformation Partnership programme) to facilitate the ability of Public sector staff to work agilely across different sites	ICT & Digital Strategy	1. Project raised to replace Birmingham Library switches.	October 2020	CIO AD Information technology and digital services
			2. Upgrade the N3 Health network to HSCN.	Completed	
			3. Procurement to support Corporate Voice Strategy followed by the start of the Implementation phase. - Governance - Procurement - Corporate telephony Implementation - Contact Centre Implementation	June 2020 December 2021 June 2022 June 2022	
			4. Review and completion of the Corporate Network Strategy.	November 2020	
			5. a) Phase 1 is keeping the existing network for a few years or undertaking a procurement for WAN replacement for 3 years with Governance b) Phase 2 would be for the Extended Fibre from Q2 2021	Phase 1 - Governance in June 2021, -Procurement December 2021 - Implementation Q4 March 2021 – March	

## Deputy Leader's Portfolio

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
				2022. Phase 2 September 2021 to 2025	
Performance Framework					
Linked to our improvement journey and two-year delivery plan, the refreshed performance framework has two main objectives: the first is to focus on monitoring and improving the basic services and outcomes that are most important to residents; the second is to enable us to understand and address the causes of longer-term poor outcomes.	By 2022 we will have agreed and published our refreshed performance framework, linked to the delivery plan and MTFP, and implemented a new accountability and data quality model for performance.		1. Agree and publish our refreshed corporate performance framework	November 2020	Varun Sitaram
			2. Implemented new accountability and data quality model for performance	March 2021	
Review and redesign of Complaints Management across the Council					
Independent review led by Navigation Partners of how complaints are received and responded to across the Council. Development and implementation of a new operating model, policy, processes and system to support the responses and improve customer satisfaction levels. Recruitment of additional staff and Training for all staff to improve the speed and quality of responses New approach to embed learning from complaints to drive overall service improvement and performance.	Have in place an improved way of managing complaints across the Council using this to learn and improve our services	Customer Services	1. Independent review carried out by Navigation Partners	Complete	Wendy Griffiths
			2. Programme Initiation	November 2020	
			3. One complaint Process Defined for all complaint types	(Project Initiation is ongoing)	
			4. Complaint Champion roles defined and recruited	(Project Initiation is ongoing)	
			5. Technology configured for use across all Directorates	(Project Initiation is ongoing)	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			6. Training completed for staff	(Project Initiation is ongoing)	
			7. Implementation	(Project Initiation is ongoing)	
Robotic Automation Processing					
Robotic Automation Processing (RPA) will allow those high-volume low complexity cases to be automated, either fully or in part to free up valuable “human” resource to be redeployed in areas of the service that focus on recovery.	Be using more automated technology to support staff with routine tasks and improve response rates.	ICT & Digital Strategy	1. Full Business case and approvals	November 2020	CIO AD Information technology and digital services
			2. Engage Comms and develop BCC Change plan,	January 2021	
			3. Procurement of SW, HW and L&D	February 2021	
			4. Work with HR on recruitment	May 2021	
			5. Establish early adopter pipeline	February 2021	
			6. Deliver RPA and track benefits.	February 2021 to December 2025	
Strategic vision for city and golden thread for organisation					
The objective of this work is to galvanise key stakeholders in the city around a shared approach to addressing the challenges and maximising the opportunities that Birmingham has in front of it.	By 2022 we will have developed a vision and tangible goals for the city through engagement with partners and communities that facilitates collaborative working towards shared goals.		1. Understand current position of City Board member strategies and citizen engagement activities	October 2020	Jonathan Tew / Varun Sitaram
			2. Undertake comprehensive citizen engagement work in creation of a vision for the city	June 2021	
			3. Translate this work into a vision and tangible goals for the city.	June 2021	
To tender for a new contract for Enforcement agents					
There is a requirement for an enforcement service to collect	The procurement process for the proposed enforcement		1. Cabinet Approval (Strategy)	October 2020	Tim Savill

## Deputy Leader's Portfolio

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
<p>outstanding debt where the Revenues Service has obtained a liability order and all other avenues of collection have been exhausted. The case will be passed to an enforcement agent who will use their powers where appropriate to recover and collect arrears</p> <p>The current contract is due to expire on 31st March 2021 and a new contract for this will be agreed</p>	<p>agency service for revenues collection contracts is expected to deliver the following outcomes:</p> <ul style="list-style-type: none"> <li>- improved levels of collection.</li> <li>- to ensure arrears are collected in accordance with the Council's Anti-Poverty Strategy and Code of Conduct for Enforcement Agents and to adhere to statutory requirements in respect of Equal Opportunities, Health &amp; Safety and Human Rights; and</li> <li>- the protection of the image of the Council when recovering the debts on its behalf.</li> </ul>		2. Issue Invitation to Tender	October 2020	
			3. Invitation to Tender Deadline Submission	November 2020	
			4. Evaluation Period	Nov / Dec 2020	
			5. Contract Award	January 2021	
			6. Mobilisation Period	February / March 2021	
			7. Contract Start	April 2021	

## Cllr Tristan Chatfield – Finance and Resources

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Agile Workforce/New Ways of Working - Phase 1					
Supporting the workforce elements of the New Ways of Working programme	Have a workforce which is both engaged and enabled to work with agility (physically, locational and mentally)	New Ways of Working	1. Increased staff perception of health and wellbeing as a result of formalised/contracted homeworking	April 2021	Craig Scriven
			2. A simple to read overarching document to fully explain how existing policies apply in practice when working in a more agile way	September 2021	
			3. Staff report feeling more engaged and involved in the decision-making process and report feeling happier and safer with their chosen interim workplace	March 2022	
Apprenticeship Strategy					
Develop apprenticeships as part of workforce development and talent strategy to both retain (through upskilling or reskilling existing staff) and bring in new talent.	2.3% of the workforce will be benefitting from apprenticeships	Workforce Strategy	1. Ensure that providers are aligned with our apprentice strategy	December 2020	Craig Scriven
			2. Undertake workforce planning with directorates to establish need	March 2021	
			3. Plan intake schedule	June 2021	
			4. Cohort intake approach launched	September 2021	
			5. Evaluate successes and review workforce plans	December 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
H&S Monitoring					
Health & Safety Compliance Audits undertaken across directorates in targeted areas	Continue to collect evidence that satisfies our legal duty to monitor and measure the effectiveness of the Health and Safety arrangements that we have in place and report on findings.		1. Audit approach outlined / audit cycle agreed	December 2020	Simon Naish
			2. Collection of Audit Evidence from Phase 1 cycle	January 2021 – December 2021	
			3. Analysis of trends / development of strategic dashboard from phase 1. Verification audits / targeted audits developed and rolled out as phase 2	January 2021 – December 2022	
Modernise Employee Relations					
Improve Employee Relations including the set-up of a new Industrial Relations Unit to rebuild positive working relationships with trade unions and improve performance measures around employee relations casework	Create a modern Employee Relations Strategy & Framework with proportionate Trade Unions engagement and consultation supporting organisational change and employee relations casework	Workforce Strategy	1. Create Industrial Relations Unit	Complete	Tim Normanton
			2. Agreed Employee Relations Strategy for BCC	March 2021	
			3. Agreed facilities and Employee Relations Framework	April 2021	
			4. Agreed dispute resolution and organisational change/consultation policy	May 2021	
			5. Significant reduction in dispute activity	June 2021	
Pay and Grading Review					
Review of pay and grading model	Reviewed the pay model suitability		1. Tranches of JE reviews	March 2022	Craig Scriven
			2. Stakeholder engagement plan implementation	March 2022	
			3. Cost of Implications	March 2022	
			4. Pay Modelling development and proposal	March 2022	
			5. Implementation Pay Modelling Development & Solution	Commences September 2022	
			6. Appeals completed	January 2023	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Workforce development programme					
Identify and develop employee development offer for whole workforce from mandatory training to senior leadership development programmes	Leadership and management programme designed and implemented. Mandatory training compliance running at 90%. Council wide core and transitional skill gaps identified, and programme designed and implemented	Workforce Strategy	1. Diagnose leadership and management requirements across the organisation	January 2021	Craig Scriven
			2. Design programme outcomes across all levels	February 2021	
			3. Undertake commissioning exercise, either internal or external delivery	March 2021	
			4. Resources made available, communicate programme to stakeholders	April 2021	
			5. Commence delivery of programmes	May 2021	
			6. Evaluation of programme outcomes	September 2021	
Workforce Strategy					
Refresh Workforce Strategy to support delivery of Council Delivery Plan - including culture change; workforce planning; performance; engagement, equality, diversity and inclusion.	Highly engaged, representative, performing workforce delivering the best services possible for our citizens	Workforce Strategy	1. Review existing workforce strategy to ensure that it meets the needs of the deliver plan	April 2021	Craig Scriven
			2. Review workforce planning method, train key stakeholders and implement across the organisation	March 2021	
			3. Review performance management framework	March 2021	
			4. Design and deliver leadership development programme	September 2021	
			5. Baseline employee engagement measure	April 2021	
			6. Implement engagement, reward and wellbeing strategies	September 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			7. Deliver Workforce Equity recommendations	April 2022	
<b>New HR, Finance &amp; Procurement System</b>					
This programme is set to implement a HR, Procurement and Finance System – This Oracle Fusion Cloud based solution will replace the existing system.	<p>We will introduce a new solution that will:</p> <ul style="list-style-type: none"> <li>- Introduce new ways of working for staff and managers</li> <li>- Enable accountability and ownership across the organisation.</li> <li>- Deliver a real-time overview of council's finances with the tools to help us maximise income, monitor budgets and allocate resources effectively.</li> <li>- Process every penny of council expenditure and enable the council to drive value for money through its purchasing and contract agreements with suppliers of goods and services.</li> <li>- Enable our workforce strategy from attracting talent, to performance development and giving managers and staff the right tools to deliver their responsibilities, wherever they are.</li> </ul>	1B ERP Programme	1. Completion of Pilot Phase	October 2020	Rebecca Hellard (Peter Bishop Dawn Hewins)
			2. Decision made at Cabinet for the Revised Full Business Case for the 1B Programme	December 2020	
			3. Completion of Orchestrate Phase	January 2021	
			4. Go-Live - Finance and Procurement, Human Resources and Payroll	September 2021	
			5. Completion of Go-Live 2 Hypercare	October 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Commissioning and Social Value					
<p>To increase the effectiveness of commissioning across the council though the Commissioning Gateway Process (or cycle).</p> <p>To increase the social value achieved across Birmingham maximising the impact of direct and indirect council spend, particularly creating further local employment, improved skills and further adoption of the Living Wage.</p> <p>Enabling our partners to deliver complementary outcomes through best practice social value and embedding social value within Accountable Body arrangements.</p>	Implementation of a Commissioning Gateway Process.	<p>Birmingham Business Charter for Social Responsibility</p> <p>Anchor network</p>	1. Commissioning Gateway Process developed	March 2022	Rebecca Hellard
	Training provided to users and governance compliance monitoring in place.		2. Training provided on process and governance.	March 2022	
			3. Compliance monitoring process and support structure implemented	March 2022	
			4. Training programmes for commissioners, procurers and contract managers available online	March 2022	
	Social value embedded in Commissioning and Contract Management across the Council evidenced through capture and monitoring of delivered benefits.		5. Commissioning and Procurement network in place to practice.	March 2021	
			6. Partnership and stakeholder engagement programme set up and office support allocated to assist our partners in delivering complementary outcomes through best practice social value.	March 2021	
	A support structure in place to assist partners and council stakeholders in their own maximisation of Social Value.		7. Reporting and monitoring of social value actions, plans and benefits across communities and social cohorts in Birmingham.	March 2021	
			8. Establish a Birmingham Social Value advisory panel to inform and learn from partners, including prioritisation of living wage policy.	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Improving our Financial Management					
The Finance Improvement Plan will deliver the improvement from a 1 Star Financial Management rating to a 3 STAR CIPFA (Chartered Institute of Public Finance Accountants) Financial Management rating or equivalent	By 2022 we will have achieved a minimum CIPFA Financial Management 3 Star rating or equivalent	Finance Improvement Programme	1. Self-assessment of CIPFA Financial Management status	Quarterly from March 2021	Rebecca Hellard
			2. Achievement of CIPFA Financial Management 3 Star Status or equivalent	March 2022	
Refresh the approach to Business Cases					
We will introduce more robust business cases supported by a strong Data/Insight function and strengthened Corporate Programme Management Office	By 2022 we will ensure that Finance have the necessary capabilities to review business cases.		1. Define what makes a business case robust.	December 2020	Rebecca Hellard
			2. Assess the necessary capabilities to review business cases for robustness are available within the Council	December 2020	
	3. Establish the business case technical expert board coordinated		June 2021		
	4. Develop standard operating procedures t		March 2022		
	5. Develop capabilities to use business intelligence, insight and predictive analytics		March 2023		
Strengthen financial management and accountability					
We plan to have:  - Robust financial planning and management anchored in metrics & agility. - The ability to rebalance finances in year. - Robust and timely action plans implemented to provide immediate financial recovery.	By 2022 we will: have a robust Medium-Term Financial Plan underpinned by achievable financial plans.		1. Accountability Letters signed by Directors and Assistant Directors (20/21)	September 2020	Rebecca Hellard
	Have the Accountability Framework being demonstrably real with Directors managing their services within budget		2. Council agrees 21/22 budget	February 2021	
			3. Accountability Letters signed by Directors and Assistant Directors (21/22)	March 2021	
	Have financial reporting that clearly articulates successful		4. 2023/24 budget supported by robust data sets	September 2022	
			5. Embed exception-based reporting and strengthened	June 2020	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	<p>swift action taken to correct budget pressures, including where necessary, returning to Cabinet for further key approval decisions.</p> <p>Supported by a strengthened Data/Insight function there will be widespread use of metrics to link financial performance with service performance.</p>		<p>links between revenue, capital and balance sheet reporting</p> <p>6. Combined finance and performance reporting</p>	<p>June 2022</p>	
<b>Shaping our Capital Programme</b>					
Development of a 25-year Long Term Capital Programme driven by the 10-year Council Plan other strategies and plans developed across the Council (e.g. Housing and Investment).	We will have an Outline Capital Programme in alignment with the Council Plan and key strategies and plans from across the Council. That has funding and capital receipt models in place to support an affordable 25-year Capital		1. Outline Capital Programme agreed to Council Plan and key strategies and plans from across the Council	February 2021	Rebecca Hellard
			2. Develop funding and receipt models to support the 25-year Capital Programme taking into account borrowing and payback	February 2022	
			3. Strategy developed to consider level of financing costs	January 2021	

## Cllr Kate Booth – Children's Wellbeing

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
<b>Contextual Safeguarding (County Lines and Child Exploitation)</b>					
<p>Establish an appropriately resourced multi-agency hub, with adequate partner contributions</p> <p>Data and performance framework in place to measure impact, as identified numbers rise initially, and we establish the scale of the challenge</p> <p>All agencies effective in identifying and responding to Contextual Safeguarding risks for young people: focus both on young people and places/environments</p>	<p>A high-performing multi-agency hub, appropriately resourced, supporting partners' work in addressing Contextual Safeguarding concerns across the city</p> <p>An accurate picture of need and risk across the city and an agreed multi-agency performance framework</p> <p>Multi-agency awareness and action is enhanced so that young people facing contextual safeguarding risks are identified and helped</p>		<p>6-monthly reporting, via partnership board to Birmingham City Council, BSCP and BCSP</p>	<p>Baseline report October 2020</p>	<p>Andy Couldrick</p>
<b>Corporate Parenting Responsibility</b>					
<p>Birmingham City Council, Birmingham Children's Trust and partners working together, with Children in Care and Care Leavers, are delivering improvements in relation to all elements of the agreed 'Pledge and Promises', accountable to the Corporate Parenting Board</p>	<p>Improved outcomes for Children in Care and Care Leavers in relation to: Education; training; work; apprenticeships; housing; health and mental health; engagement and participation</p>		<p>Milestones to be agreed through the Partnership Commissioning Group</p>	<p>Corporate Parenting Board September 2020, and bi-monthly thereafter</p>	<p>Tim O'Neill</p>

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
An improved early help offer for wellbeing					
We will build wellbeing local teams around mainstream schools to strengthen an early help offer. We will develop locality-based wellbeing networks to facilitate joint practice development. We will implement a city-wide pathway for children and young people with more complex needs and introduce a home bridging team who will support students whose attendance is affected by poor mental health to ensure they remain in education.	Reduction in the number of children out of school with mental health issues through the introduction of an early help offer.	Wellbeing	1. Wellbeing survey completed and results analysed	December 2020	Deborah Benjamin
			2. Specific wellbeing interventions agreed	February 2021	
			3. Evaluation framework developed	February 2021	
			4. Implementation of city-wide pathway for students with extended non-attendance	July 2021	
			5. Locality based home bridging support in place	May 2021	
Develop local provision in mainstream schools					
We will work closely with schools, to invest £7million additional funding from the Department for Education (DFE), into a city wide, school led project, focussed on the development of SEND local provision to improve outcomes and enable greater inclusion of children and young people with SEND educated in their local community school.	Reduction in the referrals for specialised resources through investment in early school-based support and provision.	SEND	1. Pilot project with Central locality evaluated	November 2020	Nichola Jones
			2. Contextual funding & performance packs developed and distributed to all Localities	December 2020	
			3. Implement local provision projects across all six Localities	July 2021	
Develop responsive, flexible and effective local provision					

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Developing responsive, flexible and effective local provision to; reduce reliance on high cost specialist placements in out of City schools; enable pupils to access high quality provision as close as possible to where they live; enhance the capacity of mainstream schools and settings to work together to provide for pupils in their local area and to plan the provision that they need.	Realign specialist resources to ensure the majority of children with complex needs are educated within their local community	SEND	1. Complete review of independent schools and implement a short, medium- and long-term programme for ensuring the majority of children are educated in their local community	November 2020	Nichola Jones
			2. Finalise resource base provision	November 2020	
			3. Sufficiency review for special schools	December 2020	
			4. Develop phased implementation plan for 1, 2 & 3 years	February 2021	
Improve administration of Education Health Care Plans (EHCPs)					
The recovery EHCP programme and redesigned administration of our Special Educational Needs service will now be embedded to ensure timeliness and quality for EHCPs. The reconfiguration of the SENAR teams will ensure timeliness of placements and the introduction of a SEND dashboard will ensure quality and performance is maintained across the service.	Achieving above the national average for the timeliness and quality of EHCP assessment and reviews	SEND	1. Embedding Link Professionals within EHCP assessment and review pathways	December 2020	Nichola Jones
			2. Implementation of service re-design	January 2021	
			3. Implementation of processes for management & monitoring of placements & provision	January 2021	
			4. Impulse system upgrade 14.8 (allowing document storage)	December 2020	
Improved home to school transport service					

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
We will re-structure the Home to School Transport Service to ensure high quality and cost-effective services for children and young people. A new contract compliance monitoring system and IT system will be embedded along with a new DBS & ID badge review process to further strengthen our safeguarding procedures.	High performance that meets savings and compliance targets, user satisfaction through maintaining low levels of complaints/appeals	SEND	1. Permanent leadership within the service	December 2020	Nichola Jones
			2. Undertake a review of the Home to School Service and put in place robust plans to implement its findings	November 2020	
			3. Pilot implementation of IT transport system	December 2020	
			4. Implementation of compliance monitoring	December 2020	
			5. Implementation of communication strategy for users	March 2021	
			6. Service re-design completed	March 2021	
			7. Full roll out of IT transport system	March 2021	
Improved range of early intervention support for SEND children, young people and families					
We will build SEND health and education local teams in mainstream schools to strengthen an offer through the reconfiguration of specialised teams across six areas, maximising integrated working. We will put in place a blended framework of professional development, including a new local offer website and a range of resources to support schools and families.	Reduction in complaints/mediations/tribunals through an early help offer	SEND	1. SEND specialised teams operational across six localities	October 2020	Heather Wood
			2. Locality led services, Including OT & SALT, embedded	December 2020	
			3. Framework finalised for termly mainstream & resource base, Multi Agency School Planning meetings	December 2020	
			4. Roll out of bespoke professional development across mainstream schools	December 2020	

Portfolio Holder Children's Wellbeing

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			5. Launch of the new Local Offer website	December 2020	
Ensured a range of early intervention support for young people					
We will continue to support links with the Community Safety Partnership / Prevent / Youth Violence Interrupters / Safe Haven Team and be more closely aligned to the Police and Crime Commissioner and the National Youth Agency. In addition, further integration with the 14 – 19 team and schools / post 16 education sector to improve systematic and targeted intervention.	In place a fully integrated youth service model providing early intervention with concrete metrics for capturing impact		Task and Finish Group set up map transition and progression pathways across council and partners.	March 2021	Soulla Yiasouma
Improved Social Care outcomes for Children and Young People					
The Trust will be providing consistently Good social care and family support services	The Trust will have maintained strong performance (achieving targets or operating within agreed tolerances) in relation to the contract performance indicators against which it is accountable to Birmingham City Council.		1. Continuous improvement in children's social care, delivered by BCT, to improve outcomes for children	September 2020 and monthly thereafter	Andy Couldrick
Ofsted - Birmingham Children's Trust					
Ofsted will have inspected its services.	Ofsted will have found improvement in all areas, and rated services at least Good.		1. Focused Visit or Joint Targeted Area Inspections (JTAI) expected early '21.	Early 2021	Andy Couldrick
			2. Full, graded inspection expected early '22	Early 2022	
Early Help					
Increased Early Help capacity will reduce demand on targeted/specialist services	Engage earlier with more families to prevent need for more targeted/intensive services		1. Demonstrable Increase in the number of families with improved outcomes at an earlier stage	This will be measured through the	Tim O'Neill

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
				Performance Framework	
			2. Referral rates to Birmingham Children's Trust (BCT) reducing in localities where new Early Help capacity is delivered: monitoring via Operational Commissioning Group (OCG)	January 2021 and monthly thereafter	
Ensured there are enough early years places in nurseries to meet demand and ensured that disadvantaged children are attending nursery education					
Work with stakeholders to publicise early years funded places offer.	We will have increased the take-up of nursery education, particularly early years funded places, so that more vulnerable children get a good start to their education.		1. Publication of Early Years Sufficiency Strategy	January 2021	Lindsey Trivett/ Lisa Fraser
			2. Early Years taskforce around increasing take up by disadvantaged children.	November 2020	
To set up a (fit for purpose) Strategic Commissioning Function for Education and Skills Directorate					
Set up a strategic commissioning team that has the range, depth and experience to support Education and Skills Directorate requirements those of the Birmingham Children's Trust and other cross system programmes e.g. Early Intervention and Early Help	Establish a best in class Contract Management Placement and Quality Assurance capacity in BCC	Some overlap with quality work in SEND + Joint Commissioning with Birmingham Children's Trust + CCG.	1. Check position for Quality Assurance in critical areas e.g. SEND	November 2020	Colin McKenzie
			2. Define Contract Management Approach + issue SOPs	December 2020	Catherine Moore
			3. Design a Joint Brokerage solution with industry expert	July 2021	David Stringfellow
			4. Deploy Commissioning Staff to provider contracts	October 2020	Chris Atkins/ Brienne Thomas
To set up a (fit for purpose) Strategic Commissioning Function for Education and Skills Directorate (Cont.)					
Set up a skills strategic commissioning team that has range depth and	Quickly embed a system leadership role for strategic		1. Set up Regional Adoption Agency	October 2021	Brienne Thomas

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
experience to support Education and Skills Directorate requirements those of the Birmingham Children's Trust and other cross system programmes e.g. Early Intervention and Early Help	commissioning from BCC Education and Skills perspective		2. Create SEND Strategic Commissioning Plan	December 2020	Colin McKenzie
			3. Develop Early Help Workforce	April 2021	Richard Selwyn
			4. Recommission Early Years Health and Wellbeing Service (+0 to19 Services as agreed)	March 2022	Nigel Harvey-Whitten/ Catherine Moore
			5. Recommission Home to School Routes (40%)	July 2021	Catherine Moore
			6. Introduce a Commissioning Savings Plan	April 2021	Nigel Harvey-Whitten
To set up a (fit for purpose) Strategic Commissioning Function for Education and Skills Directorate (Cont.)					
Set up a skills strategic commissioning team that has range depth and experience to support Education and Skills Directorate requirements those of the Birmingham Children's Trust and other cross system programmes e.g. Early Intervention and Early Help	Further develop the maturity and sustainability of the Birmingham Children's Trust		1. As per Birmingham Children's Trust submission	As per Birmingham Children's Trust submission	As per Birmingham Children's Trust submission



## Cllr Jayne Francis – Education, Skills and Culture

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Commenced the process for Birmingham to be accredited as a UNICEF child friendly city					
Improve internal BCC mechanisms to support schools and settings in safeguarding children and young people through the UNICEF Child Friendly City process and closer working with Birmingham Children’s Trust and other key partner organisations.	We will have started the process for Birmingham to be accredited as a UNICEF child friendly city.		1. Brief stakeholders on UNICEF child friendly city status and emphasis on responding to children's concerns on safety	November 2020	Lisa Fraser
			2. Develop draft submission	July 2021	
			3. Start process	September 2021	
Explored new ways to make savings and income generate					
Renegotiate aspects of PFI contracts for Birmingham schools	We will have achieved demonstrable and substantial schools’ savings through PFI.		1. Establish a PFI contract task and finish group that reports into the Property and Capital Board.	November 2020	Lisa Fraser/ Jaswinder Didiaily
			2. Annual report	June 2021 onwards	
Improved educational outcomes for children and young people across all schools, academies and settings					
Clear, decisive action against schools causing concern.	We will have improved the quality of education across the range of schools and settings so that children are achieving better outcomes with high levels of attendance and low exclusions.		1. Termly review of Birmingham schools that are judged as Good/Outstanding by Ofsted.	December 2020 and termly thereafter for all milestones.	Lisa Fraser
			2. Improvement plans for maintained schools that are causing concern facilitated through the commissioned provider for school improvement		

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			3. Challenge to the Regional Schools Commissioner's office where academy schools are causing concern		
Improved IT across the Education and Skills Directorate					
Review IT arrangements and source better quality alternatives.	We will have improved the way IT is used in conjunction with schools so that better quality information is held centrally to support children and young people in Birmingham. This will enable us to better target resources.		1. Establish an IT project board	September 2020	Lisa Fraser/ Alan Michell
			2. Review IT provision across the Directorate	October 2020	
			3. Agree key priorities and project scopes	October 2020	
			4. Annual report	July 2021	
Improved performance in Birmingham's maintained schools					
Re-commission contracts including school improvement.	We will have raised attainment for children and young people, particularly in the primary phase by commissioning a new school improvement contract which focuses closely on outcomes achieved by students.	School Improvement Re-commissioning	1. Undertake market testing.	Complete	Lisa Fraser/ Nigel Harvey – Whitten
			2. Produce tender document.	October 2020	
			3. Publish tender	December 2020	
			4. Assess bids.	January 2021	
			5. Contract award.	February 2021	
Improved the quality of school buildings and sites					
Review the quality of school buildings and sites to ensure that all buildings are suitable for effective learning and repairs are undertaken in a timely manner.	We will have achieved improvements in learning environments for children and young people in Birmingham		1. Undertake a review of school buildings and sites, monitored by the Property and Capital Board	January 2021	Lisa Fraser/ Jaswinder Didielly
			2. Initiate condition surveys in schools.	October 2020	
			3. Produce a strategy to improve the condition of school sites.	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			4. Monitor condition surveys	October 2020 onwards	
Increased the number of secondary school places to meet demand and addressed surplus places in the primary phase.					
Create 64 forms of entry over four years in the secondary phase and launch a surplus primary places strategy.	We will have ensured there are sufficient school places in all phases.		1. Undertake a review of primary places.	November 2021	Lisa Fraser / Jaswinder Didially
			2. Establish secondary places task force.	October 2020	
			3. Launch surplus primary places strategy.	January 2021	
Supported schools to manage their budgets					
Improve internal BCC mechanisms to support schools and settings causing financial concern.	We will have fewer schools than the national average with significant financial deficits. More schools will be operating within a balanced budget.		1. Set up Schools Causing Concern working group.	September 2020 onwards.	Lisa Fraser/ John Betts
			2. Develop a School Finance communications strategy.	December 2020	
			3. Take action appropriate to each school.	December 2020	
			4. Monitor the success of interventions through the working group.	January 2021 onwards	
Improved information and guidance to schools and early years settings on public health issues					
Provide educational settings with latest guidance from the DfE and public health on the COVID-19 response. Support implementation of the guidance across the Birmingham family of schools and settings	We will have COVID-19 compliant schools and settings where children, young people and their families are safe. We will continue to provide schools with a comprehensive risk assessment template that incorporates all aspects of government and Public Health guidance.		1. Maintain regular effective communications with schools on key COVID and other public health matters.	September 2020 onwards	Lisa Fraser / Jaswinder Didially
			2. Produce and maintain a risk assessment template	September 2020 onwards, updated as regularly as required by guidance	
			3. Review of attendance data and support schools, families and children where there are concerns	Daily from September 2020	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Improved information and guidance to schools and early years settings of the teaching of race equality					
Work with stakeholders to provide schools with resources to support the teaching of race equality	We will have developed and launched resources for primary and secondary schools that support the teaching of race equality		1. Establish a stakeholder reference group	October 2020	Lisa Fraser / Razia Butt
			2. Work with stakeholders to produce a draft resource	January 2021	
			3. undertake a pilot of this resource	March 2021	
			4. Analyse feedback from pilot	May 2021	
			5. Launch resource	July 2021	
			6. Review of first term	December 2021	
			7. Review of first academic year	July 2021	
Improved information and guidance to schools and early years settings on the teaching of Relationship Sex and Health Education (RSHE)					
Work with stakeholders to update the equality toolkit and carry out a pilot before launching to all schools ahead of September 2020	We will have updated the equality toolkit for schools and launched a standalone resource to support Birmingham primary schools meet the requirements of the statutory teaching of relationships and health education from September 2020		1. Analyse feedback from pilots	July 2020	Lisa Fraser/ Razia Butt.
			2. Launch of final resource	September 2020	
			3. Review of first term	January 2021	
			4. Review of first academic year	August 2021	
Increased the number of young people in civic participation, education and jobs					
Review the current youth service delivery model to assess the appropriateness of structure and delivery; Developed a credible youth voice for the city; Working more closely with the BCC Civic Leadership Programme.	Have a Youth Service, linked to the Early Help Model, that engages young people who otherwise would be hard to connect with; isn't as reliant on European funding; and, therefore, can work on key agenda for the city – risk of exploitation; county lines; progression and re-		1. Establish Task and Finish Group for locality working - reporting	March 2021	Soulla Yiasouma
			2. Review funding and commissioning arrangements and value for money	January 2021 - March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	engagement and a stronger youth voice.				
Supported people of all ages with skills and employability training to secure or retain good jobs and careers					
<p>We will have agreed a new strategy for employment and skills and begun implementation. This will include options for re-establishing local Skills and Employment Boards across the city (in addition to those established).</p> <p>Use BCC Apprenticeship Levy 'gifting' (25%) to support SMEs with recruiting job seekers furthest from paid employment. Lead on a strategy with BCC teams, employers and the WMCA to develop a COVID-19 Recovery Skills and Employability strategy and action plan. Further develop the 'employability curriculum' and wrap-around commissioning employment support (e.g. route to work plans') of BAES in order to respond to higher rates of unemployment and increase progression opportunities with employers and other post-19 providers</p>	Increase the number of people, especially those furthest from paid work, taking up vacancies in traineeships, apprenticeships, jobs and sustained careers. Provide careers advice, reskilling and retraining commissioning for those made redundant or at risk of losing work.		1. Cross Council Skills and Employability Strategy and Plan	November 2020	Ilgun Yusuf
			2. Establish Locality Skills and Partnerships	April 2021	
			3. Establish 'one stop' skills and employability service for job seekers & employers	April 2021	
			4. Further develop 'economic recovery curriculum' of BAES response	April 2021	
Reduced the number of young people not in education, employment or training					
<p>Birmingham Careers Service (BCS) and 14-19 will work collaboratively to fulfil the Council's statutory duties to ensure all young people aged 16-18 are participating in education, employment or training (EET).</p> <p>The 14-19 Team will ensure all schools, providers and neighbouring local authorities share data to track young</p>	Review resources and structure to ensure further progress in reducing NEETS in order to meet demand from the increase in youth unemployment and increased 16-19 cohort so that the current level of 2.5% (currently in line with national average) can be improved		1. Consider options for expanding traded careers service	March 2021	Kev Jones/Ilgun Yusuf
			2. Review resources and service delivery model to reduce the number of people	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
people. Challenge and support to non-compliant providers is also implemented.	upon along with current performance levels at 5.5% NKs.		Not in Education, Employment, or Training (and recording the data)		
			3. Review service model, funding and commissioning process of Careers Service	March 2021	
Delivered good or better formal/informal learning and skills training for adults from the whole community					
Birmingham Adult Education Service (BAES) will be financially stable, and responsive to the needs of residents, employers and community partners.  Ensure there is suitable jobs brokerage service for job seekers and employers.	BAES continue to make progress towards Ofsted Outstanding, achieving at least Good at the next inspection. The service equips learners with employment and everyday lifelong learning skills; has a curriculum further developed in strategic partnership with BCC and WMCA that responds to the needs of the most vulnerable learners and the labour market; produces clear outcomes for learners including employment and further education; and is financially stable.		1. BAES Redesigned – to be completed	July 2021	Ilgun Yusuf
			2. Adult Education Budget further supports BCC and WMCA strategies and priorities	2021/22 (academic year)	
			3. Citizen's Curriculum and Employability/Enterprise offer further developed under "Route to Work and Enterprise' brand	January 2021	
Stimulated economic growth including tackling barriers to opportunity					
Ensure adult job seekers and those furthest from work, good jobs and self-employment/enterprise have the skills, qualifications and opportunities to develop higher level careers and reap the benefits of the economic recovery and Inclusive Growth Strategy.	Continue to deliver and maximise jobs and skills outcomes through procurement and planning activity. Achieve continuation funding for EAT through successful approval of WoW2.	Commonwealth Games, HS2 (local brokerage partner), Perry Barr Residential Scheme, Peddimore,	1. Revised integrated Skills and Employability Strategy & Jobs Plan	November 2020	Ilgun Yusuf

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	Leading on the jobs brokerage activity to negotiate and capture opportunities across major projects  Supporting the development of the BCC Apprenticeship Levy Transfer Strategy for SMEs	Smithfield and Langley as well as S106 planning agreements	2. WoW1 completes	October 2020	
			3. WoW2 to start (pending confirmation)	April 2021	
			4. Complete review of funding and commercial contracts	December 2020	
Tackling structural barriers to opportunity, especially for young people					

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Ensure young people have the skills, experience and opportunities have the skills, qualifications and opportunities to develop higher level careers for jobs/enterprise and reap the benefits of the economic recovery and Inclusive Growth Strategy.	Review of short / medium term funding options and use of government programmes e.g. Traineeships, Kickstart and Green Recovery Challenge Fund	Youth Promise Plus (combined BCC, EU and Partnership funding) and co-working with the Children's Trust  Youth Employment Initiative	Create Youth Hub at LoB in partnership with DWP  Establish Careers and Enterprise Hub (all age groups) at LoB in partnership with employers and other stakeholders	Jan - October 2021	Tara Verrell/Ilgun Yusuf
Deliver Birmingham Museum Store Options Appraisal					
Progress solutions to ensure that the council's collections overseen by the museum trust are safe and secure including securing internal and external funding (i.e. Department for Culture Media and Sport MEND fund) for necessary work.	Birmingham Museum Store Options appraisal delivered and reported.	Capital Programme	1. Delivered initial options appraisal and agreed next steps	September 2020	Symon Easton
			2. Delivered refined options appraisal	January 2021	
			3. Delivered Outline Business Case for storage solution - incl. applications to funding partners	April 2021	
			4. Delivered Full Business Case for storage solution / Report to Cabinet	September 2021	
Delivered outstanding library services that benefit all the community and stakeholders					
Transition towards a locality model as part of an early intervention approach. Further service integration between	Innovate service offer and review building and investment requirements,		1. Library Strategy agreed	Jan 2021	Dawn Beaumont/ Richard Davis



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Library of Birmingham and community libraries. Further develop virtual offer.  Increase commercial income for Library of Birmingham.  Establish governance arrangements for strategic oversight; review examples of good practice nationally and put forward updated strategic options, including development of a Community Hub and Spoke model.	including investment plan; seek new investment to upgrade IT services, hardware and software; Identification of libraries to host other BCC/partnership service offers; identification of multi service hubs co-location and/or service integration.		2. Implemented Action Plan	April 2021	
			3. Task & Finish Group established	January 2021 – July 2021	
			4. Complete review of commercial activities	March 2021	
Establish Birmingham Cultural Compact					
Establish a successful Cultural Compact - cultural organisations in the City working together in an agreed structure.	Cultural Compact established with an agreed agenda.		1.Commission review of i) Financial Instruments and ii) Current Cultural Strategy Outcomes	January 2021	Symon Easton
			2. Recruit New Chair/Champions	January 2021	
			3. Confirm work programme / appoint vice chair	February 2021	
			4. Deliver new Cultural Strategy	March 2022	

## Cllr Paulette Hamilton – Health and Social Care

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
<b>Commissioning Programme</b>					
Implementation of existing programme for commissioning Adult Social Care Services	Developing alternatives to residential and nursing care alongside ensuring the stability of the care market as it moves through recovery. We will be working jointly with NHS partners to support the whole care market, including care homes, home support, supported living and extra care. We will also enhance the support offer for carers and recommission vulnerable adults support for mental health and disabilities. Alongside this we will develop new initiatives that assist people to live independently in their own homes.	Adults Transformation Programme	We will have progressed a major joint piece of work with NHS partners (currently in development via BICP) to ensure that the care market is supported by agencies working in partnership, as one system, and is supported by a city-wide system of joined-up commissioning and progressive quality monitoring and engagement. .	October 2022	Louise Collett
<b>Customer Journey</b>					
This programme has been underway for a year and is moving into the end stages. It has been key to delivering savings in the region of £7m and refocusing the front-line social work teams. The next stages of the programme will include examining business processes, introduction of new technology and new ways of working. This programme is key to the	By 2022, the front-line service will be more productive and more responsive to citizens. The interface with health services will be improved and citizens will experience a seamless service. • Improved outcomes for Birmingham Citizens	Adults Transformation Programme	1. The Customer Journey went live on 07/09/20.	Went live - September 2020	Balwinder Kaur
			2. Review is expected January 2021.	January 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
modernisation of the community-based service and improving its productivity. Further, it will lay the basis for the integration of the service with health services in local areas.	<ul style="list-style-type: none"> <li>• Delivery of required workforce efficiency savings as agreed by Cabinet in setting the Council Plan and budget 2017/2018.</li> <li>• Reduction in the future demand on Adult Health &amp; Social Care within the wider context of strategic change in Birmingham, increasing financial pressures and shrinking resources.</li> <li>• Continue the journey started by the move into constituency teams, beginning of the Three Conversations Model and commissioning of Neighbourhood Networks.</li> </ul>				
<b>Early Intervention / Discharge to Assess (D2A)</b>					
Over the past 18 months the care and health system have been working to develop and implement a new approach to early intervention. Five multi-disciplinary community teams have been established and are at the heart of the future early intervention model. Further work is underway to embed the model, build the teams so they can run at greater capacity and develop pathways from the community and hospital into the early intervention service (community team and beds). Linked to this is the development of the D2A model which moves assessments out of hospital settings.	By 2022, both early intervention and D2A will be embedded jointly across the care and health system and delivering better outcomes for citizens while reducing budget pressures across the care and health system.  • A universal wellbeing offer enabling older people to manage their own health & wellbeing. • Ongoing support to help older people remain in their own homes and communities.	Adults Transformation Programme	1. South and Central – launch	March 2020	Balwinder Kaur
			2. North, East and West Launch	April 2020	
			3. Operational grip established; performance managed; ongoing training provided; processes refined as necessary; sustainability measures tracked.	June 2020	
			4. Newton withdraw support	July 2020	
			5. Complete Winter Planning	October 2020	
			6. Agree how the EI Model is commissioned	May 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	<ul style="list-style-type: none"><li>Interventions that promote faster recovery.</li></ul>				
Neighbourhood multi-disciplinary teams and continued investment in Neighbourhood Network Services (NNS)					
The Neighbourhood multi-disciplinary teams programme is intended to improve prevention services and ongoing personalised support. The aim is to bring together social care, community nursing, therapy services, GP practices and mental health services into multi-disciplinary teams offering holistic services which will prevent crises and the need for formal care services but when these are necessary an integrated approach that results in the right worker delivering the right support at the right time without regard to professional boundaries. NNS continue to be invested in and integrated with social prescribing from primary care and the initiatives being undertaken by children's services.	By 2022, multi-disciplinary community teams will be established and roll-out of this model will be well underway. <ul style="list-style-type: none"><li>More choice and opportunity for people to remain living independently in their own homes.</li><li>Ensure neighbourhood networks coverage across all constituencies</li><li>Ensure pathways are embedded and part of the data captured within the case management system</li></ul>	Adults Transformation Programme	By April 2022 will bring together social care, community nursing, therapy services, GP practices and mental health services into multi-disciplinary teams	April 2022	John Williams
			April 2021 extension of existing Neighbourhood Network contracts to enable co design activity to take place with key stakeholders, providers, citizens, Birmingham Children's Partnership and Neighbourhood Integration Workstream of the CCG	April 2022 for the mobilisation of contracts	Louise Collett
Day opportunities					
As the impact of Covid19 continues to be assessed services will continue to offer flexible, personalised support to citizens and their carers. Day Opportunities will continue to provide a wide range of services that are community based and utilising the day opportunity services across the City, ensuring compliance with National Covid legislation and advice, and taking into account Public Health guidance.	Services are working with Public Health and following Government guidance to open services as soon as possible. This is with a clear aim of keeping citizens that use the services, their carers and staff teams as safe as possible, reducing the risks of Covid 19 and providing essential respite for carers.	Adults Transformation Programme	1. Cabinet in October 2020 approved the termination of the draft Day opportunity Strategy and Draft Day Service Model	October 2020	John Williams
			2. Planning of the phased reopening of day centres – ensuring that Public Health and Government Guidance is adhered to, taking into account Birmingham Covid19 restrictions.	October – November 2020	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Day opportunities will continue to focus on the individual, their strengths, choices, assets, and goals through person centred planning.	Internal and external services are developing risk assessments and plans to enable day opportunities to reopen. Due to the impact of Covid19, this will reduce the current capacity of all-day opportunities across the City.		3. June 2021 report to be presented to Cabinet to seek approval for future recommendations.	June 2021	
<b>Preparation for Adulthood / Life Course</b>					
This programme is based upon the recognition that better outcomes will be achieved through more integrated working between adults and children's services (social care, health, education, housing and other key partners). The approach involves the development of a more dynamic approach to transitions engaging children and young people and their families at younger ages and developing community-based support to enable a seamless transition to adulthood.	By 2022, young people with educational, health and social needs will be achieving better outcomes through more integrated services and budget pressures will be reduced. Objectives include: • To co-design efficient, effective and creative transition planning and support in relation to preparing younger people for adulthood, , • To shape and embed a whole system and life course approach to the preparation for adulthood by the testing of a 2 year proof of concept • To improve outcomes for young people based on earlier identification and	Adults Transformation Programme	1. Launch of Preparation for Adulthood Integrated Transition Team.	September 2020	John Williams
			2. Commission and mobilise the Transitions Hub	January 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	intervention and manage demand- June 2021 • To co-design, implement and report on a suite of performance measures to inform activity, impact and costs whilst informing the proof of concept- June 2020 • The development, implementation and evaluation of the proof of concept practice model		3. Launch the Vulnerable Adults Team	January 2021	
<b>Three Conversations</b>					
There is a significant piece of work to be completed in sustaining the 3Cs framework which includes: 1. Going back to early teams to reinvigorate the use of C2 now that BCC has learned more about this area of work 2. TM/SPs workloads – reorganising purposefully for the new world 3. Implementing the 3Cs framework expectations consistently within all teams 4. Develop joint drop-in/touch down sessions in collaboration with NNS 5. Recording practice 6. Launch of the new IT system  Full roll-out to be completed by January 2021 marking the end of BCC contract with Partners4Change.	Objective 1: embed 3Cs in social care practice, promoting creative, inclusive strengths/asset-based capacity building solutions and providing diversions from packages of care and residential placement Objective 2: facilitate social care workers engaging with 3Cs framework to work with GPs, NGOs and community groups to build capacity for diversion for 'at-risk' groups Objective 3: assess the levels of social care workers practice satisfaction with 3Cs and its links to social work values Objective 4: ascertain levels of individual/family and community satisfaction with the operation of 3Cs Objective 5: The 3	Adults Transformation Programme	Phase 6 – the remaining 3 Acute Hospitals & EICT and Out of Hours to be roll-out end of Sept 20. Dates to be confirmed for the remaining 2 teams - BIA and the new Safeguarding Team. Full roll-out will be completed by Jan 2021. Eclipse 3Cs recording - on-going with Eclipse project to be implemented late 2021.	Full roll-out to be completed by January 2021	Balwinder Kaur

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	Conversations framework will work in cohesive alignment with other ASC initiatives and directives such as the Customer Journey inclusive of priorities and aims.				
Develop a Sustainable Future Operating Model for the Council's Wellbeing Services					
Develop a model for the future management and operation of the Council's remaining Wellbeing Centres and Hubs to ensure local people continue to have affordable access to high quality leisure facilities to improve their physical, mental and emotional wellbeing.	Have in place an agreed strategy to deliver a sustainable wellbeing service within the LTFS (Long Term Financial Strategy) for sport and leisure to support a reduction in Public Health inequalities.	Leisure Transformation Programme	1. Options Appraisal post COVID-19	December 2020	Lesley Poulton
			2. Cabinet approval to market testing	June 2021	
			3. Market Testing and Consultation	December 2021	
			4. Cabinet approval to model	June 2022	
Core Commissioning					
Commission the mandated and recommended public health services in line with national guidelines and expected outcomes.	Demonstrated tangible positive impact of commissioned public health service including NHS Health Checks, Sexual and Reproductive Health Services, Smoking Cessation and Substance Misuse Services.		1. Recommissioning of sexual and reproductive health services	May 2022	Marion Gibbon
			2. Recommissioning of substance misuse services	May 2022	
Food Health Partnerships					
Multi-strand programme of activities to improve the food system of Birmingham, including the LGA/ADPH funded Childhood Obesity Trailblazer, international partnership with Pune and Milan Urban Food Policy Pact.	Published a co-produced 'Creating a Healthy Food Strategy' for Birmingham alongside a multi-strand programme of implementation that is demonstrating impact on the food economy of the city, consumption and food waste.		1. Publication of consultation strategy	May 2021	Elizabeth Griffiths
			2. Publication of final strategy	November 2021	
			3. Completion of the COTB project	May 2022	
			4. Cabinet approval to model	June 2022	
Healthy Child Programme					

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
To deliver the national healthy child programme to improve health and wellbeing outcomes for children and young people. Including Development of infant mortality strategy Demonstrate service improvement impact across HCP provider services Recommission the HCP contract in line with integrated approach to children and young people in Birmingham	To maximise the positive impact of the healthy child programme commissioned services for children to close the gap between Birmingham and the national and regional averages for key health indicators.		1. Development of infant mortality strategy	May 2021	Marion Gibbon
			2. Demonstrate service improvement	October 2021	
			3.Recommission the HCP contract	October 2022	
Healthy Cities Active Travel/Modal Shift Programme					
To use social marketing to increase utilisation of segregated cycles lanes and community walking projects by BAME communities 12-month programme funded by the Bloomberg Foundation/ Global Healthy City Partnership	Deliver the outcomes agreed with the Global Healthy City Partnership with demonstrated impact on uptake of community physical activity interventions.		1. Social marketing insight completed	January 2020	Elizabeth Griffiths
			2. Social marketing campaign developed and implemented	May 2021	
			3. Evaluation of impact completed	Jan 2022	
Joint Statagic Needs Assessment / Annual Director of Public Health Report					
Publication of annual refresh of the Joint Strategic Needs Assessment (JSNA) and related deep dives agreed through the Health and Wellbeing Board and publication of an Annual Director of Public Health Report (ADPHR)	Publication of an annual JSNA & DPH report and Deep Dive reports that are driving evidence-based commissioning		1. Publication JSNA refresh	July 2021	Marion Gibbon
			2. Publication of ADPH	May 2021	
			3. Publication of Deep Dives	December 2021	



## Cllr John Cotton – Social Inclusion, Community Safety and Equalities

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
All council strategies, plans and policies to have regard for equality and community cohesion challenges and opportunities					
Work across all directorates to ensure that good quality Equality Impact Assessment are carried out across all Council strategies, policies and plans.	All council decisions to comply with the Public Sector Equality Duty.		1. Equality Impact assessments are routinely undertaken and are of a high quality, supported by regular training to staff and elected members.	May 2021	Suwinder Bains
			2. All decisions reported to Corporate Leadership Team and Cabinet to complete a robust equality impact assessment.	March 2021	
			3. All senior managers to receive training on completing high quality Equality Impact Assessment.	June 2021	
Celebrate the collective history of the diverse traditions, cultures and stories from across different communities.					
Work with our diverse communities to understand, commemorate and celebrate our collective history	Builds community Brum		1. Work with local historians and communities to understand and capture the different patterns of migration and settlement in Birmingham.	May 2021	Suwinder Bains
			2. In consultation with communities, local experts and stakeholders, identify key events across different communities	May 2021	
			3. Develop and publish Birmingham diary of	May 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			community and faith events that are commemorated throughout the year		
Equality and Diversity Redesign					
Service Redesign to enable alignment with Commonwealth Games capacity / focus	Ensure Birmingham has increased capacity to deliver against community cohesion and equalities priorities.		1. Recruitment of new Equalities and Cohesion HOS and Team	October 2020	Waqar Ahmed
			2. Additional capacity in place	November 2020	
			3. CWG cohesion legacy programme agreed with partners	January 2021	
			4. Commissioned/ delivery approach in place	April 2021	
Community Safety Redesign					
Service Redesign to increase capacity and capability of the community safety team in responding to safety issues in the city	Ensure Birmingham has an effective and proportionate capability to respond to community safety issues in Birmingham ensuring residents feel safe and secure.		Submit business case and proposals Autumn Q4 2020	March 2020 - June 2021	Waqar Ahmed
Community Safety Local Delivery Performance Framework					
Review existing partnership approaches to local delivery and develop a performance matrix to identify and monitor the outcomes of the Community Safety local offer.	Have a fully embedded partnership approach to deliver the community safety agenda at a local level with accompanying performance framework.		1. Review of current process and impact of Covid-19	May 2021	Waqar Ahmed/Pam Powis
			2. Develop and implement performance matrix	May 2021	
Community wealth building					
The network is delivering change through specific project activities rather than designing an all-inclusive strategy with the aim that the projects will create good practice that can then be replicated across all partners. There are 3 workstreams:	<p>The aim is to establish a viable and sustainable Anchor Institution network.</p> <p>Progress is being generated through three approaches:</p>	Birmingham Anchor Network	A decision to be made in January 2021 based on evidence from yr1 of the network activities that the initiative should continue.	Leadership Group decision in January 2021.	Jonathan Tew with support from Conrad Parke - Centre for Local Economic Strategies (CLES)

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Employment Procurement Assets	1. Matching a need identified by one Network partner with another Network partner's expertise. 2. Developing specific projects aimed at developing good practice that can then be rolled out across the Network. 3. Linking to wider initiatives in a way that adds value to both partners.				
<b>Delivering the Domestic Abuse Prevention Strategy</b>					
<p>Have a united approach across partners both internal and external to deal with all aspects of domestic abuse.</p> <p>We will work on a cross Directorate basis and with partners to ensure continued delivery of the three elements of the DA Strategy:</p> <ul style="list-style-type: none"> <li>• Changing attitudes</li> <li>• Early Intervention</li> <li>• Crisis safety and support</li> </ul>	Formalise status of the Domestic Abuse Partnership Board upon enactment of the DA Bill to facilitate oversight, accountability and a strategic response to this agenda.	<p>Shadow Domestic Abuse Partnership Board arrangement</p> <p>Domestic Abuse Prevention Strategy 2018 - 22</p>	1. Partnership Governance around all aspect of DA agreed	April 2021	Waqar Ahmed
	Have a united partnership approach to this agenda whereby Domestic Abuse will not be tolerated in the City.		2. Partner agencies, commissioned services and the internal responses provide a clear pathway and a comprehensive response to victims of Domestic Abuse	July 2021	Kalvinder Kohli / Gary Messenger / Jonathan Antill/ Pam Powis
	Birmingham City Council to Lead the culture change by example, as a major employer in the City		3. Work with partners on a coordinated city-wide communications campaign	April 2021	Eleri Roberts
	Have a clear pathway for Council Tenants who are experiencing Domestic Abuse.		4. HR offer for staff experiencing DA is embedded across the Council and appropriate mandatory training is rolled out for all managers.	December 2021	Craig Scrivens
			5. Working with partners to develop a more coordinated approach with the criminal justice system including	April 2021	Pam Powis

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			utilising the new powers of the Domestic Abuse (Bill) Act.		
Involve and enable our communities to play an active role in civic society and put citizens' voice as the heart of decision-making and build community cohesion.					
Establish a Citizens Assembly or similar body to ensure the diverse voices of all communities are represented and heard.	Establish a community body that reflects the city's diversity to help address structural inequalities		1. Explore options for setting up a community body that represents the diverse voices and lived experience of Birmingham citizens	December 2020	Suwinder Bains
			2. Develop Terms of Reference and recruit community members and partners through an inclusive recruitment process.	March 2021	
			3. Council can demonstrate that community voices are fully representative of the city	March 2021	
			4. Establish first meeting.	May 2021	
Operational approach towards safer accommodation for private and exempt accommodation tenants					
Work alongside BCC Housing colleagues and partners to ensure we have a framework in place to tackle anti-social behaviour and crime in private and exempt accommodation tenancies	Have an agreed process in place to respond to ASB in private and exempt accommodation.		1. Develop ASB strategy for Private and Exempt Accommodation.	June 2021	Pam Powis
			2. Develop informed practice to target landlords who do not provide safe accommodation for their tenants	June 2021	
Partnership approach to addressing hate crime					
Develop a partnership wide Hate Crime approach for Birmingham.	Have a unified partnership approach to hate crime across Birmingham with a better understanding of hate crime across partners and communities.		1. Consult with partners	October 2020 - December 2020	Pam Powis
			2. Develop Partnership Plan	December 2020 – March 2021	
			3. Include within BCSP Strategy	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Public Space Protection Order Review					
Develop a new PSPO process by taking into account learning from old and existing PSPO applications both within Birmingham and LA's outside of Birmingham.	Have a new streamlined process in place for PSPO's that is evidenced based and meets the needs of local partners and communities.		PSPO Process developed and agreed by Cabinet	December 2020	Pam Powis
Strategic approach to effective engagement with communities and partners					
Ensure a community safety engagement structure is in place ensuring all communities/ locations within Birmingham are involved in order to discharge the community safety obligation to engage and consult with the community.	Developed and embedded a process for community participation and input into community safety planning.		1. Develop Community Safety Reference Group	October 2020	Pam Powis
			2. Introduce mechanism for community/resident input into the BCSP strategic assessment process	December 2020	
Strengthen partnership approach to addressing Modern Slavery					
Work with partners to identify and protect victims of Modern Slavery and cause disruption to offenders.	Have strengthened partnership approaches to modern slavery and preventing the exploitation of vulnerable people.		1. Establish and develop BCC wide MS Champions Network	October 2020	Pam Powis
	Increased awareness of exploitative practices by developing a Council wide MS Champions Network building on mandatory training for staff.		2. Work with Adult Social Care to develop BCC-wide referral pathway	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	Robust and effective referral pathways with interventions to ensure victims of MS receive the support they need and are encouraged to come forward and report their experiences, whilst being safe and protected from their traffickers.		3. Develop MS delivery plan and embed within BCSP Governance	March 2021	
Work with the city's growing diverse family of faith communities to build community cohesion					
Review and refresh the Councils Faith Covenant, first signed in 2014, to ensure that we work with and give a voice to the growing diverse family of faith communities in the city. Re-establish a formal body to oversee the work of the Covenant and our relationship with faith groups.	Joint commitment between faith communities and the council to a set of principles that build trust and practical ways of building community cohesion across all faith communities.		1. Set up a Faith Covenant Partnership that represents the diverse faiths of the city	March 2021	Suwinder Bains
			2. Establish Terms of Reference and governance arrangements t	Mar 2021	
			3. Refresh the existing Faith Covenant in consultation with faith communities	May 2021	
			4. Develop an action plan to take forward the Covenant commitments	June 2021	
Workforce Race Equity (WRE) report					
Deliver action plan to secure a representative workforce reflecting demographics of the city at all levels.	Significant reduction in race pay gap and the gap between community and workforce representation. Representation of ethnicity across the Council and eliminated race pay gap	Linked to Workforce Strategy	1. Implement recruitment and selection recommendations from the WRE report	April 2021	Dawn Hewins
			2. Implement career development activities, including workforce planning, succession planning and leadership development	April 2021	
			3. Deliver culture change activities, including reviewing of the framework and putting in place coaching models	October 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
			4. Implement approach to rebuilding trust	September 2021	
			5. Deliver data gathering project to ensure that the data gap is minimised	April 2021	
			6. Evaluate programme and impact on representation and pay gap	January 2022	
<b>Working together towards overcoming poverty in Birmingham</b>					
The Council will sponsor the second phase of the Birmingham Poverty Truth Commission to ensure that the everyday lived experiences of poverty are central to decision- making and created meaningful change.	This evidence-led approach will allow the council and its partners to understand how existing services/systems respond to different experiences of poverty work and the effect these systems have on those that move through them and embed that learning to effect change.		1. Conclude tender evaluation to procure an organisation that will manage the Poverty Truth Commission.	October 2020	Elizabeth Griffiths
			2. Recruit commissioners 'poverty experts by experience' that represent the diverse lived experiences of poverty from across Birmingham.	January 2021	
			3. Establish group conversations with public sector and civic society stakeholders	March 2021	

## Cllr John O'Shea – Street Scene and Parks

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Build our network of parks volunteers					
Continue to support volunteers, developing support models such as risk assessments and equipment and capitalise on central government initiatives.	Have increased volunteers in various aspects of community involvement	Service Improvement and Consolidation Plan	1. Review current offer	September 2020	Louise Bessant
			2. Work with Birmingham Open Spaces Forum (BOSF) to develop the offer	December 2020	
			3. Launch Community Offer	March 2021	
			4. Review numbers	Monthly thereafter	
Complete replacement programme for Street Scene vehicles					
Vehicle replacement programme to replace, over an agreed programme and timescale, identified the Refuse Collection, Street Cleansing and Grounds Maintenance vehicles	Have a fully functioning, funded and reliable fleet replacement programme to underpin a reliable and sustainable service	Service Improvement and Consolidation Plan/Transformation Plan	Identified replacement vehicles have been ordered. Currently waiting delivery	Delivery will be between December 2020 and June 2021	Les Williams
Conclude the contracts for the disposal of the City's waste					
Procurement of 8 separate contracts to ensure the city can dispose/recycle all municipal collected material	Tranches of 8 contracts will be underway but will be at contract award with 5 contracts by 2022, this will include the management of the Tyseley Disposal facility, the transfer station and the 5 Household Waste Recycling Centres	Waste Disposal Strategy	1.Dialogue phase 2	November 2020	Darren Share
			2. Site visits	May 2021	
			3. Submission of detailed Solutions	July 2021	
			4. Submission of final Tender	December 2021	
			5. Contract award date for Household Waste Recycling Centres and Tyseley Incinerator	May 2022	
Develop and deliver a waste prevention plan					
Develop a strategy and communications plan to advise residents on how to minimise their waste, increase their recycling by developing educational tools	Have a coordinated strategy delivered across Street Scene with a fully working set of tools to help people increase their recycling,	Service Improvement and Consolidation Plan /Transformation Plan	1. Review existing strategy	October 2020	Darren Share
			2. Identify future partners	December 2020	
			3. Waste Prevention Strategy Signed off by Cabinet Member	April 2021	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	reduce their waste and consider environmental concerns		4. Allocate staff to Waste Prevention	May 2021	
			5. Evaluate impact	September 2021	
Enhanced enforcement activity for fly tipping and littering offences					
Develop and review the enforcement tools available to reduce fly tipping and littering offences including increased enforcement and wall of shame	Developed a suite of tools underpinned by service policy and increased enforcement officers to support cleaner, greener streets and deter environmental crime	Service Improvement and Consolidation Plan /Transformation Plan	1. Recruitment preparation	October 2020	Martyn Smith
			2. Development of Engagement and Enforcement Plan	March 2021	
			3. Development of enforcement and engagement tools	April 2021	
			4. Recruitment of additional officers completed by	March 2021	
Future Parks Accelerator Programme					
24-month initiative started in 2019 funded by Natural England and National Trust  To maximise the economic potential and impact of parks on citizen outcomes	Development of 25-year Green Infrastructure Strategy which incorporates the role of wider Council areas (not just Parks Service). Development of charitable fundraising arm to Birmingham Open Spaces Forum to seek external financing for supporting green spaces		1. Green Infrastructure strategy	April 2021	Hamira Sultan
			2. Fundraising strategy for exit plan	December 2021	
Plant the 99,000 <sup>th</sup> tree by 2022					
The service has been working with Birmingham Trees for Life to plant additional trees in our parks and open spaces. This takes place in the autumn each year with volunteers	Working with Birmingham Trees for Life we will have raised the overall number of planted trees to 99,000. This activity will actively contribute to cleaner air and cleaner, greener streets for residents.		1. Planting sites sought Summer 2021 and 2022.	Summer 2021 and Summer 2022	Simon Smith
			2. Volunteers found	September 2021 and September 2022	
			3. Planting.	Between October and	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
				February 2020/21,2021/22 and 2022/23	
Produce a robust plan with partners for the removal of graffiti including enhanced enforcement					
Develop a joined-up strategy for the removal of graffiti that includes stakeholders, Public Arts Team, Community Safety partnership and develop removal facilities/processes.	Have developed joined up process for removal/prevention and prosecution of graffiti	Service Improvement and Consolidation Plan /Transformation Plan	1.Review current LAMs data	September 2020	Louise Bessant
			2. Match results against ward plans	December 2020	
			3.. Write a policy for graffiti removal	December 2020	
			4.Develop a service plan with Keir	February 2021	
To work with communities and volunteers to improve the locality environment through a programme entitled Love Your Street					
Develop an agreed programme of activities that crosscut with Highways, Police, Council Services, Volunteers and Veolia to physically improve individual needs of individual streets	Have a co-ordinated programme of events working with members, public, Council services and key partners to contribute to the ongoing community support for cleaner, greener streets	Service Improvement and Consolidation Plan /Transformation Plan	1. Interim recruitment proposal	September 2020	Louise Bessant
			2. Recruitment	November 2020	
			3. Full recruitment	March 2021	

## Cllr Sharon Thompson – Homes and Neighbourhoods

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Agree the future provision of mortuary and pathology services in the West Midlands					
A feasibility study has been undertaken for the potential to provide a regional centre for mortuary and pathology services, sharing services and optimising value for money for the Coronial Areas	Identified and implementing the agreed option for the centre of excellence		1. Commission jointly follow up to Star Report on viability of centre of excellence.	July 2020	Paul Lankester
			2. Identify potential options for site.	December 2020	
			3. Prepare business case and agree way forward	June 2021 and December 2021	
Modernise our engagement approach with Council tenants					
Undertake suitable research and insight and draft report setting out options and strategy Undertake a Consultation exercise with relevant stakeholders Obtain approval of approach with the City Housing Liaison Board (CHLB) Complete the engagement strategy and governance review for BCC tenants. Feed outcome into wider cross tenure Birmingham Citizen insight campaign to understand the views of citizens with regard to Housing priorities.	Will have in place a representative and effective tenant engagement approach to embed transparency and openness and be able to inform and scrutinise housing and wider neighbourhood.		1. Consultation exercise with relevant stakeholders	December 2020	Julie Griffin
			2. CHLB approval of approach	February 2021	
			3. Cabinet Member approval.	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Complete review of the Housing Allocations Policy					
Review Housing Allocations policy against any new requirements i.e. homeless legislation etc	We will have an Allocation Policy that supports the council's homelessness priorities and ensures that we make best use of high demand social housing stock to meet citizen's needs.		1. Complete review and produce report with recommendations	January 2021	Julie Griffin
			2. Consult on proposed changes with partners and stakeholders	May 2021	
			3. Obtain Cabinet/ Cabinet Member approval and new policy in place	October 2021	
			4.Mobilisation of new policy	October 2021	
Complete the fire safety and sprinkler system installations in council owned high rise blocks					
Complete the existing installation of sprinklers as part of the currently approved programme.	Ensure we have compliant, safe and fit for future purpose BCC stock and meeting government regulations regarding fire and building safety whilst ensuring tenants are safe in the homes.	Sprinkler installation programme	1. Completion of sprinkler installation programme	March 2021	Julie Griffin
			2. Completion of other fire safety works including doors, panels etc	March 2022	
Develop and deliver the new rough sleeping strategy					
Working with partners and across the council we will seek to eradicate rough sleeping and so improve the lives of some of the most vulnerable citizens. Strategy Introduced that sets out approach to eradicating rough sleeping.	Obtain agreement on approach between Housing and Adults commissioning. Draft new strategy Undertake relevant consultation with partners and stakeholders Seek relevant Cabinet approval and implement/launch new strategy		1. The rough sleeping strategy is drafted	July 2020	Julie Griffin
			2. Consultation undertaken with partners and stakeholders	Sept 2020	
			3. Obtain Cabinet approval and implement new strategy	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Finalise the licensing regime for private rented sector housing					
Review the current licensing conditions that govern private rented sector housing and work with the sector to ensure the improved quality of private sector housing in the City. This will include the exploration of selective licensing schemes and lobbying government for more stringent powers for local authorities where powers are insufficient or non-existent	Improved conditions and service for tenants living in the private rented sector, especially in areas where there is a high concentration. Will have considered all relevant evidence and have approval on desired option for licencing to improve standards in the PRS.	Improving standards in the private rented sector	1. Complete evidence gather to support the best option for selective licencing	October 2020	Julie Griffin
			2. Obtain Cabinet Member decision on report findings and options	October 2020	
			3. Cabinet approval of way forward	November 2020	
Make significant contribution to delivery plan and cross-council progress on localisation - including a framework for locality-based model					
i) Deliver the actions contained within the Working together in Birmingham's Neighbourhoods (WTiBN) Policy. ii) Develop and deliver cross directorate activity that aligns with policies in WTiBNs iii) Develop a framework that ensures the city council's work within neighbourhoods and through communities is joined up across city council directorates to deliver maximum impact.	Develop a joined up "local offer" for wards and local communities from across the city council Develop a ward-based mechanism that maximises local CIL to deliver on the priorities in Ward Plans Support the work of three areas of the city in their consideration of becoming parish/neighbourhood councils Supporting and developing 10 chosen Pioneer Places across the city	Working Together in Birmingham's Neighbourhoods	1. Ward Councillors produce a complete set of 69 ward plans	May 2021	Karen Cheney & Neil de Costa
			2. Crowdfunding CIL scheme launched	March 2021	
			3. Develop a framework for a locality-based model	June 2021	
Refresh Housing Strategy and Delivery Plan					
Undertake a review of existing strategy priorities and current delivery plan and obtain robust evidence base for changes Inc. outcomes of resident	Have a fit for purpose housing strategy based on well evidenced data on need, demand, condition etc and citizen input. This will deliver		1. Complete review of existing strategy priorities and current delivery plan	February 2022	Julie Griffin
			2. Complete the review of HRA business plan	February 2022	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
feedback, HRA business plan, health check and stock condition outcomes.	outcomes against the strategy priorities namely a strong supply of new homes to meet need, residents are able to access and sustain housing and neighbourhoods are enhanced and the quality of existing homes are improved.		3. Undertake resident feedback exercise to test priorities	May 2022	
			4. Consult with Partners	May 2022	
			5. Complete BCC stock condition survey	March 2022	
			6. Complete Strategic Housing Needs Market Assessment (to be undertaken by Planning)	March 2022	
			7. Cabinet approval for new strategy where/if required	October 2022	
Housing Options New Operating Model					
Implement the new operating model of the Housing Options service to ensure a robust approach to early intervention and prevention of those facing homelessness.	Increase the number of households prevented from becoming homeless. Increase the number of households that have had their homelessness situation relieved. Ensure suitable housing options are available to those requiring it.		Implementation of new operating model	April 2021	Julie Griffin
Exempt Housing Sector					
Working with colleagues in Adults and Benefits to ensure the overall provision in the City meets the needs of the community.	Robust 'policing' of supported and exempt accommodation providers. Improved provision of accommodation and support where needed. Ensure the Social Housing Regulator is kept informed of any issues arising from the management of these properties. Lobby central government for a change in regulation of the		1. Improved provision of accommodation and support where needed	March 2022	Julie Griffin
			2. Ensure Social Housing Regulator is kept informed of issues arising from the management of these properties	March 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	Sector. Launch the Charter of Rights and Quality Assurance Framework.		3. Lobby Central Government for a change in regulation of the sector	March 2021	
			4. Launch the Charter of Rights and Quality Assurance Framework	March 2021	
Management of Cemeteries and Crematoria					
Develop and commence implementation of an investment plan for cemeteries and crematoria	Service meets the needs of residents and service users with the aim of becoming the bereavement service of choice for residents of Birmingham and its environs.	Management of cemeteries and crematoria	1. Prepare property assessment of condition and requirements for all cemeteries and crematoria	March 2021	Paul Lankester
			2. Prepare priority list of works required and 15-year programme for the cemeteries and crematoria	November 2021	
			3. Commence programme of works	April 2022	
Undertake review of the digital autopsy service and finalise the future service provision					
This will provide an alternative system for identifying the cause of death, which is a service wanted by residents, particularly certain religious communities. This will in time be a cornerstone of a new centre of excellence involving joint work across the Coronial Areas, sharing resources and giving better value for money.	Tendered service meeting the needs of residents and the senior coroner	Birmingham and Black Country Centre of Excellence for Mortuary Services.	1. Extension of pilot	June 2020	Paul Lankester
			2. Final review of pilot	December 2021	
			3. Tendering of service commenced	March 2021	
			4. Tendered Service implemented	January 2022	

## Cllr Waseem Zaffar – Transport and Environment

### Actions and Deliverables

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
A38(M) Aston Expressway Tame Valley Viaduct					
The Council is in the process of procuring the services of a contractor to carry out major structural strengthening work of the A38(M) Aston Expressway to ensure the safety of the structure and extend the life of the asset.	By 2022 we will have concluded the procurement process for the strengthening works and secured the Department for Transport's funding allocation of £72.1m towards this major scheme. The works, which have been designed ensure that there is no adverse impact to traffic movement on the Expressway, are to commence on site in 2021 with completion programmed by 2026.	Capital Programme	1. Commencement of tendering process	December 2020	Kevin Hicks
			2. Tender evaluation and DfT's approval of the Final Business Case	September 2021	
			3. Completion of procurement process and contract award	December 2021	
			4. Site works commencement	December 2021	
Birmingham Transport Plan					
A policy statement and delivery plan setting out the city's vision for transport to support the Birmingham Development Plan and Route to Zero and focussing on what we need to do differently to achieve this vision.	By 2022 we will have concluded consultation and formally adopted the Birmingham Transport Plan, including a rolling delivery plan to 2031. A number of key components will be underway and its core principles starting to be embedded into service delivery. Road space will	Birmingham Transport Plan	1. Commence Development of BTP Delivery Plan 2021-31	December 2020	Phil Edwards
			2. Ongoing Development of BTP Delivery Plan 2021-31 and early development of BTP measures / ongoing delivery of programmes.	March 2021	
			3. Formal adoption of BTP and Delivery Plan 2021-31 by Cabinet	June 2021	



Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
	have been reallocated to more sustainable modes including the delivery of bus priority measures. The transformation of the city centre will be underway with the traffic segments in place, further pedestrianisation and changes will have taken place to reduce the impact of the A38 through the city centre core. Active travel schemes in local neighbourhoods will be continuing to be implemented and either the city-wide default 20mph pilot will have been developed or a further two 20mph areas will have been delivered. At least another 12 car free school streets will be in place. The parking Supplementary Planning Document will be adopted and revised parking standards in use. More Controlled Parking Zones will have been delivered. Further analysis and engagement will take place on the Workplace Parking Levy..		4. Ongoing delivery of BTP measures/ Consolidate EBTP schemes	June 2021	
			5. Ongoing delivery of BTP measures / further roll-out of low traffic neighbourhoods, car free school streets and 20mph (Up to September 2022)	September 2022	
			6. Ongoing delivery of BTP measures / further roll-out of low traffic neighbourhoods, car free school streets and 20mph limits / delivery of bus priority schemes/ WPL Outline Business Case approval by Cabinet	December 2021	
			7. Ongoing delivery of BTP measures - City centre traffic cells completed including some A38 restrictions	March 2022	
			8. BTP policies embedded in other relevant activities e.g. transport responses to planning decisions and subsequent mitigations	March 2022	
Clean Air Zone and Brum Breathes					
The Brum Breathes Programme will deliver a package of measures to meet the Ministerial Directive from Government to improve and make	By 2022 the CAZ will be fully operational and embedded into 'business as usual' (BAU) ways of working. The	Birmingham Transport Plan	1. Additional measures schemes (including bus priority measures and Controlled Parking Zones)	March 2021	Phil Edwards

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
safe the levels of Air Quality within Birmingham. The measure includes the implementation of a Clean Air Zone for Birmingham City Centre. A Clean Air Zone is an area where targeted action is taken to improve air quality, in particular by discouraging the most polluting vehicles from entering the zone.	programme of supporting measures will have been delivered including highway changes, bus priority schemes and Controlled Parking Zones. Mitigations and exemption packages will also be in place and transitioning towards conclusion.		are in place. Delivery of Paradise Circus CAZ traffic changes.		
			2. Revised launch date	June 2021	
			3. Development and delivery of additional mitigations e.g. further CPZs	September 2021	
			4. Development and delivery of additional mitigations e.g. further CPZs	December 2021	
			5. CAZ operations fully embedded into BAU	March 2022	
Emergency Transport Plan					
The Emergency Birmingham Transport Plan, sets out plans for a wide range of emergency measures to support walking, cycling and public transport throughout the city, considering the impact of COVID-19.	By end Q4 2021/22 the Emergency Transport Plan will have served its purpose - a range of schemes will have been delivered with a focus initially on active travel but also supporting public transport - temporary measures will have either been consolidated into permanent arrangements or removed. The transition back to business as usual under the Birmingham Transport Plan will be complete.	Birmingham Transport Plan	1. Completion and initial review of Tranche 1 active travel schemes including city centre traffic cells quick wins/ commence delivery of Tranche 2 active travel schemes	December 2020	Phil Edwards
			2. Completion of Tranche 2 measures and transition to BAU/BTP delivery	May 2021	
Flood Risk Management projects					
As Lead Local Flood Authority, we will be supporting and co-ordinating the delivery of major flood alleviation	Programme allows for the development of schemes which will be delivered in future years.	Flood Risk Management Projects	1. Attract a range of funding sources and partnership funds to enable a fully costed scheme to progress	March 2021	Kevin Hicks

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
projects across the regional catchment areas	Delivery of the £580k Flood Defence Grant in Aid and Local Levy programme for 2020/21 which includes flood alleviation for up to fifty properties in 2020/21 with construction phase until 2022.		2. Submittal of Outline Business Cases to draw down Flood Defence Grant in Aid and Local levy funds	March 2022	
			3. Attract a range of funding sources and partnership funds to enable a fully costed scheme to progress	March 2022	
			4. Up to fifty properties better protected from flood risk	March 2022	
Highway Maintenance and Management Services - Private Finance Initiative (PFI) project)					
The project will support restructuring of the council's highway maintenance and management contract from 2021 onwards. This contract provides services to maintain and manage the council's highway infrastructure (principally its roads, pavements, street lighting, structures, bridges, tunnels, traffic signals and highway trees). This will involve procuring a new long-term subcontractor for the PFI contract, which will deliver significant improvements to our highway infrastructure assets.	By 2022 we will have completed re-procurement of the project with the aim of achieving a sustainable approach through to project completion and planned hand back in 2035.	Highway Maintenance and Management Services	1. Develop options for procurement and establish project affordability	December 2020	Kevin Hicks
			2. Enter formal procurement process and confirm any changes to project governance	March 2021	
			3. Continuation of procurement process and implementation of any changes to project Governance	June 2021	
			4. Complete Long-Term Procurement process	September 2021	
			5. Commence new contract arrangements	December 2021	
Route to Zero					
The Route to Zero programme will help both the City Council and the City as a whole significantly reduce carbon emissions over the next 10 years. This will include the City	By 2022 we will be implementing the early recommendations and have an established action plan for	Route to Zero	1. Climate Change Action Plan – report to Council	January 2021	Maria Dunn
			2. Implementing short term recommendations and preparing action plans for	June 2021	

Description	Deliverable/s	Existing Programme	Milestones	Date/s	Accountable Officer/s
Council taking actions to reduce its own carbon emissions as well as working with partner organisations to cut carbon emissions across the City with an aspiration to be the first City region to achieve net zero carbon.	achieving net zero carbon with key milestones.		longer term recommendations		
			3. Implementation	September 2021	
Transport & Highway Capital Programme					
As well as providing services, the Council invests in, and maintains, assets such as roads and buildings. The capital programme supports delivery of the Council's priority outcomes for transport, road safety and air quality.	By 2022 a range of projects and programmes will be delivered. Delivery of the £100.2m programme for 2020/21 including major schemes such as: £12.7m allocated to Inclusive and Sustainable Growth £48m allocated to Brum Breathes & Route to Zero £31m allocated towards Major Schemes £4m allocated to walking and cycling projects. £3.5m allocated to local measures including: • Safer Route to School programme • Road Safety Schemes • Ward Minor Transport Measures	Birmingham Transport Plan	1. Ongoing delivery (up to)	March 2022	Phil Edwards
			2. Develop and approve 21/22 THCP aligned to BTP	March 2021	
			3. Develop and approve 22/23 THCP aligned to BTP	September 2021	

## Appendix B1: Birmingham City Council Delivery Plan Performance Framework – Vital Signs'

The Council Delivery Plan describes two types of activity which will be delivered in parallel.

Firstly, it sets out what the Council intends to achieve by May 2022 and how we will do this to drive a real step-change in 'getting the basics right' with Council services.

Secondly, the Delivery Plan presents exploratory thinking for work that will be undertaken over the next 18 months which will seek to address the longer-term challenges and maximise the opportunities facing the city and Council beyond 2022.

As such, the Council's revised performance management framework echoes this segmented approach in two parts.

- 1) **By Portfolio**, we outline the performance indicators that address the 'vital signs' of the effectiveness and efficiency of Council services. These indicators will all be reported on a **quarterly** basis to Cabinet, with benchmarking against national comparators and targets to focus directorate delivery plans on the areas for improvement. During each municipal year, challenge and support will be provided to colleagues who are accountable for these indicators. Pro-active work will be undertaken to better understand the factors that either facilitate or constrain improvement and to undertake 'deep-dives' into key issues arising throughout the year. This will help the Council to identify what action can be taken to bring performance back on track where it has fallen, and to learn from and build on good practice. We will use this approach to highlight and drive improvement by focussing accountability in portfolios and directorates on the vital signs of core Council performance, and this will allow Overview and Scrutiny Committees to work more closely with Cabinet Members in drilling down into specific areas of performance. Additional indicators on key technical areas of business functioning will be reported internally on a regular basis to the Council's Leadership Team for use as part of normal management of services.
- 2) For **over-arching city outcomes**, measures will be considered **annually** as part of a 'state of the city' report to Cabinet. We will use these measures to inform the 'reform' elements of the Delivery Plan and to guide our work with the City Board on the future vision / multi-agency strategy. In the context of COVID, BREXIT and recessionary impacts on both service demand and public service finances, it will be challenging to profile the effect on resident outcomes with a high degree of precision. By working together with partner agencies, however, the City will continue to weather these challenges and re-build a baseline for future improvement strategies.
- 3) Indicators relating to **the Commonwealth Games** are set out in a third section and will be reported **alongside the 'Vital Signs'** report on a quarterly basis to Cabinet. These indicators are largely cross-cutting and will be impacted upon by the work of the Council and our partners.

***This document sets out the 'vital signs' of effectiveness and efficiency that will be reported to Cabinet on a quarterly basis.***

In each section indicators that are significantly impacted by partner contributions or wide social and economic circumstances are highlighted in light red. In terms of availability: M=monthly, Q=quarterly, T=Termly and A=annually.

## **‘Vital Signs’ of Service Effectiveness and Efficiency**

## Leader's Portfolio

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Food Standards Agency (FSA)	13 December 2019	Fourth stage of performance concerns for FSA, report to FSA Board for possible intervention	On hold due to Covid 19, but quarterly when food inspections are recommenced
British Standards Institution: ISO 9001: 2015 for Trading Standards	5 December 2019	Accredited	December 2020
Health and Safety Executive- adequacy of health and safety enforcement programme	None recently, but submission of annual return required	Programme adequate	After May 2021
Eastside Judicial Review against the decision of the planning authority to grant planning permission.	N/A	N/A	TBC - awaiting date of judgement.

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
L01	Determine major applications within 13 weeks	Applications over 1 hectare	Bigger is better	Q	Ian MacLeod
L02	Determine minor applications within 8 weeks	Anything smaller than the criteria for major developments.	Bigger is better	Q	Ian MacLeod

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
L03	Determine other applications within 8 weeks	Householder applications (extensions, loft conversions, change of use etc)	Bigger is better	Q	Ian MacLeod
L04	The number of jobs created through the Business Growth Programme	It measures the number of jobs that have been created and/or safeguarded as a result of investment in infrastructure and development activity.	Bigger is better	Q	Ian MacLeod
L05	Public sector investment in the Enterprise Zone	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham.	Bigger is better	Q	Ian MacLeod
L06	Number of new homes completed in the City across a range of tenures through the BMHT and InReach development programmes	Measures only those homes provided by BMHT and InReach programmes, where the Council has direct influence based on arms length relationship, in ensuring housing is built across a range of tenures.	Bigger is better	Q	Ian MacLeod
L07	Percentage of National Trading Standards target met	Birmingham holds the contract for the regional intelligence team (RIT). Achievement of the required contract standards is likely to ensure contract is renewed. This is also true for the Illegal Money Lending Team (IMLT).	Bigger is better	A	Rob James
L08	Percentage delivery of Food Inspections completed against recovery plan agreed by the Food Standards Agency and BCC	The Council is legally required to deliver a programme of food inspections in-line with the Food Standards Agency's Approved Code of Practice. The delivery of each council's programme fits into the national model for assuring food safety locally, nationally and internationally.	Bigger is better	Q	Rob James
L09	Percentage of successful prosecutions (case proved) by service (Environmental Health, Licensing and Trading Standards)	To ensure statutory compliance and Regulation and Enforcement prosecutions are undertaken to help improve the well-	Bigger is better	M	Rob James



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		being and public health of people and communities.			
L10	Deliver 8 key corporate campaigns (with a success rating of 80% of above) linked to the priorities outlined in the Delivery Plan	This is a vital component in engaging the public with the work of the Council and helping them understanding their role and contribution to the city. This will influence behaviour in a way that reduces unnecessary demand for council services and delivery savings whilst improving outcomes through empowering citizens.	Bigger is better	Q	Jonathan Tew
L11	Increase the reach and engagement levels of all the BCC corporate social media accounts by 10% per year	Building direct connections with citizens and business is crucial in building trust between the Council and those we serve. Our social media presence is a core part of our approach to building trust and this indicator measures our reach.	Bigger is better	Q	Jonathan Tew
L12	Proportion of residents aged 16 to 64 claiming out of work benefits compared to West Mids. and national average	Birmingham residents will be trained and upskilled appropriately to enable them to take advantage of sustainable employment.	Smaller is better	M	Ian MacLeod

## Deputy Leader's Portfolio

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Housing Benefit (Subsidy) Assurance Process	2019 for 2018/19 Subsidy Year	Audit	TBC
Ensure compliance with the Data Security and Protection (DSP) Toolkit		Pass/Fail	Annually

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
DL01	Average number of days to process new housing benefit applications	Quick payments of Housing Benefit help to secure tenancies by making payments to cover the rental liability for citizens on low income, stopping hardship, and ensuring tenants are not made homeless for non-payment of rent.	Smaller is better	M	Peter Bishop
DL02	Average number of days to process changes to housing benefit	Quick payments of Housing Benefit help to secure tenancies by making payments to cover the rental liability for citizens on low income, stopping hardship, and ensuring tenants are not made homeless for non-payment of rent.	Smaller is better	M	Peter Bishop

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
DL03	Council Tax collection rate	The collection of council tax allows the city council to deliver its key priorities and services to the citizens of Birmingham. This measure identifies if we are on track to achieve the agreed council tax collection rates and ensures a final collection rate of 97.1% is achieved by the 5th year.	Bigger is better	M	Peter Bishop
DL04	Council tax paid by Direct Debit	The city council is responsible for the administration, collection and recovery of all council tax liability. The collection of this revenue allows the council to fund its services. The indicator is important as it is the cheapest method of collection and guaranteed method of collection to assist with the agreed council tax collection rates. The collection of council tax allows the city council to deliver its key priorities and services to the citizens of Birmingham.	Bigger is better	M	Peter Bishop
DL05	Collection of business rates in year	Identifies we are on track to achieve the agreed business rates collection, as set through the city councils budget setting process and ensures a final collection rate of 98.00% is achieved by the 5th year. Good collection helps to ensure council services are funded.	Bigger is better	M	Peter Bishop
DL06	Percentage of housing rents collected during the year	The amount of rent collected has a direct impact on the Housing Revenue Account (HRA). This is a ring-fenced account that pays for repairs, capital programmes within housing and salaries of Housing staff, to name but a few.	Bigger is better	M	Peter Bishop

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
DL07	Percentage/Number of FOI/SARs actioned to and responded to in a timely manner	Ensure FOI and SARs are actioned and responded to in a timely manner.	Bigger is better	M	Peter Bishop
DL08	Customers registering satisfaction with the Council	It's important for Customer Services to understand the overall satisfaction when citizens are contacting the corporate contact centre. This can identify trends in terms of service delivery issues, process related issues and root cause of dissatisfaction.	Bigger is better	Q	Peter Bishop
DL09	Online transactions in comparison to telephone calls	The shift of citizen contact to the digital channel where possible is key to ensuring the City Council is as efficient as possible. It's our aim to move the simpler contact to this channel and the contact centre handle the more complex enquiries where we can add significant value to the citizen.	Bigger is better	Q	Peter Bishop
DL10	Number/percentage of Complaints responded to in 15 working days	Set by elected members and implemented across BCC in respect of all complaints regarding services provided by the Council that fall outside of any Statutory Complaints Process or Appeals Process. Monitoring at this level ensures that the Corporate Management Team are provided with information on a regular basis which can be shared with elected members upon request and management can be assured that the City Council is heading in the right direction and if not, where it needs to divert its attention immediately.	Bigger is better	M	Peter Bishop
DL11	Number of complaints received per thousand customers	A reduction in complaints should reflect an improvement in service delivery. NB As part	Smaller is better	M	Peter Bishop

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		of the initial consolidation work there is likely to be an initial increase. This can also be benchmarked against other organisations			
DL12	Proportion of Ombudsmen complaints that have been upheld	This indicator is a Council-wide measure of how well the Council is handling complaints. Responsibility for reporting it sits with the Finance & Governance directorate but ownership of performance against this indicator is collective across all directorates.	Smaller is better	Q	Becky Hellard
DL13	The number of data breaches that have occurred	Breaches can cause reputational damage to the Council and it is important that all staff comply with standards and protocols set up on how to handle forms of data.	Smaller is better	M	Peter Bishop
DL14	Percentage compliance to the WCAG2.1 AA Accessibility standard for Birmingham.gov.uk	Achieving an accessibility quality score to the AA standard of 98.5% on a monthly basis	Bigger is better	M	Peter Bishop
DL15	The number of BCC websites that meet the international WCAG 2.1 AA accessibility standards	Report the number of council owned websites that meet the WCAG2.1 AA standards (baselined at 250)	Bigger is better	Q	Peter Bishop
DL16	Percentage of households signed up for Council Tax paperless billing	To show an Increase in customers receiving an electronic bill saving printing costs	Bigger is better	Q	Peter Bishop

## Children's Wellbeing

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Children's Services	December 2018	Requires Improvement	Early 2022 (3 Year cycle)
Adoption	March 2019	Good	2022 (3 Year Cycle)
Fostering	January 2019	Requires Improvement	End 2020/early 2021 (Annual)
Cambourne House	August 2019	Requires Improvement	Twice Yearly
Edgewood Road	August 2019	Requires Improvement	Twice Yearly
Warwick House	January 2020	Good	Early 2021 (Annual)
Charles House	December 2019	Good	End 2020 (Annual)
ILACS (Inspection of Local Authority Children Services)	December 2018	RI	June 2021 – June 2022
ILACS Focussed visit	February 2020	None	Imminent
Local Area Inspection SEND	June 2018	Written statement of action	Once during a 5 year period

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW01	% of all referrals with a decision within 24 hours	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW02	% of re-referrals to children's social care within 12 months	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW03	% assessments completed within 45 working days	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW04	% Initial CP Conferences (ICPCs) held within 15 working days	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW05	% of children who become the subject of a CP plan for a second or subsequent time within the last 2 years	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW06	% of children (under 16 years) who have been looked after for 2.5 years or more, and in the same placement (or placed for adoption) continuously for 2 years or more	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW07	% children experiencing 3 or more moves in a year	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW08	% of looked after reviews held on time	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW09	% of care leavers who are in Education, Employment, and Training (EET)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW10	% Year-to-date care leavers in suitable accommodation (19-21)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	A	Tim O'Neill
CW11	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted. (A1)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW12	No of children who have been adopted in the year or who leave care	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW13	% of agency social workers (including team managers)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW14	Average caseload of qualified social workers	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Smaller is better	M	Tim O'Neill
CW15	% of social workers who have had supervision (in month)	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Bigger is better	M	Tim O'Neill
CW16	Ofsted will have found improvement in all areas and rated services at least Good.	Children's Trust KPI – ensuring children are safeguarded and have access to good and outstanding services	Outstanding is better than Good; Good better than RI	M	Andy Couldrick

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW17	Percentage of new Education Health Care (EHC) plans issued within 20 weeks, excluding exceptions	Legal requirements in meeting statutory targets to ensure that children, young people, and their families are provided with the information, advice and support necessary to enable them to participate in discussions and decisions about support.	Bigger is better	M	Tim O'Neill
CW18	Quality of Education Health Care Plans - Monthly Case Audits	Ensuring Education Health Care Plans are rated 'good' and provide an excellent standard of information for children, young people and their families as above.	Bigger is better	M	Tim O'Neill
CW19	Corporate Parenting Board Promise for children who have experienced Birmingham's care system. We'll take care of your health and encourage you to be healthy. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Birmingham city council will work with health and other professionals to ensure your physical, emotional and mental health and wellbeing is support. We will increase the number of Looked After Children with up to date Health Passports and reduce their waiting time for access to forward thinking Birmingham (FTB) TESS and Health Assessments	Bigger is better	M	Tim O'Neill
CW20	Reduction in complaints/ mediations/ tribunals through an early help offer	Improved wellbeing and outcomes for children and young people.	Smaller is better	M	Tim O'Neill
CW21	Reduction in the referrals for specialised resources through investment in early school-based support and provision	We want to meet need locally and earlier.	Smaller is better	Q	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
CW22	Proportion of children aged 2-2½yrs offered ASQ-3 (Ages and Stages Questionnaires)	Offers parents a child development review as part of the Healthy Child Programme or integrated review which help identify children who are not progressing as expected for support, monitoring and early help of targeted services.	Bigger is Better	Q	Justin Varney

## Education, Skills and Culture

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
ILACS (Inspection of Local Authority Children Services)	December 2018	Requires Improvement	June 2021 – June 2022
ILACS Focussed visit	February 2020	None	Imminent
Local Area Inspection SEND	June 2018	Written statement of action	Once during a 5-year period
Birmingham Adult Education Service Education Inspection Framework (EIF)	March 2018	Good	Within a 5-year period
West Midlands Combined Authority Performance Management Review	Annual review	No issues	Termly

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC01	The proportion of years 12 to 13 pupils whose activity is unknown	Young people who are NEET are at risk of becoming socially excluded, which can have a detrimental effect on physical and mental health, and increase the likelihood of unemployment, and a lower quality of work later on in life. By identifying those deemed NEET, the Council will be better able to target, and provide support to children falling into this cohort group.	Smaller is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC02	Number of NEET young people supported by the career service	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Bigger is better	Q	Tim O'Neill
ESC03	Permanently excluded Children without a school place for more than 6 days	Children and young people will be able to continue their education following significant disruption	Smaller is better	M	Tim O'Neill
ESC04	Number of children missing from education for more than 7 days	Children and young people are safe	Smaller is better	M	Tim O'Neill
ESC05	Supporting Care Leavers with the career ambitions with regard to Education, Employment or Training (EET)	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Bigger is better	Q	Tim O'Neill
ESC06	The percentage of delivered routes that were needed to transport pupils to school.	Children and young people need to be able to realise their full potential through great education and training, and some need support with transport to this.	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC07	Performance in transporting the number of pupils that needed to travel to school	Children and young people need to be able to realise their full potential through great education and training, and some need support with transport to this.	Bigger is better	M	Tim O'Neill
ESC08	Overall Proportion of Early years settings Private, Voluntary and Independent providers (PVI) which are good/outstanding	Children will be able to realise their full potential in an environment where they have the best start in life	Bigger is better	T	Tim O'Neill
ESC09	The proportion of years 12 to 13 not in employment, education or training (NEET)	The law requires all young people in England to continue in education or training until at least their 18th birthday to improve the career and life prospects for young people. This includes developing a greater range of skills, increased earnings potential/reduced unemployment, and opportunities to develop new skills in an alternative setting.	Smaller is better	M	Tim O'Neill
ESC10	Overall Proportion of schools which are good/outstanding	Important as it will assist in enabling children and young people to realise their full potential through great education and training; this information is important as it enables us to challenge the regional Schools Commissioner's office over academy performance, where appropriate.	Bigger is better	M	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
ESC11	Number of Permanent Exclusions – Primary	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Smaller is better	T	Tim O'Neill
ESC12	Number of Permanent Exclusions – Secondary	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Smaller is better	T	Tim O'Neill
ESC13	Number of Permanent Exclusions – Special Schools	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Smaller is better	T	Tim O'Neill

## Finance and Resources

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Annual Governance Statement as defined by the external audit sign off of the BCC financial statements.	25 September 2019	Qualified Value for Money conclusion in respect of one item	25 November 2020
The external audit opinion on the financial statements	25 September 2019	Unmodified opinion	25 November 2020
Lexcel and ISO 9001 accreditation	October 2020	Accreditation obtained	June 2021

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
FR01	Internal assessment of Financial Resilience (using Chartered Institute Public Finance Accountants Resilience Index)	These measures demonstrate effective internal controls, robust governance, good value for money service delivery and financial resilience as shown by financial outturn, strength of balance sheet, level of reserves, level of debt	Positive CIPFA Resilience measures	Q	Rebecca Hellard
FR02	Health & Safety Compliance Audits undertaken across directorates in targeted areas	To meet legal obligations in ensuring staff safety and completion of risk assessments (to apply with the duty under the Management of Health and Safety at Work Regulations 1999)	Smaller is better	A	Dawn Hewins
FR03	Number of accidents and incidents within the City Council	Continue to monitor whole council accident and incident incidence rates to ensure that figures recorded remain as low as possible considering the opportunity for meaningful intervention	Smaller is better although continued communications around the need to report is a positive increase	M	Dawn Hewins



No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
FR04	Number of accidents and incidents reported to the HSE	To ensure meet legal duty for criteria set under the Management of Health and Safety Act Work Regulations 1999	Smaller is better	M	Dawn Hewins
FR05	The average number of working days lost due to sickness absence per FTE (full time equivalent) employee	BCC is committed to employee wellbeing. This indicator allows the organisation to gather information that can be used to ensure effective absence management policies are developed and actioned that assist with managing staff health and well-being issues, enabling them to stay in or return to work, and/or aid recovery from illness, as well as enabling staff to better manage service delivery.	Smaller is better	M	Dawn Hewins
FR06	Grow channels such as Yammer to increase engagement ratings with staff	Yammer has been shown to be a critical tool to build trust with staff. Staff engagement levels have been shown to increase motivation of staff and improve wellbeing and satisfaction at work. This indicator is therefore an important proxy measure for staff wellbeing.	Bigger is better	Q	Jonathan Tew

## Health and Social Care

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
CQC - Shared Lives	24 September 2019	Good	Not Known
CQC - North Homecare (Enablement)	28 November 2019	Good	Not Known
CQC - South Birmingham Homecare (Enablement)	16 April 2020	Good	Not Known
CQC - Care Centre – Anne Marie Howes	30 July 2020	Requires Improvement	Not Known
CQC - Care Centre - Kenrick	19 December 2019	Requires Improvement	Not Known
CQC - Care Centre Perry Trees	3 September 2019	Good	Not Known

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC01	Proportion of people safeguarded with at least one outcome met	The key focus of Making Safeguarding Personal is on developing a real understanding of what people wish to achieve. This includes agreeing, negotiating and recording their desired outcomes, working out with them how best those outcomes might be reached, and the extent to which desired outcomes have been realized. This measure is an effective means of evidencing that BCC Adult Social Care is meeting this requirement.	Bigger is better	M	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC02	The number of long-term admissions to residential or nursing care (per 100.000 over 65s)	People staying in their own homes remain in a familiar environment, embedded in their communities, and it helps support people's independence.	Smaller is better	Q	Graeme Betts
HSC03	Percentage of concluded Safeguarding enquiries where the individual or representative was asked what their desired outcomes were	Legislation places an emphasis on the individual rather than the investigation in safeguarding, obliging us to ensure that the person who is the subject of a safeguarding enquiry is fully involved in it. Taking into account their desired outcomes (even if they are not fully possible to meet or are simply that the investigation should end) is a key part of this, and helps instruct the direction any intervention should take.	Bigger is better	M	Graeme Betts
HSC04	Uptake of Direct Payments	Research has indicated that personal budgets impact positively on well-being, increasing choice and control, reducing cost implications and improving outcomes	Bigger is better	M	Graeme Betts
HSC05	The percentage of people who receive Adult Social Care in their own home	It is generally regarded that it is ideal to avoid admission to a care home wherever possible. People staying in their own homes remain in a familiar environment, embedded in their communities, and it helps support people's independence. As a Council, our duty is to assess people and arrange suitable care according to their needs with an emphasis on supporting them to remain in their own home as long as possible. Work with the private and third sectors to ensure the availability of suitable community-based care.	Bigger is better	M	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC06	Proportion of clients reviewed, reassessed or assessed within 12 months	The Care Act obliges us to carry out a review of every person who receives services from us once every 12 months. They are necessary to ensure that the person is safe and has care and support of their needs and desired outcomes.	Bigger is better	M	Graeme Betts
HSC07	The number of people with Learning Disabilities who have been supported into employment by the PURE Project	<p><b>NB: Reporting on this indicator is paused owing to COVID. Work in this area will restart once the pandemic is over and reporting will recommence in line with activity.</b></p> <p>Supports ASCOF measure 1E - Adults with a learning disability in paid employment. The PURE Project has a target to support participants with a disability during a three-year programme. It is expected that this will result in 245 participants achieving employment, measured 6 months from the citizen leaving the project.</p>	Bigger is better	Q	Graeme Betts
HSC08	The number of people who have Shared Lives	<p>Shared lives provides an alternative to residential care, particularly for younger adults who have needs that can't be met through tradition home care, allowing them to live in the community.</p> <p>The Council's role is to ensure sufficient numbers of carers are recruited (or engage an external organisation to do this). Assess people's needs and identify where they can be needs met through a shared lives service.</p>	Bigger is better	M	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC09	The proportion of clients receiving Residential, Nursing or Home Care, or Care and Support (supported living) from a provider that is rated as Silver or Gold	<b>NB: COVID has seen postponement of inspections.</b> Good quality service providers have a positive impact on the quality of life of the people who receive social care via them. Having a focus on the quality of the providers helps avoid a race-to-the-bottom situation where providers undercut each other on cost at the expense of quality.	Bigger is better	Q	Graeme Betts
HSC10	Social work client satisfaction - postcard questionnaire	It provides a valuable insight into people's perception of their social care assessments and adds a qualitative dimension which is difficult to obtain otherwise.	Bigger is better	Q	Graeme Betts
HSC11	Number and percentage of parent/carers satisfied with the Transition Plan co-produced with their young people	The indicator provides a level of assurance in relation to the satisfaction of parent/carers to the type of intervention and support for their young person and the management of any tension between the expectations of the young person and their parent/carers	Bigger is better	Q	Graeme Betts
HSC12	Number and % of young people aged 14-25 transitioning to the Integrated Transition Team who feel that they can achieve their outcomes	It starts to establish as a new team the effectiveness of the screening process and the anticipated impact of the intervention in relation to the young person and subsequently the effectiveness of the team	Bigger is better	Q	Graeme Betts
HSC13	Number and % of young people who do achieve their outcomes following support from the Integrated Transition Team	The indicator provides a comparator to the likelihood of impact and actual impact of the intervention from the Team and starts the reporting in relation to actual outcomes linked to the intervention	Bigger is better	A	Graeme Betts
HSC14	Number of Changing Places across the city	Many people with disabilities cannot use standard accessible toilets. Changing Places toilets give disabled people and their carers the space and equipment they	Bigger is better	A	Graeme Betts

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		need to have the confidence to leave their homes and go out.			
HSC15	Percentage of births that receive a face to face newborn visit within 14 days	The health visiting service leads onto the healthy child programme which is set to improve the health and wellbeing of children aged 0 to 5. Monitors health reach and contact with new babies and their families and enables early help and support and identification of any issues to be put in place.	Bigger is better	Q	Justin Varney
HSC16	Proportion of eligible population receiving an NHS health check	It is a risk assessment and management programme which aims to keep people well for longer, and help/delay major non-communicable diseases e.g., heart disease, stroke, diabetes, kidney disease, certain cancers and respiratory disease. Addressing differences by prevention is the key aim of the programme.	Bigger is better	Q	Justin Varney
HSC17	Rate of chlamydia detection (per 100,000 young people aged 15 to 24)	Sexually Transmitted infection (STI) which usually doesn't cause symptoms. However, if not treated early, can spread to other parts of the body and lead to long term problems such as infertility.	Bigger is better	Q	Justin Varney
HSC18	Number of smoking quitters at 4 and 12 weeks	Improve early intervention and prevention work to secure healthy lifestyles and behaviours.	Bigger is better	Q	Justin Varney
HSC19	Under 18 conception Rates per 1000 girls (15-17)	Teenage Pregnancy is a good indicator of health inequalities and is an important indicator because of the significant impact of teenage conception on both parent and child.	Smaller is better	Q	Justin Varney

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC20	Corporate Parent Board Promises for children in care or with care experience: We'll involve you in decisions that affect you and listen to your views: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Children and young people will be encouraged and supported to be an active participant in their own care planning and Reviews. We'll make sure you have your own social worker, who visits you regularly and gives you details about how to contact them (or someone else if they're away) when you need them; and help you stay in touch with your family, friends and anyone else who's important to you	Bigger is better	M	Tim O'Neill
HSC21	Corporate Parent Board Promises for children in care or with care experience: We'll try really hard to find the best possible place for you to live: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Finding suitable accommodation for our care leavers and no children or young people in unregulated placements, provide you with an up to date plan of permanency (4 month review):	Bigger is better	M	Tim O'Neill
HSC22	Corporate Parent Board Promises for children in care or with care experience We'll work with you and give you all the help and support you need to move successfully from care to adult life: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Our care leavers (18-21) will be in suitable accommodation and in the right locality. They will be supported to ensure they are in education, Higher education, employment or training and help you stay in touch with your family, friends and anyone else who's important to you	Bigger is Better	M	Tim O'Neill
HSC23	Miles travelled on free bicycles provided by the Council	It is an indicator of physical activity in and around Birmingham, the impact that cycling infrastructure changes have had on miles travelled, more miles travelled by bike indicates a positive contribution to making Birmingham healthier, greener, safer and less congested. It is also an indicator of the success of the scheme overall.	Bigger is better	Q	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HSC24	PLACEHOLDER - New national measure to replace Delayed Transfers of Care (DTOC)	National indicator yet to be confirmed – this indicator will be included once available	Smaller is better	M	Graeme Betts
HSC25	Percentage of opiate drug users who are in full time employment for 10 working days following or upon discharge	Forms part of the Public Health Outcomes Framework for England - health and employment benefits.	Bigger is better	Q	Justin Varney
HSC26	Percentage of non-opiate drug users who are in full time employment for 10 working days following or upon discharge	Forms part of the Public Health Outcomes Framework for England - health and employment benefits.	Bigger is better	Q	Justin Varney



# Homes and Neighbourhoods

## External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
Human Tissue Authority- re Public Mortuary	3 July 2019	Achieved required CAPA plan	Not known
Register Office- Annual assessment based on annual return	July 2020	Improving, but not meeting national performance targets	June 2021

## Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN01	We will respond to all council housing emergency repairs in 2 hours	Contractual Measure: This measure is important as it ensures that BCC properties are made safe and vulnerable customers are provided a prioritised response within 2 hours.	Bigger is better	M	Rob James
HN02	We will resolve council housing routine repairs within 30 days	Contractual Measure: This measure ensures that all repairs reported are actioned and completed within the corporate timescale. This SDM is designed to ensure that the contractor's level of outstanding works orders are progressed and kept to a minimum level.	Bigger is better	M	Rob James
HN03	Percentage of Right to Repair jobs completed against period profile	This measure ensures that the Contractors are complying with the Right to Repair Regulations 1994	Bigger is better	M	Rob James
HN04	Average days void turnaround - excluding void sheltered properties	This measures the speed in which properties are being re-let and identifies which properties are difficult to let.	Smaller is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN05	Available properties as a percentage of total stock	Available properties as a percentage of stock measures BCC housing stock that is deemed as currently occupied or void but available to be relet as a proportion of total stock. The Council's role is to ensure that unlettable stock is kept to a minimum level.	Bigger is better	M	Rob James
HN06	Percentage of tenancies sustained at 12 months (where appropriate)	To sustain communities, reduce void loss/costs and ensure that rental income is maximised.	Bigger is better	A	Rob James
HN07	Households where homelessness is prevented	The city council has a duty under the Homelessness Reduction Act to prevent homelessness. The service must work with households to prevent them from becoming homeless in the first instance by early intervention and a robust personal housing plan. The duty lasts for 56 days and duties include any activities to prevent a household becoming homeless within 56 days.	Bigger is better	M	Rob James
HN08	Households where homelessness is relieved	The city council has a duty under the Homelessness Reduction Act to prevent homelessness. The service must work with households to prevent them from becoming homeless in the first instance by early intervention and a robust personal housing plan. The duty lasts for 56 days and duties include any activities to prevent a household becoming homeless within 56 days.	Bigger is better	M	Rob James
HN09	Minimising the number and percentage of households living in temporary accommodation per 1,000 households	Stays in temporary accommodation has a longer term negative impact on households and families and as such we are working to reduce the number of people requiring TA through effective homeless prevention, and where people require TA, we work to develop move on plans into sustainable settled accommodation.	Smaller is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN10	Percentage of residents allocated a social housing tenancy	Our allocation policy will support the council's homelessness priority and ensure we will make the best use of high demand social housing stock to meet citizen's needs.	Bigger is better	M	Rob James
HN11	Number of properties improved in the Private Rented Sector as a result of Local Authority intervention	The city is reliant on the housing sector to provide suitable homes for residents, and it is important to ensure that households living in these properties are living in safe and suitable accommodation, in line with housing standards legislation. This becomes increasingly more important as we are seeing increased homeless presentations and one of the main tenures of those presenting is the Private Rented Sector. We need all homes in this sector to be of standard to prevent homelessness and provide much needed capacity for those people who are homeless and living in temporary accommodation.	Bigger is better	M	Rob James
HN12	Private sector empty properties brought back into use (cumulative)	This KPI is indicative into Council Policies regarding reducing empty private homes and homelessness. We need all homes in the city to be occupied to prevent homelessness and provide much needed capacity for those people who are homeless and living in temporary accommodation.	Bigger is better	M	Rob James
HN13	Number of ward meetings held annually	Members can hold up to 6 meetings per year or 414 across the city.	Bigger is better	Q	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
HN14	Annual Resident Attendee Numbers for Ward Forum Meetings	This is one indicator of local participations	Bigger is better	Q	Rob James
HN15	Number of ward plans updated or completed in the year	The ward plans set out local priority actions after consultation with local people	Bigger is better	Q	Rob James
HN16	Number of people supporting local Community Infrastructure Levy (CIL) crowdfunding projects per annum	This is a measure of the level of engagement people have in the CIL/Ward projects	Bigger is better	A	Rob James
HN17	Total number of buildings either on Community Asset Transfer lease or community lease	Good indicator of the level of support the city council is providing to local community organisations	Bigger is better	A	Rob James

## Social Inclusion, Community Safety and Equalities

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
<p>The Equality duty is supported by specific duties. This duty requires LAs to:</p> <ul style="list-style-type: none"> <li>• annually publish information demonstrating compliance with the Equality duty.</li> <li>• Set equality objectives at least every four years.</li> </ul> <p>We have published our equality objectives 2019 – 2023. (HR publish the equality data.)</p>	No Standard Judgment	<p>The Equality and Human Rights Commission is responsible for assessing compliance with and enforcing the duty.</p> <p>To support compliance, we are assessing our progress against the Equality Framework for Local Government.</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the government deem it necessary.</p>
<p>Prevent Duty under the Counter terrorism and Security Act 2015, requires specified authorities, including local authorities, to give 'due regard' to the need to prevent people being drawn into terrorism.</p>	No standard judgement although the Home Office did undertake a Peer Review of Prevent in January 2018	<p>The Home Office is responsible for assessing compliance with and enforcing the duty.</p> <p>To support compliance, we are assessing our progress against the Prevent Duty Toolkit and undertaking regular Peer reviews.</p> <p>The outcome of the January 2018 Peer Review assessed Birmingham's Prevent programme as "an extremely strong approach that is internationally recognised".</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the Secretary Statement deem it necessary.</p>

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
<p>Crime and Disorder ACT 1998</p> <p>Section 5 requires the Police and local authorities to have joint responsibility for preventing and reducing crime in an area through the establishment of community safety partnerships.</p> <p>Section 6 requires responsible authorities to formulate and implement a strategy for the reduction of crime and disorder in the area and produce a strategic assessment.</p> <p>Section 17 requires local authorities to exercise their functions and to all that is reasonable to prevent crime and disorder in its area.</p>	<p>No Standard Judgement although the local authority did undertake a Peer Review of CSP Arrangements in Sep 2018</p>	<p>The Home Office is responsible for assessing compliance with and enforcing the duty which they do through the Office of the Police and Crime Commissioner.</p> <p>To support compliance, we are able to assess our progress through Peer reviews. The outcome of the last Peer review was a strengthened partnership governance framework and a realignment of local delivery structures.</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the Secretary of State deem it necessary.</p>
<p>Modern Slavery 2015 Duty to notify and National Referral Mechanism (NRM)</p> <p>Local authorities have a duty to notify the Home Office of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking.</p>	<p>No Standard Inspection</p>	<p>The Home Office is responsible for assessing compliance with and enforcing the duty.</p>	<p>Whilst there is no standard regulatory inspection this can happen in Extremis should the Secretary of State deem it necessary.</p>
<p>Advice Services Alliance</p>	<p>15<sup>th</sup> October 2020</p>	<p>Advice Quality Standard Awarded to Neighbourhood Advice &amp; Information Service (for Welfare Benefits, Housing and Debt.)</p>	<p>15<sup>th</sup> October 2022</p>

## Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SCE01	Proportion of BAME staff in each grade compared to Birmingham population	We will implement the recommendations arising from the Workforce Race Equity Report which will ensure that we have full representation of our communities across the Council and will eliminate the Race Pay Gap by 2025.	Bigger is better	A	Dawn Hewins
SCE02	Reduce first time entrants to the Youth Justice System aged 10-17 (per 100,000 10-17-year olds)	The Youth Children's Justice Act is there to protect the public by holding youth accountable, by preventing crime and by rehabilitating and reintegrating youth in the community. The Act further supports the prevention of crime by referring youth to community programs.	Smaller is better	M	Andy Couldrick
SCE03	Reoffending by young offenders (10 to 14 year olds and 15 to 17 year olds)	Whilst the above indicator is important, it is equally important to understand reoffending rates as this will tell us whether youth offending programs are working in turning young people away from crime.	Smaller is better	Q	Andy Couldrick
SCE04	The Neighbourhood Advice Service will maximise income for citizens from benefits / charitable sources or employment	Assisting citizens in this way, including the most disadvantaged in the city, ensures they are more financially resilient and better able to meet their needs and those of their families	Bigger is better	Q	Rob James
SCE05	PLACEHOLDER: Community Safety Partnership indicators	The Community Safety Partnership indicator set is being developed currently and is due for completion by the end of November 2020. The indicators will be incorporated into this framework and included in the next quarterly reporting cycle to Cabinet.			
SCE06	PLACEHOLDER: Equalities indicators	The Equalities indicator set is being developed currently and will take into account feedback received through consultation. The indicators will be incorporated into this framework and included in the next quarterly reporting cycle to Cabinet.			

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SCE07	Our advice services delivered by the third sector will maximise income for citizens from benefits / charitable sources or employment	Assisting citizens in this way, including the most disadvantaged in the city, ensures they are more financially resilient and better able to meet their needs and those of their families	Bigger is better	Q	Rob James



## Street Scene and Parks

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
CAR's (Compliance Assessment Reports) carried out by the Environment Agency to evaluate compliance against Permit/Licensed waste facility obligations. This is a physical officer inspection with water sampling of discharge activity or groundwater activity	Inspections are planned or unannounced during the year with a CAR's score being delivered after each assessment	Available to view via the DEFRA portal, but copies can be viewed on request from Veolia if required.	Unknown in advance
To ensure that DEFRA inspections take place on a regular basis and that any identified problems are dealt with appropriately. Plant Passport system in place to cover new government guidelines following withdrawal from EU in January.	Coleshill Road Nursery was visited 22 <sup>nd</sup> October 2020	No issues were found	Unknown in advance

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SSP01	Level of street cleanliness as assessed by the Land Audit Management System (LAMS)	It is important to have a performance indicator which measures the cleanliness of the City's streets. According to the 2019/20 resident survey, street cleanliness	Bigger is better	Q	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
		was the number one priority for the residents of Birmingham.			
SSP02	Increased Recycling, Reuse, and Green Waste (both with and without bottom ash)	Reuse and recycling are second only to reduction in the waste hierarchy and it is important to the Council's reputation that behaves in an environmentally sustainable way. There are potential cost implications if recyclable materials are disposed of as residual waste.	Bigger is better	M	Rob James
SSP03	Missed collections per 100k collections achieved	A high level of missed collections can result in waste being left out on the street and risk an increase in fly-tipping. Both of which could have negative effect on both the city's and the Council's reputations.	Smaller is better	M	Rob James
SSP04	Percentage of waste presented to landfill	Landfill is the least desirable option in the waste hierarchy, and it is important to the Council's reputation that behaves in an environmentally sustainable way. There are potential cost implications if waste is disposed of at landfill.	Smaller is better	M	Rob James
SSP05	Percentage completed annual tree inspections (according to the 5 year plan)	The City Council is responsible for public safety a part of which is to ensure tree inspections are carried out to ensure the safety of residents.	Bigger is better	M	Rob James
SSP06	If you report a tree that is considered dangerous by our qualified Tree Officer, we will ensure the tree is attended to and the area made safe within 2 hours	To ensure tree emergencies are captured and dealt with in a timely manner.	Bigger is better	M	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
SSP07	Level of Grounds Maintenance works completed to green space across the City including H & S inspections. The measure will show the percentage of work completed against programme.	It is important to have a performance indicator which measures the completion rate of Grounds Maintenance works to standard and on time to ensure that the green space in the City is a safe and clean place to visit.	Bigger is better	Q	Rob James
SSP08	Level of Grounds Maintenance works completed to the specified service standard. The measure will show the percentage of work completed to standard	It is important to have a performance indicator which measures the standard of work completed and not just the level of completion.	Bigger is better	Q	Rob James

## Transport and Environment

### External Regulatory Judgements

Regulation	Date of Judgement	Judgement	Expected date of next Judgement
None	None	None	None

### Key Performance Indicators

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
TE01	Cat 1 and urgent faults attend and make safe on time. (percentage and number) within 2 hours	Highway defects that require prompt attention because they represent an immediate or imminent hazard or risk are attended to within the required timescale.	Bigger is better	M	Ian MacLeod
TE02	Streetlight In-Light repairs carried out within time (percentage and number)	Prompt attention to repairing streetlight defects is important to ensure safety and residents perception to feeling safe, particularly after dark.	Bigger is better	M	Ian MacLeod
TE03	Percentage of dangerous defects ('Category 1' defects) on streets temporarily repaired within 24 hours	Highway defects that require prompt attention because they represent an immediate or imminent hazard or risk are attended to within the required timescale.	Bigger is better	M	Ian MacLeod
TE04	Cat 1 and urgent faults full repair carried out on time (%) within 35 days	Highway defects that require prompt attention because they represent an immediate or imminent hazard or risk are attended to within the required timescale.	Bigger is better	M	Ian MacLeod

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
TE05	Number of statutory responses to planning applications returned by the Highway Authority within the statutory deadline	Helps to give confidence for Developers to invest in Birmingham and prevent unnecessary delay expenditure from developers and non-determination Planning appeals.	Bigger is better	M	Ian MacLeod
TE06	Level of CO2 emissions from Council buildings and operations	Policies to lower carbon emissions mitigate impact of climate change and can contribute to improve health outcomes.	Smaller is better	Q	Ian MacLeod
TE07	The number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme	The Modeshift STARS is a national schools award scheme, established to recognise schools that have demonstrated excellence in supporting cycling, walking and other forms of sustainable travel.	Bigger is better	Q	Ian MacLeod
TE08	The amount of publicly available council-controlled parking within the city centre	BTP big move - managing demand through parking measures. A reduction in parking supply will encourage people to use public transport to access the city centre	Smaller is better	A	Ian Macleod
TE09	PLACEHOLDER: Route to Zero indicator set.	Further indicators will be added once the Route to Zero Performance Framework is agreed by Full Council. This is scheduled to take place in January 2021.			
TE10	Increased percentage of trips taken by bicycles	Making Birmingham healthier and less congested, increasing use of public spaces for physical activity and helping to city moving through cycling.	Bigger is better	A	Ian MacLeod



## Appendix B2: Birmingham City Council Delivery Plan Performance Framework – State of the City

The Council Delivery Plan describes two types of activity which will be delivered in parallel.

Firstly, it sets out what the Council intends to achieve by May 2022 and how we will do this to drive a real step-change in ‘getting the basics right’ with Council services.

Secondly, the Delivery Plan presents exploratory thinking for work that will be undertaken over the next 18 months which will seek to address the longer-term challenges and maximise the opportunities facing the city and Council beyond 2022.

As such, the Council’s revised performance management framework echoes this segmented approach in two parts.

- 1) **By Portfolio**, we outline the performance indicators that address the ‘vital signs’ of the effectiveness and efficiency of Council services. These indicators will all be reported on a **quarterly** basis to Cabinet, with benchmarking against national comparators and targets to focus directorate delivery plans on the areas for improvement. During each municipal year, challenge and support will be provided to colleagues who are accountable for these indicators. Pro-active work will be undertaken to better understand the factors that either facilitate or constrain improvement and to undertake ‘deep-dives’ into key issues arising throughout the year. This will help the Council to identify what action can be taken to bring performance back on track where it has fallen, and to learn from and build on good practice. We will use this approach to highlight and drive improvement by focussing accountability in portfolios and directorates on the vital signs of core Council performance, and this will allow Overview and Scrutiny Committees to work more closely with Cabinet Members in drilling down into specific areas of performance. Additional indicators on key technical areas of business functioning will be reported internally on a regular basis to the Council’s Leadership Team for use as part of normal management of services.
- 2) For **over-arching city outcomes**, measures will be considered **annually** as part of a ‘state of the city’ report to Cabinet. We will use these measures to inform the ‘reform’ elements of the Delivery Plan and to guide our work with the City Board on the future vision / multi-agency strategy. In the context of COVID, BREXIT and recessionary impacts on both service demand and public service finances, it will be challenging to profile the effect on resident outcomes with a high degree of precision. By working together with partner agencies, however, the City will continue to weather these challenges and re-build a baseline for future improvement strategies.
- 3) Indicators relating to **the Commonwealth Games** are set out in a third section and will be reported **alongside the ‘Vital Signs’** report on a quarterly basis to Cabinet. These indicators are largely cross-cutting and will be impacted upon by the work of the Council and our partners.

***This document sets out the ‘state of the city’ indicator set that will be considered annually via a report to Cabinet.***

In each section indicators that are significantly impacted by partner contributions or wide social and economic circumstances are highlighted in light red. In terms of availability: M=monthly, Q=quarterly, T=Termly and A=annually.

## **Longer term ‘State of the City’ Indicators**



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

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O101	Private sector investment through the business growth programme	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham.	Bigger is better	Ian MacLeod
O102	Increase the social value achieved in Birmingham, particularly creating further local employment, improved skills and further adoption of the Living Wage.	The measures demonstrate how we are working with our supply chains and partners to deliver tangible benefits to both the communities we serve and the greater Birmingham economy	Bigger is better	Rebecca Hellard
O103	Enterprises landing in the Enterprise Zone sites as a result of investment in infrastructure and development activity	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham.	Milestone	Ian MacLeod
O104	Number of apprenticeship starts per 1,000 of the Birmingham population	It measures opportunities for Birmingham residents to gain valuable skills, higher earning potential and improved life chances, as well as enabling residents to achieve higher level qualifications and work experience.	Bigger is better	Ian MacLeod
O105	Percentage of working age residents with at least a level 4 qualification	To improve life chances for residents by gaining good education and skills enabling them to have an improved quality of life.	Bigger is better	Tim O'Neill
O106	Residents qualified to NVQ level (L1, 2, 3, 4) (basket of indicators)	Birmingham residents will be trained and upskilled appropriately to enable them to take advantage of sustainable employment.	Bigger is better	Tim O'Neill
O107	The number of jobs created (result obtained from the International Labour Organisation)	It measures the number of jobs that have been created and/or safeguarded as a result of investment in infrastructure and development activity.	Bigger is better	Ian MacLeod

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O108	Private sector investment in the Enterprise Zone	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham.	Bigger is better	Ian MacLeod
O109	Small and Medium Enterprises starts and closures	To boost the Birmingham economy and key growth sectors and enable citizens to access local employment.	Bigger is better	Ian MacLeod
O110	Business survival rate after 5 years	Stability of businesses long term means more growth in the longer term, less unemployment, and improved well-being.	Bigger is better	Ian MacLeod
O111	New employment floor space created and/or refurbished floor space (sq. m.) as a result of investment in infrastructure and development activity in the Enterprise Zone	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham.	Trend	Ian MacLeod
O112	Increase the number of people, especially those who find access to work most difficult, taking up vacancies in traineeships, apprenticeships, jobs and sustained careers.	Provide careers advice, reskilling and retraining commissioning for those made redundant or at risk of losing work	Bigger is better	Tim O'Neill
O113	Number of filming enquiries handled by Film Birmingham per annum.	To ensure that we capture the value of film industry to Birmingham and measure our success in supporting its growth	Bigger is better	Rob James

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

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O201	Reduction in the rate of 'Not Knowns' when capturing the NEET rate.	Inform of intended and actual destinations of young people on leaving school; numbers with an offer of a place in learning; current activity of young people resident in the LA area	Bigger is Better	Tim O'Neill
O202	Number of vulnerable NEET young people progressed into a positive destination	Children and young people need to be able to realise their full potential through great education and training, through an environment where they have the best start in life	Bigger is better	Tim O'Neill
O203	Reduction in the number of children out of school with mental health issues through the introduction of an early help offer	An improved early help offer for wellbeing.	Smaller is better	Tim O'Neill
O204	Number of 2-year-old children accessing free early education	Children from disadvantaged backgrounds will be able to make a positive start to their education.	Bigger is better	Tim O'Neill
O205	Number of 3 to 4-year-old children accessing free early education	Children from disadvantaged backgrounds will be able to make a positive start to their education.	Bigger is better	Tim O'Neill
O206	Corporate Parent Education Pledge Children in care: We will identify someone in your school that is there to help you and who you can talk to: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	It is a statutory role for schools and education settings have a designated teacher. The designated teacher is an advocate for those young people's voice, but young people may identify with another key adult in school.	Bigger is better	Tim O'Neill
O207	Corporate Parent Education Pledge Children in care: We will support and ensure that you have an up to date, ambitious and	It is a statutory requirement that all children in care have a up to date and regularly reviewed personalised education plan (PEP). The PEP	Bigger is better	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
	personalised education plan. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	forms part of the child/young person's statutory care plan. It should set down all actions and interventions that will enable the young person to achieve their education potential and raise aspirations and participation		
O208	Corporate Parent Education Pledge Children in care: We will ensure that all educational professionals receive training that promotes positive relationships, increases knowledge about the impact of attachment problems, trauma, loss and separation. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	All children have a right to their needs being met by their education professionals. For children in care this means all professionals who work with them and the schools/education settings they are educated in should have a sound professional understanding of how early childhood trauma affects brain development affecting cognition and emotional regulation. As well as understanding how attachment difficulties and disorders manifest themselves as behaviours and barriers for a child/young person that can affect their learning, behaviours and ability to form relationships.	Bigger is better	Tim O'Neill
O209	Corporate Parent Education Pledge Children in care: We will work with schools to ensure you have access to a wide curriculum offer and access to extra-curricular activities. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Birmingham city council has a duty as corporate parent to ensure children and young people in care or who have had care experience are not disadvantaged by this experience; and they can access wider curriculum opportunities such as school trips and extra-curricular activities.	Bigger is better	Tim O'Neill
O210	Corporate Parent Education Pledge Children in care: We will ensure your educational needs are accurately assessed and	Birmingham city council has a duty as corporate parent to ensure children and young people in care access the professionals they need and assessments related to their education are	Bigger is better	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
	if an education health care plan is required ensure you can attend a school that meets your needs. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	completed. They should not be disadvantaged by any changes or moves in their care placement. They are prioritised in the admissions code for school places. For children/young people with identified SEND they should not be disadvantaged by changes in care placement or residency outside of Birmingham.		
O211	Corporate Parenting Board Promise for children who have experienced Birmingham's care system. We'll involve you in decisions that affect you and listen to your views: Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Your views will be recorded in your personal education plan. Your school and early years setting will be identified as designated teacher and key worker for you to talk to. Birmingham city council's Virtual School will be your education advocate.	Bigger is better	Tim O'Neill
O212	Corporate Parent Education Pledge Children in care: We will work alongside your teachers to ensure they plan to enable you to make the academic progress you are capable of and that the right support is in place to enable this. Performance for this will be measured against the agreed Corporate Parenting Performance Dashboard	Birmingham city council has a duty as corporate parent to provide support, advice and guidance to schools to enable them to effectively educate, engage and include children in care and those with previous care experience	Bigger is better	Tim O'Neill
O213	The number of Education & Health Care Plans (EHCP's) completed within 20-week timescale each month	Legal requirements in meeting statutory targets to ensure that children, young people, and their families are provided with the information, advice and support in a timely manner to enable them to participate in discussions and decisions about provision.	Bigger is better	Tim O'Neill
O214	Key Stage 2 attainment and progress in reading, writing and maths - The percentage of children making at least expected progress in reading	National curriculum organised into block of years called Key Stages. At the end of each key stage the teacher will formally assess a child's	Bigger is better	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
		performance. Indicator is important as results show whether children are achieving expecting levels at the end of each key stage.		
O215	GCSE Attainment 8 - Students' average achievement across eight key subjects	Our children and young people are able to realise their full potential through great education and training in an environment where our children have the best start in life	Bigger is better	Tim O'Neill
O216	Key Stage Attainment Percentage of children achieving a strong pass (9-5) in English and Maths	National curriculum organised into block of years called Key Stages. At the end of each key stage the teacher will formally assess a child's performance. Indicator is important as results show whether children are achieving expecting levels at the end of each key stage.	Bigger is better	Tim O'Neill
O217	Percentage of children achieving a good level of development - Early Years Foundation Stage	Early intervention will help to address a child or families' needs early on and provide protection in reducing risk factors to a child's wellbeing	Bigger is better	Tim O'Neill
O218	Key Stage 2 Attainment - proportion of children reaching the expected standard in Reading, Writing and Maths	National curriculum organised into block of years called Key Stages. At the end of each key stage the teacher will formally assess a child's performance. Indicator is important as results show whether children are achieving expecting levels at the end of each key stage.	Bigger is better	Tim O'Neill
O219	Children in Care – Progress 8 – Average progress between Key Stage 2 and Key Stage 4 across eight key subjects	Children and young people will be able to realise their full potential through great education and training, through an environment where they have the best start in life	Bigger is better	Tim O'Neill
O220	NEET rate determined by the destination of KS4 and KS5 students going into training, education and employment	Destination measures provide clear and comparable information on the success of schools and colleges in helping their young	Bigger is Better	Tim O'Neill

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
		people continue in education, employment or training.		
O221	Infant Mortality rate per 1,000 live births	Infant mortality is a good indicator of inequalities as it reflects the health and wellbeing of the parents as well as their socio-economic situation and highlights provision and access to service issues	Smaller is better	Justin Varney
O222	Children with SEN Attainment 8 - Students with Special Educational Needs average achievement across eight key subjects	Our children and young people are able to realise their full potential through great education and training in an environment where our children have the best start in life	Bigger is better	Tim O'Neill
O223	Persistent Absence - State-funded Primary as a percentage of school population	Our children and young people need to be able to realise their full potential through great education and training	Smaller is better	Tim O'Neill
O224	Persistent Absence - State-funded secondary as a percentage of school population	Our children and young people need to be able to realise their full potential through great education and training	Smaller is better	Tim O'Neill
O225	Percentage of children achieving a good level of development - Early Years Foundation Stage	Early intervention will help to address a child or families' needs early on and provide protection in reducing risk factors to a child's wellbeing	Bigger is better	Tim O'Neill
O226	Percentage of children overweight or obese at reception	Number of children with an unhealthy and potentially dangerous weight is a national public health concern. Childhood obesity and excess weight are significant health issues which can be a serious implication for a child's mental and physical health which can continue into adulthood. This indicator allows for actions to be taken to impact childhood obesity and enable positive behaviour change around eating and activity.	Smaller is better	Justin Varney

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O227	Percentage of children overweight or obese at year 6	Number of children with an unhealthy and potentially dangerous weight is a national public health concern. Childhood obesity and excess weight are significant health issues which can be a serious implication for a child's mental and physical health which can continue into adulthood. This indicator allows for actions to be taken to impact childhood obesity and enable positive behaviour change around eating and activity.	Smaller is better	Justin Varney

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

Please note that all indicators that fall within this category are either incorporated into the 'Vital Signs' indicator set or are measured through other Outcomes in this 'State of the City' indicator set.



#### Outcome 4: Birmingham is a great, clean and green city to live in

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O401	Number of homes built that are affordable (BMHT, registered provider and help to buy activity)	To check whether the Council is on track in delivering affordable housing through the Birmingham Municipal Housing Trust, other registered providers and help to buy activity, in line with the Birmingham Delivery Plan targets.	Bigger is better	Ian MacLeod
O402	Number of new homes completed in the city across a range of tenures	Measures all homes completed across a range of tenures (including private housing), in line with the Birmingham Delivery Plan targets.	Bigger is better	Ian MacLeod
O403	Number (and percentage) of homes built that are affordable	To check whether the Council is on track in delivering social or affordable rent type housing, in line with the Birmingham Delivery Plan targets.	Bigger is better	Ian MacLeod
O404	Number of residents engaged in arts activity projects commissioned by the Cultural Development Service	One of the drivers for this function is to increase engagement of Birmingham residents with arts activity.	Bigger is better	Rob James
O405	Reducing the unemployment gap between wards	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs across Birmingham and reducing equality of employment across the city.	Smaller is better	Ian MacLeod
O406	Narrowing the pay gap for citizens across the city	Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs across Birmingham and reducing equality of employment across the city.	Smaller is better	Ian MacLeod
O407	Audience/visitors to the cultural organisations that we provide grant funding to	To ensure that our cultural infrastructure remains vibrant and year on year impact of our cultural investment is measured.	Bigger is better	Rob James

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O408	Reducing the number of rough sleepers across the city	The annual rough sleeper count gives a single night snapshot of rough sleepers in Birmingham and in all Local Authorities in England. This informs BCC and the MHCLG on rough sleeping trends and an indication as to how successful we are in combating it.	Smaller is better	Rob James
O409	Number of volunteer days from parks, sports, events, waste management and resident involvement	The KPI measures the value of volunteers according to numbers and monetary value of the volunteer work. The volunteers work with existing staff to achieve corporate goals i.e. tree planting, conservation work etc, and provides beneficial skills and experience for volunteers.	Bigger is better	Rob James

## Outcome 6: Birmingham is a city that takes a leading role in tackling climate change

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
O601	Reduce Particulate Matter levels in the City's air quality management areas	Monitors progress against achieving air quality targets as per the City Centre air quality zone.	Smaller is better	Jonathan Tew
O602	Reduction in level of Nitrogen dioxide detected in the city centre	Monitors progress against achieving air quality targets as per the City Centre air quality zone.	Smaller is better	Ian MacLeod
O603	Reduce carbon emissions across the city	Policies to lower carbon emissions mitigate impact of climate change and can contribute to improve health outcomes.	Smaller is better	Ian MacLeod

## Improving the Way We Work

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Responsible Director
W01	Internal audit opinion that there is a reasonable assurance that an effective system of internal controls has been in place throughout the year	The measures demonstrate that BCC has effective internal controls, robust governance, good value for money service delivery	Positive assurance from Internal Audit	Rebecca Hellard
W02	Improving staff engagement measures	We will support the Council to improve its culture, focusing on workforce planning, rebuilding trust, performance and accountability	Bigger is better	Dawn Hewins



## Appendix B3: Birmingham City Council Delivery Plan Performance Framework – Commonwealth Games

The Council Delivery Plan describes two types of activity which will be delivered in parallel.

Firstly, it sets out what the Council intends to achieve by May 2022 and how we will do this to drive a real step-change in ‘getting the basics right’ with Council services.

Secondly, the Delivery Plan presents exploratory thinking for work that will be undertaken over the next 18 months which will seek to address the longer-term challenges and maximise the opportunities facing the city and Council beyond 2022.

As such, the Council’s revised performance management framework echoes this segmented approach in two parts.

- 1) **By Portfolio**, we outline the performance indicators that address the ‘vital signs’ of the effectiveness and efficiency of Council services. These indicators will all be reported on a **quarterly** basis to Cabinet, with benchmarking against national comparators and targets to focus directorate delivery plans on the areas for improvement. During each municipal year, challenge and support will be provided to colleagues who are accountable for these indicators. Pro-active work will be undertaken to better understand the factors that either facilitate or constrain improvement and to undertake ‘deep-dives’ into key issues arising throughout the year. This will help the Council to identify what action can be taken to bring performance back on track where it has fallen, and to learn from and build on good practice. We will use this approach to highlight and drive improvement by focussing accountability in portfolios and directorates on the vital signs of core Council performance, and this will allow Overview and Scrutiny Committees to work more closely with Cabinet Members in drilling down into specific areas of performance. Additional indicators on key technical areas of business functioning will be reported internally on a regular basis to the Council’s Leadership Team for use as part of normal management of services.
- 2) For **over-arching city outcomes**, measures will be considered **annually** as part of a ‘state of the city’ report to Cabinet. We will use these measures to inform the ‘reform’ elements of the Delivery Plan and to guide our work with the City Board on the future vision / multi-agency strategy. In the context of COVID, BREXIT and recessionary impacts on both service demand and public service finances, it will be challenging to profile the effect on resident outcomes with a high degree of precision. By working together with partner agencies, however, the City will continue to weather these challenges and re-build a baseline for future improvement strategies.
- 3) Indicators relating to **the Commonwealth Games** are set out in a third section and will be reported **alongside the ‘Vital Signs’** report on a quarterly basis to Cabinet. These indicators are largely cross-cutting and will be impacted upon by the work of the Council and our partners.

***This document sets out the Commonwealth Games indicator set that will be reported to Cabinet alongside the ‘Vital Signs’ report.***

In each section indicators that are significantly impacted by partner contributions or wide social and economic circumstances are highlighted in light red. In terms of availability: M=monthly, Q=quarterly, T=Termly and A=annually.

## **Commonwealth Games Key Performance Indicators**

**COMMONWEALTH GAMES LEGACY & BENEFITS KPIs**

*In draft format so subject to change. Due to be approved and released in early 2021 post Cabinet approval for Legacy related programmes of work*

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
<b>CAPITAL BUILDS – PERRY BARR RESIDENTIAL SCHEME &amp; ALEXANDER STADIUM</b>					
O501	Number of employment opportunities created at Capital Builds (Stadium & PBRs)	To ensure local people benefit from employment opportunities as a result of the CWG	Bigger is better	M	Ian MacLeod & Rob James
O502	% local employment at Capital Builds (Stadium & PBRs)	To ensure local people benefit from employment opportunities as a result of the CWG	Bigger is better	M	Ian MacLeod & Rob James
O503	Spend with local businesses at Capital Builds (Stadium & PBRs)	To ensure local businesses benefit from opportunities as a result of the CWG	Bigger is better	M	Ian MacLeod & Rob James
O504	Work placement hours at Capital Builds (Stadium & PBRs)	To ensure local people benefit from training & development opportunities as a result of the CWG	Bigger is better	M	Ian MacLeod & Rob James
O505	People upskilled at Capital Build (Stadium & PBRs)	To ensure local people benefit from training & development opportunities as a result of the CWG	Bigger is better	M	Ian MacLeod & Rob James
O506	CSR Volunteering hours via Contractors delivering the Capital Builds (Stadium & PBRs)	To leverage community benefit from Contractor social value responsibilities	Bigger is better	M	Ian MacLeod & Rob James

**COMMONWEALTH GAMES LEGACY & BENEFITS KPIs**

*In draft format so subject to change. Due to be approved and released in early 2021 post Cabinet approval for Legacy related programmes of work*

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
<b>LEARNING PROGRAMME – To be delivered in partnership with the Organising Committee</b>					
O507	Number of Schools and students participating in the learning programme	To ensure local children & young people benefit from learning & development opportunities as a result of the CWG	Bigger is better	Q	Craig Cooper & Tim O'Neill
O508	Geographic and demographic representation of schools and students in programme	To ensure a fair & equitable distribution of access to the opportunities	Ensuring equitable opportunity	Q	Craig Cooper & Tim O'Neill
O509	School engagement with the Contractors at the CWG Capital builds (CSR)	To leverage community benefit from Contractor social value responsibilities	Bigger is better	M	Ian MacLeod & Rob James
<b>LINKED TO CULTURAL CROSS PARTNER PROGRAMME &amp; CWG COMMUNITY FUND</b>					
O510	Number of community and cultural projects and events held in Birmingham via the funding programmes	To ensure local people benefit from cultural & community participation opportunities as a result of the CWG	Bigger is better	Q	Craig Cooper & Rob James
O511	Number of people participating in these projects and events	To ensure local people benefit from cultural & community participation opportunities as a result of the CWG	Bigger is better	Q	Craig Cooper & Rob James
O512	Geographic and demographic representation at these events	To ensure a fair & equitable distribution of access to the opportunities	Ensuring equitable opportunity	Q	Craig Cooper & Rob James



**COMMONWEALTH GAMES LEGACY & BENEFITS KPIs**

*In draft format so subject to change. Due to be approved and released in early 2021 post Cabinet approval for Legacy related programmes of work*

No	Key Performance Measure	Why is this indicator important?	Preferred Direction of Travel (what good looks like)	Availability	Responsible Director
<b><i>VOLUNTEERING OPPORTUNITIES DURING GAMES TIME</i></b>					
O513	Number of Birmingham residents participating in Birmingham 2022 volunteer programme	To ensure local people benefit from volunteering opportunities as a result of the CWG	Bigger is better	Q	Craig Cooper
O514	Geographic and demographic representation of volunteers	To ensure a fair & equitable distribution of access to the opportunities	Ensuring equitable opportunity	Q	Craig Cooper



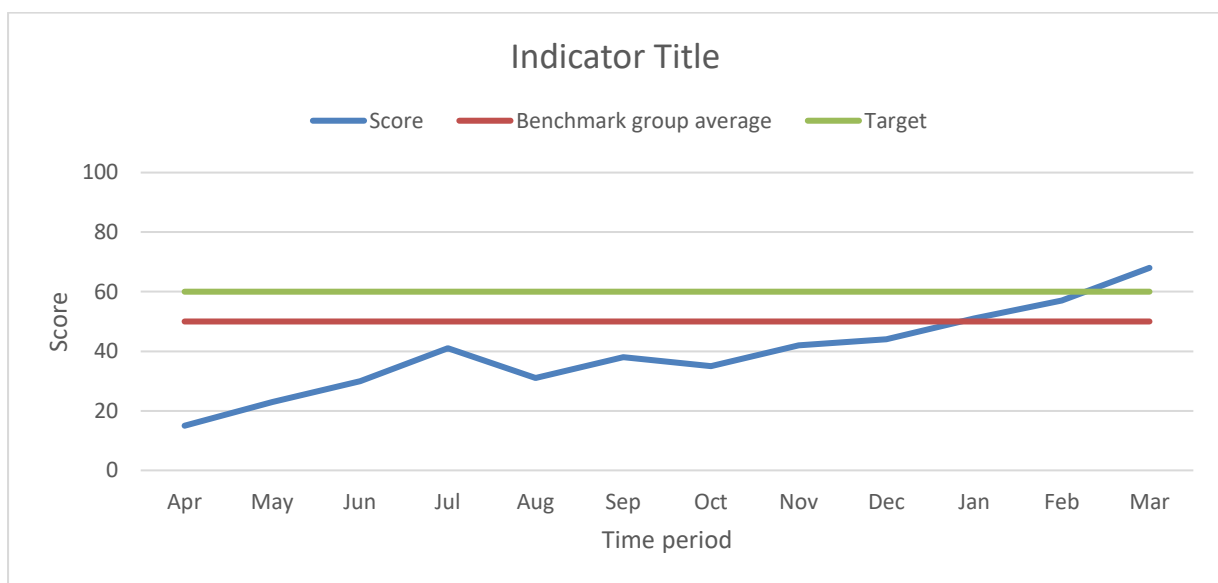
## Example of Dashboard Reporting Style

Portfolio Holder Name

### Portfolio Overview

- What activity has taken place and who has been involved?
- What have the successes been and where have challenges arisen?
- What has been the impact and how is this showing in the indicator set?
- What activity is planned for the next quarter and what is the expected impact?

### Key Performance Indicators



Preferred direction of travel	Benchmark group average	Target	Latest result
Commentary			



# Birmingham City Council

## Report to Cabinet

10<sup>TH</sup> NOVEMBER 2020



**Subject:** FINANCIAL MONITORING REPORT  
QUARTER 2 (UP TO 30<sup>TH</sup> SEPTEMBER 2020)

**Report of:** Chief Finance Officer – Rebecca Hellard

**Relevant Cabinet Member:** Councillor Tristan Chatfield – Finance & Resources

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

**Report author:** Chief Finance Officer – Rebecca Hellard

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007785/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 The comprehensive quarterly finance report attached as Appendix A is part of the City Council's robust financial management arrangements.

### 2 Recommendations

That the Cabinet:-

- 2.1 Notes the City Council's 2020/2021 forecast revenue budget position and the pressures and savings identified as at 30<sup>th</sup> September 2020 resulting in a forecast overspend of £10.8m.
- 2.2 Notes that the Medium Term Financial Plan (MTFP) Refresh (that is also on the agenda for this meeting) makes proposals on how to balance the budget for this year.
- 2.3 Notes that the Council has received to date £84.3m of un-ringfenced Covid-19 related grant funding from the government and it is estimating that the Council will receive further £19.6m from the Income loss funding scheme.
- 2.4 Notes that the forecast additional spend/loss of income to the Council on Covid-19 related general fund activities, after utilising the £84.3m un-ringfenced government grants received to date, for 2020/21 is £11.9m. We are continuing to review and assess our forecasts and risks and are seeking mitigations in year to deal with this gap.
- 2.5 On 22<sup>nd</sup> October the Council was informed it will be receiving a further £44.2m of un-ringfenced Covid-19 related grant. It is recommended that this funding is transferred to a specific Covid reserve to manage the ongoing pandemic through the higher risk winter months
- 2.6 Notes the Council is also forecasting other revenue underspends of £1.1m.
- 2.7 Notes the latest monitoring position in respect of the Council's savings programme and the risks identified in its delivery.
- 2.8 Approves the redirection of the savings programme related to Housing as set out in paragraph 4.12.
- 2.9 Notes the forecast capital expenditure in 2020/2021 of £723.3m.
- 2.10 Approves the allocation of Policy Contingency as set out in paragraph 4.14.
- 2.11 Approves the amendment to the 2019/20 reported outturn to reflect the replacement of £8.7m of Direct Revenue Financing of Capital by increasing the Council's Capital Financing Requirement, thus increasing the level of usable reserves, as proposed in Appendix A, sections 8.4 and 8.5.
- 2.12 Notes the Treasury Management and Investment Portfolio Reports that are included in Appendix A.
- 2.13 Approves the redirection of Housing Savings Targets, as proposed in section 4.2 of Appendix A.

### **3 Background**

- 3.1 At the meeting on 25th February 2020, the Council agreed a net revenue budget for 2020/2021 of £852.9m to be met by government grants, council tax and business rates payers. Appendix A sets out the full financial position at Quarter 2.

## **4 Key Issues**

- 4.1 The Council is forecasting a net revenue overspend of **£10.8m** which represents 1.3% of the £852.9m budget. **£11.9m** of the overspend relates to the Covid-19 emergency after applying the £84.3m government grant received so far and the estimated £19.6m from the Income loss funding scheme. This position does not include risks or 2021/22 onwards financial implications. While the Covid-19 impact is being presented in Directorates, the funding gap is being dealt with as a corporate issue. The Covid overspend is partially offset by **£1.1m** non-Covid related net underspends across the Council.
- 4.2 The Government has also announced £100m of national funding to support leisure centres. No details are yet available, so this has not been factored in to this report.
- 4.3 The Council has received to date £84.3m of un-ringfenced Covid-19 related grant funding from the government. The government has also announced that it will provide funding for income loss due to Covid-19, which is currently been estimated at £19.6m by the council. On top of this a further £44.2m funding for the Council was announced on October 22<sup>nd</sup>. We intend to set this aside in a specific Covid reserve to manage the ongoing pandemic through the higher risk winter months. There are also several ring-fenced grants for additional reliefs and support schemes which are being spent on the additional measures set out in government guidance.
- 4.4 The MTFP Mid-Year Refresh report, which is reported on this same agenda, incorporates the 6 month financial position as set out in this report, as well as detailed proposals to balance the budget for 2020/2021.
- 4.5 There are a range of corporate initiative in train to manage the current overspend position. These include reviewing in year savings delivery, Capitalisation of Transformation costs, and Workforce Controls being introduced to stop vacant roles being filled and reductions in agency expenditure of 10%. This is also reflected in the MTFP Refresh Report.

### **Capital Programme**

- 4.6 Capital spend is currently projected to be £723.3m for 2020/21, after projected £127.2m of slippage and £6.7m of forecasted net savings. The full multi-year capital programme is projected to be £3,290.3m.
- 4.7 The Council is currently reviewing capital financing required for both for the capital programme and the delivery plan for factoring in to the MTFP Refresh. There is a plan to utilise capital resources for funding the costs of revenue reform and transformation projects in line with the flexibilities afforded to Councils.

### **Treasury Management and investment Portfolio**

- 4.8 The Covid-19 pandemic has had a significant impact on Treasury Management decision making in the quarter. Details are set out in the Appendix A section 11 and Annex 6.
- 4.9 The Investment Portfolio is reported in Appendix A Annex 8.

### **Write-Offs**

- 4.10 There are no debts over £0.025m that require approval for write off, as set out in Annex 4 of Appendix A.

### **Policy Contingency and Use of Reserves**

- 4.11 The policy contingency budget for 2020/21 is £40.8m. Given the significant financial pressures and the need to drive the new Chief Executives delivery plan there may be a need to re-prioritise the use of the policy contingency budget. The use of Policy Contingency is covered in the MTFP Mid Year Refresh Report.
- 4.12 Cabinet is asked to note the following allocations of Specific Policy Contingency approved by the Section 151 Officer under delegated authority as shown below.

<b>Use of</b>	<b>Reason</b>	<b>Value (£m)</b>	<b>Paragraph Reference</b>
Specific Policy Contingency	Commonwealth Games Project Team	4.0	9.6
Specific Policy Contingency	Inflation Contingency	0.3	9.7

- 4.13 Cabinet is asked to note the following allocations of General Policy Contingency that were approved in the October 13<sup>th</sup> Cabinet meeting as shown below.

<b>Use of</b>	<b>Reason</b>	<b>Value (£m)</b>	<b>Paragraph Reference</b>
General Policy Contingency	European Team-Brussels Office	0.2	9.4
General Policy Contingency	Brexit Preparation	0.2	9.4

- 4.14 Cabinet is asked to approve allocations of Specific and General Policy Contingency as shown below. Further details are provided in the relevant paragraphs in Annex A.

<b>Use of</b>	<b>Reason</b>	<b>Value (£m)</b>	<b>Paragraph Reference</b>
Specific Policy Contingency	Modernisation Fund-Social Care	4.2	9.8
General Policy Contingency	Homelessness Reduction	0.9	9.9
General Policy Contingency	Whistleblowing	0.2	9.10
General Policy Contingency	Delivery Plan	2.0	9.11

- 4.15 If these uses are approved, the Policy Contingency budget will be £28.8m.
- 4.16 An assessment of the levels and use of reserves is addressed in the MTFP Mid Year Refresh Report.



## **5 Options considered and Recommended Proposal**

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

## **6 Consultation**

- 6.1 Cabinet Members, Directors, the City Solicitor, Human Resources and Assistant Directors of Finance have been consulted in the preparation of this report.
- 6.2 There are no additional issues beyond consultations carried out as part of the budget setting process for 2020/21.

## **7 Risk Management**

- 7.1 The monitoring of the Council's budget and the identification of actions to address issues arising, as set out in this report, are part of the Council's arrangements for the management of financial issues.

## **8 Compliance Issues:**

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

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

### **8.2 Legal Implications**

- 8.2.1 Section 151 of the 1972 Local Government Act requires the Chief Finance Officer (as the responsible officer) to ensure the proper administration of the City Council's financial affairs. Budget control, which includes the regular monitoring of and reporting on budgets, is an essential requirement placed on Directorates and members of the Corporate Management Team by the City Council in discharging the statutory responsibility. This report meets the City Council's requirements on budgetary control for the specified area of the City Council's Directorate activities.

### **8.3 Financial Implications**

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

### **8.4 Procurement Implications (if required)**

- 8.4.1 N/A

### **8.5 Human Resources Implications (if required)**

- 8.5.1 N/A

### **8.6 Public Sector Equality Duty**

- 8.6.1 There are no additional Equality Duty or Equality Analysis issues beyond any already assessed in the year to date. Any specific assessments needed shall be made by Directorates in the management of their services.

## **9 Background Documents**

- 9.1 City Council Financial Plan 2020-2024 approved at Council 25th February 2020
- 9.2 Quarter 1 Financial Monitoring Report approved by Cabinet 21st July 2020

## Appendix A

## Quarter 2 Financial Monitoring Report

1. Executive Summary**Revenue Budgets**

- 1.1 The Council's net revenue budget for 2020/21 is £852.9m, after planning for savings of £27.1m.
- 1.2 At Quarter 2 the forecast revenue outturn (Table 1 below) is a net overspend of **£10.8m (column E). £11.9m (column C)** of the overspend relates to the **Covid-19** emergency after applying £84.3m **(column C)** of un-ringfenced Covid-19 related grant received to date and £19.6m **(column C)** forecast income loss scheme funding from the government.
- 1.3 We are continuing to review and assess our forecasts and risks and are seeking mitigations in year to deal with this gap. There are a range of corporate initiatives in train to manage the current overspend position. These include reviewing in year savings delivery, Capitalisation of Transformation costs, and Workforce Controls being introduced to stop vacant roles being filled and reductions in agency expenditure of 10%. This is also reflected in the MTFP Refresh Report.
- 1.4 On 22<sup>nd</sup> October the Council was informed of a further **£44.2m** of un-ringfenced Covid-19 related grant. It is recommended that this is transferred to specific Covid reserve to manage the ongoing pandemic through the higher risk winter months.
- 1.5 There is a **£1.1m** underspend **(column D)** relating to non covid-19 activities and this includes £0.9m **(column D)** for the additional cost of pay award (budget was 2.5% and award was 2.75%) that has been shown as a corporate pressure.
- 1.6 This position does not include risks or 2021/22 onwards financial implications. While the Covid-19 financial impact is being presented in Directorates, the funding gap is being dealt with as a corporate issue. This can be seen in Chart 1 below.
- 1.7 Since Quarter 1, an additional **support package of £14.0m (column I of Table 2)** has been awarded to the council following the government announcement on 2 July that a further support package would be made available to the Local Authorities. The council has estimated that it could receive a further **£19.6m (column I of Table 2) from the income loss scheme funding** from the Government. The forecast extra income of £33.6m combined with a reduction in forecast Covid-19 expenditure of £29.2m has reduced the overspend on Covid-19 by £62.8m since Quarter 1. As referred to in paragraph 1.3, a further

**£44.2m** of un-ring fenced grant was announced on 22<sup>nd</sup> October. This is recommended to be transferred to specific Covid reserve to manage the ongoing pandemic through the higher risk winter months.

- 1.8 The Government has also announced £100m of national funding to support leisure centres. No details are yet available, so this has not been factored in to this report.
- 1.9 The forecast non Covid-19 position has improved by **£6.4m (Column D)** since Quarter 1. The largest improvement is in the forecast overspend related to Birmingham Children's Trust, which has reduced by £4.3m. The non-Covid-19 position is reported in more detail in section 2.
- 1.10 The government has also announced several ring-fenced grants for additional reliefs and support schemes which are being spent on the additional measures set out in government guidance.
- 1.11 There is a minor overspend forecast of £0.1m for Schools at Quarter 2. It is expected that any year end underspend or overspend will be appropriated to or from the DSG Grant Reserve. Further detail is contained in Section 6.
- 1.12 There is a forecast balanced position in the Housing Revenue Account. Further detail is contained in Section 7

### **Capital Programme**

- 1.13 Overall capital expenditure for the year 2020/21 is forecast at £723.3m against the revised quarter 2 capital budget of £857.2m. The forecast underspend comprises £127.2m of slippage and £6.7m of forecasted net savings. Of the total forecast underspend of £133.9m - £125.8m is Covid related and £8.1m non-Covid related. Expenditure to date is £154.7m which is some 21% of the year-end total forecast. The full multi-year capital programme is forecast £3,290.3m.
- 1.14 The Council is currently reviewing capital financing for the capital programme and the delivery plan for factoring in to the MTFP Refresh. There is a plan to utilise capital resources for funding the costs of revenue reform and transformation projects in line with the flexibilities afforded to Councils.

### **Treasury Management**

- 1.15 The Covid-19 pandemic has had a significant impact on Treasury Management decision making in the quarter. Further details are provided in Section 11 of this report.

Chart 1

## Appendix A

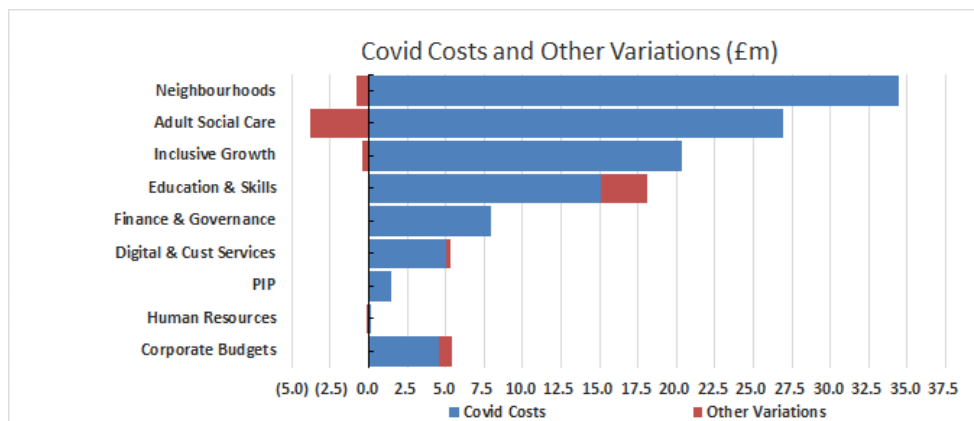


Chart 2

*\*Note: This does not include Council Tax and Business Rates impacts, which affect the following financial year, as reported in Section 14*

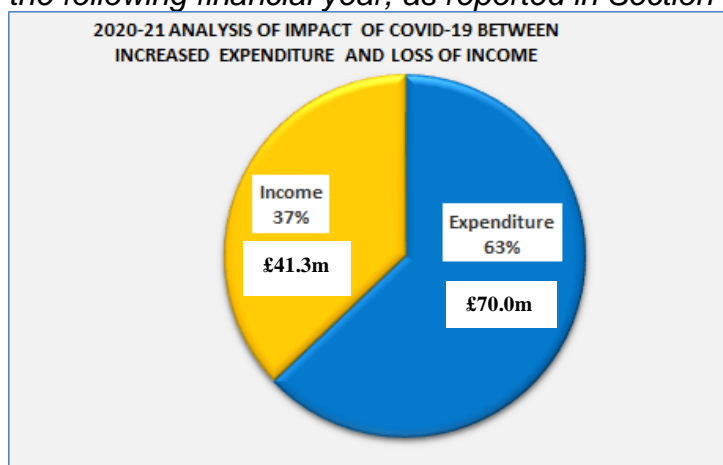


Table 1

<b>Table 1:High Level Summary</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>
<b>Directorate</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Covid 19 Financial Impact Included *</b>	<b>Over/(Under) spend Non Covid costs</b>	<b>Total Over/(Under) Spend **</b>	<b>Movement in Total Over/(Under) Spend From Q1***</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Neighbourhoods	125.646	159.257	34.411	(0.800)	33.611	(6.588)
Adult Social Care	329.344	352.461	26.947	(3.830)	23.117	(11.221)
Inclusive Growth	105.494	125.347	20.381	(0.528)	19.852	(0.626)
Education & Skills	276.811	294.871	15.077	2.983	18.060	(15.833)
Finance & Governance	13.869	21.854	7.985	0.000	7.985	(2.102)
Digital & Cust Services	29.263	34.592	5.029	0.300	5.329	1.257
Partnerships, Insight and Prevention	7.229	8.636	1.407	0.000	1.407	(0.217)
Human Resources	6.566	6.467	0.035	(0.134)	(0.099)	(0.099)
<b>Directorate Sub Total</b>	<b>894.223</b>	<b>1,003.486</b>	<b>111.272</b>	<b>(2.009)</b>	<b>109.263</b>	<b>(35.428)</b>
Corporate Budgets	(41.291)	(35.859)	4.526	0.905	5.431	(0.130)
Covid Funding	0.000	(84.278)	(84.278)	0.000	(84.278)	(13.968)
Income Loss Scheme Funding	0.000	(19.600)	(19.600)	0.000	(19.600)	(19.600)
<b>Corporate Subtotal</b>	<b>(41.291)</b>	<b>(139.737)</b>	<b>(99.352)</b>	<b>0.905</b>	<b>(98.447)</b>	<b>(33.698)</b>
<b>City Council General Fund</b>	<b>852.933</b>	<b>863.749</b>	<b>11.920</b>	<b>(1.104)</b>	<b>10.816</b>	<b>(69.126)</b>
Financial Position as at Q1	852.933	932.875	74.695	5.247	79.942	
<b>Movement from previous Q1</b>	<b>0.000</b>	<b>(69.126)</b>	<b>(62.775)</b>	<b>(6.351)</b>	<b>(69.126)</b>	
<b>Movement from previous Q1 %</b>	<b>0.0%</b>	<b>(07)%</b>	<b>(0.840)</b>	<b>(1.210)</b>	<b>(0.865)</b>	

\* This excludes Covid-19 risk, see Annex 2.

\*\* The above table has been sorted according to the total over/under spend (largest to smallest)

\*\*\* This shows the movement from previous Quarter.

## Appendix A

Table 2: High Level Summary	A	B	C	D	E	F	G	H	I	J	K
Directorate	Current Budget	Forecast Outturn	Covid 19 Financial Impact Included *	Over/(Under) spend Non Covid costs	Total Over/(Under) Spend **	Covid 19 Financial Impact Included	Over/(Under) spend Non Covid costs Q1	Total Over/(Under) Spend Q1	Movement Covid 19 cost	Movement in Non Covid cost From Q1	Movement in Total Over/(Under) Spend From Q1***
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Neighbourhoods	125.646	159.257	34.411	(0.800)	33.611	39.928	0.271	40.199	(5.517)	(1.071)	(6.588)
Adult Social Care	329.344	352.461	26.947	(3.830)	23.117	36.935	(2.597)	34.338	(9.988)	(1.233)	(11.221)
Inclusive Growth	105.494	125.347	20.381	(0.528)	19.852	22.378	(1.900)	20.478	(1.997)	1.372	(0.626)
Education & Skills	276.811	294.871	15.077	2.983	18.060	26.650	7.243	33.893	(11.573)	(4.260)	(15.833)
Finance & Governance	13.869	21.854	7.985	0.000	7.985	10.157	(0.070)	10.087	(2.172)	0.070	(2.102)
Digital & Cust Services	29.263	34.592	5.029	0.300	5.329	1.772	2.300	4.072	3.257	(2.000)	1.257
Partnerships, Insight and Prevention	7.229	8.636	1.407	0.000	1.407	1.624	0.000	1.624	(0.217)	0.000	(0.217)
Human Resources	6.566	6.467	0.035	(0.134)	(0.099)	0.000	0.000	0.000	0.035	(0.134)	(0.099)
<b>Directorate Sub Total</b>	<b>894.223</b>	<b>1,003.486</b>	<b>111.272</b>	<b>(2.009)</b>	<b>109.263</b>	<b>139.444</b>	<b>5.247</b>	<b>144.691</b>	<b>(28.172)</b>	<b>(7.256)</b>	<b>(35.428)</b>
Corporate Budgets	(41.291)	(35.859)	4.526	0.905	5.431	5.561	0.000	5.561	(1.035)	0.905	(0.130)
Covid Funding	0.000	(84.278)	(84.278)	0.000	(84.278)	(70.310)	0.000	(70.310)	(13.968)	0.000	(13.968)
Income Loss Scheme Funding	0.000	(19.600)	(19.600)	0.000	(19.600)	0.000	0.000	0.000	(19.600)	0.000	(19.600)
<b>Corporate Subtotal</b>	<b>(41.291)</b>	<b>(139.737)</b>	<b>(99.352)</b>	<b>0.905</b>	<b>(98.447)</b>	<b>(64.749)</b>	<b>0.000</b>	<b>(64.749)</b>	<b>(34.603)</b>	<b>0.905</b>	<b>(33.698)</b>
<b>City Council General Fund</b>	<b>852.933</b>	<b>863.749</b>	<b>11.920</b>	<b>(1.104)</b>	<b>10.816</b>	<b>74.695</b>	<b>5.247</b>	<b>79.942</b>	<b>(62.775)</b>	<b>(6.351)</b>	<b>(69.126)</b>
Financial Position as at Q1	852.933	932.875	74.695	5.247	79.942						
<b>Movement from previous Q1</b>	<b>0.000</b>	<b>(69.126)</b>	<b>(62.775)</b>	<b>(6.351)</b>	<b>(69.126)</b>						
<b>Movement from previous Q1 %</b>	<b>0.0%</b>	<b>(07)%</b>	<b>(84)%</b>	<b>(121)%</b>	<b>(86)%</b>						

**Table 3: Analysis of Non covid pressure faced by Directorate**

Directorate	Non delivery of savings £m	Expenditure variations £m	Income variations £m	One-off mitigations £m	Non Covid-19 Financial Impact Included £m
Neighbourhoods	1.4	1.5	3.3	(7.0)	(0.8)
Adult Social Care	0.0	1.3	(5.1)	0.0	(3.8)
Inclusive Growth	0.6	0.0	1.3	(2.4)	(0.5)
Education & Skills	0.0	3.1	(0.1)	0.0	3.0
Finance & Governance	0.0	(0.7)	1.9	(1.2)	0.0
Digital & Cust Services	0.0	0.3	0.0	0.0	0.3
Partnerships, Insight and Prevention	0.0	0.0	0.0	0.0	0.0
Human Resources	0.0	2.0	0.4	(2.5)	(0.1)
<b>Directorate Sub Total*</b>	<b>2.0</b>	<b>7.5</b>	<b>1.7</b>	<b>(13.1)</b>	<b>(2.0)</b>

*There was no over delivery of saving identified by the directorates.*



## Appendix A

### 2 Non Covid-19 Variation

2.1 The Directorates are facing spending pressure on their business as usual activities and currently the council is forecasting a net underspend of £1.1m (**column D**), due to Non Covid-19 related costs, which is an improvement of £6.4m on Quarter 1.

2.2 **Neighbourhoods Directorate has an underspend of £0.8m (-0.6% of budget) as shown by the table below.** This is improvement of £1.1m on quarter 1.

Neighbourhoods	Budget £m	Non Covid-19 £m
Street Scene	78.7	0.1
Housing General Fund	9.2	(1.2)
Neighbourhoods	19.7	(0.7)
Regulation & Enforcement	1.0	0.9
Business Support	17.0	0.1
<b>Directorate</b>	<b>125.6</b>	<b>(0.8)</b>

**Street Scene has an overspend of £0.1m. ( 0.1% of budget).** This a deterioration of £1.3m compared to Quarter 1.

Projections indicate an overspend of £0.1m, however, within this are a number of pressures primarily being mitigated by £4.0m of an underspend on borrowing costs due to delays in procurement of the new fleet and other small savings and underspends.

The main pressures include £1.9m on maintenance and vehicle hire due to old and mechanically less reliable vehicles being past their natural life, income pressure within Trade Waste projected to be £1.5m behind budget and the waste procurement project forecasting £0.5m pressure due to the use of external legal advice. Additional pressure of £0.3m has been identified following the need to replace the heating system at Redfern Rd Depot.

**Housing General Fund has an underspend of £1.2m (-13.0% of budget).** This an improvement of £2.1m compared to Quarter 1.

The forecast has improved to an underspend of £1.2m mainly due to a reduction in charges levied by Bed and Breakfast providers. As this is the main cost driver within the service both cost and demand projections continue be monitored. Demand for temporary accommodation is expected to increase with the easing of lockdown restrictions.

The service continues to manage £1.5m savings pressure through a combination of improved rates for temporary accommodation and holding vacant posts.

A service redesign proposal is being drafted which will deliver the outstanding saving requirement through prevention activity. This is a change from the initial saving proposals put forward, but a more sustainable approach for the service. A review of the Selective Licensing scheme is underway to determine viability and a way forward following a delay to the launch following regulation changes and legal advice. The scheme has a £0.5m income target attached to it which is currently being mitigated pending outcome of the review.

**Neighbourhoods has an underspend of £0.7m (-3.6% of budget).** This an improvement of £0.3m compared to Quarter 1.

The service is forecasting a £0.7m underspend mainly due to the holding of vacant posts pending the implementation of a new operating model later in the financial year and a number of one-off underspends including below inflation grant payments and reduced operational costs within Film Birmingham.

**Regulatory and Enforcement has an overspend of £0.9m (90.0% of budget).** The position has not changed since Quarter 1.

The service is forecasting income pressure of £0.9m across Bereavement services principally due to budgeted mausoleum income, which is currently unachievable, a review of Bereavement services is underway, and Markets is currently forecasting shortfall in available funding subject to review into viability of the Markets.

**2.3 Adult Social Care underspend of £3.8m (-1.2% of the budget).** This an improvement of £1.2m compared to Quarter 1.

Adult Social Care	Budget £m	Non Covid-19 £m
Director	17.8	(0.0)
Commissioning	28.3	0.6
Packages of Care	208.4	(1.5)
Community & Operational	74.9	(2.9)
Other	(0.0)	0.0
Directorate	329.3	(3.8)

**Commissioning has an overspend of £0.6m (2.1% of the budget).** This is an improvement of £0.1m compared to Quarter 1.

This variance relates to the impact of slippage within the Neighbourhood Network Programme £1.1m, offset by mitigating savings of £0.5m identified across the Commissioning Service.

**Packages of Care has an underspend of £1.5m (-0.7% of the budget).** This is an improvement of £1.7m compared to Quarter 1.

Excluding Covid pressures there is an overall underspend of £1.5m due to CCG funding for hospital discharges and preventative packages. The

## Appendix A

movement from Quarter 1 is a forecast reduction of £1.7m due to increased income from the CCG.

**Community & Operational has an underspend of £2.9m (-3.9% of the budget).** The position has deteriorated by £0.6m compared to Quarter 1.

The underspend of £2.9m relates to staffing within in house services and Social Work Teams and has arisen due to the early delivery of 21/22 step up savings as part of the Customer Journey Restructure, reduced agency and overtime spend within in house day services which are closed due to Covid and reduced agency spend to cover vacancies in Social Work Teams due to the need to focus resources on Covid.

**2.4 Education and Skills £3.0m overspend (1.1% of the budget).** This an improvement of £4.3m compared to Quarter 1.

Education and Skills	Budget	Non Covid-19
	£m	£m
Education & Early Years	9.2	(0.1)
Inclusion & SEND	28.4	0.3
Children's Trust	192.2	2.8
Strategic Leadership	22.0	(0.2)
Skills & Employability	25.0	0.2
<b>Directorate</b>	<b>276.8</b>	<b>3.0</b>

**Education and Early Years underspend of £0.1m (-1.1% of the budget).** This is an improvement of £0.1m compared to Quarter 1.

Early Years is anticipating a saving of £0.1m relating to savings on employees and SLA's, partially offset by systems upgrade costs.

**Inclusion & SEND overspend of £0.3m (1.1% of the budget).** This is a deterioration of £0.3m compared to Quarter 1.

Further overspends on Travel Assist are expected of £0.3m of one-off costs relating to additional costs of interim staff to support transformation and systems implementation costs in 2020/21. Recurring savings in subsequent years from better route planning should offset this.

**Children's Trust is forecasting an overspend of £2.8m (1.5% of the budget).** This is an improvement of £4.3m compared to Quarter 1.

There continues to be a significant increase in the number of children in care requiring support by Birmingham Children's Trust, from 1,830 at the start of the Trust in April 2018 rising to an average of 1,955 by March 2020.

The number and cost of placements has risen since the Trust went live. The Trust budget for 2020/21 includes a net increase of £6.1m for demand pressures of which £5.3m is direct placement costs.

The latest forecast from the Children's Trust is a £2.8m overspend, with pressures primarily around pay (caseloads and Independent Reviewing Officers) and placement costs. Children in Care numbers have remained fairly static recently, with no spike yet (contrary to initial expectations when schools reopened, and more referrals were expected). Savings have arisen from reductions around external residential placement, the cessation of the Priory contract and reduction in external fostering placements.

The forecast pressure for 2020/21 is net of this additional funding. The number of children in high cost residential placements has reduced by 4 to 172 since April 2020 but remains 31 higher since the Trust went live. Whilst there are 36 fewer fostering placements since April there is an increase in the number of children placed with connected carers. Overall the number of children in family placements has increased since the Trust went live, but the assumed growth in the number of internal foster carers has not materialised at the level assumed in the Trust base budget. External residential and fostering placements still equate to in-year budget pressures of over £8.5m this year.

This additional pressure is being partially offset by a number of savings measures, including managing demand at the front door to ensure admissions into care are appropriate; ensuring the most appropriate cost of a placement is secured according to need; pursuing step down options for existing residential placements; ongoing review of all supported accommodation packages to ensure validity of placement; and, pursuing financial contributions to placements for children with complex needs, in addition to the specific savings highlighted above.

**Since Quarter 1**, the Trust has actively been reviewing its operation and placement costs, to ensure that it does not face similar overspend as it did last year. The Trust has continued to seek to reduce the cost of placements by:

- Managing demand at the front door to ensure admissions into care are appropriate.
- Ensuring the most appropriate cost of a placement is secured according to need.
- Pursuing step down options for existing residential placements.
- Ongoing review of all supported accommodation packages to ensure validity of placement and also the level of support per package.
- Continued development of an improved marketing and recruitment strategy to grow the number of the Trust's own foster carers.
- Pursuing financial contributions to placements for children with complex needs.

These actions and measure have allowed the Trust to reduce its current forecast by £4.3m compared to quarter 1.

## Appendix A

It is thought that the position should improve, notwithstanding any changes related to Covid-19.

The impact of any demographic growth is captured in the MTFP Refresh Report.

**Strategic Leadership underspend of £0.2m (-0.9% of the budget).** This is an improvement of £0.1m compared to Quarter 1.

There is a saving relating to premature retirements of (£0.2m), an improvement of (£0.1m) since quarter 1.

**Skills & Employability overspend of £0.2m (0.8% of the budget).** This is an improvement of £0.1m compared to Quarter 1.

Community Libraries are suffering from high levels of disrepair and an overspend on building maintenance costs is expected of approximately £0.1m.

The Careers Service have lost funding relating to Sexual Health from July 2020. This is expected to create an overspend of £0.1m. The service is exploring alternative sources of funding to mitigate the funding loss.

### **2.5 Inclusive Growth underspend of £0.5m as shown by the table below (0.5% of the budget).** This a deterioration of £1.m compared to Quarter 1.

Inclusive Growth	Budget	Non Covid-19
	£m	£m
P&D - City Centre, EZ, BDI	(0.7)	(0.6)
Transport & Connectivity	48.0	(0.7)
P&D - Strategy & Planning	5.2	(0.2)
Birmingham Property Services	(1.8)	1.6
Housing Development	0.4	0.0
Highways & Infrastructure	45.7	(0.6)
Inclusive Growth Director	8.7	0.0
Other Funds - Holding Accounts	0.0	0.0
<b>Directorate</b>	<b>105.5</b>	<b>(0.5)</b>

**Across P& D City Centre, Transport & Connectivity, and P& D- Strategy & Planning – there are underspends of £1.5m (-2.9% of the budget).** This is a deterioration of £0.4m compared to Quarter 1 across these services.

There are savings of £1.4m related to vacant posts across these services and minor increase in additional fees from Pre-planning applications.

**Birmingham Property Services has an overspend of £1.6m (-88% of the budget).** This is a deterioration of £1.8m compared to Quarter 1 across these services.

The Manhattan database is the Council's property information system, used to record and report on property interests and administer the raising of rent and service charge invoices.

This overspend is due to a forecast shortfall on invoiced rent and service charges of £1.4m and £0.2m respectively. This has emerged as on-going work has been carried out to refine the forecast information generated from Property Services lease database (Manhattan).

**Highways & Infrastructure has an underspend of £0.6m (-1.3% of the budget).** This is an improvement of £0.6m compared to Quarter 1.

£0.3m Expansion of City Centre Controlled Parking Zone – undeliverable as reported at Quarter 1. This has been mitigated by £0.5m of employee related savings, vacancies and staff turnover. There has also been reduction of £0.2m from security cost at car parks and parking enforcement and an increase in permit and licence income of £0.1m

**Inclusive Growth Director is forecasting a balanced budget.** This is an improvement of £0.2m compared to Quarter 1.

2.6 **Finance & Governance (Balanced budget).** This is a deterioration of £0.1m compared to Quarter 1.

<b>Finance &amp; Governance</b>	<b>Budget</b>	<b>Non Covid-19</b>
	<b>£m</b>	<b>£m</b>
Development and Commercial	(3.6)	0.4
Service Finance	7.9	(0.4)
City Solicitor	7.9	(0.0)
Birmingham Audit	1.7	0.0
<b>Directorate</b>	<b>13.8</b>	<b>(0.0)</b>

**Development & Commercial has an overspend of £0.4m (11.1% of the budget).** This is a deterioration of £0.1m compared to Quarter 1.

There is a £0.2m income pressure for Civic Cleaning inherited following transfer from Acivico. This is unchanged from Quarter 1. The service continues to work towards achieving a balanced position. It is expected that this pressure will reduce and be dealt with as part of the centralisation of Corporate Landlord budgets. This pressure could be offset by a one-off contingency of £0.2m, to be used only to fund what cannot be offset in year.

Other £0.2m of pressure is made of minor costs across the services within the directorates.

**Service Finance has an underspend of £0.4m ( -5% of the budget).** This is an improvement of £0.1m compared to Quarter 1.

£0.1m additional net cost of interims, covering vacant posts £0.7m, partly offset by vacancy savings £0.6m. There is a recruitment drive in place ready

## Appendix A

to begin in October to fill these vacant posts permanently. The net variation has increased by £0.1m since Quarter 1.

£0.1m overspend employees, unchanged from Quarter 1. £0.1m savings built into the original ERP business case are being revised by the reset of the ERP programme.

£0.3m underspend Schools Financial Services, this is a new variation since Quarter 1. The reduction in income from schools £0.2m has been offset by vacancy and other savings £0.5m to deliver an overall underspend against budget.

£0.7m underspend. Funding earmarked to support the transition of services in Service Finance and Development and Commercial Divisions will offset additional expenditure and income loss during transformation. This has reduced by £0.2m since Period 3 to reflect the use of transition funding in Procurement, Development and Commercial.

£0.1m underspend other minor variations, an improvement of £0.078m from Quarter 1.

### **Service Finance One-Off**

£0.4m project costs to implement the finance improvement agenda including support for recruitment into the future operating model. An increase of £0.2m since Quarter 1, this reflects an estimate of the project costs for Phase 2.

**City Solicitor of £0.4m is forecasting a balanced budgeted.** This is an improvement of £0.1m compared to Quarter 1.

- 2.7 Digital & Customer Services overspend of £0.3m (1% of the budget) as shown by the table below.** This is an improvement of £2.0m compared to Quarter 1.

Digital & Customer Services	Budget	Non Covid-19
	£m	£m
Business Improvements	10.1	(0.2)
IT & Digital Services	12.1	0.5
Customer Services	4.9	0.0
Revenues & Benefits	2.0	0.0
Director of DC&S	0.2	0.0
<b>Directorate</b>	<b>29.3</b>	<b>0.3</b>

**Business Improvements underspend £0.2m (2% of the budget).** There have been no changes since Quarter 1.

This is a result of the service holding several vacant posts.

**IT & Digital Services has an overspend of £0.5m (4.1% of the budget).**

This is an improvement of £2.0m compared to Quarter 1.

There is an overspend of £2.5m on agency staff. This has been offset by the margin element of centralisation of asset management, ongoing project support, and mobile phones (£0.8m) as well as building in in the centralisation of the

margin element (£1.2m) of the recharges for ICT projects, which will be processed in the financial control system soon. Without this centralisation there is a risk that IT&D will over-spend in 2020-21 as it tries to deliver savings for others.

- 2.8 **Human Resources is forecasting an underspend of £0.1m (-1.5% of the budget).** This is an improvement of £0.1m compared to Quarter 1.

Human Resources	Current Budget £m	Non Covid-19 Cost £m
Schools	0.1	(0.1)
HR Services	6.5	0.0
<b>Directorate</b>	<b>6.6</b>	<b>(0.1)</b>
Covid-19 costs included		
<b>Directorate net of Covid Costs</b>		

The underspend is a result of number of vacancies.

- 2.9 **Partnerships, Insight and Prevention currently expected to deliver a balanced budget.** There have been no changes since Quarter 1.

PIP	Current Budget £m	Non Covid-19 Cost £m
Communication & Marketing	1.4	0.00
Public Health and Equalities	0.0	0.00
Assistant Chief Exec	3.3	0.00
Community Safety Strategy	2.5	0.00
<b>Directorate</b>	<b>7.2</b>	<b>0.00</b>

### 3. **Covid-19 Major Incident Financial Impact**

- 3.1. The Council has received £84.3m of un-ringfenced Covid-19 related grant funding from the government. The Council also is forecasting it will receive £19.6m in grants for lost income. The government has also announced several ring-fenced grants for additional reliefs and support schemes which are being spent on the additional measures set out in government guidance.

On 22<sup>nd</sup> October the Council was informed of a further **£44.2m** of un-ringfenced Covid-19 related grant. It is recommended that this is transferred to specific Covid reserve to manage the ongoing pandemic through the higher risk winter months.



## Appendix A

The current assumption for the financial impact of the Covid-19 major incident is based on a 6-month forecast for the duration of the incidents along with some residual costs.

- 3.2. The forecast additional spend/loss of income to the Council on Covid-19 related general fund activities, after utilising the un-ringfenced government grant, for 2020/21 is **£11.9m**. There are further financial risks which have been quantified and assessed for likelihood, which are reported through emergency cells on a weekly basis. Details on Directorate Covid-19 financial impacts are included in Annex 1 and the schedule of further financial risks is included in Annex
- 3.3. The Medium Term Financial Plan (MTFP) Refresh (that is also on the agenda for Cabinet this month) addresses how the budget gap will be addressed.

#### 4. Overview of the Saving Programme

- 4.1 The approved savings programme for 2020/21 is £27.1m, comprising the approved savings plan of £22.1m plus £5.0m of savings that were only delivered on a one-off basis in 2019/20. Savings of £14.4m are on track, £8.6m at risk and £4.0m are classed as undeliverable or non-delivered, as shown in Charts 3, 4 and 5.

Chart 3

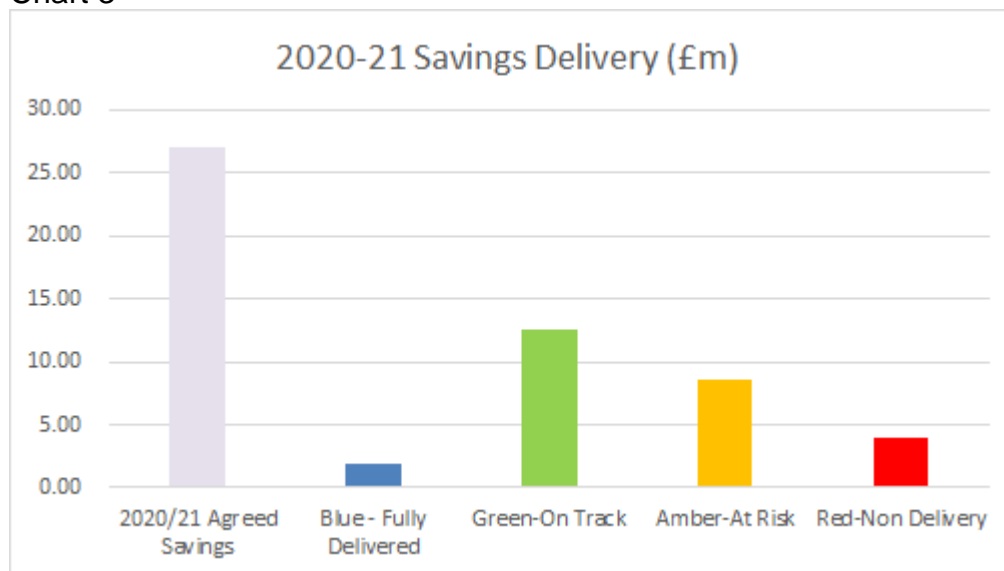
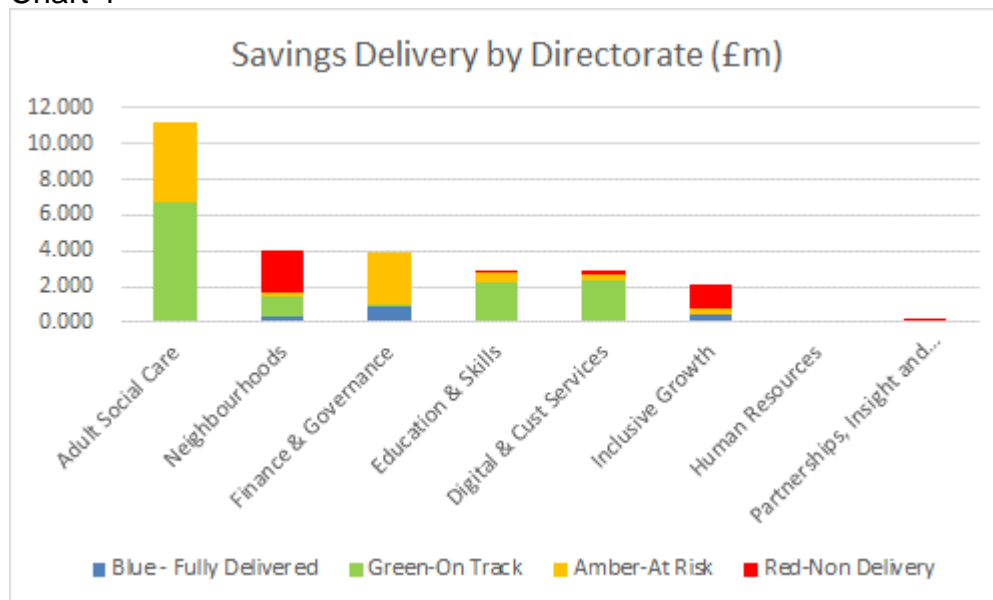
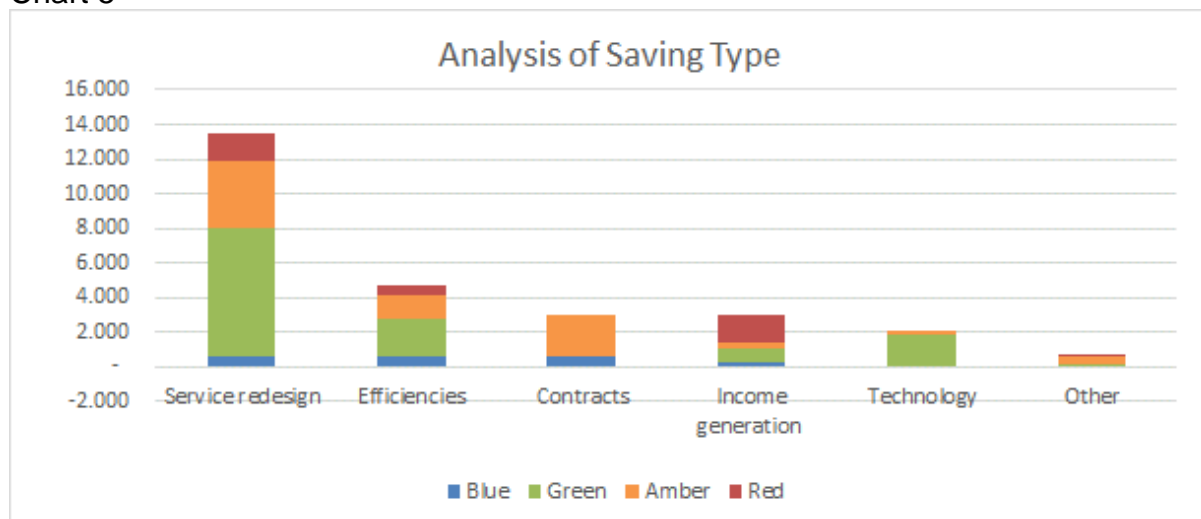


Chart 4



## Appendix A

Chart 5



- **Adult Social Care has £4.4m** savings that are at risk due to Covid-19, particularly regarding Packages of Care. However, these are now considered likely to be achieved.
- **Neighbourhoods has £0.2m** savings that are at risk and **£2.3m** savings that are unlikely to be achieved. About half of the non-delivery is related to Covid. Of the remainder, £1.0m relate to Housing. It is requested that these savings are redirected, as covered in paragraph 4.2 below.
- **Contract** savings, whilst sitting in Finance & Governance. This is a corporate saving that cuts across all directorates. The target is **£3.0m** of which **£0.6m** has been delivered so far, and there is a further £0.15m in the pipeline. There have been issues due to covid and delays in re-letting of contracts. While a delivery plan exists, this is now considered a risk as Covid-19 has caused services to reappraise their planned procurements.
- **Education & Skills has £0.5m** savings at risk - these largely relate to an increased commercialisation target for the Adult Education Service that was set in 2019/20 at £1.2m and reduced this year to £0.8m, but which is still unlikely to be fully delivered. It is being partly mitigated this year through a restructure of the service and savings from elsewhere in Skills & Employability.
- **Digital & Customer Services has £0.3m** savings at risk mainly due to delays and potential income losses related to Covid-19. It also has **£0.2m** of savings that are unlikely to be achieved related to Debt Collection costs, also due to Covid-19.
- **Inclusive Growth has £0.3m** savings at risk and **£1.4m** that are unlikely to be achieved, mainly due to delays and risks to income caused by Covid-19

### 4.2 Housing Savings Target Redirection

The savings within the Housing General Fund Service are currently rated as red, however one-off mitigations have been identified in 2020/21 to fully meet this

target. For 2021/22 onwards the service is proposing to implement these savings after the completion of the Housing Service Redesign. This will enable the service to realign resources to focus on robust support plans and prevent homelessness.

Approval is sought from Cabinet to redirect the previous £1.0m savings, which were going to be delivered through a review of managerial and workforce savings, strategic housing function and PRS. These will now be amalgamated into a new savings target of £1.0m which will reduce the level of dependency on bed & breakfast accommodation.

- Annex 3 provides a breakdown of all savings in 2020/21.

4.3 Where a saving has been identified as red, Directorates are expected to identify recovery plans to identify alternative savings to mitigate this and where there is a policy implication bring it to Cabinet for approval. Where savings are identified as amber, Directorates are expected to take actions to manage this to bring down the risk of non-delivery

## Appendix A

### 5. Risks not in the forecast (all Covid-19 risks covered by Annex 2 so only non Covid-19 risks are shown below)

#### 5.2 Education & Skills

##### **School Deficits**

There is a growing concern around schools with financial deficits. The number of schools in deficit has only grown by a small amount (from 38 to 40), but the total deficit amount has risen substantially from £7.2m to £9.0m; where maintained schools convert to Academy status with a sponsor the licenced deficit falls to the Council. The Local Authority has contacted all schools with deficits and will review the robustness of deficit recovery plans in October (when the plans are due to be returned). In addition, specific actions (including regular monitoring, meetings with schools, implementation of Interim Executive Boards, negotiations with Department for Education and alternate funding sources) are all being implemented to minimise the impact on the Council's budget.

##### **SEND / High Needs**

The Education and Skills Directorate together with Birmingham and Solihull Clinical Commissioning Group published a 'written statement of action' in July 2019, in response to the DfE, to make improvements to the special educational needs and disability (SEND) service. At this stage it is anticipated that any financial impact on the Local Authority will be met from the Dedicated Schools Grant (DSG). The provisional 2021/22 DSG settlement has indicated another substantial funding increase (12%) for High Needs. There are substantial pressures from both demography (pupil numbers) and increased complexity of provision, but the additional funding provides scope to also address the improvements necessary and outlined in the '*written statement of action*'. A programme of transformation projects designed to meet the written statement of action is being implemented within High Neds Block funding, including building SEND health and education local teams and local provision in mainstream schools; developing responsive, flexible and effective local specialist provision; and, improving early identification and intervention for SEND.

Education Psychology - There remains a potential pressure relating to premises savings arising from utilisation of space in a Council Administrative Building (CAB) building, as this has not yet been implemented.

##### **Skills & Employability**

Birmingham Adult Education Service - Work is currently ongoing within the Birmingham Adult Education Service to calculate the potential impact on loss of income due to Covid. There remains considerable uncertainty regarding the public demand for such services under Covid conditions. Where possible, costs have been mitigated through the temporary furloughing of staff and a review of the service offer. As noted earlier, there remains a longer term concern around the service's ability to meet its income target on an ongoing basis, which was partially reduced for 2020/21 by £0.4m, but in 2019/20 the service was unable to meet the target and was £0.7m overspent.

#### 5.3 Neighbourhoods

The main risks to the forecast are set out below:

- Any prolonged closure of the Waste ERF facility for maintenance will lead to additional costs through landfill.
- As a result of an Environment Agency review and instruction additional Health & Safety work is required at Lifford Depot of c£0.1m.
- As a result of a disputed utility bill at Cannon Hill Park there is a potential outstanding bill of c£0.250m
- There is a potential opportunity of receiving windfall electricity income of up to £0.5m as a result of electricity generated at the Tyseley Plant

## **5.4 Inclusive Growth**

### **Property Services Commercial Property rental income**

The current year-end forecast from the Manhattan database is significantly lower than expected based upon the last financial year and known/anticipated movements. Further work has been carried out to establish a year-end forecast which has been identified in paragraph 2.5 at £1.6m under-recovery. However, further work is continuing to refine the accuracy of data and processes for updating the system in order that a reliable methodology is established. This is being supported by officers from ICT&D and Trimble (system designers of Manhattan). Additionally, external consultants Avison Young have been commissioned to provide detailed sector by sector analysis of the likely short and medium term impact of Covid-19 on the existing rent roll.

### **Property Services Service Charge Income**

An exercise to review the industrial portfolio service charges has commenced to include back-dated expenditure over a number of preceding financial years. Early indications suggest a small number of estates potentially require significant refunds to tenants, which may amount to circa £1m. Further work is required to finalise the service charges, which requires agreement on the level of planned expenditure which may influence the level of any likely refunds due to tenants.

### **Clean Air Zone (CAZ)**

Due to delays experienced in implementation of the CAZ there are variances to budgeted income, expenditure and reserve movements which when brought together result in an overall balanced position which therefore does not impact on the forecast net outturn.

## **5.5 Digital & Customer Services**

### **Revenues & Benefits**

There is a £0.9m risk relating to slippage of Business Rates revaluation costs from 19/20 funding in 20/21 dependant on reserve carry forward being approved.

## **5.6 ERP**

The programme, as a result of an assurance process, is going through a reset phase to establish and quantify financial and non-financial risks. A report to Cabinet is scheduled on the Forward Plan for December 2020.

## Appendix A

### 6. Dedicated Schools Grant (DSG)

#### 6.1 Summary

The total Dedicated Schools Grant (DSG) funding for Birmingham in 2020/21 of £1,238m, comes through four blocks of funding. The Education & Skills Funding Agency (ESFA) currently recoups £582.3m of the DSG allocation to directly passport to academies, free schools, FE colleges and independent learning providers.

The Council is responsible for the remaining budget of £655.7m in conjunction with the local Schools' Forum. Schools and academies also receive additional grant funding allocations from the Department for Education (DfE) relating to Pupil Premium, Post 16 Funding, Primary PE and Sports Premium, Universal Infant Free School Meals, Year 7 Catchup Premium, Free School Meal Supplementary Grant, Teachers Pay Grant, Teachers Pension Grant, Coronavirus (Covid-19) Catchup Premium and Coronavirus (Covid-19) Schools Fund. The budget shifts during the course of the year as schools convert to academy status and as the Department for Education updates funding allocations based on updated pupil counts (particularly in early years).

At the end of Quarter 2 the high-level forecast for the (DSG) is as follows:

<b>Dedicated Schools Grant</b>	<b>Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Schools Delegated	385.9	385.9	0.0
Early Years	90.2	90.2	0.0
High Needs	161.9	162.0	0.1
Central Schools Services	17.7	17.7	0.0
<b>Birmingham City Council</b>	<b>655.7</b>	<b>655.8</b>	<b>0.1</b>
Academies & other recoupment	582.3	582.3	0.0
<b>Total DSG</b>	<b>1,238.0</b>	<b>1,238.1</b>	<b>0.1</b>

(NB there are no Covid costs directly related to the use of the Dedicated Schools Grant).

#### 6.2 Key Service Highlights Non Covid-19

There are no major variations being reported on the DSG at Quarter 2, primarily because the majority of the budget is delegated to schools and early years providers and has been distributed according to plan, in line with DfE expectations (irrespective of whether establishments were fully open and / or delivering a service). The only exception to this is a forecast overspend of £0.1m on the Early Years Inclusion Service within High Needs, as the service have been unable to achieve their savings on staff turnover target this year. Patterns of demand and spend for the Autumn and Spring terms are less certain because of Covid, but generally in areas of potential volatility (in early

years and high needs) funding from DfE has remained constant, whilst demand has generally been suppressed. Therefore, assuming a minor variance is very prudent at this point in time and, overall, there is more likely to be an underspend by year end.

Further detail is given below.

DSG is a highly prescribed and ring-fenced grant and is the primary source of funding that is delegated or allocated to schools and other educational providers for their revenue costs as well as funding certain prescribed centrally managed provision. There are no major variations being reported on the DSG at Period 6. This is primarily because of the following reasons:

- The majority of the budget is delegated to schools and early years providers and variations tend only to appear during the start of the new academic year (in September).
- The Summer term was not representative of most academic years due – of course - to Covid, but generally although activity reduced, payments to providers continued to plan, as part of advice from Department for Education to maintain funding streams to schools and other settings.
- Patterns of demand and spend for the Autumn and Spring terms are less certain because of Covid. However, exceptionally this term's Early Years funding from DfE is being based on the January 2020 census count, despite the likelihood, in light of the coronavirus (COVID-19) outbreak, that the number of children attending childcare is unlikely to have returned to "normal" levels. Therefore, assuming a zero variance is very prudent (as there is much more likely to be an underspend).

Demand led pressures in the High Needs Block have in the past led to overspends. However, an additional £26 million was received in 2020/21 High Needs Block DSG. The forecast for 2021/22 is for a further 12% increase. The Birmingham Schools Forum in the January 2020 meeting agreed to repay back £5 million of the outstanding £14 million High Needs Block deficit in 2020/21. Schools Forum anticipates that the remaining £9 million of High Needs Block deficit will be repaid at a rate of £5 million in 2021/22 and the remaining deficit in 2022/23. Some of the time limited projects funded from the £26 million have been delayed due to Covid, so again a zero variance is very prudent (as there is much more likely to be an underspend).

A more substantial update will be provided at period 9 when the new academic year placement of pupils will be known, and the financial costs evaluated.

The Education and Skills Directorate together with Birmingham and Solihull Clinical Commissioning Group published a 'written statement of action' in July 2019, in response to the DfE, to make improvements to the special educational needs and disability (SEND) service. At this stage it is anticipated that any financial impact on the Local Authority will be met from the Dedicated Schools Grant.



## Appendix A

There should not be any financial risk to the Council arising from any negative variance as it is a condition of the grant from the Department for Education that any overspends are carried forward and plans are submitted to the DfE for bringing the DSG account back into balance annually. Nonetheless, potential risks and mitigations are detailed below.

### **6.3 Key Risks (not reflected in the financial forecast)**

As noted above, the key risk is around the efficacy of proposals to use additional High Needs Block funding to address previous overspends and predicted future demands, but also provide capacity for significant investment for the future. While increases are welcome, it is important that money is used strategically rather than reacting solely to existing pressures and demands. Proposals involve organising High Needs funding and resources around geographical areas aligned closely with existing secondary school networks and primary consortia. The Authority's plan is to build on and strengthen school partnership working and local capacity, providing a greater level of financial flexibility locally, to better match funding to local need. The project Developing Local Provisions with mainstream schools currently has £7m budgeted for 2020/21. It is very unlikely that it will be fully spent in 2020/21 due to Covid-19 but as it is a 2 year project, all underspends will be ringfenced within DSG Reserve to deliver the project in 2021/22.

### **6.4 Savings Tracker:**

There is no specific savings tracker for the Dedicated Schools Grant, but as highlighted above, the plan to repay the High Needs block cumulative deficit is on track.

## 7. Housing Revenue Account (HRA)

	<b>Current</b>			<b>Movement</b>
	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>	<b>from</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>Quarter 1</b>
Rent Income	(253.8)	(253.6)	0.2	0.2
Service Charges	(14.4)	(14.4)	0.0	0.0
Other Income	(11.7)	(10.2)	1.5	1.7
<b>Total Income</b>	<b>(279.9)</b>	<b>(278.2)</b>	<b>1.7</b>	<b>1.9</b>
Repairs	65.0	64.2	(0.8)	0.0
Estate Services	19.8	18.8	(1.0)	(0.1)
General Management	68.3	65.9	(2.4)	(1.4)
Bad Debt	5.6	10.3	4.7	(0.4)
Capital Financing	66.4	64.2	(2.2)	0.0
Capital Programme Funding	54.8	54.8	0.0	0.0
<b>Total Expenditure</b>	<b>279.9</b>	<b>278.2</b>	<b>(1.7)</b>	<b>(1.9)</b>
<b>Net Expenditure</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### 7.1 **Income Variances**

A net under recovery of £1.7m is forecast.

The forecast variation on rent of £0.2m is due to the number of voids being held for longer in addition to a lower than estimated average rent. The pressure on Other Income of £1.5m relates to commercial income and garages pressure, £0.8m, reduced court cost income, £0.3m and various other sources of income, £0.4m. The majority of these pressures are due to Covid-19.

### 7.2 **Expenditure Variances**

A net underspend on expenditure of (£1.7m) is forecast.

The main overspend is on the bad debt provision which is forecast to overspend by £4.7m due to the severe economic effects of Covid-19 on HRA tenants. This budget is being closely monitored due to the difficulty in predicting the complex variables which affect the provision. Based on the current scenario forecasting the overspend could be as high as £6.0m.

The net underspend on Repairs (£0.8m) is largely due to the reduced number of voids (£1.7m) and lower than budgeted performance on the main contracts (£0.4m). This is offset by increased legal costs on disrepair litigation based on current due to the level of ongoing cases, £0.8m, and increased activity on Multi-Storey surveys and repairs, £0.5m.

The underspend on Estate Services and General Management of (£3.4m) relates to high levels of vacancy due to turnover and difficulties with recruitment. The large increase in the underspend this period is primarily due to a large underspend forecast on the rent team recharge (£1.1m) as a result of

## Appendix A

the high levels of turnover on this team and reduced legal costs due to Covid-19.

The underspend on capital financing of (£2.2m) is due to savings of (£1.8m) resulting from a lower interest rate than budgeted, in line with the rate charged in 2019/20; and a reduction in the debt repayment of (£0.4m) in order to achieve a net nil budget position for 2020/21.

### 7.3 Covid\_19 pressures

The HRA is currently reporting Covid-19 related pressures of £5.6m. The key risk on the HRA is the level of current arrears which has increased due to Covid-19. The current forecast is an overspend of £4.7m on bad debt provision, but this could increase if the economic impacts worsen. Current scenario forecasting indicates this could be as high as £6.0m.

Additional costs on other areas of expenditure resulting from Covid-19 include personal protective equipment and signage, current forecast of £0.4m, and commercial rents under recovery of £0.9m. Due to the HRA ring-fence, budget overspends will need to be met from underspends elsewhere on the HRA. If savings are not identified on operational budgets there might be a further reduction on the debt repayment in 2020/21, currently forecast at £13.1m.

### 7.4 Key Service Highlights

The HRA is a ring-fenced account which means that asset management and tenancy management costs relating to the Birmingham's council housing can only be funded from income earned from HRA assets, primarily income from council housing rent and service charges. The HRA is not allowed to subsidise General Fund expenditure, and likewise, the General Fund cannot subsidise HRA expenditure.

The HRA is a self-financing account which is required to have long term sustainability. HRA tenants are able to acquire their properties through Right to Buy, which has resulted in an ongoing net reduction in properties, with over 3,100 sold in the last 5 years. Sustainability of the HRA will be achieved through the HRA new build programme, budgeted at over 1,400 properties in the next 5 years.

At 1st April there were 60,106 HRA properties. Budgeted average rent on these properties is £82.33 per week.

During the year there are budgeted to be 134 demolitions and 620 Right to Buy sales. The current forecast of new build completions is 117. On average the budgeted number of voids at any point in time is 659, 1.1% of stock.

### 7.5 Key Risks for 2020/21

The key risk on the HRA is the level of current rent arrears which has increased due to Covid-19. The current forecast is an overspend of £5.3m, but this could increase if the economic impacts worsen. Additional costs on other areas of expenditure resulting from Covid-19 include personal protective equipment. Due to the HRA ring-fence, budget overspends will need to be met from

underspends elsewhere on the HRA. If savings are not identified on operational budgets there might be a further reduction on the debt repayment in 2020/21, currently forecast at £13.1m.

## 7.6 Long Term Risks

The long term risks on the HRA are principally with the level of capital investment required on HRA properties, mainly its high-rise blocks. Capital Investment continues to be prioritised to support Fire Prevention Works on communal properties as a result of the Hackitt report, as well as ongoing structural Improvements.

## 8. Reserves

- 8.1 The Council operates a policy of not using reserves unless they have been set aside for specific purposes; they will not be used to mitigate the requirement to make savings or meet on-going budget pressures, except in exceptional circumstances. The main, use of reserves relates to grant reserves where funding has been received prior to the requirement to spend the resource. The Council also has earmarked reserves where it has made a decision to set money aside to fund specific costs when they occur in later years.
- 8.2 The Council anticipated the net contribution of £18.4m to reserves in setting the 2020/21 budget. This is summarised in Table 5 together with the current forecast outturn balance. No changes were requested at Quarter 1. At Quarter 2, a net change in use of reserves of £31.7m is forecast. The Quarter 2 forecast assumes that these reserves changes will be approved at year end. Details of the forecast changes are set out in Table 5. Specific forecast changes in reserves since Quarter 1 are set out in Annex 5.

Table 5: Reserves	Balance as at 31st March 2020 *	Original Budgeted (Use) / Contribution	Changes Forecast Period 3	Changes Forecast Since Period 3	Forecast Proposed (Use) /Contribution at Month 6	Forecast Outturn Balance at 31st March 2021
	£m	£m	£m	£m	£m	£m
General Reserve	141.674	(18.565)	0.000	0.000	(18.565)	123.109
Corporate Reserve	153.746	(0.553)	0.000	4.217	3.664	157.410
<b>Subtotal Corporate Reserves</b>	<b>295.420</b>	<b>(19.119)</b>	<b>0.000</b>	<b>4.217</b>	<b>(14.902)</b>	<b>280.518</b>
Other Reserves						
Grant	271.945	10.465	0.000	(1.806)	8.660	280.605
Earmarked	44.745	27.057	0.000	(34.074)	(7.017)	37.728
Schools	40.537	0.000	0.000	0.000	0.000	40.537
Non Schools DSG	5.580	0.000	0.000	0.000	0.000	5.580
<b>Subtotal Other Reserves</b>	<b>362.807</b>	<b>37.522</b>	<b>0.000</b>	<b>(35.879)</b>	<b>1.643</b>	<b>364.450</b>
<b>Grant total</b>	<b>658.227</b>	<b>18.403</b>	<b>0.000</b>	<b>(31.662)</b>	<b>(13.259)</b>	<b>644.968</b>

- The Opening Reserves Balances in the Financial Outturn Report reported to Cabinet in June 2020 is subject to confirmation when the Accounts have been finalised. Following the completion of the accounts, the opening balance has been increased by £8.4m
- 8.3 As stated above, it is proposed that the Opening Balance is increased by £8.4m, almost all due to the following proposed change.

## Appendix A

- 8.4 As part of the reported outturn to Cabinet on 23 June 2020, the Council had funded £8.7m of capital expenditure from Direct Revenue Financing (DRF) of capital expenditure. The Council's financial statements for 2019/20 are being audited by Grant Thornton and it is proposed that, given the financial pressures faced as a result of the demands placed on the Council in its response to Covid-19, the Council replace the DRF incurred by increasing the Capital Financing Requirement (CFR). This will increase the level of usable reserves available to the Council to meet future funding pressures.
- 8.5 The increase in CFR will be met through an annual increase in the Minimum Revenue Provision over the life of the relevant assets. The proposed change will amend the financial statements currently being audited through an adjusting post balance sheet event.
- 8.6 There are uses of £1.1m of Corporate Reserves, relating to use of the Library of Birmingham Cyclical Maintenance Reserve, as approved by Cabinet in September 2020.
- 8.7 It is expected that £38.7m of Corporate Reserves relating to the Covid Grant received from the Government at the end of 2019-2020 financial year will be utilised in 2020-2021. This is part of the £84.3m grant funding described in paragraph 1.2 of this report.
- 8.8 It is recommended that £44.2m of Covid Grant announced by the Government on 22<sup>nd</sup> October be transferred to a specific Covid reserve to manage the ongoing pandemic through the higher risk winter months, as described in paragraph 1.3.
- 8.9 Within Corporate Reserves, there are also forecast uses of £0.1m of Policy Contingency Reserves, mainly to fund projects that were delayed in 2019-20 due to Covid-19.
- 8.10 The Council holds Earmarked Reserves where resources have been set aside to support future years' service delivery. Since Quarter 1, there are net forecast uses of £34.1m of earmarked reserves. However, this includes a reduction in planned contributions to reserves of £28.2m related to the Clean Air Zone (CAZ), where delays due to Covid-19 have meant that income will not be received when originally planned, thus reducing contributions to reserves in this financial year. This and the other forecast net uses of £5.9m are in line with the Reserves Policy approved by Cabinet in July 2020.
- 8.11 The Council holds Grant Reserves for the unused element of grant support for which the conditions of the grant are expected to be met. The reserves will be used to meet future years' expenditure for the service for which the grant was awarded. Since Quarter 1, there are net forecast uses of £1.8m of grant reserves. The forecast contributions to and uses of grant reserves are in line with the Reserves Policy approved by Cabinet in July 2020.
- 8.12 Given the significant financial pressures facing the Council due to the Covid-19 emergency it may become necessary to utilise reserves in 2020/21 to support the budget, but only as a last resort. Policy Contingency Budget

## 9. **Policy Contingency Budget**

- 9.1 The Council Financial Plan and Budget 2019-2023 approved by Council on 25<sup>th</sup> February 2020 reflected £35.3m for Specific Policy contingency budget in 2020/21 and £5.5m for General Policy Contingency budget. A breakdown of the specific contingency items is set out below:

<b>Table 6: Policy Contingency 2020/21</b>	<b>Budget</b>	<b>Committed</b>	<b>Not yet committed</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Modernisation Fund - Social Care	18.000	4.200	13.800
Modernisation Fund - Other	3.865		3.865
Inflation Contingency	5.446	0.292	5.154
Commonwealth Games Project Team Costs	4.000	4.000	0.000
Apprenticeship Levy	1.093		1.093
Potential Additional Interim Staff	0.750		0.750
Highways Maintenance	0.500		0.500
National Living Wage	0.365		0.365
Superannuation - Auto-enrolment Pension Fund	0.300		0.300
Short-term Improvement in the Council House	0.300		0.300
HR Additional Temporary Resources	0.300		0.300
Loss of Income from Car Park Closures	0.252		0.252
Corporate Funding for ODP	0.129		0.129
General Policy Contingency	5.474	3.517	1.957
<b>Total</b>	<b>40.774</b>	<b>12.009</b>	<b>28.765</b>

- 9.2 As part of the Council's simplification of processes, the Cabinet meeting of 23 June 2020, approved that the Section 151 Officer be given delegated authority for the verification and allocation of Specific Policy contingency to fund expenditure which is in line with the approval given as part of the Council Financial Plan and Budget 2020-2024.
- 9.3 Any requests for funding from Specific Policy Contingency that are not in line with the original application in the Council Financial Plan and Budget 2020-2024 will require approval by Cabinet.

### **Brexit**

- 9.4 Cabinet of 13 October 2020 approved the release of £0.2m of General Policy Contingency to fund the Brexit Readiness Programme and a further £0.2m to fund to transition the Brussels Office into a financial sustainable operation effective from April 2021.
- 9.5 The Council will continue to review and monitor costs associated with the impact of the Brexit outcome and will reflect in future updates of the MTFP.

### **Commonwealth Games Project Team**

## **Appendix A**

- 9.6 The Section 151 Officer has approved the release of £4.0m of Specific Policy contingency to fund the Commonwealth Games Project Team costs, in line with the Council Financial Plan and Budget.

### **Inflation**

- 9.7 The Section 151 Officer has approved the release of £0.3m of Specific Policy contingency to fund inflationary pressures, in line with the Council Financial Plan and Budget.

### **Modernisation Fund-Social Care**

- 9.8 It is recommended that £4.2m of the Modernisation Fund within Specific Policy Contingency is released to fund the Birmingham Children's Partnership (BCP) Early Help (EH) programme in 2020/2021. The business case was approved by the Modern Council Delivery Board.

### **General Policy Contingency - Homelessness Reduction**

- 9.9 It is recommended that £0.9m of General Policy Contingency is released to fund a number of preventative and early intervention plans designed to reduce homelessness to ensure the service remains on target to deliver on its prevention agenda.

### **General Policy Contingency - Whistleblowing**

- 9.10 It is recommended that £0.2m of General Policy Contingency is released to provide the Professional Standards Team with sufficient funding to enable them to robustly investigate allegations received.

### **General Policy Contingency – Delivery Plan**

- 9.11 It is recommended that up to £2.0m of General Policy Contingency is released to provide funding for the associated costs of the development and implementation of the Delivery Plan over two years.

- 9.12 If the above proposals are approved, the balance on Policy Contingency will be £28.8m.

- 9.13 Given the significant financial pressures facing the Council due to the Covid-19 emergency and the need to drive delivery there may be a need to re-prioritise the use of the policy contingency budget.

- 9.14 The Medium Term Financial Plan (MTFP) Refresh (that is also on the agenda for Cabinet this month) considers the use of Policy Contingency.

## **10. Capital**

- 10.1 Overall capital expenditure for the year 2020/21 is forecast at £723.3m against the revised quarter 2 capital budget of £857.2m. The forecast underspend

comprises £127.2m of slippage and £6.7m of forecasted net savings. Of the total forecast underspend of £133.9m - £125.8m is Covid related and £8.1m non-Covid related. Expenditure to date is £154.7m which is some 21% of the year-end total forecast. The full multi-year capital programme is forecast £3,290.3m.

- 10.2 The proposed Quarter 2 budget of £857.2m has increased from the Quarter 1 budget approved by Cabinet in July 2020 by £7.6m. The major increases are:
- £1.5m (Finance & Governance) for the purchase of Acivico shares
  - £1.5m (Inclusive Growth) for the Emergency Active Travel Fund
  - £8.5m (Education & Skills) acceleration of Basic Needs provision
  - £4.8m reduction in the school condition allocations budget reallocated to Basic Needs provision.
- 10.3 The overall capital programme has been adversely affected by Covid-19 and many uncertainties remain which are yet to be quantified but are expected to impact on the capital spend for the year.
- 10.4 Most construction work paused at the end of March 2020 whilst safe working practices were introduced for the Major Projects (for example, Commonwealth Games (CWG), Paradise, Birmingham Municipal Housing Trust (BMHT), Transport schemes). Work on several sites has subsequently restarted whilst adhering to social distancing guidelines. The impact of this on delivery timescale and costs is being quantified as the situation evolves. A second wave of Covid could cause further disruption; however, it is hoped that the measures now put in place to achieve social distancing will prevent a second period of full closure although there may be a further impact on imports and material costs.
- 10.5 One significant scheme, relating to the disposal of Brasshouse to the Council's wholly owned company, InReach, for housing redevelopment, will not now proceed and alternative disposal options for the site are therefore being considered. The InReach scheme was originally intended to be financed through a £43m loan from the Council to InReach on commercial terms, and alternative schemes that are financially attractive to both the Council and InReach are being sought for evaluation in accordance with the strategic plans for InReach and the Council's financial regulations for the provision of loans.
- 10.6 The Alexander Stadium project as part of the Commonwealth Games remains in line with the approved budget. However, Covid has adversely impacted on the Perry Barr regeneration scheme, and a decision has been made in conjunction with the Commonwealth Games Organising Committee that the Athletes Village will no longer be completed in time for the Games.



## Appendix A

Alternative accommodation options for athletes and games officials are now in place and the scheme will continue but as a legacy project. The scheme will deliver regeneration and housing transformation for the area.

- 10.7 Early impacts of Covid across the broader Commonwealth Games programme have been identified and mitigations put in place where possible to offset costs of enhanced welfare provisions resulting in a net forecast reduction in expenditure of £23.6m over all years (£6.7m in 2020/21). The scope and forecast spend is likely to change further as a result of this ongoing review and will be reported as and when quantified.
- 10.8 Phase 2 Paradise Circus continues to progress and a change request to reflect a share of additional Covid costs is expected once verified and will be presented to the GBSLEP as funding approvers. Positive talks continue to be held with prospective occupiers and announcements will be made as these are confirmed.
- 10.9 Movements between Quarter 1 and the revised forecast at Quarter 2 are summarised by Directorate in the table below:

Directorate	(a)	(b)	(c)	(d)	(e)	(f)
	Quarter 1 Approved Budget £m	New Schemes, Respurces & Slippage £m	Revised Budget Quarter 2 c=a+b £m	Forecast (Slippage) / Acceleration £m	Forecast Overspend / (Underspend) £m	Forecast Outturn Quarter 2 f=c+d+e £m
Adult Social Care	12.751	0.000	12.751	0.000	0.000	12.751
Education & Skills	67.701	3.813	71.514	0.000	0.000	71.514
Neighbourhoods						
Neighbourhood Other	43.850	0.565	44.415	(16.094)	0.000	28.321
Housing Revenue Account	114.919	0.000	114.919	(3.471)	(1.952)	109.496
<b>Directorate Total</b>	<b>158.769</b>	<b>0.565</b>	<b>159.334</b>	<b>(19.565)</b>	<b>(1.952)</b>	<b>137.817</b>
Inclusive Growth						
Planning & Development	43.242	0.000	43.242	(0.865)	1.383	43.760
Transportation	103.614	1.373	104.987	(50.167)	0.106	54.926
Highways	3.463	0.362	3.825	0.000	0.000	3.825
Housing Development	1.218	0.000	1.218	0.000	0.000	1.218
Property Services	63.823	0.000	63.823	(52.458)	0.000	11.365
<b>Directorate Total</b>	<b>215.360</b>	<b>1.735</b>	<b>217.095</b>	<b>(103.490)</b>	<b>1.489</b>	<b>115.093</b>
Finance & Governance	38.863	1.500	40.363	(5.068)	0.000	35.295
Digital & Customer Services	10.280	0.000	10.280	(0.813)	0.448	9.915
Commonwealth Games	345.566	0.000	345.566	1.711	(6.661)	340.616
Assistant Chief Executive	0.250	0.000	0.250	0.000	0.000	0.250
<b>Overall Total</b>	<b>849.540</b>	<b>7.613</b>	<b>857.152</b>	<b>(127.225)</b>	<b>(6.676)</b>	<b>723.251</b>

### Covid Related Rephasing & Slippage

- 10.10 The details for the Covid related slippage of £125m against the revised budget are as follows:

#### Inclusive Growth

- 10.11 Property Strategy – Slippage of £52.5m. External consultants have recently reviewed the commercial portfolio and have made recommendations in terms

of asset disposals to support the investment fund. Opportunities, however, to acquire new commercial property are totally dependent on the right opportunities coming to market and this is difficult to forecast. Currently it is assumed that £52.5m of the budget will slip into future years. This could change if the right opportunities to acquire and invest come forward. However, no acquisition opportunities are currently being considered.

#### 10.12 **Transportation**

**Air Quality & Climate Control** – The slippage of £27.2m is mainly due to the CAZ operational date being postponed until early 2021. Despite this delay there is a focus to complete as much of the work as soon as possible. The CAZ mitigations budget has been reprofiled as a result of the later expected start of the CAZ with most of the expenditure now expected in the next financial year.

The contracts for the manufacture and operation of 20 Hydrogen Buses have now been signed between the Bus Operator and the Bus Manufacturer. The spend has now been accelerated from future years to 2020-21 with the deposit of £3.496m being paid at the end of September, along with the claim to GBSLEP for the grant of £2.154m. All but £0.339m of the £11.000m cost will be paid in 2020/21, the remaining £0.329m paid in 2021/22. The 20 Hydrogen buses will be manufactured between October 2020 and March 2021, with delivery to National Express taking place throughout March and June 2021. The buses are expected to be operational from July 2021.

**A457 Dudley Road** - £2.3m slippage. The scheme is being redesigned for greater non-motor use (cycling, walking and bus usage). The redesign has changed the scheme and the majority of the funding awarded from Local Growth Fund (LGF) via the GBSLEP for this project has been returned and approved for reallocation within the LEP. In-year spend is expected on land acquisitions, fees and junction scheme and will be met by retained LGF funding.

**Snow Hill Public Realm**- £3.4m slippage. The scheme commenced in June 2020 instead of the expected start date in April 2020. There is the potential that costs may increase which may require additional funding, but this is as yet unquantified.

**Wharfedale Bridge** - £2.6m slippage. This scheme is currently being delivered by Network Rail and has been put on hold. The slippage relates to a BCC contribution to Network Rail to widen the bridge.

**Birmingham City Centre Public Realm** - £9.3m forecast slippage. The scheme is currently in the development phase and no works have been halted. Opportunities to accelerate certain works have now been delayed until January 2021 but these do not detract from the overall timescale for delivery. The cost and delay of material from overseas suppliers is a key concern and

## Appendix A

anticipated construction cost increases are foreseen based on social distancing measures.

### **Commonwealth Games**

- 10.13 **Perry Barr Regeneration Scheme** - The 2020/21 budget was increased by £120.9m as part of a rephasing of expenditure between years to reflect the revised Full Business Case approved by Cabinet in March 2020 and slippage from 19/20. Covid has subsequently impacted on the works and the scheme will no longer form part of the CWG but will continue to be delivered for Perry Barr as a legacy regeneration and housing programme. A detailed review is under way to consider the costs and delivery timelines including potential mitigation plans. Early impacts have been identified including scope reductions offset by costs of enhanced welfare provisions in response to the Covid pandemic, resulting in a net forecast reduction in expenditure of £23.6m over all years (£6.7m in 2020/21). The scope and forecast spend is likely to change further as a result of this ongoing review and will be reported as and when quantified, with an update on the current approved FBC currently scheduled for consideration by Cabinet in December 2020.

### **Neighbourhoods**

- 10.14 **Waste Management Services** – Slippage of £9.2m There is slippage of £1.2m at Tyseley ERF Plant works due to site closure over Covid. The delayed works have been re-scheduled and will now be implemented next year. There is a £2m slippage at Perry Barr Depot Works due to the impact of COVID-19 on the programme and delays in the submission of planning (surveys were unable to be completed). This has now led to a delay in the confirmation of the start date. Covid19 has affected the delivery of the Waste Depot Vehicles with now only half being delivered before April. The remaining vehicles will be delivered by June 2021. This results in £5.9m slipping into next financial year.
- 10.15 **Parks & Nature Conservation**: Slippage of £36.9m. Covid-19 has led to a 6-month delay on delivery of Grounds Maintenance Vehicles and only £2.5m of vehicles can be delivered before April 2020.
- 10.16 **Redevelopment** - A large part of the slippage (£1.8m) relates to Covid related delays as well as having to operate at 70-80% pre-Covid levels once work restarted. Kings Norton Post Demo (£1m) work has restarted however Monmouth Rd start is anticipated start in Q4. There are procurement delays to Birchfield Phase 2 and Abbey Fields Phase 4 leading to a slippage of £2m. There is also a £1m of accelerated spend where works have completed earlier than anticipated, e.g. Pool Farm Site and The Poplars and where work is starting earlier than originally expected, such as Houldey Road.

### **Non – Covid Related Rephasing & Slippage of £3.0m**

### **Inclusive Growth**

- 10.17 Tame Valley - The slippage of £3.0m is mainly due to delays in completion of the Procurement Award contract which may be further impacted by Covid regarding the availability of resources and material within the supply chain. These risks will be closely monitored and managed as part of the scheme procurement and delivery. The provisional funding allocation from the Department for Transport will be confirmed once a Full Business Case has been approved. Department for Transport (DfT) is still supportive of this project.

### **Finance & Governance**

- 10.18 Gateway/Grand Central Residual Costs £5.1m slippage. It is unlikely that costs will be agreed until the next financial year.

### **Risks and Issues**

- 10.19 The impact of Brexit on the construction industry is still an unknown and together with the impact of Covid and economic recovery casts greater uncertainty particularly about the supply and import of materials and labour if there is a no deal exit. This applies to most projects within the capital programme and the impact of this situation will continue to be monitored closely during the coming months.

### **Education & Skills**

- 10.20 Basic Needs – Additional School Places - All sites for Basic Need Projects have been operational throughout the initial lockdown period. Consequently, it is anticipated that projects due for completion for 2020 will be completed in line with programmes. The full impact on any costs associated with COVID-19 against projects is not yet known but will be included in a future report.

### **Inclusive Growth**

- 10.21 Several schemes stopped due to Covid and have or are about to restart such as Iron Lane, Journey Reliability Phase 2 and Selly Oak New Rd Phase B. There will be delays to these projects although some should be completed within the financial year. There are likely to be cost increases, and these are expected to be absorbed within current budgets and contingencies however the position overall will be closely monitored.

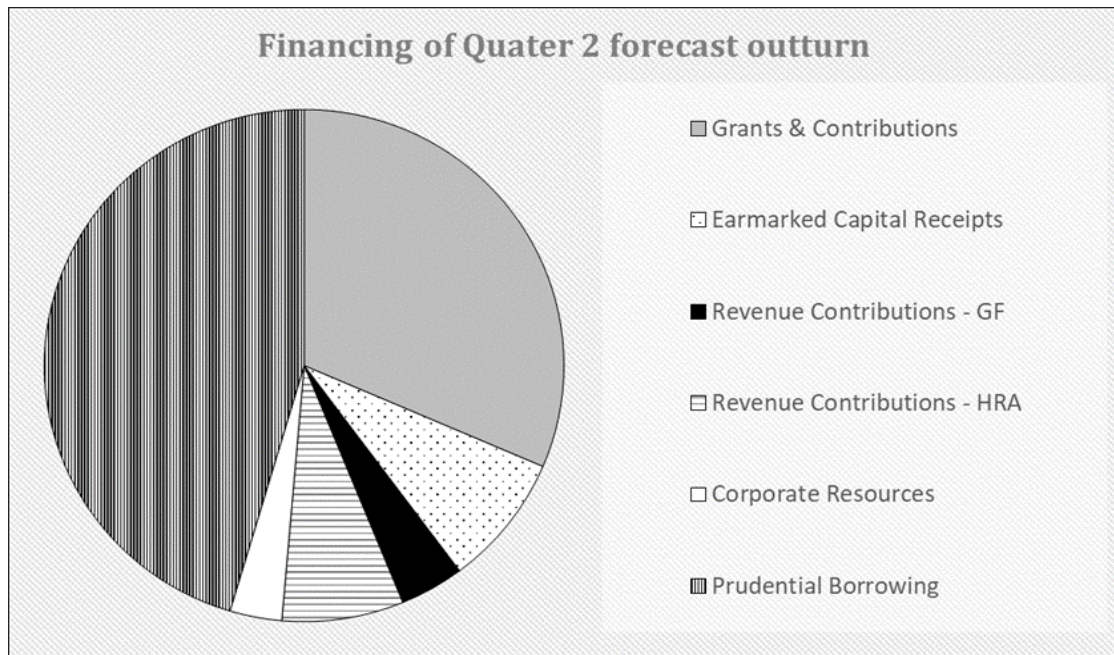
### **Neighbourhoods**

- 10.22 Clearance Programme - there is potential slippage within the Acquisitions programme due to delays in negotiations with owner occupiers, because of Covid and the demolition of Heather House is now likely to take place in 2021/22, as it is currently being used for Temporary Accommodation. The financial impacts of the above will be reflected in future months monitoring once quantified.

### **Financing the Quarter 2 forecast outturn**

- 10.23. The quarter two forecast outturn will be financed as shown in the pie chart and the table below.

## Appendix A



	Quarter 1 £m	Quarter 2 £m
<b>Use of Specific Resources:</b>		
Grants & Contributions	224.421	227.440
Earmarked Capital Receipts - RTB & Revenue Reform	65.403	60.391
Revenue Contributions - Departmental	25.004	28.954
Revenue Contributions - HRA	54.747	54.747
<b>Use of Corporate or General Resources:</b>		
Corporate Resources	23.353	23.439
Prudential Borrowing	357.679	328.277
<b>Forecast Use of Resources</b>	<b>750.607</b>	<b>723.248</b>

10.24. The two key changes made to the financing assumptions from quarter 1 to quarter 2 are:

- The Council will need to borrow £29.4m less than anticipated in Quarter 1 – this will have a beneficial impact on the Council's revenue budget in 2021/22.
- £5m of earmarked capital receipts will now not need to be used in this financial year.

## 11. Treasury Management

11.1 Treasury management monitoring information is provided at Annex 6.

11.2 The COVID-19 pandemic continues to impact Treasury Management decision making. Capital slippage as a result of COVID and the receipt of COVID

grants in advance have had a temporary positive impact on the Council's cashflow.

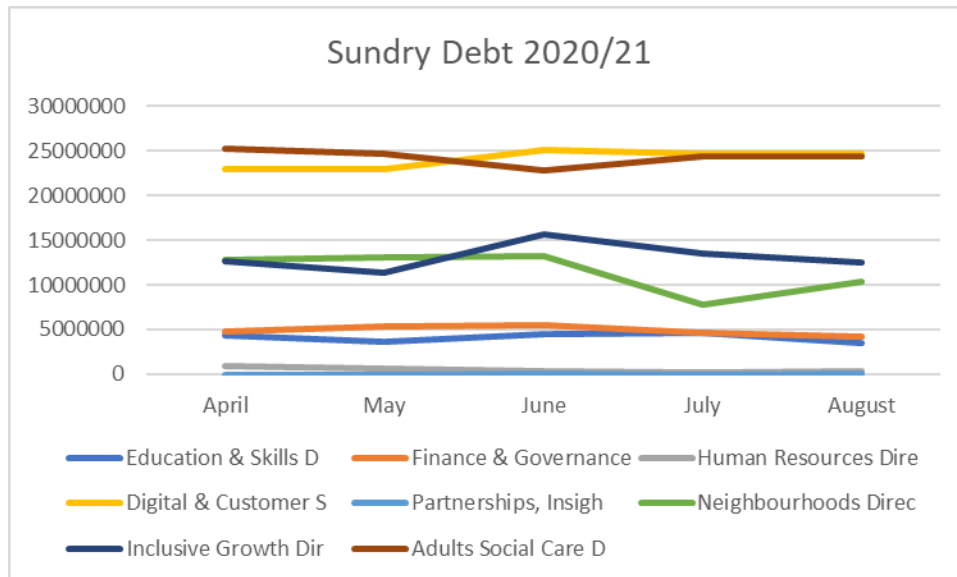
- 11.3 Gross loan debt is currently £3,454m which remains lower than that expected at this stage in the original budget.
- 11.4 The positive cash flows mean that the Council's treasury investments remain temporarily higher at £153m against a planned level of £40m. This has meant the Council has been able to delay its short term and long term borrowing needs.
- 11.5 The reduction in interest rates since setting the budget, as well as the above positive cashflows, means interest costs are currently lower than expected. Average short term borrowing this quarter has been achieved at 0.79%% compared to the 1.5% assumed in the budget.
- 11.6 However the forecast adverse impact of Covid-19 in terms of increased costs and reduced income is expected to increase the Council's gross loan debt needs and could reach the original planned level of £3,832m by year end. Ongoing discussions with Government over freedoms and flexibilities may impact the treasury and debt position. Any changes will be reported.
- 11.7 The monitoring of the Council's full set of prudential indicators is provided at Annex 6.

## **12. Level of Debt and Provision**

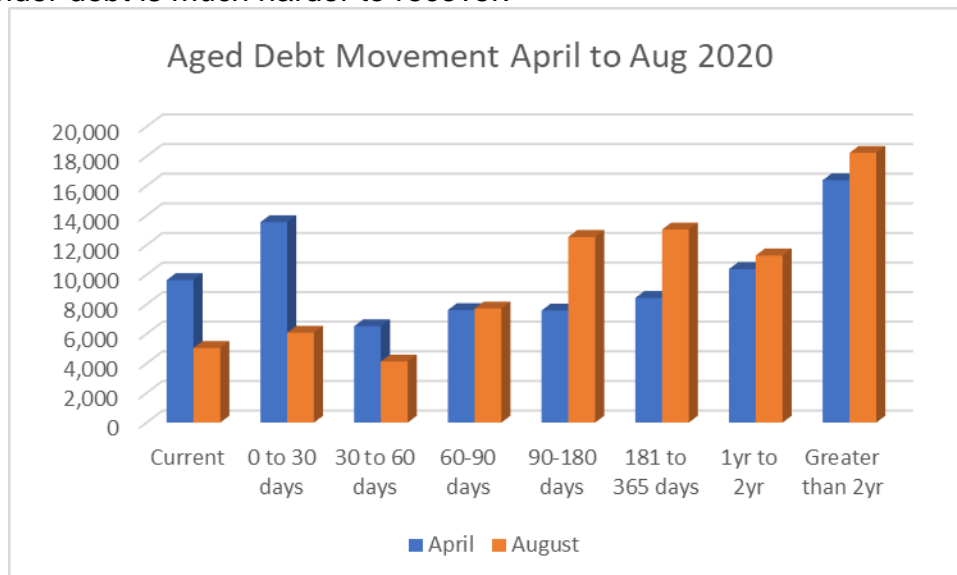
- 12.1 The outturn for 2019/20 showed short-term net debt at £401m, higher than the £331m in the previous year. The net debt is made up of £577m owed to the Council less £176m set aside as a bad debt provision to cover the risk of non-collection. An additional £13m was included in the £176m bad debt provision to cover the increased risk of non-collection brought about by Covid-19.
- 12.2 Debt can be broken down into a number of key categories: Council Tax, Business Rates, Housing Repair Account (HRA), National Government, Other Local Authorities, NHS bodies, and Sundry Debt.
- 12.3 Finance are implementing deep dive reviews on debt to ensure we are effectively managing the overdue debt we have, minimising any future overdue debt and, wherever possible, avoiding debt all together by ensuring payment at point of order.
- 12.4 This Quarter's Report is focussing on Sundry Debt.

## Appendix A

- 12.5 Sundry Debts covers debts raised across a number of different services across all directorates, including from Adult Care, Commercial Rents, Trade Waste and Markets.
- 12.6 Since April 2020, the level of debt has remained broadly consistent, ranging between £85.001m and £78.023m, with the current position being £78.064m.



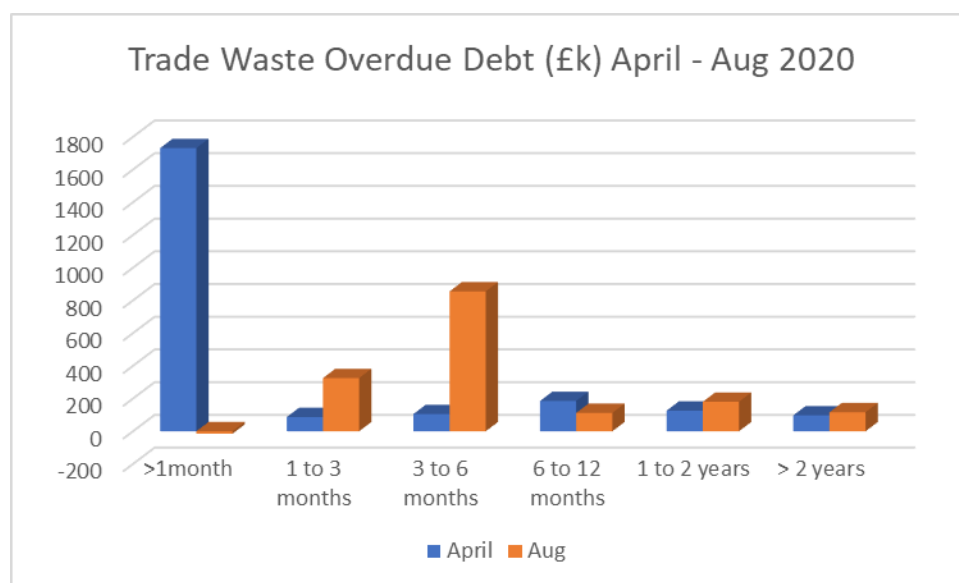
Whilst the numbers have changed little in total, the age profile of the debt has significantly changed. The graph below shows the volumes based on due date. There has been a significant reduction in the debt being raised, however debt greater than 90 days has increased significantly. This is a concerning trend as older debt is much harder to recover.



- 12.7 Both the reduction in debt raised and the profile changes can be explained by COVID. We are selling less of our services therefore less invoices are being raised. However, due to a number of the avenues through which we can pursue overdue debts being unavailable to us (i.e. debt collection agencies and courts),

we have been unable to pursue older debts until recently and will need to Council permission to use third parties in some instances due to local decisions. It is worth noting whilst Court activity is starting again, there is an enormous backlog in cases across all courts. There has been discussion about the creation of additional courts to deal with debt cases (amongst others) but nothing has been confirmed as yet.

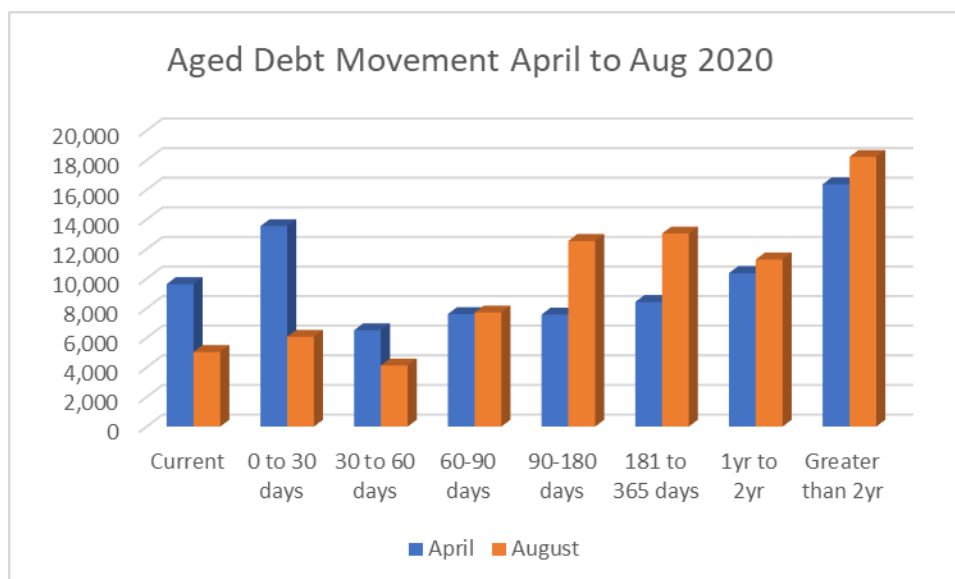
- 12.7 To take a specific example of the impact of the decision to not pursue debt, the graph below shows whist Trade Waste as seen an overall reduction in overdue debt (£1.575m in August from £2.333m in April), however the profile has changed significantly as shown below. We are now at unprecedented overdue debt levels which increases the risk of non-collection.



- 12.9 Commercial Rent is also holding significant debt, although the reason to stop collection was a central Government decision. However, debts over 180 days can now be pursued if BCC wishes to enforce this. To support the drive to encourage greater recovery we are taking specific targeted actions. For the top 50 debtors over 90 days we will be developing action plans to drive debt recovery. These top 50 count for 17% (£9.188m) of the total debt over 90 days at the end of August. We will also be putting concentrated focus on the debt up to 90 days. This is the debt we are most likely to recovery and we need to ensure directorates support this targeted approach. This debt accounts for 9% (£4.822m) of the Council's current sundry debt. We will also use this as an opportunity to challenge service around different ways to operate to reduce recurring debt levels such as payment at point of service.

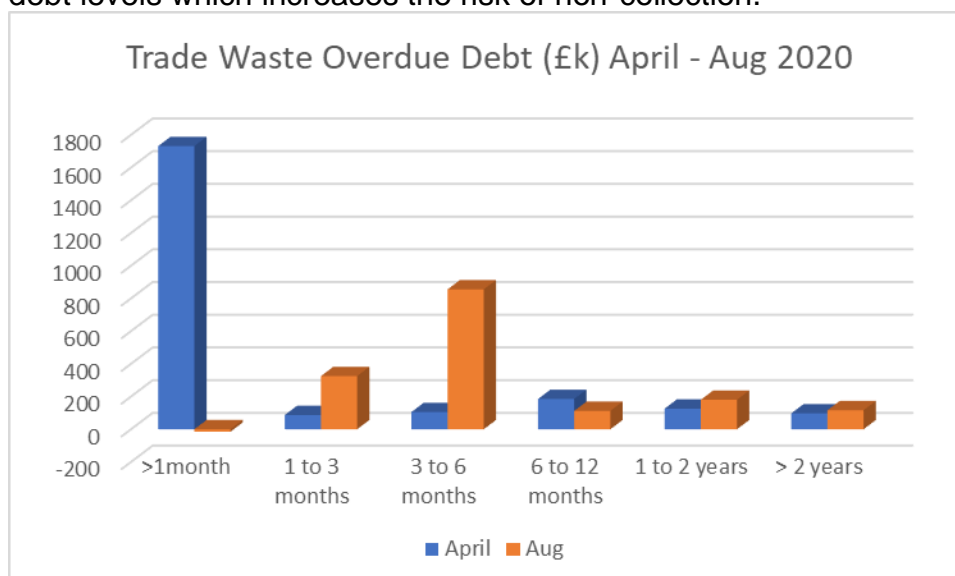


## Appendix A



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### **13. Interests in Companies**

- 13.1. A review of the material group company interests of the council is an ongoing process to understand the impact of Covid-19 on their business plans and performance. This review was first undertaken over the initial weeks of lockdown and is refreshed as further information becomes available both nationally, within the industry categories and within each organisation. This review will continue to be updated and a snapshot reported to each meeting of the Group Company Governance Committee. Where an interest of the council is or may become materially impacted then that company will be invited to attend Group Company Governance Committee. Where it is indicated that there is a risk of a financial impact to the council then that will be reported within the regular revenue and capital monitoring reports to Cabinet.
- 13.2. At its two meetings since Lockdown the Committee has received attended updates and presentations from the Birmingham Museums Trust and the Children's Trust; Acivico Group Ltd are to present to the November meeting. At each meeting the CCGCG receives a detailed private report on the impact of Covid-19 on the council's material company and Trust interests.

### **14 Collection Fund**

- 14.1 The monitoring arrangements for the Collection Fund include reporting on the in-year position for Council Tax and Business Rates. However, for the most part, the impact on the budget is as set out in the Financial Plan 2020 - 2024, with any surplus or deficit being required to be carried forward and taken into account as part of the 2021/22 budget setting process.

#### **Council Tax**

- 14.2 The overall net budget for Council Tax income including Parish and Town Council Precepts is £367.6m in 2020/21. In addition, the Council collects the precepts on behalf of the Fire and Police Authorities.
- 14.3 There is a deficit forecast for the year of which the Council's share is £19.1m. This is made up of a cumulative deficit brought forwards from 2019/20 of £3.1m of which Council's share is £2.7m, (comprised of £3.9m final surplus

## Appendix A

position for 2019/20 compared with a £7.0m deficit anticipated when the budget was set for 2020/21) plus an additional in year deficit relating to 2020/21 of £16.4m. This in year deficit is primarily due to a forecast deficit of £13.9m in Council Tax Support of which £8.7m is funded from Hardship Fund. In addition there is forecast of higher non collection rate as a result of COVID-19. There may be further worsening of non-collection rate as the furlough scheme ends and the number of working age people being made redundant. The total net deficit for the year including brought forward deficit from 2019/20 is, therefore, forecast to be £10.4m. (forecast deficit of £19.1m less £8.7m funded from Hardship Fund)

The position for Council Tax is set out in the table below:

**Council Tax Summary Table ( BCC Share)**

	Budget	Forecast Outturn	Forecast Surplus/(Deficit)
	£m	£m	£m
Gross Debit	538.037	539.554	1.518
Non Collection	(10.979)	(16.180)	(5.201)
<b>Net Budget</b>	<b>527.058</b>	<b>523.374</b>	<b>(3.684)</b>
Council Tax Support	(91.037)	(104.947)	(13.910)
Other Reliefs and Discount	(66.495)	(65.936)	0.559
<b>Total in year Debit</b>	<b>369.527</b>	<b>352.491</b>	<b>(17.035)</b>
Prior Year Adjustment	(1.951)	(1.276)	0.675
<b>Total In Year Surplus/(Deficit)</b>	<b>367.575</b>	<b>351.216</b>	<b>(16.360)</b>
Total Deficit Brought Forward	0.000	(2.708)	(2.708)
<b>Grand Total Surplus/(Deficit)</b>	<b>367.575</b>	<b>348.508</b>	<b>(19.068)</b>
Hardship Fund	0.000	(8.655)	(8.655)
<b>Grand Total Net Surplus/(Deficit)</b>	<b>367.575</b>	<b>357.163</b>	<b>(10.413)</b>

### Business Rates

- 14.4 Under the 100% Business Rates Pilot that came into effect on 1st April 2017 the Council continues to retain 99% of all Business Rates collected under the Business Rates Retention Scheme with 1% being paid over to the West Midlands Fire Authority. The overall budgeted level of Business Rates in 2020/21 is £445.7m (excluding the Enterprise Zone), of which the Council's retained share is £441.2m.
- 14.5 There is a deficit anticipated, in year, of which the Council's share is £211.5m. This is mainly due to reliefs of £182.7m of which primarily relates to Small Business Reliefs that the Council granted to small businesses in the leisure, retail and nursery sectors which were affected by COVID-19. The forecast gross rate yield is £14.0m lower than the budget relating to a lower growth in businesses. To be prudent the original growth which was assumed when the budget was set has not been factored in the forecast due to economic

uncertainties. In addition, an increase in bad debt provision of £10.0m is forecast as a result of COVID-19.

- 14.6 The total additional grants compare to budget anticipated to offset this deficit is £176.8m. However, this will be received into the General Fund in 2020/21 and so will be required to be set aside as a contribution to reserves in the current year to be used to offset the £211.5m forecast deficit in the Collection Fund.
- 14.7 As a result of the above a total in year deficit of £34.7m is assumed to be carried forward and taken into account in setting the budget for 2021/22 made up of £211.5m deficit relating to the Council's share offset by £176.8m compensatory grants.
- 14.8 In addition to the in-year position and as previously reported in the 2019/20 Outturn report, a cumulative deficit was brought forward from 2019/20 of £1.4m due to the final deficit position for 2019/20 being £16.8m compared with a £15.4m deficit anticipated when setting the budget for 2020/21. Therefore, an overall forecast Deficit of £36.1m relating to the Council's share of Business Rates (£34.7m in year Deficit plus £1.4m Deficit brought forward) is anticipated.

The position for Business Rates is shown in the table below:

**Business Rates Summary Table (BCC Share)**

	Net Budget £m	Forecast Outturn £m	Forecast Surplus/(Deficit) £m
Gross Rate Yield	572.393	558.417	(13.976)
Total Reliefs	(102.516)	(285.218)	(182.702)
<b>Gross rate yield after reliefs</b>	<b>469.877</b>	<b>273.199</b>	<b>(196.678)</b>
Increase in Bad Debts Provision	(9.398)	(19.420)	(10.023)
Other	(19.275)	(24.070)	(4.795)
<b>Total Net Rate Yield</b>	<b>441.204</b>	<b>229.708</b>	<b>(211.496)</b>
Compensatory Section 31 Grant (BCC Share)	55.617	232.474	176.857
<b>Grand Total In Year Surplus/(Deficit)</b>			<b>(34.640)</b>
BR Deficit Brought Forward		(1.434)	(1.434)
<b>Grand Total Surplus/(Deficit)</b>			<b>(36.074)</b>

## Overall

- 14.9 Taken together, the anticipated position for the Collection Fund and related income streams is a deficit of £46.5m to be carried forward and taken into account in setting the budget for 2020/21 (£10.4m deficit for Council Tax and a £36.1m deficit for Business Rates).

## **Appendix A**

### **Annexes**

#### **List of Annexes**

- 1. Directorate Costs of Covid-19**
- 2. Covid-19 Risks**
- 3. Savings Programme Tables**
- 4. Write off details**
- 5. Reserves Policy**
- 6. Treasury Management**
- 7. Capital Programme tables**
- 8. Investment Property Portfolio Monitoring Dashboard**

## **Annex 1 Directorate Covid-19 Costs**

1.1 Directorates are facing an overspend of £111.3m, due to the Covid-19 pandemic. This is an improvement of £28.2m compared to the Quarter 1 forecast of £139.4m.

1.2 **Neighbourhoods Directorate has an overspend of £34.4m, as shown by the table below.**

**This is an improvement of £5.5m compared to Quarter 1**

<b>Neighbourhoods</b>	<b>Covid-19 Quarter 2 forecast £m</b>	<b>Covid-19 Quarter 1 forecast £m</b>	<b>Movement £m</b>
Street Scene	10.5	12.4	(1.9)
Housing General Fund	6.0	7.9	(1.9)
Neighbourhoods	10.2	9.4	0.8
Regulation & Enforcement	7.7	10.2	(2.5)
Business Support	0.0	0.0	0.0
<b>Directorate</b>	<b>34.4</b>	<b>39.9</b>	<b>(5.5)</b>

### **Street Scene has an overspend of £10.5m (12.4m at Quarter 1)**

£2.8m loss of income relating to trade waste and fleet customers (£5.5m at Quarter 1).

£2.5m staffing costs as a result of delay in launching Street Scene Redesign (£3.0m at Quarter 1).

£2.4m cost of safety measure to protect the staff and public from Covid-19, this include safety signage at recycling centres and daily sanitisation in the cabs of vehicles, additional cleaning at the Queslett Landfill site as well as additional hand sanitisers and PPE for staff. (£1.9m at Quarter 1)

£1.4m loss of income from hiring of parks pitches, car parking income, catering concessions, as a result of the initial lockdown measure which saw Parks closed. (£1.4m at Quarter 1)

£0.7m additional cost due to delay in the implementation of the new operating model for Waste Management Services. (£0.6m at Quarter 1)

£0.7m – Prolonged shut down of the ERF resulting in additional costs due to diverted waste to landfill/ERFs (£0.7m at Quarter 1)

### **Housing General Fund has an overspend of £6.0m (£7.9m at Quarter 1)**

£2.7m additional cost covering accommodation & support of rough sleepers, food packages and additional staffing through agency. It is anticipated that the exit strategy cost for those individuals identified as rough sleepers as part of Covid-19 response will continue for the full financial year.-(£3.3m at Quarter 1)

## Appendix A

£3.3m is a result of potential increase in number of homeless people and domestic violence cases combined with the additional cost of providing accommodation due to the implementation of social distancing, which has led to the reduced capacity at our hostel, Bushmere. Also, there is a limited scope to move people on from temporary accommodation due to the lockdown, which has increased the forecast cost. (£3.4m at Quarter 1)

### **Neighbourhoods has an overspend of £10.2m (£9.4m at Quarter 1)**

Sports and Wellbeing, £9.1m (£8.0m at Quarter 1), consisting of a loss of income from the closure of leisure and wellbeing facilities £2.2m (was £2.3m), and supplier relief claims from external Leisure contractors £6.7m (was £5.7m) all driven from Covid-19 emergency measures. The remaining balance, £0.1m (no change) relates to non-delivery of savings.

Other impacts due to Covid-19 emergency measures across Culture Development and Community Services include a loss of income upon the closure of Community facilities, £0.6m (was £0.5m), and Film Birmingham £0.1m (no change), and £0.1m for additional equipment to enable staff to provide advice services (new pressure)

It is currently projected that Birmingham Museums Trust will potentially require financial support of £0.3m (was £0.8m), however the final amount could be as high as £2.5m depending upon the timing and nature of any re-opening, which has not been included in the current forecast.

### **Regulatory and Enforcement has an overspend of £7.7m (£10.2m at Quarter 1)**

£4.8m overspend is due to additional costs forecast for Regional Mortuary and the Support for local Funeral Directors storage capacity and the projected loss of income from non-sale of memorials and the cost of ground maintenance & cleaning charges. (£6.9m at Quarter 1)

Markets overspend, £0.9m, due to the market closure and a proposed potential phased re-opening cost following Covid-19. Traders have requested a rent/service charge free period which would cause a significantly larger pressure than forecast, something the Council has refused due to the availability of grants and rate rebates from the Government. (£1.0m at Quarter 1)

The City Centre Operations Team have been unable to hire out public spaces in the city centre due to Covid-19 restrictions, as well as a pause on café street furniture licences being imposed, £0.1m (was 0.3m).

The Registration Service, £0.9m, has seen significant reduction in income opportunities following Covid-19 restrictions on weddings and other celebratory

events and increase in the workload. Additional staffing cost as part time staff, working more hours to ensure all of death are registered and additional measures taken to make the Register Office Covid-19 secure. (was £1.1m)

Loss of income from Pest control £0.4m (was £0.5m), £0.3m loss of income from issuing environmental health fixed penalty notices (FPN) (was £0.2m) and £0.3m lost income from new licencing applications (was £0.3m).

**1.3 Adult Social Care overspend of £26.9m as shown by the table below.**  
**This is an improvement of £10.0m on Quarter 1.**

<b>Adult Social Care</b>	<b>Covid-19 Quarter 2 forecast</b>	<b>Covid-19 Quarter 1 forecast</b>	<b>Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Director	0.0	1.8	(1.8)
Commissioning	0.0	0	0.0
Packages of Care	10.1	16.7	(6.6)
Community & Operational	0.0	7.2	(7.2)
Other	16.8	11.2	5.6
<b>Directorate</b>	<b>26.9</b>	<b>36.9</b>	<b>(10.0)</b>

**Director now has no overspend (£1.8m at Quarter 1).** – There has been a reduction in forecast level of Community Equipment spend.

**Packages of Care has an overspend of £10.1m (£16.7m at Quarter 1)** – The overspend £10.1m is due to pressures arising from anticipated increased number and cost of care packages, loss of income and support provided to the Care Market.

**Community & Operational has no overspend (£7.2m at Quarter 1).** – The cost of additional agency social workers is now shown within Other

**Other has an overspend of £16.8m (£11.2m at Quarter 1)** - The overspend is caused by additional Social Work team agency capacity, providing support to the Care Market with additional costs, increased spend on PPE and Food for vulnerable people.

**1.4 Education and Skills overspend of £15.1m as shown by the table below.**  
**This is an improvement of £11.6m on Quarter 1.**



## Appendix A

<b>Education &amp; Skills</b>	<b>Covid-19 Quarter 2 forecast</b>	<b>Covid-19 Quarter 1 forecast</b>	<b>Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Education & Early Years	0.2	0.2	0.0
Inclusion & SEND	1.5	1.2	0.3
Children's Trust	3.5	11.0	(7.5)
Strategic Leadership	8.8	12.8	(4.0)
Skills & Employability	1.1	1.5	(0.4)
<b>Directorate</b>	<b>15.1</b>	<b>26.7</b>	<b>(11.6)</b>

**Education & Early Years has an overspend of £0.2m (no change from Quarter 1).**

£0.2m income from Education Safeguarding and nursery premises rental loss

**Inclusion & SEND has an overspend of £1.5m (£1.2m at Quarter 1)** due to loss of income from: Travel Assist £0.1m (no change), Education Psychology service £0.9m (no change) and Access to Education £0.5m (was £0.2m), reduction in income from schools and other local authorities due to a reduction in the number of referrals.

**Children's Trust has an overspend of £3.5m (£11.0m at Quarter 1)** due to cost increase for residential placement cost £2.0m, £0.5m for care leavers and £1.0m other social care cost. The forecast has reduced from previous expectations as the Trust took a decision to reduce the amount of contingency accommodation (following the Quarter 1 forecast), and due to the fact that most of the PPE costs have been met directly by the Council.

**Strategic Leadership has an overspend of £8.8m (12.8m at Quarter 1),** which relates to increased demand for child support services. Therefore, it is forecasting an overspend for following services:

Financial sustainability of early years and childcare providers £4.0m (was £8.0m).

Birmingham Children's Partnership grants and support £3.0m (no change)

School meal voucher scheme during the Easter holiday period £1.4m (no change).

Delay in construction has resulted in additional security and boarding cost £0.2m on School capital projects (no change).

Other Covid-19 related costs amount to £0.2m (was £0.1m).

**Skills & Employability has an overspend of £1.1m (£1.5m at Quarter 1)**

The impact of loss in income within Skills & Employability has reduced from Quarter 1, largely because of the forecast reduction in net income lost from Libraries and Unique Venues Birmingham profit share, from £0.8m to £0.4m (as some compensating savings have arisen from temporary library closures). As a result of loss of demand for courses and training (over and above

reductions in associated expenditure in providing these services), the Youth Service is still anticipating a loss of £0.3m in income and Birmingham Adult Education Service (BAES) is also forecasting a £0.4m loss of income.

**1.5 Inclusive Growth £20.4m overspends as shown by the table below. This is an improvement of £2.0m on Quarter 1.**

<b>Inclusive Growth</b>	<b>Covid-19 Quarter 2 forecast</b>	<b>Covid-19 Quarter 1 forecast</b>	<b>Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
P&D - City Centre, EZ, BDI	0.6	0.5	0.1
Transport & Connectivity	0.3	0.3	0.0
P&D - Strategy & Planning	0.0	0.0	0.0
Birmingham Property Services	6.8	6.8	0.0
Housing Development	0.0	0.0	0.0
Highways & Infrastructure	12.2	14.5	(2.3)
Inclusive Growth Director	0.5	0.3	0.2
Other Funds - Holding Accounts	0.0	0.0	0.0
<b>Directorate</b>	<b>20.4</b>	<b>22.4</b>	<b>(2.0)</b>

**P& D - City Centre has an overspend of £0.6m (£0.5m at Quarter 1)** due to loss in fees from Planning application fees.

**Transport & Connectivity has an overspend of £0.3m (no change from Quarter 1)** due to income loss from Local Land Charges and the cost of staff being diverted to Covid-19 related work.

**Birmingham Property Services has an overspend of £6.8m (no change from Quarter 1)**

which is forecasting that it will lose the following income as result:

£4.3m lost commercial rent

£0.5m non achievement of commercial rent growth strategy

£0.6m decrease in income from service charges

The pandemic will also impact on the services ability to deliver the saving projected for the financial year:

£0.3m non-delivery of savings from implementation of Hub facility.

£1.1m potential loan repayments default due to impact of Covid-19 on borrowing entity's resources.

**Highways & Infrastructure has an overspend of £12.2m (£14.5m at Quarter 1)**, Majority of the overspend has been caused by loss of income from parking enforcement:

£8.5m of **On / Off street** parking income to be lost during the year (was £11.1m)

## Appendix A

£2.7m loss of income from civil parking enforcements (was £3.3m)

£0.9m Local Car Parking income under-recovery (not forecast at Quarter 1)

Additional £0.1m cost has been forecast to cover the cost of temporary highways works to facilitate safer pedestrian movement to reduce risk of Covid-19 spread (no change).

**Inclusive Growth Director has an overspend of £0.5m (£0.3m at Quarter 1)** due to increased cost for additional health and safety costs to procure/deploy hand sanitiser units in Council buildings to reduce the risk of spreading of Covid-19 and the effect of the deployment of staff to Covid-19 activities where this reduced how much of their time could be charged to projects.

### **1.6 Finance & Governance £8.0m overspends as shown by the table below. This is an improvement of £2.2m since Quarter 1.**

<b>Finance &amp; Governance</b>	<b>Covid-19 Quarter 2 forecast</b>	<b>Covid-19 Quarter 1 forecast</b>	<b>Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Development and Commercial	7.9	10.2	(2.3)
Service Finance	0.0	0.0	0.0
City Solicitor	0.1	0.0	0.1
Birmingham Audit	0.0	0.0	0.0
<b>Directorate</b>	<b>8.0</b>	<b>10.2</b>	<b>(2.2)</b>

**Development & Commercial has an overspend of £7.9m (£10.2m at Quarter 1).** which has been broken down below:

£4.1m City Serve - loss of school's income and increased costs in emergency provision (was £6.8m).

£2.4m Outdoor Advertising - loss of commercial advertising income from outdoor digital advertising, lampposts, roundabouts and City Dressing (no change).

£1.0m Civic Catering - loss of functions income, closure of Pause cafes and unavoidable costs (was £0.6m).

£0.1m Birmingham City Labs - loss of income (no change).

£0.3m Other loss of income in City Cleaning and Civic Catering (was £0.1m)

**City Solicitor has an overspend of £0.1m (£0.0m at Quarter 1)** for additional expenditure to facilitate efficient homeworking.

### **1.7 Digital & Customer Services, £5.0m overspend as shown by the table below. This is a deterioration of £3.2m**

<b>Digital &amp; Customer Services</b>	<b>Covid-19 Quarter 2 forecast</b>	<b>Covid-19 Quarter 1 forecast</b>	<b>Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
IT & Digital Services	2.1	0.9	1.2
Revenues & Benefits	2.5	0.8	1.7
Business Improvements	0.0	0.0	0.0
Customer Services	0.4	0.1	0.3
Director of DC&S	0.0	0.0	0.0
<b>Directorate</b>	<b>5.0</b>	<b>1.8</b>	<b>3.2</b>

£2.1m relates to **IT & Digital service**, for Agency staff, projects and cost for additional IT Equipment (was £0.9m).

£2.5m relates to **Benefits Services**, £1.7m Loss of Courts Income (new pressure) £0.5m cost of providing Local Welfare provision (no change) and £0.3m additional costs due to 6.8 FTE staff that have been kept on without budget in 20/21 to support extra Covid-19 workload (no change).

£0.4m relates to **Customer Services**, Contact Centre additional licences, Business Support at Dolman Street and call handing for shielded citizens to full provision of support, and loss of income for Digital Mail due to reduction in external postage volumes (was £0.1m).

**1.8 Partnerships, Insight and Prevention (PIP) £1.4m overspend as shown by the table below. This is an improvement of £0.2m since Quarter 1**

<b>PIP</b>	<b>Covid-19 Quarter 2 forecast</b>	<b>Covid-19 Quarter 1 forecast</b>	<b>Movement</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Communication & Marketing	0.0	0.0	0.0
Public Health and Equalities	0.0	0.0	0.0
Assistant Chief Exec	1.4	1.6	(0.2)
Community Safety Strategy	0.0	0.0	0.0
<b>Directorate</b>	<b>1.4</b>	<b>1.6</b>	<b>(0.2)</b>

**Assistant Chief Exec has an overspend of £1.4m (£1.6m at Quarter 1).**

The overspend has been forecast due to increase in cost of providing food supply to Shielded vulnerable people £1.2m (was £1.4m), £0.2m relate to additional cost due to Public Health (PH) activities and the cost of providing CCTV at the Sutton Hall Cemetery for the temporary body storage facility (no change).

**1.9 Corporate overspend £4.5m. This is an improvement of £1.1m since Quarter 1**

There is a £4.5m pressure on corporate budgets due to an expected shortfall in investment income and increased borrowing costs (was £5.6m at Quarter 1).

## Appendix A

### Annex 2: Covid-19 Risks

Cell	Risk	Assumptions	Mitigations	Likelihood %	Medium Term Potential Impact	Weighted Medium Term Potential Impact	RAG Rating	MHCLG Category
					£m	£m		
					89.746	64.163		
<b>GENERAL FUND</b>								
Tactical	Loss of Business Rates			100%	34.640	34.640	R	Business Rates cash receipt losses
Tactical	Loss of Council Tax			100%	11.294	11.294	R	Council Tax
Business & Economic Recovery	Contributions from business can no longer be provided as a result of economic shock e.g. BID levy collection	78% of the BID cashflow is paid out by BCC before it is recovered from businesses as accountable body - there is a high risk that this income due will not be recovered	None identified	14%	3.800	0.532	A	Other income losses
Business & Economic Recovery	Financial Claim made from Birmingham Museum Trust - Financial challenge due to lockdown	Financial statement from Org received, Sales income lost and Staff currently furloughed	Likely to be cashflow rather than grant - further risk of business recovery	30%	2.000	0.600	R	Cultural & related - other
Business & Economic Recovery	Bus Lane Enforcement	Loss of Income due to reduced traffic flows	Traffic flows continue to increase as lock-down is lifted which may lead to a corresponding increase in bus lane infringements	100%	3.475	3.475	A	SFC - Highways other
Business & Economic Recovery	Loss of Income from Housing Benefit Overpayment Recovery	All Overpayment recovery suspended in Q1 following central government directive	None identified	100%	4.500	4.500	A	Other income losses
Health & Welfare	Operational activity now costs more e.g. resources redirected towards critical services and agency staff backfill required - additional staff costs approximately £1m per month after August	Assumed additional staff costs to August as will need to resolve reviews etc in the period immediately after Covid 19	Assumed to August	25%	4.000	1.000	G	Adult Social Care - workforce pressures
Health & Welfare	Demand levels increase above operational planning levels e.g. patients discharged early from hospital into social care creating supply issues driving up costs. Currently assumed short term costs met by CCG but longer term impact mitigated by deaths.	Currently 400+ discharges taking place for those in hospital with no ongoing care needs - these are being funded by Health Covid 19 funding.	Range of measures being developed to support the Social Care Market built into cost tracker. This is likely to be mitigated by deaths in BCC/Self Funded placements which would reduce overall demand, particularly for residential and nursing placements.	25%	20.000	5.000	G	Adult Social Care - additional demand
Health & Welfare	Ongoing cost to Council of short term care decisions. Health are funding all discharges at the moment		Discharge to Assess pathways being applied - in the majority of cases this will mean ongoing care is correct	50%	5.000	2.500	G	Adult Social Care - additional demand
Health & Welfare	Homelessness - demand level increase in Temporary Accommodation over and above what has been approved to date	Use 100 units for B&B average cost less income for 6 months	Mitigation will be through prevention and moving on ability	60%	1.037	0.622	R	Housing - homelessness services

## Annex 3 Savings Programme

			Month 6 2020/21				
			Budgeted Saving (£m)	Blue	Green	Amber	Red
Directorate:	Savings Reference	Savings Description					
Adult Social Care	HW4 17+ / AD002 18+ / WOC1	Effective and efficient workforce	(1.518)	0.000	(0.759)	(0.759)	0.000
	MYR1 16+ / AD001 18+ / MIA7 16+ / HW317 / AD007 18+ / CC002 18+ / AD104 18+	Adult Packages of Care					
Adult Social Care			(9.366)	0.000	(5.766)	(3.600)	0.000
Adult Social Care	AD005 18+	Corporate Director	(0.070)	0.000	(0.070)	0.000	0.000
Adult Social Care	CC104 19+	Commercialisation	(0.218)	0.000	(0.145)	(0.073)	0.000
		Total Savings in Financial Plan	(11.172)	0.000	(6.740)	(4.432)	0.000
		One-off savings	0.000	0.000	0.000	0.000	0.000
		Total Savings Adult Social Care	(11.172)	0.000	(6.740)	(4.432)	0.000
Digital & Customer Services	CC1 17+ CC23 16+ / E23 16+	Implementation of ICT & D strategy to reduce spend on core IT infrastructure and development projects	(0.810)	0.000	(0.810)	0.000	0.000
Digital & Customer Services	SS008 18+	Customer Services Team	(0.088)	0.000	(0.088)	0.000	0.000
Digital & Customer Services	WOC1	Allocation of Workforce Savings	(0.183)	0.000	(0.183)	0.000	0.000
Digital & Customer Services	DCS001 20+	Brum Account - Phase 3	(0.135)	0.000	(0.135)	0.000	0.000
Digital & Customer Services	DCS006 20+	Brum Account Payments	(0.024)	0.000	(0.024)	0.000	0.000
Digital & Customer Services	DCS008 20+	Consolidation of support services into Customer Services and Business Support	(0.060)	0.000	(0.060)	0.000	0.000
Digital & Customer Services	DCS009 20+	Cease handling planning queries at the corporate contact centre and make all enquiries online only	(0.060)	0.000	(0.060)	0.000	0.000
Digital & Customer Services	DCS010 20+	Implementation of SMS and Customer Payment Journey for the Revenues Service	(0.015)	0.000	(0.015)	0.000	0.000
Digital & Customer Services	DCS011 20+	Application Platform Modernisation	(0.505)	0.000	(0.405)	(0.100)	0.000
Digital & Customer Services	DCS012 20+	Wide Area Network Review and Redesign	0.000	0.000	0.000	0.000	0.000
Digital & Customer Services	DCS013 20+	Corporate voice and mobile telephony rationalisation.	(0.033)	0.000	(0.033)	0.000	0.000
Digital & Customer Services	DCS014 20+	Utilisation of corporate Microsoft Enterprise Agreement	(0.400)	0.000	(0.400)	0.000	0.000
Digital & Customer Services	DCS015 20+	ITDS Organisation Structure Review	(0.200)	0.000	0.000	(0.200)	0.000
Digital & Customer Services	DCS016 20+	Contract Supplier Review and Rationalisation	(0.150)	0.000	(0.150)	0.000	0.000
Digital & Customer Services	DCS020 20+	Renewal of bulk printing contract including Revenues and Benefits	0.000	0.000	0.000	0.000	0.000
Digital & Customer Services	ADD SAP 20+	Additional SAP savings	0.000	0.000	0.000	0.000	0.000
Digital & Customer Services	DEBT COLL 20+	Debt Collection Costs	(0.208)	0.000	0.000	0.000	(0.208)
Digital & Customer Services	CC104 19+	Commercialisation	(0.013)	0.000	(0.013)	0.000	0.000
		Total Savings in Financial Plan	(2.884)	0.000	(2.376)	(0.300)	(0.208)
		One-off savings	0.000	0.000	0.000	0.000	0.000
		Total Savings Digital & Customer Services	(2.884)	0.000	(2.376)	(0.300)	(0.208)
Education &Skills	P22 16+	Early Years	(0.981)	0.000	(0.981)	0.000	0.000
Education &Skills	PL016D 18+	Youth Service	0.000	0.000	0.000	0.000	0.000
Education &Skills	PFS	Corporate funding of pension fund strain	0.002	0.000	0.002	0.000	0.000
Education &Skills	CC104 19+	Commercialisation	(0.040)	0.000	(0.040)	0.000	0.000
Education &Skills	PL126 19+	Review of managerial arrangements across the Directorate	(0.031)	0.000	0.000	(0.031)	0.000
Education &Skills	PL130 19+	Reduce the number of books purchased for the Library Service	(0.004)	0.000	(0.004)	0.000	0.000
		Generation of income from legal process training to provided to schools and alternative providers; and fees payable from education providers for advice and guidance following Ofsted outcomes. This proposal relates to the General Fund only (Education Welfare Service teams)	(0.020)	0.000	0.000	0.000	(0.020)
Education &Skills	ESS008 20+		(0.137)	(0.137)	0.000	0.000	0.000
Education &Skills	ESS010 20+	Education Infrastructure	(0.052)	0.000	0.000	0.000	(0.052)
Education &Skills	ESS011 20+	Service redesign (General Fund only)	(0.050)	0.000	(0.050)	0.000	0.000
Education &Skills	ESS013 20+	School & Governor Support - fully traded service					
		Development of a traded service to sit alongside (and complement) the required service delivery to meet statutory duties.	(0.019)	0.000	0.000	(0.019)	0.000
Education &Skills	ESS014 20+		(0.020)	0.000	0.000	(0.020)	0.000
Education &Skills	ESS015 20+	SENDIASS Income	(0.050)	0.000	(0.050)	0.000	0.000
Education &Skills	ESS019 20+	Birmingham Careers Service - Employee reduction					
		Savings in the Children Trust budget from initiatives on the supply and demand side for services which will generate savings from 2021/22 onwards.	0.000	0.000	0.000	0.000	0.000
Education &Skills	ESS026 20+						
		Total Savings in Financial Plan	(1.402)	(0.137)	(1.123)	(0.070)	(0.072)
		Savings delivered on a one-off basis in 2019/20					
Education &Skills	CC002 18+	Effierency Target	(0.563)	0.000	(0.563)	0.000	0.000
Education &Skills	WOC1	Allocation of Workforce Savings	(0.283)	0.000	(0.283)	0.000	0.000
Education &Skills	CY109 19+	Management Review and Structure	(0.164)	0.000	(0.164)	0.000	0.000
Education &Skills	EC104 19+	Employment and Skills Cross Directorate Rationalisation	(0.036)	0.000	0.000	(0.036)	0.000
Education &Skills	CC104 19+	CC104 19+ Commercialisation	(0.429)	0.000	0.000	(0.429)	0.000
		One-off savings	(1.475)	0.000	(1.010)	(0.465)	0.000
		Total Savings Education &Skills	(2.877)	(0.137)	(2.133)	(0.535)	(0.072)



## Appendix A

Directorate:	Savings Reference	Savings Description	2020/21				
			Budgeted Saving (Em)	Blue	Green	Amber	Red
Finance & Governance	CC23 16+	Reduction in costs relating to the SAP investment plan	(0.050)	(0.050)	0.000	0.000	0.000
Finance & Governance	FG001 18+ / FG002 18+	City Finance	(0.090)	(0.030)	(0.060)	0.000	0.000
Finance & Governance	WOC1	Allocation of Workforce Savings	(0.185)	(0.185)	0.000	0.000	0.000
Finance & Governance	PFS	Corporate funding of pension fund strain	0.063	0.063	0.000	0.000	0.000
Finance & Governance	CC104 19+	Commercialisation	(0.137)	0.000	(0.017)	(0.120)	0.000
Finance & Governance	FG101A 19+	Delivery of further efficiency savings following the implementation of a new Finance and HR I.T. system.	(0.100)	0.000	0.000	(0.100)	0.000
Finance & Governance	FG102 19+	Reduced external legal spend	(0.100)	0.000	0.000	(0.100)	0.000
Finance & Governance	FGS003 20+	Procurement Savings Opportunity Assessment	(3.000)	(0.582)	0.000	(2.418)	0.000
Finance & Governance	ESS022 20+	Schools Financial Services Budget Savings	(0.049)	(0.049)	0.000	0.000	0.000
		<b>Total Savings in Financial Plan</b>	<b>(3.648)</b>	<b>(0.833)</b>	<b>(0.077)</b>	<b>(2.738)</b>	<b>0.000</b>
		<b>Savings delivered on a one-off basis in 2019/20</b>					
Finance & Governance	FG102 19+ CF	Reduced external legal spend	(0.200)	0.000	0.000	(0.200)	0.000
Finance & Governance	SS002 17+ CF	Corporate Procurement Services	(0.030)	(0.030)	0.000	0.000	0.000
		<b>One-off savings</b>	<b>(0.230)</b>	<b>(0.030)</b>	<b>0.000</b>	<b>(0.200)</b>	<b>0.000</b>
		<b>Total Savings Finance &amp; Governance</b>	<b>(3.878)</b>	<b>(0.863)</b>	<b>(0.077)</b>	<b>(2.938)</b>	<b>0.000</b>
Human Resources	WOC1	Allocation of Workforce Savings	(0.074)	(0.074)	0.000	0.000	0.000
Human Resources	HR105 19+	Apprenticeship Levy – one provider of all training and administration	(0.023)	(0.023)	0.000	0.000	0.000
Human Resources	HR107 19+	Post implementation of ERP system	0.000	0.000	0.000	0.000	0.000
Human Resources	HRS001 20+	Deletion of part-time vacancy. Amalgamation of two management posts, in Health and Safety and Occupational Health to be one management post.	(0.035)	(0.035)	0.000	0.000	0.000
		<b>Total Savings in Financial Plan</b>	<b>(0.132)</b>	<b>(0.132)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
		<b>One-off savings</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
		<b>Total Savings Human Resources</b>	<b>(0.132)</b>	<b>(0.132)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
Inclusive Growth	JS4A	Reduce West Midlands Combined Authority Transport Levy	0.001	0.001	0.000	0.000	0.000
Inclusive Growth	SN9A NEW	Civil parking Enforcement	(0.010)	(0.003)	0.000	(0.007)	0.000
Inclusive Growth	WOC1	Allocation of Workforce Savings	(0.195)	(0.195)	0.000	0.000	0.000
Inclusive Growth	CC104	Commercialisation	(0.090)	(0.090)	0.000	0.000	0.000
Inclusive Growth	EC016 18+/EC103A 19+ & 20+	Property Strategy/Commercial Income Growth	(0.472)	0.000	0.000	0.000	(0.472)
Inclusive Growth	EC103B	Operational Hub Programme	(0.322)	0.000	0.000	0.000	(0.322)
		<b>Total Savings in Financial Plan</b>	<b>(1.088)</b>	<b>(0.287)</b>	<b>0.000</b>	<b>(0.007)</b>	<b>(0.794)</b>
		<b>Savings delivered on a one-off basis in 2019/20</b>					
Inclusive Growth	SN35 16+ CF	Expansion of City Centre on-street parking, concessions and restrictions	(0.463)	(0.154)	0.000	0.000	(0.309)
Inclusive Growth	CC26 16+CF	Council administrative buildings reduction	(0.536)	0.000	0.000	(0.286)	(0.250)
Inclusive Growth	Inreach	Inreach	(0.007)	0.000	0.000	0.000	(0.007)
		<b>One-off savings</b>	<b>(1.006)</b>	<b>(0.154)</b>	<b>0.000</b>	<b>(0.286)</b>	<b>(0.566)</b>
		<b>Total Savings Inclusive Growth</b>	<b>(2.094)</b>	<b>(0.441)</b>	<b>0.000</b>	<b>(0.293)</b>	<b>(1.360)</b>
Neighbourhoods	SN21 16+	Removal of universal superloos	0.000	0.000	0.000	0.000	0.000
Neighbourhoods	WOC1a	Allocation of Workforce Savings - Street Scene	(0.292)	0.000	0.000	0.000	(0.292)
Neighbourhoods	PFS	Corporate funding of pension fund strain	0.032	0.032	0.000	0.000	0.000
Neighbourhoods	PL126a 19+	Review of managerial arrangements Street Scene	(0.158)	0.000	0.000	0.000	(0.158)
Neighbourhoods	PL128 19+	Garden and bulky waste fees and charges review	(0.150)	0.000	0.000	(0.150)	0.000
Neighbourhoods	NE01 20+	Revenue savings from Waste Management Replacement Strategy capital project	0.000	0.000	0.000	0.000	0.000
Neighbourhoods	CC105 19+	Consolidation Programme – Transport workstream	0.000	0.000	0.000	0.000	0.000
Neighbourhoods	WOC1b	Allocation of Workforce Savings - Housing General Fund	(0.084)	0.000	0.000	0.000	(0.084)
Neighbourhoods	PL123 19+	Housing, Private Rented Sector and Voids redesign	(0.400)	0.000	0.000	0.000	(0.400)
Neighbourhoods	PL126b 19+	Review of managerial arrangements Housing General Fund	(0.117)	0.000	0.000	0.000	(0.117)
Neighbourhoods	PL016E	Neighbourhoods and Communities - Community	0.000	0.000	0.000	0.000	0.000
Neighbourhoods	WOC1c	Allocation of Workforce Savings - Neighbourhoods	(0.065)	(0.065)	0.000	0.000	0.000
Neighbourhoods	PL104 19+	Transfer management of community centres to third parties	(0.030)	(0.030)	0.000	0.000	0.000
Neighbourhoods	PL118 19+	Reduction in grant to the Active Wellbeing Society	(0.108)	0.000	0.000	0.000	(0.108)
Neighbourhoods	PL126c 19+	Review of managerial arrangements Neighbourhoods	(0.025)	(0.025)	0.000	0.000	0.000
Neighbourhoods	PL126d 19+	Review of managerial arrangements Reg & Enforcement	(0.169)	0.000	(0.169)	0.000	0.000
Neighbourhoods	WOC1d	Allocation of Workforce Savings - Reg & Enforcement	(0.124)	0.000	(0.118)	0.000	(0.006)
		<b>Total Savings in Financial Plan</b>	<b>(1.690)</b>	<b>(0.088)</b>	<b>(0.287)</b>	<b>(0.150)</b>	<b>(1.165)</b>

			2020/21				
Directorate:	Savings Reference	Savings Description	Saving	Blue	Green	Amber	Red
		<b>Savings delivered on a one-off basis in 2019/20</b>					
Neighbourhoods	PL003 18+	Parks and Nature Conservation	(0.200)	0.000	0.000	0.000	(0.200)
Neighbourhoods	PL126a 19+CF	Review of managerial arrangements Street Scene	(0.158)	0.000	0.000	0.000	(0.158)
Neighbourhoods	PL129 19+CF	Parks Fees and Charges Review	(0.180)	0.000	0.000	0.000	(0.180)
Neighbourhoods	SN45 16+ CF	Disposal of unwanted/under utilised parks land (8 acres per year)	(0.200)	0.000	(0.200)	0.000	0.000
Neighbourhoods	PL124 19+	Strategic Housing Functions	(0.300)	0.000	0.000	0.000	(0.300)
Neighbourhoods	PL126b 19+CF	Review of managerial arrangements Housing General Fund	(0.117)	0.000	0.000	0.000	(0.117)
		Discontinue Non Framework Contract at Health and Wellbeing Centres	(0.047)	(0.047)	0.000	0.000	0.000
Neighbourhoods	PL112 19+	Redesign of Birmingham BID Support	(0.055)	0.000	(0.055)	0.000	0.000
Neighbourhoods	PL126c 19+CF	Review of managerial arrangements Neighbourhoods	(0.056)	(0.056)	0.000	0.000	0.000
Neighbourhoods	PL126d 19+CF	Review of managerial arrangements Reg & Enforcement	(0.169)	(0.169)	0.000	0.000	0.000
Neighbourhoods	PL127 19+	Bereavement Services Fees and Charges Review	(0.594)	0.000	(0.594)	0.000	0.000
Neighbourhoods	SN24 16+ CF	Provide above ground mausoleums and vaults	(0.209)	0.000	0.000	0.000	(0.209)
		<b>One-off savings</b>	<b>(2.285)</b>	<b>(0.272)</b>	<b>(0.849)</b>	<b>0.000</b>	<b>(1.164)</b>
		<b>Total Savings Neighbourhoods</b>	<b>(3.975)</b>	<b>(0.360)</b>	<b>(1.136)</b>	<b>(0.150)</b>	<b>(2.329)</b>
Partnerships, Insight and Prevention	WOC1	Allocation of Workforce Savings	(0.039)	(0.028)	0.000	0.000	(0.011)
Partnerships, Insight and Prevention	CC104 19+	Commercialisation	(0.003)	0.000	0.000	0.000	(0.003)
Partnerships, Insight and Prevention	PL113 19+	Phased reduction of salaried staffing at the Hall of Memory to be replaced with appropriate voluntary staffing	(0.008)	(0.008)	0.000	0.000	0.000
		<b>Total Savings in Financial Plan</b>	<b>(0.050)</b>	<b>(0.036)</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.014)</b>
		<b>Savings delivered on a one-off basis in 2019/20</b>					
Partnerships, Insight and Prevention	CC002 18+	CC002 18+ Efficiency Target	(0.016)	0.000	(0.016)	0.000	0.000
		<b>One-off savings</b>	<b>(0.016)</b>	<b>0.000</b>	<b>(0.016)</b>	<b>0.000</b>	<b>0.000</b>
Partnerships, Insight and Prevention		<b>Total Savings Partnerships, Insight and Prevention</b>	<b>(0.066)</b>	<b>(0.036)</b>	<b>(0.016)</b>	<b>0.000</b>	<b>(0.014)</b>
		<b>Grand Total savings</b>	<b>(27.078)</b>	<b>(1.969)</b>	<b>(12.478)</b>	<b>(8.648)</b>	<b>(3.983)</b>



**Annex 4: Write offs****a. Irrecoverable Housing Benefit**

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

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

In 2020/21, from 1st July up to 30th September 2020, further items falling under this description in relation to Benefit overpayments have been written off under delegated authority. The Table below details the gross value of amounts written off, which members are asked to note.

<b>Age analysis</b>	<b>Over 6 years</b>	<b>3 to 6 years</b>	<b>Under 3 years</b>	<b>Total</b>
	£m	£m	£m	£m
Benefit Overpayments	0.072	0.041	0.103	0.215
<b>Total</b>	<b>0.072</b>	<b>0.041</b>	<b>0.103</b>	<b>0.215</b>

Section d to this report gives a more detailed age analysis of overpayments and income written off.

**b. Irrecoverable Council Tax & Business Rates**

Due to the support packages put in place by the Government to assist small businesses with the impact of the COVID-19 pandemic the Revenues Service had to divert resources to ensure this vital payment was authorised and paid as quickly as possible. Unfortunately, this has meant that the Service was not in a position to put forward any Council Tax or Business Rates write-offs for Quarter 2.

**C. Summary 01.7.20 – 30.9.20**

**Age Analysis of Overpayments and Debts Written-off Under delegated authority by Revenues and Benefits Division**

Detail	Pre 2010	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total	No of Debtors
Housing Benefit debts written off under delegated authority	£34,443.09	£7,640.80	£8,608.93	£3,758.34	£9,287.05	£8,294.97	£10,136.25	£7,042.58	£23,428.91	£32,740.90	£38,514.98	£31,373.20	£215,270.00	860
<b>TOTAL</b>	£34,443.09	£7,640.80	£8,608.93	£3,758.34	£9,287.05	£8,294.97	£10,136.25	£7,042.58	£23,428.91	£32,740.90	£38,514.98	£31,373.20	£215,270.00	860

Debt Size	Small		Medium		Large
Cases	>£1,000	Cases	£1,001- £5,000	Cases	£5,000- £25,000
804	£93,995.85	55	£114,155.51	1	£7,118.46

## Annex 5: Forecast Uses of Reserves

Detailed Breakdown of Proposed (Use of )/ Contribution to Reserves					
Directorate making forecast	Reserve	Reason for forecast (use)/contribution	Budget Approved Period 3 £m	Changes forecast Since Period 3 £m	Forecast (Use) /Contribution at Month 6 £m
Corporate	Financial Resilience Reserve		(5.910)	0.000	(5.910)
Corporate	Net borrowing from General Reserves		(12.655)	0.000	(12.655)
	<b>Subtotal Use of General Reserves</b>		<b>(18.565)</b>	<b>0.000</b>	<b>(18.565)</b>
Education & Skills	Cyclical maintenance reserve -LoB	Drawdown funding from the Library of Birmingham's Cyclical Maintenance Reserve for the replacement of large plant items	1.800	(1.100)	0.700
Corporate	Covid-19 Local Authority Support Grant	Drawdown of Government Grant received at the end of 2019/20 to fund expenditure related to Covid-19	0.000	(38.744)	(38.744)
Corporate	Covid-19 Local Authority Support Grant	Contribution to reserve of un-ringfenced government grant to support covid-19 cost to the Council during the winter months and any second wave of Covid-19.	0.000	44.200	44.200
PIP	Use of underspend from 19/20 Policy Contingency allocation to complete CCTV decommissioning delayed as a result of Covid 19.	Use of underspend from 19/20 Policy Contingency allocation to complete CCTV decommissioning delayed as a result of Covid 19.	0.000	(0.093)	(0.093)
PIP	Use of underspend from 19/20 Policy Contingency allocation for Assurance Framework for completion of project work.	Use of underspend from 19/20 Policy Contingency allocation for Assurance Framework for completion of project work.	0.000	(0.030)	(0.030)
PIP	Use of underspend from 19/20 Policy Contingency allocation for Covid to fund continued spend.	Use of underspend from 19/20 Policy Contingency allocation for Covid to fund continued spend.	0.000	(0.016)	(0.016)
	Other Net Uses of Corporate Reserves		(2.353)	0.000	(2.353)
	<b>Subtotal Use of Corporate Reserves</b>		<b>(0.553)</b>	<b>4.217</b>	<b>3.664</b>
Adult Social Care	Controlling Migration Fund (CMF)	Appropriation of reserve required to enable continuation of project into 2020/21. Original budgeted reserve overstated due to increase in expenditure at the end of 2019/20.	(0.530)	0.180	(0.350)
Adult Social Care	Mt Friendly Cities	Appropriation of reserve required to enable continuation of project into 2020/21	0.000	(0.048)	(0.048)
Adult Social Care	PURE - ESF	Appropriation of reserve required to enable continuation of project into 2020/21	0.000	(0.052)	(0.052)
Adult Social Care	Rough Sleeping Initiative	Appropriation of reserve required to enable continuation of project into 2020/21	0.000	(0.191)	(0.191)
Adult Social Care	Syrian Refugee Programme	Funding received from Home office in 2020/21 to support the Syrian Programme where refugees will receive support over a 5 year period up to 2025.	0.000	0.492	0.492
Education & Skills	Section 106 Children's Directorate	To support the Basic Need Capital Programme providing additional school places for children in Birmingham.	0.000	(0.386)	(0.386)
Inclusive Growth	BCR1 Monitoring TA-01758-01	Fund project expenditure	0.000	(0.006)	(0.006)
Inclusive Growth	CIL - Bournville & Cotteridge Ward	NEW CIL receipted to date	0.000	0.007	0.007
Inclusive Growth	CIL - City Wide Projects	NEW CIL receipted to date	0.000	0.144	0.144
Inclusive Growth	CIL - Harborne Ward	NEW CIL receipted to date	0.000	0.003	0.003
Inclusive Growth	CIL - Ladywood Ward	NEW CIL receipted to date	0.000	0.015	0.015
Inclusive Growth	CIL - North Edgbaston Ward	NEW CIL receipted to date	0.000	0.001	0.001
Inclusive Growth	Clean Air Zone Grant Allocation	Increase use of CAZ Grant as Reported	(3.756)	(0.489)	(4.244)
Inclusive Growth	Clean Air Zone TA-01849-01,02,03	Fund project expenditure	0.000	(0.126)	(0.126)
Inclusive Growth	Climate KIC TA-01801-07	Fund project expenditure	0.000	(0.047)	(0.047)
Inclusive Growth	Easyrights EU 870980 (TA-02337-01)	Project now being delivered	0.000	(0.073)	(0.073)
Inclusive Growth	Section 106's	New S106 receipted to date	0.000	0.035	0.035
Neighbourhoods	Access Programme	Meet project costs	0.000	(0.148)	(0.148)
Neighbourhoods	Controlling Migration Fund	grant funding to meet project costs	0.000	(0.277)	(0.277)
Neighbourhoods	High Rise Cladding Survey	High Rise Blocks Surveys	0.000	(0.016)	(0.016)
Neighbourhoods	Housing Assistance Payment Grant	Funding specific project	0.000	(0.025)	(0.025)
Neighbourhoods	Modern Slavery	Funding specific project	0.000	(0.047)	(0.047)
Neighbourhoods	New Burdens	Used for preventative work	0.000	(0.048)	(0.048)
Neighbourhoods	Regional Intelligence Team	Meet commitments and repay funding organisation following completion of audit	0.000	(0.022)	(0.022)
Neighbourhoods	Section 106 Place Directorate	Witton Festive Lights	(0.016)	(0.016)	(0.032)
PIP	Brexit funding	To fund project spend from grant received in 2019/20.	0.000	(0.143)	(0.143)
PIP	Community Safety Strategy - BCSP	To fund project spend from grant received in 2019/20.	0.000	(0.245)	(0.245)
PIP	EU migration fund	To fund project spend from grant received in 2019/20.	(0.342)	(0.030)	(0.372)
PIP	INLOGOV	To fund project spend from grant received in 2019/20.	0.000	(0.019)	(0.019)
PIP	Prevent	To reduce budgeted project spend in line with lower grant underspend brought forward from 2019/20.	(0.150)	0.045	(0.104)
PIP	Prevent - admin	To fund project spend from grant received in 2019/20.	0.000	(0.010)	(0.010)
PIP	Prevent - Out of School (OSS)	To fund project spend from grant received in 2019/20.	0.000	(0.075)	(0.075)
PIP	Public Health - Obesity Trailblazers	To fund project spend from grant received in 2019/20.	0.000	(0.075)	(0.075)
PIP	Strategic Migration Partnership	To fund project spend from grant received in 2019/20.	0.000	(0.114)	(0.114)
Various	Other Net Uses of Grant Reserves		15.259	0.000	15.259
	<b>Subtotal Use of Grant Reserves</b>		<b>10.465</b>	<b>(1.806)</b>	<b>8.660</b>
Digital & Customer Serv	Benefits Service Transformation 2	Funds BCC staff costs in view of reduced funding from DWP. Safe guards citizens from homelessness by ensuring Housing Benefits is paid in a timely manner.	0.000	(0.439)	(0.439)
Digital & Customer Serv	Customer Services Access Strategy Programme	To fund acceleration of the new customer programme in order to improve the customer experience council wide.	0.000	(0.247)	(0.247)
Digital & Customer Serv	Project Support	To fund in year variations in third party costs (circa 400+ suppliers) following transition from Capita.	(2.280)	(1.017)	(3.297)
Digital & Customer Serv	ICT&D Transition Reserve	This is being used to fund staff who are currently in post to assist in the transition from Capita.	(0.052)	(0.270)	(0.322)
Digital & Customer Serv	Landing Team TA-01930-01	To Fund slippage of Business rate revaluation costs from 19/20 due to be released in year.	0.000	(0.938)	(0.938)
Digital & Customer Serv	Revenues NNDR Revaluations & Project Developments	To cover the costs of providing the service which is funded by income generation. Income is expected to be low in 19-20 due to Covid effect.	0.000	(0.098)	(0.098)
Education & Skills	EWS Fixed Penalty	Audit Total Impact Assessment and Audit Committee Effective reviews delayed due to Covid19.	0.000	(0.030)	(0.030)
Finance & Governance	Audit - PWC	Unidentified Income carried forward from 2019/20 to be allocated to Directorates	0.000	(1.130)	(1.130)
Finance & Governance	Unidentified Income	JADU Development	(0.324)	(0.088)	(0.412)
Human Resources	Schools HR IT	Delay in implementation of CAZ	28.228	(28.228)	0.000
Inclusive Growth	CAZ Income and CAZ FPN income	Contract Payment Goodmans Development "Steamhouse" made	0.000	(1.500)	(1.500)
Inclusive Growth	Fire Insurance (old CO-OP Building)	Required to fund Graduate/Apprentice expenditure	0.000	(0.100)	(0.100)
Inclusive Growth	New TA-01741-01 Graduate Hub	Expansion of Speed Camera Site	(0.027)	0.025	(0.002)
Inclusive Growth	Speed Camera (TA-00543-11)	Complete Repairs to Old Rep building	0.000	(0.015)	(0.015)
Neighbourhoods	Old Rep Theatre		1.512	0.000	1.512
Various	Other Net Uses of Earmarked Reserves				
	<b>Subtotal Use of Earmarked Reserves</b>		<b>27.057</b>	<b>(34.074)</b>	<b>(7.017)</b>
	<b>Total Use of Reserves</b>		<b>18.403</b>	<b>(31.662)</b>	<b>(13.259)</b>

## TREASURY MANAGEMENT MONITORING DASHBOARD: SEPTEMBER 2020

	value	comparator	difference
<b>1 gross loan debt</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
at month end	<b>3,454</b>		
year end Forecast (vs Plan)	3,655	3,832	-177
year end Forecast (vs Pru Limit for loan debt*)	3,655	4,085	-430
<i>*monitoring of the full set of prudential indicators is reported quarterly to Cabinet</i>			

*Forecast year end debt is well below the year end plan and prudential limit. This is partly because of increased capital programme slippage due to Covid and Covid grants received in advance. Considerable uncertainty remains about the impact of Covid on cashflows over the coming months.*

<b>2 short term borrowing</b>			
at month end (vs Guideline)	<b>505</b>	600	-95
interest rate year to date on outstanding deals (vs assumption)	<b>0.79%</b>	1.50%	-0.71%

*Short term borrowing resumed towards the end of the quarter as the Council utilised more of the COVID grants received in advance. Interest rates achieved for new short term borrowing are lower than anticipated in the Plan.*

<b>3 Treasury investments</b>			
at month end (vs Guideline)	<b>153</b>	40	113
interest rate year to date on outstanding deals (vs assumption)	<b>0.10%</b>	1.01%	-0.91%

*Investments remain significantly higher than the Strategy's guideline of £40m, due to the favourable cashflows noted in 1 above.*

<b>4 Long term loans taken</b>			
year to date (vs plan for year)	<b>35</b>	415	-380
ave. interest rate obtained (vs assumption)	<b>1.66%</b>	4.20%	-2.54%

*Very little long term borrowing has been taken in the year to date, due to favourable cashflows deferring the need for long term borrowing. £35m of planned long term borrowing was taken to support the funding of the advance payment of pension contributions in April.*

<b>5 Assurance</b>	
were Credit criteria complied with?	<b>yes</b>
were investment defaults avoided?	<b>yes</b>
was the TM Code complied with?	<b>yes</b>
were prudential limits complied with?	<b>yes</b>

*These are key performance indicators for treasury management which in normal circumstances should all be yes. Investment quality is kept under continual review with support from the Council's treasury advisers.*

**Treasury Management: portfolio overview**

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

	this quarter £m 30/09/2020	last quarter £m 30/06/2020
PWLB	2,454	2,454
Bonds	373	373
LOBOs	71	71
Other long term	50	52
Salix	1	1
Short term	505	424
<b>Gross loan debt</b>	<b>3,454</b>	<b>3,375</b>
less treasury investments	- 153	- 126
<b>Net loan debt</b>	<b>3,300</b>	<b>3,249</b>
Budgeted year end net debt	3,792	3,792
Prudential limit (gross loan debt)	4,085	4,085

*Long term loans remained relatively steady during Q2. The Council's short term loans started to increase in the final month of the quarter as the Council utilised COVID grants received in advance.*

**Treasury investments by source**

	£m
UK Government	25
Money Market Funds	123
Banks and Building Societies	5
	<b>153</b>

**Treasury investments by credit quality**

	£m
AAA	25
AAAmmf	123
AA	5
A	0
	<b>153</b>

*In line with the Strategy, the Council holds its treasury investments in liquid funds of high credit quality. The COVID grants received in advanced have been retained in liquid funds due to uncertainty over the timing of needs.*

**Investments as Accountable Body**

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

	Growing Places Fund £m	AMSCI £m	Regional Growth Fund £m	Local Growth Fund £m	LGF3 £m	LOGRO £m	NMCL £m	Total £m
UK Government	9	15	5	0	0	10	0	39
Birmingham City Council <sup>1</sup>	0	0	0	10	0	0	0	10
Money Market Funds	2	24	10	0	4	51	0	91
	<b>11</b>	<b>39</b>	<b>15</b>	<b>10</b>	<b>4</b>	<b>61</b>	<b>0</b>	<b>140</b>

<sup>1</sup> These funds have been lent to the Council by agreement at a commercial rate

**Treasury management: summary of delegated decisions in the quarter**

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

<b>1. Short term (less than 1 year)</b>	<b>borrowing</b>	<b>investments</b>
	£m	£m
opening balance	<b>424</b>	<b>-126</b>
new loans/investments	<b>216</b>	<b>-617</b>
loans/investments repaid	<b>-135</b>	<b>590</b>
closing balance	<b>505</b>	<b>-153</b>

*These loans and investments are for short periods from one day up to 365 days. There has been a lower turnover in loans than normal due to the take up of new loans being delayed by remaining COVID grants received in advance. The value of transactions for investments has decreased from the first quarter as COVID grants have been utilised.*

**2. Long term borrowing:**

date	lender	£m	rate	maturity
20/04/2020	Cornwall Council	20	1.70%	20/04/2022
24/04/2020	Lancashire Fire Authority	5	1.45%	25/04/2022
24/04/2020	LB of Barking & Dagenham	10	1.70%	22/04/2022

*Planned long term borrowing was taken to support the funding of the advance payment of pension contributions in April.*

**3. Long term loans prematurely repaid:**

date	lender	£m	rate	maturity
------	--------	----	------	----------

*No long term loans were prematurely repaid. In line with treasury management practices, the Council will only repay long term loans prematurely if this provides a financial benefit to the Council.*

**4. Long term treasury investments made:**

date	borrower	£m	rate	maturity
------	----------	----	------	----------

*No long term investments were made. The Council is a substantial net borrower and usually has cash to invest for relatively short periods.*

DEBT AND PRUDENTIAL INDICATORS

WHOLE COUNCIL		20/21	20/21	21/22	21/22	22/23	22/23	23/24	23/24
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
		£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Finance</b>									
1	Capital Expenditure - Capital Programme	710.1	723.2	481.9	549.6	327.0	369.9	223.1	236.5
2	Capital Expenditure - other long term liabilities	38.2	38.3	37.8	37.9	33.1	33.2	33.3	33.4
3	Capital expenditure	748.3	761.5	519.7	587.4	360.1	403.1	256.4	269.9
4	Capital Financing Requirement (CFR)	4,839.3	4,717.5	4,941.7	4,788.4	5,135.1	4,725.7	4,834.4	4,523.4
<b>Planned Debt</b>									
5	Peak loan debt in year	3,849.9	3,673.1	3,932.9	3,751.8	3,852.3	3,670.8	3,719.5	3,519.1
6	+ Other long term liabilities (peak in year)	415.5	416.8	396.7	397.3	373.4	373.7	348.2	348.3
7	= Peak debt in year	4,265.4	4,089.9	4,329.6	4,149.1	4,225.7	4,044.5	4,067.7	3,867.4
8	does peak debt exceed year 3 CFR?	no	no	no	no	no	no	no	no
<b>Prudential limit for debt</b>									
9	Gross loan debt	4,084.5	3,673.1	4,203.3	3,751.8	4,026.6	3,670.8	3,951.8	3,519.1
10	+ other long term liabilities	415.5	416.8	396.7	397.3	373.4	373.7	348.2	348.3
11	= Total debt	4,500.0	4,089.9	4,600.0	4,149.1	4,400.0	4,044.5	4,300.0	3,867.4
<b>Notes</b>									
1	There is a net increase in forecast capital expenditure due mainly to slippage from previous years.								
4	The Capital Financing Requirement represents the underlying level of borrowing needed to finance historic capital expenditure (after deducting debt repayment charges).This includes all elements of CFR including Transferred Debt.								
5-7	These figures represent the forecast peak debt (which may not occur at the year end). The Prudential Code calls these indicators the Operational Boundary.								
8	It would be a cause for concern if the City Council's loan debt exceeded the CFR, but this is not the case due to positive cashflows, reserves and balances. The Prudential Code calls this Borrowing and the Capital Financing Requirement.								
11	The Authorised limit for debt is the statutory debt limit. The City Council may not breach the limit it has set, so it includes allowance for uncertain cashflow movements and potential borrowing in advance for future needs.								

DEBT AND PRUDENTIAL INDICATORS

Annex 6.4b

HOUSING REVENUE ACCOUNT

	20/21	20/21	21/22	21/22	22/23	22/23	23/24	23/24
	Indicators	Forecast	Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
	£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Finance</b>								
1 Capital expenditure	125.8	109.5	129.4	141.9	145.1	157.5	129.5	136.5
<b>HRA Debt</b>								
2 Capital Financing Requirement (CFR)	1,097.1	1,080.4	1,090.6	1,073.8	1,105.7	1,089.0	1,109.5	1,092.8
<b>Affordability</b>								
3 HRA financing costs	97.2	95.1	98.7	96.0	100.5	96.6	101.4	96.9
4 HRA revenues	279.9	278.2	286.2	285.7	293.3	292.8	301.2	300.7
5 HRA financing costs as % of revenues	34.7%	34.2%	34.5%	33.6%	34.3%	33.0%	33.7%	32.2%
6 HRA debt : revenues	3.9	3.9	3.8	3.8	3.8	3.7	3.7	3.6
7 Forecast Housing debt per dwelling	£18,423	£18,015	£18,446	£18,098	£18,785	£18,460	£18,914	£18,597

Notes

- 3 Financing costs include interest, and depreciation rather than Minimum Revenue Provision (MRP), in the HRA.
- 6 This indicator is not in the Prudential Code but is a key measure of long term sustainability. This measure is forecast to fall below 2.0 by 2026/27, which is two years later than previously forecast.
- 7 This indicator is not in the Prudential Code but is a key measure of affordability: the HRA debt per dwelling should not rise significantly over time.



DEBT AND PRUDENTIAL INDICATORS

Annex 6.4c

GENERAL FUND

		20/21	20/21	21/22	21/22	22/23	22/23	23/24	23/24
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
		£m	£m	£m	£m	£m	£m	£m	£m
<b>Capital Finance</b>									
1	Capital expenditure (including other long term liabilities)	622.5	652.0	390.4	445.5	215.0	245.6	126.8	133.4
2	Capital Financing Requirement (CFR)	3,742.2	3,637.2	3,851.1	3,714.6	4,029.3	3,636.7	3,724.9	3,430.6
<b>General Fund debt</b>									
3	Peak loan debt in year	2,752.8	2,592.7	2,842.3	2,678.0	2,746.6	2,581.8	2,610.0	2,426.3
4	+ Other long term liabilities (peak in year)	415.5	416.8	396.8	397.3	373.5	373.7	348.2	348.3
5	= Peak General Fund debt in year	3,168.3	3,009.5	3,239.1	3,075.3	3,120.1	2,955.5	2,958.2	2,774.6
<b>General Fund Affordability</b>									
6	Total General Fund financing costs	255.6	256.0	260.0	250.4	250.2	232.2	272.1	252.8
7	General Fund net revenues	852.9	852.9	872.4	872.4	890.7	890.7	909.8	909.8
8	General Fund financing costs (% of net revenues)	30.0%	30.0%	29.8%	28.7%	28.1%	26.1%	29.9%	27.8%
9	General Fund financing costs (% of gross revenues)	23.0%	22.7%	22.6%	22.7%	21.2%	21.5%	22.5%	22.5%

Note

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

PRUDENTIAL INDICATORS

Annex 6.4d

TREASURY MANAGEMENT		20/21	20/21	21/22	21/22	22/23	22/23	23/24	23/24
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
1	General Fund impact of an unbudgeted 1% rise in interest rates	£3.8m	£4.5m	£4.1m	£5.9m	£4.2m	£4.1m	£4.0m	£2.6m
2	Variable rate exposures vs upper limit 30%	19%	19%	22%	22%	23%	20%	21%	19%
Maturity structure of borrowing		Limit	Forecast	Limit	Forecast	Limit	Forecast	Limit	Forecast
(lower limit and upper limit)			Year End		Year End		Year End		Year End
3	under 12 months	0% to 30%	18%	0% to 30%	22%	0% to 30%	18%	0% to 30%	16%
4	12 months to within 24 months	0% to 30%	2%	0% to 30%	1%	0% to 30%	2%	0% to 30%	2%
5	24 months to within 5 years	0% to 30%	4%	0% to 30%	5%	0% to 30%	7%	0% to 30%	9%
6	5 years to within 10 years	0% to 30%	16%	0% to 30%	16%	0% to 30%	14%	0% to 30%	16%
7	10 years to within 20 years	5% to 40%	20%	5% to 40%	20%	5% to 40%	21%	5% to 40%	20%
8	20 years to within 40 years	10% to 60%	36%	10% to 60%	34%	10% to 60%	35%	10% to 60%	36%
9	40 years and above	0% to 40%	4%	0% to 40%	2%	0% to 40%	2%	0% to 40%	2%
Investments longer than 364 days									
upper limit on amounts maturing in:									
		Limit	Forecast	Limit	Forecast	Limit	Forecast	Limit	Forecast
10	1-2 years	400	0	400	0	400	0	400	0
11	2-3 years	100	0	100	0	100	0	100	0
12	3-5 years	100	0	100	0	100	0	100	0
13	later	0	0	0	0	0	0	0	0

Note

- 1
- Based on year end debt borrowing less investments, with less than one year to maturity.
- 2-9
- These indicators assume that LOBO loan options are exercised at the earliest possibility, and are calculated as a % of net loan debt.
- 2
- The limit on variable rate exposures is a local indicator.

## Overview

Annex No	Description
7a	Overview
7b	Capital Monitoring Summary
7c	Capital Budget Movements
7d	Capital Budget Movements Commentary
7e	Capital Forecast Variations
7f	Capital Forecast Variations Commentary
7g	Prudential Borrowing - Additions or Reductions Quarter 2
7h	Capital Expenditure 10-year+ Plan

This report takes each Directorate in turn, in the format;  
a) capital budget changes  
b) forecast variations from budget  
c) commentary on major risks/issues

The capital budget is a resource and expenditure planning to proceed. Individual approvals are sought through Business Case reports under the Gateway process.

## Capital Monitoring Summary

Annex 7b

### Expenditure

	2020/21 £m	2021/22 £m	2022/23 £m	Later Years £m	Total Plan £m
Quarter 1 Approved Budget	849.540	502.959	363.974	1,593.248	3,309.721
Slippage/(Acceleration) - Quarter 2	0.128	0.000	(0.128)	0.000	0.000
New Resources / (Reductions) & Rephasing Quarter 2	7.481	0.748	(42.222)	42.320	8.326
<b>Budget Quarter 2</b>	<b>857.149</b>	<b>503.706</b>	<b>321.624</b>	<b>1,635.568</b>	<b>3,318.047</b>
Forecast Slippage Quarter 2	(127.225)	62.041	34.384	30.800	0.000
Forecast Overspend / (Underspend) Quarter 2	(6.675)	(16.159)	13.920	(18.825)	(27.739)
<b>Forecast Outturn at Quarter 2</b>	<b>723.248</b>	<b>549.589</b>	<b>369.928</b>	<b>1,647.543</b>	<b>3,290.308</b>

### Resources

#### **Use of Specific Resources:**

Grants & Contributions	227.440	164.557	73.004	88.882	553.883
Earmarked Capital Receipts - RTB & Revenue Reform	60.391	58.622	68.517	167.159	354.690
Revenue Contributions - Departmental	28.954	24.329	10.597	27.114	90.995
Revenue Contributions - HRA	54.747	62.623	68.521	539.600	725.491

#### **Use of Corporate or General Resources:**

Corporate Resources	23.439	1.756	0.434	0.000	25.628
Prudential Borrowing	328.277	237.701	148.856	824.788	1,539.621

#### **Forecast Use of Resources**

<b>723.248</b>	<b>549.588</b>	<b>369.928</b>	<b>1,647.543</b>	<b>3,290.309</b>
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		Budget Movements					
		Current Year			All Years		
Ref.		Quarter 1 Budget £m	Quarter 2 Budget £m	Change £m	Quarter 1 Budget £m	Quarter 2 Budget £m	Change £m
<b>ADULT SOCIAL CARE DIRECTORATE</b>							
<b>Adult Care &amp; Health</b>							
	Property Schemes	0.364	0.364	0.000	0.364	0.364	0.000
	Adults IT	0.981	0.981	0.000	0.981	0.981	0.000
	Improvements To Social Care Delivery	0.000	0.000	0.000	0.000	0.000	0.000
	Independent Living	11.406	11.406	0.000	16.906	16.906	0.000
	<b>Total Adult Social Care Directorate</b>	<b>12.751</b>	<b>12.751</b>	<b>0.000</b>	<b>18.251</b>	<b>18.251</b>	<b>0.000</b>
<b>EDUCATION AND SKILLS DIRECTORATE</b>							
<b>Education &amp; Early Years</b>							
	Devolved Capital Allocation to Schools	3.861	3.861	0.000	5.475	5.475	0.000
ES1	School Condition Allocations	17.811	13.021	(4.790)	30.811	26.021	(4.790)
ES2	Basic Need - Additional School Places	45.238	53.713	8.475	66.352	75.556	9.204
	Other Minor Schemes - Schools	0.013	0.013	0.000	0.013	0.013	0.000
	EarlyYrs&Childcare	0.136	0.136	0.000	0.136	0.136	0.000
	IT Investment	0.576	0.576	0.000	1.776	1.776	0.000
	S106 Woodlinton Road	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Education &amp; Early Years</b>	<b>67.635</b>	<b>71.320</b>	<b>3.685</b>	<b>104.563</b>	<b>108.977</b>	<b>4.414</b>
<b>Skills &amp; Employability</b>							
	Adult Ed & Youth	(0.128)	0.000	0.128	0.713	0.713	0.000
	Birmingham Libraries	0.194	0.194	0.000	4.231	4.231	0.000
	<b>Total Skills &amp; Employability</b>	<b>0.066</b>	<b>0.194</b>	<b>0.128</b>	<b>4.944</b>	<b>4.944</b>	<b>0.000</b>
<b>Total Education and Skills Directorate</b>							
		<b>67.701</b>	<b>71.514</b>	<b>3.813</b>	<b>109.507</b>	<b>113.922</b>	<b>4.414</b>
<b>NEIGHBOURHOODS DIRECTORATE</b>							
<b>Street Scene</b>							
	Waste Management Services	26.474	26.474	0.000	80.204	80.204	(0.000)
	Parks & Nature Conservation	11.335	11.869	0.534	14.412	14.954	0.542
	<b>Total Street Scene</b>	<b>37.809</b>	<b>38.343</b>	<b>0.534</b>	<b>94.616</b>	<b>95.158</b>	<b>0.542</b>
<b>Housing Services</b>							
	Housing Options Service	0.064	0.064	0.000	2.384	2.384	0.000
	Private Sector Housing	0.979	0.979	0.000	1.789	1.789	0.000
<b>Housing Revenue Account</b>							
	Housing Improvement Programme	73.562	73.562	0.000	620.352	620.352	0.000
	Redevelopment	30.662	30.662	0.000	473.320	473.320	0.000
	Other Programmes	10.695	10.695	0.000	92.079	92.079	0.000
	<b>Total Housing Revenue Account</b>	<b>114.919</b>	<b>114.919</b>	<b>0.000</b>	<b>1,185.751</b>	<b>1,185.751</b>	<b>0.000</b>
<b>Total Housing Services</b>							
		<b>115.962</b>	<b>115.962</b>	<b>0.000</b>	<b>1,189.924</b>	<b>1,189.924</b>	<b>0.000</b>
<b>Neighbourhoods</b>							
	Community, Sport & Events	1.106	1.106	0.000	3.606	3.606	0.000
	Neighbourhoods	0.000	0.030	0.030	0.000	0.030	0.030
	Cultural Development	0.611	0.611	0.000	3.861	3.861	0.000
	<b>Total Neighbourhoods</b>	<b>1.717</b>	<b>1.747</b>	<b>0.030</b>	<b>7.467</b>	<b>7.497</b>	<b>0.030</b>
<b>Regulation &amp; Enforcement</b>							
	Bereavement	0.249	0.249	0.000	0.249	0.249	0.000
	Markets Services	0.300	0.300	0.000	1.059	1.059	0.000
	Environmental Health	0.000	0.000	0.000	0.000	0.000	0.000
	Mortuary/Coroners	2.734	2.734	0.000	2.734	2.734	0.000
	Illegal Money Lending	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Regulation &amp; Enforcement</b>	<b>3.282</b>	<b>3.282</b>	<b>0.000</b>	<b>4.041</b>	<b>4.041</b>	<b>0.000</b>
<b>Total Neighbourhoods Directorate</b>							
		<b>158.769</b>	<b>159.334</b>	<b>0.565</b>	<b>1,296.048</b>	<b>1,296.620</b>	<b>0.572</b>
<b>INCLUSIVE GROWTH DIRECTORATE</b>							
<b>Planning &amp; Development</b>							
<b>Major Projects</b>							
	Enterprise Zone - Paradise Circus	28.123	28.123	0.000	42.957	42.957	0.000
	Enterprise Zone - Eastside Locks	0.000	0.000	0.000	2.500	2.500	0.000
	Enterprise Zone - Connecting Economic Opportunities	0.293	0.293	0.000	139.450	139.450	0.000
	Enterprise Zone - Smithfield	0.031	0.031	0.000	150.031	150.031	0.000
	Enterprise Zone - Southside Public Realm	2.442	2.442	0.000	9.037	9.037	0.000
	Enterprise Zone - LEP Investment Fund	0.000	0.000	0.000	20.000	20.000	0.000
	Enterprise Zone - HS2-Interchange Site	0.000	0.000	0.000	20.000	20.000	0.000
	EZ Phase II - HS2 Station Environment	1.210	1.210	0.000	58.506	58.506	0.000
	EZ Phase II - HS2 Site Enabling	0.000	0.000	0.000	101.500	101.500	0.000
	EZ Phase II - Local Transport Improvements	0.000	0.000	0.000	104.800	104.800	0.000
	EZ Phase II - Metro Extension to E Bham/Solihull	0.000	0.000	0.000	183.300	183.300	0.000
	EZ Phase II - Social Infrastructure	0.000	0.000	0.000	0.000	0.000	0.000
	EZ Capitalised Interest	1.160	1.160	0.000	22.667	22.667	0.000
	Jewellery Quarter Cemetary	0.472	0.472	0.000	0.472	0.472	0.000
	Unlocking Housing Sites	3.459	3.459	0.000	3.459	3.459	0.000
	Life Sciences	0.973	0.973	0.000	0.973	0.973	0.000
	Other	0.000	0.000	0.000	0.000	0.000	0.000
	<b>Total Major Projects</b>	<b>38.163</b>	<b>38.163</b>	<b>0.000</b>	<b>859.652</b>	<b>859.652</b>	<b>0.000</b>

Page 257 of 584

		Budget Movements					
		Current Year			All Years		
Ref.		Quarter 1 Budget £m	Quarter 2 Budget £m	Change £m	Quarter 1 Budget £m	Quarter 2 Budget £m	Change £m
ERDF		2.973	2.973	0.000	4.930	4.930	0.000
Public Realm		1.091	1.091	0.000	1.091	1.091	0.000
Infrastructure/Site Enabling Programme		0.014	0.014	0.000	0.249	0.249	0.000
Grants/Loans Programme		1.000	1.000	0.000	1.000	1.000	0.000
Total Planning & Development		43.242	43.242	0.000	866.922	866.922	0.000
<u>Housing Development</u>							
In Reach		1.218	1.218	0.000	7.900	7.900	0.000
CWG-Sale To In Reach		0.000	0.000	0.000	0.000	0.000	0.000
Total Housing Development		1.218	1.218	0.000	7.900	7.900	0.000
<u>Transport Connectivity</u>							
<u>Major Schemes</u>							
Ashted Circus		0.199	0.199	0.000	0.199	0.199	0.000
Metro Extension		0.094	0.100	0.006	4.568	4.574	0.006
Iron Lane		4.990	4.990	(0.000)	5.977	5.977	(0.000)
Minworth Unlocking		0.000	0.000	(0.000)	0.000	0.000	(0.000)
Battery Way Extension		0.322	0.303	(0.019)	0.322	0.303	(0.019)
Longbridge Connectivity		0.303	0.322	0.019	0.303	0.322	0.019
A457 Dudley Road		5.839	5.839	(0.000)	27.932	27.932	(0.000)
Journey Reliability		0.705	0.705	(0.000)	0.705	0.705	(0.000)
Tame Valley Phase 2 & 3		4.544	4.544	(0.000)	87.093	87.093	(0.000)
Selly Oak New Road Phase 1B		3.278	3.278	0.000	3.278	3.278	0.000
Wharfdale Bridge		2.683	2.683	0.000	2.683	2.683	0.000
Snow Hill Station		5.884	5.884	(0.000)	6.810	6.810	(0.000)
Other (Major Schemes)		3.385	3.385	0.000	4.135	4.135	0.000
Total Major Schemes		32.225	32.232	0.007	144.004	144.011	0.007
Inclusive & Sustainable Growth		13.596	13.692	0.096	30.964	31.560	0.596
Walking & Cycling		4.483	4.223	(0.260)	7.574	7.314	(0.260)
Local Measure		0.000	0.000	0.000	0.000	0.000	0.000
Infrastructure Dev		1.150	1.203	0.053	1.785	2.216	0.431
Transportation & Highways Funding Strategy		0.000	0.000	0.000	15.138	14.280	(0.858)
Air Quality & Climate		52.154	52.154	0.000	53.464	53.464	(0.000)
Emergency Active Travel Fund	IG1	0.000	1.467	1.467	0.000	1.467	1.467
Section 278/S106		0.007	0.016	0.009	0.007	0.016	0.009
Total Transport Connectivity		103.614	104.987	1.373	252.936	254.328	1.392
<u>Highways Infrastructure</u>							
Safer Routes to Schools		0.339	0.339	(0.000)	1.839	1.839	(0.000)
Network Integrity and Efficiency		1.523	1.657	0.134	3.935	4.157	0.222
S106 & S278 Schemes		0.019	0.126	0.107	0.019	0.126	0.107
Road Safety		0.991	0.991	0.000	3.616	3.616	0.000
District Schemes		0.591	0.712	0.121	0.591	0.712	0.121
Total Highways Infrastructure		3.463	3.825	0.362	10.000	10.450	0.450
<u>Property Services</u>							
Attwood Green Parks		0.059	0.059	0.000	0.059	0.059	0.000
AttwoodGreen-Holloway Head Playing Field		0.015	0.015	0.000	0.015	0.015	0.000
Attwood Green-Woodview Community Centre		0.090	0.090	0.000	0.090	0.090	0.000
Council House Major Works		0.000	0.000	0.000	0.000	0.000	0.000
Bham Crisis Centre-Nursery Extenson		0.001	0.001	0.000	0.001	0.001	0.000
Lee Bank Business Centre		0.000	0.000	0.000	0.000	0.000	0.000
Highbury Hall Essential Works		0.701	0.701	0.000	2.419	2.419	0.000
Property Strategy		62.958	62.958	0.000	64.458	64.458	0.000
Total Property Services		63.823	63.823	0.000	67.041	67.041	0.000
Total Inclusive Growth Directorate		215.360	217.095	1.735	1,204.799	1,206.640	1.841
<u>DIGITAL &amp; CUSTOMER SERVICES DIRECTORATE</u>							
ICT & Digital		10.280	10.280	0.000	16.761	16.761	0.000
Total Digital & Customer Services Directorate		10.280	10.280	0.000	16.761	16.761	0.000
<u>FINANCE &amp; GOVERNANCE DIRECTORATE</u>							
<u>Development &amp; Commercial</u>							
Gateway/Grand Central Residual Costs		5.233	5.233	0.000	18.347	18.347	0.000
Capital Loans & Equity	FG1	0.491	1.991	1.500	2.483	3.983	1.500
Total Development & Commercial		5.724	7.224	1.500	20.830	22.330	1.500
<u>Corporately Held Funds</u>							
Revenue Reform Projects		5.234	5.234	0.000	5.234	5.234	0.000
Corporate Capital Contingency		27.413	27.413	0.000	91.288	91.288	0.000
Total Corporately Held Funds		32.647	32.647	0.000	96.522	96.522	0.000
SAP Investments		0.492	0.492	0.000	3.733	3.733	0.000

Page 256 of 584

Ref.	Budget Movements					
	Current Year			All Years		
	Quarter 1 Budget £m	Quarter 2 Budget £m	Change £m	Quarter 1 Budget £m	Quarter 2 Budget £m	Change £m
<b>Total Finance &amp; Governance Directorate</b>	<b>38.863</b>	<b>40.363</b>	<b>1.500</b>	<b>121.084</b>	<b>122.585</b>	<b>1.500</b>
<b>ASSISTANT CHIEF EXECUTIVE DIRECTORATE</b>						
Public Health	0.250	0.250	0.000	0.250	0.250	0.000
<b>Total Assistant Chief Executive Directorate</b>	<b>0.250</b>	<b>0.250</b>	<b>0.000</b>	<b>0.250</b>	<b>0.250</b>	<b>0.000</b>
<b>COMMONWEALTH GAMES 2022</b>						
CWG Village	279.987	279.987	0.000	410.701	410.701	0.000
CWG Alexander Stadium	37.134	37.134	0.000	65.832	65.832	0.000
CWG Organising Cttee	28.445	28.445	0.000	66.488	66.488	0.000
<b>Total Commonwealth Games 2022</b>	<b>345.566</b>	<b>345.566</b>	<b>0.000</b>	<b>543.021</b>	<b>543.021</b>	<b>0.000</b>
<b>Total Capital Programme</b>	<b>849.540</b>	<b>857.152</b>	<b>7.613</b>	<b>3,309.721</b>	<b>3,318.050</b>	<b>8.329</b>

**ADULT SOCIAL CARE DIRECTORATE**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase /(Decrease) £m
	NIL			

**EDUCATION AND SKILLS DIRECTORATE**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase /(Decrease) £m
ES1	School Condition Allocations	20/21 (£4.790m) reflects swap of School Condition Allocation budget to Basic Need (as per Skills Cabinet Report). All Years is (£4.790m) and (£4.414m) swap of SCA to Basic Needs as per Skills FBC, plus £4.414m additional funding from DfE.	(4.790)	(4.790)
ES2	Basic Need - Additional School Places	20/21 £8.475m reflects re-phasing from 21/22 of £1.108m Waverley Secondary and £2.577m Kings Heath Boys as per Cabinet Reports, plus swap of £4.790m from School Condition Allocation (SCA) to Basic Need re: Skills. All Years is £4.790m and £4.414m swap from SCA .	8.475	9.204

**NEIGHBOURHOODS DIRECTORATE**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase /(Decrease) £m
N1	Redevelopment	BMHT 2020/21 forecast £26.001m - The construction industry is gradually going back to work, including development work across BMHT schemes, with social distancing measures in place. Developers are therefore picking up tools on construction work which had previously stalled but with a reduced workforce. We anticipate a low momentum gradually picking up pace. This situation will need to be closely monitored as this has affected both public and private sector confidence on projects, and it is important that we keep up to date on Government advice as events develop and demand for housing continues to rise. The issue of Brexit is still an unknown, and we are taking advice and listening to the market. The focus on Covid and economic recovery casts greater uncertainty on the impact of Brexit particularly if there is a no deal exit, particularly with regard to the supply and import of materials and labour. The Clearance Programme is currently projecting a forecast spend of £4.661m in 2020/21. There is potential slippage within the Acquisitions programme due to delays in negotiations with owner occupiers, because of Covid 19 and the demolition of Heather House is now likely to take place in 2021/22, as it is currently being used for Temporary Accommodation. The financial impacts of these and other schemes are currently under review.	0.000	0.000

**INCLUSIVE GROWTH DIRECTORATE**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase /(Decrease) £m
IG1	Emergency Active Travel Fund	The £1.467m increase in budget relates to the Emergency Active Travel Fund, which DfT initiative to support active travel to help the country emerge from the coronavirus crisis, the funding will enable the City Council to carry out emergency interventions to make cycling and walking safer. The City Council will receive receive grant funding in two tranches, the capital element of first tranche grant recieved is £0.842m, the remaining £0.125m is funding from existing resources within the capital programme. The report was approved by Cabinet on 23/06/2020.	1.467	1.467



**Capital Monitoring Quarter 2 2020/21 - Budget Movements****Annex 7d****Commentary****DIGITAL & CUSTOMER SERVICES DIRECTORATE**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase (Decrease) £m
	NIL			

**FINANCE & GOVERNANCE DIRECTORATE**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase (Decrease) £m
FG1	Capital Loans & Equity	Purchase of Acivico Shares as approved in April 2020	1.500	1.500

**COMMONWEALTH GAMES 2022**

Ref.	Project/Programme	Comments	2020/21 Increase (Decrease) £m	All Years Increase (Decrease) £m
	NIL			

Forecast Variations											
Ref.	Current Year						All Years				
	Quarter 2 Budget £m	Current Actuals £m	Forecast £m	Variation £m	Quarter 1 Variation £m	Change £m	Quarter 2 Budget £m	Forecast £m	Variation £m	Quarter 1 Variation £m	Change £m
<b>ADULT SOCIAL CARE DIRECTORATE</b>											
<b>Adult Care &amp; Health</b>											
Property Schemes	0.364	(0.013)	0.364	0.000	0.000	0.000	0.364	0.364	0.000	0.000	0.000
Adults IT	0.981	0.247	0.981	0.000	0.000	0.000	0.981	0.981	0.000	0.000	0.000
Improvements To Social Care Delivery	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Independent Living	11.406	1.825	11.406	0.000	0.000	0.000	16.906	16.906	0.000	0.000	0.000
<b>Total Adult Social Care Directorate</b>	<b>12.751</b>	<b>2.059</b>	<b>12.751</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>18.251</b>	<b>18.251</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>EDUCATION AND SKILLS DIRECTORATE</b>											
<b>Education &amp; Early Years</b>											
Devolved Capital Allocation to Schools	3.861	0.404	3.861	0.000	0.000	0.000	5.475	5.475	0.000	0.000	0.000
School Condition Allocations	13.021	3.088	13.021	0.000	0.000	0.000	26.021	26.021	0.000	0.000	0.000
Basic Need - Additional School Places	53.713	26.768	53.713	0.000	0.000	0.000	75.556	75.556	0.000	0.000	0.000
Other Minor Schemes - Schools	0.013	0.000	0.013	0.000	0.000	0.000	0.013	0.013	0.000	0.000	0.000
EarlyYrs&Childcare	0.136	0.024	0.136	0.000	0.000	0.000	0.136	0.136	0.000	0.000	0.000
IT Investment	0.576	0.011	0.576	0.000	0.000	0.000	1.776	1.776	0.000	0.000	0.000
S106 Woodlington Road	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Education &amp; Early Years</b>	<b>71.320</b>	<b>30.295</b>	<b>71.320</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>108.977</b>	<b>108.977</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Skills &amp; Employability</b>											
Adult Ed & Youth	0.000	0.000	0.000	0.000	0.000	0.000	0.713	0.713	0.000	0.000	0.000
Birmingham Libraries	0.194	0.080	0.194	0.000	0.000	0.000	4.231	4.231	0.000	0.000	0.000
<b>Total Skills &amp; Employability</b>	<b>0.194</b>	<b>0.080</b>	<b>0.194</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4.944</b>	<b>4.944</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Education and Skills Directorate</b>	<b>71.514</b>	<b>30.375</b>	<b>71.514</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>113.922</b>	<b>113.922</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>NEIGHBOURHOODS DIRECTORATE</b>											
<b>Street Scene</b>											
Waste Management Services	N1 ●	26.474	(0.080)	17.315	(9.159)	0.000	(9.159)	80.204	80.204	0.000	0.000
Parks & Nature Conservation	N2 ●	11.869	0.772	4.934	(6.935)	0.000	(6.935)	14.954	14.954	0.000	0.000
<b>Total Street Scene</b>		<b>38.343</b>	<b>0.692</b>	<b>22.249</b>	<b>(16.094)</b>	<b>0.000</b>	<b>(16.094)</b>	<b>95.158</b>	<b>95.158</b>	<b>0.000</b>	<b>0.000</b>
<b>Housing Services</b>											
Housing Options Service		0.064	0.007	0.064	0.000	0.000	0.000	2.384	2.384	0.000	0.000
Private Sector Housing		0.979	0.191	0.979	(0.000)	0.000	(0.000)	1.789	1.789	0.000	0.000
<b>Housing Revenue Account</b>											
Housing Improvement Programme		73.562	28.486	73.562	0.000	0.000	0.000	620.352	620.352	0.000	0.000
Redevelopment	N3 ●	30.662	6.800	28.252	(2.410)	0.000	(2.410)	473.320	473.320	0.000	0.000
Other Programmes	N4 ●	10.695	0.782	7.682	(3.013)	(0.472)	(2.541)	92.079	84.447	(7.632)	0.000
<b>Total Housing Revenue Account</b>		<b>114.919</b>	<b>36.068</b>	<b>109.496</b>	<b>(5.423)</b>	<b>(0.472)</b>	<b>(4.951)</b>	<b>1,185.751</b>	<b>1,178.119</b>	<b>(7.632)</b>	<b>0.000</b>
<b>Total Housing Services</b>		<b>115.962</b>	<b>36.266</b>	<b>110.539</b>	<b>(5.423)</b>	<b>(0.472)</b>	<b>(4.951)</b>	<b>1,189.924</b>	<b>1,182.292</b>	<b>(7.632)</b>	<b>0.000</b>
<b>Neighbourhoods</b>											
Community, Sport & Events		1.106	0.186	1.106	0.000	0.000	0.000	3.606	3.606	0.000	0.000
Neighbourhoods		0.030	0.004	0.030	0.000	0.000	0.000	0.030	0.030	0.000	0.000
Cultural Development		0.611	0.003	0.611	0.000	0.000	0.000	3.861	3.861	0.000	0.000
<b>Total Neighbourhoods</b>		<b>1.747</b>	<b>0.193</b>	<b>1.747</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>7.497</b>	<b>7.497</b>	<b>0.000</b>	<b>0.000</b>
<b>Regulation &amp; Enforcement</b>											
Bereavement		0.249	0.000	0.249	0.000	0.000	0.000	0.249	0.249	0.000	0.000
Markets Services		0.300	0.118	0.300	0.000	0.000	0.000	1.059	1.059	0.000	0.000
Mortuary/Coroners		2.734	1.475	2.734	0.000	0.000	0.000	2.734	2.734	0.000	0.000
<b>Total Regulation &amp; Enforcement</b>		<b>3.282</b>	<b>1.594</b>	<b>3.282</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4.041</b>	<b>4.041</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Neighbourhoods Directorate</b>		<b>159.334</b>	<b>38.744</b>	<b>137.817</b>	<b>(21.518)</b>	<b>(0.472)</b>	<b>(21.046)</b>	<b>1,296.620</b>	<b>1,288.988</b>	<b>(7.632)</b>	<b>0.000</b>

Forecast Variations											
Ref.	Current Year						All Years				
	Quarter 2 Budget £m	Current Actuals £m	Forecast £m	Variation £m	Quarter 1 Variation £m	Change £m	Quarter 2 Budget £m	Forecast £m	Variation £m	Quarter 1 Variation £m	Change £m
<b>INCLUSIVE GROWTH DIRECTORATE</b>											
<b>Planning &amp; Development</b>											
<b>Major Projects</b>											
Enterprise Zone - Paradise Circus	28.123	6.735	28.123	(0.000)	(0.000)	0.000	42.957	42.957	0.000	0.000	0.000
Enterprise Zone - Eastside Locks	0.000	0.000	0.000	0.000	0.000	0.000	2.500	2.500	0.000	0.000	0.000
Enterprise Zone - Connecting Economic Opportunities	0.293	0.000	0.293	0.001	0.001	0.000	139.450	139.499	0.049	0.000	0.049
Enterprise Zone - Smithfield	0.031	0.000	0.031	(0.000)	(0.000)	0.000	150.031	150.031	0.000	0.000	0.000
Enterprise Zone - Southside Public Realm	2.442	0.308	2.442	(0.000)	(0.000)	0.000	9.037	9.037	0.000	0.000	0.000
Enterprise Zone - LEP Investment Fund	0.000	0.000	0.000	0.000	0.000	0.000	20.000	20.000	0.000	0.000	0.000
Enterprise Zone - HS2-Interchange Site	0.000	0.000	0.000	0.000	0.000	0.000	20.000	20.000	0.000	0.000	0.000
EZ Phase II - HS2 Station Environment	1.210	0.005	1.210	(0.000)	(0.000)	0.000	58.506	58.506	0.000	0.000	0.000
EZ Phase II - HS2 Site Enabling	0.000	0.000	0.000	0.000	0.000	0.000	101.500	101.500	0.000	0.000	0.000
EZ Phase II - Local Transport Improvements	0.000	0.000	0.000	0.000	0.000	0.000	104.800	104.800	0.000	0.000	0.000
EZ Phase II - Metro Extension to E Bham/Solihull	0.000	0.000	0.000	0.000	0.000	0.000	183.300	183.300	0.000	0.000	0.000
EZ Capitalised Interest	1.160	0.000	1.160	0.000	0.000	0.000	22.667	22.667	0.000	0.000	0.000
Jewellery Quarter Cemetery	0.472	0.384	0.472	0.000	0.000	0.000	0.472	0.472	0.000	0.000	0.000
Unlocking Housing Sites	3.459	0.550	3.459	0.000	0.000	0.000	3.459	3.459	0.000	0.000	0.000
Life Sciences	0.973	0.002	0.108	(0.865)	(0.865)	0.000	0.973	0.973	0.000	0.000	0.000
Other	0.000	0.238	1.383	1.383	0.000	1.383	0.000	2.708	2.708	0.000	2.708
<b>Total Major Projects</b>	<b>38.163</b>	<b>8.222</b>	<b>38.681</b>	<b>0.518</b>	<b>(0.865)</b>	<b>1.383</b>	<b>859.652</b>	<b>862.409</b>	<b>2.757</b>	<b>0.000</b>	<b>2.757</b>
<b>ERDF</b>	<b>2.973</b>	<b>0.664</b>	<b>2.973</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4.930</b>	<b>4.930</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Public Realm</b>	<b>1.091</b>	<b>0.225</b>	<b>1.091</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.091</b>	<b>1.091</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Infrastructure/Site Enabling Programme</b>	<b>0.014</b>	<b>0.000</b>	<b>0.014</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.249</b>	<b>0.249</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Grants/Loans Programme</b>	<b>1.000</b>	<b>0.000</b>	<b>1.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.000</b>	<b>1.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Total Planning &amp; Development</b>	<b>43.242</b>	<b>9.111</b>	<b>43.760</b>	<b>0.518</b>	<b>(0.865)</b>	<b>1.383</b>	<b>866.922</b>	<b>869.679</b>	<b>2.757</b>	<b>0.000</b>	<b>2.757</b>
<b>Housing Development</b>											
In Reach	1.218	0.000	1.218	(0.000)	(0.000)	0.000	7.900	7.900	0.000	0.000	0.000
CWG-Sale To In Reach	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Housing Development</b>	<b>1.218</b>	<b>0.000</b>	<b>1.218</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>	<b>7.900</b>	<b>7.900</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Transport Connectivity</b>											
<b>Major Schemes</b>											
Ashted Circus	0.199	0.015	0.150	(0.049)	0.000	(0.049)	0.199	0.150	(0.049)	0.000	(0.049)
Metro Extension	0.100	0.066	0.100	0.000	0.000	0.000	4.574	4.574	0.000	0.000	0.000
Iron Lane	4.990	1.028	4.990	0.000	0.000	0.000	5.977	6.377	0.400	0.000	0.400
Minworth Unlocking	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Battery Way Extension	0.303	0.066	0.322	0.019	0.000	0.019	0.303	0.322	0.019	0.000	0.019
Longbridge Connectivity	0.322	0.052	0.303	(0.019)	0.000	(0.019)	0.322	0.303	(0.019)	0.000	(0.019)
A457 Dudley Road	5.839	0.700	3.500	(2.339)	0.000	(2.339)	27.932	27.932	0.000	0.000	0.000
Journey Reliability	0.705	0.016	0.835	0.130	0.000	0.130	0.705	0.835	0.130	0.000	0.130
Tame Valley Phase 2 & 3	4.544	0.163	1.525	(3.019)	(2.768)	(0.251)	87.093	87.093	0.000	0.000	0.000
Selly Oak New Road Phase 1B	3.278	1.037	3.278	0.000	0.000	0.000	3.278	3.478	0.200	0.000	0.200
Wharfdale Bridge	2.683	0.000	0.100	(2.583)	(2.583)	0.000	2.683	2.683	0.000	0.000	0.000
Snow Hill Station	5.884	0.575	2.500	(3.384)	(2.384)	(1.000)	6.810	6.810	0.000	0.000	0.000
Other (Major Schemes)	3.385	0.288	2.235	(1.150)	0.000	(1.150)	4.135	4.141	0.006	0.000	0.006
<b>Total Major Schemes</b>	<b>32.232</b>	<b>4.006</b>	<b>19.838</b>	<b>(12.394)</b>	<b>(7.735)</b>	<b>(4.659)</b>	<b>144.011</b>	<b>144.698</b>	<b>0.687</b>	<b>0.000</b>	<b>0.687</b>
<b>Inclusive &amp; Sustainable Growth</b>											
Walking & Cycling	4.223	1.162	3.084	(3.061)	(1.139)	(1.139)	7.314	7.314	0.000	0.000	0.000
Local Measure	0.000	(0.006)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Infrastructure Dev	1.203	0.297	1.203	0.000	0.000	0.000	2.216	2.216	0.000	0.000	0.000
Transportation & highways Funding Strat	0.000	0.000	0.000	0.000	0.000	0.000	14.280	14.280	0.000	0.000	0.000

		Forecast Variations										
		Current Year					All Years					
Ref.		Quarter 2 Budget £m	Current Actuals £m	Forecast £m	Variation £m	Quarter 1 Variation £m	Change £m	Quarter 2 Budget £m	Forecast £m	Variation £m	Quarter 1 Variation £m	Change £m
Air Quality & Climate	IG6	52.154	1.433	24.917	(27.237)	(30.343)	3.106	53.464	53.464	0.000	0.000	0.000
Emergency Active Travel Fund		1.467	0.036	1.467	0.000	0.000	0.000	1.467	1.467	0.000	0.000	0.000
Section 278/S106		0.016	0.087	0.024	0.008	0.000	0.008	0.016	0.024	0.008	0.000	0.008
Total Transport Connectivity		104.987	7.837	54.924	(50.063)	(45.137)	(4.926)	254.328	255.033	0.705	0.000	0.705
Highways Infrastructure												
Safer Routes to Schools		0.339	0.012	0.339	0.000	0.000	0.000	1.839	1.839	0.000	(0.225)	0.225
Network Integrity and Efficiency		1.657	0.346	1.657	0.000	0.000	0.000	4.157	4.157	0.000	0.088	(0.088)
S106 & S278 Schemes		0.126	0.002	0.126	0.000	0.000	0.000	0.126	0.126	0.000	(0.000)	0.000
Road Safety		0.991	0.188	0.991	(0.000)	0.000	(0.000)	3.616	3.616	0.000	0.225	(0.225)
District Schemes		0.712	0.006	0.712	0.000	0.000	0.000	0.712	0.712	0.000	0.000	0.000
Total Highways Infrastructure		3.825	0.554	3.825	(0.000)	0.000	(0.000)	10.450	10.450	0.001	0.087	(0.086)
Property Services												
Attwood Green Parks		0.059	0.000	0.059	0.000	0.000	0.000	0.059	0.059	0.000	0.000	0.000
AttwoodGreen-Holloway Head Playing Field		0.015	0.000	0.015	0.000	0.000	0.000	0.015	0.015	0.000	0.000	0.000
Attwood Green–Woodview Community Centre		0.090	0.000	0.090	0.000	0.000	0.000	0.090	0.090	0.000	0.000	0.000
Council House Major Works		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Bham Crisis Centre-Nursery Extension		0.001	0.001	0.001	0.000	0.000	0.000	0.001	0.001	0.000	0.000	0.000
Lee Bank Business Centre		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Highbury Hall Essential Works		0.701	0.303	0.701	0.000	0.000	0.000	2.419	2.419	0.000	0.000	0.000
Property Strategy	IG7	62.958	0.000	10.500	(52.458)	(52.458)	0.000	64.458	64.458	0.000	0.000	0.000
Total Property Services		63.823	0.304	11.365	(52.458)	(52.458)	0.000	67.041	67.041	0.000	0.000	0.000
Total Inclusive Growth Directorate		217.095	17.806	115.091	(102.004)	(98.461)	(3.543)	1,206.640	1,210.103	3.463	0.087	3.376
DIGITAL & CUSTOMER SERVICES DIRECTORATE												
ICT & Digital		10.280	3.440	9.915	(0.365)	0.000	(0.365)	16.761	16.761	0.000	0.000	0.000
Total Digital & Customer Services Directorate		10.280	3.440	9.915	(0.365)	0.000	(0.365)	16.761	16.761	0.000	0.000	0.000
FINANCE & GOVERNANCE DIRECTORATE												
Development & Commercial												
Gateway/Grand Central Residual Costs	FG1	5.233	(0.025)	0.165	(5.068)	0.000	(5.068)	18.347	18.347	0.000	0.000	0.000
Capital Loans & Equity		1.991	1.500	1.991	0.000	0.000	0.000	3.983	3.983	0.000	0.000	0.000
Total Development & Commercial		7.224	1.475	2.156	(5.068)	0.000	(5.068)	22.330	22.330	0.000	0.000	0.000
Corporately Held Funds												
Revenue Reform Projects		5.234	3.911	5.234	0.000	0.000	0.000	5.234	5.234	0.000	0.000	0.000
Corporate Capital Contingency		27.413	0.000	27.413	0.000	0.000	0.000	91.288	91.288	0.000	0.000	0.000
Total Corporately Held Funds		32.647	3.911	32.647	0.000	0.000	0.000	96.522	96.522	0.000	0.000	0.000
SAP Investments		0.492	0.001	0.492	0.000	0.000	0.000	3.733	3.733	0.000	0.000	0.000
Total Finance & Governance Directorate		40.363	5.387	35.295	(5.068)	0.000	(5.068)	122.585	122.585	0.000	0.000	0.000
ASSISTANT CHIEF EXECUTIVE DIRECTORATE												
Public Health		0.250	0.000	0.250	0.000	0.000	0.000	0.250	0.250	0.000	0.000	0.000
Total Assistant Chief Executive Directorate		0.250	0.000	0.250	0.000	0.000	0.000	0.250	0.250	0.000	0.000	0.000
COMMONWEALTH GAMES 2022												
CWG Village	CWG1	279.987	51.073	273.326	(6.661)	0.000	(6.661)	410.701	387.130	(23.571)	0.000	(23.571)
CWG Alexander Stadium	CWG2	37.134	5.134	37.634	0.500	0.000	0.500	65.832	67.832	2.000	0.000	2.000
CWG Organising Cttee		28.445	0.698	29.656	1.211	0.000	1.211	66.488	64.488	(2.000)	0.000	(2.000)
Total Commonwealth Games 2022		345.566	56.905	340.616	(4.950)	0.000	(4.950)	543.021	519.450	(23.571)	0.000	(23.571)
Total Capital Programme		857.152	154.716	723.249	(133.904)	(98.933)	(34.971)	3,318.050	3,290.309	(27.740)	0.087	(27.827)

**ADULT SOCIAL CARE DIRECTORATE**

Project/Programme	Comments	Current Year (£m)	All Years (£m)
	NIL change reported		

**EDUCATION AND SKILLS DIRECTORATE**

Project/Programme	Comments	Current Year (£m)	All Years (£m)
	NIL change reported		

**NEIGHBOURHOODS DIRECTORATE**

Project/Programme	Comments	Current Year (£m)	All Years (£m)
N1 - Waste Management Services	Tyseley ERF Plant works Slippage of £(1.254)m due to site closure over Covid lockdown contractors have now re-scheduled the delayed works into next year. Perry Barr Depot Works Slippage of £(2.000)m due to the impact of COVID 19 on the programme, delays in the submission of planning (surveys were unable to be completed), this has now led to a further delay in the confirmation of the start date. Waste Depot Vehicles Slippage of £(5.905)m - The impact of Covid19 has affected the delivery of the vehicles with now only half being delivered before April. The remaining vehicles will be delivered by June 2021	(9.159)	0.000
N2 - Parks & Nature Conservation	Grounds Maintenance Vehicles Slippage of £(6.935)m Covid 19 has led to a 6 month delay on vehicle delivery therefore only £2.5m of vehicles can be delivered before April 2020.	(6.935)	0.000
N3 - Redevelopment	Slippage (£4.1m). A large part of the slippage (£1.8m) relates to covid related delays as well as operating at 70-80% pre-covid levels once work restarted. Of this Kings Norton Phase1 (£1m) work has restarted however Monmouth Road's anticipated start is now in Quarter 4. There are procurement delays to Birchfield Phase 2 and Abbey Fields Phase 4 leading to slippage of (£2m). There is also a £1m of accelerated spend where works have completed earlier than anticipated, e.g. Pool Farm Site and The poplars and where work is starting earlier than originally anticipated e.g. Houldey Road.	(2.410)	0.000
N4 - Other Programmes	A reduction in Contingency Budget due to lower than estimated Right to Buy Resources following the effects of Covid.	(2.541)	(7.632)

**INCLUSIVE GROWTH DIRECTORATE**

Project/Programme	Comments	Current Year (£m)	All Years (£m)
IG1 - A457 Dudley Road	The Cabinet Member for Transport and Environment has withdrawn support for the scheme unless it is modified to include more cycling, walking and bus measures. High level discussions being held between the Assistant Director of Transport and Connectivity and the LEP about securing funding in a different way, to mitigate the potential risk of the DfT withdrawing the funding for the scheme due to modifications proposed. The current forecast for this year is now £3.5m based on land acquisitions, fees and junction scheme <div>Page 265 of 384</div>	(2.339)	0.000

IG2 - Tame Valley Phase 2 & 3	The slippage of £2.768m mainly due to delays in completion of the Procurement Award contract which may be further impacted from Covid19 regarding the availability of resources and material within the supply chain. These risks will be closely monitored and managed as part of the scheme procurement and delivery, however there is a risk that the provisional funding allocation from the DfT may no longer be available.	(3.019)	0.000
IG3 - Wharfedale Bridge	This scheme is currently being delivered by Network Rail and has been put on hold. The slippage relates to a BCC contribution to Network Rail to widen the bridge, Network Rail are unsure if the road widening will go ahead.	(2.583)	0.000
IG4 - Snow Hill Station	The scheme was due to commence on site in April 2020 but has been delayed due to of COVID-19, the scheme now commenced on at the start of June 2020. The scheme was under pressure due to delays prior to COVID-19, the slippage relates to the adverse impact of COVID-19. Work is being carried out to identify if more funding may be required.	(3.384)	0.000
IG5 - Inclusive & Sustainable Growth	The slippage relates to the Birmingham City Centre Public Realm scheme, the scheme is currently in development phase no works have been halted. Opportunities to accelerate certain works have been delayed until January 2021 but these do not detract from the timescales as this was an accelerated opportunity. The cost and delay of material from overseas suppliers and is a key concern and anticipated construction cost increases are foreseen based on social distances measures.	(9.301)	0.010
IG6 - Air Quality & Climate	The slippage of £27.235m is mainly due to the CAZ operational date being postponed until early 2021. Despite this delay there is a focus to complete as much of the work as soon as possible. The extended time frame poses cost increases such as increased lease costs of depot and increased staff costs. Much of the slippage has been rephased into 2021/22 due to the delayed CAZ. Clean Air Hydrogen Bus - The contracts for the manufacture and operation of 20 Hydrogen Buses has now been signed between the Council National Express (Bus Operator) and Bamford Bus (T/A Wright Bus) (Bus Manufacture) with the deposit of being paid by the end of September, along with the claim to GBSLEP for the grant. The spend has now been accelerated from future years to 2020-21. Electric Vehicle Charging Points – The Council entered into a contract with ESB in August to deliver a total of 197 Chargers – 100 Rapid Chargers and 97 Fast Chargers over a two year period to August 2022. This has resulted in accelerating spend from 2021-22 into the current financial year.	(27.237)	0.000
Other (Major Schemes)	The variance relates to slippage for the Snow Hill Public scheme. The Colmore Row / Livery Street project was supposed to start on site in April 2020 but due to COVID-19 did not commence until June 2020. Due to social distancing regulations and enhanced pedestrian management, construction work is not progressing as fast as originally forecasted. The Cornwall Street project was originally due to start on site in summer 2020, this was delayed by. It was then decided that any construction should be delayed until January 2020 to avoid potential disruption to Christmas trade in the city centre post Covid-19. This has resulted in most of the work being carried out in 2021-22.	(1.150)	0.000
Inclusive & Sustainable Growth	The forecast variation change from quarter 1 mainly relates to slipping expenditure into 2021-22 for the HS2 Safety Fund due to further analysis/study work which is required to identify which schemes will be developed to the end of this financial year. Delivery will be carried out in future years which will incur the bulk of the expenditure.	(9.301)	0.687

IG7 - Property Strategy	Avison Young were formally appointed in Q1 to act as Investment Advisor. Having produced a review of the commercial portfolio and recommendations in terms of re-shaping the portfolio, a pipeline of disposals is being formalised to generate capital receipts to support the investment fund and limit exposure to PWLB borrowing. Opportunities to acquire and invest will be considered in the context of COVID-19 and the impact this may have on the right opportunities coming to market. The profiling at Q1 to slip £52.5m into future years remains the position at Q2. If the right opportunities to acquire and invest come forward in Q2 to Q4 2020/21, Property Investment Board is set up to consider those and determine whether to proceed and agree the appropriate source of funding. No purchase or acquisition opportunities are currently being considered.	(52.458)	0.000
<b>DIGITAL &amp; CUSTOMER SERVICES DIRECTORATE</b>			
<b>Project/Programme</b>	<b>Comments</b>	<b>Current Year (£m)</b>	<b>All Years (£m)</b>

<b>FINANCE &amp; GOVERNANCE DIRECTORATE</b>			
<b>Project/Programme</b>	<b>Comments</b>	<b>Current Year (£m)</b>	<b>All Years (£m)</b>
FG1 Gateway/Grand Central Residual Costs	£0.165m forecast for 20/21 with (£5.068m) slipped into 2021/22. There is a mediation process in progress, and that any settlement is not anticipated until 2021/22 at the earliest.	(5.068)	0.000

<b>COMMONWEALTH GAMES 2022</b>			
<b>Project/Programme</b>	<b>Comments</b>	<b>Current Year (£m)</b>	<b>All Years (£m)</b>
CWG 1 CWG Village	The 20/21 budget was increased by £120.9m as part of a rephasing of expenditure between years to reflect the revised Full Business Case approved by Cabinet in March 2020 and slippage from 19/20. Covid has subsequently impacted on the works and the scheme will no longer form part of the CWG but will continue to be delivered for Perry Barr as a legacy regeneration and housing programme. A detailed review is under way to consider the costs and delivery timelines including potential mitigation plans. Early impacts have been identified including scope reductions offset by costs of enhanced welfare provisions in response to the Covid pandemic, resulting in a net forecast reduction in expenditure of £23.6m over all years (£6.7m in 2020/21). The scope and forecast spend is likely to change further as a result of this ongoing review and will be reported as and when quantified, with an update on the current approved FBC currently scheduled for consideration by Cabinet in December 2020.	(6.661)	(23.571)
CWG 2 Alexander Stadium			

## **Prudential Borrowing - Additions or Reductions Quarter 2 (July to September) 2020**

This Appendix reviews changes in the Council's proposed borrowing to finance capital expenditure to show whether the Council's underlying indebtedness increases or decreases. The Council needs to consider carefully the affordability and sustainability of any increase in debt.

Description	#	2020/21 £'000	2021/22 £'000	Later Years £'000	Total £'000
<b>Borrowing Needing Budget Support</b>					
<b>Neighbourhoods:</b>					
Waste Management Services	A	(9,159)	7,159	2,000	0
<b>TOTAL BORROWING NEEDING BUDGET SUPPORT</b>		<b>(9,159)</b>	<b>7,159</b>	<b>2,000</b>	<b>0</b>
<b>SELF SUPPORTED</b>					
<b>Education &amp; Skills:</b>					
Capital Maintenance Grant	A	(4,000)	(4,414)	0	(8,415)
Basic Need	N	4,000	4,414	0	8,415
<b>Neighbourhoods:</b>					
Parks & Nature	A	(6,935)	6,935	0	0
HRA	A	180	3,533	5,966	9,679
<b>Inclusive Growth:</b>					
Enterprise Zone Investment Plan Phases 1 & 2	A	448	431	943	1,822
Transportation	A	(839)	(1,013)	2,052	200
<b>Digital &amp; Customer Services:</b>					
ICT Infrastructure	A	(1,069)	1,069	0	0
<b>Finance &amp; Governance</b>					
Major Projects	A	(5,068)	5,068	0	0
<b>Commonwealth Games</b>					
Village	A	(6,661)	(16,400)	(510)	(23,571)
Organising Committee	A	(300)	300	0	0
<b>TOTAL SELF SUPPORTED BORROWING</b>		<b>(20,244)</b>	<b>(77)</b>	<b>8,451</b>	<b>(11,870)</b>
<b>TOTAL ADDITIONS / (REDUCTION) IN PRUDENTIAL BORROWING</b>		<b>(29,403)</b>	<b>7,082</b>	<b>10,451</b>	<b>(11,870)</b>

Note: This includes some re-phasing between years.

# A - Amendment to existing project spend or resources.

N - New projects or programmes added in the quarter.



**CAPITAL - QUARTER 2 2020/21 - 10 YEAR CAPITAL EXPENDITURE PLAN 2020/21 to 2029/30**

Appendix 7h

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

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30+	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>ADULT SOCIAL CARE DIRECTORATE</b>	<b>12.751</b>	<b>5.500</b>	-	-	-	-	-	-	-	-	<b>18.251</b>
<b>EDUCATION &amp; SKILLS DIRECTORATE</b>	<b>71.514</b>	<b>38.094</b>	<b>4.313</b>	-	-	-	-	-	-	-	<b>113.921</b>
<b>NEIGHBOURHOODS DIRECTORATE</b>											
Other - General Fund	28.320	27.303	25.958	27.268	-	-	-	-	0.329	1.693	110.871
HRA	109.496	141.911	157.507	136.481	110.248	95.947	99.639	101.212	105.821	119.857	1,178.118
<b>TOTAL CAPITAL - NEIGHBOURHOODS DIRECTORATE</b>	<b>137.816</b>	<b>169.214</b>	<b>183.465</b>	<b>163.748</b>	<b>110.248</b>	<b>95.947</b>	<b>99.639</b>	<b>101.212</b>	<b>106.150</b>	<b>121.550</b>	<b>1,288.989</b>
<b>INCLUSIVE GROWTH DIRECTORATE</b>											
<b>Planning and Development</b>											
Paradise Circus Redevelopment	28.123	11.217	1.416	2.120	0.081	-	-	-	-	-	42.957
Eastside Locks	-	2.500	-	-	-	-	-	-	-	-	2.500
Southern Gateway Site (Smithfield)	-	3.985	10.678	19.597	25.785	11.598	21.342	15.395	10.464	31.156	150.000
Southside Public Realm	2.465	4.066	0.262	-	-	-	-	-	-	2.267	9.060
LEP Investment Fund	-	-	-	-	5.000	5.000	5.000	5.000	-	-	20.000
HS2 - Interchange Site	-	-	-	-	-	-	-	-	-	20.000	20.000
HS2 Station Environment	1.210	0.156	0.159	0.250	13.749	26.809	6.848	-	-	9.325	58.506
Site Enabling Works	0.000	2.000	-	-	-	-	-	-	-	99.500	101.500
Local Transport Improvements	-	-	-	-	-	-	-	-	-	104.800	104.800
Digbeth Public Realm	0.292	-	15.450	2.000	2.000	2.000	2.000	2.000	-	60.400	86.142
Curzon Connecting Economic Opportunities	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-	-	52.900	52.900
Metro Extension to East Birmingham/Solihull	0.000	0.000	0.000	0.000	0.000	0.000	48.100	46.200	44.500	44.500	183.300
Capitalised Interest	1.160	2.254	3.137	4.058	5.120	2.357	3.177	1.404	-	0.000	22.667
Other Planning Schemes	10.510	3.254	0.440	1.144	-	-	-	-	-	-	15.348
<b>Total Planning &amp; Development</b>	<b>43.760</b>	<b>29.432</b>	<b>31.542</b>	<b>29.169</b>	<b>51.735</b>	<b>47.764</b>	<b>86.467</b>	<b>69.999</b>	<b>54.964</b>	<b>424.848</b>	<b>869.680</b>
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Housing Development</b>	<b>1.218</b>	<b>4.247</b>	<b>2.435</b>	-	-	-	-	-	-	-	<b>7.900</b>

Total Transportation	54.924	68.666	51.314	42.257	23.704	14.167	-	-	-	-	255.032
Total Highways	3.824	1.325	1.325	1.325	1.325	1.325	-	-	-	-	10.449
Total Property Services	11.365	38.218	17.458	-	-	-	-	-	-	-	67.041
TOTAL CAPITAL - INCLUSIVE GROWTH DIRECTORATE	115.091	141.888	104.074	72.751	76.764	63.256	86.467	69.999	54.964	424.848	1,210.102
COMMONWEALTH GAMES 2022	340.616	146.935	31.899	-	-	-	-	-	-	-	519.450
FINANCE & GOVERNANCE DIRECTORATE	35.295	41.111	46.178	-	-	-	-	-	-	-	122.584
DIGITAL & CUSTOMER SERVICES DIRECTORATE	9.915	6.846	-	-	-	-	-	-	-	-	16.761
PARTNERSHIPS, INSIGHT & PREVENTION DIRECTORATE	0.250	-	-	-	-	-	-	-	-	-	0.250
TOTAL CAPITAL PROGRAMME	723.248	549.588	369.929	236.499	187.012	159.203	186.106	171.211	161.114	546.398	3,290.308

#### Resources

##### Use of Specific Resources

Grants & Contributions	227.440	164.557	73.004	42.608	28.912	11.132	5.480	0.250	0.250	0.250	553.883
Use of earmarked Capital Receipts	60.391	58.622	68.517	32.014	23.363	23.103	20.515	19.450	19.230	29.486	354.691
Revenue Contributions - Departmental	17.141	11.582	8.947	6.350	3.977	8.794			0.329	1.693	58.813
- HRA (incl reserves & S106)	66.560	75.370	70.171	76.470	70.662	68.410	73.644	81.512	84.752	90.121	757.672
Total Specific Resources	371.532	310.131	220.639	157.442	126.914	111.439	99.639	101.212	104.561	121.550	1,725.059

##### Use of Corporate or General Resources

Corporate Resources	23.439	1.756	0.434	-	-	-	-	-	-	-	25.629
Unsupported Prudential Borrowing - Corporate	73.328	65.162	59.891	12.120	-	-	-	-	-	-	210.501
Unsupported Prudential Borrowing - Directorate	254.949	172.539	88.965	66.937	60.098	47.764	86.467	69.999	56.553	424.848	1,329.119
Total Corporate Resources	351.716	239.457	149.290	79.057	60.098	47.764	86.467	69.999	56.553	424.848	1,565.249
Forecast Use of Resources	723.248	549.588	369.929	236.499	187.012	159.203	186.106	171.211	161.114	546.398	3,290.308

**INVESTMENT PROPERTY PORTFOLIO MONITORING DASHBOARD: QUARTER 2 2020/21****1 Portfolio objectives**

The Portfolio comprises property investments which are held primarily to earn a financial return and are not operational service properties. It is managed in accordance with an annual Investment Property Strategy approved by Cabinet, with the objective to grow the City Council's commercial rental income by 20% over a 5 year period.

**2 Portfolio summary**

	income budget	income forecast	variance
Direct property -			
Direct property -	-23.00	-20.53	2.47
Loans on property			
less portfolio prudential borrowing	4.40	4.90	0.50
less management costs	5.64	11.00	5.36
net total	-12.96	-4.63	8.33

**3 Limit on borrowing for Investment property portfolio**

	value	limit	variance
	£m	£m	£m
prudential borrowing from 1 April 2019 onwards	7.91	50.00	42.09
borrowing repaid from sale proceeds	-5.86	0.00	5.86
	2.05	50.00	47.95

**4 Portfolio completions in the quarter (acquisitions and disposals)**

	£m
Sales completed in quarter 2	
Sales	0.00
Purchase	0.00

## Commentary:

Sale of 50, Severn Street £0.36m in quarter 2 ring-fenced to Property Strategy.

**5 Planned activity in the coming quarter**

Proposed sales with anticipated completion:  
 Coleridge Chambers & Ruskins Chambers potential deposit £0.8m in Quarter 3  
 Unit 4 Small Heath Business Park £0.919m now Quarter 4  
 Freehold reversions = £0.1 million possible in Quarter 3  
 Lease regears = £0.174 million likely 2021/22

**6 Assurance**

was the CIPFA Treasury Code complied with?	yes
was the Council's Service and Commercial investment Strategy complied with? (the Strategy implements the requirements of the Government Investment Guidance)	yes
was the Council's Investment Property Strategy complied with?	yes

## commentary:

All properties fully evaluated disposed with in the appropriate manner.



# Birmingham City Council

## Report to Cabinet

10 NOVEMBER 2020



**Subject:** Medium Term Financial Plan (MTFP) refresh  
**Report of:** Chief Executive and Interim Chief Finance Officer  
**Relevant Cabinet Member:** Councillor Ian Ward – Leader of the Council  
**Relevant O &S Chair(s):** Councillor Sir Albert Bore – Resources  
**Report author:** Chief Finance Officer – Rebecca Hellard

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1. Executive Summary

- 1.1. This report provides an update on the Council's medium-term financial position which was reported to Full Council in February 2020. In February 2020, the Council set a balanced budget for 2020/21 and had anticipated a balanced position across the 4 years within the planning horizon (2020-2024). However, this pre-dated the COVID-19 pandemic which has had a significant financial impact on the Council.
- 1.2. The most significant impact of COVID-19 has been felt in 2020 and despite Government financial support the Council has been regularly reporting a net projected overspend on its 2020/21 budget. This report seeks to agree budget measures to achieve a balanced budget for 2020/21 based on current forecasts and set out financial contingencies that could be utilised should there be further

pressure from COVID-19 on the budget which is not financially supported by the Government.

1.3. Looking beyond this financial year COVID-19 has forced the Council to review and revise where necessary its planning assumptions. As normal the Council rolls forward its planning horizon a further year to 2024/25. The current financial and economic conditions continue to change along with Central Government's response to it. This leads to a significant degree of uncertainty and challenges to producing forecasts with a high degree of confidence. Therefore, the position set out should be seen as provisional with a further report on the Medium Term Financial Plan due in February 2021 which will be informed by the further development of proposals under the Council's Delivery Plan and the outcome of the Local Government Financial Settlement.

1.4. To inform discussion about the budget position, the report also:

- sets out details of the latest information about the wider financial context for the Council, including the anticipated impact of the Government's Provisional Local Government settlement announcements in December 2020.
- assesses the current financial impact of Covid-19
- reviews other key financial assumptions which are shaped by local or national policies.
- summarises the position on emerging and existing service budget pressures, the delivery of existing savings
- highlights key areas of risk and uncertainty in the planning of the budget.
- describes the overall approach to business planning for 2021-22 and a summary of the budget strategy for the medium term.

1.5. The indicative provisional funding gap at this stage is as shown in the table below:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<b>Projected Budget Gap</b>	<b>10.816</b>	<b>92.903</b>	<b>94.481</b>	<b>113.457</b>	<b>109.887</b>

## 2. Recommendations

That the Cabinet:-

- 2.1. Approves the recommended actions set out for closing the gap for 2020/21
- 2.2. Considers the latest assumptions around resourcing, expenditure and income
- 2.3. Notes the revised medium-term financial forecast to 2024/25, and
- 2.4. Notes how the development of the Medium Term Financial Plan is linked to the Council's Delivery Plan and achievement of its priorities and vision

### **3. Background**

#### **National Context**

- 3.1. The Covid-19 pandemic has had a considerable impact on the UK economy, and consequently on public sector finances.
- 3.2. Data from the OECD September report suggests that the UK economy is forecast to see a 10.1% reduction in GDP in 2020, with growth of 7.6% in 2021. However, the forecasts will depend on the nature and length of any restrictions and lockdowns in response to the pandemic.
- 3.3. At a national level, Government has put in place a number of schemes to support businesses and individuals in responding to the pandemic for example the Job Retention Scheme, Business Rates grants, etc. At the same time tax revenue has been declining. Both scenarios have significantly increased government borrowing. The latest OBR forecasts are that the UK's borrowing is likely to reach around £300bn this year, more than five times the £55bn predicted at the budget in March. This will increase the Government's debt servicing by around £3.5bn per year. The Institute for Fiscal Studies in its September 2020 report on the outlook for English council funding forecast that financial pressures would exceed available funding this year by around £3.1 billion and over the medium-term by up to £7.7 billion in cash terms.
- 3.4. The outcome of the Brexit negotiations may also create additional shocks to the UK economy within the current year and the next. The Council will continue to review and monitor costs associated with the impact of the Brexit outcome and will reflect in future updates of the MTFP.
- 3.5. As a result of the above, the Council faces significant uncertainty around the level of national funding. On 21 July, the Government announced a consultation on the next Comprehensive Spending Review (CSR) which will cover the three financial years to 2023/24 for revenue and four financial years for capital allocations. Whilst welcomed from a financial planning perspective, a rushed CSR may not give the best solution for local government, particularly when other key reforms around Business Rate Retention and the Fair Funding Review are delayed. However, the Chancellor on 21 October announced that the government would be conducting a one-year spending review setting government department resource and capital budgets for 2021/22. Multi-year NHS and schools resource settlements will be funded as will priority infrastructure projects. The Review is promised to be in the last weeks of November. Birmingham has made representations as part of the consultation response, namely:
  - A significant increase in the allocation of revenue funding for local government. Birmingham has supported the West Midlands region in requesting an additional £1bn of additional resources over a 3 year period for the seven local authorities. The request for increased funding has also been supported by the LGA in its submission to the CSR consultation. The LGA has called on Government to provide an extra £10.1bn of core funding

to councils by 2023/24 made up of £5.3bn to maintain services, £1.9bn for services struggling with increased demand e.g. Children's social care and homelessness and £2.9bn to help improve services and reduce inequalities.

- Additional capital funding to support post Covid transition and transformation and investment in housing and other priorities.
- Completion of Fair Funding in a way that ensures the distribution of local government funding is fair and takes account of deprivation and not just population.
- Additional support and flexibilities, including opportunity to spread Collection Fund deficits over a longer period, freedom to undertake commercial activity to achieve better outcomes for residents, the power to implement a visitor levy at a later date and support for preventative services

3.6. The recovery from this pandemic presents the Council with an opportunity to develop strategies for dealing with longstanding issues, for example rough sleeping. With the support of Government funding, rough sleepers have been temporarily accommodated for an extensive period, and there are opportunities to assess and deliver sustainable options for this group beyond 31 March 2021. There are also opportunities for the Council to review how and what services it provides in light of residents' priorities and to harness new and better ways of working as it establishes the new business as usual for Council services.

3.7. The pandemic has also provided increased opportunities to forge closer links with health and joint responses around discharge from hospital, but the longer term national plans for intermediate care post discharge is not certain. Government has recently confirmed that there will be ringfenced funding for those discharged up to 31 August with a care package and those discharged from 1 September to 31 March 2021, which removes the pressure from local authorities albeit temporarily. Nationally, the plans for the funding of adult social care are still being developed.

#### **MTFP 2020/21 to 2023/24**

3.8. The Council approved its 2020/21 Budget and MTFP in February 2020. This was based on a one-year funding allocation for 2020/21 which was confirmed by the Final Local Government Settlement in January 2020. Funding for 2021/22 onwards remains a subject of uncertainty, with the Government undertaking consultations on the Comprehensive Spending Review in September 2020. It is not yet clear the level of resources that will be made available to local government or whether they will be confirmed beyond 2021/22.

3.9. The MTFP approved by Council in February 2020-2024 was fundamentally robust. The Plan included the requirement to deliver savings of £56.1m from the General Fund budgets by 2023/24, approximately 6.6% of the total General Fund budget. Savings totalling £56.0m were proposed, leaving a minor gap of



£0.128m. This means that the budgets were effectively balanced in each of the financial years. This is summarised in the table below.

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
<b>Base Budget 2019/20</b>	<b>851.590</b>	<b>851.590</b>	<b>851.590</b>	<b>851.590</b>
Pay & Price Inflation	21.493	42.211	65.576	87.503
Meeting Budget Issues and Policy Choices	41.874	51.955	97.387	52.506
Savings Plans	(22.066)	(50.295)	(54.682)	(55.965)
Corporate Adjustments:				
Net change in use of / contribution to reserves to balance budget	0.000	0.910	1.910	2.910
Other net change in use / contribution to reserves	(22.658)	4.055	(29.930)	9.476
Corporately Managed Budgets	19.204	4.394	(7.068)	7.231
Changes in Corporate Government Grants	(36.504)	(40.118)	(42.293)	(45.303)
<b>Total Net Expenditure</b>	<b>852.933</b>	<b>864.702</b>	<b>882.490</b>	<b>909.948</b>
Business Rates	(425.844)	(454.655)	(466.218)	(478.484)
Top Up Grant	(55.334)	(37.844)	(33.986)	(30.013)
Council Tax	(371.755)	(379.932)	(390.479)	(401.323)
<b>Total Resources</b>	<b>(852.933)</b>	<b>(872.431)</b>	<b>(890.683)</b>	<b>(909.820)</b>
<b>Gap</b>	<b>0.000</b>	<b>(7.729)</b>	<b>(8.193)</b>	<b>0.128</b>

#### 4. Key Issues

##### 2020/21 Financial Position

- 4.1. The current financial year has been particularly challenging for the Council, mainly as a result of having to respond to the pandemic. There have been material expenditure pressures, losses of general income and an impact on the Council's business rates and council tax income.

##### General Fund

- 4.2. The 2020/21 net budget is **£852.9m** which is inclusive of **£22.1m** of savings that were identified for this year.
- 4.3. As reported in the financial report for Quarter 2 there is a forecast overspend for the financial year of **£10.8m**. This overspend is, after taking account of the four tranches of emergency unringfenced funding provided by Government (**£128.5m**), and a forecast claim the Council can make under the income compensation scheme (**£19.6m**). The Government on 22 October confirmed that Birmingham had been allocated £44.2m for the fourth tranche of the unringfenced

funding. It is proposed that this £44.2m will be held in a specific Covid reserve to manage the ongoing pandemic through the higher risk winter months. As has been reported in previous financial reports the forecast overspend has come down in recent months following action by Directors to review COVID-19 emergency decisions with financial consequences and further government support provided.

- 4.4. The Government has also provided a number of ringfenced grants, totalling £33.6m to date. The grants will be committed to meeting response and recovery costs in line with the grant conditions.
- 4.5. While it is difficult to forecast with any precision the future financial implications of Government restrictions or local lockdowns through to the end of the financial year it is prudent to take decisions at this point in the financial year to balance the budget based on current forecasts and set out reasonable financial measures that could be called upon if further COVID-19 financial impacts are experienced by the Council beyond those currently forecast.
- 4.6. A review has taken place of the financial options available to balance the budget in 2020/21. The following are the financial options recommended for approval:

**Table 1: Balancing the 2020/21 Budget Proposals**

	<b>Proposal</b>	<b>£m</b>
1.	Eligible additional food and school meal costs to be recovered from uncommitted balance on the Hardship Fund. (The use of the Hardship Fund has been forecast through to the end of 2020/21 and sufficient uncommitted funding remains on the £17m grant)	6.4
2.	Release the sum earmarked in the Policy Contingency Budget for Modernisation Fund – Other. Note that there are no modernisation funding bids against this sum.	3.9
3.	Release the sum earmarked in the Policy Contingency Budget based on an estimate of additional employee costs relating to the National Living Wage. Note this is not related to the Birmingham Living Wage and actual costs will be already reflected in the financial forecast for the year.	0.4
4.	Release £0.1m of the £0.3m earmarked in the Policy Contingency Budget for Superannuation – Auto-enrolment Pension Fund costs. – Other funding. Note there are no costs forecast for 2020/21	0.1
	<b>Total</b>	<b>10.8</b>

- 4.7. The following sums will remain uncommitted in the budget to provide a measure of financial resilience should there be further financial pressures stemming from COVID-19.

**Table 2: Further Financial Resilience Measures Available**

Measure	£m
Of the £18m in the Policy Contingency Budget relating to the Modernisation Fund – Social Care. there remains an uncommitted sum of £10.7m This is ringfenced for social care spending However it can be used to fund unfunded social care pressures incurred in the year.	10.7
The Corporate Budget contains three contributions relating to increasing maintenance reserves. These reserve contributions could be suspended for the year.	5.1
There is £5.2m of ringfenced Public Health Grant that has been carried forward from previous years that could be utilised to fund eligible expenditure	5.2
<b>Total</b>	<b>21.0</b>

- 4.8. In addition to the proposals set out and with the exception of key frontline services, workforce controls have been introduced, to stop vacant roles being filled this year, and alongside this reduce agency spend by 10%. The expectation is that this can provide further budget resilience.

#### Council Tax

- 4.9. The overall net budget for Council Tax income including Parish and Town Council Precepts is £367.6m in 2020/21. In addition, the Council collects the precepts on behalf of the Fire and Police Authorities.
- 4.10. There is a deficit forecast for the year of which the Council's share is £19.1m. This is made up of a cumulative deficit brought forwards from 2019/20 of £3.1m of which Council's share is £2.7m, (comprised of £3.9m final surplus position for 2019/20 compared with a £7.0m deficit anticipated when the budget was set for 2020/21) plus an additional in year deficit relating to 2020/21 of £16.4m. This in year deficit is primarily due to a forecast deficit of £13.9m in Council Tax Support of which £8.7m is funded from Hardship Fund. In addition, there is forecast of higher non collection rate as a result of COVID 19. This position may change and will be kept under close review in light of the announced end to the furlough scheme. The total net deficit for the year including brought forward deficit from 2019/20 is, therefore, forecast to be £10.4m. (forecast deficit of £19.1m less £8.7m funded from Hardship Fund)

#### Business Rates

- 4.11. Under the 100% Business Rates Pilot that came into effect on 1st April 2017 the Council continues to retain 99% of all Business Rates collected with 1% being paid over to the West Midlands Fire Authority. The overall budgeted level of Business Rates in 2020/21 is £445.7m (excluding the Enterprise Zone), of which the Council's retained share is £441.2m.

- 4.12. There is a deficit anticipated, in year, of which the Council's share is £211.5m. This is mainly due to reliefs of £182.7m of which primarily relates to Small Business Reliefs that the Council granted to small businesses in the leisure, retail and nursery sectors which were affected by COVID 19. The forecast gross rate yield is £14.0m lower than the budget relating to a lower growth in businesses. To be prudent the original growth which was assumed when the budget was set has not been factored in the forecast due to economic uncertainties. In addition, an increase in bad debt provision of £10.0m is forecast as a result of COVID 19.
- 4.13. The total additional grants compare to budget anticipated to offset this deficit is £176.8m, which will be received in the General Fund in 2020/21. This will be required to be set aside as a contribution to reserves in the current year to be used to offset the £211.5m forecast deficit in the Collection Fund.
- 4.14. Government has announced that any residual deficits on a council's Collection Fund (the fund through which business rates and council tax is accounted for) for 2020/21 can be paid over three years rather than all in one year. Normally the deficit (or surplus) has to be taken fully into account when setting the following years budget. The Government measure will allow the Council to spread the forecast deficit of £42.3m over the years 2021/22, 2022/23 and 2023/24 at £14.1m per annum instead of a one-off cost in 2021/22.
- 4.15. Government also committed to sharing the burden of lost council tax and business rates income as part of the Communities Secretary, Robert Jenrick's comprehensive package for council finances announced in July 2020, with details to follow in the Spending Review. It is not yet clear what this commitment amounts to as no details have yet been released.

#### **Medium Term Financial Plan 2021/22 to 2030/31**

- 4.16. The Council is rolling forward its financial plan to cover the period 2021-2031. As part of this process the financial assumptions for 2020-2031 are revisited. The COVID-19 pandemic has made it difficult to forecast the financial impact on some areas of the assumptions. Modelling has been done in those cases and the position outlined in this report is a provisional central case scenario. However, there is still a significant degree of uncertainty around many of the assumptions and the position presented should be seen as a provisional early indication. The assumptions will be updated February 2021 following the Local Government Finance Settlement due normally in December and the availability of worked up Delivery Plan proposals.
- 4.17. Detailed below are the main provisional assumptions that have currently been made:

#### **Key Funding Assumptions**

##### **Settlement from Central Government**

- 4.18. The 2020/21 Local Government Finance Settlement was for one year only. Whilst the outcome of the Comprehensive Spending Review is not known, it would be

imprudent for Local Government to assume a significant improvement to recent funding settlements. Therefore, it has been assumed that the resources from Government will increase in line with inflation from the 2020/21, including an assumption that grants which were previously announced on a one – off basis for example the Social Care Support Grant (£36.7m) and the Homelessness Grant (£1.4m) would continue or be replaced by a grant of a similar value. It has also been assumed the New Homes Bonus Grant will continue to be provided to local authorities to incentivise house building.

- 4.19. If indicative funding anticipated to be announced in December 2020 is worse than these planning assumptions this could pose a material risk to the Council's financial resilience.

### **Local Resources**

- 4.20. The figures currently assumed in the MTFP are based on the latest likely position after analysis of five months of data. There are significant uncertainties around each income stream and therefore forecasts will be reviewed and refined up to January 2021.

### **Business Rates**

- 4.21. In respect of Business Rates, the Council has entered into an agreement with Government to Pilot 100% business rates retention locally. This means that all business rates generated in Birmingham support local investment, providing a greater financial incentive to grow businesses. Historical trends have indicated that the pilot has been successful in returning growth above the baseline. However, Government has confirmed its intention to allow Councils to only retain 75% of Business Rates, which may potentially impact on the pilot, meaning that around 25% of currently retained Business rates are at risk of being subject to national redistribution. These plans have been delayed due to Covid. The MTFP assumption for now is that the pilot continues indefinitely.
- 4.22. There are also plans to reset Business Rates growth which will redistribute real terms growth in Business Rates amongst local authorities based on need. The MTFP assumes that this reset will now take place in 2022/23 and estimates that the Council could lose £12.3m from such a reset. The previous assumption was this reset took place in 2021/22.
- 4.23. The current Central Case assumption is that available income from business rates will be around £422.6m, a reduction of around £32.1m since the budget was approved in February 2020. Combined with the deficits for prior years, the overall reduction in Business Rates for 2021/22 is £45.1m since February 2020. The forecast of Business Rates income is based on several variables which will be kept under constant review during the next few months.

**Table 3: Business Rates**

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<b>Business Rates as per Financial Plan 2020-2024</b>	<b>(454.655)</b>	<b>(466.218)</b>	<b>(478.484)</b>	<b>(491.053)</b>
Business Rates Forecast as at Quarter 2	(422.558)	(434.060)	(447.127)	(458.899)
Business Rates collection fund deficit 2020/21 & Reallocation	11.547	11.547	11.546	0.000
Business Rates collection fund deficit 2019/20	1.435	0.000	0.000	0.000
<b>Latest Business Rates Forecast</b>	<b>(409.576)</b>	<b>(422.513)</b>	<b>(435.581)</b>	<b>(458.899)</b>
<b>Reduction to Business Rates Income Forecast</b>	<b>45.079</b>	<b>43.705</b>	<b>42.903</b>	<b>32.154</b>

**Council Tax**

- 4.24. The MTFP includes an increase in Council Tax of 1.99% across all years, which is the current maximum increase allowed without a referendum. It has been assumed that there will be no Social Care Precept. It should be noted that this is a planning assumption. The actual increase in Council Tax will be subject to Council approval in February 2021.
- 4.25. The budget approved in February 2020 included an assumption that there would be a £4m annual budget reduction arising from the Council's review of the amount of Council Tax Support awarded. In light of the impact COVID-19 has had this budget reduction has been written out of the plans, and it is assumed that no changes will be made to the Council Tax Support system.
- 4.26. Council Tax income is estimated to be £369.4m in 2021/22, a reduction of £10.6m lower than the estimate at the time the budget was approved in February 2020. This is largely as a result of changes to the taxbase from an increase in Council Tax Benefit caseload due to the impact of COVID and the £4m adjustment as a result of the changes to the Council Tax Support Scheme not progressing. Combined with the deficits brought forward from prior years of £5.3m, the overall reduction in the forecast Council Tax income is £15.9m.

**Table 4: Council Tax**

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<b>Council Tax as per Financial Plan 2020-2024</b>	<b>(379.932)</b>	<b>(390.479)</b>	<b>(401.323)</b>	<b>(412.472)</b>
Council Tax Forecast as at Quarter 2	(369.354)	(379.089)	(391.005)	(403.284)
Council Tax collection fund deficit 2020/21 & Reallocation	2.567	2.569	2.569	0.000
Council Tax collection fund deficit 2019/20	2.707	0.000	0.000	0.000
<b>Latest Council Tax Forecast</b>	<b>(364.080)</b>	<b>(376.520)</b>	<b>(388.436)</b>	<b>(403.284)</b>
<b>Additional Reduction to Council Tax Income Forecast</b>	<b>15.852</b>	<b>13.959</b>	<b>12.887</b>	<b>9.188</b>

**Expenditure Assumptions****Pay pressures**

- 4.27. There are no agreed pay awards beyond 2020/21. The national pay award for 2020/21 was 2.75%. In the absence of any long term agreed pay awards, annual uplifts of 2.5% are assumed for all staff, in line with previous planning assumptions. In recent months, the Chancellor has been signalling that some pay restraint for the public sector may be on the agenda in the future, so this area will be kept under review. It is anticipated that there will be no material changes in the levels of National Insurance rates or thresholds. An actuarial review of the Local Government Pension Scheme (LGPS) took place during 2019/20, and employer contributions totalling £369.2m for the period 2020/21 to 2022/23 were paid in advance to WMPF in accordance with the Cabinet decision of 21 January 2020, securing an early payment discount of £25.8m from the normal monthly payments.
- 4.28. It is assumed that any costs associated with staff progression will be met within existing service budgets.
- 4.29. Forecast pay pressures also allow the Council's Apprenticeship Levy to increase in line with general pay uplifts. Apprenticeship Levy costs are estimated to be in the region of £1.1m.

**Price Inflation**

- 4.30. The Council's approach is that 2% uplift would be applied to general expenditure and income. Wherever there are specific contractual arrangements, inflation has been provided for in line with contract specifications. Reflecting the impact COVID-19 is having on the care market the assumptions now allow for higher levels of inflation for the care packages within social care.

- 4.31. Whilst there is a planning assumption that income will rise in line with inflation, the actual fees and charges will be subject to a market review and separate approval by Cabinet.

**Table 5: Inflation Rates**

Category of expenditure/income	% rate applicable in 21/22
Employees	2.50%
Premises	2.00%
Transport	2.00%
Supplies & Services	2.00%
Grants to Voluntary Organisations	2.50%
Third Party Payments	2.00%
Transfer Payments	2.00%
Capital Financing/Recharges/Appropriations	0.00%
Grants & Contributions	2.29%
Fees & Charges	2.00%
Rents	2.00%
Other Income	2.29%

**Table 6: Inflation Assumptions**

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<b>Inflation in Financial Plan 2020-24</b>	<b>20.718</b>	<b>44.083</b>	<b>66.010</b>	<b>88.617</b>
Increase in provision	5.202	12.868	21.036	29.852
<b>Revised Inflation Provision</b>	<b>25.920</b>	<b>56.951</b>	<b>87.046</b>	<b>118.469</b>

### **Demographic Pressures**

- 4.32. Birmingham is growing rapidly. The ONS 2016 Population Projections estimate a population of 1.16 million in 2020, increasing by 7.7% to 1.25 million by 2032, leading to a continued increase in demand for services. The key areas of forecast additional demographic growth, and the associated financial impact over the period 2021/22 – 2024/25 are summarised in the following table. Work will be ongoing to review and justify demographic pressures with the final position presented in the February 20021 budget.



**Table 7: Changes in Demography Pressures**

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Children's Social Care	0.200	0.400	0.600	1.000
<b>New Demographic Pressures</b>	<b>0.200</b>	<b>0.400</b>	<b>0.600</b>	<b>1.000</b>

**Existing Savings Programme**

- 4.33. As set out earlier in the report the Financial Plan 2020-2024 approved by the Council in February 2020 included savings of £22.066m in 2020/21 rising to £55.965m by 2023/24

**Table 8: Savings Plans 2020-2024**

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Savings Plans	(22.066)	(50.295)	(54.682)	(55.965)

- 4.34. The Quarter 2 financial report sets the position on savings delivery for 2020/21. Directorates have undertaken an initial assessment of the deliverability of savings planned for future years and the impact COVID-19 has had on these plans. The table below sets out the results of the initial assessment of savings non-delivery from Directorates.

**Table 9: Savings Non-Delivery**

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Prior Year savings non-delivery	2.430	4.155	3.549	3.655
2021/22+ savings non-delivery	15.370	13.974	14.604	12.337
<b>Total Savings non-delivery</b>	<b>17.800</b>	<b>18.129</b>	<b>18.153</b>	<b>15.992</b>

- 4.35. These assessments will be subject to rigorous challenge and scrutiny as part of the budget process. Given the financial pressures faced by the Council there will be a strong emphasis on directorates producing proposals for alternative savings where existing savings are non-deliverable. The updated position and alternative proposals will be presented in the February budget report.

### **Service Pressures**

- 4.36. Despite the financial challenges, the Council intends to invest in its services in order to ensure that sufficient resources are available to improve the outcomes for residents.
- 4.37. This will include rebasing of budgets for historic shortfalls, costs of responding to new legislative requirements or adjustments to changing operations.
- 4.38. The figures included the table below makes various assumptions, including that:
- the Early Help project with the Birmingham Children's Partnership will be a one-year pilot in 2020/21 only. Therefore, the MTFP assumes that no additional resources will be provided to support this project.

**Table 10: New Pressures**

	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>2024/25 £m</b>
New Pressures	37.097	23.905	27.197	26.878

### **Corporate Costs**

- 4.39. The Council has a number of costs which are not Directorate specific and are managed corporately. These include, but are not limited to, costs of Treasury Management, redundancy, superannuation, Airport dividends and Equal Pay. The table below summarises the changes in corporate costs up to 2024/25 from the approved 2020/21 base budget.

**Table 11: Changes in Corporately Managed Budgets**

	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>2024/25 £m</b>
Movement in Corporately Managed Budgets	(2.831)	(0.850)	(0.255)	(2.398)

### **Provisional Financial Position 2021/22 – 2024/25**

- 4.40. Bringing together the current financial assumptions into an overall summary position results in a provisional financial gap for 2021/22 £93m, representing 10% of the 2020/21 base budget. It should be noted that this in advance of the Local Government Finance Settlement expected in December, worked up proposals from the Delivery Plan and scrutiny and challenge of directorates indicated savings non-delivery and service pressures.
- 4.41. The Budget gap is set out below.

**Table 12: Provisional Updated Financial Position**

	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
<b>Gap as per Financial Plan 2020-2024</b>	<b>(7.729)</b>	<b>(8.193)</b>	<b>0.128</b>	<b>2.547</b>
Business Rates	45.079	43.705	42.903	32.154
Council Tax	15.852	13.959	12.887	9.188
Top Up Grant	0.775	0.790	0.806	0.821
Business Rates reset/spending review delays	(18.542)	(10.232)	(9.998)	(6.147)
<b>Net Resourcing Reductions</b>	<b>43.164</b>	<b>48.222</b>	<b>46.598</b>	<b>36.016</b>
Additional Inflation	5.202	12.868	21.036	29.852
Non delivery of prior year savings	2.430	4.155	3.549	3.655
Step up savings non-delivery	15.370	13.974	14.604	12.337
New pressures (incl. demography)	37.297	24.305	27.797	27.878
Corporately Managed Budgets	(2.831)	(0.850)	(0.255)	(2.398)
<b>Total Pressures and risks</b>	<b>57.468</b>	<b>54.452</b>	<b>66.731</b>	<b>71.324</b>
<b>Budget Gap per MTFP</b>	<b>92.903</b>	<b>94.481</b>	<b>113.457</b>	<b>109.887</b>

## Reserves

- 4.42. To ensure that the MTFP considers the full financial picture, it is important to set out the expected position on Reserves and the General Fund Balance.
- 4.43. The Council has a number of reserves that have been set aside for specific reasons. These reserves can be split into three categories:
- Those required to be kept by statute or accounting guidance. For example, revenue grants reserve, school balances etc. These reserves can only be utilised for the purpose for which they have been set aside.
  - Those set aside for a future event that has a high probability of occurring. For example, the Highways PFI Reserve;
  - Those useable reserves held for non-specific events that cannot yet be foreseen.
- 4.44. In light of the increasing level of risk and uncertainty identified within the MTFS and the need to finance the COVID pressures, a full review of useable reserves and provisions was undertaken in recent months. That review identified £50m of ringfenced reserves that are not needed in the short term and therefore available to support the budget. Any use being repaid in future years.
- 4.45. The table below shows the forecast position over the MTFS period in relation to reserves which are not held for specific purposes is as follows:

**Table 13: Unringfenced Reserves – Current Forecast**

	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025
	£m	£m	£m	£m	£m
General Fund Balance	32.3	32.3	32.3	32.3	32.3
Invest to Save Reserve	10.6	13.8	20.2	26.2	27.6
Financial Resilience Reserve	80.2	69.5	65.3	67.3	69.8
General Reserves	<b>123.1</b>	<b>115.7</b>	<b>117.8</b>	<b>125.8</b>	<b>129.8</b>

- 4.46. The non-earmarked balances are forecast to be £123m at the end of 2020/21 providing the current year financial overspend is addressed. The required level of balance is determined by assessing the level of risk the Council faces.
- 4.47. As the Council is increased demand for key services and uncertainties around its funding position for the medium term, the level of risk is heightened. The assessed minimum balance will be reviewed for the MTFS update in February 2021, taking into consideration both quantification of risk and affordability. However, in light of the growing uncertainty about public finances, it is recommended that for prudence, the general reserves are increased to 4.5% of its net budget. As a consequence it is recommended that the Council's General Fund Reserve is increased to £38.4m representing 4.5% of the Council's net General Fund Budget and that this increase is funded from a transfer from the Financial Resilience Reserve.
- 4.48. If the transfer is agreed the unringfenced reserves will be as set out below.:

**Table 14: Unringfenced Reserves – Revised**

	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025
	£m	£m	£m	£m	£m
General Fund Balance	38.4	38.4	38.4	38.4	38.4
Invest to Save Reserve	10.6	13.8	20.2	26.2	27.6
Financial Resilience Reserve	74.2	63.5	59.3	61.3	63.8
General Reserves	<b>123.1</b>	<b>115.7</b>	<b>117.8</b>	<b>125.8</b>	<b>129.8</b>

### Budget Strategy

- 4.49. The Council's Delivery plan presents a joined up and comprehensive plan for establishing how we can make change happen; and, ensuring we deliver proposals which over the medium-term delivers an ongoing balanced base budget
- 4.50. The Delivery Plan outlines the council's improvement journey to date and clearly sets out how we will centre equality and aspiration in our long-term vision and in what we do as a council to create a more inclusive, more resilient, and more

sustainable city. The plan describes two types of activity which will be delivered in parallel through to May 2022, ensuring we deliver our short and medium-term commitments alongside shaping our approach for realising our longer-term goals. The plan sets out specific commitments we will achieve over the next 18 months and how we will do this, aligned to our finances and accompanied by our revised Performance Management Framework. It also outlines longer term work and plans that will be undertaken over the next 18 months and beyond which will seek to tackle inequality and address long-standing challenges facing the city.

- 4.51. 2020/21 will be a transitional year while longer-term proposals in the Delivery Plan are worked up. The provisional financial position set out in this report can be managed through a combination of releasing assets to bring forward revenue benefits, establishment controls that don't impact service delivery and the limited use of reserves. Alongside these proposals as soon as COVID allows the Council will look to deliver already agreed savings and where these do not prove deliverable, recovery proposals will be brought forward.
- 4.52. As set out in paragraph 4.8 workforce controls have been introduced across services, with the exception of key frontline services. It is proposed to replicate this in 2021/22 to deliver further savings. This means, maintaining establishment controls, undertake necessary restructures to permanently reduce the establishment without impacting services. There will be no compulsory redundancies as natural turnover is 7.5% and there is a high use of agency staff.
- 4.53. Proposals will be brought forward to make better use of Council assets to enable Council led growth and bring forward revenue benefits. There are opportunities where the Council can potentially develop sites to create new homes or employment spaces which can generate rents or a disposal surplus on completion. Additional capital receipts can enable the Council to utilise the current flexibility to capitalise transformation activity.
- 4.54. While some of the 2021/22 budget measures are one-off in nature the strategy is to have a three-year approach to balancing the budget which over the medium-term delivers an ongoing balanced base budget and the paying back of any reserves used.

#### **Timetable**

- 4.55. A budget timetable is set out below. Final reports will be brought back to Cabinet and full Council in February 2021.

November	MTFP Refresh Report Delivery Plan Quarter 2 Finance Report	Cabinet Cabinet Cabinet
December	Provisional Local Government Finance Settlement (estimate)	
January	Council taxbase, Business Rates baseline and Collection Fund estimate Final Local Government Finance Settlement (estimate)	Cabinet
February	Council Budget 21/22 and Medium Term Financial Strategy Council Budget 21/22 and Medium Term Financial Strategy	Cabinet Council

## 5. Options considered and Recommended Proposal

- 5.1. This report forms part of a framework for developing proposals for balancing the General Fund budget for 2021/22 and creating a sustainable financial strategy for the medium term. At this stage, no proposals have been agreed, and therefore a range of options remain open, including changing assumptions within the MTFP, changing allocation of funding and savings between services or consideration of alternative budget proposals, having due regard to the time constraints needed to fully develop proposals and undertake the necessary consultations and assessments.
- 5.2. Final decisions on the budget will need to be taken in February 2021. These decisions will be informed by the Local Government settlement figures.

## 6. Consultation

### Internal

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

### External

- 6.2. In previous years, budget proposals will have been formulated in the Autumn and the Council has engaged in a large-scale public consultation. The impact of the COVID-19 pandemic and the new Delivery Plan approach has forced a change to this approach and a broader consultation will take place on the Delivery Plan and resourcing priorities.

## 7. Risk Management

- 7.1. The Council continues to plan its budget in a period of uncertainty. There remains considerable uncertainty about reforms to local government finance and any funding changes that will be faced in 2021/22 and beyond as a result of the Comprehensive Spending Review.
- 7.2. The impact and financial costs of the Covid-19 outbreak will be highly dependent on the length of time that the pandemic continues, the impact of any local

lockdowns, the severity of any second wave and the actions taken by Government nationally in response. There will be a need to operate with some flexibility in the Council's response to the emerging situation, and therefore pressures in relation to Covid may change.

- 7.3. It is also possible that the other non-Covid cost pressures may materialise during the 2021/22 budget planning process, which could increase the gap to be closed. Similarly, other information may arise that may require planning assumptions to be varied. Government funding decisions may also impact on the level of the budget gap that will need to be addressed
- 7.4. Assumptions made in the MTFP have been examined for risks and estimates of expenditure and income have been made on a prudent/most likely occurrence. This has been informed by previous experience, evidence in the current financial year, market factors and service intelligence known at the time of drafting this report.
- 7.5. The overall budget gap position will be kept under constant review throughout the budget planning process to inform changes to the MTFP position. Final updates will be taken to Cabinet in February 2021.

## **8. Compliance Issues:**

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

- 8.1. The budget is integrated with the Council's Delivery Plan, and resource allocation is directed towards policy priorities.

### **Legal Implications**

- 8.2. Section 151 of the 1972 Local Government Act requires the Chief Finance Officer (as the responsible officer) to ensure the proper administration of the City Council's financial affairs. This report forms part of the process that will enable the Council to set a balanced budget for 2021/22 in line with statutory requirements, including those relating to setting council tax.

### **Financial Implications**

- 8.3. This report sets out the proposed approach for addressing the budgetary gap that has emerged due to the COVID-19 pandemic for the current financial year, 2020/21. A provisional update has been made to the forecasts in the Medium Term Financial Plan which will continue to be reviewed through to the finalisation of the budget in February 2021. The Council is legally required to set a balanced budget annually and should plan to achieve this using a prudent set of assumptions. It should be recognised that this planning is being done against a backdrop of uncertainty around the funding that will be available to the local government sector, the ongoing impact of Covid-19 and the resultant increase in demand for the Council's services. The Delivery Plan proposals will require time to be worked up and the financial impacts understood. As a result, the final budget proposals will be presented in February 2021.

**Procurement Implications (if required)**

- 8.4. N/A

**Human Resources Implications (if required)**

- 8.5. There are no direct staffing implications arising from this report. Any Human Resources impact will be evaluated once final proposals for balancing the budget are brought back to Cabinet in February 2021.

**Public Sector Equality Duty**

- 8.6. There are no additional Equality Duty or Equality Analysis issues as a result of this report. Equality issues will be given full consideration as budget proposals are developed.

**9. Background Documents**

- 9.1. City Council Financial Plan 2020-2024 approved at Council 25th February 2020
- 9.2. Delivery Plan
- 9.3. Quarter 2 Financial Monitoring Report



# Birmingham City Council

## Report to Cabinet

10<sup>th</sup> November 2020



**Subject:** ROUGH SLEEPING DRUG AND ALCOHOL TREATMENT GRANT FUNDING BID

**Report of:** Dr Justin Varney  
Director of Public Health

**Relevant Cabinet Member:** Councillor Paulette Hamilton - Health and Social Care  
Councillor Tristan Chatfield - Finance and Resources

**Relevant O & S Chair(s):** Councillor Rob Pocock - Health and Social Care  
Councillor Sir Albert Bore - Resources

**Report author:** Saba Rai  
Interim Head of Service (Universal and Prevention Services)  
Adult Social Care and Health (Commissioning)  
Tel: 07704539752  
Email: [Saba.Rai@birmingham.gov.uk](mailto:Saba.Rai@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 08119/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 The purpose of the report is twofold: The first is to inform Cabinet of a bid which was submitted to Public Health England (PHE) on 2<sup>nd</sup> October 2020. The value of the grant bid is £946,493.88 per annum.

- 1.2 Secondly, if the bid is successful to request approval to accept the grant funding and enter into a grant agreement with Public Health England to deliver the project

## **2 Recommendations**

### **2.1 The Cabinet**

- 2.1.1 Notes and retrospectively approves the bid to Public Health England, which was submitted for the 2<sup>nd</sup> October 2020 Public Health England deadline.
- 2.1.2 If the bid is successful, delegates the Director of Public Health in consultation with the Chief Finance Officer and the City Solicitor (or their nominees) to consider whether any grant conditions require further approvals, and, if not, to accept the grant funding and enter into a Grant Agreement with Public Health England.
- 2.1.3 Authorises the Director of Public Health, in consultation with the City Solicitor, to vary the existing contract with Change, Grow, Live (CGL) as the incumbent service provider to deliver the agreed outcomes within the available financial envelope and funding timescales.
- 2.1.4 Authorises the Director of Public Health in consultation with the Director of Adult Social Care to recruit to the Commissioning Officer post.
- 2.1.5 Authorises the City Solicitor to negotiate and execute any documents to give effect to the above recommendation.

## **3 Background**

- 3.1 Birmingham is one of 43 Local Authority Rough Sleeper Task Force priority areas that have been invited to submit proposals for a proportion of £23 million revenue funding to improve support and outcomes for people experiencing rough sleeping who have drug and alcohol dependence needs and co-occurring mental ill health.
- 3.2 The funding is this year's allocation from the £262m secured by a joint bid from the Ministry of Housing, Communities and Local Government (MHCLG) and Department of Health and Social Care (DHSC), announced in the Budget in March 2020 to be available over the next four years for drug and alcohol treatment and related provision, specifically to meet the needs of this cohort. Funding will be managed and coordinated by Public Health England (PHE).
- 3.3 The bid is for Year 1 only (2020/21) of 4 years funding. Birmingham City Council will not be required to bid for Year 2 (2021/22) funding as the grant awarded in year 1 will be awarded at the same value in year 2 (2021/22). The value of the grant bid requested from Public Health England in 2020/21 is £946,493.88. If the bid is successful in Year 1 the amount received will be a pro rata proportion. In Year 2 a full year cost of £946,493.88 will be received. Future funding arrangements for Years 3 (2022/23) and Year 4 (2023/24) have yet to be confirmed by Public Health England.

- 3.4 A recent review of local data collected from over 900 homeless patients from the Birmingham based Health Exchange service undertaken in 2018, illustrates that over 13% of homeless men had a substance dependence, compared with 4.3% of men in the general population. For women the figures were 16.5% and 1.9% respectively. More than a fifth of the homeless population have an alcohol dependence, compared with 1.4% of the general population.
- 3.5 The bid has been developed with multi agency collaboration to ensure it complements and enhances the utilisation of existing service provision, is strengths based and maximises the opportunity for helping rough sleepers break the cycle of addiction, mental and physical ill health and rough sleeping.
- 3.6 If successful, the bid will enable the implementation of a new rough sleeper Drug and Alcohol Treatment model to be implemented across Birmingham.

#### **4 Options considered and Recommended Proposal**

- 4.1 Birmingham City Council is one of the Government's 43 Rough Sleeper Taskforce priority areas and was invited to bid for a proportion of £23m Rough Sleeping drug and alcohol treatment funding during 2020/2021.
- 4.2 The invitation was to bid for Year 1 (2020-21) of 4 years funding, by completing the funding proformas shared by Public Health England. The grant information was provided by Public Health England on Friday 21st August 2020 with bids to be submitted by Birmingham City Council on Friday 2nd October 2020.
- 4.3 Several factors influenced the decision to submit a bid within a short timeframe:
  - 4.3.1 In response to the Covid-19 pandemic, many people sleeping rough have been housed in emergency accommodation which has presented a unique opportunity to end rough sleeping.
  - 4.3.2 Many of those that were housed in emergency accommodation with a substance dependence need had not been in or sustained their contact with drug and alcohol services previously and there was now an unprecedented opportunity to ensure that any initial treatment contact and engagement is continued.
  - 4.3.3 To deliver sustained reductions in rough sleeping across Birmingham, a growing body of evidence indicates preventing people who have left the streets returning to rough sleeping, involves providing the right packages of personalised support to help recovery, promote independence and build personal resilience
  - 4.3.4 The grant provides an opportunity to secure additional resources to the value of £946,493.88 pro rata in year 1 (2020/21) and £946,493.88 in year 2 (2021/22) with further grant funding for years 3 and 4 to be announced to provide the level of support and intervention needed.
  - 4.3.5 Co-occurring substance dependence and mental health conditions are often linked, and prevent people accessing the care they need – as both require

addressing concurrently and many services are ill-equipped or unable to provide services to meet both needs. This cohort can find it challenging to engage with and/or experience other barriers to accessing health services. This can contribute to a 'revolving door', whereby individuals are repeatedly in and out of stable accommodation.

- 4.3.6 The existing drug and alcohol treatment commissioned service provider CGL has limited capacity to support this complex and challenging entrenched rough sleepers. The service has 2 homeless recovery co-ordinators funded through their core contract with BCC. An additional 2 outreach workers and a non-medical prescriber work alongside the coordinators but are funded through separate Rough Sleepers Initiative funding.
- 4.3.7 The service is contracted to work within the city centre and with its current capacity, is not able to meet the flexibility and intensity of support that is required to offer strength based, trauma and psychologically informed, person centred wrap around service to this cohort of rough sleepers, wherever they may be housed across the city.
- 4.3.8 The new model will engage rough sleepers across a much wider geographic area and ensure that at least 217 known people at risk of, or currently rough sleeping can quickly/easily access individualised support that addresses co-occurring mental health/substance dependence in a trauma/psychologically informed way. This approach will help rough sleepers to begin to manage their addiction, chaotic lifestyles and sustain their tenancies and accommodation, minimising the risk of returning to rough sleeping.
- 4.3.9 If successful, the grant will enable the implementation of a single point of contact to the rough sleeping drug and alcohol service for all partner agencies and commissioned services. It will fund a new Outreach Nurse and a Health Care Assistant, as well as a team of bilingual complex need navigators and recovery co-coordinators, which will bring healthcare interventions to rough sleepers across the city and ensure they are supported to access primary care and Blood Borne Virus /Hepatitis-C services through existing treatment pathways.
- 4.3.10 The new model will support rough sleepers accommodated in response to the Government's Covid 19 'everyone in' programme as outlined within the Public Health England bid guidance. The service will work with existing agencies and commissioned services that will identify matters of status and recourse to public funds, mindful of exclusions and eligibility criteria that apply to inpatient detox and residential rehabilitation services.

## **5 Consultation**

### **5.1 External**

- 5.1.1 The bid has been developed with direct input from; -
  - NHS Birmingham and Solihull CCG

- Change, Grow, Live (CGL)
- Birmingham and Solihull Mental Health NHS Foundation Trust

## 5.2 Internal

- 5.2.1 The bid has been developed with direct input from Public Health and Adult Social Care, Neighbourhoods / Rough Sleeper Leads
- 5.2.2 Councillor Sharon Thompson, Cabinet Member for Homes and Neighbourhoods has been briefed about the submission of the bid and is supportive of proposals.

## **6 Risk Management**

- 6.1 There is an identified risk that if the Birmingham City Council bid for grant funding is unsuccessful the new proposed model to engage with rough sleepers citywide will not be implemented. This means that the service will continue to work within the boundaries of the city centre and will not be able to offer wrap around support to those at risk of or currently rough sleeping citywide

## **7 Compliance Issues:**

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

- 7.1.1 The approval of the bid and acceptance of grant funding for the delivery of the project will be a significant asset to the delivery of the Council's outcomes, priorities and plan for 2018-22. As well as bringing additional funding into the Council and the city, the rough sleeping drug and alcohol treatment grant will also have a specific impact on the following outcomes and priorities:
- 7.1.2 Birmingham is a great city to live in: We will work with partners to tackle rough sleeping and homelessness. This is a particularly strong focus for the bid and will provide the opportunity to make a significant difference to helping rough sleepers maintain and sustain stable accommodation.
- 7.1.3 In addition, this bid is consistent with the delivery of the Birmingham City Council Homelessness Prevention Strategy 2017+
- 7.1.4 CGL are existing signatories to the BBC4SR. If the bid for grant funding is successful, additional commitments in terms of service outcomes proportionate to the grant will be identified and agreed with CGL and their Social Value Action Plan will be updated accordingly.

### **7.2 Legal Implications**

- 7.2.1 Section 6C of the National Service Act 2006 as amended by the Health and Social Care Act 2012 and The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 provide for the discharge of public health functions by Local Authorities.

- 7.2.2 Sec 111 Local Government Act 1972 confers power on the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions

### **7.3 Financial Implications**

- 7.3.1 The submission of a grant funding bid does not commit the Council to expenditure.
- 7.3.2 Finance have advised that the grant bid has no net impact on the Council's budget. If successful, the grant funding that will be awarded will be used to deliver the new rough sleeper drug and alcohol treatment model through a contract variation with the existing substance misuse commissioned provider Change, Grow, Live (CGL).

### **7.4 Procurement Implications**

- 7.4.1 If the grant bid is successful, a contract variation will be agreed with Change, Grow, Live (CGL) as the existing service provider. Change Grow Live (CGL) are contracted until 28<sup>th</sup> February 2022
- 7.4.2 The supporting guidance provided by Public Health England in order to support the bid application has no expectations or caveats that a procurement exercise be undertaken for the grant.
- 7.4.3 The grant information was provided by PHE on Friday 21st August 2020 with bids to be submitted by the local authority on Friday 2nd October 2020. The period of 6 weeks made it unfeasible to undertake a procurement exercise.
- 7.4.4 In order to develop a model at pace with key BCC and Mental Health partners, CGL as the existing service provider had to be involved in the process in order to meet the bid submission deadline and were integral in the development of the new rough sleeping drug and alcohol model included in the bid submission.
- 7.4.5 As CGL are the current provider of Adult drug and alcohol treatment services, another service provider would not be able to ensure engagement is maintained with drug and alcohol treatment services as that they are not commissioned by BCC to deliver this service.
- 7.4.6 The Under the Public Procurement Regulations (PCR) 2015, Contracts may be modified without a new procurement procedure where all of the following conditions are fulfilled; -
- 7.4.6.1. The need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen;
  - 7.4.6.2. The modification does not alter the overall nature of the contract;
  - 7.4.6.3. Any increase in price does not exceed 50% of the value of the original contract.

7.4.7 Procurement have advised that these conditions have been fulfilled therefore the risk of a successful procurement challenge to the Council for not re-procuring the services is considered low.

## **7.5 Human Resources Implications (if required)**

7.5.1 If successful, the bid would not create any Human Resource implications.

## **7.6 Public Sector Equality Duty**

7.6.1 An equality impact assessment has been conducted and is attached as **Appendix 3**.

7.6.2 The equality impact assessment indicates no adverse impact.

## **8 Appendices**

8.1 Appendix 1: Proforma Funding Bid part 1 – bid narrative

8.2 Appendix 2: Proforma funding Bid part 2 – data relating to population in scope of the bid and staff costs

8.3 Appendix 3 - EA

## **9 Background Documents**







Public Health  
England

Protecting and improving the nation's health

## Funding Proforma Part 1: Rough sleeping drug and alcohol treatment grant 2020/21

Please Note: Applications should be submitted to the relevant PHE regional team

Local authority contact details	
<b>Name of local authority submitting the bid</b>	Birmingham City Council
<b>Name of lead commissioner</b>	Saba Rai
<b>Job title / position in local authority</b>	Service Lead – Health and Homelessness Interim lead – Universal and Prevention Services
<b>Telephone number</b>	07704 539752
<b>Address and postcode</b>	Birmingham City Council 10, Woodcock Street, Birmingham. B7 4BL.
<b>E-mail address</b>	Saba.Rai@birmingham.gov.uk

### Section 1 – Numbers of people from the rough sleeping population requiring drug and alcohol treatment

**Please complete full section (questions 1a-1h) in the population tab of the attached Excel document.**

**217 CLIENTS.** Details on the Population tab of the excel document – Funding Proforma Part 2.

### Section 2 – Current drug and alcohol treatment provision for the rough sleeping population.

*Please note: This funding is to provide additional support to people who are experiencing or have recently experienced rough sleeping. It is not able to fund posts or a service which has already been delivered or that would happen anyway.*

**2a. Please list your current drug and alcohol service provision (for people who have experienced / are experiencing rough sleeping). (300 words max)**

Change Grow Live (CGL) are commissioned to provide drug and alcohol services in Birmingham and are contracted until 28<sup>th</sup> February 2022.

The commissioned contract does not specify roles related to homelessness but CGL provide 2-FTE dedicated specialist Homelessness Recovery Coordinators.

CGL also receive separate funding from the Rough Sleepers Initiative (RSI). This funds 2-FTE Outreach Workers and 1-FTE Non-Medical Prescriber (NMP) who work alongside the Homelessness Recovery Coordinators.

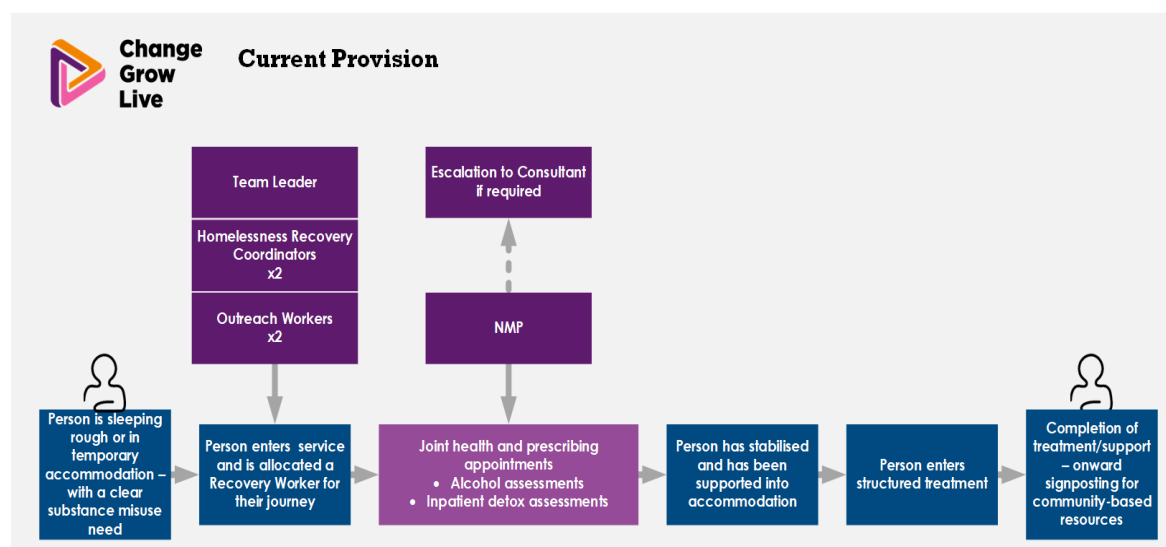
The RSI funding is currently confirmed until March 2021.

The team currently engage with 154 service users, which includes a mix of individuals in hostel and emergency accommodation and rough sleepers. Some individuals in hostels also have regular periods of rough sleeping.

CGL provide rapid prescribing for opiate substitute treatment (OST) and clinical and psychosocial interventions. The team assess physical and mental health and refer and signpost to mental and physical health care, housing and voluntary services. The team complete blood borne virus (BBV) testing and BBV vaccinations. Alcohol assessments and other clinical interventions are completed by a Nurse in the core substance misuse service. The team have established partnership/pathways with statutory and voluntary services including Birmingham City Council, housing providers and Birmingham and Solihull Mental Health Trust.

Prolonged periods of rough sleeping can make it more challenging for workers to engage individuals into drug or alcohol support. Entrenched rough sleeping is often associated with complex needs and building trust can take considerable time. Both factors impact on the capacity of the current provision.

Current funding is limited to the city centre. During the pandemic there has been a significant increase in rough sleepers displaced to areas outside the city centre (e.g. Erdington/Moseley). This limitation makes it challenging for the workers to work effectively with these individuals.



**2b. Please describe the gaps in service provision that you would address with the funding provided. (300 words max)**

Rough sleepers or those at risk of rough sleeping in Birmingham currently have no provision outside of the city centre. The new model will engage rough sleepers across a much wider geographic area and ensure all those at risk of, or currently rough sleeping can quickly/easily access individualised support that addresses co-occurring mental health/substance dependence in a trauma/psychologically informed way. Thus, preventing them from returning to rough sleeping/enabling sustainment of accommodation.

The new model will bring additionality to the established Homelessness Team including:

- Complex Needs Navigators.
- Homelessness Recovery Coordinators.
- Outreach Nurse.
- Outreach Health Care Assistant.
- SPOA/Admin Workers.
- Hospital/Prison Outreach.
- Project Manager and Team Leader.

The 1-FTE Project Manager will provide strategic oversight and manage the project from set-up to delivery and will liaise with Commissioners and other partners/stakeholders.

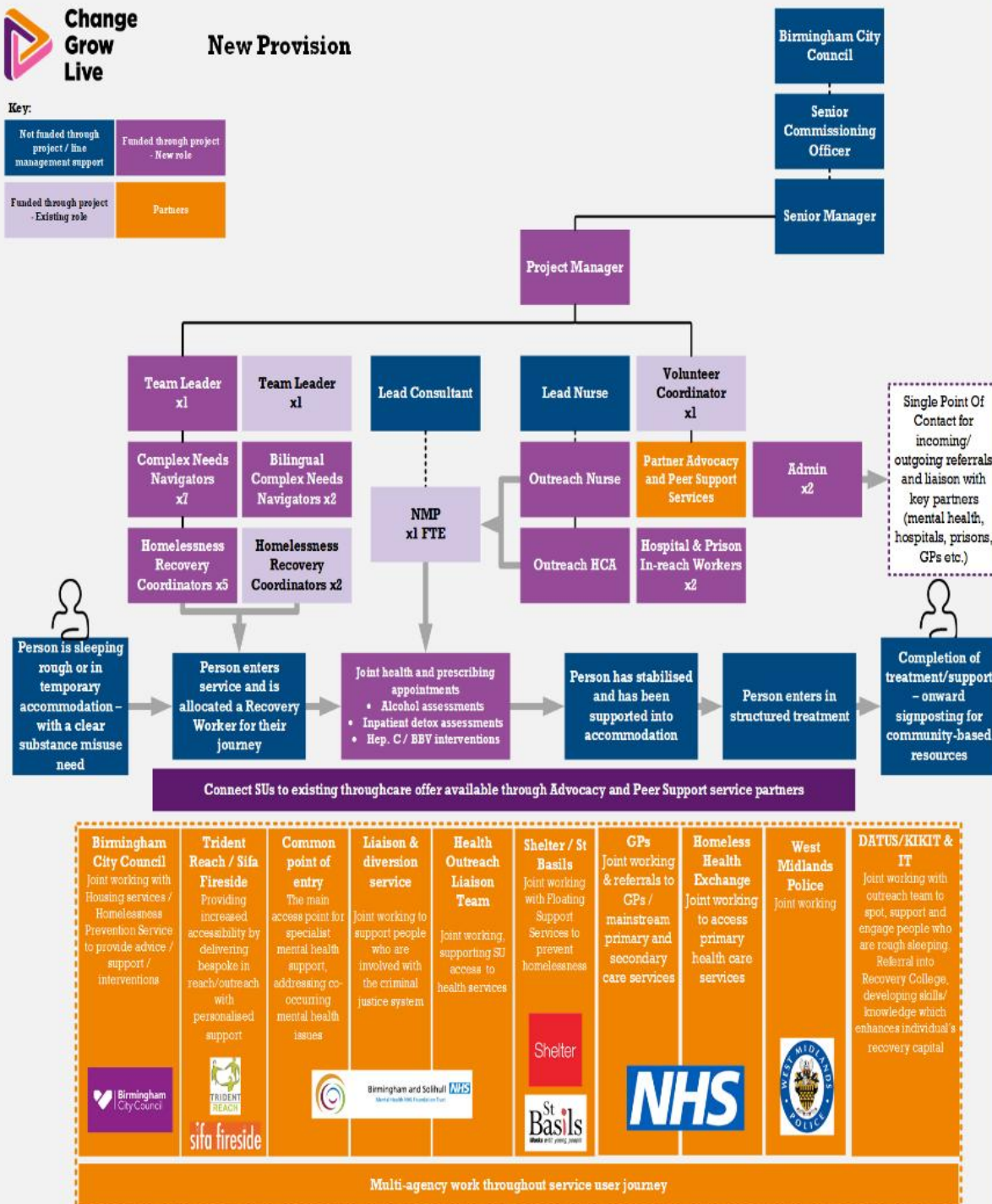
The new team will also support the established city-wide MDT, ensuring effective pathways to mental health and primary care services, and that service users coming in/out of hospital or prison also receive an engaging and effective service.

Birmingham has a large population of SUs where English is not their first language. We will recruit 2-FTE specialist Bilingual Complex Needs Workers (e.g. Polish speaking) to ensure effective engagement across the city, by breaking down barriers and cultural differences.

A new 1-FTE Outreach Nurse and 1-FTE HCA will bring healthcare interventions to rough sleepers across the city and ensure they are supported to access primary care and BBV/Hep-C services through existing treatment pathways.

The new team will work with CGL's existing Volunteer Coordinator to build a network of Peer Mentors to support those who are rough sleeping. Peer Mentors will adopt a multi-agency approach model, ensuring that the support is meaningful and person-centred. They will promote access to treatment and other services (e.g. peer support/SMART via Datus, Hep-C treatment via Queen Elizabeth Hospital).

**Key:**



**2bi. Where there are gaps in local intelligence, what steps will be taken to address them? (200 words max)**

Due to the size of Birmingham, the complexities and transient nature of the rough sleeping population, and the number of partner agencies involved in addressing the issue of rough sleeping; it is acknowledged that in Birmingham there are gaps in local intelligence including accessing qualitative data in a timely manner:

- Having accurate data on the number of rough sleepers with co-occurring mental ill-health and substance dependence and whether a formal diagnosis has been undertaken.
- Timely access to hospital discharge and prison release data.
- Data sharing amongst existing service providers, including Mental Health and Rough Sleeping Outreach Teams.

The proposal will address these gaps by:

- Providing a framework and capacity (1-FTE Project Manager) to link with partners thus facilitating greater integration with all service providers who contribute to rough sleeping in terms of formal data sharing protocols and subsequent governance via the Birmingham Homeless Forum and Rough Sleeper Action Group.
- Enabling access to citywide local intelligence in order to continuously monitor gaps via the accessibility, engagement and sustainability in the new service.
- Embedding the new CGL Rough Sleeper Model as part of the wider health and social care system.

**Section 3 – Planned wrap around interventions to support individuals and services to enable access, engagement and sustained engagement with drug and alcohol treatment.**

**3a. Please describe how current services work to support this population with access to and engagement with drug and alcohol treatment and where you have identified gaps in service provision. (300 words max)**

Rough sleepers are currently referred into the drug and alcohol treatment service through:

- CGL's SPOC.
- Outreach Workers via RSI partners.
- CGL's assertive outreach engagement.

However, a dedicated Homelessness SPOC to coordinate referrals would be more effective/efficient.

Outreach Workers conduct drug screens and arrange NMP assessments for OST. Assessments are currently virtual, so Outreach Workers hand deliver prescriptions to the individual or nominated pharmacy.

Clinical interventions, including alcohol assessments are completed by a CGL Nurse. However, this role also has other responsibilities and is not fully allocated to the needs of rough sleepers.

Frequent multi-disciplinary RSI meetings with housing, health and voluntary services support ongoing engagement and planning of appropriate interventions. Outreach Workers often 'hand-hold' rough sleepers to attend appointments, however the frequency of required outreach interventions is limited by the high numbers in this cohort and the Outreach Worker's caseloads.

There have been significant increases in requests to support rough sleepers in areas outside the city centre. Rough sleepers will often not readily engage at CGL's hubs and since COVID-19, the core service has seen an increase of 700 individuals accessing treatment, further limiting capacity for specialist outreach to rough sleepers. The new Complex Needs Navigators are essential to engage rough sleepers and support access to treatment.

An estimated 10% of rough sleepers are frequently admitted to hospital or receive custodial sentences. The new Hospital and Prison In-reach Workers (supported via the SPOC) will ensure their needs are met on the day of discharge.

The new model will enhance the existing Homelessness Team, with multi-disciplinary-team meetings supporting citywide links to health and social care services, peer support networks, community assets and mutual aid.

The new 1-FTE Project Manager will work with Social Prescribing Networks, Associated Social Prescribers and the LA Neighbourhood Network Scheme to facilitate sustained recovery for service users.

**3b. Please complete corresponding table (question 3b) in the staff tab of the attached Excel document.**

Details on the Staff tab of the excel document – Funding Proforma Part 2.

#### **Section 4 – Commissioning and project coordination**

**Please complete full section (questions 4a-4b) in the staff tab of the attached Excel document.**

Details on the Staff tab of the excel document – Funding Proforma Part 2.

#### **Section 5 – London specific question**

**5a. How many of the London 'Target One Thousand' cohort remain either in emergency accommodation or rough sleeping in your borough? Of these, please specify how many require drug and alcohol treatment. (100 words max)**

N/A



## Section 6 – Service integration

**6a. Please explain how the new funding will be integrated with existing service provision, as part of a wider health and care pathway for this population. (150 words max)**

CGL will provide governance and leadership for the new model which will be embedded within their existing Drug and Alcohol Treatment Service (commissioned, managed and monitored by Birmingham Public Health). The model will be integrated within existing Local Authority operational and strategic groups, including monitoring of outcomes and future direction.

There is commitment from all partners to work holistically to fully integrate the model within existing services and wider health and care pathways, including:

- The RSI Model.
- BCC Rough Sleeping Outreach Team.
- Mental Health Rough Sleeping Team.
- Adults Transition Centre.
- Vulnerable Adults, Prison Release & Young People's Hubs.
- Adult Social Care.
- Homeless Hostels and Charities.
- Health Xchange (Primary Care Services for the Homeless).
- Rough Sleeping MDT.
- Hospitals.
- Prisons.

When deemed ready, rough sleepers will transition to mainstream services to ensure continuity of care, improved health outcomes and sustained recovery.

**6b. Where an individual is accommodated out of the local authority, please describe how continuity of care arrangements will work to ensure that people are supported to access the local drug and alcohol services. (150 words max)**

When an individual is accommodated out of area, their Complex Needs Navigator/Homelessness Recovery Co-ordinator will coordinate their transfer. This will include referral to and liaison with their new drug and alcohol service and pharmacy, and provision of bridging prescription until an appointment and prescription is provided. The Complex Needs Navigator/Homelessness Recovery Co-ordinator will liaise with other services involved in their care and support (e.g. mental health), to ensure appropriate and secure transfer of all care needs.

The Admin/SPOC workers will send all relevant information (e.g. assessments and service user plans).

The Complex Needs Navigator/Homelessness Recovery Co-ordinator will continue to work with the service user for a minimum of 4 weeks or until such time that the service user has met the new service and an effective handover has taken place.

Service users returning to Birmingham will be able to re-access treatment within 48 hours.

## Section 7 – Impact of additional funding and agreed outcomes

### 7a. Please describe how this funding will impact on the following outcomes: (300 words max)

- (i) access to treatment
- (ii) sustained engagement
- (iii) successful completion
- (iv) stable accommodation
- (v) co-occurring drug and alcohol dependence and mental ill health needs
- (vi) GP registration
- (vii) general health care engagement
- (viii) access to inpatient detox/residential rehab (where appropriate)

The new funding will deliver the following outcomes:

- (i) Increased access to treatment through increased outreach, more intensive support and improved pathways and partnerships. Complex Needs Navigators will support rapid access to treatment, with access to prescribing within 48hrs. The new SPOC will ensure SUs gain access/linkage to community services within 24hrs of release from hospital/prison.
- (ii) Holistic packages of care including psycho-social interventions, clinical prescribing, BBV/Hep-C screening/immunisations/treatment and peer-support, will promote sustained engagement. Referral to multi-agency rough sleeper daily tasking meetings and weekly local MDTs with safeguarding leads and clinical staff present will ensure support is effectively coordinated across providers.
- (iii) Increased numbers of individuals previously rough sleeping/in emergency accommodation who remain engaged with treatment and are no longer in emergency accommodation/rough sleeping.
- (iv) Reduced numbers of long-term and repeated rough sleepers decreased evictions/abandonments from commissioned services and independent living directly attributed to substance use, and increased throughput in supported accommodation to more independent living.
- (v) Increased assertive outreach and case management capacity will support SUs to access mental health services. The Project Manager will develop/improve referral pathways between homelessness and mental health services.
- (vi) All SUs will be referred to a GP within 48 hours (supported by their Complex Needs Navigator and SPOC to ensure referrals are accepted). This will include a virtual offer of support.
- (vii) The new service will improve joint working with Health & Social Care and other providers. Complex Needs Navigators/Homelessness Recovery Co-ordinators will utilise existing/new networks and pathways to broker support from strategic partnerships and other providers.



- (viii) Service users who are currently residing in the local authority area will have access to Park House (CGL's Inpatient Detoxification Unit, with 9 dedicated beds), or other specialist units based on individual need/risk (including access to CGL's national framework of inpatient and residential rehabilitation providers).

**7b. Please describe any additional local outcomes you would hope to see from this additional funding. (150 words max)**

Further outcomes include:

- A service model which enables people to sustainably move on from rough sleeping and homelessness rather than just responding to immediate presenting need.
- Improved relationships with local communities and businesses.
- Greater capacity to engage with individuals rough sleeping outside of the city centre.
- Enhanced partnership working with primary care, mental health services, housing and other voluntary organisations who are supporting rough sleepers.
- Increased numbers of service users previously 'closed', re-engaged with CGL and mental health services.
- Increased numbers of service users engaged with CGL previously with no access to primary and secondary care now engaged in treatment pathways.
- A reduction in rough sleepers who are repeatedly accommodated and return to rough sleeping.
- Personalised/holistic support packages for all service users including specialist interventions (e.g. female & older rough sleepers).
- Culturally appropriate interventions for hard to reach individuals from the Eastern European and Sub-Saharan African rough sleeping communities.

**Section 8 – Commitment to evaluation, monitoring and reporting**

**8. Please confirm you will comply with all monitoring, reporting and evaluation requirements set by PHE.**

Birmingham confirms that it will comply with all monitoring, reporting and evaluation requirements set by PHE. Birmingham is also willing to work in partnership with PHE in terms of evaluating the project.

## Section 9 – Key milestones, risks and mitigations

### 9a. Please outline the key milestones and deliverables.

\* All dates listed below are reliant upon Birmingham City Council being notified of the bid outcome week commencing 26<sup>th</sup> October 2020. Any slippage to this date will impact on the delivery dates listed below.

Key milestones/Deliverables	Delivery Date:
Bid outcome decision received from PHE	w/c 26 <sup>th</sup> October 2020
Key partners informed of bid outcome	w/c 26 <sup>th</sup> October 2020
Role Recruitment – CGL prepare job descriptions for each post.	w/c 26 <sup>th</sup> October 2020
Discuss pathways in and out of the model with key partners	w/c 9 <sup>th</sup> November 2020
Confirm membership and dates of relevant local operational and strategic groups	w/c 9 <sup>th</sup> November 2020
Identify potential caseload with key partners and initiate engagement	w/c 9 <sup>th</sup> November 2020
Job adverts published by CGL	w/c 9 <sup>th</sup> November 2020
Job interviews take place	w/c – 21 <sup>st</sup> December 2020
Initial caseloads, KPIs, Outcomes and implementation plan shared with key partners and discussed.	w/c – 4 <sup>th</sup> January 2021
Funding allocated and paid to BCC	TBC
New staff in post at CGL	w/c 8 <sup>th</sup> February 2021 (dependant on successful role recruitment)
New Model operational	February 2021
First 2 monthly monitoring submission to PHE	March 2021

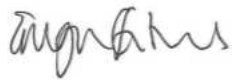
**9b. Please provide details of any possible risks to delivery (both overall and specifically in relation to milestones identified) and actions to mitigate these risks.**

<b>Possible Risks impacting on successful delivery</b>	<b>Likelihood of Risk (1-5) Severity of Risk (1-5)</b>	<b>Mitigating Actions</b>
<p><i>CGL are unable to successfully recruit to posts.</i> Successful recruitment is a critical success factor of the project/COVID may present additional barriers</p>	<p>Likelihood (3) Severity (5)</p>	<p>CGL are highly experienced at recruitment including to specialist posts. Recruitment will be supported by a specialist HR-Business Partner, with oversight from CGL's central Implementation team. Secondments from CGL's core drug and alcohol service.</p>
<p><i>Lack of engagement from key partners.</i></p>	<p>Likelihood (1) Severity (5)</p>	<p>Key partners have been actively involved in the preparation of the bid, have identified gaps in current provision and are fully committed to working in partnership moving forward. Joint working relationships and governance arrangements already exist.</p>
<p><i>Lack of engagement and refusal of support from the rough sleeping cohort.</i> The cohort have multiple complex needs and may refuse help as at the time it is not right for them as an individual.</p>	<p>Likelihood (3) Severity (5)</p>	<p>The new proposed model has been designed with input from key partners and offers flexibility to the caseload. The new model addresses previous gaps in service provision and offers additionality to previous service offers (e.g. increased outreach, more intensive support), and will offer a more engaging proposition to individuals within the rough sleeping cohort.</p>
<p><i>Gaps in local intelligence and impact on service capacity.</i> As identified within this bid it is acknowledged that there are gaps in local</p>	<p>Likelihood (3) Severity (5)</p>	<p>The caseloads for new positions detailed within this bid have been determined by the data available.</p>

intelligence in terms of being able to access qualitative data in a timely manner.		As described within the bid formal data sharing protocols will be agreed and implemented with key partners in order to have accurate data in terms of rough sleeping numbers.
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#### Section 10.1 – Signatories

##### Local authority director of public health / consultant in public health

<b>Signed</b>	
<b>Name</b>	Elizabeth Griffiths – Assistant Director of Public Health
<b>Email</b>	Elizabeth.griffiths@birmingham.gov.uk
<b>Telephone</b>	07548 713687


#### Section 10.2 – Signatories


##### Local authority director of housing and/or senior housing or homelessness commissioner


<b>Signed</b>	
<b>Name</b>	Julie Griffin - Assistant Director Housing
<b>Email</b>	julie.griffin@birmingham.gov.uk
<b>Telephone</b>	07958 218742


#### Section 10.3 – Signatories

##### Chief executive of the local authority (or individual with delegated authority to sign on behalf of the chief executive)

<b>Signed</b>	
<b>Name</b>	Chris Naylor – BCC Chief Executive
<b>Email</b>	Chris.Naylor@birmingham.gov.uk
<b>Telephone</b>	0121 303 4961

Section 10.4 – Signatories	
Executive approval for lead CCG (i.e. director of commissioning; mental health commissioning lead; clinical lead for mental health)	
Signed	
Name	Joanne Carney - Director of Joint Commissioning, Mental Health, Children and Maternity, Personalisation, Birmingham & Solihull CCG
Email	joanne.carney@nhs.net
Telephone	07500 604943

Section 10.5 – Signatories	
Local authority director of adult social services	
Signed	
Name	Graeme Betts – BCC Director Adult Social Care
Email	Graeme.Betts@birmingham.gov.uk
Telephone	0121 303 2992

Section 10.6 – Signatories	
Other local strategic partner (please specify name of organisation)	
Signed	
Name	Charity Easton – Director, Change, Grow, Live (CGL)
Organisation	Change, Grow, Live (CGL)
Email	Charity.easton@cgl.org.uk
Telephone	07557 058068





## Funding Proforma Part 2: Rough sleeping drug and alcohol treatment grant 2020/21

**Local authority:**

Birmingham

[Population](#)

Numbers of people from the rough sleeping population requiring drug and alcohol treatment

[Staff](#)

Staff levels and additional staff required



## **Section 1: Population**

<b>Numbers of people from the rough sleeping population requiring drug and alcohol treatment</b>	<b>Number</b>	<b>Notes</b>
<b>Q1ai: How many people are currently in emergency accommodation set up to support people experiencing rough sleeping during the Covid-19 pandemic?</b>	71	
<b>Q1aii: How many people housed in emergency accommodation during the Covid-19 pandemic have been moved on into other accommodation?</b>	142	
<b>Q1aiii: How many people are currently sleeping rough in your area?</b>	40*	*This figure is likely to be in excess of 96 as for each individual physically observed as rough sleeping there will be a further 3 who are in custody, sofa surfing, living in a squat etc. In addition to this figure CGL (Birmingham Adult Substance Misuse Service Provider) have 154 individuals allocated to their homeless team which includes rough sleepers, of which 98% have opiate dependency.
<b>Q1bi: From all the groups in questions i-iii, what is the total number that are currently problematically using, or are dependent upon alcohol and/or drugs?</b>	217	This is a combination of rough sleepers, those in emergency and temporary accommodation or recently moved into other accommodation. This is based upon those service users currently opened to drug and alcohol treatment; those that were previously known and continue to use and those that have never been engaged. This information has been gathered from MDT's and partnership meetings.



<b>Q1bii: how many of this population are already engaging in structured treatment?</b>	157	This is a combination of rough sleepers, those in emergency and temporary accommodation or recently moved into other accommodation.	
<b>Q1biii: Of the population in emergency accommodation during the pandemic and problematically using or dependent upon alcohol and/or drugs:</b>			
<b>a.</b> How many are still in emergency accommodation?	76	330 individuals moved into Washington Court Hostel from 20.03.20 to 31.08.20. Of those 76 are still there and have problematic substance misuse issues.	
<b>b.</b> How many have moved into other interim or temporary accommodation within the local authority?	16	12 individuals moved into emergency accommodation and 4 individuals into temporary accommodation.	
<b>c.</b> How many have been accommodated in more settled / medium / long term accommodation within the local authority?	84	19 individuals moved into exempt accommodation 22 individuals moved into Complex Needs provision 8 individuals moved into in to long term accommodation 2 individuals returned to family 26 individuals acquired their own tenancy 7 individuals moved into long term supported accommodation Additional information: 7 individuals went to prison 5 individuals were admitted to hospital 11 individuals whereabouts not known	
<b>d.</b> How many have been accommodated in more settled / medium / long term accommodation out of the local authority area?	1		
	Number	Area	Notes
Please list these local authority areas and numbers accommodated in each:	1	Leeds	Staying with family

<b>Q1biv: Of those who are still in emergency accommodation (and problematically using or dependent upon alcohol and/or drugs), during the next six months how many do you expect to be:</b>	Number	Notes	
<b>a.</b> Accommodated in the local authority area?	76	330 individuals moved into Washington Court Hostel from 20.03.20 to 31.08.20. Of those 76 are still there and have problematic substance misuse issues.	
<b>b.</b> Accommodated out of the local authority area?	0		
	Number	Area	Notes
Please list these local authority areas and numbers expected to be accommodated in each	0	N/A	
<p><b>The next three questions are mutually exclusive</b> i.e. a person should only be counted once.</p> <p>Answer below should cover those who are already engaged in treatment, those you are planning to engage in treatment and those who you would plan to engage in treatment, in the immediate short term should you receive additional funding.</p>			
	Number	Notes	
<b>Q1c: How many of the population that are currently using opioids have you engaged in treatment or are planning to do so? (this includes both those housed in emergency accommodation during the pandemic and those currently sleeping rough in your area)</b>	154 (plus 35 see note)	64 are rough sleepers or in emergency accommodation. A further 90 are in temporary accommodation or sofa surfing. In total 89% are known to be poly drug users of which 35 use NPS. In addition, Trident Housing have advised there are a further 35 who are not known to CGL who are problematic drug users. These have not been included in the numbers.	
<b>Q1d: how many of the population are currently using other drugs (and not opioids) have you now engaged in treatment or are planning to do so? (this includes both those housed in emergency accommodation during the pandemic and those currently sleeping rough in your area)</b>	16	12 are rough sleepers on in emergency accommodation. 4 are in temporary accommodation. Due to frequent non-engagement the substances being used are unknown. In addition, Trident Housing have advised there are a further	

		35 who are not known to CGL who are problematic drug users. These have not been included in the numbers.
<b>Q1e: how many of the population ONLY problematically using alcohol have you now engaged in treatment or are planning to do so? (this includes both those housed in emergency accommodation during the pandemic and those currently sleeping rough in your area)</b>	12	7 are rough sleeping or in emergency accommodation. 5 are in temporary accommodation or sofa surfing. In addition, Trident Housing have advised there are a further 35 who are not known to CGL who are problematic drug users. These have not been included in the numbers.
<b>Q1f – how many would you expect to require an in-patient detox over the next two months?</b>	Unable to accurately confirm	At this juncture it is not possible to give an accurate figure. Each individual will be assessed by CGL for suitability and eligibility and based on their needs in-patient detox will be considered and offered where deemed appropriate by CGL and the SU shows a level of motivation and commitment. Q4B on the <b>Staff</b> tab details an annual cost for in-patient detox and residential rehabilitation that will be drawn upon as required. Prior to in-patient detox a 2 weeks period of stabilisation is required; the service user would be housed in hostel/hotel/emergency accommodation in order to undertake pre-detox preparation, allow for the necessary GP engagement and blood work. Following in-patient detox a further 2 weeks accommodation via Housing First/other temporary suitable stable accommodation will be required. It should be noted that based on intelligence that in-patient detox's will be predominantly required for SU's using NPS.

<b>Q1g – how many would you expect to require residential rehabilitation over the next two months?</b>	Unable to accurately confirm	As with in-patient detox at this juncture it is not possible to give an accurate figure. Each individual will be assessed by CGL for suitability and eligibility and based on their needs residential rehab will be considered where deemed appropriate by CGL and the SU shows a level of motivation and commitment. Q4B on the <b>Staff</b> tab details an annual cost for in-patient detox and residential rehabilitation that will be drawn upon as required. NICE Guidance, Drug misuse in over 16s states: psychosocial interventions Clinical guideline [CG51]: 1.5.1.2 Residential treatment may be considered for people who are seeking abstinence and who have significant comorbid physical, mental health or social (for example, housing) problems. The person should have completed a residential or inpatient detoxification programme and have not benefited from previous community-based psychosocial treatment.
<b>Q1hi: of those who are problematically using or dependent upon alcohol and/or drugs, how many of these individuals have had a formal diagnosis of a severe mental illness?</b>	Unable to accurately confirm	As identified in the Funding Proforma Part 1, Q2bi, there is an intelligence gap in terms of having accurate data on the number of rough sleepers with co-occurring mental ill-health and substance dependence and whether a formal diagnosis has been undertaken. The new model will address these gaps by providing a framework and capacity to link with partners, enabling greater integration with all service providers who contribute to rough sleeping in terms of formal data sharing protocols.
<b>Q1hii: of those who are using drugs and/or alcohol, how many of these individuals have not had a formal diagnosis, but self-report mental ill-health?</b>	78	78 of 154 currently engaged in drug and alcohol treatment self report mental health issues.

<p><b>Q1 hiii: Of those who have mental health treatment needs, how many are currently receiving treatment for their mental health needs?</b></p>	<p>Unable to accurately confirm</p>	<p>Those with a formal mental health diagnosis should be receiving treatment. As with Q1hi above and as identified in the Funding Proforma Part 1, Q2bi, there is an intelligence gap in terms of having accurate data on the number of rough sleepers who are currently receiving treatment for their mental health needs.</p> <p>The new model will address these gaps by providing a framework and capacity to link with partners, enabling greater integration with all service providers who contribute to rough sleeping in terms of formal data sharing protocols.</p>
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## Section 3 and 4: Staff

**Q3b:** Please highlight the current staff levels (both public health grant and MHCLG funded), and additional staff required, to deliver wrap around interventions to:

- Access drug and alcohol treatment
- Engage with drug and alcohol treatment
- Sustain engagement with drug and alcohol treatment
- Support wider needs and engagement with health services and accommodation.

Please include in the notes section:

- How each role is expected to increase access to and engagement with services
- The team the role will be based in
- Line management and support (including any clinical supervision and reflective practice where appropriate)
- Whether the role is expected to be building based and/or part of an in-reach or outreach model

*Note that the roles below are included only as a guide. Areas are encouraged to identify staff and interventions that are not listed below that would support wraparound and engagement interventions*

Role	Currently employed (FTE)	Additional required (FTE)	Expected annual cost per FTE for additional posts	Notes
Project Manager	0	1	£51,113.00	Including salary, pension, NI and Apprenticeship levy plus all on costs and start- up costs. This role will support the strategic oversight of the funding in terms of outcomes and data returns to PHE. With a city as large as Birmingham there is a need to grow, nurture and develop more effective working relationships with key partners as outlined in the bid. They will attend key forums and strategic groups citywide and broker positive influence across the same.
Team Leader	1	1	£41,239.84	Including salary, pension, NI and Apprenticeship levy plus all on costs and start-up costs. Provide line management and leadership to the specialist Rough Sleeping Drug and Alcohol Treatment posts detailed within this bid. Responsible for co-ordinating the activity of the team and reporting on activity and performance to external stakeholders (PHE/MHCLG/BCC) and internally to CGL. Develop and maintain excellent links with all stakeholders, including (but not limited to) rough sleeper/outreach teams, healthcare, criminal justice and Birmingham City Council. Provide line management and leadership to the specialist Rough Sleeping Drug and Alcohol Treatment posts. Responsible for co-ordinating the activity of the team and reporting on activity and performance to external stakeholders (PHE/MHCLG/BCC) and internally to CGL. Develop and maintain excellent links with all stakeholders, including (but not limited to) rough sleeper/outreach teams, healthcare, criminal justice and Birmingham City Council.

Complex Needs Navigators	0	7	£36,258.24	<p>Including salary, pension, NI and Apprenticeship levy plus all on costs and start-up costs. They will hold a reduced caseload of service users who present with multiple and complex needs, including substance misuse and are identified as entrenched in rough sleeping.</p> <p>Co-ordinate and lead a proactive solution focused approach, develop holistic personalised action plans identifying goals, aspirations and recovery focused interventions.</p> <p>Work in close partnership with street-based services including healthcare to assertively engage with people who have physical or mental health issues and are involved in substance misuse and rough sleeping.</p> <p>Will use a personalised approach to engaging with hard to reach individuals encouraging them to access drug and alcohol treatment and move away from rough sleeping and other street-based activity such as begging and ASB.</p> <p>Each Complex Needs Navigator will have a caseload of 15 SU's.</p>
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Homelessness Recovery Co-ordinator	2	5	£33,312.63	<p>Including salary, pension, NI and Apprenticeship levy plus all on costs and start-up costs. Provide line management and leadership to the specialist Rough Sleeping Drug and Alcohol Treatment posts.</p> <p>Responsible for co-ordinating the activity of the team and reporting on activity and performance to external stakeholders (PHE/MHCLG/BCC) and internally to CGL. Develop and maintain excellent links with all stakeholders, including (but not limited to) rough sleeper/outreach teams, healthcare, criminal justice and Birmingham City Council.</p> <p>Will develop strong partnerships with housing and homelessness services to identify and engage with people who are/are at risk of rough sleeping and wish to access drug and alcohol treatment. Provide rapid assessments and take a flexible approach.</p> <p>Actively engage with people in services who are accessing treatment for drug and alcohol issues and are at risk of losing their emergency/temporary accommodation.</p> <p>Work flexibly to complete street-based interventions and needs assessments which will inform action/support plans. Work with service users and relevant partners to encourage engagement with substance misuse support.</p> <p>Use a personalised and creative approach to engage hard to reach people, sustaining contact through street-based outreach. Working alongside existing mental health services to support people experiencing co-occurring mental health and drug and alcohol needs.</p> <p>Each Homelessness Recovery Co-ordinator will have a caseload of 30 SU's.</p>
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Hospital/Prison Link Workers	0	2	£33,312.63	<p>Including salary, pension, NI and Apprenticeship levy plus all on costs and start- up costs. Reduce hospital admissions and improve the health and wellbeing outcomes for people with a history of rough sleeping and substance misuse with unmet health needs. Support SU's who are engaged in a cycle of hospital admissions, substance misuse and rough sleeping.</p> <p>Develop partnerships with on-street health services and local hospitals including mental health teams.</p> <p>Complete comprehensive needs assessments and develop individual action plans incorporating relevant community assets and advocating on behalf of SU's.</p> <p>Hold a small caseload of SU's who meet the revolving door criteria. Provide comprehensive assessments and recovery planning (using motivational interviewing techniques).</p> <p>Develop strong partnerships and joint working within prisons, probation and street-based services. Ensure a robust planning process is in place for individuals who are rough sleeping and have substance misuse needs/high levels of re-offending behaviour</p> <p>Reduce reoffending and substance misuse for homeless or rough sleeping SU's.</p> <p>Engage SU's caught in a cycle of reoffending and rough sleeping. Address immediate needs and work with partners within the prison and community to stabilise individuals in meaningful treatment.</p> <p>Each Hospital/Prison Link Worker will hold a small caseload of SU's in order to be able to work intensively with said individuals.</p>
Bi-Lingual Complex Needs Navigators	0	2	£36,258.24	<p>Including salary, pension, NI and Apprenticeship levy plus all on costs and start-up costs. As per above for Complex Needs Navigators but ensuring the staff are bi-lingual to engage the known cohort to whom English is not their first language.</p> <p>Each Bi-Lingual Complex Needs Navigators will have a caseload of 15 SU's.</p>

Outreach Nurse	0	1	£42,432.34	<p>Including salary, pension, NI and Apprenticeship levy plus all on costs and start-up costs. Improve choice and control for individuals who may be rough sleeping, homeless or at risk of homelessness. Will support access to healthcare and promote the social inclusion of people who are homeless or rough sleeping. Work in an assertive outreach capacity to improve physical and mental wellbeing of service users who are hard to reach. Develop local referral routes to improve access to healthcare services, removing barriers to healthcare for service users by identifying and addressing gaps in local areas. Will have a flexible, creative and innovative approach to reducing health inequalities for street-based service users.</p> <p>Will work in conjunction with health, social care, housing, mental health, other public and voluntary sector providers to ensure a holistic approach is taken to improve the health and wellbeing of the service user.</p> <p>Delivering healthcare interventions including screening, medical reviews, BBV tests and wound care (list not exhaustive). The caseload of the Outreach Nurse will be determined by SU need.</p>
Outreach Healthcare Assistant	0	1	£33,312.63	<p>Including salary, pension, NI and Apprenticeship levy plus all on costs and start-up costs. As per the nurse role, supporting the outreach nurse and supporting sign posting into primary or secondary care provision.</p> <p>The caseload of the Outreach Healthcare Assistant will be determined by SU need.</p>
SPOC/Admin Roles	0	2	£30,457.25	<p>Including salary, pension, NI and Apprenticeship levy plus &amp; all on costs and start-up costs. Provide general administrative support to the workers supporting the rough sleeping cohort. Support any additional data reporting requirements required by the funding</p> <p>To act as a single point of contact for all referrals in and out of the model. Joining up the complexity and those services supporting the client on a daily basis.</p>

			<b>£788,524.88</b>	
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**Q4a:** Areas will be expected to build on funding they receive this year and in further years and ensure that it results in improved drug and alcohol treatment services for people who experience rough sleeping.

Please highlight the current commissioning and coordination capacity and additional requirements that will be required to support this.

<b>Role</b>	<b>Currently employed (FTE)</b>	<b>Additional required (FTE)</b>	<b>Expected annual cost per FTE for additional posts</b>	<b>Notes</b>
Commissioning capacity	2	1	£57,969.00	<p>Yearly cost broken down as £39,880.00 salary, £4,291.00 NI, £13,599.00 pension and £199.00 apprenticeship levy. A total of £57,969.00 yearly. This is based on the mid-point salary scale.</p> <p>As the current commissioning capacity at Birmingham City Council is only 2 FTE, there is a capacity issue within the existing team which will impact upon ensuring the new model is fully integrated as part of wider health and care support system alongside rough sleeping services. The fixed term recruitment of a GR5 (Senior Officer) role within the BCC Public Health Commissioning team will facilitate the embedding of the new model into the citywide rough sleeping offer within Birmingham at an operational and strategic level as well as integrating the new model into the wider health and social care system in order to deliver long term sustainability of the model.</p>

**Q4b:** Please add any additional drug and alcohol treatment service posts or interventions (that haven't already been addressed) that would enable services to adapt, expand and potentially reconfigure to ensure that they meet the needs of this population?

Use the notes field to describe how the role or intervention is expected to support engagement from this population

Role	Additional required (FTE)	Expected annual cost per FTE for additional posts	Notes
In-patient Detox/Residential Rehabilitation	N/A	£100,000.00	<p>£100,000.00 yearly will be used to fund in-patient detox and residential rehabilitation - where deemed appropriate by CGL. It is not possible to provide a figure per service user at this juncture as SU's suitability and eligibility will be assessed by CGL on a case by case basis and SU's will be required to have a level of motivation and commitment to attend in-patient detox and residential rehabilitation. In addition to this, some SU's may require in-patient detox for a period of 2 weeks, whilst other SU's may require in-patient detox followed by residential rehabilitation for a minimum of 4 weeks. In some cases, a period of up to 12 weeks or possibly longer may be necessary.</p> <p>Based on Public Health and national intelligence, costs for a 14 day in-patient detox could be circa. £5,000 to £7,000 and 4 weeks residential rehab circa. £6,500 plus. However, it must be noted that due to COVID there may be a lack of capacity and/or an increase in prices.</p> <p>The funding requested could fund a 2 week in-patient detox for approx. 20 SU's (approx. 10%) of the cohort. Alternatively, it could fund a 2 week in-patient detox for approx. 10 SU's and 4 weeks residential rehabilitation for 7 SU's. These scenarios are an example and as described above the decision on a SU's suitability will be determined by CGL. Due to the costs of in-patient detox/residential rehabilitation it is not anticipated that there will be any underspend in this area.</p>



Title of proposed EIA	Submission of Grant to access Public Health England (PHE) funding from the Rough Sleeping Drug and Alcohol Treatment Grant
Reference No	EQUA575
EA is in support of	Amended Service
Review Frequency	Six Months
Date of first review	01/08/2022
Directorate	Assistant Chief Executive
Division	Public Health
Service Area	Adults Substance Misuse
Responsible Officer(s)	<a href="#">Karl Beese</a>
Quality Control Officer(s)	<a href="#">Chris Baggott</a>
Accountable Officer(s)	<a href="#">Elizabeth Griffiths</a>
Purpose of proposal	To outline the equalities impact of the Grant Submission to PHE in order to access the Substance Misuse of Rough Sleepers Grant
Data sources	relevant reports/strategies; relevant research; Other (please specify)
Please include any other sources of data	Data has been provided by Change, Grow, Live (CGL) as the BCC Commissioned provider for the Birmingham Adults Substance Misuse Service, the BCC Strategic Lead for Rough Sleeping, Trident Reach who are the Lead provider commissioned by BCC for Homeless Outreach and the Mental Health Joint Commissioning Team from the Birmingham and Solihull Clinical Commissioning Group.

ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS

Protected characteristic: Age

Not Applicable

Age details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18 as is the case with the current Adults Substance Misuse Service.

Protected characteristic: Disability

Service Users / Stakeholders

Disability details:

Co-occurring substance dependence and mental health conditions are often linked, and prevent people accessing the care they need as both require addressing concurrently and many services are ill-equipped or unable to provide services to meet both needs.

The bid submission will have a positive impact on the protected characteristic of disability as the amended service funded by the PHE Grant (if successful) will address the comorbidity (the presence of more than one disorder in the same person) of mental ill health and substance misuse of service users accessing the amended service.



Protected characteristic: Sex

Not Applicable

Gender details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18 regardless of gender as is the case with the current Adults Substance Misuse Service.

Protected characteristics: Gender Reassignment

Not Applicable

Gender reassignment details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18 regardless of gender reassignment as is the case with the current Adults Substance Misuse Service.

Protected characteristics: Marriage and Civil Partnership

Not Applicable

Marriage and civil partnership details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18 regardless of their marital status as is the case with the current Adults Substance Misuse Service.

Protected characteristics: Pregnancy and Maternity

Not Applicable

Pregnancy and maternity details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18, regardless of pregnancy or maternity status as is the case with the current Adults Substance Misuse Service.

Protected characteristics: Race

Service Users / Stakeholders

Race details:

The Grant submission will have a positive impact on the protected characteristic of Race as the amended service funded by the PHE Grant (if successful) will include the provision of bi-lingual Complex Needs Navigators to ensure engagement with the rough sleeping cohort to whom English is not their first language.

Protected characteristics: Religion or Beliefs

Not Applicable

Religion or beliefs details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18 regardless of their religion or beliefs and will be culturally appropriate as is the case with the current Adults Substance Misuse Service.

Protected characteristics: Sexual Orientation

Not Applicable

Sexual orientation details:

If the bid for grant funding is successful the subsequent new model to address the substance misuse of rough sleepers will be open access to anyone over the age of 18 regardless of their sexual orientation as is the case with the current Adults Substance Misuse Service.

Socio-economic impacts

The bid was developed with multi agency collaboration to ensure it complements and enhances the existing rough sleeping/homeless service provision within the city in order to maximise the opportunities for helping rough sleepers break the cycle of addiction, mental and physical ill health and rough sleeping.

The bid submitted to PHE (if successful) will have a positive impact on those rough sleeping/homeless within Birmingham as it will target a vulnerable cohort and facilitate access to existing Substance Misuse and Homeless services as well as Universal services such as Mental Health, Primary Care and Blood Borne Virus (BBV) testing.

The new model which will be implemented as part of the amended service will also support rough sleepers accommodated in response to the governments 'everyone in' programme in terms of offering a wraparound service to those rough sleepers currently in

Please indicate any actions arising from completing this screening exercise.

emergency/temporary accommodation.

As detailed in this EIA, the co-produced bid submitted by Birmingham City Council to PHE in order to access grant funding will provide a new model and amended service that will address and meet the needs of a vulnerable cohort.

Please indicate whether a full impact assessment is recommended

NO

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

As part of the bid preparation process, data was collated by Birmingham City Council Commissioners and Change, Grow, Live (CGL) - (Service Provider of Adults Substance Misuse Services in Birmingham) in terms of;

- Those rough sleeping/in emergency accommodation

- Those in temporary accommodation/sofa surfing

- Rough sleepers identified by Trident Reach (BCC Homeless Outreach Lead Provider) who are not currently known to the substance misuse service.

This data was included as part of the bid submission to PHE.

During the co-production of the bid, gaps were identified in terms of the identification of rough sleepers with comorbidity as well as establishing need to have bi-lingual workers in order to effectively engage with

	those to whom English is not their first language.
Consultation analysis	No public consultation was undertaken.
Adverse impact on any people with protected characteristics.	No adverse impacts on people with protected characteristics have been identified.
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	Not applicable.
How will the effect(s) of this policy/proposal on equality be monitored?	<p>The amended service will have a positive impact on equality as protected characteristic data will be collected as part of the contract monitoring process already in place between BCC and CGL as the service provider. In addition, qualitative intelligence data will be collated and shared amongst existing service providers via formal data sharing protocols which will include:</p> <ul style="list-style-type: none"> <li>- Having accurate data on the number of rough sleepers with co-occurring mental ill-health and substance dependence (comorbidity) and whether a formal mental health diagnosis has been undertaken.</li> <li>- Timely access to hospital discharge and prison release data</li> <li>- Improved data sharing amongst existing service providers, including Mental Health and Rough Sleeping Outreach Teams.</li> </ul> <p>Governance will be via contract review meetings between BCC and CGL, the</p>

Birmingham Homeless Forum and Rough Sleeper Action Group.

What data is required in the future?

Accurate and timely data on the numbers of people in Birmingham rough sleeping/homeless will continue to be routinely and regularly gathered and shared amongst service providers and key stakeholders. As services develop and evolve data/intelligence will be routinely monitored and any gaps identified and new datasets developed.

Are there any adverse impacts on any particular group(s)

No

If yes, please explain your reasons for going ahead.

N/A

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

This EIA identifies that there will be no adverse impact on any of the protected characteristics as a result of the submission of a grant to access Public Health England (PHE) funding from the Rough Sleeping Drug and Alcohol Treatment Grant.

Equalities monitoring, data and governance requirements have be detailed.

#### QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

Yes

Quality Control Officer comments

Decision by Quality Control Officer

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

13/10/2020





# Birmingham City Council

## Report to Cabinet

10 November 2020



**Subject:** BIRMINGHAM CHILDREN'S TRUST ACCOMMODATION

**Report of:** Dr Tim O'Neill  
Director for Education and Skills

**Relevant Cabinet Member:** Cllr Kate Booth - Children's Wellbeing  
Cllr Tristan Chatfield - Finance and Resources

**Relevant O & S Chair(s):** Cllr Kath Scott - Education and Children's Social Care  
Cllr Sir Albert Bore - Resources

**Report author:** Nigel Harvey-Whitten  
Assistant Director Children's Services (Commissioning)  
Tel: 07711 048 814  
Email: [Nigel.Harvey-Whitten@birmingham.gov.uk](mailto:Nigel.Harvey-Whitten@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 008115/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1 Executive Summary

- 1.1 Birmingham Children's Trust provides contact arrangements for parents whose children have been taken into care. The current arrangements involve colocation of both conferencing and contact arrangements in the same buildings. This can prove challenging at times for families whose children are being considered for being taken into care, meeting alongside families whose children have already been taken into care and have contact arrangements in place to allow them under supervision to visit and have

contact with their own children. This can lead to emotions being high in an already sensitive situation, and on occasion this has caused tension for families and staff. A more effective arrangement would be to separate contact from conferencing to avoid such scenarios. Accommodation for contact also needs to be more fit for purpose and provide a supporting environment for the families and children. There are proposals to replace the current South Access Centre and provide new dedicated contact space in the South of the City.

## **2. Recommendations**

Cabinet is asked to; -

- 2.1 Approve the proposal for £2 million capital spend. This proposal seeks to set aside £0.3m of capital to cover the landlord responsibilities of the Council for the property estate currently occupied by the Trust, with a further £0.5m for major improvements to support the separation of conferencing and contact facilities in the East, and £1.2m to enable the creation of a further three dedicated facilities for contact across the remaining part of the City. All of the capital investment is for both the improvement of existing buildings or purchase of new assets that will remain with the Council.
- 2.2 Delegate authority to approve the procurement strategy and award of contracts for the improvement of property estate to the successful provider(s) to the Assistant Director, Development and Commercial Director of Finance and City Solicitor (or their delegates) in consultation with the Cabinet Member for Finance and Resources.
- 2.3 Authorise the City Solicitor to negotiate, execute and complete all necessary documents to give effect to the above recommendations.

## **3 Background**

- 3.1 Birmingham City Council entered into a service delivery contract for the provision and operation of children's social care services in the city of Birmingham with Birmingham Children's Trust (BCT) on 29<sup>th</sup> March 2018. Further detail can be found in **Appendix 1 and 2**.

## **4. Options Considered and Recommended Proposal**

- 4.1 The options that have been considered are:

Do nothing: This option would leave BCT with the inappropriate settings in the centres and accommodation issue that in effect was passported to them on establishment of the Children's Trust.

Option	Description	Factor 1	Factor 2	Factor 3	Summary
1	Do nothing	Maintain current colocation of contact and conferencing across the City	Continued poor feedback about the quality of accommodation and disruption for children and families	Existing accommodation is considered poor quality and not efficient from property management perspective	This option would leave BCT with the inappropriate settings in the centres and accommodation issue that in effect was passported to them on establishment of the Children's Trust. There is a commitment by the trust that where suitable BCC accommodation does become available this will be considered for use if appropriate.
2	Implement but at lower cost (i.e. smaller number of new contact centres)	Variability of quality and experience across the City	Could create pressure on the new facilities and difficult to decide how to rationalise the potential variable investment for each which part of the City	Cheaper to invest in than the optimum but loss of quality	Can be implemented but will not be as effective
3	Recommended option i.e. Implement the proposal with full investment outline d	Remove variability of quality of experience	Excellent feedback from users to tackle known accommodation issues inherited by BCT when set up	Prudent sustainable option	Will provide the quality and service impacts needed to ensure and effective service

- 4.2 These alternate options were rejected on the basis that they do not deliver the maximum benefits as set out in this proposal. The only other feasible option would be private lease of accommodation. However, previous experience has indicated that this has not been a successful option. Also, contact is a court directed activity, so the Trust has to discharge this service (it cannot be delegated).

## **5. Consultation**

- 5.1 This proposal was considered on August 2020 and then subsequently approved by Capital Board and its membership on 2<sup>nd</sup> September 2020. Furthermore, consultation has been undertaken within the Children's Trust and feedback continues to be provided by conference chairs and other agencies involved in contact and conferencing arrangements. All improvements have been accommodated within the plan for the work.
- 5.2 The proposal was considered by Birmingham Children's Trust Executive Board in December 2019.

## **6. Risk Management**

- 6.1 A detailed risk analysis is provided in the business case. The most significant risk is to the delay in starting the project as the approval process has taken longer than anticipated.

## **7. Compliance Issues:**

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

- 7.1.1 The activity for which the proposal is part of relates to statutory provision for the Council which is delegated to the Birmingham Children's Trust.
- 7.1.2 The successful tenderer for the capital works will be required to sign up to principles of the Birmingham Business Charter for Social Responsibility and will need to develop a relevant and proportionate action plan, demonstrating how the principles of the Charter will be implemented to deliver the desired social value outcomes.

### **7.2 Legal Implications**

- 7.2.1 The Children Act 1989 together with associated regulations and guidance provides various powers and statutory duties in relation to the provision of services by a local authority for children in need and others. The service delivery contract between the Council and the Trust
- 7.2.2 Clause 9.2 'Property Assets and Supply Contracts', Service Delivery Contract describes the arrangement for both parties to take such action.

### **7.3 Financial Implications Details**

- 7.3.1 Through the improvement of the BCT accommodation offer there is expected to be an indirect benefit from savings on older / unfit for purpose buildings (e.g. South Access Centre) and cost avoidance from less disruption to both contact and conference time and the underpinning financial assumptions are as follows:

- a) £300,000 for planned maintenance of existing Trust properties including replacement kitchens, bathrooms, boilers
- b) £500,000 investment in improvement to existing property
- c) £1.2m for three new contact centres at some £400,000 each
- d) Running costs associated with the buildings and implementation costs will be met from within the overall contract sum paid to the Children's Trust.

### 7.3.2 Financial Summary

As noted in the detailed business case, the proposal requires £2 million of capital investment. The funding source for this is the capital element of the Modernisation Fund.

7.3.3 Capital Board support for the proposal was confirmed on 2<sup>nd</sup> September 2020. An outline proposal is attached in **Appendix 1**.

## 7.4 Procurement Implications

7.4.1 The procurement strategy will be drawn up in collaboration with the Council's Corporate Procurement Services and will include consideration of the social value outcomes that are to be sought.

## 7.5 Human Resources Implications

7.5.1 None

## 7.6 Public Sector Equality Duty

7.6.1 We have undertaken an Equality Impact Assessment and there are no recorded negative effects on people using the buildings within the purview of the proposal regarding protected characteristics.

## 8 Appendices

- 8.1 **Appendix 1** 2019/ 2020 Accommodation Requirements Presentation v06 (Contact Conferencing)
- 8.2 **Appendix 2** - Business Case
- 8.3 **Appendix 3** - Equality Assessment





# **Annex 1 2019/2020 Accommodation and Requirements**

Accommodation & Contact Centres

**Marcus Herron & Anita Mullins**  
**27 June 2019**  
**Lancaster Circus**

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**BIRMINGHAM**  
**CHILDREN'S TRUST**

Page 347 of 584

# Trust occupied sites



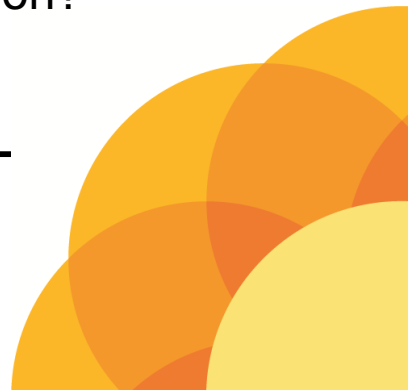
- Church Road
- King Edward Building (TESS)
- Lancaster Circus
- Lifford House
- New Aston House
- Park Road
- South Access Centre
- St Andrews
- St Thomas
- Sutton New Road
- The Circle
- The Wharf
- The Willows
- Woodcock Street
- YOS 52 Newton Street
- YOS Halescroft
- YOS Kingsmere/Earlswood
- YOS Oxygen Rooms
- YOS The Sanctuary
- YOS Victoria Law Courts
- YOS Washwood Heath





# Contact and Conference

- Taking place in a number of locations, some venues host both in the same building
- Trust space is mainly of poor quality
- Do we have sufficient space? – Contact Manager advises we need more contact rooms, especially near the city centre
- Do we want to split Contact and Conference?
- Are there any plans to consider the outsourcing of Contact?
- Do we want to consider hosting Contact from a centralised location?



# Contact

- Limited data on number of contacts taking place and venues due to lack of process for capturing it
- Has been reported that there are not enough Trust rooms to host contact
- No evidence to support shortage of rooms
- More robust process needs to be developed to record contact information, Contact Manager agrees and is working on it



# Contact Data – April/May 2019

Month	Locality	Total Contacts Booked	Internally Supported	Agency Supported	2 Workers Required (Internally)	2 Workers Required (Agency)	Cancelled (Internal)	Cancelled (External)	Total Cancelled	Actual Contacts Held
Grand Total	All	1575	786	789	167	92	138	103	241	1334
Locality Totals	NWC	768	441	327	123	19	80	34	114	654
	East	338	153	185	18	2	13	8	21	317
	South	469	192	277	26	71	45	61	106	363

**Note :** it is not known of the 1334 contacts held, which were on Trust sites and which were in the community



# Conference Data April 2018 to March 2019

Month	Margaret St	New Aston House	St Andrews	Selly Oak Access Centre	Month Totals
Apr-18	24	65	68	67	224
May-18	17	70	83	64	234
Jun-18	19	54	63	72	208
Jul-18	23	66	74	83	246
Aug-18	5	42	66	53	166
Sep-18	15	60	72	79	226
Oct-18	26	69	71	85	251
Nov-18	7	57	60	58	182
Dec-18	9	44	50	65	168
Jan-19	10	70	80	72	232
Feb-19	7	45	50	77	179
Mar-19	12	60	70	79	221
<b>Total</b>	<b>174</b>	<b>702</b>	<b>807</b>	<b>854</b>	<b>2537</b>

**Note** : Margaret Street is no longer being used, for health, safety and security reasons



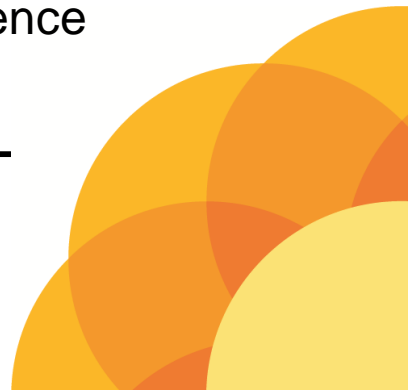
# Contact room requirements

- Variety of rooms with different sizes to accommodate very young babies with their parents, curious toddlers and older young people
- Durable sofas
- Individual chairs
- Small plastic mini chairs
- High chairs
- Floor mats
- Bean bags/cushions with removable covers
- Robust flooring, such as wooden that can last a long time and is easy to clean
- Bright colours similar to the colours of the rainbow
- Walls that can be easily wiped
- Range of toys and activities for children and young people of all ages



# Conference room requirements

- Supports the Strengthening Families Conferencing model
- Able to fit the horseshoe room layout
- People would arrive, having been able to get there easily and feel welcomed into the building
- An environment where everyone feels safe
- A nice waiting room
- Small rooms where confidential conversations can take place prior to conference commencing
- Able to accommodate anything from 6 to 14 people
- Nice furniture
- Neutral, soft decoration
- Enough space for the new IT solution
- Adjustable room temperature settings
- Dedicated space for staff to work from before and after a conference
- Access to a printer and photocopier



# South Access Centre relocation

- Needs to remain a priority
- Existing use of centre is understood
- Alternative option offered from BCC is Lifford, but plan would need to be refreshed
- BCC have not offered any other sites offered in the south
- Consider commercial properties to lease from private organisations
- Do we use the opportunity to split conference and contact?
- Decision needs to be made so the right site can be found



# South Access Centre relocation

## Lifford House Option

- Plans and costs would need to be refreshed
- Current plan incorporates Contact, Conference and issuing of payments to young people
- Desk utilisation study would need to be completed as impacts on staff working in the space identified (a short study was completed in May 2019)
- BCC would look to increase the current recurring costs associated with this site





# Contact Centres

## Example of Contact Centre Rooms

Swan Family Centres - <https://www.youtube.com/watch?v=ZYVo8kFaOHE>



**BIRMINGHAM  
CHILDREN'S TRUST**

# Contact Centres

## Example of Contact Centre Rooms

Swan Family Centres - <https://www.youtube.com/watch?v=ZYVo8kFaOHE>



# Contact Centres

## Example of Contact Centre Rooms

Swan Family Centres - <https://www.youtube.com/watch?v=ZYVo8kFaOHE>





## Appendix 2 Full Business Case

The FBC template is based on HM Treasury's Green Book's five case appraisal model.

For further guidance on financial appraisal, please see:

- HM Treasury Green Book: Appraisal and Evaluation in Central Government
- HM Treasury Guide to developing the Project Business Case

The Green Book is aimed at large Government projects. Birmingham's FBC template represents a simpler version with the key elements.

### Version Control

Version	Date	Description
V1.0	10/01/2020	Final Draft
V1.1	04/08/2020	With BCC Corporate Finance comments

### Project information

Project Title	Children's Trust Accommodation		
Project Sponsor	Andy Couldrick	Project Manager	Lee Yale-Helms
Directorate(s)	Education and Skills	Portfolio Holder	Cllr Kate Booth
Invest to Save Proposal (Y/N)	N	Payback Period before Ongoing Savings realised	N/A



## Outline Business Case approval

Approved in November 2019 by Andy Couldrick

## Executive summary

The proposal is to improve the current property estate occupied by the Children's Trust and expand the number of dedicated contact centres for children and families to use across the City.

### Annex 3 Financial Overview

	2020 / 2021 £m	2021 / 2022 £m	2022 / 2023 £m	2023 / 2024 £m1.8	2024 / 2025 £m
Capital Costs	2.0	-	-	-	-
Net Revenue Costs	0.4	0.4	0.4	0.4	0.4
Reserves	-	-	-	-	-
Borrowing (Credit)	2.0	-	-	-	-
Net Revenue Impact	0.4	0.4	0.4	0.4	0.4

*(NB this presumes that the revenue impact of repayment of capital borrowing is picked up corporately, as part of the decision to invest the £2 million)*

## Reasons

Birmingham Children's Trust provides contact arrangements for parents whose children have been taken into care. The current arrangements involve colocation of both conferencing and contact arrangements in the same buildings. This can prove challenging at times for families who children are being considered for being taken into care, meeting alongside families whose children have already been taken into care and have contact arrangements in place to allow them under supervision to visit and have contact with their own children. This can lead to emotions being high in an already sensitive situation, and on occasion this has caused tension for families and staff.

A more effective arrangement would be to separate contact from conferencing to avoid such scenarios. Accommodation for contact also needs to be more fit for purpose and provide a supporting environment for the families and children. There are proposals to replace the current South Access Centre and provide new dedicated contact space in the South of the City.

This proposal seeks to set aside £0.3m of capital to cover the landlord responsibilities of the Council for the property estate currently occupied by the Trust, with a further £0.5m for major improvements to support the separation of conferencing and contact facilities in the East, and £1.2m to enable the creation of a further three dedicated facilities for contract across the remaining part of the City. All of the capital investment is for both the improvement of existing buildings or purchase of new assets that will remain with the Council.

## Scope and Dependencies

The proposal would require a review of current accommodation arrangements including security across any public access buildings to ensure the new contact centres are child and family friendly.

## The Strategic Case

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

The proposal here relates to two of the City Council's priorities

- Birmingham is an aspirational city to grow up in
- Birmingham is a great city to live in

Protecting children was identified as the second or third most critical issue as part of the feedback from 2020 public budget consultation process.

### **Deliverables**

Provide a list of the key deliverables of the project.

Deliverable	Owner / Responsible	Timescale	Approver
New contact centre property secured	Lee Yale-Helms	March 2021	Andy Couldrick
New contact centres launched	Lee Yale-Helms	July 2021	Andy Couldrick

### **Benefits**

- Better experience and outcomes for children and families
- Dedicated conferencing and contact space to support safeguarding work and enable effective contact arrangements between parents and families
- Improved quality of accommodation for public access
- This initiative is not primarily about cost reduction - the benefits are about offering families and children a better environment for family time, to support contact between children in care and their birth parents/grandparents and other relatives. The initiative also delivers on a policy decision to not hold contact and child protection conferences in the same location, which is not good practice.
- In the short term, the City Council is not expected to recoup the capital outlay (see comment above regarding cost reduction). However, as the City Council retains ownership of the assets there is an anticipation of capital accumulation. This hasn't been quantified in this business case, given market uncertainty.



## Benefits Realisation Plan

Benefits	Measurement	Timescale
<b>Describe the benefits the project is expected to bring, including the impact on outcomes</b>	<b>Explain how the benefits will be measured so it is known they have materialised</b>	<b>By when should service users expect to see the benefits</b>
Effective contact arrangements	Feedback from families and staff	2020/21
Improved conferencing facilities	Feedback and improved decision making	2020/21
Increased quality	Internal review	2020/21

## Stakeholders

The list of key stakeholders for this initiative include:

- Children entering and/or in care and their families and carers
- Birmingham Children's Trust
- Children's Strategic Partnership
- Birmingham Children's Safeguarding Partnership (BCSP)
- West Midlands Police
- Birmingham & Solihull Clinical Commissioning Group and NHS providers

Engagement has been undertaken within the Children's Trust and feedback continues to be provided by conference chairs and other agencies involved in contact and conferencing arrangements.

## The Economic Case and options appraisal

### Summary of options reviewed at Outline Business Case

<i>Option</i> (1,2,3 etc)	<i>Description</i> (What is the option?)	<i>Impact</i> (What is the impact of implementing this option on service delivery? Positive and negative)	<i>Desirability</i> (How does the option meet strategic objectives? Council priorities, directorate business plan etc)	<i>Viability</i> (How sustainable is the option, how financially sound is it? Will it deliver Value for Money?)	<i>Feasibility</i> (How easy is the option to implement, think about complexity, timescales, internal capacity/capability, is consultancy input required?)
1	Do nothing	Maintain current colocation of contact and conferencing across the City	Continued poor feedback about the quality of the accommodation and disruption for children and families	Existing accommodation is considered poor quality and not efficient from property management perspective	Maintains status quo
2	Implement but at lower cost (i.e. smaller number of new contact centres)	Variability of quality and experience across the City	Could create pressure on the new facilities and difficult to decide how to rationalise the invest in which parts of the City.	Cheaper to invest in than the optimum but loss of quality	Can be implemented

These alternate options were rejected on the basis that they do not deliver the maximum benefits as set out in this proposal. The only other feasible option would be private lease of accommodation. However, previous experience has indicated that this has not been a successful option. Also, contact is a court directed activity, so the Trust must discharge this service (it cannot be delegated).

### **Evaluation of key risks and issues of preferred option**

- Unable to secure suitable accommodation within time/ cost parameters.
- Capacity to support the new contact arrangements separate from conferencing

### **Other impacts of the preferred option**

This investment would further strengthen the relationship between the Council and the Trust and serve to highlight that the two organisations can work collaboratively to deliver a better service offer for vulnerable children and their families and carers.

## **Commercial Case**

### **Partnership, Joint venture and accountable body working**

The project would form part of the scope of the contract between the Council and the Trust, with directorate oversight from Education & Skills through the Operational Commissioning Group and the Council in the form of the Children's Trust Partnership Governance Group.

### **Procurement implications and Contract Strategy**

This would be implemented as a change control to the existing service delivery contract between the Council and Children's Trust. There is an expectation that the contact centres would be delivered through new purchases – to date, external landlords have not proven that successful (e.g. former South Access Centre - now closed) – the new purchases would remain in the ownership of the Council.

### **Staffing and TUPE implications**

It is expected that Trust staffing would be managed within existing resources, and that there may be some potential to divert non social worker resources into front line support to children and families.

## Financial Case

**This sets out the cost and affordability of the project**

## Financial implications and funding

		Financial Year:	2021/22	2022/23	2023/24	later	Total
			£000	£000	£000	£000	£000
Capital code:							
<b>CAPITAL EXPENDITURE</b>							
Capital costs already incurred			0.0	0.0	0.0	0.0	0.0
Other costs to complete:							
Fees			0.0	0.0	0.0	0.0	0.0
Land acquisition			0.0	0.0	0.0	0.0	0.0
Works (incl' kitchen/bathrooms)			1,800.0	0.0	0.0	0.0	1,800.0
Furnishings			150.0	0.0	0.0	0.0	150.0
							0.0
Contingencies			90.0				90.0
<b>Total capital expenditure</b>			<b>2,040.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,040.0</b>
<b>CAPITAL FUNDING:</b>							
Development costs funded by:							
BCC Invest to Save			2,040.0	0.0	0.0	0.0	2,040.0
Other costs funded by:							
			0.0	0.0	0.0	0.0	0.0
							0.0
<b>Total capital funding <i>must fund all the costs</i></b>			<b>2,040.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2,040.0</b>

	2020 / 2021 £m	2021 / 2022 £m	2022 / 2023 £m	2023 / 2024 £m	2024 / 2025 £m
<b>Revenue Code:</b>	RV00E N070 A00	RV00E N070 A00	RV00E N070 A00	RV00E N070 A00	RV00E N070 A00
<b>Upfront Costs - Project Implementation costs</b>	0.05	0.05	-	-	-
<b>RCCO</b>	-	-	-	-	-
<b>Ongoing Costs - Staffing costs</b>	-	-	-	-	-
<b>Ongoing Costs - Premises running costs</b>	0.4	0.4	0.4	0.4	0.4
<b>Cost Reduction</b>	-	-	-	-	-
<b>Increased Income</b>	-	-	-	-	-
<b>Net Revenue Costs (Sum of the above)</b>	0.4	0.4	0.4	0.4	0.4
<b>Reserves</b>	-	-	-	-	-
<b>Borrowing (Credit)</b>	2.0				
<b>Repayments (Debit)</b>	0.1	0.1	0.1	0.1	0.1
<b>Net Revenue Impact (Net Costs minus Reserves, Borrowing and repayments)</b>	2.5	0.5	0.5	0.5	0.5

In this instance, the costs of repaying the borrowing are reflected for completeness.

## Evaluation and comment on financial implications

Financial assumptions:

- (a) £300,000 for planned maintenance of existing Trust properties including replacement kitchens, bathrooms, boilers
- (b) £500,000 investment in improvement to existing property
- (c) £1.2m for three new contact centres at some £400,000 each
- (d) Annual revenue running costs of contact centres for staffing and operating costs will be within existing budget and inclusion payment of rent (£0.4m) to BCC for properties (funded by BCC to BCT).
- (e) Inclusion of 10% capital outlay for furnishing of new contact centres

One-off costs in relation to project implementation is as follows:

Item	Description	Total Cost £m	Revenue/ Capital
Project implementation Officer	1 FTE to design roles, build system integration, establish implementation plan (6 months)	0.05	Capital (one-off project cost)

## Payback Period for Use of Reserves

Not applicable

## Approach to optimism bias and provision of contingency

Optimism bias has been built into the overall contingency forecasts.

## Taxation

No additional tax implications.

## Project Management Case

This considers how project delivery plans are robust and realistic

### Key Project Milestones

A full project plan and associated risk log will be completed upon approval of this full business case.

Key Milestones	Start Date	End Date	Output	Owner
Design principles/ staffing resource requirements and specifications for property	01/09/2020	30/10/2020	Resourcing specification	Lee Yale-Helms
Source Properties /renovation/ preparation	01/09/2020	31/05/2021	Property assets ready	Lee Yale-Helms
Launch on new contact centres	01/07/2021			Jenny Turnross

### Achievability

The Trust has dedicated PMO and management capacity with the capability to deliver this initiative.

## Resources, roles and responsibilities

Role	Responsibility	Days / Hours Required	Cost
<b>Project / Programme Leadership</b>			
<b>Project / Programme Board</b>	Life Course Board	Time Neutral	Cost Neutral
<b>Project / Programme Sponsor</b>	Andy Couldrick	Time Neutral	Cost Neutral
<b>Cabinet Member</b>	Cllr Booth	Time Neutral	Cost Neutral
<b>CMT</b>	Andy Couldrick	Time Neutral	Cost Neutral
<b>Programme Management Office (PMO)</b>	Lee Yale-Helms	Time Neutral	Cost Neutral
<b>Project / Programme Team</b>			
<b>Programme Manager</b>	Marcus Herron	Time Neutral	Cost Neutral
<b>Project Manager</b>	Anita Mullins	Time Neutral	Cost Neutral
<b>Senior User</b>	N/A		
<b>Senior Supplier</b>	N/A		
<b>Functional Lead</b>	N/A		

## Sign Off

Approval Role	Name	Date
Project Sponsor / Director	Lee Yale-Helms	10/01/2020
Finance Business Partner	Paul Stephenson	10/01/2020
CMT	Andy Couldrick	19/12/2019



Title of proposed EIA	Birmingham Children's Trust Accommodation
Reference No	EQUA570
EA is in support of	Amended Service
Review Frequency	Quarterly
Date of first review	05/02/2020
Directorate	Education and Skills
Division	Commissioning Service
Service Area	Commissioning Service
Responsible Officer(s)	<a href="#">Catherine Moore</a>
Quality Control Officer(s)	<a href="#">Brianne Thomas</a>
Accountable Officer(s)	<a href="#">Nigel Harvey-Whitten</a>
Purpose of proposal	Change in accommodation
Data sources	Other (please specify)
Please include any other sources of data	Discussion with multi-agency leads
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders
Age details:	Due to the services that the Children's Trust provide these changes will impact children and young people, however it will positively impact as it will remove the variability of quality and experience across the city that some children and young people currently experience.
Protected characteristic: Disability	Service Users / Stakeholders
Disability details:	Due to the services that the Children's Trust provide these changes will impact children and young people who may have Special Educational Needs and Disability, however it will positively impact as it will remove the variability of quality and experience across the city that some children and young people currently experience.
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	

Protected characteristics: Marriage and Civil Partnership Marriage and civil partnership details:	Not Applicable
Protected characteristics: Pregnancy and Maternity Pregnancy and maternity details:	Not Applicable
Protected characteristics: Race Race details:	Not Applicable
Protected characteristics: Religion or Beliefs Religion or beliefs details:	Not Applicable
Protected characteristics: Sexual Orientation Sexual orientation details: Socio-economic impacts	Not Applicable
Please indicate any actions arising from completing this screening exercise.	N/A
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	
Consultation analysis Adverse impact on any people with protected characteristics. Could the policy/proposal be	

modified to reduce or eliminate any adverse impact?

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

What data is required in the future?

Are there any adverse impacts on any particular group(s)

If yes, please explain your reasons for going ahead.

Initial equality impact assessment of your proposal

Consulted People or Groups

Informed People or Groups

Summary and evidence of findings from your EIA

An options appraisal identified by significantly investing in buildings and accommodation shall only improve the quality of service that children and young people achieve from Birmingham Children's Trust.

#### QUALITY CONTROL SECTION

Submit to the Quality Control Officer for reviewing?

Yes

Quality Control Officer comments

Approved

Decision by Quality Control Officer

Proceed for final approval

Submit draft to

Yes

Accountable Officer?

Decision by

Approve

Accountable Officer

Date approved / rejected by the

05/10/2020

Accountable Officer

Reasons for approval or rejection

Approved.

Please print and save a Yes  
PDF copy for your  
records

Julie Bach

Person or Group

Content Type: Item

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Last modified at 05/10/2020 03:54 PM by Workflow on behalf of [Brianne Thomas](#)

# Birmingham City Council

## Report to Cabinet

Date: 10<sup>th</sup> November 2020



**Subject:** SELLY PARK GIRLS' SCHOOL FULL BUSINESS CASE AND CONTRACT AWARD

**Report of:** Dr Tim O'Neill  
Director for Education & Skills

**Relevant Cabinet Member:** Cllr Jayne Francis - Education, Skills and Culture  
Cllr Tristan Chatfield - Finance and Resources

**Relevant O & S Chair(s):** Cllr Kath Scott – Education & Children's Social Care  
Councillor Sir Albert Bore – Resources

**Report author:** Zahid Mahmood,  
Capital Programme Manager, Education Infrastructure  
Telephone No: 0121 464 9855  
Email Address: [zahid.mahmood@birmingham.gov.uk](mailto:zahid.mahmood@birmingham.gov.uk)

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Bournbrook and Selly Park, Stirchley		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007919/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

### 1.0 Executive Summary

- 1.1 To seek approval for the Full Business Case attached as **Appendix A** and Contract Award for the capital scheme at Selly Park Girls' school. The capital cost of the scheme will not exceed £3,866,477.

## **2 Recommendations**

That Cabinet:

- 2.1 Approves the Full Business Case (**Appendix A**) for the capital works at Selly Park Girls' at a total project cost of up to £3,866,477, which includes Education Infrastructure (EdI) capitalisation of £112,616.
- 2.2 Authorises the Director for Education & Skills in consultation with the Cabinet Member for Finance & Resources to raise a works order up to the value of £3,223,314 with Balfour Beatty in order for works to commence and to release contingencies and place further orders up to £290,000 if required.
- 2.3 Authorises the Director for Education & Skills to place orders up to the value of £228,547 with Acivico for professional services.
- 2.4 Notes that loose furniture up to the value of £12,000 will be ordered directly by the school. Costs will be reimbursed by EdI on production of evidence (paid invoices) which will be verified by EdI.
- 2.5 Authorises the City Solicitor to negotiate, execute and complete all necessary documents to give effect to the above recommendations.

## **3 Background**

- 3.1 The Local Authority has a statutory duty to ensure that there are sufficient pupil places, secure diversity in the provision of schools and increase opportunities for parental choice through planning and securing additional provision (Section 14, Education Act 1996 and Education & Inspections Act 2006). This duty extends to our landlord responsibility to maintain the Education property portfolio to prevent school closure and asset failure, thus improving safeguarding for children.
- 3.2 A report on the changing demand and supply of school places was shared at the Overview and Scrutiny Committee for Learning, Culture and Physical Activity in September 2018.
- 3.3 Selly Park Girls School is a non-selective secondary community school for girls with 696 pupils.
- 3.4 The proposal is for the school to expand by one form of entry. In order to accommodate the planned growth in pupil numbers a new build 2 storey block along with refurbishment and remodelling to parts of the existing school is required. There is a need for more secondary school places in the city and the proposed development provides the opportunity to fulfil some of that need.
- 3.5 The Local Authority is keen to ensure that future places are provided in the areas that they are needed; helping children to attend a school nearer to home and as part of their local community. The proposed changes at Selly Park Girls School are considered appropriate for the current pupils at the school and is part of a programme to enhance the overall school accommodation solution for both the current and future pupils.

- 3.6 The Full Business Case (FBC) for this scheme is included in **Appendix A**. The FBC details the works which will be undertaken for the new build.
- 3.7 A Planning Application was submitted on 22<sup>nd</sup> May 2020 and was approved in August 2020.
- 3.8 Subject to FBC and statutory approvals, the works are due to start on site on 23<sup>rd</sup> November 2020 with a proposed completion date of 31<sup>st</sup> August 2021.

#### **4 Options considered and Recommended Proposal**

- 4.1 The option of doing nothing would mean the City Council would fail to meet its statutory obligation in providing suitable accommodation to meet the needs of the children.
- 4.2 Refurbishment only of the existing building is not a viable option as there is not sufficient space in the existing building to provide the additional 1 form of entry required.
- 4.3 Erecting a new building to solely provide all the additional accommodation required is not considered to be the most cost-effective solution, as there is scope for some refurbishment and remodelling of the existing school to provide the necessary accommodation.
- 4.4 The preferred option is to provide a new build extension with some remodelling/refurbishment to the existing school to provide the required accommodation. This is considered to be the most cost-effective solution.

#### **5 Consultation**

- 5.1 All pupils, parents, governors, teaching and non-teaching staff have been consulted as a result of the proposed development and were supportive.
- 5.2 The Leader and Ward Members for Bournbrook and Selly Park as well as Stirchley have been consulted in relation to the proposals and are supportive of the proposals proceeding to an executive decision subject to appropriate highway mitigations measures being delivered as part of the scheme to ensure no further traffic concerns.

#### **6 Risk Management**

- 6.1 Regular stakeholder engagement is undertaken and programmed in as part of the pre-construction works to ensure that comments are addressed as the scheme progresses to ensure that we mitigate against stakeholder non-buy in.
- 6.2 Fortnightly meetings are held to ensure that all parties are informed of progress to ensure any concerns are picked up at the earliest opportunity and resolved to ensure that the programme stays on track (acceleration may be introduced where there is a risk) and the project is delivered on time. Where costs are seen to escalate, a value engineering exercise is undertaken to ensure that the costs do not exceed approved budget.

- 6.3 Regular meetings have taken place and will continue to do so with transportation colleagues to mitigate the impact on the highway throughout construction and post construction with increased pupil numbers.
- 6.4 Additional risks and associated mitigation are highlighted in sub appendix B of the FBC.

## **7 Compliance Issues:**

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

7.1.1 These works are required to enable the Local Authority to meet its statutory duty to not only ensure the provision of sufficient pupil places but also to secure diversity in the provision of schools and increase the opportunity for parental choice through planning and securing the provision of additional school places (Section 14 Education Act 1996 and Education & Inspections Act 2006). The spending priorities proposed are in accordance with the Schools' Capital Programme 2020-21 and the Council's Vision and Forward Plan priorities for Children, particularly 'A great place to grow up in by providing an environment where children have the best start in life and are able to realise their full potential through great education'. The provision of these school places is also beneficial to the safeguarding of children.

#### **7.1.2 Birmingham Business Charter for Social Responsibility**

The selected CWM contractor is signed up to the principles of the Birmingham Business Charter for Social Responsibility and will develop a relevant and proportionate action plan, demonstrating how the principles of the Charter will be implemented to deliver social value outcomes for the school and local community. Some of the following outputs will be provided as part of the contract:

- Employ local people by providing 210 person days of local employment
- Employ one apprentice, through the use of the supply chain
- 80% of new employment created to be sustained
- Upskilling workforce by providing one NVQ opportunity
- Carry out skills days and curriculum support events at two schools/events
- Support local secondary schools and FE with mock interviews, employability awareness sessions and guidance on careers and job opportunities at two events
- Undertake two community engagement activities to support the school and the local community
- Commit to maintaining ISO14001
- 80% of construction waste recycled
- 100% of timber obtained from sustainable sources
- 100% of all persons employed on the project will be paid at or above the living wage



## **7.2 Legal Implications**

- 7.2.1 This report facilitates the discharge of the local authority's duty under section 14 of the Education Act 1996 to ensure that sufficient school places are available to provide for all pupils the opportunity of appropriate education.

## **7.3 Financial Implications**

- 7.3.1 Cost details for the project are detailed in the attached FBC. The capital cost of the scheme will not exceed £3,866,477 and will be funded from the Department for Education (DfE) Basic Need Grant.
- 7.3.2 Consequential revenue costs arising from additional places including additional staffing, utility costs and any on-going day to day repair and maintenance of the asset will be the responsibility of the school.

## **7.4 Procurement Implications (if required)**

- 7.4.1 The procurement route for this project was via the Constructing West Midlands (CWM) Framework using Balfour Beatty as the construction partner. Acivico applied previously approved criteria to achieve best value for money based on current DfE education space guidelines and industry benchmark rates. Acivico will provide Project Management and ensure value for money is achieved throughout delivery.

## **7.5 Human Resources Implications (if required)**

- 7.5.1 N/A

## **7.6 Public Sector Equality Duty**

- 7.6.1 A Full Equality Analysis (EA0001202) was carried out in May 2016 for Education Infrastructure's Education Development Plan and Schools' Capital Programme 2016-17. The outcomes from consultation demonstrate that proposed capital developments support positive outcomes for children, young people, their families and carers. No negative impact on people with Protected Characteristics was identified. It was concluded that sufficiency of educational places and opportunities for all children and young people contributes to providing positive life chances, and supports a positive approach to Safeguarding in Birmingham: actively reducing the number of children and young people out of school helps to mitigate risk to their safety and wellbeing.

The Local Authority has considered whether a full equality impact assessment should be conducted in relation to the decision to authorise the full business case at **Appendix A** and decided that the recommendations in this report were considered unlikely to have an adverse impact on those with a protected characteristic and therefore the current equality impact assessment remains relevant.

## **8 Appendices**

### **8.1 Appendix A - Full Business Case**

## **9 Background Documents**

### **9.1 Schools' Capital Programme - School Condition Allocation 2020-21+ Future Years Cabinet Report – April 2020**

### **9.2 Changing demand and supply of school places – Overview & Scrutiny Report – September 2018.**

## APPENDIX A

FULL BUSINESS CASE (FBC)			
<b>A. GENERAL INFORMATION</b>			
<b>A1. General</b>			
<b>Project Title</b> <i>(as per Voyager)</i>	<b>SELLY PARK GIRLS' SCHOOL FULL BUSINESS CASE AND CONTRACT AWARD</b>		
<b>Voyager code</b>	CA-01903-02-1-237		
<b>Portfolio /Committee</b>	Education and Skills	<b>Directorate</b>	Education, Skills & Culture
<b>Approved by Project Sponsor</b>	Jaswinder Didially	<b>Approved by Finance Business Partner</b>	John Betts
<b>A2. Outline Business Case approval</b> <i>(Date and approving body)</i>			
Cabinet Report April 2020 – Schools Capital Programme – School Condition Allocation, Basic Need Allocation 2020-21 + Future Years			
<b>A3. Project Description</b>			
<p>The purpose of the project is to expand Selly Park Girls School from five forms of entry to six forms of entry. In order to accommodate the planned growth in pupil numbers, a new build extension and refurbishment works to the existing school are required. The proposed works will comprise:</p> <ul style="list-style-type: none"> <li>• New 2 storey block accommodating 5 Science Laboratories/classrooms, Science Prep Room, chemical store and associated plant room, circulation space and accessible toilets.</li> <li>• Refurbishment and remodelling works to existing school to provide a science classroom, extend dining space and facilitate clustering of teaching space.</li> </ul>			
<b>A4. Scope</b>			
This scheme involves works as described in the above project description			
<b>A5. Scope exclusions</b>			
No works outside this scope will be undertaken			
<b>B. STRATEGIC CASE</b>			
<i>This sets out the case for change and the project's fit to the Council Plan objectives</i>			
<b>B1. Project objectives and outcomes</b>			
<i>The case for change including the contribution to Council Plan objectives and outcomes</i>			
<ul style="list-style-type: none"> <li>▪ Birmingham, an entrepreneurial city to learn, work and invest in</li> <li>▪ Birmingham, an aspirational city to grow up in</li> <li>▪ Birmingham, a fulfilling city to age well in</li> <li>▪ Birmingham, a great city to live in</li> <li>▪ Birmingham residents gaining the maximum benefit from hosting the Commonwealth Games; and</li> <li>▪ Birmingham a city that takes a leading role in tackling climate change.</li> </ul>			

**B2. Project Deliverables**

*These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc*

- Expansion of the school by 1 form of entry to become a 6FE school
- 574m2 new build are
- 919m2 of existing school refurbished/remodelled
- Provide 5 new science laboratories/classrooms

**B3. Project Benefits**

*These are the social benefits and outcomes from the project, eg additional school places or economic benefits.*

Measure	Impact
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (eg for economic and transportation benefits)</i>
The students will be taught in modern fit for purpose accommodation allowing for the delivery of a quality education.	Providing appropriate accommodation addresses identified demand and fulfils the Authority's statutory obligations to provide sufficient pupil places
The project delivers new teaching spaces.	Raised standards, improved behaviour, staff well-being and reduced turnover, mobility, facilitation of the sharing of good practice.
Support and enrich community and family learning e.g. positive parenting programme, basic skills, opportunities to address worklessness.	Children and young people will have a safe, warm and dry environment before, during and after school hours.
Promoting designs which support Birmingham's Education Vision.	Creating teaching and learning environments that are suitable for delivering education.

**B4. Benefits Realisation Plan**

*Set out here how you will ensure the planned benefits will be delivered*

Project will be managed by EDI and Acivico with the Contractor and End User throughout the duration of the project development and delivery to ensure that project deliverables are achieved.

- Project deliverables established and being developed with End User
- Regular 2 – 4 weekly meetings held with Project Team
- Engagement meetings held with End User
- Programme monitored and developed to ensure that required timescales are achieved.
- Scheme costs assessed, developed and monitored
- Surveys as required carried out to establish site specifics to confirm programme and costs
- Dialogue with Planners established to ensure that planning considerations are included within proposals and conditions are minimal.

**B5. Stakeholders**

A stakeholder analysis is set out at G4 below.

**C. ECONOMIC CASE AND OPTIONS APPRAISAL**

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

**C1. Summary of options reviewed at Outline Business Case**

*(including reasons for the preferred option which has been developed to FBC)*

*If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.*

Four options were considered as part of the options appraisal:

1. Do nothing - this option would mean the necessary additional 1 form of entry to the school which the area needs would not be provided
2. Refurbishment of existing building only – there is not sufficient space in the existing building to provide the additional 1 form of entry required
3. Provide all the additional accommodation required solely in a new building – this is not cost effective, as there is scope for some refurbishment and remodelling of the existing school to provide the necessary accommodation required.
4. Provide a new build extension with some remodelling/refurbishment of the existing school, where possible, to provide the required additional accommodation

Each of these options are considered in detail in the Cabinet report (section 4).

The preferred option is option 4 the provision of a new build extension with some remodelling and/refurbishment of the existing school to provide the required additional accommodation as this is considered to be the most cost effective solution to provide the necessary additional accommodation.

### **C2. Evaluation of key risks and issues**

*The full risks and issues register is included at the end of this FBC*

- Planning Permission - Regular meetings are being held with planners and transportation colleagues to ensure that the application was submitted in addressing comments provided by officers.
- Timescales to deliver required places for academic year 2021/2022 - detailed programme prepared and surveys ongoing to identify site specific requirements and ensure these are factored into works programme.
- Engagement of End User - regular meetings have been set and regular engagement of End User representatives to ensure that they are fully supportive of proposals

### **C3. Other impacts of the preferred option**

*Describe other significant impacts, both positive and negative*

- Facilities will provide appropriate accommodation to meet education standards for 21st Century teaching provision.

## **D. COMMERCIAL CASE**

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

### **D1. Partnership, Joint venture and accountable body working**

*Describe how the project will be controlled, managed and delivered if using these arrangements*

Scheme will be delivered by Project Team as follows:

- Client for the Project is Education and Infrastructure
- Project Manager, Quantity Surveyor and Principal Designer services will be provided by Acivico
- End User will be Selly Park Girls School
- Contractor will be Balfour Beatty procured through BCC CWM Framework

Project will be managed by EDI and Acivico with the Contractor and End User throughout the duration of the project development and delivery to ensure that project deliverables are achieved.

- Project deliverables established and being developed with End User
- Regular 2 – 4 weekly meetings held with Project Team
- Engagement meetings held with End User
- Programme monitored and developed to ensure that required timescales are achieved.
- Scheme costs assessed, developed and monitored
- Surveys of site carried out to establish site specifics to confirm programme and costs

**D2. Procurement implications and Contract Strategy:**

*What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).*

The procurement route for this project was via the Constructing West Midlands (CWM) Framework using Balfour Beatty as the construction partner. Acivico applied previously approved criteria to achieve best value for money based on current DfE education space guidelines and industry benchmark rates. Acivico will provide Project Management and to ensure value for money is achieved throughout delivery.

**D3. Staffing and TUPE implications:**

No TUPE implications via the capital project

## APPENDIX A

Capital Costs & Funding	Financial Year		Financial Year	Financial Year	Financial Year	Totals
	2019/20		2020/21	2021/22	2022/23	
<b>Expenditure</b>						
Selly Park Girls School						
Construction costs, incl. Surveys, Investigations, Statutory Fees and ICT		-	£1,515,000	£1,998,314		£3,513,314
Acivico Professional Fees		£9,357	£107,741	£104,012	£7,437	£228,547
FF&E		-	-	£12,000		£12,000
EDSI capitalisation		£6,034	£42,929	£63,430	£223	£112,616
<b>Total Project Cost</b>		<b>£15,391</b>	<b>£1,665,670</b>	<b>£2,177,756</b>	<b>£7,660</b>	<b>£3,866,477</b>
<b>Funding sources</b>						
Basic Need	<b>CA-0190 3-02-1-237 1BA0 3R0</b>	£15,391	£1,665,670	£263,205	£7,660	£1,951,926
S106				£1,914,551		£1,914,551
<b>Totals</b>		<b>£15,391</b>	<b>£1,665,670</b>	<b>£2,177,756</b>	<b>£7,660</b>	<b>£3,866,477</b>

**E2. Evaluation and comment on financial implications:**

The current costs for the project are based on the scheme design up to RIBA stage 3 with the selected CWM Framework Contractor and have been reviewed and assessed against current construction industry values.

The scheme design is being further developed and costs will be updated and reassessed at key stages throughout the development period with a further gateway sign off following completion of detailed design.

In the final stage, to Contract Award, Balfour Beatty will tender construction work within the market to ensure that best value is achieved and provide 3 quotes for all necessary packages. Contractors Proposals including fully costed Activity Schedule will be submitted and reviewed by Acivico and EDI and Contract Award will be made on agreed submission.

**E3. Approach to optimism bias and provision of contingency**

A contingency sum of up to £290,000 has been included in the construction cost, which is included in the overall contract sum.

**E4. Taxation**

*Describe any tax implications and how they will be managed, including VAT*

N/A

**F. PROJECT MANAGEMENT CASE**

*This considers how project delivery plans are robust and realistic*

**F1. Key Project Milestones**

*The summary Project Plan and milestones is attached at G1 below*

Planning application submitted

Planning application approved

Cabinet Approval

Main construction works

Practical completion

**Planned Delivery Dates**

**May 2020**

**August 2020**

**10<sup>th</sup> November 2020**

**23<sup>rd</sup> November, 2020**

**31<sup>st</sup> August 2021**

**F2. Achievability**

*Describe how the project can be delivered given the organisational skills and capacity available*

- Scope of work identified as in the project description.
- Programme and costs developed.
- Funding is in place.
- Contractors have considerable previous experience.
- Availability of resources.
- Similar projects have been delivered on budget and to time by using experienced internal project managers, BCC recognised building experts and following BCC guidelines.
- The project team (EdSI and Acivico) have successfully delivered similar projects

**F3. Dependencies on other projects or activities**



## APPENDIX A

- Placing orders with Contractor.
- Planning Permission

### F4. Officer support

<b>Project Manager:</b>	Zahid Mahmood 07860906126	Capital Programme Manager, Education Infrastructure <a href="mailto:zahid.mahmood@birmingham.gov.uk">zahid.mahmood@birmingham.gov.uk</a>
<b>Project Accountant:</b>	Jaspal Madahar 07766922478	Finance & Resources Manager <a href="mailto:jaspal.madahar@birmingham.gov.uk">jaspal.madahar@birmingham.gov.uk</a>
<b>Project Sponsor:</b>	Jaswinder Didially 07825 117334	Head of Education Infrastructure <a href="mailto:jaswinder.didially@birmingham.gov.uk">jaswinder.didially@birmingham.gov.uk</a>

### F5. Project Management

*Describe how the project will be managed, including the responsible Project Board and who its members are*

As per D1

**G. SUPPORTING INFORMATION**

*(Please adapt or replace the formats as appropriate to the project)*

**G1. PROJECT PLAN**

*Detailed Project Plan supporting the key milestones in section F1 above*

Attached Programme

**G2. SUMMARY OF RISKS AND ISSUES REGISTER***Risks should include Optimism Bias, and risks during the development to FBC**Grading of severity and likelihood: High – Significant – Medium - Low*

		Risk after mitigation:	
Risk or issue	Mitigation	Severity	Likelihood
Stakeholders do not consider School Travel Plans and transportation issues prior to consultation	Review school travel plans in partnership with transportation prior to local consultation in order to mitigate possible objections.	Low	High
Stakeholders/ School do not engage in project and do not sign up to the solution	The Design Team will ensure regular meetings and consultation with stakeholders and Trust	Low	Medium
New Free Schools and Academies opening across Birmingham	Liaise closely with Free School Providers and Academies	Medium	Medium
Building costs escalate	The Design Team will closely monitor the schedule of works and build costs. Cost schedules include contingency sums. Any increase in costs will need to be met through value re-engineering to ensure projected spend remains within overall allocation	Low	Medium
Building works fall behind	The Design Team will closely monitor schemes on site and liaise with Contractor Partners to identify action required.	Medium	Medium
BCC faced with increasing revenue costs	Consequential revenue costs arising from additional places including additional staffing, utility costs and any on-going day to day repair and maintenance of the asset will be the responsibility of the school and funded from the school's budgets.	Low	Low
Problems with contract procurement process	Work closely with Partners to ensure compliance with City Council standing orders.	Low	Low
Covid 19	Regularly monitor situation. BCC, Acivico, Contractors and end-users' staff working on project remotely and having virtual meetings to keep project moving. It may be that Covid 19 is no longer a significant issue when works start on site, however if it is still an issue then BCC and Acivico would work closely with Contractor Partners to minimise impact on project. A contingency sum has been allowed for possible measures relating to Covid 19.	Medium	Low

**G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS**

*Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)*

## G4. STAKEHOLDER ANALYSIS

Stakeholder	Stake in project	Potential impact on project	What does the project expect from stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility
Cabinet Members for ES&C and F&R	Strategic Overview of DGCF expenditure	High	Ratification of BCC approach to TBN	Strategy not approved	Early Consultation and Regular Briefing on all aspects of Education Provision.	BCC / EDI
School's Consultant Partners	Design and Delivery	High	Design of build  Project management	Unable to design to budget Unable to deliver to timescales	Close working with other stakeholders Regular feedback	School Leadership Team / Governors
Planning Officers	Granting Planning Consent	High	Close Liaison with EDI to design a scheme that can receive planning approval	N/A	Frequent communication on all aspects of project design	School Consultant Project Manager EDI Project Officer
School Leadership Team / Governors	Governing Body Agreement and End Users	High	Compliance with GBA Ongoing Revenue costs for R&M once build complete	N/A	Governing Body Agreement signed and regular project meetings	School Leadership Team / Governing Body EDI Project Officer
Pupils	End user	Low	Consultation	Nil	Through schools council	School Leadership Team
Ward Councillors	Knowledge of other developments affecting local communities that may link into project	High	Consultation with community and support for project	Objections from local residents	Involve in consultation and planning permission process	EDI Project Officer  Governors/ School Leadership Team

**G5. BENEFITS REGISTER**

*For major projects and programmes over £20m, this sets out in more detail the planned benefits. Benefits should be monetised where it is proportionate and possible to do so, to support the calculation of a BCR and NPSV (please adapt this template as appropriate)*

Measure	Annual value	Start date	Impact
<i>List at least one measure associated with <b>each</b> of the outcomes in B1 above</i>			<i>What the estimated impact of the project will be on the measure identified</i>
<b>(A) Monetised benefits:</b>	£		
Best value can be optimised as this scheme is part of a wider programme of works. Acivico and the Contractor can achieve volume discounts on certain materials and through standardisation maximise value to the city council.			
<b>(B) Other quantified benefits:</b>			
Expansion of the school from five forms of entry to six forms of entry.			
The creation of an additional 150 secondary school places			
<b>(C) Non-quantified benefits:</b>	n/a		
Apprentices employed from the local community to deliver project			
Local business used to provide materials and contractors to deliver project			

**Other Attachments**

*provide as appropriate*

• Delivery programme	
•	
•	
•	

# Birmingham City Council

## Report to Cabinet

10<sup>th</sup> November 2020



**Subject:** **WORKING WITH THE PRIVATE SECTOR TO DELIVER TEMPORARY ACCOMMODATION SOLUTIONS**

**Report of:** **Acting Director, Neighbourhoods**

**Relevant Cabinet Member:** **Councillor Sharon Thompson, Homes and Neighbourhoods**  
**Councillor Tristan Chatfield, Finance and Resources**

**Relevant O &S Chair(s):** **Councillor Penny Holbrook, Housing and Neighbourhoods**  
**Councillor Sir Albert Bore, Resources**

**Report author:** Marcia Bell, Senior Service Manager, Housing Options and Private Rented Service  
 Telephone No: 0121 464 3552  
 Email Address: marcia.bell@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision? If relevant, add Forward Plan Reference: 008198/2020	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### 1 Executive Summary

- 1.1 To provide details of the procurement strategy and process for the provision of temporary accommodation to support the Council's statutory duty to provide temporary accommodation to vulnerable households under the Housing Act 1996, the Homelessness Act 2002 and the Homeless Reduction Act 2017 for a 10 year period to commence 29 January 2022.

## **2 Recommendations**

That Cabinet:

- 2.1 Approves the strategy and the commencement of tendering activity for a block contract for the provision of temporary accommodation in accordance with the requirements and approach outlined in paragraph 3 of this report commencing 29 January 2022.
- 2.2 Delegates authority to the Director, Neighbourhoods in conjunction with the Assistant Director, Development and Commercial (or their delegate), the Interim Chief Finance Officer (or their delegate), and the Acting City Solicitor (or their delegate) to award the contract following the completion of the tendering process.
- 2.3 Approves the strategy and the commencement of tendering activity for a Dynamic Purchasing System (DPS) for the provision of excess requirements for temporary accommodation not covered by the block contract in accordance with the requirements and approach outlined in paragraph 3 of this report.
- 2.4 Delegates authority to the Head of Housing Options and the Head of Procurement to approve suppliers onto the DPS following completion of the selection questionnaire process where the selection criteria is met.
- 2.5 Delegates authority to the Head of Housing Options and the Head of Procurement to award contracts for temporary accommodation following the completion of the tender process for individual call offs.

## **3 Background**

### **3.1 Background and Service Requirements**

- 3.1.1 The Council has a statutory duty to provide temporary accommodation to vulnerable households under the housing Act 1996, the Homelessness Act 2002 and the Homeless Reduction Act 2017. These Acts require the Council to provide accommodation for a minimum of 56 days as a relief, prevention or homeless duty. In addition to this the Code of Guidance 2018 states that B&B accommodation should not be used for more than 6 weeks. There are currently over 153 households in bed and breakfast accommodation or hotels that have exceeded that time frame.
- 3.1.2 The Temporary Accommodation team uses a range of accommodation types to house homeless households pending permanent re-housing. These include:
  - Bed and Breakfast Accommodation or Hotels
  - Council Stock let as Temporary Accommodation
  - Council Homeless Centres
  - Rented properties from external companies / organisations
  - Voluntary Sector supported accommodation including Salvation Army, St Basils and Trident
- 3.1.3 To support the above, there is a requirement for properties rented from the private sector and registered social housing providers. The maintenance of these properties is the responsibility of the landlord, not the Council and managed by the agent. All payments from the Council are made to the agent. The rental agreement includes for the provision of furnished accommodation only, with the



exception of No Recourse to Public Funds cases, and all other utility charges will be the responsibility of the tenant.

- 3.1.4 The current contract which expires on 28 January 2022, was awarded on the basis of block contracts and a framework agreement. It was to supply 1498 units of accommodation ranging from hostels to 1 -6 bedroomed self-contained properties, situated in Birmingham and the surrounding areas.
- 3.1.5 There has been a significant increase in the number of households in TA over the last 4 years. The average in 2018/19 was 2457 households, as at 19 October 2020 it has increased to 3568 which is divided between the various accommodation types as follows:

Tenancy Type	Total in TA
Bed & Breakfast	582
Dispersed	1859
Hostel	181
Private Landlord	4
PSL Tenancy	942
<b>Total</b>	<b>3568</b>

- 3.1.6 This is a demand led service that has been significantly impacted by the introduction of the benefit cap whereby it is becoming increasingly difficult to contain these costs given the rise in homelessness acceptances across the city, the wider housing market pressures and the increased costs of private rented accommodation.
- 3.1.7 In 2018/19 the Housing Options Service had a budget of £6.1m budget for Bed and Breakfast accommodation and spent £9.9m; this represents a variance of £3.8m in excess of the approved budget for that year. In 2019/20 the budget was again £6.1m, however the spend increased to £10.2m increasing the variance to £4.1m.
- 3.1.8 The increases can be attributed to the impact of the Homeless Reduction Act 2017 which place additional legal duties on Local Authorities to provide temporary accommodation as a relief or prevention tool to support households and/or prevent homelessness.
- 3.1.9 As a consequence, there is a requirement to commence a procurement process that meets the current and future needs of the service and its users.

### 3.2 Outcomes Sought

The procurement process for the proposed is expected to deliver the following outcomes:

- A sufficient portfolio of properties to minimise the need to resort to bed and breakfast accommodation or hotels;
- A range of different properties to meet the needs of all household sizes, in particular larger accommodation for those in need of it given the current shortage
- The provision of suitable decent quality temporary accommodation;
- Costs reflective of market conditions
- Delivery of added social value relevant to the services being provided by providing better quality self-contained accommodation at an affordable rent in areas that support households with work and local support services. The key areas of social value delivery are prioritised below:

#### PRIORITY 1 – Partners in Communities

We expect the appointed contractors to utilise their reach into the communities to provide significant homelessness prevention activities by providing financial literacy, housing advice, benefit advice, employability advice either directly or through local community organisations. The outcome of their activities needs to be homelessness prevention. We expect to see volunteering, fundraising, donations and supporting local, relevant community organisations. We expect the significant quantity of activity to be backed up with a robust understanding and methodology for community engagement.

#### PRIORITY 2 – Buy Local

There is a significant spend on repairs and maintenance of the properties. We want to incentivise the providers to buy these services and associated goods locally, with focus on Birmingham providers. We would encourage the providers to seek out social enterprise to provide some of those services and goods. Shelforce, a provider of PVC doors and windows is an appropriate social enterprise for this contract.

#### PRIORITY 3 – Local Employment

Some of the likely providers are not particularly experienced at providing employability skills to our customers, however there may be some room for innovation here. They can provide some low-level employment and employability within the local community. This is a relevant measure for preventing homelessness. We will be looking for the bidders to offer this support through local community organisations if they do not have sufficient resource or knowledge in house.

#### PRIORITY 4 – Good Employer

The likely providers will not be employing large numbers of staff for this service and the typical skill level is modest. We expect the providers to bring in robust measures that provide good employment practices to increase the staff employability and quality of employment.

### PRIORITY 5 – Green & Sustainable

Although it may appear that this theme is particularly relevant, given the urgent need of our clients and the imbalance in supply of temporary housing we have allocated the sub weighting from this theme to the other themes. We will, however, engage with the providers to inform and encourage environmental outcomes within the properties.

### PRIORITY 6 – Ethical Procurement

Other than paying the suppliers within 30 days which is a default requirement and since there is little materials used in this service, we do not believe that this theme is particularly relevant and cannot justify reducing the other themes

## 3.3 Market Analysis

- 3.3.1 Although the Council would like a decent mix and spread of properties within each ward of the city, this may not be achieved because the market dictates availability of suitable accommodation. There are a number of providers for this service ranging from small to medium enterprises operating as lettings agents and also registered social housing providers. It is considered that the nature and value of the service will appeal to small, local providers; however larger organisations will not be precluded from tendering. There are also potential pressures from external companies and other local authorities looking to place homeless households in Birmingham. Following lessons learnt from the previous contract, it has been decided to open the opportunity up to other sectors of the market other than private lettings agencies including registered social housing providers to ensure that it will present to the market the most attractive opportunity and that there is sufficient accommodation available to house vulnerable households.

## 3.4 Procurement Approach

### 3.4.1 Strategic Procurement Approach

The following high-level procurement options were considered:

- Tender as a Council only contract. This is the recommended option as this would give the Council the most flexibility in specifying our service provision and enable the contract to be awarded within the timescales. Further procurement options for the service are detailed below.
- Use a collaborative framework agreement. There is not a collaborative framework agreement in place that meets the Council's requirements.

#### Procurement Options

It is recommended that the procurement process is split into two tender exercises:

- One for block contracts (more than one contractor required)
- The other for a Dynamic Purchasing System

Further details of the options are detailed below.

### 3.4.2 Block Contract

3.4.2.1 A block contract is where properties are leased for a pre-agreed length of time at a fixed rate.

#### 3.4.2.2 Duration and Advertising Route

The proposed contract will be for a period of up to 10 years.

#### 3.4.2.3 Procurement Route

The contracts will be tendered using the 'open' route on the basis that:

- The service can be clearly defined;
- Tenderers' prices will be fixed on the specific requirements at tender stage
- There are a large number of organisations in the marketplace likely to tender for the block contract, however a robust first stage evaluation will ensure only those organisations that are able to meet the Council's requirements, which will include the ability to provide good quality sustainable accommodation of various sizes in all areas of Birmingham, will proceed to the next stage.

#### 3.4.2.4 Scope and Specification

In order to mitigate against the circumstances highlighted in the report such as:

- other competitors (neighbouring authorities and the Home Office)
- changes in legislation relating to welfare reform and immigration
- unpredictable increases in demand as a result of the above
- legal duty relating to homelessness, children act and immigration status

The minimum specification requirements for the accommodation is sleeping spaces, access to bathroom and kitchen facilities, in a safe and secure environment. All accommodation will need to meet the most current health and safety regulations including the Housing Act 2004 and the Fit for Habitation Act 2019 and property providers will be responsible for all repairs and maintenance to the accommodation within pre-set timescales

#### 3.4.2.5 Tender Structure (Block Contract)

Evaluation and Selection Criteria

The quality / social value / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided. The tender documents will include the form of contract. Tenders will be evaluated against the specification in accordance with a pre-determined evaluation model.

The evaluation of tenders will be assessed as detailed below:

### **Assessment A (Pass / Fail)**

- Section A – Information about the Applicants (Pass / Fail)
- Section B – Grounds for Mandatory Exclusion (Pass / Fail)
- Section C – Grounds for Discretionary Exclusion Part 1 and Part 2 (Pass / Fail)
- Section D – Economic and Financial Standing (Pass / Fail)
- Section E – Technical and Professional Ability (Pass / Fail)
- Section F – Environmental Management (Pass / Fail)
- Section G – Insurance (Pass / Fail)
- Section H – Compliance with Equalities Duty (Pass / Fail)
- Section I – Compliance with Health & Safety (Pass / Fail)
- Section J – Declaration (Pass / Fail)

Those organisations that pass all sections of Assessment A will proceed to the next stage.

### **Assessment B - Quality - Written Proposals (Weighting 30%)**

Each lot will be assessed with the criteria below:

<b>Criteria</b>	<b>Sub-weighting</b>
Service Delivery	80%
Customer Care	20%

Service delivery will be assessed on the following areas

- Property standards - demonstrating how it is ensured the properties meet and maintain all of the relevant health and safety standards including , décor and furnishing requirements, throughout the life of the contract.
- Repairs and maintenance – service standard including turnaround times especially in responding to emergencies.
- Communication – the mechanism and means of providing relevant information to BCC and the service user.

Customer Care will be assessed on the following

- Information provision and method of sharing
- An escalation procedure
- A comprehensive complaints procedure.
- A safeguarding procedure which includes adheres to the government guidelines

An interview with tenderers may take place to clarify their understanding of the requirements and the scoring adjusted accordingly, as appropriate.

Tenderers who score more than the quality threshold of 60% i.e. a score of 60 out of a maximum quality score of 100 will proceed to Assessment C – Social Value.

### **Assessment C – Social Value (Weighting 20%)**

	Sub-Weighting	Sub-Criteria	Theme Sub-Weighting
Qualitative	<b>40%</b>	Local Employment	10%
		Buy Local	30%
		Partners in Communities	50%
		Good Employer	10%
			<b>TOTAL 100%</b>
Quantitative	<b>60%</b>	BBC4SR Action Plan	Total of financial proxies (£) score
			<b>TOTAL 100%</b>
Overall Social Value	<b>100%</b>		

### **Assessment D – Pricing (Weighting 50%)**

The price will be based on a weekly rental charge for each unit type e.g. 1, 2, 3, or 4 bedroom properties and scored using a predetermined pricing model. PRICE BANDING

Prices will be fixed for a period of 24 months from the date of award but will be subject to an annual price review thereafter using an agreed price fluctuation formula. A cap will be applied to the maximum increase available with reference to market conditions to manage and limit any increases.

### **Overall Evaluation**

The evaluation process will result in comparative quality, social value and price scores for each tenderer. The maximum quality score will be awarded to the tender that demonstrates the highest for quality and the highest social value score will go to the tenderer whose response is considered to provide the most social value. Similarly, the maximum price score will be awarded to the lowest acceptable price. Other tenderers will be scored in proportion to the maximum scores.

The top ranked bidders providing the required number of properties will be awarded to the block contract. All bidders meeting the required thresholds will be appointed to the framework agreement and properties will be called off by using the provider who is offering the best rate for the property required subject to availability.

#### **3.4.2.6 Evaluation Team**

The evaluation of the tenders will be undertaken by officers from the Housing Options Service, supported by Corporate Procurement Services.

### 3.4.2.7 Indicative Implementation Plan

The indicative implementation plan is as follows:

Cabinet Approval (Strategy)	10 <sup>th</sup> November 2020
OJEU Notice and Issue ITT	28 <sup>th</sup> June 2021
ITT Deadline Submission	2nd August 2021
Evaluation Period	2nd August – 27 <sup>th</sup> August 2021
Tenderer Interviews (if required)	1st September – 10 <sup>th</sup> September 2021
Award Report Sign Off & Issue of Letters	17 <sup>th</sup> September 2021 – 19 <sup>th</sup> October 2021
10 Day Standstill Period	19 <sup>th</sup> October 2021
Formal Contract Award	29th October 2021
Mobilisation Period	1st November 2021
Contract Start	30th January 2022

### 3.4.2.8 Service Delivery Management

#### Contract Management

The framework agreement will be managed by the Senior Service Manager, Housing Options Service.

#### Performance Management

Performance management measures will form part of the contract including the delivery of the agreed Social Value outcomes as outlined in 3.2.

### 3.4.3 Dynamic Purchasing System

- 3.4.3.1 A DPS is an entirely electronic procurement approach for setting up and maintaining an 'approved list' of suppliers that allows entry at any time in its duration. A DPS is set up using the restricted procedure under the Public Contract Regulations 2015 and further in accordance with Regulation 34 of the regulations. Using the DPS procedure will give SMEs and new entrants the opportunity to tender for the Council's requirements where previously they were excluded.

#### 3.4.3.2 Duration and Advertising Route

The DPS will be for a period of up to 10 years and a call for competition will be advertised in the Official Journal of the European Journal,

Contracts Finder and on the [www.finditinbirmingham.com](http://www.finditinbirmingham.com) website stating that a DPS is to be established.

#### 3.4.3.3 Procurement Route

The requirement will be to set up a DPS following the two stage restricted procedure. The DPS will operate as an 'open system' in that new suppliers can at any time during its duration apply to join the DPS. The DPS is a two-stage process. Firstly, at the initial set up stage (Selection Questionnaire SQ), all suppliers who meet the selection criteria and are not excluded must be admitted to the DPS. Individual contracts are awarded during the second stage. In this stage, all suppliers on the DPS (or the relevant category or Lot within the DPS) are invited to bid for the specific contract. Submitted bids at stage 2 will be considered in accordance with the restricted procedure and evaluated against the award criteria set out in the OJEU contract notice and supplemented by more precise criteria in the specific further competition stage.

#### 3.4.3.4 Scope and Specification

As per paragraph 3.4.2.4.

#### 3.4.3.5 Tender Structure (DPS)

The structure of the tender will be as follows:

- Stage One – Standard Selection Questionnaire Stage (SQ) and entry on to DPS Approved Supplier List
- Stage Two – Invitation to Tender Stage (procuring under the DPS)

#### SQ Stage

The SQ will require tenderers to complete a questionnaire which requires the following to be fully answered. The documents will be available electronically for new entrant suppliers to access for the duration of the DPS for up to 10 years. Suppliers whose submissions have been rejected at any stage will also have the opportunity to modify their return if their circumstances have changed.

- Section A – Information about the Applicants (Pass / Fail)
- Section B – Grounds for Mandatory Exclusion (Pass / Fail)
- Section C – Grounds for Discretionary Exclusion Part 1 and Part 2 (Pass / Fail)
- Section D – Economic and Financial Standing (Pass / Fail)
- Section E – Technical and Professional Ability (Pass / Fail)
- Section F – Environmental Management (Pass / Fail)
- Section G – Insurance (Pass / Fail)
- Section H – Compliance with Equalities Duty (Pass / Fail)
- Section I – Compliance with Health & Safety (Pass / Fail)
- Section J – Declaration (Pass / Fail)



- Section K – Baseline Rate Card Provided (Pass/Fail) - Not evaluated and for reference at further competition stage only

Tenderers that pass the selection criteria will be admitted to the DPS and entitled to submit bids at the Further Competition Stage.

#### Further Competition Stage

Once suitably qualified suppliers have been appointed to the DPS, a further competition will be carried out for each property requirement to determine the price and best value for the Council.

The further competition process will include quality and social value questions that will relate to each separate provision of excess requirements for temporary accommodation not covered by the block contract. Tenderers will be expected to submit their proposals on how they intend to deliver the quality including an element of social value in relation to each specific service requirement. A price will also be submitted which will be benchmarked against their SQ submitted rate card.

Submitted quality, social value and price responses will then be evaluated and scored against a pre-determined evaluation model.

#### 3.4.3.6 Evaluation Team

The evaluation of the tenders will be undertaken within the mandatory period of 10 days from receipt of tender by officers from the Housing Options Service, supported by Corporate Procurement Services.

#### 3.4.3.7 Indicative Implementation Plan

The indicative implementation plan is as follows:

Cabinet Approval (Strategy)	10 <sup>th</sup> November 2020
OJEU Notice and SQ Issued	28 <sup>th</sup> June 2021
SQ Deadline Submission	2nd August 2021
Evaluation Period	2nd August – 27 <sup>th</sup> August 2021
Award Report Sign Off & Issue of Letters	17 <sup>th</sup> September 2021 – 19 <sup>th</sup> October 2021

#### 3.4.3.8 Service Delivery Management

Contract Management

The framework agreement will be managed by the Senior Service Manager, Housing Options Service.

## Performance Management

Performance management measures will be included in the contract

## **4 Options Considered and Recommended Proposal**

- 4.1 To do nothing – this is not an option as this would lead to the Council without any formal contractual arrangements.
- 4.2 Alternative procurement options are detailed in paragraph 3.4.1.

## **5 Consultation**

- 5.1 As the strategy seeks to include the register social housing providers, consultation will take place to determine the likelihood of this sector participating in a procurement exercise.

## **6 Risk Management**

- 6.1 The CPS approach is to follow the Council Risk Management Methodology and the Procurement and Contract Management Teams are responsible for local risk management. CPS maintains a risk management register and documentation relevant for each contract. The risk register for this framework agreement has been jointly produced and owned by CPS and the Housing Options Service. Arrangements are in place to ensure operational risks for the framework agreement are mitigated. Key risks will include the ability of the private sector to identify a sufficient supply of properties and sites for housing in the right locations to meet demand and customer requirements as well as for the Council in managing communication and engagement with communities affected by the development of temporary accommodation provision. However, this is partly mitigated by the current number of properties TA are already using in the private sector

## **7 Compliance Issues:**

- 7.1 How are the recommended decisions consistent with the Council's priorities, plans and strategies?
  - 7.1.1 This proposal is also consistent with the Council's Vision and Forward Plan 2018 – 2022 (updated in 2019) key priorities by;
    - Outcome 2 Birmingham is an aspirational city to grow up in – we will work partners to provide a multi-agency approach to the protection of vulnerable children and young people.
    - Outcome 3 Birmingham is a fulfilling city to age well in – we will work with partners to improve the care for older people
    - Outcome 4 Birmingham is a great city to live in: we will work with partners to tackle rough sleeping and homelessness by providing accommodation

to enable access to pull support to develop independent living skills.

- This will help tackle inequality and deprivation and promote social cohesion across all communities in Birmingham and ensure dignity, particularly for older people and safeguarding of children in that the contract will allow fast access to house homeless households on a temporary

#### 7.1.2 Birmingham Business Charter for Social Responsibility (BBC4SR)

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of these contracts. Tenderers will be required to submit an action plan with their tender that will be evaluated in accordance with the procurement strategy set out in paragraph 3 and the action plan of the successful tenderers will be implemented and monitored during the contract period

### 7.2 **Legal Implications**

7.2.1 The Council has a duty to provide temporary, emergency accommodation under Part VII of the Housing Act 1996. Under section 17 of the Children's Act 1989 the Council has a duty to safeguard and promote the welfare of children within their area who are in need.

#### 7.2.2 Pre-Procurement Duty under the Public Services (Social Value) Act 2012

Consideration of how the provision of temporary accommodation might improve the economic, social and environmental well-being of the City and whether to undertake any consultation were discussed at the planning stage. It was agreed not to conduct further consultation on the basis that external consultation will be undertaken for each scheme the professional services are delivered for and that application of the BBC4SR would satisfy the Council's obligation under this Act, with relevant proposals from tenderers to secure such improvement being evaluated during the process (See 3.2)

### 7.3 **Financial Implications**

7.3.1 The current budget provision for leased properties is £11.2m and the portfolio has up to 1,000 properties. The financial impact of the new contracts will be to seek cost efficiencies and a potential budget saving.

7.3.2 Depending on the number of properties available there is further cost reductions to be achieved by increasing capacity. This will allow more placements to be made in leased properties rather than the current more expensive bed & breakfast option.

7.3.3 To meet the current and future needs of the service the procurement strategy is to have contract period of up to 10 years. Costs need to be minimised by only paying for properties when they are in use and the contracts should not commit the service to having properties in the portfolio that are vacant. There should also

be sufficient break clauses in the contracts to enable the service to review and manage these within budget.

Once specific options have been identified further detailed costings will be provided to determine the level of cost reduction and/or savings that can be identified per project.

#### **7.4 Procurement Implications**

- 7.4.1 This report concerns a procurement strategy and any implications are detailed throughout the report.

#### **7.5 Human Resources Implications**

- 7.5.1 The procurement activity and the subsequent contract management will be undertaken by Council staff.

#### **7.6 Public Sector Equality Duty**

- 7.6.1 In regard to section 149 of the Equality Act 2010, the proposed procurement is related to property acquisition and as such there are no practices that could be considered unfair, unlawful or discriminatory within this context.

### **8 Appendices**

- 8.1 List of Appendices accompanying this Report:
  - 1. Risk Register
  - 2. Equality Analysis

## Appendix 1 – Risk Assessment – Working with the Private Sector to Deliver Temporary Accommodation Solutions

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	Recommended proposal not approved.	This option is not recommended and would risk the Council not meeting its statutory duties to homelessness households under the Homeless provisions of the Housing Act 1996 (as amended).	Low	High		
2	Delay in contract award	The current PSL contract expires in 2020 giving enough lead in time to carry out a comprehensive procurement process	Low	High		
3	Contractors unable to meet the numbers of properties.	the intention is to procure enough contractors to meet the number of properties and have a dynamic purchasing system to mitigate against a shortfall	low	High		

### Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long term recovery period.

Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.

## APPENDIX 2

## Assessments - WORKING WITH THE PRIVATE SECTOR TO DELIVER...

Page 1 of 3

<div>EA</div> <div>USEFUL LINKS: <a href="#">Public Sector Equality Duty guidance</a> <a href="#">Equality Act 2010</a> <a href="#">Equality Objectives</a> <a href="#">Race Disparity Audit</a> <a href="#">Be heard consultation hub</a></div> <div>Assessments</div>	
Title of proposed EIA	WORKING WITH THE PRIVATE SECTOR TO DELIVER TEMPORARY ACCOMMODATION SOLUTIONS
Reference No	EQUA557
EA is in support of	Amended Service
Review Frequency	Two Years
Date of first review	01/04/2022
Directorate	Neighbourhoods
Division	Housing
Service Area	Housing Options and Private Rented Sector
Responsible Officer(s)	■ Vicki Pumphrey
Quality Control Officer(s)	■ Karen Huxtable
Accountable Officer(s)	■ Julie Griffin
Purpose of proposal	To obtain Cabinet approval of the strategy and the commencement of tendering activity for a private sector leasing contract for the provision of temporary accommodation.
Data sources	relevant reports/strategies; Statistical Database (please specify)
Please include any other sources of data	<a href="#">Council Plan and Budget 2018 to 2022</a> <a href="#">Birmingham Homelessness Prevention Strategy 2017+</a> <a href="#">MHCLG Government Homeless Statistics</a>
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders
Age details:	<p>No negative impact of this proposal has been identified. The procurement of additional properties will enable the Council to meet its statutory obligation to provide accommodation to homeless households.</p> <p>A person of any age can be threatened with or experience homelessness. Our homeless duties are to all people at any stage of life.</p> <p>The impact of homelessness begins at birth; children are more likely to be born at a low birth weight and miss their immunisations, and are less likely to be registered with a GP. Homeless children are three times more likely to experience poor mental health; the impact of which is long lasting.</p> <p>Young people are the most disadvantaged in the housing market because they are likely to have a low income and are viewed by Landlords as potentially high risk. As Birmingham is a young city, this is a particular local challenge. There are 4,118 young people facing homelessness in Birmingham, most of whom have been made homeless from their family home (42%).</p> <p>Increasing difficulties are experienced by people under-35 to secure affordable, independent accommodation – particularly for low-income and unemployed young people.</p> <p>Homeless households experience a lower life expectancy than the general population.</p> <p>This proposal will facilitate supporting older people identified with specific needs to find suitable accommodation.</p>
Protected characteristic: Disability	Service Users / Stakeholders
Disability details:	<p>No negative impact of this proposal has been identified. The procurement of additional properties will enable the Council to meet its statutory obligation to provide accommodation to homeless households.</p>

<https://birminghamcitycouncil.sharepoint.com/sites/EqualityAssessmentToolkit/Lists/...> 02/09/2020

## Assessments - WORKING WITH THE PRIVATE SECTOR TO DELIVER...

Page 2 of 3

	<p>15.0% of all households owed a homeless duty in England, had a support need of physical ill health or disability (October - December 2019).</p> <p>Appropriate regard and provision is already embedded in service delivery to ensure accessibility for people with particular needs.</p> <p>People who have experienced homelessness are more likely to have additional needs around their mental, physical and emotional health and may need extra support to make a sustained recovery into stable housing and onward to a positive and healthy future.</p>
<p>Protected characteristic: Gender</p> <p>Gender details:</p>	<p>Service Users / Stakeholders</p> <p>No negative impact of this proposal has been identified. The procurement of additional properties will enable the Council to meet its statutory obligation to provide accommodation to homeless households.</p> <p>It is recognised that the majority of people sleeping rough in England are male and aged over 26 years old.</p> <p>The majority of domestic abuse is perpetrated by men against women, or against other men that they are in a relationship with. Male violence accounts for the vast majority of serious harm and deaths through domestic abuse.</p> <p>During October to December 2019, single males without children were the largest household group in England owed homelessness duties, making up 49.3% of households owed a relief duty, and 28.4% owed a prevention duty.</p> <p>Single female parents with dependent children were the second largest group owed a homeless duty, comprising 27.9% of households, and the third largest group after single males and single females owed a relief duty, comprising 16.7% of relief duties owed.</p>
<p>Protected characteristics: Gender Reassignment</p> <p>Gender reassignment details:</p>	<p>Not Applicable</p>
<p>Protected characteristics: Marriage and Civil Partnership</p> <p>Marriage and civil partnership details:</p> <p>Protected characteristics: Pregnancy and Maternity</p> <p>Pregnancy and maternity details:</p>	<p>Not Applicable</p> <p>Service Users / Stakeholders</p> <p>No negative impact of this proposal has been identified. The procurement of additional properties will enable the Council to meet its statutory obligation to provide accommodation to homeless households.</p> <p>A pregnant woman, and anyone with whom she lives or might reasonably be expected to live, has a priority need for accommodation under the main homelessness duty. The provision of interim and temporary accommodation is critical to ensure every child has the best start in life.</p> <p>One in six pregnant women will experience domestic violence, and around 30% of domestic violence starts or worsens during pregnancy. Domestic abuse is a significant factor in the onset of pre-term labour, and maternal and perinatal mortality and morbidity.</p> <p>The British Journal of Obstetrics and Gynaecology</p>
<p>Protected characteristics: Race</p> <p>Race details:</p>	<p>Service Users / Stakeholders</p> <p>No negative impact has been identified by this proposal upon this protected characteristic.</p> <p>Home ownership, access to social housing, affordability and the quality of housing varies very widely between ethnic groups. Home ownership is most common among households of White British, Indian, Pakistani, and Mixed White and Asian origin; it is substantially lower among</p>



	African, Arab, and Mixed White and Black African households.
	The households that are most likely to rent social housing were headed by someone in the African, Caribbean, Other Black, Bangladeshi, Irish and Arab groups, or the Mixed groups other than Mixed White and Asian. As a group, ethnic minority households are also much more likely to rent privately than White British households and to spend a higher proportion of their incomes on rent, regardless of whether they rent from a social or private landlord. Their housing tends to be of lower quality, particularly among households of Pakistani origin, and overcrowding is more common, especially among households of Bangladeshi origin.
	Overcrowding affects ethnic minority households disproportionately.
	There has been an increase in the number of ethnic minority households accepted by local authorities as statutorily homeless over the past decade.
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Please indicate any actions arising from completing this screening exercise.	None
Please indicate whether a full impact assessment is recommended	NO
What data has been collected to facilitate the assessment of this policy/proposal?	MHCLG Government Homeless Statistics
Consultation analysis	None
Adverse impact on any people with protected characteristics.	None
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	N/A
How will the effect(s) of this policy/proposal on equality be monitored?	N/A
What data is required in the future?	N/A
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	
Initial equality impact assessment of your proposal	
Consulted People or Groups	
Informed People or Groups	
Summary and evidence of findings from your EIA	This proposal will provide additional temporary accommodation to homelessness households of Birmingham and meet our statutory homelessness duties.
QUALITY CONTROL SECTION	
Submit to the Quality Control Officer for reviewing?	Yes
Quality Control Officer comments	
Decision by Quality Control Officer	
Submit draft to Accountable Officer?	No
Decision by Accountable Officer	
Date approved / rejected by the Accountable Officer	
Reasons for approval or rejection	
Please print and save a PDF copy for your records	Yes
Julie Bach	
Person or Group	
Content Type: Item	
Version: 3.0	
Created at: 02/09/2020 11:46 AM by: Vikki Pumphrey	
Last modified at: 02/09/2020 11:46 AM by: Workflow on behalf of: Vikki Pumphrey	

Close



# Birmingham City Council

## Report to Cabinet

10<sup>th</sup> November 2020



**Subject:** **WORKING WITH THE PRIVATE SECTOR TO DELIVER TEMPORARY ACCOMMODATION SOLUTIONS**

**Report of:** **Acting Director, Neighbourhoods**

**Relevant Cabinet Member:** **Councillor Sharon Thompson, Homes and Neighbourhoods**  
**Councillor Tristan Chatfield, Finance and Resources**

**Relevant O &S Chair(s):** **Councillor Penny Holbrook, Housing and Neighbourhoods**  
**Councillor Sir Albert Bore, Resources**

**Report author:** Marcia Bell, Senior Service Manager, Housing Options and Private Rented Service  
 Telephone No: 0121 464 3552  
 Email Address: marcia.bell@birmingham.gov.uk

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision? If relevant, add Forward Plan Reference: 008198/2020	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### 1 Executive Summary

- 1.1 To provide details of the procurement strategy and process for the provision of temporary accommodation to support the Council's statutory duty to provide temporary accommodation to vulnerable households under the Housing Act 1996, the Homelessness Act 2002 and the Homeless Reduction Act 2017 for a period of up to 10 years to commence on 29 January 2022.

## **2 Recommendations**

That Cabinet:

- 2.1 Approves the strategy and the commencement of tendering activity for a block contract for the provision of temporary accommodation in accordance with the requirements and approach outlined in paragraph 3 of this report commencing 29 January 2022.
- 2.2 Delegates authority to the Director, Neighbourhoods in conjunction with the Assistant Director, Development and Commercial (or their delegate), the Interim Chief Finance Officer (or their delegate), and the Acting City Solicitor (or their delegate) to award the contract following the completion of the tendering process.
- 2.3 Approves the strategy and the commencement of tendering activity for a Dynamic Purchasing System (DPS) for the provision of excess requirements for temporary accommodation not covered by the block contract in accordance with the requirements and approach outlined in paragraph 3 of this report.
- 2.4 Delegates authority to the Head of Housing Options and the Head of Procurement to approve suppliers onto the DPS following completion of the selection questionnaire process where the selection criteria is met.
- 2.5 Delegates authority to the Head of Housing Options and the Head of Procurement to award contracts for temporary accommodation following the completion of the tender process for individual call offs.

## **3 Background**

### **3.1 Background and Service Requirements**

- 3.1.1 The Council has a statutory duty to provide temporary accommodation to vulnerable households under the housing Act 1996, the Homelessness Act 2002 and the Homeless Reduction Act 2017. These Acts require the Council to provide accommodation for a minimum of 56 days as a relief, prevention or homeless duty. In addition to this the Code of Guidance 2018 states that B&B accommodation should not be used for more than 6 weeks. There are currently over 153 households in bed and breakfast accommodation or hotels that have exceeded that time frame.
- 3.1.2 The Temporary Accommodation team uses a range of accommodation types to house homeless households pending permanent re-housing. These include:
  - Bed and Breakfast Accommodation or Hotels
  - Council Stock let as Temporary Accommodation
  - Council Homeless Centres
  - Rented properties from external companies / organisations
  - Voluntary Sector supported accommodation including Salvation Army, St Basils and Trident
- 3.1.3 To support the above, there is a requirement for properties rented from the private sector and registered social housing providers. The maintenance of these properties is the responsibility of the landlord, not the Council and managed by the agent. All payments from the Council are made to the agent. The rental agreement includes for the provision of furnished accommodation only, with the

exception of No Recourse to Public Funds cases, and all other utility charges will be the responsibility of the tenant.

- 3.1.4 The current contract which expires on 28 January 2022, was awarded on the basis of block contracts and a framework agreement. It was to supply 1498 units of accommodation ranging from hostels to 1 -6 bedroomed self-contained properties, situated in Birmingham and the surrounding areas.
- 3.1.5 There has been a significant increase in the number of households in TA over the last 4 years. The average in 2018/19 was 2457 households, as at 19 October 2020 it has increased to 3568 which is divided between the various accommodation types as follows:

Tenancy Type	Total in TA
Bed & Breakfast	582
Dispersed	1859
Hostel	181
Private Landlord	4
PSL Tenancy	942
<b>Total</b>	<b>3568</b>

- 3.1.6 This is a demand led service that has been significantly impacted by the introduction of the benefit cap whereby it is becoming increasingly difficult to contain these costs given the rise in homelessness acceptances across the city, the wider housing market pressures and the increased costs of private rented accommodation.
- 3.1.7 In 2018/19 the Housing Options Service had a budget of £6.1m budget for Bed and Breakfast accommodation and spent £9.9m; this represents a variance of £3.8m in excess of the approved budget for that year. In 2019/20 the budget was again £6.1m, however the spend increased to £10.2m increasing the variance to £4.1m.
- 3.1.8 The increases can be attributed to the impact of the Homeless Reduction Act 2017 which place additional legal duties on Local Authorities to provide temporary accommodation as a relief or prevention tool to support households and/or prevent homelessness.
- 3.1.9 As a consequence, there is a requirement to commence a procurement process that meets the current and future needs of the service and its users.

### 3.2 Outcomes Sought

The procurement process for the proposed is expected to deliver the following outcomes:

- A sufficient portfolio of properties to minimise the need to resort to bed and breakfast accommodation or hotels;
- A range of different properties to meet the needs of all household sizes, in particular larger accommodation for those in need of it given the current shortage
- The provision of suitable decent quality temporary accommodation;
- Costs reflective of market conditions
- Delivery of added social value relevant to the services being provided by providing better quality self-contained accommodation at an affordable rent in areas that support households with work and local support services. The key areas of social value delivery are prioritised below:

#### PRIORITY 1 – Partners in Communities

We expect the appointed contractors to utilise their reach into the communities to provide significant homelessness prevention activities by providing financial literacy, housing advice, benefit advice, employability advice either directly or through local community organisations. The outcome of their activities needs to be homelessness prevention. We expect to see volunteering, fundraising, donations and supporting local, relevant community organisations. We expect the significant quantity of activity to be backed up with a robust understanding and methodology for community engagement.

#### PRIORITY 2 – Buy Local

There is a significant spend on repairs and maintenance of the properties. We want to incentivise the providers to buy these services and associated goods locally, with focus on Birmingham providers. We would encourage the providers to seek out social enterprise to provide some of those services and goods. Shelforce, a provider of PVC doors and windows is an appropriate social enterprise for this contract.

#### PRIORITY 3 – Local Employment

Some of the likely providers are not particularly experienced at providing employability skills to our customers, however there may be some room for innovation here. They can provide some low-level employment and employability within the local community. This is a relevant measure for preventing homelessness. We will be looking for the bidders to offer this support through local community organisations if they do not have sufficient resource or knowledge in house.

#### PRIORITY 4 – Good Employer

The likely providers will not be employing large numbers of staff for this service and the typical skill level is modest. We expect the providers to bring in robust measures that provide good employment practices to increase the staff employability and quality of employment.

### PRIORITY 5 – Green & Sustainable

Although it may appear that this theme is particularly relevant, given the urgent need of our clients and the imbalance in supply of temporary housing we have allocated the sub weighting from this theme to the other themes. We will, however, engage with the providers to inform and encourage environmental outcomes within the properties.

### PRIORITY 6 – Ethical Procurement

Other than paying the suppliers within 30 days which is a default requirement and since there is little materials used in this service, we do not believe that this theme is particularly relevant and cannot justify reducing the other themes

## 3.3 Market Analysis

- 3.3.1 Although the Council would like a decent mix and spread of properties within each ward of the city, this may not be achieved because the market dictates availability of suitable accommodation. There are a number of providers for this service ranging from small to medium enterprises operating as lettings agents and also registered social housing providers. It is considered that the nature and value of the service will appeal to small, local providers; however larger organisations will not be precluded from tendering. There are also potential pressures from external companies and other local authorities looking to place homeless households in Birmingham. Following lessons learnt from the previous contract, it has been decided to open the opportunity up to other sectors of the market other than private lettings agencies including registered social housing providers to ensure that it will present to the market the most attractive opportunity and that there is sufficient accommodation available to house vulnerable households.

## 3.4 Procurement Approach

### 3.4.1 Strategic Procurement Approach

The following high-level procurement options were considered:

- Tender as a Council only contract. This is the recommended option as this would give the Council the most flexibility in specifying our service provision and enable the contract to be awarded within the timescales. Further procurement options for the service are detailed below.
- Use a collaborative framework agreement. There is not a collaborative framework agreement in place that meets the Council's requirements.

#### Procurement Options

It is recommended that the procurement process is split into two tender exercises:

- One for block contracts (more than one contractor required)
- The other for a Dynamic Purchasing System

Further details of the options are detailed below.

### 3.4.2 Block Contract

3.4.2.1 A block contract is where properties are leased for a pre-agreed length of time at a fixed rate.

#### 3.4.2.2 Duration and Advertising Route

The proposed contract will be for a period of up to 10 years. Due to the contract value the opportunity will be advertised in OJEU, [www.finditinbirmingham.com](http://www.finditinbirmingham.com) and Contracts Finder.

#### 3.4.2.3 Procurement Route

The contracts will be tendered using the 'open' route on the basis that:

- The service can be clearly defined;
- Tenderers' prices will be fixed on the specific requirements at tender stage
- There are a large number of organisations in the marketplace likely to tender for the block contract, however a robust first stage evaluation will ensure only those organisations that are able to meet the Council's requirements, which will include the ability to provide good quality sustainable accommodation of various sizes in all areas of Birmingham, will proceed to the next stage.

#### 3.4.2.4 Scope and Specification

In order to mitigate against the circumstances highlighted in the report such as:

- other competitors (neighbouring authorities and the Home Office)
- changes in legislation relating to welfare reform and immigration
- unpredictable increases in demand as a result of the above
- legal duty relating to homelessness, children act and immigration status

The minimum specification requirements for the accommodation is sleeping spaces, access to bathroom and kitchen facilities, in a safe and secure environment. All accommodation will need to meet the most current health and safety regulations including the Housing Act 2004 and the Fit for Habitation Act 2019 and property providers will be responsible for all repairs and maintenance to the accommodation within pre-set timescales

#### 3.4.2.5 Tender Structure (Block Contract)

##### Evaluation and Selection Criteria

The quality / social value / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided. The tender documents will include the form of contract. Tenders will be evaluated



against the specification in accordance with a pre-determined evaluation model.

The evaluation of tenders will be assessed as detailed below:

### **Assessment A (Pass / Fail)**

- Section A – Information about the Applicants (Pass / Fail)
- Section B – Grounds for Mandatory Exclusion (Pass / Fail)
- Section C – Grounds for Discretionary Exclusion Part 1 and Part 2 (Pass / Fail)
- Section D – Economic and Financial Standing (Pass / Fail)
- Section E – Technical and Professional Ability (Pass / Fail)
- Section F – Environmental Management (Pass / Fail)
- Section G – Insurance (Pass / Fail)
- Section H – Compliance with Equalities Duty (Pass / Fail)
- Section I – Compliance with Health & Safety (Pass / Fail)
- Section J – Declaration (Pass / Fail)

Those organisations that pass all sections of Assessment A will proceed to the next stage.

### **Assessment B - Quality - Written Proposals (Weighting 30%)**

Each lot will be assessed with the criteria below:

<b>Criteria</b>	<b>Sub-weighting</b>
Service Delivery	80%
Customer Care	20%

Service delivery will be assessed on the following areas

- Property standards - demonstrating how it is ensured the properties meet and maintain all of the relevant health and safety standards including , décor and furnishing requirements, throughout the life of the contract.
- Repairs and maintenance – service standard including turnaround times especially in responding to emergencies.
- Communication – the mechanism and means of providing relevant information to BCC and the service user.

Customer Care will be assessed on the following

- Information provision and method of sharing
- An escalation procedure
- A comprehensive complaints procedure.
- A safeguarding procedure which includes adheres to the government guidelines

An interview with tenderers may take place to clarify their understanding of the requirements and the scoring adjusted accordingly, as appropriate.

Tenderers who score more than the quality threshold of 60% i.e. a score of 60 out of a maximum quality score of 100 will proceed to Assessment C – Social Value.

### Assessment C – Social Value (Weighting 20%)

	Sub-Weighting	Sub-Criteria	Theme Sub-Weighting
Qualitative	40%	Local Employment	10%
		Buy Local	30%
		Partners in Communities	50%
		Good Employer	10%
			<b>TOTAL 100%</b>
Quantitative	60%	BBC4SR Action Plan	Total of financial proxies (£) score
			<b>TOTAL 100%</b>
Overall Social Value	100%		

### Assessment D – Pricing (Weighting 50%)

The price will be based on a weekly rental charge for each unit type e.g. 1, 2, 3, or 4 bedroom properties and scored using a predetermined pricing model. PRICE BANDING

Prices will be fixed for a period of 24 months from the date of award but will be subject to an annual price review thereafter using an agreed price fluctuation formula. A cap will be applied to the maximum increase available with reference to market conditions to manage and limit any increases.

### Overall Evaluation

The evaluation process will result in comparative quality, social value and price scores for each tenderer. The maximum quality score will be awarded to the tender that demonstrates the highest for quality and the highest social value score will go to the tenderer whose response is considered to provide the most social value. Similarly, the maximum price score will be awarded to the lowest acceptable price. Other tenderers will be scored in proportion to the maximum scores.

The top ranked bidders who can support the number of required properties will be awarded a block contract. Due to the number of properties required it is envisaged that there will need to be more than one provider awarded a block contract thus minimising the lack of supply risk going forward. The number of block contracts to be awarded will be determined by the tenderers' submissions and ability to support the number of properties

required which is currently estimated at circa 2000 units. This will be set out in the ITT documentation.

#### 3.4.2.6 Evaluation Team

The evaluation of the tenders will be undertaken by officers from the Housing Options Service, supported by Corporate Procurement Services.

#### 3.4.2.7 Indicative Implementation Plan

The indicative implementation plan is as follows:

Cabinet Approval (Strategy)	10 <sup>th</sup> November 2020
OJEU Notice and Issue ITT	28 <sup>th</sup> June 2021
ITT Deadline Submission	2nd August 2021
Evaluation Period	2nd August – 27 <sup>th</sup> August 2021
Tenderer Interviews (if required)	1st September – 10 <sup>th</sup> September 2021
Award Report Sign Off & Issue of Letters	17 <sup>th</sup> September 2021 – 19 <sup>th</sup> October 2021
10 Day Standstill Period	19 <sup>th</sup> October 2021
Formal Contract Award	29th October 2021
Mobilisation Period	1st November 2021
Contract Start	30th January 2022

#### 3.4.2.8 Service Delivery Management

##### Contract Management

The **block contracts** will be managed by the Senior Service Manager, Housing Options Service.

##### Performance Management

Performance management measures will form part of the contract including the delivery of the agreed Social Value outcomes as outlined in 3.2.

#### 3.4.3 Dynamic Purchasing System

- 3.4.3.1 A DPS is an entirely electronic procurement approach for setting up and maintaining an 'approved list' of suppliers that allows entry at any time in its duration. A DPS is set up using the restricted procedure under the Public Contract Regulations 2015 and further in accordance with Regulation 34 of the regulations. Using the DPS procedure will give SMEs and new entrants the opportunity to tender for the Council's requirements where previously they were excluded.

#### 3.4.3.2 Duration and Advertising Route

The DPS will be for a period of up to 10 years and a call for competition will be advertised in the Official Journal of the European Journal, Contracts Finder and on the [www.finditinbirmingham.com](http://www.finditinbirmingham.com) website stating that a DPS is to be established.

#### 3.4.3.3 Procurement Route

The requirement will be to set up a DPS following the **two-stage** restricted procedure. The DPS will operate as an 'open system' in that new suppliers can at any time during its duration apply to join the DPS. The DPS is a two-stage process. Firstly, at the initial set up stage (Selection Questionnaire SQ), all suppliers who meet the selection criteria and are not excluded must be admitted to the DPS. Individual contracts are awarded during the second stage. In this stage, all suppliers on the DPS (or the relevant category or Lot within the DPS) are invited to bid for the specific contract. Submitted bids at stage 2 will be considered in accordance with the restricted procedure and evaluated against the award criteria set out in the OJEU contract notice and supplemented by more precise criteria in the specific further competition stage.

#### 3.4.3.4 Scope and Specification

As per paragraph 3.4.2.4.

#### 3.4.3.5 Tender Structure (DPS)

The structure of the tender will be as follows:

- Stage One – Standard Selection Questionnaire Stage (SQ) and entry on to DPS Approved Supplier List
- Stage Two – Invitation to Tender Stage (procuring under the DPS)

##### SQ Stage

The SQ will require tenderers to complete a questionnaire which requires the following to be fully answered. The documents will be available electronically for new entrant suppliers to access for the duration of the DPS for up to 10 years. Suppliers whose submissions have been rejected at any stage will also have the opportunity to modify their return if their circumstances have changed.

- Section A – Information about the Applicants (Pass / Fail)
- Section B – Grounds for Mandatory Exclusion (Pass / Fail)
- Section C – Grounds for Discretionary Exclusion Part 1 and Part 2 (Pass / Fail)
- Section D – Economic and Financial Standing (Pass / Fail)
- Section E – Technical and Professional Ability (Pass / Fail)

- Section F – Environmental Management (Pass / Fail)
- Section G – Insurance (Pass / Fail)
- Section H – Compliance with Equalities Duty (Pass / Fail)
- Section I – Compliance with Health & Safety (Pass / Fail)
- Section J – Declaration (Pass / Fail)
- Section K – Baseline Rate Card Provided (Pass/Fail) - Not evaluated and for reference at further competition stage only

Tenderers that pass the selection criteria will be admitted to the DPS and entitled to submit bids at the Further Competition Stage.

#### Further Competition Stage

Once suitably qualified suppliers have been appointed to the DPS, a further competition will be carried out for each property requirement to determine the price and best value for the Council.

The further competition process will include quality and social value questions that will relate to each separate provision of excess requirements for temporary accommodation not covered by the block contract. Tenderers will be expected to submit their proposals on how they intend to deliver the quality including an element of social value in relation to each specific service requirement. A price will also be submitted which will be benchmarked against their SQ submitted rate card.

Submitted quality, social value and price responses will then be evaluated and scored against a pre-determined evaluation model.

#### 3.4.3.6 Evaluation Team

The evaluation of the tenders will be undertaken within the mandatory period of 10 days from receipt of tender by officers from the Housing Options Service, supported by Corporate Procurement Services.

#### 3.4.3.7 Indicative Implementation Plan

The indicative implementation plan is as follows:

Cabinet Approval (Strategy)	10 <sup>th</sup> November 2020
OJEU Notice and SQ Issued	28 <sup>th</sup> June 2021
SQ Deadline Submission	2nd August 2021
Evaluation Period	2nd August – 27 <sup>th</sup> August 2021
Award Report Sign Off & Issue of Letters	17 <sup>th</sup> September 2021 – 19 <sup>th</sup> October 2021

### 3.4.3.8 Service Delivery Management

#### Contract Management

The **Dynamic Purchasing System** will be managed by the Senior Service Manager, Housing Options Service.

#### Performance Management

Performance management measures will be included in the contract

## **4 Options Considered and Recommended Proposal**

- 4.1 To do nothing – this is not an option as this would lead to the Council without any formal contractual arrangements.
- 4.2 Alternative procurement options are detailed in paragraph 3.4.1.

## **5 Consultation**

- 5.1 As the strategy seeks to include the register social housing providers, consultation will take place to determine the likelihood of this sector participating in a procurement exercise.

## **6 Risk Management**

- 6.1 The CPS approach is to follow the Council Risk Management Methodology and the Procurement and Contract Management Teams are responsible for local risk management. CPS maintains a risk management register and documentation relevant for each contract. The risk register for **the block contracts and Dynamic Purchasing System** has been jointly produced and owned by CPS and the Housing Options Service. Arrangements are in place to ensure operational risks for the **block contracts and Dynamic Purchasing System** are mitigated. Key risks will include the ability of the private sector to identify a sufficient supply of properties and sites for housing in the right locations to meet demand and customer requirements as well as for the Council in managing communication and engagement with communities affected by the development of temporary accommodation provision. However, this is partly mitigated by the current number of properties TA are already using in the private sector.

## **7 Compliance Issues:**

- 7.1 How are the recommended decisions consistent with the Council's priorities, plans and strategies?
  - 7.1.1 This proposal is also consistent with the Council's Vision and Forward Plan 2018 – 2022 (updated in 2019) key priorities by;

- Outcome 2 Birmingham is an aspirational city to grow up in – we will work partners to provide a multi-agency approach to the protection of vulnerable children and young people.
- Outcome 3 Birmingham is a fulfilling city to age well in – we will work with partners to improve the care for older people
- Outcome 4 Birmingham is a great city to live in: we will work with partners to tackle rough sleeping and homelessness by providing accommodation to enable access to pull support to develop independent living skills.
- This will help tackle inequality and deprivation and promote social cohesion across all communities in Birmingham and ensure dignity, particularly for older people and safeguarding of children in that the contract will allow fast access to house homeless households on a temporary

#### 7.1.2 Birmingham Business Charter for Social Responsibility (BBC4SR)

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of these contracts. Tenderers will be required to submit an action plan with their tender that will be evaluated in accordance with the procurement strategy set out in paragraph 3 and the action plan of the successful tenderers will be implemented and monitored during the contract period

### 7.2 **Legal Implications**

7.2.1 The Council has a duty to provide temporary, emergency accommodation under Part VII of the Housing Act 1996. Under section 17 of the Children's Act 1989 the Council has a duty to safeguard and promote the welfare of children within their area who are in need.

#### 7.2.2 Pre-Procurement Duty under the Public Services (Social Value) Act 2012

Consideration of how the provision of temporary accommodation might improve the economic, social and environmental well-being of the City and whether to undertake any consultation were discussed at the planning stage. It was agreed not to conduct further consultation on the basis that external consultation will be undertaken for each scheme the professional services are delivered for and that application of the BBC4SR would satisfy the Council's obligation under this Act, with relevant proposals from tenderers to secure such improvement being evaluated during the process (See 3.2)

### 7.3 **Financial Implications**

7.3.1 The current budget provision for leased properties is £11.2m and the portfolio has up to 1,000 properties. The financial impact of the new contracts will be to seek cost efficiencies and a potential budget saving.

7.3.2 Depending on the number of properties available there is further cost reductions to be achieved by increasing capacity. This will allow more placements to be made in leased properties rather than the current more expensive bed & breakfast option.

7.3.3 To meet the current and future needs of the service the procurement strategy is to have contract period of up to 10 years. Costs need to be minimised by only paying for properties when they are in use and the contracts should not commit the service to having properties in the portfolio that are vacant. There should also be sufficient break clauses in the contracts to enable the service to review and manage these within budget.

Once specific options have been identified further detailed costings will be provided to determine the level of cost reduction and/or savings that can be identified per project.

#### **7.4 Procurement Implications**

7.4.1 This report concerns a procurement strategy and any implications are detailed throughout the report.

#### **7.5 Human Resources Implications**

7.5.1 The procurement activity and the subsequent contract management will be undertaken by Council staff.

#### **7.6 Public Sector Equality Duty**

7.6.1 In regard to section 149 of the Equality Act 2010, the proposed procurement is related to property acquisition and as such there are no practices that could be considered unfair, unlawful or discriminatory within this context.

### **8 Appendices**

8.1 List of Appendices accompanying this Report:

1. Risk Register
2. Equality Analysis



# Birmingham City Council

## Report to Cabinet

10 November 2020



**Subject:** Driving Housing Growth – Building New Homes on the Abbeyfields and Birchfield Estates

**Report of:** Acting Director, Inclusive Growth

**Relevant Cabinet Member:** Councillor Ian Ward, Leader  
Councillor Sharon Thompson, Cabinet Member for Homes and Neighbourhoods  
Councillor Tristan Chatfield, Cabinet Member for Finance and Resources

**Relevant O & S Chair(s):** Councillor Penny Holbrook, Housing and Neighbourhoods  
Councillor Sir Albert Bore, Resources

**Report author:** Andrew Hood, Housing Development Manager,  
0121 303 7879  
Email Address: [Andrew.Hood@birmingham.gov.uk](mailto:Andrew.Hood@birmingham.gov.uk)

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Birchfield, Erdington.		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007687/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Exempt Appendices B and C		
If relevant, provide exempt information paragraph number or reason if confidential: Exempt information paragraph 3. Information relating to the financial or business affairs of any particular person (including the council)		

### 1 Executive Summary

- 1.1 The report seeks to obtain approval for the Full Business Case (FBC) for the construction of 39 homes on cleared housing sites on the Abbeyfields estate and

the Birchfield estate. In addition, it seeks approval for the award of contracts for the construction of 39 homes following the completion of the procurement exercises for the two sites.

## **2 Recommendations**

- 2.1 Approves the revised FBC for the development of sites at the Abbeyfields estate and the Birchfield estate. The FBC is attached as Appendix A.
- 2.2 Approves the award of contract to Jessup Brothers Ltd following a further competition exercise using the Homes England Delivery Partner Panel 3 (DPP3) Framework Agreement for the construction of 21 homes (19 for outright sale and 2 for rent) at the Abbeyfields estate in Erdington. The details on the contract award are outlined in the Exempt Appendix B.
- 2.3 Approves the extension of the Council's Dynamic Purchasing System for Housing Development for Small Sites for a period of up to twelve months whilst the future procurement strategy for BHMT schemes is developed.
- 2.4 To approve the award of contract to J Harper & Sons (Leominster) Ltd following a further competition exercise using the Council's Dynamic Purchasing System (DPS) for the construction of 18 open market sale homes at Birchfield through the Council's Forward Homes brand. The details on the contract award are outlined in the Exempt Appendix C.
- 2.5 In the event that the homes for sale at Birchfield or Abbeyfields become unviable for outright sale delegates approval to the Acting Director, Inclusive Growth in consultation with the Cabinet Member for Homes and Neighbourhoods, to switch the tenure of these homes to social rented properties for the City Council, subject to the availability of funding.
- 2.6 Authorises the Acting Director, Inclusive Growth to seek consent from the Secretary of State under Section 174 of the Localism Act 2011, to exclude the new council properties developed through these proposals from the Right to Buy pooling requirements, and to ensure that any capital receipts generated from any future sale of homes under the Right to Buy are retained by the Council for reinvestment in future housing delivery.
- 2.7 Authorises the Acting Director, Inclusive Growth to receive the result of any consultations regarding the loss of Public Open Space notices in accordance with Section 123 (2A) of the Local Government Act 1972 and to decide whether to proceed under Section 122(2A) in consultation with the Cabinet Member for Housing and Neighbourhoods.
- 2.8 Authorises the Acting Director, Inclusive Growth to develop the highways proposals and progress the preferred option to detailed design.
- 2.9 Authorises the Acting Director, Inclusive Growth to submit and process all necessary Highway Closures and notices required to facilitate the development

of sites highlighted in the FBC and to enter into any appropriate agreements for alterations to highway access to the sites.

- 2.10 Delegates to the Acting Director, Inclusive Growth the power to amend or vary by 10% the development boundaries of any of the sites
- 2.11 Delegates authority to the Acting Director, Inclusive Growth to submit applications to Homes England (HE), West Midlands Combined Authority (WMCA), the Ministry of Housing, Communities and Local Government (MHCLG), or any other funding agency, where opportunities arise for grant funding and/or borrowing approvals to support future phases of new housing development.
- 2.12 Approves any prudential borrowing required by the City Council to allow for the residential development of the sites outlined within this report.
- 2.13 Authorises the Interim City Solicitor (or their delegate) to negotiate, execute and complete all necessary documentation to give effect to the above recommendations.

### **3 Background**

- 3.1 The regeneration of the former Lyndhurst estate now known as Abbeyfields has been ongoing for the past decade, and the remaining site for development is the subject of this report. Originally this phase of development was for 19 homes for outright sale, however, it was agreed to vary the previous phase because of constraints affecting 2 rental units and these 2 rental units will now be delivered as part of this final phase for Abbeyfields. The site will comprise of 2 x 2 bedroom 4 person houses for social rent and the 19 outright sale units comprising of 6 x 2 bedroom 4 person houses, 9 x 3 bedroom 5 person houses, and 4 x 4 bedroom 6/7 person houses.

The previous phases of the former Lyndhurst Estate provided a total of 249 new homes for rent and sale of which 148 homes were for social rent and 101 homes were for sale on the open market.

- 3.2 In addition, this final phase of development on Abbeyfields will also include a football pitch and Multi-Use Games Area (MUGA) which are the planning commitments from the redevelopment of the estate. These costs are included in the FBC for the scheme in Appendix A. The site plan of the Abbeyfields scheme is attached at Appendix F (site plans).
- 3.3 The proposed development on Birchfield is the final aspect of development at the Birchfield estate. This phase of development involves the construction of 18 properties for outright sale and will comprise of 6 x 2 bedroom 4 person houses and 12 x 3 bedroom 5 person houses. The earlier phase of development at Birchfield provided 68 new homes of which 53 were socially rented properties for the Council. The site plan of the Birchfield scheme is attached as Appendix F (site plans).

- 3.4 The site is close to the Perry Barr regeneration scheme and this development will also benefit from the improvements to Perry Barr train station and Sprint services from Perry Barr and make the scheme more attractive to prospective purchasers.
- 3.5 Although an appraisal of the schemes has been undertaken and demonstrates the viability of outright sale through the Council's Forward Homes brand, due to the fragile and unpredictable nature of the housing market currently, it is recommended that the Council has the ability to switch the tenure on these properties to social rent properties for the Council should outright sale properties be deemed unviable following changes to the housing market. There would be no procurement implications if this change were to occur.
- 3.6 The FBC which includes the cost of development at Birchfield is attached with Appendix A.
- 3.7 The Council's Forward Homes brand will be used to sell the outright sale homes, and the Council will award contracts for estate agency services to assist in this process approved under Chief Officer delegated authority. The costs of the estate agency services are included within the FBC for the schemes.

#### **4 Options considered and Recommended Proposal**

- 4.1 To award the contract – this is the recommended proposal to enable the development of housing and to contribute to the Council's house building target.
- 4.2 Not to award the contract – this is not an option as it would not enable the Council to meet its commitments for house building.

#### **5 Consultation**

- 5.1 The proposals have been developed in consultation with Ward Councillors, and their comments are detailed in Appendix D, Consultation Plan.

#### **6 Risk Management**

- 6.1 A risk management assessment has been undertaken. Please see attached Appendix E.

#### **7 Compliance Issues:**

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

- 7.1.1 The development of new affordable housing within the city is in accordance with the objectives of the housing revenue account (HRA) Business Plan 2020+.
- 7.1.2 The proposed sites support the delivery of the core objectives of the Birmingham Development Plan (BDP) which was adopted by the Council on 10 January 2017 to increase housing growth.

7.1.3 The proposed new homes will work in line with the Council's emerging, "A Waste Strategy for Birmingham" policy document by developing plans that aim to reduce the amount of waste that is created, reusing and recycling what we can, and recovering energy from any remaining waste where possible.

7.1.4 The schemes will make a direct contribution and are consistent with the Council's Plan 2018 – 2022 (as updated in 2019) priorities and outcomes as outlined below:

- Birmingham is an aspirational city to grow up in; new homes will be developed which will provide a safe, warm, sustainable and connected neighbourhood in which our children can thrive.
- Birmingham is a great city to live in; the Council is committed to the development of enough high-quality new homes to meet the needs of a growing city, and the proposals within this report to accelerate housing growth in the City by providing new homes for rent on the proposed sites. New homes will help ease pressure on the housing waiting list that currently has around 13,000 people registered as in housing need.
- Birmingham is an entrepreneurial city to learn, work and invest in; activity within the construction sector will create jobs and apprenticeships in the city, and activity within the supply chain industries, supporting the local economy through the Birmingham Charter for Social Responsibility. This will be secured through the procurement of the build contracts
- Birmingham is a fulfilling city to age in; the links between health and housing are well recognised. New thermally efficient, economical to run new homes which are designed to high standards of quality and internal space standards will be more affordable for residents and offer a higher quality of life leading to better health outcomes.

#### 7.1.5 Birmingham Business Charter for Social Responsibility (BBC4SR)

##### Abbeyfields

Jessup Brothers Ltd is an accredited signatory to the BBC4SR and has produced an action plan with commitments proportionate to the value of this contract. The commitments will be managed and monitored during the contract period.

##### Social Value Commitments

Jessup Brothers Ltd.'s commitment include to creating 6 new full-time jobs, 2 apprenticeships, 4 work or voluntary placements. In addition, work experience placements will be offered as well as working with local schools and community groups.

##### Birchfield

J Harper & Sons Ltd is an accredited signatory to the BBC4SR and has produced an action plan with commitments proportionate to the value of this contract. The commitments will be managed and monitored during the contract period.

#### Social Value Commitments

J Harper & Sons Ltd.'s commitments include 1 creating 2 full time local employment opportunities, 2 new apprenticeships, and 5 work placements. In addition, opportunities for work experience and working with local schools, business and community groups will be undertaken.

## **7.2 Legal Implications**

7.2.1 As the Housing Authority, the relevant legal powers relating to the discharge of the Council's statutory function to provide its housing need are contained in Section 9 of the Housing Act 1985.

7.2.2 Section 1 of the Localism Act 2011 contains the Council's general power of competence; Section 111 of the Local Government Act 1972 contains the Council's subsidiary financial powers in relation to the discharge of its functions.

7.2.3 Section 120 of the Local Government Act 1972 contains the Council's land acquisition powers; and the Highways Act 1980 contains the highway closure and diversions.

7.2.4 Birmingham Municipal Housing Trust (BMHT) will enter into a memorandum of understanding with the Local Highway Authority to facilitate the improvement of existing areas of highway maintainable at public expense, that will be affected by the development proposals.

7.2.5 The exempt appendices are considered to be in the public interest as they contain commercially sensitive information of a financial or business nature, which if disclosed to the public could be prejudicial to a named, individual or company.

## **7.3 Financial Implications**

7.3.1 The overall estimated capital cost of the development at the Abbeyfields and Birchfield sites are set out within the FBC at Appendix A is £8.1m, which are estimated to be incurred up to 2022/23. These costs include £4.5m for Public Open Space planning obligations, which are planning commitments for the overall phases of the Abbeyfields scheme and £0.2m for Highways planning obligations.

7.3.2 This represents a net additional cost of £4.3m on what was included in the Housing Revenue Account (HRA) Business Plan 2020+, and a corresponding increase of £3.5m on the estimated sales receipts bringing it to £8m. This is largely due to the change in approach in building all the sales properties through the Council's Forward Homes brand as outright sales.

This development will incur short term prudential borrowing of £1.3m, to smooth timing differences, which will be repaid in 2022/23 from surplus sales receipts. The remainder will be funded from Housing Revenue Account (HRA) revenue contributions, Right to Buy (RtB) one for one receipt, RtB general receipts, and Affordable Housing Section 106 contributions.

7.3.3 The future running costs of the 2 social rented properties and areas of public realm retained within the schemes in the full business case will be met from ongoing rental income derived from the new build properties. This will result in an overall revenue surplus to the HRA over 30 years of £0.3m.

7.3.4 In the event that the homes for sale at Birchfield or Abbeyfields become unviable for outright sale any approval to switch the tenure of these homes to social rented properties will need to be financially reassessed.

7.3.5 The financial viability of the proposals is based on the social housing rent policy of Consumer Price Index (CPI) + 1 %.

7.3.6 The new Council rented homes will be subject to the Right to Buy cost floor regulations, which mean that for the first 15 years following the completion of the new homes, any tenant purchasing their Council property through the Right to Buy will be obliged to pay the Council the full construction cost of the property, irrespective of any discount to which they may be entitled under the Right to Buy legislation.

7.3.7 Where new highway is required to enable sites to be redeveloped to support the housing construction described in this report then such development costs and ongoing maintenance will be met by the HRA. Appropriate permission to construct highway will also be required.

7.3.8 There are no financial implications for the extension of the DPS as this will be reported in any call-off of a specific scheme.

## **7.4 Procurement Implications (if required)**

### **7.4.1 Abbeyfields Phase 4**

The procurement strategy for the Abbeyfields estate was outlined within the Outline Business Case approved in the Cabinet Report titled, Birmingham Municipal Housing Trust Delivery Plan 2019 – 2029 on 14 May 2019.

This approved the procurement approach to use the Homes England Delivery Partner 3 (DPP3) Framework Agreement. The tender evaluation criteria used was 40% quality, 10% social value and 50% price.

An Expression of Interest was issued on 21 May 2019 via the DPP3 portal to the framework suppliers with the return date of 28 May 2019. Three suppliers responded expressing an interest in tendering for the opportunity. In accordance with the framework protocol, there was no requirement to carry out the sifting brief as there were less than five expressions of interest

and Invitation to Tender documentation was issued to the three tenderers on 07 November 2019 with an extended return date of 31 January 2020. One tender response was received by the deadline. The detail of the evaluation process is contained within Exempt Appendix B.

#### **7.4.2 Birchfield Phase 2**

The procurement strategy for the Birchfield estate was outlined within the Outline Business Case approved in the Cabinet Report titled, Building Birmingham: Full Business Case - delivering the BMHT Housing Development Programme 2017-19 with SME House-Builders dated 30 December 2017.

This approved the procurement approach to use the Council's Dynamic Purchasing System (DPS) procedure. The tender evaluation criteria used was 30% quality, 20% social value and 50% price.

The Invitation to Tender documentation was issued to the DPS suppliers on 28 November 2019 and with a return date of 07 February 2020. One tender response was received by the deadline. The detail of the evaluation process is contained within Exempt Appendix C.

#### **7.4.3 Extension of the Dynamic Purchasing System (DPS)**

A DPS is an entirely electronic procurement approach for setting up and maintaining an 'approved list' of contractors and suppliers. A DPS is set up using the restricted procedure under the Public Contract Regulations 2015 (PCR 2015) and further in accordance with Regulation 34 of the PCR 2015. The DPS operates as an 'open system' in that new suppliers can join at any time during its duration, subject to passing the selection criteria. It is permissible to extend the DPS's duration.

The DPS is due to expire on 30<sup>th</sup> October 2020 and there remains a requirement for a procurement route for smaller BMHT sites of up to 15 properties. It is recommended that the DPS is extended for a further period of up to twelve months whilst the procurement strategy for BMHT developments is finalised. The strategy for BMHT developments is being reviewed for all types of schemes from 2 units upwards and there are a number of external factors key to the decisions that are needed to inform the strategy. Some of which still isn't currently known as other public bodies are in mid-tender processes for options that need consideration. The procurement strategy for BMHT developments will be reported to Cabinet in due course.

### **7.5 Human Resources Implications (if required)**

7.5.1 None.

### **7.6 Public Sector Equality Duty**



- 7.6.1 There are currently around 13,000 people on the Council's waiting list for affordable housing and this includes 3,000 people who are currently homeless and in temporary accommodation. Many of these people live in overcrowded conditions across the housing sector. Evidence from allocating properties previously developed under the Birmingham Municipal Housing Trust (BMHT) banner has revealed the extent of this problem, many families being allocated from accommodation that was too small for their needs.
- 7.6.2 The BMHT delivery plan for 2015-20 included an Equality Impact Analysis and was agreed by Cabinet in December 2014 which operates City-wide. It includes areas where different cultural requirements will need to be reflected in the design of the homes provided. Feedback from previous schemes delivered has been utilised and these will be used in developing the schemes outlined within this report. It is considered that a further Equality Impact Analysis is not required for the recommendations in this report as they do not disclose any adverse impact on the protected groups not covered in this report.

## **8 Appendices**

- 8.1 Appendix A – Full Business Case (FBC)
- 8.2 Exempt Appendix B (Abbeyfields)
- 8.3 Exempt Appendix C (Birchfield)
- 8.4 Appendix D – Consultation Plan
- 8.5 Appendix E – Risk Register
- 8.6 Appendix F - Site Plans

## **9 Background Documents**

- 9.1 Cabinet Report 14 May 2019 Birmingham Municipal Housing Trust Delivery Plan 2019-2029.
- 9.2 Cabinet Report Building Birmingham: Full Business Case - delivering the BMHT Housing Development Programme 2017-19 with SME House-Builders dated 30 December 2017.

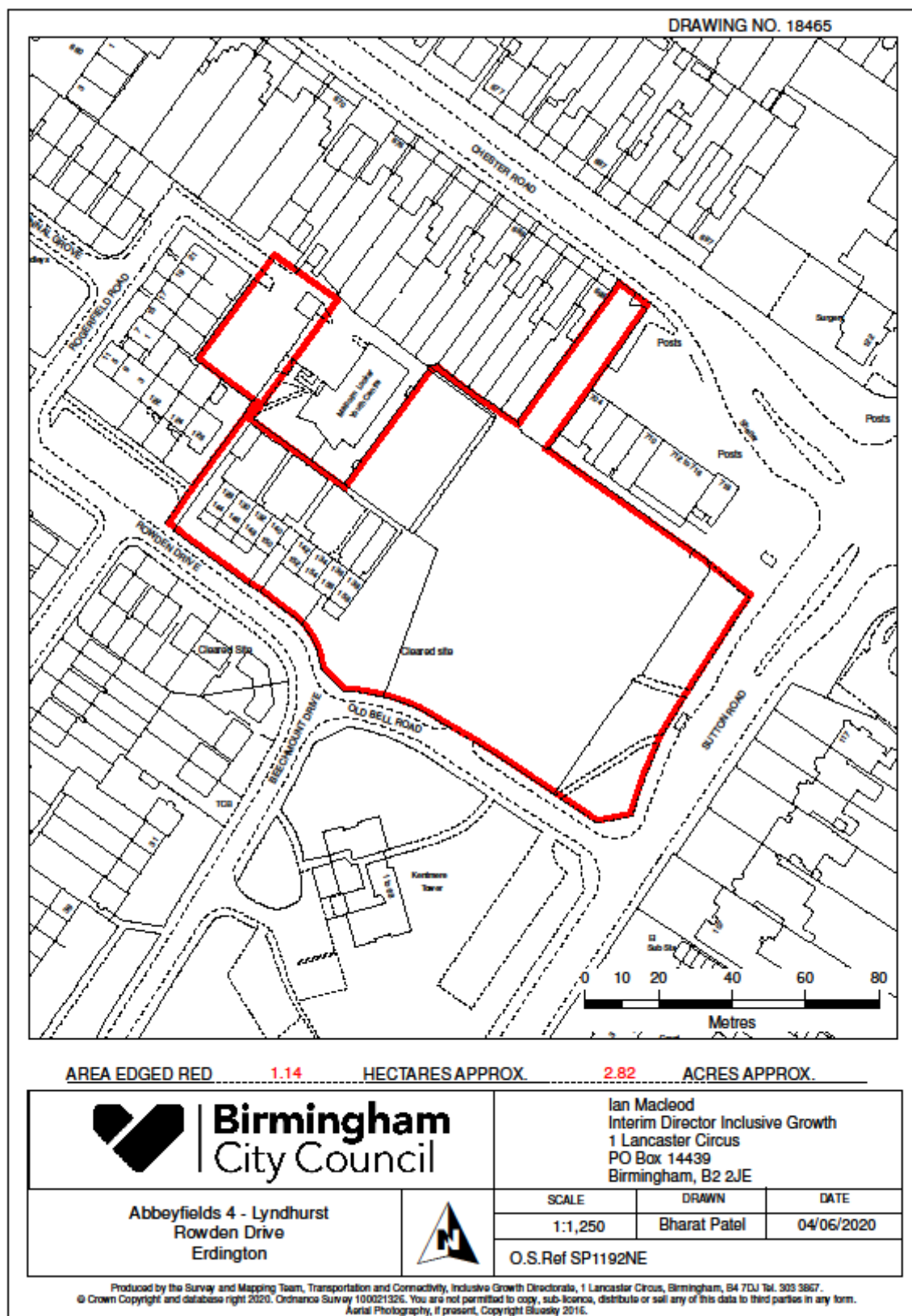
#### Appendix D – Consultation Plan

Site	Ward	Stakeholder	Response
Abbeyfields Phase 4	Erdington	Cllr Robert Alden  Cllr Gareth Moore	<p>E-mail sent on 16 September 2020 and 24 September 2020 with summary of the proposals.</p> <p>No response received.</p> <p>E-mail received on 24 Sept 2020.</p> <p>Thanks for sharing this with us. The only comments I would make relate the alleyway I mentioned previously. This is a source for ASB and drug use and will cause problems for the future occupiers who will back onto this. This alleyway really needs to be gated to help offer better security and so I would ask for this to be added to the plans.</p> <p>E-mail response on 24 Sept 2020.</p> <p>Morning Cllr, Thanks you for the response and I will look into the gating of the alleyway once we have a contractor officially appointed.</p>
Birchfield Phase 2	Birchfield	Cllr Mahmood Hussain	<p>E-mail on 16 September 2020 and E-mail and Telephone conversation on 24 September 2020.</p> <p>Cllr Hussain was supportive of the proposed plans and forthcoming construction to finalise the Birchfield Gateway regeneration programme.</p>

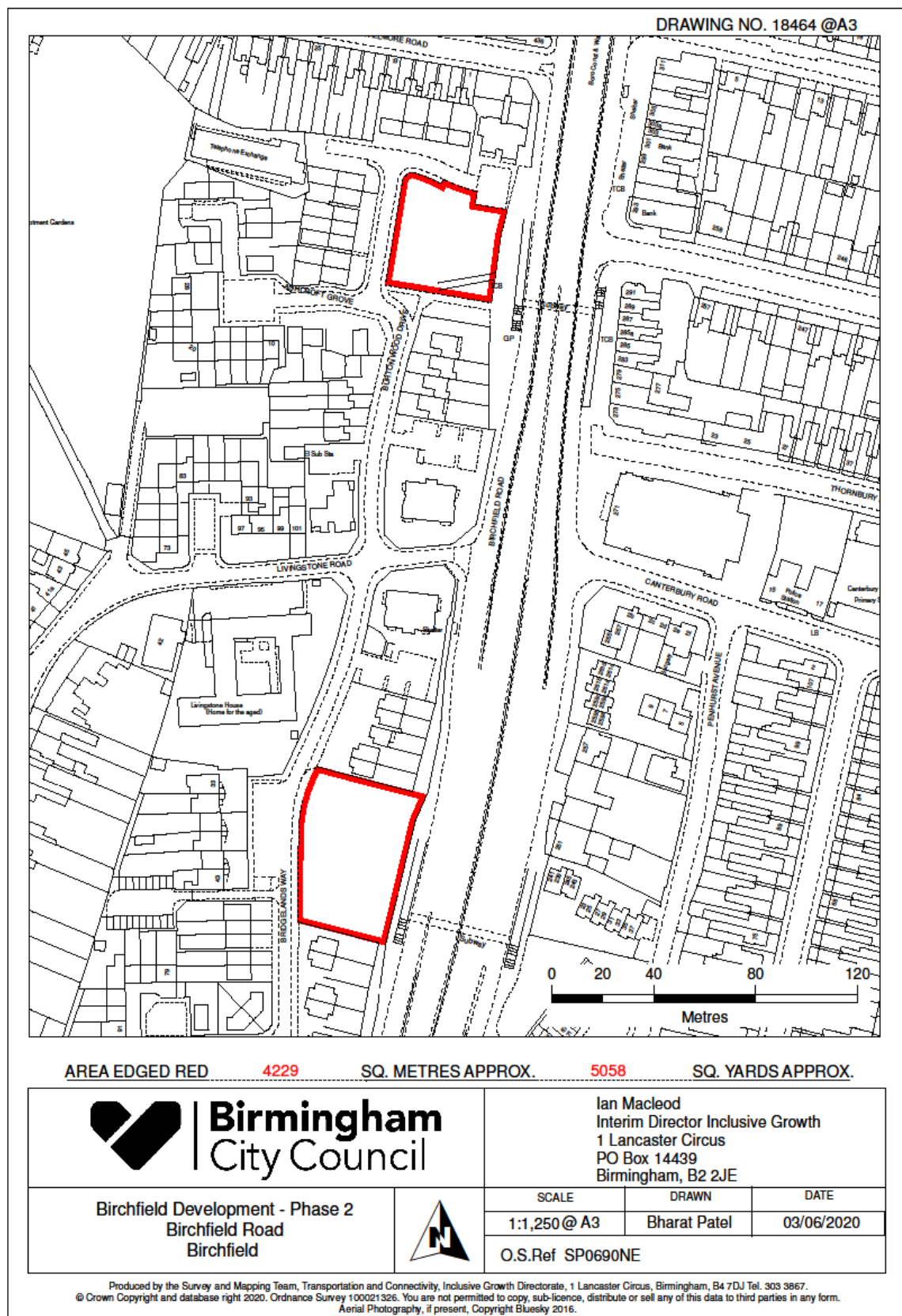
## Appendix E – Risk Register

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	Costs increase during construction period.	Ensure robust contract management process are in place.  Review and challenge all proposed cost increases.	Medium	High	Tolerable	Costs continually reviewed in conjunction with project team.
2.	Delays due to site conditions	Site surveys are carried out at an early stage.  Work closely with partner organisations to avoid delays.	Medium	High	Tolerable	Contingency built into all contracts where difficult ground conditions have been identified.
3.	Corona Virus and Brexit  Delays, cost increases, impacts of availability of human resources and materials	Continual monitoring of the latest situation.  Review contract terms and conditions to ensure relevance.  Seek to transfer risk of cost increases to third parties. i.e. contractor	High	High	Unavoidable	Regularly review the situation
4.	Tender prices not being held due to any delay in authority for project being obtained	Contractors have been contacted and have confirmed that tender prices will not be increased.	Medium	High	Tolerable	Ensure authority is achieved without any significant delay

Appendix F – site plans. Abbeyfields Phase 4.



## Appendix F – site plans. Birchfield Phase 2





## APPENDIX

FULL BUSINESS CASE (FBC)			
A. GENERAL INFORMATION			
A1. General			
<b>Project Title</b> <i>(as per Voyager)</i>	Building New Homes Abbeyfields Estate and Birchfield Estate		
<b>Voyager code</b>	CA-02336-79 (Abbeyfields) CA-02336-51 (Birchfield)		
<b>Portfolio /Committee</b>	Homes and Neighbourhoods	<b>Directorate</b>	Inclusive Growth
<b>Approved by Project Sponsor</b>	Ian MacLeod	<b>Approved by Finance Business Partner</b>	Carl Tomlinson
A2. Outline Business Case approval <i>(Date and approving body)</i>			
The Outline Business Case for Abbeyfields and Birchfield sites was approved in the Birmingham Municipal Housing Trust Delivery Plan for the Development of Housing for the period 2019 - 2029 on 14 <sup>th</sup> May 2019.			
A3. Project Description			
The FBC is seeking approval to commence the construction of up to 39 new homes on the Abbeyfields Estate (21 homes) and Birchfield estate (18 homes). For Abbeyfields, there will be 19 homes for sale and 2 homes for social rent and for Birchfield there will be 18 homes for sale.			
A4. Scope			
Birmingham City Council will be undertaking the following;			
<ul style="list-style-type: none"> <li>Contract management of the two construction contracts</li> <li>Selling homes for outright sale</li> <li>Work with local stakeholders to develop new sustainable homes</li> </ul>			
A5. Scope exclusions			
<ul style="list-style-type: none"> <li>Discharge of planning conditions</li> </ul>			
B. STRATEGIC CASE			
<i>This sets out the case for change and the project's fit to the Council Plan objectives</i>			
B1. Project objectives and outcomes			
<i>The case for change including the contribution to Council Plan objectives and outcomes</i>			
The project aims to deliver:			
<ul style="list-style-type: none"> <li>The construction of 21 new homes on the Abbeyfields Estate and 18 new homes on the Birchfield Estate.</li> <li>The housing developments on each site represent the final phases of regeneration of the respective sites and will therefore complete the successful regeneration of the respective sites.</li> <li>New energy efficient homes which are cheaper to run and which will provide an uplift to the local environment.</li> <li>New sale homes and diversity of tenure in areas which have previously been predominantly Council owned.</li> </ul>			

## APPENDIX

### B2. Project Deliverables

*These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc*

The Abbeyfields development will comprise of 21 houses as follows:

- 2 x 2 bedroom 4 person houses for social rent.
- 6 x 2 bedroom 4 person houses for outright sale.
- 9 x 3 bedroom 5 person houses for outright sale.
- 4 x 4 bedroom 6/7 person houses for outright sale.

The Birchfield development will comprise of 18 houses:

- 6 x 2 bedroom 4 person houses for outright sale.
- 12 x 3 bedroom 5 person houses for outright sale.

### B3. Project Benefits

*These are the social benefits and outcomes from the project, eg additional school places or economic benefits.*

Measure	Impact
<i>List at least one measure associated with <b>each</b> of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (e.g. for economic and transportation benefits)</i>

*For major projects and programmes over £20m:*

Please see table G5 below.

### B4. Benefits Realisation Plan

*Set out here how you will ensure the planned benefits will be delivered*

The council houses will be delivered by the Council's well established and award-winning Birmingham Municipal Housing Trust (BMHT). The project will be managed by experienced Project Managers who will monitor expenditure and outturns on a monthly basis via monthly site project and site meetings. Progress will be regularly reported to the BMHT Project Board.

### B5. Stakeholders

A summary of consultation responses is in the covering Executive report - appendix D

## C. ECONOMIC CASE AND OPTIONS APPRAISAL

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

### C1. Summary of options reviewed at Outline Business Case

*(including reasons for the preferred option which has been developed to FBC)*

*If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.*

As per A2.

### C2. Evaluation of key risks and issues



## APPENDIX

<i>The full risks and issues register is included at the end of this FBC</i>
A risk register is in the covering Executive Report – appendix E
<b>C3. Other impacts of the preferred option</b>
<i>Describe other significant impacts, both positive and negative</i>
[bullet points are ok]
<b>D. COMMERCIAL CASE</b>
<i>This considers whether realistic and commercial arrangements for the project can be made</i>
<b>D1. Partnership, Joint venture and accountable body working</b>
<i>Describe how the project will be controlled, managed and delivered if using these arrangements</i>
N/a
<b>D2. Procurement implications and Contract Strategy:</b>
<i>What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).</i>
The procurement strategy for the schemes was to carry out a competition exercise in accordance with the protocol of the Homes England DPP3 framework agreement (or its successor) and the Council's Dynamic Purchasing (DPS) system. The tender evaluation criteria for Abbeyfields using the DPP3 Framework was 50% quality, 10% social value and 40% price. The tender evaluation criteria for Birchfield using the DPS was 30% quality, 20% social value and 50% price.
<b>D3. Staffing and TUPE implications:</b>
Not applicable

## APPENDIX

Key Inputs			
Construction		Running Costs, etc.	
Total Development costs (Capital and Revenue)	£8.18m	Weekly rent	3 bed £125.51
Total Sales Income/Grant	£7.98m	Rent loss - voids / arrears	2.0%
		Annual rent increase	3.0%
RTB activity assumed	None	Management Costs	£978
		Repairs Costs	£934
Key Outputs		Capital Works (5-yearly)	£5,099
(Surplus) / Deficit after 30 years	£(0.26)m	Annual Cost Increase	2.5% (CPI 2.0%)

HRA Extract	2019/20	2020/21	2021/22	2022/23	2023/24	Total Year 0 to Year 30
	Year 0	Year 1	Year 2	Year 3	Year 4	
	£m	£m	£m	£m	£m	£m
Rental Income	0.00	0.00	(0.01)	(0.01)	(0.01)	(0.60)
Voids and arrears	0.00	0.00	0.00	0.00	0.00	0.01
Repairs and Maintenance	0.00	0.00	0.00	0.00	0.00	0.08
Management Costs	0.00	0.00	0.00	0.00	0.00	0.08
Interest cost on borrowing	0.00	0.01	0.04	0.03	0.00	0.08
Cash-backed Depreciation	0.00	0.00	0.00	0.00	0.00	0.08
<b>HRA Deficit / (Surplus) Contribution</b>	<b>0.00</b>	<b>0.01</b>	<b>0.03</b>	<b>0.02</b>	<b>(0.01)</b>	<b>(0.27)</b>
Revenue contributions from wider HRA (to fund capital investment shown below)	(0.11)	(0.21)	(0.00)	0.00	0.00	(0.32)
Net HRA Impact	0.11	0.22	0.03	0.02	(0.01)	0.05

**APPENDIX**

Capital Account	2019/20	2020/21	2021/22	2022/23	2023/24	Total Year 0 to Year 30
	Year 0	Year 1	Year 2	Year 3	Year 4	
	£m	£m	£m	£m	£m	£m
Pre Contract Costs	0.11	0.00	0.00	0.00	0.00	<b>0.11</b>
Build Costs (including Fees)	0.00	0.74	5.75	0.85	0.00	<b>7.34</b>
POS & Infrastructure Costs (including Commuted Sum)	0.00	0.00	0.00	0.65	0.00	<b>0.65</b>
<b>Total Development Costs</b>	<b>0.11</b>	<b>0.74</b>	<b>5.75</b>	<b>1.50</b>	<b>0.00</b>	<b>8.10</b>
Capital Investment / Renewals <sup>1</sup>	0.00	0.00	0.00	0.00	0.00	<b>0.08</b>
Other Capital Financing (RTB 1-4-1 / Affordable Housing S106 / General RTB Receipts)	(0.00)	(0.06)	(0.04)	0.00	0.00	<b>(0.11)</b>
Borrowing/Repayment	0.00	(0.47)	(0.79)	1.25	0.00	<b>0.00</b>
Revenue Contributions from wider HRA	(0.11)	(0.21)	(0.00)	0.00	0.00	<b>(0.32)</b>
Receipts	0.00	0.00	(4.92)	(3.06)	0.00	<b>(7.98)</b>
Cyclical Maintenance Reserve Release	0.00	0.00	0.00	0.00	0.00	<b>(0.08)</b>
<b>Total Capital Income</b>	<b>(0.11)</b>	<b>(0.74)</b>	<b>(5.75)</b>	<b>(1.81)</b>	<b>0.00</b>	<b>(8.41)</b>
<b>Capital Account (Surplus) / Deficit</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(0.31)</b>	<b>0.00</b>	<b>(0.31)</b>

Balance Sheet Extract	2019/20	2020/21	2021/22	2022/23	2023/24	2049/50
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 30
	£m	£m	£m	£m	£m	£m
Land & Buildings	0.00	0.00	0.46	0.47	0.48	0.92
Cyclical Investment Reserve	0.00	0.00	0.00	0.01	0.01	0.02
Capital Reserve	0.00	0.00	(0.46)	(0.48)	(0.49)	(0.94)
<b>Net</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Properties	2019/20	2020/21	2021/22	2022/23	2023/24	Total Year 0 to Year 30
	Year 0	Year 1	Year 2	Year 3	Year 4	
HRA Social Rent Properties	0	0	2	0	0	2
Sale Properties	0	0	23	14	0	37
<b>Total Properties</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>14</b>	<b>0</b>	<b>39</b>

Formal approval to the ongoing capital investment / renewals programme (at a total value of £0.08 million over the coming 30 years) will be sought in due course as a part of the overall HRA capital programme as details of elemental investment needs emerge over time.

## APPENDIX

<b>F. PROJECT MANAGEMENT CASE</b>	
<i>This considers how project delivery plans are robust and realistic</i>	
<b>F1. Key Project Milestones</b>	<b>Planned Delivery Dates</b>
<i>The summary Project Plan and milestones is attached at G1 below</i>	
Contract award (Both)	<b>Jan 2021</b>
Start on site (Both)	<b>Apr 2021</b>
Site completion (Both)	<b>Sept 2022</b>
12 months defects (Both)	<b>Sept 2023</b>
<b>F2. Achievability</b>	
<i>Describe how the project can be delivered given the organisational skills and capacity available</i>	
<p>Birmingham City Council is an award-winning developer of mixed-use residential developments through Birmingham Municipal Housing Trust (BMHT).</p> <p>BMHT was set up by the Council in 2009 to build new council homes. Since 2009, BMHT has developed over 3000 new homes for rent and sale. BMHT has a proven track record on delivery and established itself as the biggest housing developer in Birmingham by completing 25% out of all of the new homes built in the City since 2011.</p>	
<b>F3. Dependencies on other projects or activities</b>	
<p>The key risk remains unforeseen economic consequences of the current pandemic as it may delay the availability of humans and material resources.</p> <p>There is an interdependency of all the elements of this project to deliver a comprehensive and strategic approach. Infrastructure works and Highways including stopping up orders for some existing HMPE and footpaths. Procurement of development partner. Associated legal documents / agreements to be negotiated and signed. Completion of Planning conditions.</p>	
<b>F4. Officer support</b>	
<b>Project Manager: Mark English / Terry Webb</b>	
<b>Project Accountant: Carl Tomlinson</b>	
<b>Project Sponsor: Ian MacLeod</b>	
<b>F5. Project Management</b>	
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>	
<p>The project will be managed in house by Council officers. Overall Management / monitoring shall be via the Housing Project Board attended by:</p> <p>Ian MacLeod – Acting Director, Inclusive Growth  Aniekan Umoren – Interim Assistant Director, Housing Development  Carl Tomlinson – Interim Finance Business Partner, Neighbourhoods  Colette McCann – Head of Housing Development</p>	

## APPENDIX

### G. SUPPORTING INFORMATION

*(Please adapt or replace the formats as appropriate to the project)*

#### G1. PROJECT PLAN

*Detailed Project Plan supporting the key milestones in section F1 above*

See F1

#### G2. SUMMARY OF RISKS AND ISSUES REGISTER

*Risks should include Optimism Bias, and risks during the development to FBC*

*Grading of severity and likelihood: High – Significant – Medium - Low*

The risk register is appended to the executive report for this project as Appendix E.		Risk after mitigation:	
Risk or issue	mitigation	Severity	Likelihood
1.			
2.			
3.			
4.			
5.			
6.			

#### G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS

*Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)*

Applications for grant or other funding will be submitted when the opportunity arises.

#### G4. STAKEHOLDER ANALYSIS

Stakeholder	Role and significance	How stakeholder relationships will be managed
Ward members	Active lead ward representative, interest of constituents/ Council - High	In house through dialogue and engagement / consultation
Local community	Residents - High	On-going resident consultation and engagement to review progress
Planning Officer	Consultant/ advisory - High	Regular design team meetings to review progress
Contractor	Delivery/Operational -High	Monthly site meetings throughout the scheme
Architect	Consultant/advisory/Designer - High	Periodic meetings, formal professional relationship
Engineers	Consultant/Advisory -High	Periodic meetings, formal professional relationship

## APPENDIX

### G5. BENEFITS REGISTER

*For major projects and programmes over £20m, this sets out in more detail the planned benefits. Benefits should be monetised where it is proportionate and possible to do so, to support the calculation of a BCR and NPSV (please adapt this template as appropriate)*

Measure	Annual value	Start date	Impact
<i>List at least one measure associated with <b>each</b> of the outcomes in B1 above</i>			<i>What the estimated impact of the project will be on the measure identified</i>
<b>(a) Monetised benefits:</b>	£		
<b>(b) Other quantified benefits:</b>			
<b>(c) Non-quantified benefits:</b>			

### Other Attachments

*provide as appropriate*

• None	
•	
•	
•	

**Birmingham City Council**  
**Report to Cabinet**  
**10 November 2020**



**Subject:** A457 Dudley Road Improvement Revised Scheme  
**Outline Business Case**

**Report of:** Acting Director, Inclusive Growth

**Relevant Cabinet Member:** Councillor Waseem Zaffar – Transport and Environment  
 Councillor Tristan Chatfield – Finance and Resources

**Relevant O &S Chair(s):** Councillor Liz Clements – Sustainability and Transport  
 Councillor Sir Albert Bore – Resources

**Report author:** Philip Edwards – Assistant Director, Transport and Connectivity  
 Tel: 0121 303 6467 Email: [philip.edwards@birmingham.gov.uk](mailto:philip.edwards@birmingham.gov.uk)

Are specific wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s): Soho & Jewellery Quarter, Ladywood and North Edgbaston		
Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, add Forward Plan Reference: 007940/2020		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential: Exempt information paragraph 3. Information relating to the financial or business affairs of any particular person (including the Council). Exempt Appendix E – contains confidential market information which could impact on the future commercial negotiations.		

## **1 Executive Summary**

- 1.1 This report seeks approval to the revised Dudley Road Outline Business Case (OBC) and the recommended option, at total estimated capital cost of £29.935m, as a replacement for the preferred option approved by Cabinet in the Project Definition Document (PDD) for the Dudley Road Improvement Scheme on 26th June 2018, at a total estimated capital cost of £29.464m.

- 1.2 The Revised scheme is split into 3 elements:
- Developing a shelf ready scheme (including previous years expenditure) - £6.494m. A Full Business Case (FBC) will be taken to the GBSELP in March 2021.
  - Delivery of the Western Road Junction as Phase 1 Advance Works - £3.405m – subject to agreement between the City Council and the Soho Loop Developer. An FBC will be taken to Cabinet in February 2021.
  - Delivery of the Main scheme - £20.036m. An FBC will be taken to Cabinet March 2021.
- 1.3 The report notes that to date £6.494m of funding has been confirmed, including the £5.043m LGF detailed in 1.8 below and that progression of Western Road Junction Phase 1 Advance Works at a cost of £3.405m and the Main Scheme at a cost of £20.036m will be subject to approval of separate FBCs and identification and approval of additional resources to address the funding gap.
- 1.4 The original PDD in June 2018 included approval to City Council Prudential Borrowing (PB) of £7.044m. The estimated City Council PB for the revised scheme has reduced to £5.533m (including £1.024m already incurred for development). Approvals for the continued use of PB for the revised scheme will be sought through the subsequent FBCs. The report also notes that the West Midlands Combined Authority have submitted a £5.000m bid to the Housing Infrastructure Fund (HIF) for funding to support the scheme. A decision is expected in spring 2021. Where possible any funding received will be first used to reduce City Council PB.
- 1.5 The key benefits of the original scheme remain unchanged under the revised scheme, supporting and protecting the city's growth objectives within the Greater Icknield area, in terms of enabling access to key development sites which will bring forward approximately 3,000 new homes along with other local facilities and employment opportunities. It is part of a wider growth corridor, and along with development sites in Sandwell, there is potential to deliver over 5,000 homes in the Greater Icknield and Smethwick areas. The scheme also reduces traffic congestion ensuring that traffic is moving efficiently along the corridor which is also a blue route for the emergency services.
- 1.6 In addition, the revised scheme provides improvements for public transport, pedestrians and cyclists to align with the Emergency Transport Plan and Active Travel Plan introduced following Covid-19 and aspires towards the longer-term priorities of the Council in terms of sustainable transport and working towards net zero carbon by 2030.
- 1.7 In light of the unexpected outbreak of Covid-19, delivery of the original scheme was delayed and together with the approval of the associated Emergency Transport Plan (ETP) and guidance from central government, a decision was



made to undertake a review of the original scheme against the Council's emerging priorities. Following discussions with the DfT a revised scheme was agreed however key milestones for the submission of the Major Scheme Business Case cannot now be achieved.

- 1.8 There has been ongoing dialogue with the DfT who remain supportive of a revised scheme and they agreed to the transfer of £5.043m of funding ("the LEP funding") to the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) to facilitate development of the revised scheme to a "shelf ready" state including submission of a GBSLEP FBC in March 2021, subject to an initial revised OBC submission. The OBC was submitted to the GBSLEP on 7<sup>th</sup> October 2020 and approved by the GBSLEP Project Board. The Council is now awaiting the formal funding offer and Funding Agreement and this report seeks to delegate authority to accept the £5.043m LGF and to enter into the associated Funding Agreement.
- 1.9 In the unlikely event the GBSELP do not approve the subsequent FBC or the scheme does not proceed to construction, the GBSLEP reserves the right to seek reimbursement from the City Council of any payments made in respect of the grant advance. Funding of any subsequent claw back of grant will have to be identified from within existing sources (including receipts from directly related land disposals). The GBSELP continue to support the project and the risk of the project not proceeding in line with the required outputs is considered low. Further information is provided in 7.3.10 below.
- 1.10 The Western Road Junction was included to an extent as part of the original Dudley Road Improvement PDD. Within the revised scheme the junction will facilitate access to the Soho Loop development site and bring forward the wider junction improvements of the proposed scheme. There is an opportunity to bring forward the scheme as a Phase 1 Advanced Works which will enable development occupation, avoid abortive work and save associated costs of delivery. The total estimated capital cost of the proposal is £3.405m and progression will be subject to a Section 278 of the Highways Act 1980 agreement with the Soho Loop developers and a developer's contribution estimated to be £2.000m. Additional City Council funding will be required to cover the difference between the developer's scheme and the wider revised scheme, estimated to be £1.405m. Should this option be pursued as an earlier phase then the delivery can be undertaken using the existing design and works contract approved by the Cabinet dated 26th June 2018. Progression of the scheme will be subject to a separate FBC, the Section 278 agreement, a developer's contribution and identification and approval of the City Council contribution, currently proposed to be funded from PB in line with the original scheme.
- 1.11 Members are also asked to give consideration to withdrawal of the existing CPO made by the Council on the 4<sup>th</sup> November 2019 and the making of a fresh CPO in principle should it be the case that legal technicalities no longer allow for the existing CPO to continue. The original scheme was the subject of a CPO to acquire the necessary land to implement the scheme and a public inquiry into

objections is being held in abeyance. However, given the changes set out in the revised scheme, discussions are progressing with the Department for Transport (DfT) as to whether the acquisition of additional land required for the revised scheme means that a completely fresh CPO is required. Members will be further updated on this point verbally at the Cabinet meeting on 10th November 2020.

- 1.12 In order to provide the above key benefits, the revised scheme will require the progression of an agreement with the Canal and River Trust for a deed of indemnity, to enable widening over the Lee Bridge. This report seeks authority to progress the agreement with the Canal and River Trust, noting that a full risk assessment will be undertaken, with details and approvals being included within the Main Scheme FBC. Further information is provided in Appendix H.

## **2 Recommendations**

- 2.1 Approves the Outline Business Case (OBC) for the A457 Revised Dudley Road Improvement Scheme at a total estimated capital cost of £29.935m, as detailed in Appendix A and shown on the scheme plan in Appendix D, noting that this will replace the preferred option approved by Cabinet in the Project Definition Document (PDD) for the Dudley Road Improvement Scheme on 26th June 2018, at a total estimated capital cost of £29.464m.
- 2.2 Notes the Revised scheme is split into 3 elements:
- Development of Shelf Ready Scheme (including previous years expenditure) - £6.494m;
  - Delivery of the Western Road Junction as Phase 1 Advanced Works - £3.405m – subject to agreement between the City Council and the Soho Loop Developer;
  - Delivery of the Main Scheme - £20.036m.
- 2.3 Authorises the Assistant Director Transport and Connectivity to proceed with the public consultation for the revised scheme.
- 2.4 Notes that to date £6.494m of funding has been confirmed, £5.043m Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Local Growth Fund (LGF) subject to acceptance, £0.500m DfT, £0.942m Council Prudential Borrowing and £0.009m Integrated Transport Block approved through the Dudley Road Improvement Scheme Cabinet report on 26th June 2018. Progression of Western Road Junction Phase 1 Advance Works at a cost of £3.405m and the Main Scheme at a cost of £20.036m will be subject to approval of separate Full Business Cases (FBCs) and identification and approval of additional resources to address the funding gap.
- 2.5 Delegates authority to Assistant Director, Transport and Connectivity in conjunction with the Interim Chief Finance Officer to submit bids for additional resources as identified to address the current estimated funding gap of £23.441m

(£3.405m relating to Weston Road Junction Phase 1 Advanced Works and £20.036m for the Main Scheme).

- 2.6 Delegates authority to the Assistant Director, Transport and Connectivity to accept £5.043m LGF from the GBSLEP and to enter into the associated Funding Agreement to facilitate development and land acquisition, subject to the final terms and conditions being acceptable.
- 2.7 Subject to formal acceptance of grant funding and the associated Funding Agreement as detailed in 2.6 above, approves the release of £5.043m of GBSLEP funding to cover estimated costs detailed below to progress the scheme to the required stage, in line with Funding Agreement:
- 2.5.1 Development, demolition, remediation, further investigative surveys, and advanced utilities work as appropriate, (£2.026m);
- 2.5.2 Acquisition (and disposal if required) of interest to facilitate the development of the scheme, (£3.017m).
- 2.8 Authorises the Assistant Director, Transport and Connectivity to progress the development of detailed design up to the value detailed in Exempt Appendix E, noting that this will be delivered under the existing design contract awarded through the Council's Highways and Infrastructure Works Framework Contract as part of the original scheme approvals.
- 2.9 Notes that the Western Road Junction was included within the original PDD and should the anticipated opportunity arise to bring forward the scheme as Phase 1 Advance Works, (subject to securing a Developer Contribution and approval of the FBC) the award of the design and works contract is covered by the Cabinet approval dated 26th June 2018.
- 2.10 Delegates authority to the Assistant Director Property to negotiate and complete the acquisition (and disposal if required) of any interest to facilitate the building of the improved highway including easements and drainage in the adjoining land connected to the revised scheme, in advance of any Compulsory Purchase Order and to agree costs and compensation, subject to costs being within available funding.
- 2.11 Authorises the City Solicitor to complete such acquisitions and any necessary related agreements, disposals or easements and seal any documents in connection therewith. To pay statutory home loss, basic loss and negotiate disturbance compensation to all qualifying owners and tenants.
- 2.12 In the event that a new Side Roads Order and Compulsory Purchase Order (CPO) is required for the entirety of the revised scheme, delegates authority to the City Solicitor to withdraw the Side Roads Order made on the 12th September 2019 and the existing CPO made on 4th November 2019 and approve the making of a new Sides Roads Order under Sections 14 and 125 of the Highway Act 1980 and a new Compulsory Purchase Order under Sections 239, 240 and 250 of the Highways Act 1980, in principle, in respect of the land edged black shown on

drawing CA\_02715\_S1\_025 RevA in Appendix F to support negotiations to acquire by agreement and allow implementation of the revised scheme.

- 2.13 If there is no need to withdraw the existing CPO, approve the making of a new CPO in principle under Sections 239, 240 and 250 of the Highways Act 1989 in respect of the additional land required for the revised scheme shown on drawings in Appendix F and any related Side Road Order to support negotiations to acquire by agreement and allow implementation of the revised scheme.
- 2.14 In relation to 2.12 and 2.13, notes that the main scheme FBC will seek full authority to the making of a CPO and any related Side Road Orders, if voluntary negotiations to acquire the sites are not successful.
- 2.15 Approves the strategy and commencement of the procurement activities for the demolition and remediation of the MOT garage and various adjacent retail properties as detailed in Appendix G subject to the successful completion of the Voluntary Land Purchases.
- 2.16 Delegates authority to award the contract for demolition and remediation of the MOT garage and various adjacent retail properties to the Acting Director, Inclusive Growth, the Assistant Director, Development and Commercial (or their delegate), the Interim Chief Finance Officer (or their delegate) and the Acting City Solicitor (or their delegate) in order to progress the scheme.
- 2.17 Authorises the City Solicitor to progress an agreement with the Canal and River Trust for a deed of indemnity to enable widening over the Lee Bridge to be implemented as part of the revised scheme and notes that authority to enter into the Deed of Indemnity, once a full risk assessment of liability, responsibility and costs has been undertaken, will be sought within the main scheme FBC. Further details are provided in Appendix H.
- 2.18 Authorises the City Solicitor to advertise the loss of Public Open Space within the area shown edged black on the plan at Appendix F in accordance with Section 122(2A) of the Local Government Act 1972.
- 2.19 Authorises the City Solicitor (or their delegate) to negotiate, execute, seal, take any necessary action, and complete all necessary documentation including land referencing to give effect to the above recommendations.

### **3 Background**

- 3.1 The A457 corridor is approximately 2km long from Ladywood Middleway/Spring Hill junction on the ring road to Cape Hill near the boundary with Sandwell Metropolitan Borough Council (MBC). The A457 forms part of Birmingham's Strategic Highway Network and provides a key arterial route from the Black Country into central Birmingham. The road is heavily used by both local and through traffic and forms part of the emergency vehicle route to the M5 Motorway. The section of the Dudley Road corridor proposed for improvement is from Spring Hill junction to Sandwell boundary. The poor standard and inefficient operation of this section of the Dudley Road, together with associated environmental

deterioration and poor accessibility for users, makes the corridor an unattractive route to and from the city particularly at peak times. Delays as a result of congestion significantly add to business costs and discourage businesses from investing and locating in this area, as well as adversely impacting on access to employment opportunities for local residents.

3.2 The Project Definition Document (PDD) for the Dudley Road Improvement Scheme was approved by Cabinet on 26th June 2018 with the following recommendations:

- Approved to progress the project to detailed design, consultation, and Full Business Case.
- Delegated authority to the Assistant Director of Transport and Connectivity to procure, appoint and place orders with a design and build contractor to carry out Early Contractor Involvement, design development, construction planning and detailed design.
- Authorised the submission of the funding bid to the DfT's Local Major Transport Portfolio Scheme.
- Approved the making of a Compulsory Purchase Order (CPO) and a Side Roads Order (SRO) and to negotiate the acquisition of land/property in advance of confirmation of the orders.
- Authorised the City Solicitor to advertise the loss of Public Open Space.

3.3 Preparation of the Major Scheme Business Case to the DfT has been progressing since 2018 and prepared in accordance with the Department for Transport's, 'The Transport Business Case' and WebTAG (Web-based Transport Analysis Guidance), which provides information on the role of transport modelling and appraisal, and how the transport appraisal process supports the development of investment decisions to support the business case. The main components of this work being development of options, traffic modelling and preparation of the business case.

3.4 In light of the unexpected outbreak of Covid-19, delivery of the scheme was delayed. Furthermore, as a result of the need to introduce social distancing measures to combat the spread of the disease, the approval of the associated Emergency Transport Plan (ETP) and guidance from central government, a decision was made to undertake a review of the original scheme. A study to assess the feasibility of making significant changes to the scheme in-line with the ETP has been undertaken and following discussions with the DfT a revised scheme has been agreed.

3.5 The revised Dudley Road Improvement Scheme is well developed and provides wider footways and new segregated cycle paths to cater for non-motorised users and the provision of bus lanes along the corridor accompanying the carriageway widening works to support increased traffic capacity, (further detail of the

revisions can be seen in 3.14 below, Appendix A and scheme plan in Appendix D).

- 3.6 As part of further consultation the revised Dudley Road Improvement Scheme was presented to the Leader of the Council, Ward Councillors, the Cabinet Member for Transport and Environment and the NHS on the 6<sup>th</sup> July 2020, where all were in agreement that the original scheme be abandoned and the revised scheme be progressed (see section 5 for details).
- 3.7 Unfortunately, as the revised scheme will not be deliverable in line with the original timescales, the retained funding for the scheme will be released back to the GBSLEP to fund alternative schemes within their programme. However, it was agreed that a tranche of the original funding be allocated to the scheme to fund the development of the Revised Dudley Road Improvement Scheme in relation to land acquisitions and detailed design to deliver a “shelf ready” scheme, subject to the submission of a revised OBC to the GBSLEP. The OBC was submitted to the GBSLEP on 7<sup>th</sup> October 2020 and approved by the GBSLEP Project Board. The Council is now awaiting the formal funding offer and Funding Agreement and this report seeks to delegate authority to the Assistant Director, Transport and Connectivity to accept the £5.043m LGF and to enter into the associated Funding Agreement, subject to the final terms and conditions being acceptable.
- 3.8 The original scheme cost was £29.464m and the revised scheme cost are estimated at £29.935m with the main changes being:
- Inclusion of bus lanes;
  - Segregated cycling on the north side of the corridor and;
  - An extension of the scheme to the Sandwell boundary.
- 3.9 The procurement process to secure a design and build contractor for the original scheme was carried out in 2018/19. A contractor was appointed on 5 November 2019 for the detailed design and construction with an option to terminate the contract at the end of the detailed design phase. Following the outbreak of Covid-19 it has been agreed by the Cabinet Member for Transport and Environment, councillors and stakeholders to revise the scheme in order to align with the vision principles and objectives of the Emergency Transport Plan and Active Travel Plan. Further detail of the procurement implications can be seen in section 7.4 below.
- 3.10 The Side Road Order (SRO) to deal with side roads and private means of access for people/businesses affected by the proposals was made on 12th September 2019 and the Compulsory Purchase Order (CPO) for the acquisition of private land and property interests was made on 4th November 2019 with both being submitted to the Secretary of State for Transport and a planned Public Inquiry was scheduled on the 12th and 13th May 2020. Due to Covid19 this has been postponed. Under the new scheme the revised proposals to provide new

segregated cycleways to maintain social distancing and a new Bus Lane, additional land will be required. As a result, a new SRO and CPO will be required in respect of any new additional land required. In addition, due to legal technicalities associated with the variations to the existing side roads a new CPO and Side Roads Order may be required for the entirety of the revised scheme. Discussion are progressing on this point with the DfT and a verbal update will be given at Cabinet on 10th November 2020.

- 3.11 Public Open Space notices were advertised for the loss of public open space on 15th November 2019. No objections were received within the statutory objection period and the appropriations from Neighbourhoods Directorate to Inclusive Growth Directorate for Transportation use under the Highways Act 1980 was ready for progression. Following the outbreak of Covid-19 and the revised proposals for a new Public Open Space will be advertised.
- 3.12 The existing CPO does not meet the requirements of the revised scheme as additional land is required; in particular, land required from the Lidl store, the Builders Merchant adjacent to the Soho Loop Development to facilitate the new foot bridge and additional land required from the hospital to facilitate continuity of provision for segregated cycling. Therefore, the current order will be held in abeyance to allow for negotiated agreements and if required a new CPO/SRO (Side Roads Order) will be advertised.
- 3.13 In order to have a shelf ready scheme the Council needs to continue to progress the land acquisitions. However, if current negotiations are unsuccessful a new CPO will be required as detailed in 3.12.
- 3.14 Should a new CPO be sought, a key DfT requirement is to ensure that an unhindered scheme is deliverable. In order to meet this requirement, it is necessary to obtain approval in principle (AIP) from the three asset owners of the existing Lee Bridge and Spring Hill structures, namely Birmingham City Council, the Canal and River Trust and Network Rail. The 'As-Built' bridge records were found to be inaccurate, and this uncertainty necessitated further intrusive investigation to be undertaken in order to progress the AIPs. Of the three AIP agreements, it has been possible to programme two for acceptance prior to the CPO, (Birmingham City Council and the Canal and River Trust), however the third AIP (Network Rail) will not be obtained until late 2020.

### **The Greater Icknield Masterplan (2016)**

- 3.15 The PDD approved in 2018 has set out the interface with the Greater Icknield Masterplan, as a consequence of the revised scheme the need for highway improvements along Dudley Road to enable development and accommodate wider growth in the area remains. This will be particularly relevant for the City Hospital and Soho Loop development sites which have the potential to deliver over 1,000 new homes. The highway improvements also support the vibrancy and vitality of the Dudley Road local centre.

- 3.16 The scheme objectives are to enable access to key development sites by:
- Providing increased capacity for the road network;
  - Improving accessibility into Birmingham city centre;
  - Improving journey time reliability (including public transport);
  - Providing safer infrastructure for all road users;
  - Providing facilities for cyclists; and
  - Reducing congestion that acts as a major barrier to growth both in Birmingham and throughout the West Midlands.
- 3.17 The proposals are shown on the scheme plan in Appendix D and comprise the following:
- Deliver segregated/shared footway and cycleway on the north side of the corridor to provide improved facilities for pedestrians and cyclists, together with links to the south side of the corridor; and to provide safer infrastructure for all road users;
  - Provide 3 enhanced junctions and 1 new junction to significantly improve network efficiency and reduce congestion as part of the corridor designation;
  - Provide a continuous bus lane along the corridor;
  - Upgrading 13 bus shelters along Dudley Road corridor;
  - Provide a new footpath and cycle track on the frontage of Birmingham City Hospital's A&E Centre to retain 15 trees;
  - Provide a new footpath and cycle track on the frontage of Birmingham City Hospital's Treatment Centre;
  - Provide a new signalised access for key development sites to support regeneration initiatives through improved accessibility to the existing developments and;
  - Contribute to the retention of existing business in the area as well as encouraging new investment;
  - Closure of Northbrook Street to enable widening over Lee Bridge;
  - Provision of a new footbridge over Spring Hill Canal.
- 3.18 The need to construct the works in a safe manner for both road users and construction workers will result in periods of traffic disruption. The project team will work with key stakeholders and the contractor to minimise traffic disruption during construction by implementing the following measures:
- A phased construction approach to optimise the available road space at key times to help keep traffic moving;



- The Council's Traffic Management Protocol process will be applied to manage approvals for the contractor's temporary traffic management proposals.

### 3.19 Next Steps:

- Complete Public Consultation mid November 2020;
- Complete Detail Design March 2021;
- Progress all land acquisitions by March 2021;
- Submit Western Rd Junction Phase 1 Advanced Works FBC in February 2021, should the option to deliver be pursued;
- Submit GBSLEP FBC March 2021;
- Submit Council Main Scheme FBC March 2021.

## 4 Options Considered and Recommended Proposal

4.1 An options appraisal was undertaken in 2017 for the original proposal to identify a scheme within the available budget that meets the key objectives. As approved by Cabinet on 26<sup>th</sup> June 2018 Option 6 (Original Scheme) was taken forward to progress to delivery stage.

4.2 The options appraisal for the revised scheme considered four options, Option 1 the original scheme(do minimum + segregated cycling), Option 2 the revised scheme (do maximum), Option 3 deliver the Western Road Junction in line with the revised scheme (do minimum) and Option 4 to cease the scheme (do nothing), Option 2 is being taken forward as it offered, on balance, the best value for money in meeting the requirements and agreed by the Leader of the Council, Cabinet Member for Transport and Environment, Ward Councillors and stakeholders as it aligns with the Council's long term objectives. Further details are provided in Appendix A.

## 5 Consultation

5.1 Ward Councillors for the affected areas have been consulted on the revised proposals and all contacted have responded and are in favour of the revised scheme.

- Engagement has taken place with the GBSLEP Programme Delivery Director who is supportive of the revised scheme. The OBC was approved by GBSLEP Project Board on 7 October. There has been and continued to be ongoing dialogue with GBSLEP on the development and progression of the project. The GBSLEP continue to support the project and the risk of the project not proceeding is considered low.
- Engagement with the NHS who are supportive of the revised scheme.

- 5.2 Full and detailed formal Public Consultation will be undertaken in late 2020 and the findings reported in the FBC.

## **6 Risk Management**

### **6.1 Key Risks (The key risks and mitigation measures are detailed in Appendix B):**

- Impact of coronavirus – this is a significant / ongoing risk and has resulted in the original scheme being reviewed and a revised scheme being developed. The Public Inquiry for the CPO has been postponed and as a consequence this may cause a delay in scheme delivery and an associated increase in project costs, causing supply chain risk including material and resource shortages and delayed approval of the FBC. This will be mitigated by identifying the extent of any delivery impacts across the scheme to gain an understanding of where delivery timescales can be reviewed/re-prioritised, in order to address any delays to procedures. Costs will be continually reviewed and provided in the FBC,
- However, conversely this risk will result in an opportunity to finalise agreements for land acquisition with the Statutory Objectors, which may result in the Public Inquiry not being required, which in turn could accelerate the programme.
- Delay in Land Acquisition/CPO causing further slippage to the programme. Property Services are in negotiations with landowners via legal services in the hope of reaching an agreement for voluntary acquisition. The revised scheme has resulted in the current CPO being reviewed as additional land is required for the revised scheme.
- The existing Lee Canal Bridge is approximately 180 years old and requires assessment and monitoring with regards to implementation of the scheme. There is a risk that the highway works will increase the load on the structure which may result in structural damage, CRT have requested a deed of indemnity from the City to cover mitigation. The risk will be reduced by monitoring the movement on the bridge prior to the construction phase, this will help to identify if there is an existing issue and where the liability lies. A full risk assessment will be undertaken to identify any future liability, responsibility and costs and will be detailed in the FBC relating to the main scheme planned for approval by Cabinet in Spring 2021. Further details are provided in Appendix H.

- 6.2 Risks will be managed through bi-weekly progress meetings between the City Council and all stakeholders including the contractor.

### **6.3 Key Issues:**

- Birmingham City Hospital were due to have relocated by 2018. However, it is now anticipated that the relocation will not have taken place by spring/summer 2022, which will result in a delay to the delivery of the final

section of the project that requires an area of operational hospital land. The works have been reprogrammed to take this into account.

## **7 Compliance Issues:**

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

7.1.1 The proposals set out in this report will support the delivery of the Council Plan 2018-2022 (as updated in 2019), specifically:

- **Outcome 1 - An entrepreneurial city to learn, work and invest in,** particularly *'We will develop our transport infrastructure, keeping the city moving through walking, cycling and improved public transport'* and *'We will create opportunities for local people to develop skills and make the best of economic growth'*.
- **Outcome 4 – Birmingham is a great, clean and green city to live in,** particularly *'We will improve the environment and tackle air pollution'*.
- **Outcome 6 - Birmingham is a city that takes a leading role in tackling climate change,** particularly *'We will continue to deliver, report and positively promote the council's extensive climate change and carbon reduction activity, with additional initiatives undertaken in line with leading national and peer practice'*.

7.1.2 The scheme supports the Additional Climate Change Commitments including the aspiration for the City Council to be net zero carbon by 2030, as agreed by Cabinet on 30th July 2019, following the declaration of a Climate Change Emergency passed by full City Council on 11th June 2019.

7.1.3 The project also aligns with the Draft Birmingham Transport Plan, Birmingham Development Plan, Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) Strategy for Growth, Strategic Economic Plan, and the Movement for Growth 2026 Delivery Plan for Transport, the Birmingham Connected Transport Strategy and the Clean Air Strategy for the City of Birmingham - Draft

7.1.4 Birmingham Business Charter for Social Responsibility (BBC4SR):

#### Demolition and Remediation

The value of the proposed contract is below the threshold for the BBC4SR. However, the contract will include the requirement for the payment of the Real Living Wage.

### **7.2 Legal Implications**

7.2.1 The City Council carries out transportation, highway and infrastructure related work under the relevant primary legislation comprising the Town and Country Planning Act 1990, Highways Act 1980, Road Traffic Regulation

Act 1984, Traffic Management Act 2004, Transport Act 2000, Countryside and Rights of Way Act 2000, and other related regulations, instructions, directives and general guidance. Consideration has also been given to Ministry of Housing, Communities and Local Government guidance dated February 2018 (updated July 2019) on Compulsory Purchase and also Department for Transport Circulars 1/97 and 2/97

7.2.2 The City Council's general power of competence is contained in Section 1 of the Localism Act 2011. Section 111 of the Local Government Act 1972 contains the City Council's ancillary financial and expenditure powers in relation to the discharge of its functions.

### 7.3 Financial Implications

#### Capital

7.3.1 The total estimated capital cost of the revised scheme is £29.935m. The following table summarises the expenditure profile and the associated funding:

Capital code: CA-02715	Prior Years	2019/20	2020/21	2021/22	2022 - Onwards	Total
	£000	£000	£000	£000	£000	£000
<b>CAPITAL EXPENDITURE</b>						
Capital Costs	567	966	4,961	3,405	20,036	29,935
<b>Total Capital Expenditure</b>	<b>567</b>	<b>966</b>	<b>4,961</b>	<b>3,405</b>	<b>20,036</b>	<b>29,935</b>
<b>CAPITAL FUNDING:</b>						
Department for Transport	500					500
Local Prudential Borrowing	58	966	-82	1,405	3,186	5,533
Local ITB	9					9
GBSLEP			5,043			5,043
Unidentified funding					16,850	16,850
Section 106/278 Contribution TBC				2,000		2,000
<b>Total Capital Funding</b>	<b>567</b>	<b>966</b>	<b>4,961</b>	<b>3,405</b>	<b>20,036</b>	<b>29,935</b>

7.3.2 The total estimated capital cost is an increase of £0.471m on the original scheme value of £29.464m approved in the Project Definition Document (PDD) by Cabinet on 26<sup>th</sup> June 2018. Details of the capital cost and funding for the original scheme vs the revised scheme and the movement is shown in the table below.

	Original Scheme	Revised Scheme	Movement
	£000	£000	£000
<b>CAPITAL EXPENDITURE</b>			
Capital Costs	29,464	29,935	471
<b>Total Capital Expenditure</b>	<b>29,464</b>	<b>29,935</b>	<b>471</b>
<b>CAPITAL FUNDING:</b>			
Department for Transport	22,411	500	(21,911)
Local Prudential Borrowing	7,044	5,533	(1,511)
Local ITB	9	9	0
GBSLEP	0	5,043	5,043
Unidentified funding	0	16,850	16,850
Section 106/278 Contribution TBC	0	2,000	2,000
<b>Total Capital Funding</b>	<b>29,464</b>	<b>29,935</b>	<b>471</b>

7.3.3 The approved PDD included City Council funding of £7.053m (£7.044m of Prudential Borrowing (PB) and £0.009m of Integrated Transport Block Funding (ITB)). The estimated City Council contribution required for the Revised scheme has reduced to £5.542m of which £5.533m will be PB and the balance of £0.009m ITB as per the original scheme.

7.3.4 The DfT provisionally allocated £22.411m to the original scheme, which was subject to the submission and approval of a Major Scheme Business Case. £0.500m was released to fund the development of the original scheme in previous years. Whilst the original scheme is no longer deliverable, the DfT continue to support the scheme and have passported a further £5.043m to the GBSLEP to develop the revised scheme. An OBC was submitted to the GBSLEP on 7<sup>th</sup> October 2020 and approved by the GBSLEP Project Board. The Council is now awaiting the formal funding offer and Funding Agreement and this report seeks to delegate authority to the Assistant Director, Transport and Connectivity to accept the £5.043m LGF and to enter into the associated Funding Agreement, subject to the final terms and conditions being acceptable.

7.3.5 The Revised scheme is split into the following 3 elements, (further information is provided in 7.3.6 to 7.3.9 below):

- Developing Shelf Ready Scheme (including previous years expenditure) - £6.494m;
- Delivery of the Western Road Junction as Phase 1 Advanced Works - £3.405m;
- Delivery of the Main Scheme - £20.036m.

- 7.3.6 Shelf Ready Scheme – Development. Expenditure already incurred in previous years of £1.533m was funded from DfT (£0.500m), PB (£1.024m) and ITB (£0.009m). The remaining estimated cost of developing the revised scheme to a “shelf ready” state in 2020/21 is estimated at £2.026m. This includes a repayment of PB £0.082m to reduce the overall total PB for this element of the scheme to £0.942m (£1.024m less £0.082m). This will be funded from the GBSLEP contribution of £5.043m.
- 7.3.7 Shelf Ready Scheme – Land Acquisition. As noted in paragraph 3.2, approval of the Project Definition Document by Cabinet on 26<sup>th</sup> June 2018 authorised the purchase of land in advance of and alongside the CPO process, currently estimated to cost £3.017m. This will be funded from the GBSLEP contribution of £5.043m.
- 7.3.8 Western Road Junction Phase 1 Advanced Works - The total estimated capital cost of the scheme is £3.405m. The option to deliver this element ahead of the main scheme will require identification of an estimated Sections 106/278 contribution from the Soho Loop development of £2.000m, with the remaining funding for the scheme being through a local contribution from the City Council of £1.405m, currently proposed to be funded from PB in line with the original scheme. Should the advanced scheme progress, the final costs and funding source will be confirmed in an FBC, anticipated to be brought forward for approval by Cabinet in February 2021.
- 7.3.9 Main Scheme - The total estimated capital cost of the scheme is £20.036m. Funding will need to be identified in order for the scheme to progress to full implementation, with current plans identifying £3.186m as funded from PB in line with the original scheme and £16.850m as unidentified. The DfT are supportive of the revised scheme and should funding become available through future funding rounds it is hoped that having developed a “shelf ready” scheme the Council will be in a good position to submit a successful bid. Should the scheme progress, the final costs and funding sources will be confirmed in an FBC, anticipated to be brought forward for approval by Cabinet in Spring 2021.
- 7.3.10 In the event the GBSELP FBC is not approved or the full scheme does not proceed to construction, the GBSLEP reserves the right (but is not obliged) to seek reimbursement from the City Council of any payments made in respect of the £5.043m LGF grant advance, to the extent that such funding has not been utilised to fund capital expenditure to support the scheme (including land assembly). Funding of any subsequent claw back of grant will have to be identified from within existing sources (including receipts from directly related land disposals). The GBSELP continue to support the project and the risk of the project not delivering against the key outputs, summarised below, by the end of March 2021 is deemed low.

GBSLEP Key Outputs:

- Submission of the GBSELP FBC;
- Completion of Detail Design;
- Completion of third party land acquisition required to facilitate delivery of the revised scheme via negotiation and where negotiation does not prevail then a future CPO will be sought;

In addition, once the scheme has secured funding to proceed to construction, any outputs and outcomes which will be realised as a result of the scheme, must be reported against the LGF in proportion to the amount of LGF funding to the total public sector funding.

- 7.3.11 It should be noted that the West Midlands Combined Authority have submitted a £5.000m bid to the Housing Infrastructure Fund (HIF) for funding to support the scheme. A decision is expected in spring 2021. If the funding is secured, it will be used to reduce the City Council PB requirement where possible in order to reduce financing costs.

### **Revenue**

- 7.3.12 The revised scheme will both change and create assets that will form part of the highway upon completion of the project. As such they will need to be maintained within the overall highway maintenance programme. Whilst the previous PDD approved £0.018m per annum, the estimated net highway maintenance cost for the revised scheme has increased to £0.043m per annum as a result of increased material quantities required for the revised scheme and an increase in maintenance unit costs, a breakdown of this cost is included within Appendix A, section E1. This cost will be funded from the provision for highways maintenance held within Corporate Policy Contingency. The detailed design will be developed by the appointed design and build contractor with a view to minimising the future maintenance liability to the City Council.
- 7.3.13 The provision of a new footbridge adjacent to the existing Spring Hill bridge will result in additional revenue implications with an initial estimated value of approximately £250 per annum to cover the remaining life of the contract to 2035. This will be funded from the provision for highways maintenance held within Corporate Policy Contingency.
- 7.3.14 The revised scheme will require PB estimated at £5.533m (subject to approval), split between Scheme Development (£0.942m), Western Road Junction Phase 1 Advanced Works (£1.405m) and the Main Scheme (£3.186m) as shown in the table above. The cost of existing PB of £0.052m per annum and estimated additional future borrowing costs of £0.266m per annum associated with Western Road Junction Phase 1 Advanced Works and the Main Scheme will be funded from Bus Lane Enforcement net surplus income as set out in the Transportation and

Highways Capital Programme 2020/21 – 2025/26 Annual Programme Update report approved by Cabinet on 11<sup>th</sup> February 2020. The total potential cost of PB for the revised scheme of £0.318m per annum is within the borrowing limits for the original scheme which is included within the approved Capital Programme.

- 7.3.15 The Prudential Borrowing costs referred to above are based on current Public Works Loans Board (PWLB) interest rates. There is potential to access reduced rate PWLB borrowing, through the Concessionary Infrastructure Loan Rate, subject to meeting the required criteria. An application will be considered in line with the due process.
- 7.3.16 As detailed earlier in the report, the Canal and River's Trust have requested a deed of indemnity from the City to cover mitigation for highway works that may result in damage to the existing Lee Bridge structure. A full risk assessment will be undertaken to identify any future liability, responsibility and costs and will be detailed in the FBC relating to the main scheme planned for approval by Cabinet in Spring 2021.

#### **7.4 Procurement Implications (if required)**

The award of the contract for the detailed design and works was approved in the Cabinet Report 26<sup>th</sup> June 2018.

- 7.4.1 As a consequence of the revised scheme being progressed, there are two options available for the delivery, Option A to continue with approved strategy for the detailed design and construction of the advanced works for the Western Road junction, with further details of the procurement strategy for the delivery of the main scheme to be detailed in the FBC February 2021. Option B should the Western Road junction not proceed, the detailed design will be completed and the termination clause will be invoked. If Option B becomes the proposed route, a procurement process for the revised main scheme works would then be undertaken with the FBC seeking approval to the revised procurement strategy.
- 7.4.2 To support the development of the A457 Dudley Road Improvement Revised Scheme, there is a requirement for the demolition and remediation of the MOT garage and various adjacent retail properties. The procurement strategy is detailed in Appendix G.

#### **7.5 Human Resources Implications (if required)**

- 7.5.1 The management and delivery of the A457 Dudley Road Improvement Revised Scheme will be undertaken by officers within Transport and Connectivity supported by external consultants for professional services.



## **7.6 Public Sector Equality Duty**

7.6.1 In January 2018 an analysis of the effects of equality was undertaken for the Dudley Road Improvements scheme, this was updated in September 2020 (Report ref EQUA561) and is attached as Appendix C to this report. It was concluded that there would be no adverse effect on protected groups and characteristics under the Equality Act 2010 and there is no requirement for a full assessment.

## **8 Appendices**

8.1 List of Appendices accompanying this report:

Appendix A – Outline Business Case

Appendix B – Risk Management Schedule

Appendix C – Equality Analysis

Appendix D – Scheme Plan

Exempt Appendix E – Revised Design Cost Implications and Land Acquisition RAG Status.

Appendix F – Land Acquisition Plan

Appendix G - A457 Demolition Strategy

Appendix H – Technical Note Lee Bridge.

## **9 Background Documents**

9.1 Report to Deputy Leader 10 January 2017 - Birmingham Development Plan adopted

9.2 Report to Cabinet 26 June 2018 Dudley Road Improvement – Project Definition Document

9.3 Report to Cabinet 14 May 2019 Dudley Road Improvement – Land Requirements

9.4 Report to Cabinet 11 February 2020 Transportation and Highways Capital Programme - 2020/21 - 2025/26 – Annual Programme Update



## APPENDIX A

## OUTLINE BUSINESS CASE (OBC)

### A. GENERAL INFORMATION

#### A1. General

<b>Project Title</b> <i>(as per Voyager)</i>	A457 Dudley Road Improvement Scheme		
<b>Voyager Code</b>	CA-02715		
<b>Portfolio / Committee</b>	Transport & Environment Finance & Resources	<b>Directorate</b>	Inclusive Growth
<b>Approved by Project Sponsor</b>	Phil Edwards	<b>Approved by Finance Business Partner</b>	Simon Ansell

#### A2. Project Description

##### Summary

As part of the Greater Birmingham and Solihull Local Enterprise Partnership's (GBSLEP) Growth Deal One allocation from Government, £129.5m of Local Growth Fund (LGF) resources were provisionally approved to take forward 3 major transport projects namely the A38 Tame Valley Viaduct, A457 Dudley Road and A45 Rapid Transit. Due to the size of these projects (each in excess of £20m), formal approval by way of green book compliant business cases was retained by the Department for Transport (DfT). In the case of the Dudley Road project, a provisional allocation of £22.411m was made available subject to a successful Major Scheme Business Case. A business case for the original scheme was close to being submitted to the DfT however due to COVID19 and changes to the Council's long term priorities, the original scheme is no longer progressing. Discussions have taken place with the DfT and a revised approach has been agreed, which is outlined in this OBC.

DfT set a deadline for the MSBC to be submitted by the end of the 2020/21 financial year. Due to significant delays and changes to the scheme caused by Covid-19 restrictions, the overall programme has slipped considerably and target dates for key milestones will not now be achieved. Unfortunately, as the revised scheme will not be deliverable in line with the original timescales, the retained funding for the scheme will be released back to the GBSLEP to fund alternative schemes within their programme. However, it was agreed that an tranche of the original funding totalling £5.043m be allocated to the scheme to fund the development of the Revised Dudley Road Improvement Scheme in relation to land acquisitions and detailed design to deliver a "shelf ready" scheme, subject to the submission of a revised Outline Business Case (OBC) to the GBSLEP. The OBC was submitted to the GBSLEP on 7th October 2020 and approved by the GBSLEP Project Board. The Council is now awaiting the formal funding offer and Funding Agreement.

The proposals for Dudley Road are in accordance with policies set out in key Council documents including the Birmingham Development Plan (BDP) and the Greater Icknield Masterplan.

Greater Icknield is identified as a key growth area within the Birmingham Development Plan (2017), with proposals to accommodate new housing developments along with other local facilities and employment opportunities. It is part of a wider growth corridor and along with development sites in Sandwell provide the potential to deliver over 3,000 new homes.

## Background

The Project Description Document (PDD) was approved by Cabinet on 26th June 2018. This approval authorised the City Council to: submit a funding bid to the Department for Transport (DfT), begin commencement of the land/property acquisition process and to make a Compulsory Purchase Order and Side Roads Order (CPO & SRO); and to grant delegated authority to the Assistant Director, Transport and Connectivity to procure, appoint and place orders with a design and build contractor to carry out Early Contractor Involvement (ECI) and design development.

In light of Covid-19 and the Emergency Transport Plan (ETP), the project team has undertaken a study to assess the feasibility of making significant changes to the scheme in-line with the ETP. The revised A457 Dudley Road improvement scheme is well developed and provides wider footways and new segregated cycle paths to cater for non-motorised users, the provision of a bus lanes along the corridor, alongside the carriageway widening works to support increased traffic capacity.

## Project Proposals

The strategic outline business case for the Dudley Road project articulated key benefits in respect of accommodating significant growth in the north west Birmingham area, specifically 3,000 new homes split predominantly across the Port Loop and City Hospital sites and improved access to existing large employment areas along the corridor. In addition, the scheme would improve accessibility from the north west Birmingham and Smethwick areas to the city centre, HS2 and other large developments being facilitated by the GBSLEP Enterprise Zone. Transport benefits including reduced congestion, improved journey time reliability, improved air quality and better provision for sustainable modes have also been introduced.

The scheme proposals complement one or more of the following objectives to align with the vision, principles and objectives of the ETP and Active Travel Plan (ATP). The following objectives are outlined in the Emergency Transport Plan:

- Reallocating road space away from single occupancy private cars to create safe space for walking, cycling and social distancing while maintaining public transport provision.
- Transforming the city centre through the creation of walking and cycling routes alongside public transport services and limited access for private cars.
- Prioritising active travel in local neighbourhoods so that walking and cycling is the way most people get around their local area most of the time. Local areas should be places where people are put first, creating stronger communities with space for exercise and play.
- Managing demand through parking measures where land and space currently occupied by car parking is repurposed for walking, cycling and social distancing.

## B. STRATEGIC CASE

### B1. Project Objectives and Outcomes

#### Existing Situation and Issues

The A457 Dudley Road corridor runs west to east through the eastern side of Birmingham. The corridor is approximately 2km long from Ladywood Middleway / Spring Hill junction on the Ring Road to Cape Hill near the boundary with Sandwell Metropolitan Borough Council (MBC). The A457 forms part of Birmingham's Strategic Highway Network and provides a key arterial route from the Black Country into central Birmingham. The road is heavily used by both local and through traffic and forms part of the emergency vehicle route to the M5 Motorway.

The A457 Dudley Road is a heavily trafficked major route with over 30,000 vehicles per day which equates to around 2,000 vehicles during the peak hour. The corridor provides access to major employment sites, residential and health centres from Birmingham city centre and Sandwell MBC and is a key route to the motorway network. As a major route the A457 Dudley Road is heavily utilised by buses, heavy goods vehicles (HGVs) and servicing vehicles, and due to its strategic nature, the route

also carries significant volumes of commuter traffic during the peak periods.

Dudley Road provides access to the residential areas in Winson Green and Rotton Park together with serving as a route for existing businesses within the area. Major employers and developments in the area include: City Hospital, and HM Birmingham Prison.

Queuing regularly occurs in both directions during the AM and PM peak periods. From site observations, delays are particularly bad during the PM peak in the westbound direction along the entire route with the focus being outside City Hospital. This is due to the existing highway layout, with parked cars restricting the route capacity to single lane, right turns blocking ahead traffic and several routes converging at one location. Because of the poor standard and inefficient operation of this section of the A457 Dudley Road for most of the day together with associated environmental deterioration and poor accessibility for public transport, users such as the freight operators, cyclists, pedestrians and private vehicle users see the corridor as a difficult route to and from the city.

There are a significant number of accidents along the road, with 113 recorded injury accidents in the period from 1st January 2011 to 31st December 2016, including 25 pedestrian casualties. The most common type of accident is driver error where the driver has failed to look properly when turning right from/to Dudley Road. The proposals seek to address this poor accident record through the implementation of signal-controlled junctions and signalised pedestrian crossing.

Delay as a result of congestion can significantly add to business costs and discourage businesses from investing and locating in this area, as well as adversely impacting on access to employment opportunities for residents.

Proposed developments taking place within the area will change the traffic pattern during the peak period causing an increase during the standard peak times. The majority of the City Hospital will be relocated to Smethwick creating a super hospital 'Midland Metropolitan Hospital' which is expected to open in Grove Lane, late 2022. This relocation will pave the way for more housing (750 approx.) to be developed across the remaining City Hospital site.

In addition, the Icknield Port Development Site and the Soho Loop Development Site are also currently being developed and positioned adjacent to the City Hospital Development on the southern side of the Dudley Road corridor. Both developments will bring forward more housing approximately 1200 for the Icknield Port and approximately 700 for the Soho Loop development Site.

The section of the Dudley Road corridor being considered for improvement is approximately 2km in length from the Spring Hill junction to the Sandwell boundary. The corridor consists of a wide single carriageway marked with 4 narrow substandard traffic lanes with some sections flaring out to three traffic lanes at the main junctions, there are several priority junctions located along the corridor. The route also crosses the West Coast Main Railway Line and both the Birmingham Main Line Canal and Soho Loop Canal.

### **Scheme Objectives**

The scheme proposals are outlined below:

- Significant improvements to network efficiency and reducing congestion as part of the corridor designation;
- Significant benefits to public transport operations, by making improvements to the signalised junctions by 'linking' the signals and providing bus detection measures to improve bus journey time;
- Support regeneration initiatives through improved accessibility to the existing and new development sites;
- Contribute to the retention of existing business in the area as well as encouraging new investment;
- The route widened to two lane single carriageway standards and increased provision of traffic

capacity at major junctions along the A457 Dudley Road with dedicated turning lanes which forms an important part of the city's Strategic Highway Network.

- Increased capacity at Winson Green Road/Dudley Road and Western Road/Dudley Road signalised junctions;
- New signalised junctions at Heath Street/Dudley Road and Steward Street/Spring Hill;
- Upgraded/new pedestrian crossings at all signalised junctions.
- Cycle and pedestrian facilities on wide footways along the entire route length; this primarily will be in the form of a segregated cycling route on the north side of the corridor and shared facilities where highway space is prohibitive. The cycling measures will also include toucan crossing facilities to create a link to the south side of the corridor;
- Provision of wider footways on the south side of the corridor together with a new footbridge adjacent to the existing Springhill bridge;
- Realignment of junctions to facilitate the widening of Dudley Road corridor.
- Provide continuous bus lanes along the corridor to improve bus journey times assisting the Cross/City Bus scheme.

### **City Council Objectives including ETP/ATP and the Draft Birmingham Travel Plan – Big Moves**

The Dudley Road project supports the policy objectives outlined in the City Council Plan and Budget 2018-2022 (as updated in 2019), including:

- 'an entrepreneurial city to learn, work and invest in', particularly 'develop our transport infrastructure, keeping the city moving through walking, cycling and improved public transport'.
- 'a great, clean and green city to live in', particularly 'improve the environment and tackle air pollution'.
- 'strive to maximise the investment in the city and engage local employers to create quality jobs and opportunities for citizens.'
- 'takes a leading role in tackling climate change'.

The scheme proposals support the priorities of 'A Clean Air Strategy for the City of Birmingham - Draft'

- 'Improving the wider transport network to support smoother and faster journeys, whilst increasing the range of cleaner and environmentally/health-friendly journey options available to travellers'

The proposals also support the objectives of Birmingham Development Plan (BDP) 2031 including:

- 'To provide high quality connections throughout the city and with other places including encouraging the increased use of public transport, walking and cycling'.
- 'To create a more sustainable city that minimises its carbon footprint'.
- 'To encourage better health and wellbeing'.

The scheme supports the Additional Climate Change Commitments including the aspiration for the City Council to be net zero carbon by 2030, as agreed by Cabinet on 30th July 2019, following the declaration of a Climate Change Emergency passed by full City Council on 11th June 2019.

### **Combined Authority Objectives**

The measures will support policies within the West Midlands Strategic Transport Plan, in particular:

- Economic Growth and Economic Inclusion: 'To accommodate increased travel demand by ... new sustainable transport capacity' and 'to improve connections to areas of deprivation'.
- Population Growth and Housing Development: 'To improve connections to new housing ... primarily through sustainable transport connections'.
- Environment: 'To help tackle climate change by ensuring a large decrease in greenhouse gases from the ... area's transport system'.
- Public Health: 'To significantly increase the amount of active travel' and 'to assist with the reduction of health inequalities'.
- Social Well-Being: 'to improve the accessibility of shops, services and other desired destinations for socially-excluded people'.

### **Birmingham Emergency Transport Plan**

The proposals have been reviewed in the light of the Emergency Birmingham Transport Plan – A low carbon, clean air recovery after Covid-19' published in May 2020:

- Reallocating road space away from single occupancy private cars to create safe space for walking, cycling and social distancing while maintaining public transport provision.
- Transforming the city centre through the creation of walking and cycling routes alongside public transport services and limited access for private cars.
- Prioritising active travel in local neighbourhoods so that walking and cycling is the way most people get around their local area most of the time. Local areas should be places where people are put first, creating stronger communities with space for exercise and play.
- Managing demand through parking measures where land and space currently occupied by car parking is repurposed for walking, cycling and social distancing.

## **B2. Project Deliverables**

The project will:

- Deliver segregated/shared footway and cycleway on the north side of the corridor to provide improved facilities for pedestrians and cyclists, together with links to the south side of the corridor; and to provide safer infrastructure for all road users;
- Provide 3 enhanced junctions and 1 new junction to significantly improve network efficiency and reduce congestion as part of the corridor designation;
- Provide options for new bus lanes along the corridor;
- Upgrading 13 bus shelters along Dudley Road corridor;
- Provide a new footpath and cycle track on the frontage of Birmingham City Hospital's A&E Centre to retain 15 trees;
- Provide a new footpath and cycle track on the frontage of Birmingham City Hospital's Treatment Centre;
- Provide a new signalised access for key development sites to support regeneration initiatives through improved accessibility to the existing developments and;
- Contribute to the retention of existing business in the area as well as encouraging new investment;
- Closure of Northbrook Street to enable realignment of the carriageway over Lee Bridge;
- Provision of a new footbridge over Spring Hill Canal.



<b>B3. Project Benefits</b>	
<b>Measure</b>	<b>Outline Impact</b>
Delivery of segregated/shared footway and cycleway to provide improved facilities for pedestrians and cyclists; and to provide safer infrastructure for all road users.	Safer cycle facilities to encourage more people to cycle, reducing traffic congestion and carbon emissions.
Provision of 3 enhanced junctions and 2 new junctions to significantly improve network efficiency and reduce congestion as part of the corridor designation and introduction of bus detection measures	To improve journey time reliability (including for public transport)
Provision of a new highway (segregated cycle/footway) on the frontage of Birmingham City Hospital to retain canopy cover and vegetation along the route. Replacement of low-quality trees with a selection of native species.	Improvement to air quality by minimising tree loss and landscaped areas. Replacement of low-quality trees with a selection of native species to enhance amenity biodiversity and ultimately improve air quality
Provision of a new signalised access for key development sites to support regeneration initiatives through improved accessibility to the existing developments and;	The proposals will contribute to the retention of existing business in the area as well as encouraging interest and investment
The proposals will encourage more sustainable modes of transport for trips to and from the city centre and particularly cycling as an alternative mode of transport within communities and social groups who do not view cycling as an option at present.	Reduce existing congestion that acts as a major barrier to growth both in Birmingham and throughout the West Midlands; improve north to south linkages for pedestrians and cyclists across the highway routes; improve journey time reliability (including for public transport) and provide high quality and continuous facilities for cyclists.
Provide options for implementation of new bus lanes along the corridor;	To improve journey time reliability for public transport and to align with policies encouraging road space reallocation.
<b>B4. Property implications</b>	
<p>The proposals impact on private land and property, as well as affecting private means of access. A SRO and CPO were made on September 2019 and November 2019 respectively as part of the statutory process to secure private interests. Negotiations with land and property owners have commenced alongside the SRO/CPO process with a view to mitigating the need for a Public Local Inquiry.</p> <p>The revised scheme will require the SRO and CPO to be reviewed and updated and necessary amendments to be made, alternatively dependent on the direction from the DfT a new SRO/CPO may be required, as additional parcels of land will be required from:</p> <ul style="list-style-type: none"> <li>• Frontage to Lidl store at Winson Green Road to improve the alignment of the carriageway east of the junction.</li> <li>• Builder's Merchant adjacent to the Soho Loop Development to facilitate the new footbridge adjacent to the Soho Loop Canal Bridge.</li> <li>• Frontage to Birmingham City Hospital Treatment Centre to facilitate continuity of provision for segregated cycling.</li> <li>• Frontage to Car Wash/Garage currently in ownership of Birmingham City Council to facilitate</li> </ul>	



the widening of the carriageway on Western Road.

## C. ECONOMIC CASE AND OPTIONS APPRAISAL

### C1. Options reviewed

A review of the existing (original) proposal was undertaken throughout 2017 driven in part by increasing construction costs and the need to identify a scheme within the available budget that met the key objectives. The review considered six options as listed below.

- Option 1 - Do Major (original option) + Bus Lane
- Option 2 - Do Minimum
- Option 3 - Do Something (Works to Northern Side of Rail Bridge) + Shared Cycling
- Option 4 - Do Something (Works to Southern Side of Rail Bridge) + Segregated Cycling
- Option 5 - Do Something + (Works to both Sides of Rail Bridge) + Shared Cycling
- Option 6 - Do minimum plus Segregated Cycling Facility (No Works to Rail Bridge)

Following the review of the six options; Option 2 (do minimum) & Option 6 (do minimum + segregated cycling) were taken forward for further development.

Option 6 (Original Scheme) was taken forward as it offered, on balance, the best value for money in meeting the requirements:

- To better manage traffic;
- To provide improvements for pedestrians, cyclists and buses and;
- To provide access to development sites.

In light of Covid-19 and the ETP, a review of the scheme was undertaken which resulted in a revised scheme (Option 2) being produced that aligned with the ETP objectives.

The current revised Option 2 includes bus lanes and segregated cycling on the north side of the corridor and the inclusion to extend the scheme to the Sandwell boundary.

In reference to the summary of options below,

**Option 1** refers to the Original Scheme (Option 6),

**Option 2** refers to the revised scheme following Covid-19 and ETP to be shelf ready by the end of March 2021,

**Option 3** is to deliver the junction of Western Road in line with Option 2 as an interim measure (Phase 1) (subject to Section 106 funding),

**Option 4** is to cease the scheme to date.

### C2. Summary of Options Appraisal – Price/Quality Matrix

Criteria	Option score (out of 10)				Weight	Weighted Score (%)			
	1	2	3	4		1	2	3	4
1. Total capital cost	2	2	7	9	10	2	2	7	9
2. Full year revenue cost	2	2	5	9	15	3	3	7.5	13.5
3. Benefits: Council priorities	8	10	6	0	30	24	30	18	0

## APPENDIX A

4. Benefits: Economic	8	9	2	0	15	12	13.5	3	0
5. Deliverability and risks	5	5	6	10	10	5	5	6	10
6. Other impacts – see note below	6	9	3	0	20	12	18	6	0
<b>Total</b>	31	37	25	28	100%	58	71.5	39.5	32.5

Further details are given in the Options Appraisal Records are given in Section G.

Note: highest cost = low score and weighting = highest priority gets higher percentage.

Other impacts – 1 Economic benefit. 2. Mode shift. Relate to providing economic benefit and potential for creating mode shift away from the car.

If the scheme doesn't proceed that the costs to date will revert to revenue.

### C3. Option recommended, with reasons

The recommendation is to take forward the revised scheme including bus lane & segregated cycling measures as shown in Appendix D.

This preferred option provides a bus lane to improve public transport journey time and reliability, and there are also wider footways to allow social distancing in light of Covid-19 and new cycle paths to cater for non-motorised users, as well as aligning with objectives set out by Birmingham Emergency Transport Plan as outlined below:

- Reallocating road space away from single occupancy private cars to create safe space for walking, cycling and social distancing while maintaining public transport provision.
- Transforming the city centre through the creation of walking and cycling routes alongside public transport services and limited access for private cars.
- Prioritising active travel in local neighbourhoods so that walking and cycling is the way most people get around their local area most of the time. Local areas should be places where people are put first, creating stronger communities with space for exercise and play.
- Managing demand through parking measures where land and space currently occupied by car parking is repurposed for walking, cycling and social distancing.

### C4. Risks and Issues of the preferred option

An Outline Risks and Issues Register is attached at the end of this OBC, including risks during the development to Full Business Case stage.

Implementation of the revised scheme will require the closure and stopping up of the Northbrook Street / Dudley Road junction as a consequence of the loading/carriageway alignment restrictions imposed by the Lee Canal Bridge structural investigations. The proposed layout has previously been shared with both project stakeholders and council members and approved.

The closure of Northbrook Street was not included within the original public consultation, therefore additional consultation on the proposal will need to be undertaken as part of the next stage of project development. Without the closure of Northbrook Street, costly structural modifications would be required to strengthen the canal bridge to enable the required carriageway widening to proceed.

Additional land requirement of the revised scheme (if land is not acquired by negotiation) will require amendment to the existing CPO or even a new CPO/SRO and add potential delays to programme delivery.

The existing Lee Canal Bridge is an approximability 180 years old structure that requires assessment and monitoring with regards to implementation of the scheme. There is a risk that the highway works will have an increase load on the structure which may result in structural damage, CRT have requested a deed of indemnity from the City Council to cover mitigation. The risk will be reduced by

monitoring the movement on the bridge prior to construction phase post Commonwealth Games (CWG) together with monitoring following construction, this will help to identify if there is an existing issue and where the liability sits. Alternatively, additional specialist investigation can be undertaken to provide a design solution.

### **C5. Other impacts of the preferred option**

The proposals impact on private land and property, as well as affecting private means of access. A SRO and CPO were made on September 2019 and November 2019 respectively as part of the statutory process to secure private interests. Negotiations with land and property owners are ongoing alongside the SRO/CPO process with a view to mitigating the need for a Public Local Inquiry.

The existing CPO does not meet the requirements of the revised scheme as additional land is required; in particular, land required from Lidl store, land required from Builders Merchant adjacent to the Soho Loop Development to facilitate the new foot bridge and additional land required from the hospital to facilitate continuity of provision for segregated cycling. Therefore, the order will be held in abeyance to allow for negotiated agreements to be finalised and if required a new CPO will be advertised.

Additional land will be required from the Car Wash/Garage on Western Road, currently in ownership of Birmingham City Council, to facilitate the widening of carriageway on Western Road.

## **D. COMMERCIAL CASE**

### **D1. Partnership, joint venture and accountable body working**

The City Council is responsible for the delivery of A457 Dudley Road Improvement Scheme.

Funding will be redirected from DfT to GBSLEP.

GBSLEP will fund c 23% (£5.043m) of the original DfT contribution (£22.411m) for the scheme, to enable development of the revised scheme to be ready for delivery. Funding for the scheme delivery will be sought via future funding rounds.

### **D2. Procurement implications**

The procurement strategy for the scheme delivery was approved by Cabinet on 26<sup>th</sup> June 2018 as part of the PDD. The works will be delivered using the City Council's Highways and Infrastructure Works Framework Agreement under Lot 4 (works over £0.5m).

As the scheme progressed, it was recommended by the DfT to consider ways to accelerate the delivery programme in order to facilitate an earlier spend profile. The method to implement this acceleration was to amend the procurement strategy to carrying out a single procurement exercise, to include Phase 1 (including Stage 1 - ECI and Stage 2 - Detail Design) and Phase 2 (Stage 3 - Works), with the progress to the final stage being subject to the works cost being within budget and DfT approving the MSBC, with the inclusion of a break clause at each stage. This would provide cost savings and the acceleration of the programme to deliver the scheme to meet the DfT's request. Due to the acceleration of the programme, it was necessary to undertake additional site survey's and investigation to ensure that the tender returns would be robust.

The main contractor was procured using a single, two phased (design and construction) contract and appointed in November 2019 to develop the detailed design and construction planning. Construction works were to follow completion of the detailed design, subject to:

- Approval of FBC
- Securing confirmed CPO and SRO
- DfT approval to the MSBC

In the event the above approvals are not secured the delivery contract will be terminated by giving notice to terminate the contractor's obligation to provide the works and discharge this contract.

In light of Covid-19, the scheme has been reviewed and as a result the previous scheme will no longer progress and a revised scheme will be developed to replace it.

The existing contract will be utilised to complete the revised scheme to a preliminary/detail design stage ready for delivery, following which the termination clause in the existing contract will be triggered.

As a consequence of the revised scheme being progressed, there are two options available for the delivery. Option A to deliver the Western Road junction improvements in conjunction with the Soho Loop development. This proposal is subject to a Section 278 agreement being agreed from Soho Loop Development and additional funding being approved to cover the difference between the developer's scheme and the wider revised scheme. Should this option be pursued as an earlier Phase 1 – Advance Works, then the delivery will be undertaken using the existing contract will be subject to a separate FBC, with further details of the procurement strategy for the delivery of the main scheme to be detailed in the FBC February 2021.

Option B should the Western Road junction not proceed, the detailed design will be completed and the termination clause will be invoked. If Option B becomes the proposed route, a procurement process for the revised main scheme works would then be undertaken with the FBC seeking approval to the revised procurement strategy.

#### Birmingham Business Charter for Social Responsibility (BBC4SR).

Works - Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of the contract for the Dudley Road Improvement Scheme. The contractor undertaking this project work under the City Council's Highways and Infrastructure Framework Agreement is a certified signatory to the BBC4SR and has provided additional actions proportionate to the value of each contract awarded. The actions will be monitored and managed during the contract period. If there is a requirement for a subsequent procurement exercise for the works, the BBC4SR requirement will be reported in the procurement strategy.

#### Demolition and Remediation

There is a requirement for the demolition and remediation of the MOT garage and adjacent retail properties to support a future f Housing development that will be subject to a separate procurement exercise. Details of the procurement strategy are included in Appendix G of the Cabinet report.

Demolition and Remediation - The value of the proposed contract is below the threshold for the BBC4SR. However, the contract will include the requirement for the payment of the Real Living Wage.

## **E. FINANCIAL CASE**

### **E1. Financial implications and funding**

## APPENDIX A

Capital code: CA-02715	Prior Years	2019/20	2020/21	2021/22	2022 - Onwards	Total
	£0	£0	£0	£0	£0	£0
<b>CAPITAL EXPENDITURE</b>						
Capital Costs	567	966	4,961	3,405	20,036	29,935
<b>Total Capital Expenditure</b>	<b>567</b>	<b>966</b>	<b>4,961</b>	<b>3,405</b>	<b>20,036</b>	<b>29,935</b>
<b>CAPITAL FUNDING:</b>						
Department for Transport	500					500
Local Prudential Borrowing	58	966	-82	1,405	3,186	5,533
ITB	9					9
Local Enterprise Partnership			5,043			5,043
Unidentified funding					16,850	16,850
Section 106/278 Contribution TBC				2,000		2,000
<b>Total capital funding</b>	<b>567</b>	<b>966</b>	<b>4,961</b>	<b>3,405</b>	<b>20,036</b>	<b>29,935</b>

REVENUE CONSEQUENCES	2020/21	2021/22	2022/23	Later Years
	£000	£000	£000	£000
<b><u>Highways Maintenance</u></b>				
Basic Highway Assets		2.75	40.15	42.9
Enhanced Highway Assets		5.57	-8.96	-3.39
Highway Horticulture (Parks)		0.02	-0.08	-0.06
Non-Highway Assets (NPNPs)		0.00	-4.72	-4.72
Energy Cost		1.07	4.84	5.91
Contingency (5%)		0.47	1.56	2.03
Footbridge Mainrnance		0.00	0.00	0.25
<b>Total revenue consequences</b>		<b>9.9</b>	<b>32.8</b>	<b>42.9</b>
<b>REVENUE FUNDING:</b>				
Corporate Policy Contingency		9.9	32.8	42.9
<b>Total revenue funding</b>		<b>9.9</b>	<b>32.8</b>	<b>42.9</b>
<b><u>Prudential Borrowing</u></b>				
Interest on Prudential Borrowing	56.9	52.4	132.6	318.7
<b>Total revenue consequences</b>	<b>56.9</b>	<b>52.4</b>	<b>132.6</b>	<b>318.7</b>
<b>REVENUE FUNDING:</b>				
BLE Surplus Income	56.9	52.4	132.6	318.7
<b>Total revenue funding</b>	<b>56.9</b>	<b>52.4</b>	<b>132.6</b>	<b>318.7</b>

## E2. Evaluation and comment on financial implications

### Capital Costs

The total estimated capital cost is an increase of £0.471m on the original scheme value of £29.464m approved in the Project Definition Document (PDD) by Cabinet on 26<sup>th</sup> June 2018. Details of the capital cost and funding for the original scheme vs the revised scheme and the movement is shown in the table below.

	Original Scheme	Revised Scheme	Movement
	£000	£000	£000
<b>CAPITAL EXPENDITURE</b>			
Capital Costs	29,464	29,935	471
<b>Total Capital Expenditure</b>	<b>29,464</b>	<b>29,935</b>	<b>471</b>
<b>CAPITAL FUNDING:</b>			
Department for Transport	22,411	500	(21,911)
Local Prudential Borrowing	7,044	5,533	(1,511)
Local ITB	9	9	0
GBSLEP	0	5,043	5,043
Unidentified funding	0	16,850	16,850
Section 106/278 Contribution TBC	0	2,000	2,000
<b>Total Capital Funding</b>	<b>29,464</b>	<b>29,935</b>	<b>471</b>

The approved PDD included City Council funding of £7.053m (£7.044m of Prudential Borrowing (PB) and £0.009m of Integrated Transport Block Funding (ITB)). The estimated City Council contribution required for the Revised scheme has reduced to £5.542m of which £5.533m will be PB and the balance of £0.009m ITB as per the original scheme.

The DfT provisionally allocated £22.411m to the original scheme, which was subject to the submission and approval of a Major Scheme Business Case. £0.500m was released to fund the development of the original scheme in previous years. Whilst the original scheme is no longer deliverable, the DfT continue to support the scheme and have passported a further £5.043m to the GBSLEP to develop the revised scheme. An OBC was submitted to the GBSLEP on 7<sup>th</sup> October 2020 and approved by the GBSLEP Project Board. The Council is now awaiting the formal funding offer and Funding Agreement and this report seeks to delegate authority to the Assistant Director, Transport and Connectivity to accept the £5.043m LGF and to enter into the associated Funding Agreement, subject to the final terms and conditions being acceptable.

The Revised scheme is split into the following 3 elements, (further information is provided below):

- Developing Shelf Ready Scheme (including previous years expenditure) - £6.494m;
- Delivery of the Western Road Junction as Phase 1 Advanced Works - £3.405m;
- Delivery of the Main Scheme - £20.036m.

Shelf Ready Scheme – Development. Expenditure already incurred in previous years of £1.533m was funded from DfT (£0.500m), PB (£1.024m) and ITB (£0.009m). The remaining estimated cost of developing the revised scheme to a “shelf ready” state in 2020/21 is estimated at £2.026m. This includes a repayment of PB £0.082m to reduce the overall total PB for this element of the scheme to £0.942m (£1.024m less £0.082m). This will be funded from the GBSLEP contribution of £5.043m.

Shelf Ready Scheme – Land Acquisition. As noted in paragraph 3.2, approval of the Project Definition Document by Cabinet on 26th June 2018 authorised the purchase of land in advance of and alongside the CPO process, currently estimated to cost £3.017m. This will be funded from the GBSLEP contribution of £5.043m.

Western Road Junction Phase 1 Advanced Works - The total estimated capital cost of the scheme is £3.405m. The option to deliver this element ahead of the main scheme will require identification of an estimated Section 106/278 contribution from the Soho Loop development of £2.000m, with the remaining funding for the scheme being through a local contribution from the City Council of £1.405m, currently proposed to be funded from PB in line with the original scheme. Should the advanced scheme progress, the final costs and funding source will be confirmed in an FBC, anticipated to be brought forward for approval by Cabinet in February 2021.

Main Scheme - The total estimated capital cost of the scheme is £20.036m. Funding will need to be identified in order for the scheme to progress to full implementation, with current plans identifying £3.186m as funded from PB in line with the original scheme and £16.850m as unidentified. The DfT are supportive of the revised scheme and should funding become available through future funding rounds it is hoped that having developed a “shelf ready” scheme the Council will be in a good position to submit a successful bid. Should the scheme progress, the final costs and funding sources will be confirmed in an FBC, anticipated to be brought forward for approval by Cabinet in Spring 2021.

In the event the GBSLEP FBC is not approved or the full scheme does not proceed to construction, the GBSLEP reserves the right (but is not obliged) to seek reimbursement from the City Council of any payments made in respect of the £5.043m LGF grant advance, to the extent that such funding has not been utilised to fund capital expenditure to support the scheme (including land assembly). Funding of any subsequent claw back of grant will have to be identified from within existing sources (including receipts from directly related land disposals). The GBSLEP continue to support the project and the risk of the project not delivering against the key outputs, summarised below, by the end of March 2021 is deemed low.

#### GBSLEP Key Outputs:

- Submission of the GBSLEP FBC;
- Completion of Detail Design;
- Completion of third party land acquisition required to facilitate delivery of the revised scheme via negotiation and where negotiation does not prevail then a future CPO will be sought;

In addition, once the scheme has secured funding to proceed to construction, any outputs and outcomes which will be realised as a result of the scheme, must be reported against the LGF in proportion to the amount of LGF funding to the total public sector funding.



It should be noted that the West Midlands Combined Authority have submitted a £5.000m bid to the Housing Infrastructure Fund (HIF) for funding to support the scheme. A decision is expected in spring 2021. If the funding is secured, it will be used to reduce the City Council PB requirement where possible in order to reduce financing costs.

### Revenue Implications

The revised scheme will both change and create assets that will form part of the highway upon completion of the project. As such they will need to be maintained within the overall highway maintenance programme. Whilst the previous PDD estimated a maintenance cost of £0.018m per annum, the estimated cost for the revised scheme has increased to £0.043m per annum as a result of the subsequent transfer of operations from Amey to Kier and an increase in the quantity of assets following new proposals for the revised scheme. This cost will be funded from the provision for highways maintenance held within Corporate Policy Contingency. The detailed design will be developed by the appointed design and build contractor with a view to minimising the future maintenance liability to the City Council.

The provision of a new footbridge adjacent to the existing Spring Hill bridge will result in additional revenue implications with an initial estimated value of approximately £250 per annum to cover the remaining life of the contract to 2035. This will be funded from the provision for highways maintenance held within Corporate Policy Contingency.

The revised scheme will require PB estimated at £5.533m (subject to approval), split between Scheme Development (£0.942m), Western Road Junction Phase 1 Advanced Works (£1.405m) and the Main Scheme (£3.186m) as shown in the table above. The cost of existing PB of £0.052m per annum and estimated additional future borrowing costs of £0.266m per annum associated with Western Road Junction Phase 1 Advanced Works and the Main Scheme will be funded from Bus Lane Enforcement net surplus income as set out in the Transportation and Highways Capital Programme 2020/21 – 2025/26 Annual Programme Update report approved by Cabinet on 11<sup>th</sup> February 2020. The total potential cost of PB for the revised scheme of £0.318m per annum is within the borrowing limits for the original scheme which is included within the approved Capital Programme.

The Prudential Borrowing costs referred to above are based on current Public Works Loans Board (PWL) interest rates. There is potential to access reduced rate PWLB borrowing, through the Concessionary Infrastructure Loan Rate, subject to meeting the required criteria. An application will be considered in line with the due process.

The Canal and River's Trust have requested a deed of indemnity from the City to cover mitigation for highway works that may result in damage to the existing Lee Bridge structure. A full risk assessment will be undertaken to identify any future liability, responsibility and costs and will be detailed in the FBC relating to the main scheme planned for approval by Cabinet in Spring 2021.

### E3. Approach to optimism bias and provision of contingency

The overall total estimated capital cost of the project is £29.935m which includes an allocation for contingency and risk deemed enough to address any unforeseen works, based on Risk assessment workshop.

### E4. Taxation

*Describe any tax implications and how they will be managed, including VAT*

There should be no adverse VAT implications for the City Council in this scheme as the



maintenance of highways is a statutory function of the City Council such that any VAT paid to contractors or on the acquisition of land is reclaimable.

As this is a construction project, the requirements of HMRC's Construction Industry Tax Scheme will be included in the contract documentation to ensure the Council's compliance.

## F. PROJECT MANAGEMENT CASE

*This considers how project delivery plans are robust and realistic*

F1. Key Project Milestones	Planned Delivery Dates
OBC approved (GBSLEP)	07/10/2020
OBC approval (BCC)	10/11/2020
Public Consultation	17/11/2020
Full Business Case approval (Western Road Junction delivery) subject to funding being secured	Feb 2021
Full Business Case approval (Full scheme) subject to funding being secured	Spring 2022
Main contract out to tender (Full scheme)	Spring 2022
Tender returns	Summer 2022
Contract award	Autumn 2022
Date project operational complete	Late 2023
Date of Post Implementation Review	Late 2024

## F2. Achievability

*Describe how the project can be delivered given the organisational skills and capacity available*

The programme involves standard highway engineering works, and the City Council has significant experience of successfully project managing and implementing projects of this nature. To support the in-house team additional external professional services have been engaged through existing frameworks where required. As part of the original contract a Design and Build contractor was appointed to undertake the design development, detailed design and ECI as the first phase and Delivery subject to agreeing the target cost and approval of funding being the second phase. The original contract will continued to be used progress the scheme to being ready for delivery and construction should the opportunity arise to deliver the Western Road junction as an earlier phase (Phase 1).

Both Network Rail and the Canal and River Trust (CRT) are engaged as the proposals require reconfiguration of the carriageway and footway over both rail and canal bridges. There is no overall widening over the Network Rail bridge, however the footways will be realigned to accommodate the widening of the carriageway.

Spring Hill bridge will require the construction of a new foot bridge, this will require engagement and approval from CRT.

At the appropriate stage prior to deliver Traffic Regulation Orders (TRO) will be required to amend parking and loading restrictions. The TRO process has been included in the delivery programme with an allowance for dealing with any objections received.

A CPO has been made to secure private land / property interests in accordance with the previous scheme, however a new CPO may be required for the revised scheme. Working with Legal and Democratic Services, the project team has experience of progressing CPO's for projects of this

type e.g. Selly Oak New Road, Iron Lane Junction Improvement.

A City Council Arboricultural Officer will have input in the preparation of the landscape strategy as design and build progresses.

### **F3. Dependencies on other projects or activities**

Delivery of the measures are subject to approval of the FBC at the appropriate stage by the GBSLEP, the FBC will be submitted to GBSLEP in Spring 2021.

### **F4. Products required to produce Full Business Case**

*This should be a full list of the items required in order to produce a Full Business Case.*

The products required to prepare the Full Business Case are listed below:

- Financial plan including funding from the Local Growth Fund
- Detailed design
- Whole life costings
- Consultation/Stakeholder analysis
- More detailed assessment of revenue and maintenance cost implications;
- Consultations with Ward Councillors and relevant Stakeholders;
- Public consultations with residents and businesses;
- Stage 1 and 2 Road Safety Audits;
- Review of existing Traffic Regulation Orders and the changes required;
- Implementation Programme to be further developed;
- Traffic Management Approvals (TMP1);
- Risk Analysis to be reviewed
- Commencement of the land/property negotiation and the Compulsory Purchase Order process.

### **F5. Estimated time to complete project development to FBC**

*Give an estimate of how long it will take to complete the delivery of all the products stated above, and incorporate them into a Full Business Case.*

To take the project from OBC to FBC it is estimated a period of 4/5 months is required.

### **F6. Estimated cost to complete project development to FBC**

*Provide details of the development costs shown in Section F1 above (capital and revenue). This should include an estimate of the costs of delivering all the products stated above, and incorporating them into a Full Business Case. The cost of internal resources, where these are charged to the project budget, should be included. A separate analysis may be attached.*

The estimated fees for development up to FBC are £6.494m.

### **F7. Funding of development costs**

*Provide details of development costs funding shown in Section F1 above.*

The development costs are funded from GBSLEP, the Integrated Transport Block and Prudential Borrowing as set out in the Budget Summary Table.

F8. Officer support	
<b>Project Manager:</b>	Saaied Manzoor – Transport Delivery Specialist Tel: 0121 675 6502    Email: Saaied.Manzoor@birmingham.gov.uk
<b>Programme Manager:</b>	Gavin Maciel – Transport Delivery Specialist Tel: 0121 675 4332    Email: name.name@birmingham.gov.uk
<b>Project Accountant:</b>	Andy Price – Finance Manager Tel: 0121 303 7107    Email: name.name@birmingham.gov.uk
<b>Project Sponsor:</b>	Philip Edwards – Assistant Director Transport and Connectivity Tel: 0121 303 6467    Email: Philip.Edwards@birmingham.gov.uk
F9. Project Management	
<i>Describe how the project will be managed, including the responsible Project Board and who its members are</i>	
Project Sponsor – Philip Edwards Senior Responsible Officer – Paul Simkins Programme Manager – Gavin Maciel Project Manager – Saaied Manzoor Project Accountant – Andy Price	

**G. SUPPORTING INFORMATION**

*(Please adapt or replace the formats as appropriate to the project)*

**G1. OBC Options Appraisal records (these are summarised in Section C2)**

*The following sections are evidence of the different options that have been considered in arriving at the proposed solution. All options should be documented individually.*

<b>Option 1</b>	Original approved scheme (Option 6).
<b>Information Considered</b>	A review of the original proposal was undertaken through 2017 driven in part by increasing construction costs and the need to identify a scheme within the available budget that meets the key objectives to better manage traffic along the Dudley Road corridor and provide improved access to development sites.
<b>Pros and Cons of Option</b>	<p>What were the advantages/positive aspects of this option?</p> <ul style="list-style-type: none"> <li>• Reduced queues improve bus reliability with bus lane</li> <li>• Higher average speed of all bus trips along the corridor.</li> <li>• Provision of additional controlled crossings</li> <li>• Segregated facilities for cyclists along corridor</li> <li>• Provision of a new signalised access for key development sites to support regeneration initiatives through improved accessibility to the existing developments</li> <li>• This option will encourage more sustainable modes of transport for trips to and from the city centre and particularly cycling as an alternative mode of transport within communities and social groups who do not view cycling as an option at present.</li> </ul> <p>What are the Disadvantages/negative aspects of this option?</p> <ul style="list-style-type: none"> <li>• Does not meet current City Direction and Policies.</li> <li>• No Bus lane provision.</li> <li>• Segregated cycling not continuous.</li> <li>• Narrow footways do not cater for maintaining social distance in light of corona virus restrictions.</li> </ul>
<b>People Consulted</b>	Cabinet Member, Local Councillors, Assistant Director Transport and Connectivity, NHS.
<b>Recommendation</b>	Not Proceed
<b>Principal Reason for Decision</b>	This option does not meet current City Policies following the summary of options appraisal as shown in section C2 of this report.

<b>Option 2</b>	Revised Scheme Including Bus lanes and segregated cycling on the southbound of the corridor – developed to shelf ready scheme April 2021 delivery delayed until post CWG.
<b>Information Considered</b>	<p>The options were identified, with a Public Transport, motorised and non-motorised users and 'Highway Capacity' (HC) focus.</p> <p>The options also considered local, regional and national policies and objectives.</p> <p>The previous options were appraised and sifted through assessment against their strategic fit to the objectives and the level of risk involved in their deliverability. The revised scheme was further improved to better fit with the ETP.</p>
<b>Pros and Cons of Option</b>	<p>What were the advantages/positive aspects of this option?</p> <ul style="list-style-type: none"> <li>• Reduced queues improve bus reliability with bus lane</li> <li>• Higher average speed of all bus trips along the corridor.</li> <li>• Provision of additional controlled crossings</li> <li>• Segregated facilities for cyclists along corridor</li> <li>• Provision of a new signalised access for key development sites to support regeneration initiatives through improved accessibility to the existing developments</li> <li>• This option will encourage more sustainable modes of transport for trips to and from the city centre and particularly cycling as an alternative mode of transport within communities and social groups who do not view cycling as an option at present.</li> <li>• Provision of wider footways to cater for maintaining social distance in light of corona virus restrictions.</li> </ul> <p>What are the Disadvantages/negative aspects of this option?</p> <ul style="list-style-type: none"> <li>• It is likely to be the most expensive option requiring significantly greater level of investment than other options.</li> </ul>
<b>People Consulted</b>	Cabinet Member, local councillors, Assistant Director Transport and Connectivity, NHS.
<b>Recommendation</b>	Proceed
<b>Principal Reason for Decision</b>	This is the preferred option following the summary of options appraisal as shown in section C2 of this report.

<b>Option 3</b>	To deliver the Western Road junction in line with the revised scheme as an independent element.
<b>Information Considered</b>	As per Option 1 + additional occupational requirements for the Soho loop development.
<b>Pros and Cons of</b>	What were the advantages/positive aspects of this option?

<b>Option</b>	<ul style="list-style-type: none"> <li>• Reduced queues improve bus reliability through junction</li> <li>• Provision of additional controlled crossings</li> <li>• Limited segregated facilities for cyclists can be provided as an initial phase.</li> <li>• Provision of a new signalised access for key development sites to support regeneration initiatives through improved accessibility to the existing developments.</li> <li>• Provision of localised wider footways to cater for maintaining social distance in light of corona virus restrictions.</li> </ul> <p>What are the Disadvantages/negative aspects of this option?</p> <ul style="list-style-type: none"> <li>• Limited works and improvements to the Junction only.</li> <li>• Does not deliver the corridor improvements.</li> </ul>
<b>People Consulted</b>	Cabinet Member, local councillors, Assistant Director Transport and Connectivity
<b>Recommendation</b>	Proceed subject to funding being identified
<b>Principal Reason for Decision</b>	This will show the City Council's intention of delivering the corridor improvements as a first phase and assists the adjacent development.

<b>Option 4</b>	To cease the scheme.
<b>Information Considered</b>	The financial risks associated with funding and clawback.
<b>Pros and Cons of Option</b>	<p>What were the advantages/positive aspects of this option?</p> <ul style="list-style-type: none"> <li>• Reduce future risk relating finances and revenue.</li> <li>• Add.</li> </ul> <p>What are the Disadvantages/negative aspects of this option?</p> <ul style="list-style-type: none"> <li>• Not meet the Cities Policies.</li> <li>• Not support regeneration and economic growth.</li> </ul>
<b>People Consulted</b>	
<b>Recommendation</b>	Not Proceed
<b>Principal Reason for Decision</b>	This would require revenue to fund the spend to date, not meet the aspirations of the City and not encourage economic growth.

**G2. Outline Risks and Issues Register**

*Risks should include Optimism Bias, and risks during the development to FBC*

*Grading of severity and likelihood: High – Significant – Medium - Low*

		<b>Risk after mitigation:</b>	
<b>Risk or Issue</b>	<b>Mitigation</b>	<b>Severity</b>	<b>Likelihood</b>
1. The impact of coronavirus further delaying the scheme development	Forward planning of Key Stakeholder and Public Consultation Engagement	Medium	Low
2. FBC not approved by GBSELP	Ongoing dialogue with GBSLEP on the development and progression of the project	Medium	Low
3. Land Acquisition//CPO	Ongoing negotiations with landowners to in an attempt to reach agreement	Medium	Low
4. Securing funding for scheme delivery	Ongoing dialogue with GBSLEP and DfT to obtain clarity on the next round of funding	Medium	Medium
5. Cost of further work to canal bridge	Undertake site investigation if required and complete AIP for approval	Medium	Low

**Other Attachments**

*provide as appropriate*

• Appendix B – Risk Assessment	
• Appendix C – Equality Analysis	
• Appendix D – Scheme Plan	
• Appendix E Exempt Report – Revised Design Cost Implications and Land Acquisition RAG Status.	





## Appendix B – Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1.	Coronavirus - strained financial and operational conditions. Particularly on working capital in the absence of direct support from stakeholders/funders	Inquire if government financial package is applicable to client/contractor	Medium	Medium		Ongoing
2.	Insufficient funding for CPO and claims	Negotiations with landowners via property services to acquire land at value for money (funding secured subject to OBC approval)	Low	Significant		Ongoing
3.	Objections to the orders resulting in Public inquiry	Ongoing negotiations with BPS support to reach an agreement with landowners to avoid public inquiry	Medium	Low		Ongoing
4.	DfT Sunken Costs	Explore sources of funding if scenario presents itself	Significant	Medium		Ongoing
5.	Internal approvals from BCC may cause delay	to raise a delegated authority report/highlight report for approval to spend until FBC is approved.	Medium	Low		Ongoing
6.	Failure to obtain GBSLEP funding	Submit and obtain revised OBC approval (awaiting OBC approval to accept)	Low	Medium		Ongoing
7.	Political changes may require scope changes	Ongoing dialogue with Senior management/Leader/ Cabinet member for information. Completed on 25 June 2020.				Closed

8.	SRO and New CPO will be required if land negotiations fail	Robust case to be presented including rebuttal of objections. Ongoing negotiations to avoid CPO requirement	Significant	Medium		Ongoing
9.	CRT Indemnity surrounding the Lee Bridge	Design a solution to reduce the loading affect on bridge and monitor the crack reducing the risk of calling on the indemnity	Medium	Significant		Ongoing
10.	DfT Sunken Costs trasferred to GBSLEP	Agree with GBSLEP terms and conitions and the required outputs to avoid pay back. If required explore sources of funding	Low	Significant		Ongoing
11.	DfT Sunken Design Costs	Explore sources of funding if scenario presents itself	Low	Significant		Closed
12.	Failure to secure public support for the revised scheme	To carry out a key stakeholder and public consultation event and address comments	Medium	Medium		Ongoing

#### Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium

		to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.



Title of proposed EIA	CA-02715 Dudley Road Improvement Scheme
Reference No	EQUA561
EA is in support of	New Function
Review Frequency	Six Months
Date of first review	09/12/2020
Directorate	Inclusive Growth
Division	Transport and Connectivity
Service Area	Transport Projects
Responsible Officer(s)	 Robert Warner
Quality Control Officer(s)	 Janet L Hinks
Accountable Officer(s)	 Saaied Manzoor
Purpose of proposal	Implementation of Dudley Road Highways Improvement Scheme
Data sources	Survey(s); Consultation Results; Interviews; relevant reports/strategies; Statistical Database (please specify); relevant research
Please include any other sources of data	
ASSESS THE IMPACT AGAINST THE PROTECTED CHARACTERISTICS	
Protected characteristic: Age	Service Users / Stakeholders; Employees; Wider Community
Age details:	Older people and young children will feel more confident using the upgraded road crossing points, designated cycle paths, upgraded access to new housing developments and be able to navigate routes throughout the area with a greater degree of ease/certainty.
Protected characteristic: Disability	Service Users / Stakeholders; Employees; Wider Community
Disability details:	Improvements to road crossing points and upgraded pedestrian crossings at junctions, introduction of dropped kerbs, tactile paving and incorporating sympathetic level changes with proposed routes will help to encourage greater accessibility across the zone and to new adjacent housing developments.

	The needs of certain disabled groups, particularly people in wheelchairs, will need to be taken into account when designing the measures.
Protected characteristic: Sex	Not Applicable
Gender details:	
Protected characteristics: Gender Reassignment	Not Applicable
Gender reassignment details:	
Protected characteristics: Marriage and Civil Partnership	Not Applicable
Marriage and civil partnership details:	
Protected characteristics: Pregnancy and Maternity	Service Users / Stakeholders; Employees; Wider Community
Pregnancy and maternity details:	Improved connectivity to existing infrastructure and widening of footways will incorporate additional space for buggys and trailer bikes etc.
Protected characteristics: Race	Not Applicable
Race details:	
Protected characteristics: Religion or Beliefs	Not Applicable
Religion or beliefs details:	
Protected characteristics: Sexual Orientation	Not Applicable
Sexual orientation details:	
Socio-economic impacts	The scheme aims to improve the A457 Dudley Road, reducing traffic congestion through junctions and improve facilities for pedestrians and cyclists. This is an area of the city where we expect a lot of changes to happen in the next few years and for travel patterns to change. The scheme incorporates the principles set out in the Birmingham Emergency Transport Plan (May 2020) which has identified new challenges and opportunities for travel that the Covid-19 pandemic has presented. New data indicates that during this period many of us are choosing to travel by walking and cycling, which has reduced congestion on the highway network and provided an opportunity to free up

valuable road space for potential walking and cycling provisions alongside public transport travel as Birmingham builds on the recovery. Most of City Hospital is expected to move to a new site nearby (in Smethwick) with about 750 new homes planned for the current hospital land. In addition, developments on the Icknield Port and Soho Loop sites, to the south of Dudley Road will incorporate approximately 1,200 and 700 new homes respectively, increasing demands on the existing transport network.

The aim of these proposals is to improve the flow of people and goods through the area and to allow for the expected increase in travel demand.

The Dudley Rd single scheme design requires the closure of Northbrook St to through traffic to facilitate widening works to the main road corridor. This will have an effect on access to residential properties within the Northbrook St. A full consultation process is programmed to engage local stakeholders.

Please indicate any actions arising from completing this screening exercise.

N/A

Please indicate whether a full impact assessment is recommended

YES

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

Birmingham City Council has undertaken a consultation exercise with stakeholders and the general public. The aim of the consultation was to gather both the views and support on the revised proposals for the infrastructure upgrades proposed by the A457 Dudley Road Improvement Scheme. The results of the consultation indicated general support from both stakeholders and the wider public for the proposals for the A457 Dudley Road Improvement Scheme.

Birmingham City Council held a Public Consultation Exercise between the 1st and 31st October 2018, with letter / plans delivered to all the residents and

businesses which fell within a 150m offset along the Dudley Road corridor. Site notices and advance signage promoting the public consultation and address to the consultation website were erected in the vicinity. The City Council then held 'drop in sessions' at three public venues where the proposals could be viewed and discussed with Council Officers, where each attendee was asked to complete a questionnaire. Out of the 1300 letters sent out to local businesses and residents excluding key stakeholder consultation, 255 consultation responses were received. This represents an 19.6% response rate to the consultation.

An updated public consultation is planned for November 2020 to incorporate the changes developed as a result of the BCC Emergency Travel Plan (May, 2020).

#### Consultation analysis

In terms of the 2018 consultation response to the scheme, 62.4% of the 255 consultees offered support of the proposals, with 34.2% (87 respondents) in full support and 28.2% (72 respondents) partially supporting the outline scheme of proposed infrastructure improvements. From the 255 responses 19.2% (49 respondents)



did not support the scheme and 18.4% (47 respondents) did not express a strong preference either way. Those not in favour included residents and businesses with local concerns over parking, loss of trees and the effect on cyclists, as well as four comments objecting to the principle of widening roads or saying that the money would be better spent elsewhere.

Four main themes were recurring throughout the consultation exercise. The strongest theme highlighted by the consultation exercise was the perceived impact of traffic congestion and parking issues along the corridor. Responses such as "...Traffic flow currently a problem, particularly with traffic turning right into and out of junctions. Parking also doesn't help. However, adding more traffic light (toucan or otherwise) can interrupt traffic flow causing a build-up, so would like reassurance that lights could be co-ordinated somehow" illustrate the issues currently faced on the corridor and have been integrated into the scheme proposals. Upgraded junction layouts, realigned carriageway widths, adoption of urban traffic control systems and rationalised parking restrictions are being developed to alleviate these issues.

Comments supporting an upgrading of cycling infrastructure were also prevalent "...Shared use pavements are slow because cycle users should be riding carefully and cautiously around the people who are walking. A segregated cycle track enables both people walking and cycling to understand where they need to be and to predict the behaviour of other users." Such comments have been taken on board and follow up meetings with cycling steering groups have taken place, with further segregated cycling (where possible) to be included within the proposed

scheme.

Equally significant were comments regarding the Dudley Road environment. A proposal to "...discuss with the City Hospital developers the potential to route the shared foot/cycle path to the north of the trees, to retain a green barrier between the road and their development" has been integrated into the designs for the scheme. A new segregated cycle way/footpath to be constructed on the frontage of Birmingham City Hospital as a mitigation measure to retain 15 trees, following on from the comments to liaise with City Hospital and Homes England (land owners) to review the possibility of minimising removal of trees by acquiring some of their land.

Additional specific consultation responses incorporated into the scheme have included: provision of segregated cycle lanes/footway throughout the corridor to address comments regarding the comfort, efficiency and continuation of the cycle route; provision of priority crossings for pedestrians and cyclists at George Street West junction, Ellen Street junction and College Street junction; Introducing double yellow lines on Heath Street for a length of 160 metres to increase highway capacity following on from complaints received for heavy traffic cause by the on-street parking and provision of new signals for right turn on Northbrook Street junction to address comments relating to traffic flow, particularly with traffic turning right into and out of junctions.

All the themes highlighted are consistent with the main objectives of the scheme and should the proposed measures to mitigate these issues be implemented, the outcome would be approved of by both the members of the public and the local authority.

Further consultation was provided through qualitative engagement and communication with key stakeholders such as Transport for West Midlands (TfWM), Pushbikes, Sandwell and West Birmingham NHS Trust, Galliard Homes (Soho Loop Development), Homes England (City Hospital Development) and local businesses within the corridor. Meetings were held to discuss and highlight potential user issues with suggestions evaluated and incorporated into the proposals where realistically possible.

A review of the outline scheme proposals was also undertaken following a second phase of consultation with cycling stakeholder groups. The new cycle provision (shared and segregated) is now provided along the full length of the scheme to connect with existing cycle infrastructure. Suggestions of new street furniture in the form of cycle stands have been incorporated into the outline proposals. Shared cycling facilities are provided where highway space is prohibited and will also include new toucan crossing facilities to create a link to the south side of the corridor and new housing developments on the Soho Loop site.

Following discussion with TfWM, traffic would also be managed more efficiently with the upgrading of signalised junctions, including Bus Priority detection. The journey times will be improved due to the proposed improvements along the corridor and it is currently estimated that a journey time saving of approximately 2-3 minutes during the peak periods will be achieved. This will ensure that bus journey times will become more consistent and reliable.

Equally, engagement with Sandwell and West Birmingham NHS Trust have highlighted the need to improve

sustainable transport links to the new Midland Metropolitan Hospital at Cape Hill with potential routes evaluated with Sandwell MBC.

Following the consultation process and incorporating feedback, the scheme contains the following main core elements:

Increased capacity at signalised junctions (Winson Green Road / Dudley Road and Western Road / Dudley Road).

New signalised junction (Heath Street / Dudley Road).

Upgraded pedestrian crossings at key junctions.

Cycle and pedestrian facilities on wide footways along entire route length - primarily in the form of segregated cycling route on the north side of the corridor and shared facilities where highway space is prohibited. The cycling measures will also include toucan crossing facilities to create a link to the south side of the corridor.

Realignment of junctions to improve visibility and user safety.

Bus priority detection measures at traffic signal junctions.

Coordinated and integrated Traffic Restraining Orders to enable peak time tidal flow parking restriction proposals for Dudley Road, Spring Hill and Heath Street to help alleviate congestion.

Adverse impact on any people with protected characteristics.

Potential to reduce vehicular accessibility to Northbrook St/Coplow St/Wiggin St due to required closure of Dudley Rd/Northbrook St Junction may have impact on local residents. Previous scheme consultation

	proposed left in/out arrangement with right turns prohibited.
Could the policy/proposal be modified to reduce or eliminate any adverse impact?	As a result of structural restrictions imposed by Lee Canal Bridge, the closure of Northbrook St is a pre-requisite for the scheme's implementation. Access to the area will be maintained via Barlow St and the Icknield Port Rd access to Wiggin St.
How will the effect(s) of this policy/proposal on equality be monitored?	Ongoing consultation with project stakeholders/residents throughout implementation phase of project.
What data is required in the future?	N/A
Are there any adverse impacts on any particular group(s)	No
If yes, please explain your reasons for going ahead.	N/A
Initial equality impact assessment of your proposal	N/A
Consulted People or Groups	<p>Consultation in 2018 contacted the following stakeholders:</p> <p>MP</p> <p>Ward Councillors</p> <p>District Committee Chair</p> <p>Emergency Services</p> <p>District Engineers (BCC)</p> <p>Traffic Manager (BCC)</p> <p>School Crossing Patrol Manager (BCC)</p> <p>Residents and Businesses</p> <p>Disabled Groups</p> <p>Business &amp; Residents Groups / Associations (Information to be obtained from Ward Councillors &amp; District Engineers)</p> <p>Wider road users (example commuters driving through the vicinity)</p>
Informed People or Groups	N/A
Summary and evidence of findings from your EIA	Birmingham City Council has undertaken a consultation exercise with stakeholders and the general public in 2018. The aim of the consultation was to gather both the views and support on the revised proposals for the infrastructure upgrades proposed by the A457

Dudley Road Improvement Scheme.  
The results of the consultation indicated general support from both stakeholders and the wider public for the proposals for the A457 Dudley Road Improvement Scheme.

Birmingham City Council held a Public Consultation Exercise between the 1st and 31st October 2018, with letter / plans delivered to all the residents and businesses which fell within a 150m offset along the Dudley Road corridor. Site notices and advance signage promoting the public consultation and address to the consultation website were erected in the vicinity. The City Council then held 'drop in sessions' at three public venues where the proposals could be viewed and discussed with Council Officers, where each attendee was asked to complete a questionnaire. Out of the 1300 letters sent out to local businesses and residents excluding key stakeholder consultation, 255 consultation responses were received. This represents an 19.6% response rate to the consultation.

In terms of consultation response to the scheme, 62.4% of the 255 consultees offered support of the proposals, with 34.2% (87 respondents) in full support and 28.2% (72 respondents) partially supporting the outline scheme of proposed infrastructure improvements. From the 255 responses 19.2% (49 respondents) did not support the scheme and 18.4% (47 respondents) did not express a strong preference either way. Those not in favour included residents and businesses with local concerns over parking, loss of trees and the effect on cyclists, as well as four comments objecting to the principle of widening roads or saying that the money would be better spent elsewhere.

Four main themes were recurring throughout the consultation exercise. The strongest theme highlighted by the consultation exercise was the perceived impact of traffic congestion and parking issues along the corridor. Responses such as "...Traffic flow currently a problem, particularly with traffic turning right into and out of junctions. Parking also doesn't help. However, adding more traffic light (toucan or otherwise) can interrupt traffic flow causing a build-up, so would like reassurance that lights could be co-ordinated somehow" illustrate the issues currently faced on the corridor and have been integrated into the scheme proposals. Upgraded junction layouts, realigned carriageway widths, adoption of urban traffic control systems and rationalised parking restrictions are being developed to alleviate these issues.

Comments supporting an upgrading of cycling infrastructure were also prevalent "...Shared use pavements are slow because cycle users should be riding carefully and cautiously around the people who are walking. A segregated cycle track enables both people walking and cycling to understand where they need to be and to predict the behaviour of other users." Such comments have been taken on board and follow up meetings with cycling steering groups have taken place, with further segregated cycling (where possible) to be included within the proposed scheme.

Equally significant were comments regarding the Dudley Road environment. A proposal to "...discuss with the City Hospital developers the potential to route the shared foot/cycle path to the north of the trees, to retain a green barrier between the road and their development" has been integrated into the designs for the

scheme. A new segregated cycle way/footpath to be constructed on the frontage of Birmingham City Hospital as a mitigation measure to retain 15 trees, following on from the comments to liaise with City Hospital and Homes England (land owners) to review the possibility of minimising removal of trees by acquiring some of their land.

Additional specific consultation responses incorporated into the scheme have included: provision of segregated cycle lanes/footway throughout the corridor to address comments regarding the comfort, efficiency and continuation of the cycle route; provision of priority crossings for pedestrians and cyclists at George Street West junction, Ellen Street junction and College Street junction; Introducing double yellow lines on Heath Street for a length of 160 metres to increase highway capacity following on from complaints received for heavy traffic cause by the on-street parking and provision of new signals for right turn on Northbrook Street junction to address comments relating to traffic flow, particularly with traffic turning right into and out of junctions.

All the themes highlighted are consistent with the main objectives of the scheme and should the proposed measures to mitigate these issues be implemented, the outcome would be approved of by both the members of the public and the local authority.

Further consultation was provided through qualitative engagement and communication with key stakeholders such as Transport for West Midlands (TfWM), Pushbikes, Sandwell and West Birmingham NHS Trust, Galliard Homes (Soho Loop Development), Homes England (City Hospital Development) and local businesses within the corridor. Meetings were held to discuss and highlight potential user issues with



suggestions evaluated and incorporated into the proposals where realistically possible.

A review of the outline scheme proposals was also undertaken following a second phase of consultation with cycling stakeholder groups. The new cycle provision (shared and segregated) is now provided along the full length of the scheme to connect with existing cycle infrastructure. Suggestions of new street furniture in the form of cycle stands have been incorporated into the outline proposals. Shared cycling facilities are provided where highway space is prohibited and will also include new toucan crossing facilities to create a link to the south side of the corridor and new housing developments on the Soho Loop site.

Following discussion with TfWM, traffic would also be managed more efficiently with the upgrading of signalised junctions, including Bus Priority detection. The journey times will be improved due to the proposed improvements along the corridor and it is currently estimated that a journey time saving of approximately 2-3 minutes during the peak periods will be achieved. This will ensure that bus journey times will become more consistent and reliable.

Equally, engagement with Sandwell and West Birmingham NHS Trust have highlighted the need to improve sustainable transport links to the new Midland Metropolitan Hospital at Cape Hill with potential routes evaluated with Sandwell MBC.

Following the consultation process and incorporating feedback, the scheme contains the following main core elements:

Increased capacity at signalised

junctions (Winson Green Road / Dudley Road and Western Road / Dudley Road).

New signalised junction (Heath Street / Dudley Road).

Upgraded pedestrian crossings at key junctions.

Cycle and pedestrian facilities on wide footways along entire route length - primarily in the form of segregated cycling route on the north side of the corridor and shared facilities where highway space is prohibited. The cycling measures will also include toucan crossing facilities to create a link to the south side of the corridor. Realignment of junctions to improve visibility and user safety.

Bus priority detection measures at traffic signal junctions.

Coordinated and integrated Traffic Restraining Orders to enable peak time tidal flow parking restriction proposals for Dudley Road, Spring Hill and Heath Street to help alleviate congestion.

The Public Sector Equality Duty drives the need for equality assessments (initial and full). An initial assessment has been prepared from the outset based upon available knowledge and information. It shows the proposed scheme will not have an adverse impact on people with protected characteristics.

In producing this Equality Assessment, due regard has been given to the 3 aims of the General duty:

- a. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
- b. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## QUALITY CONTORL SECTION

Submit to the Quality Control Officer for reviewing?

No

Quality Control Officer comments

Proceed to Accountable Officer 27 10  
20

Decision by Quality Control Officer

Reject for amendments

Submit draft to Accountable Officer?

Yes

Decision by Accountable Officer

Approve

Date approved / rejected by the Accountable Officer

Reasons for approval or rejection

Please print and save a PDF copy for your records

Yes

Julie Bach

Person or Group

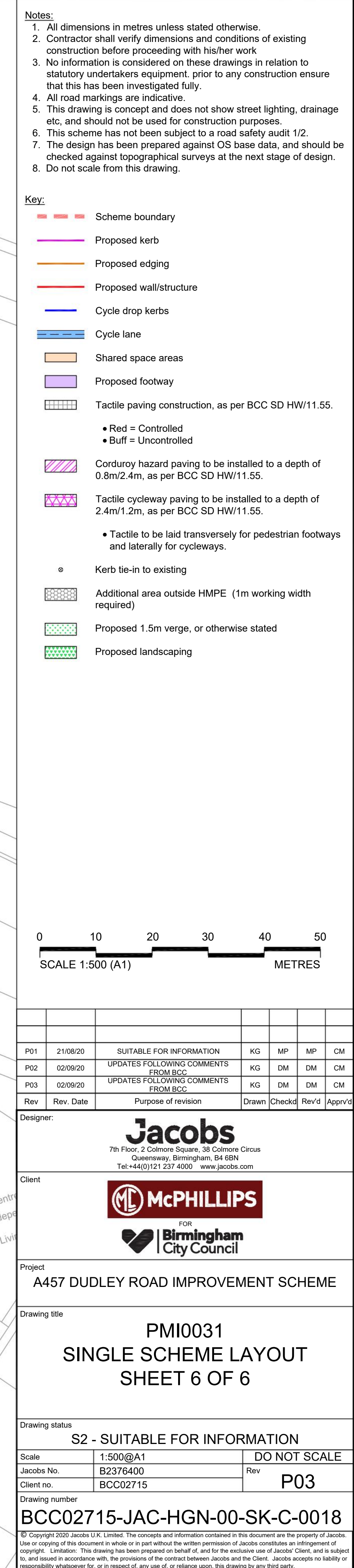
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Version: 53.0

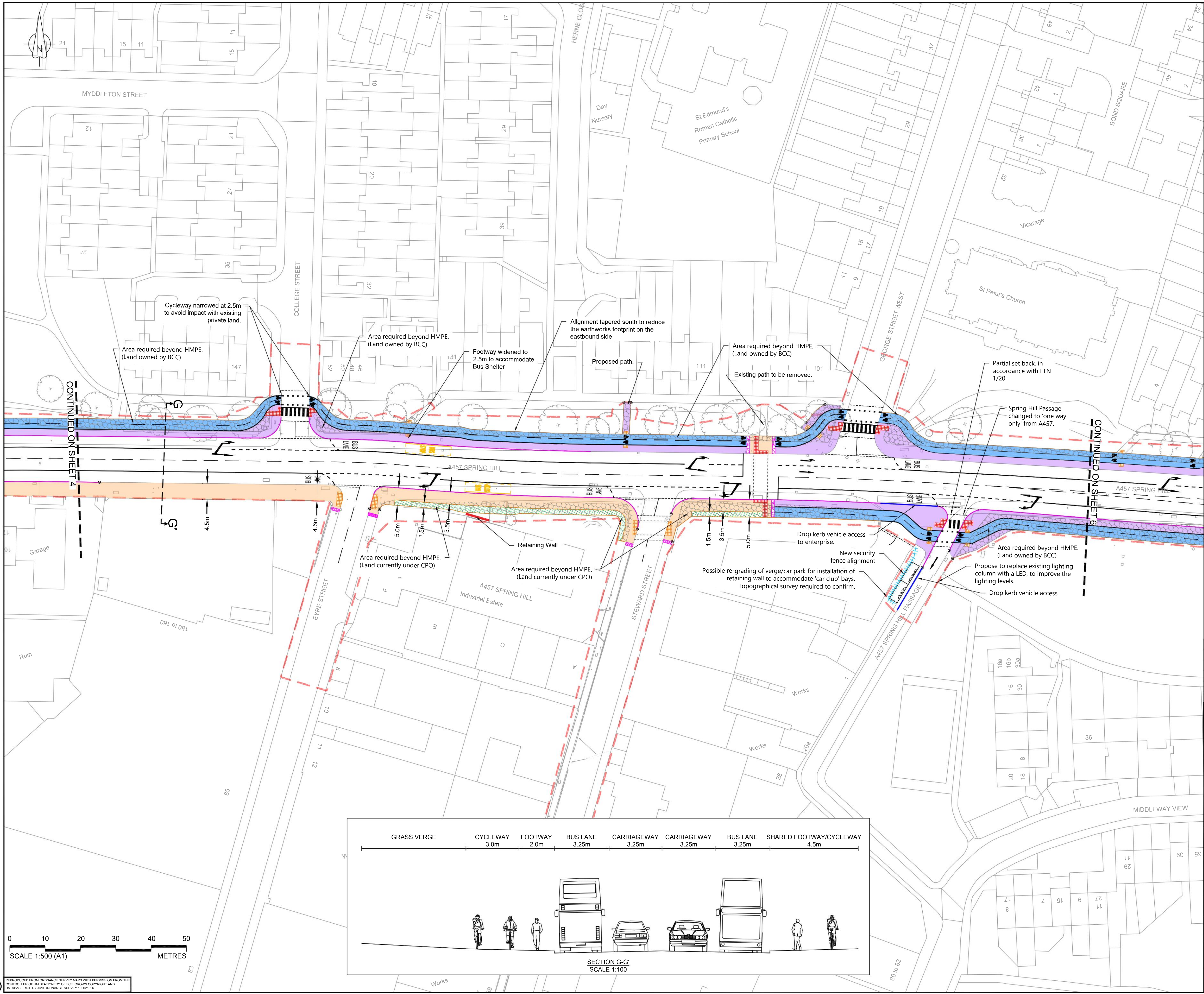
Created at 16/09/2020 12:52 PM by  Robert WarnerLast modified at 28/10/2020 11:03 AM by Workflow on behalf of  Saaied Manzoor[Close](#)





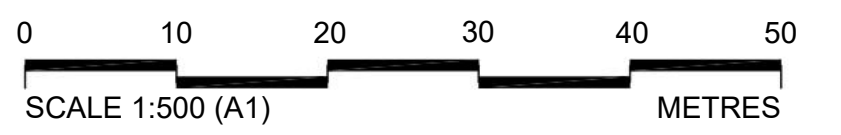






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  - Proposed landscaping



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P02	02/09/20	UPDATES FOLLOWING COMMENTS FROM BCC	KG	DM	DM	CM
P03	02/09/20	UPDATES FOLLOWING COMMENTS FROM BCC	KG	DM	DM	CM

Designer: **Jacobs**  
7th Floor, 2 Colmore Square, 38 Colmore Circus  
Queensway, Birmingham, B4 6BN  
Tel: +44(0)121 237 4000 www.jacobs.com

Client: **McPHILLIPS**  
FOR **Birmingham City Council**

Project: **A457 DUDLEY ROAD IMPROVEMENT SCHEME**

Drawing title: **PMI0031  
SINGLE SCHEME LAYOUT  
SHEET 5 OF 6**

Drawing status: **S2 - SUITABLE FOR INFORMATION**

Scale: 1:500@A1 DO NOT SCALE  
Jacobs No. B2376400 Rev  
Client no. BCC02715 P03

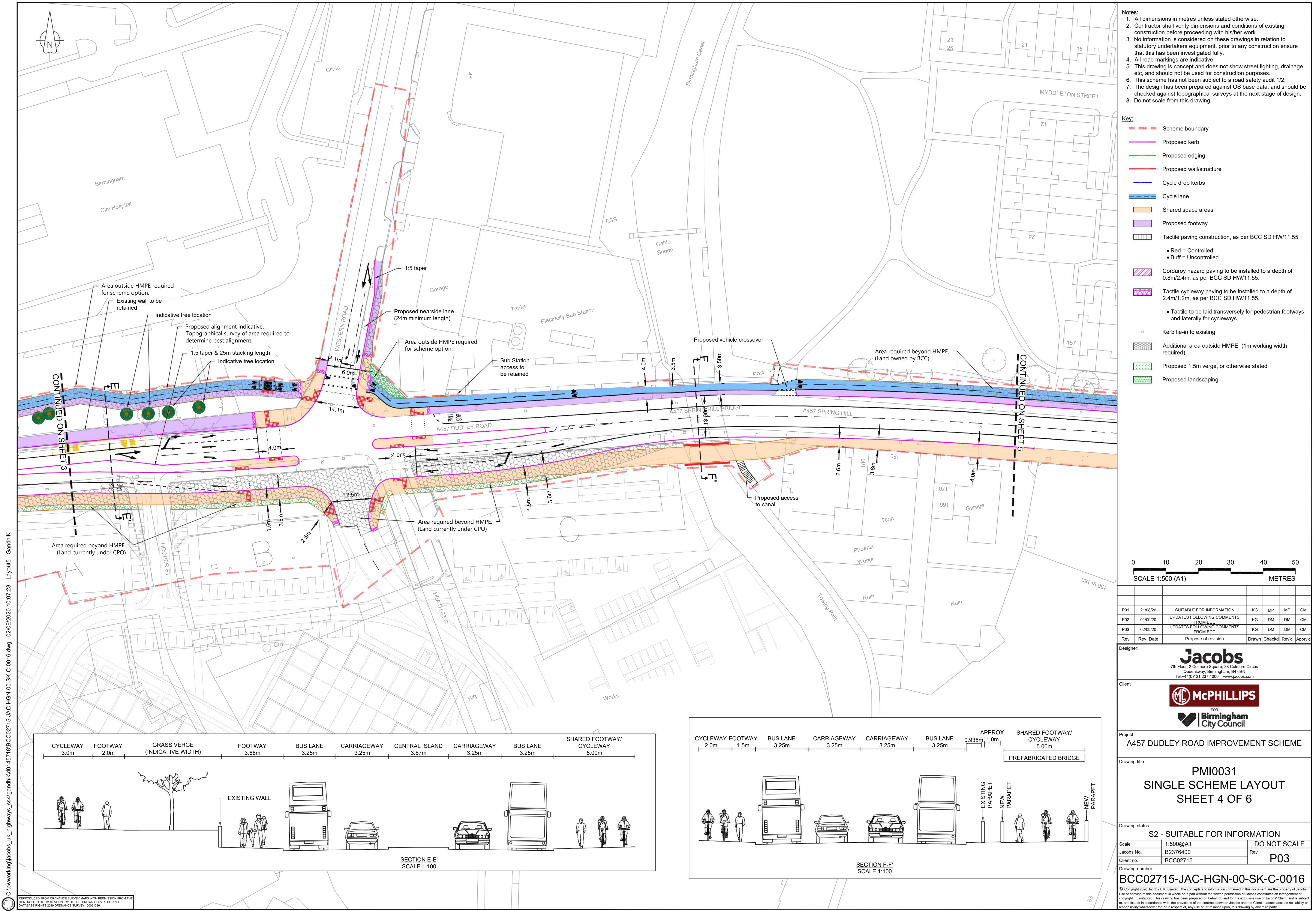
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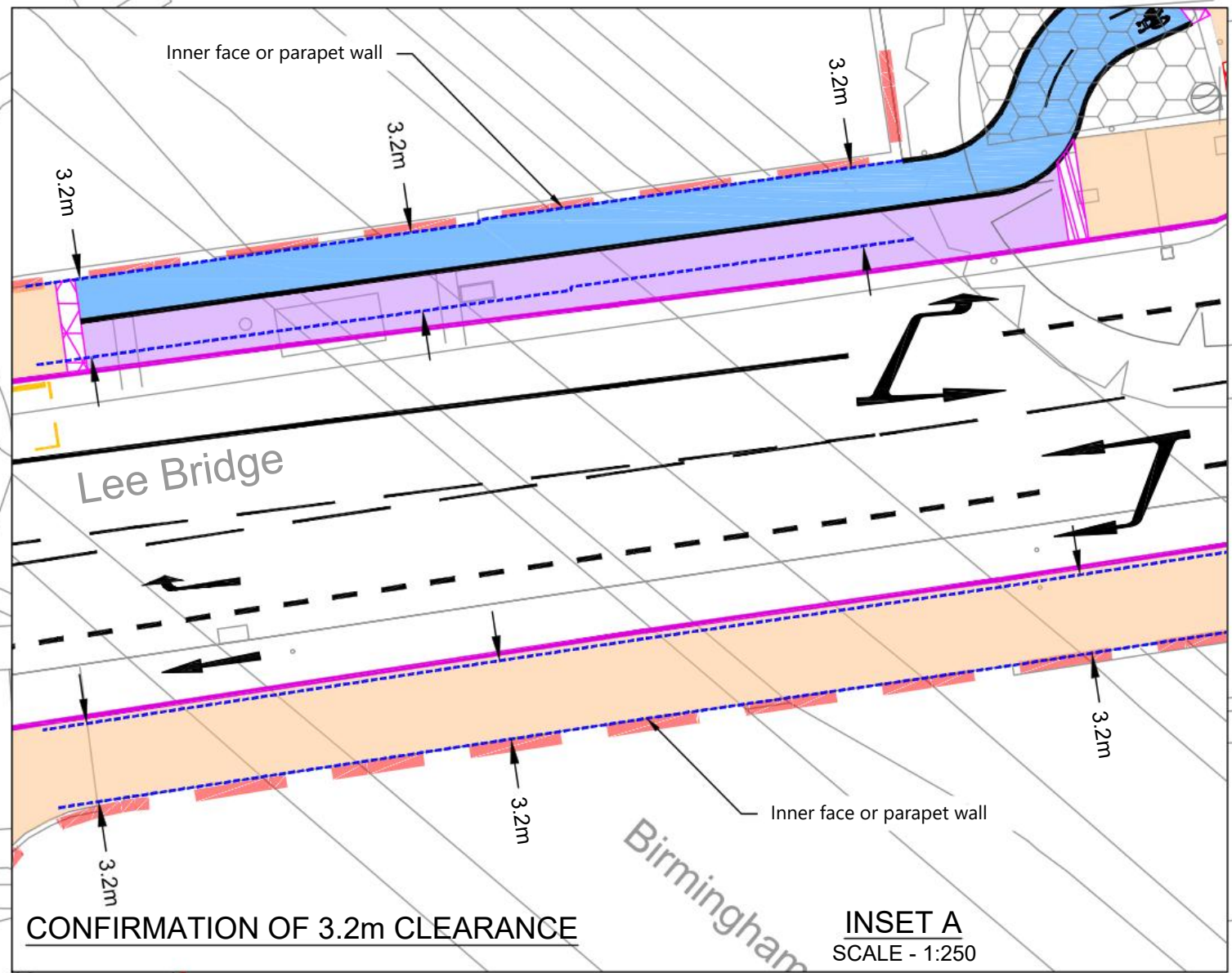
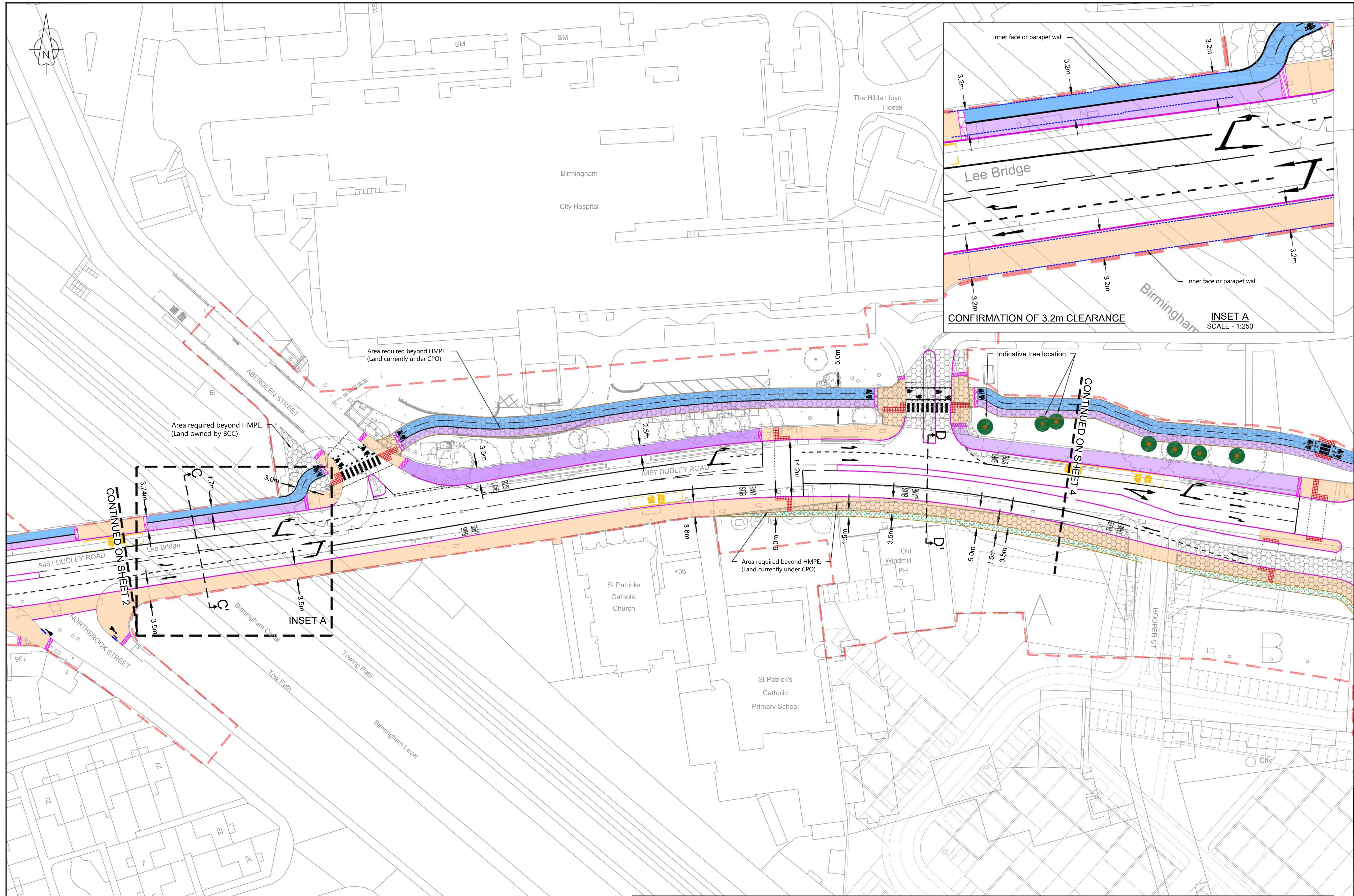
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0 10 20 30 40 50  
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Tel: +44(0)121 237 4000 www.jacobs.com

Client:  
**McPHILLIPS**  
FOR  
**Birmingham City Council**

Project  
**A457 DUDLEY ROAD IMPROVEMENT SCHEME**

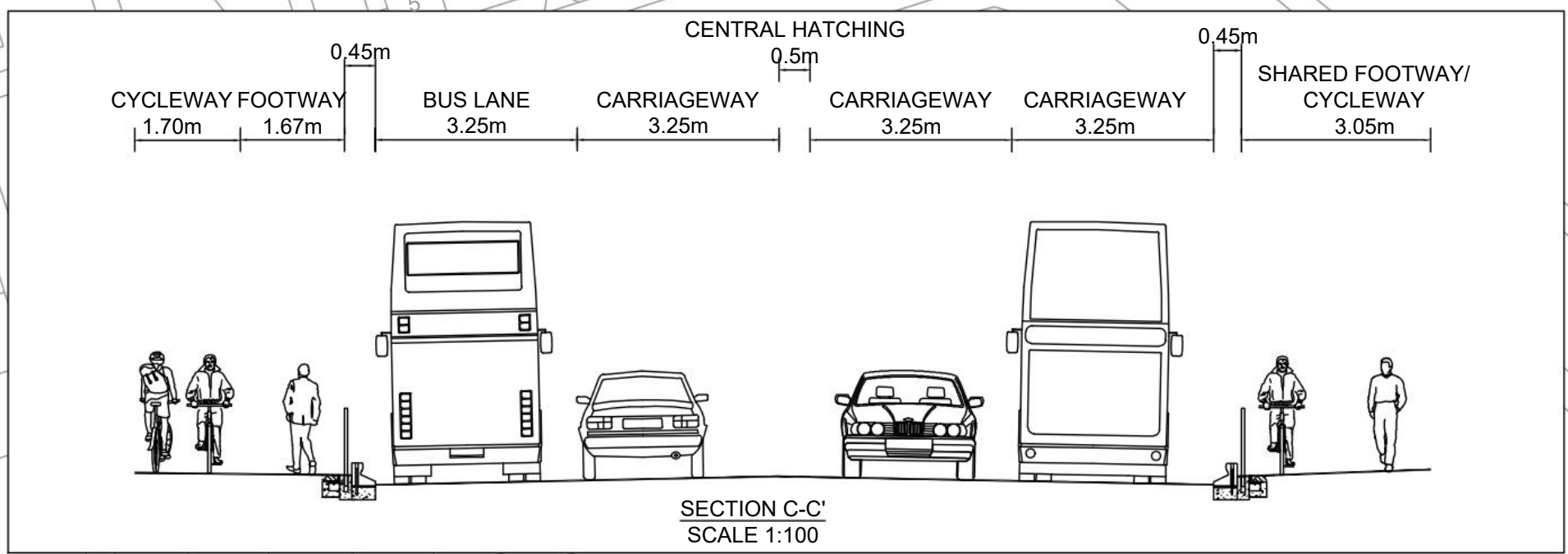
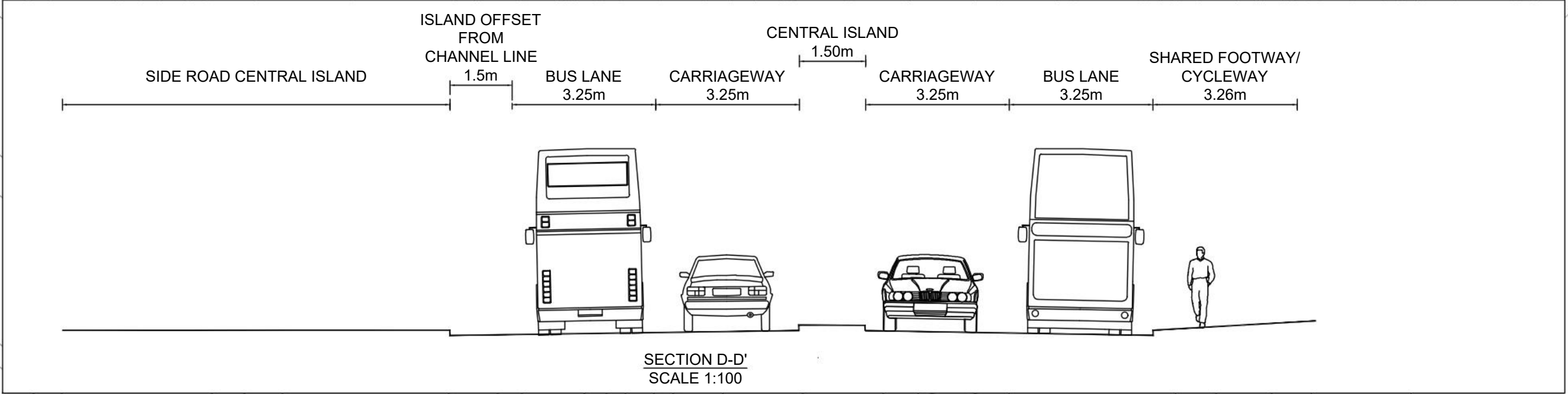
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SINGLE SCHEME LAYOUT  
SHEET 3 OF 6**

Drawing status  
**S2 - SUITABLE FOR INFORMATION**

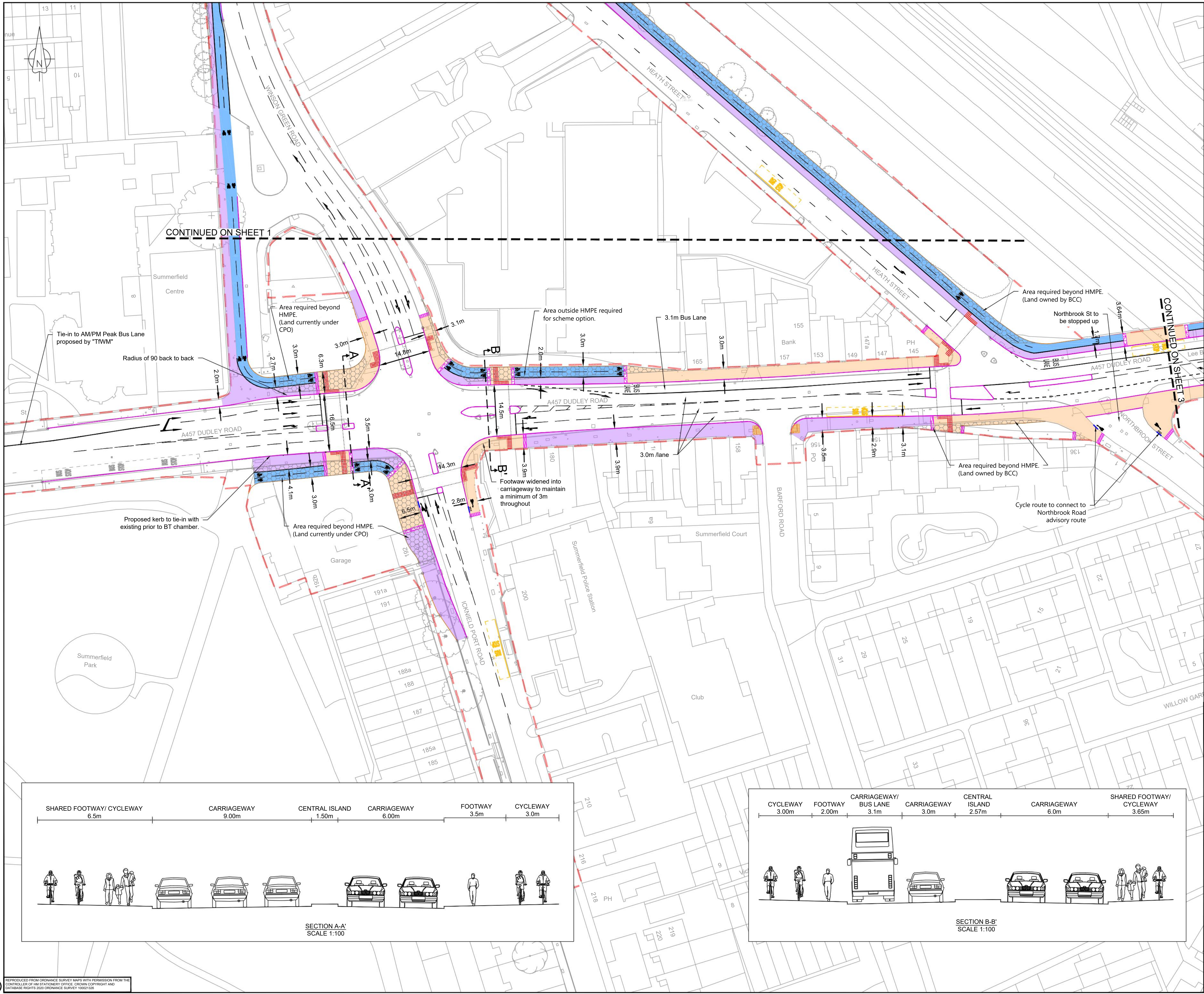
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Client no.	BCC02715	<b>P03</b>

Drawing number  
**BCC02715-JAC-HGN-00-SK-C-0015**

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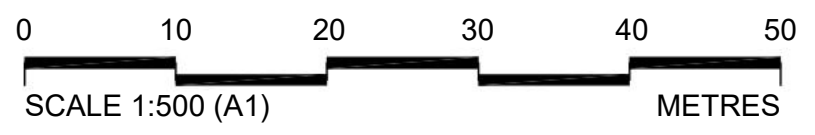






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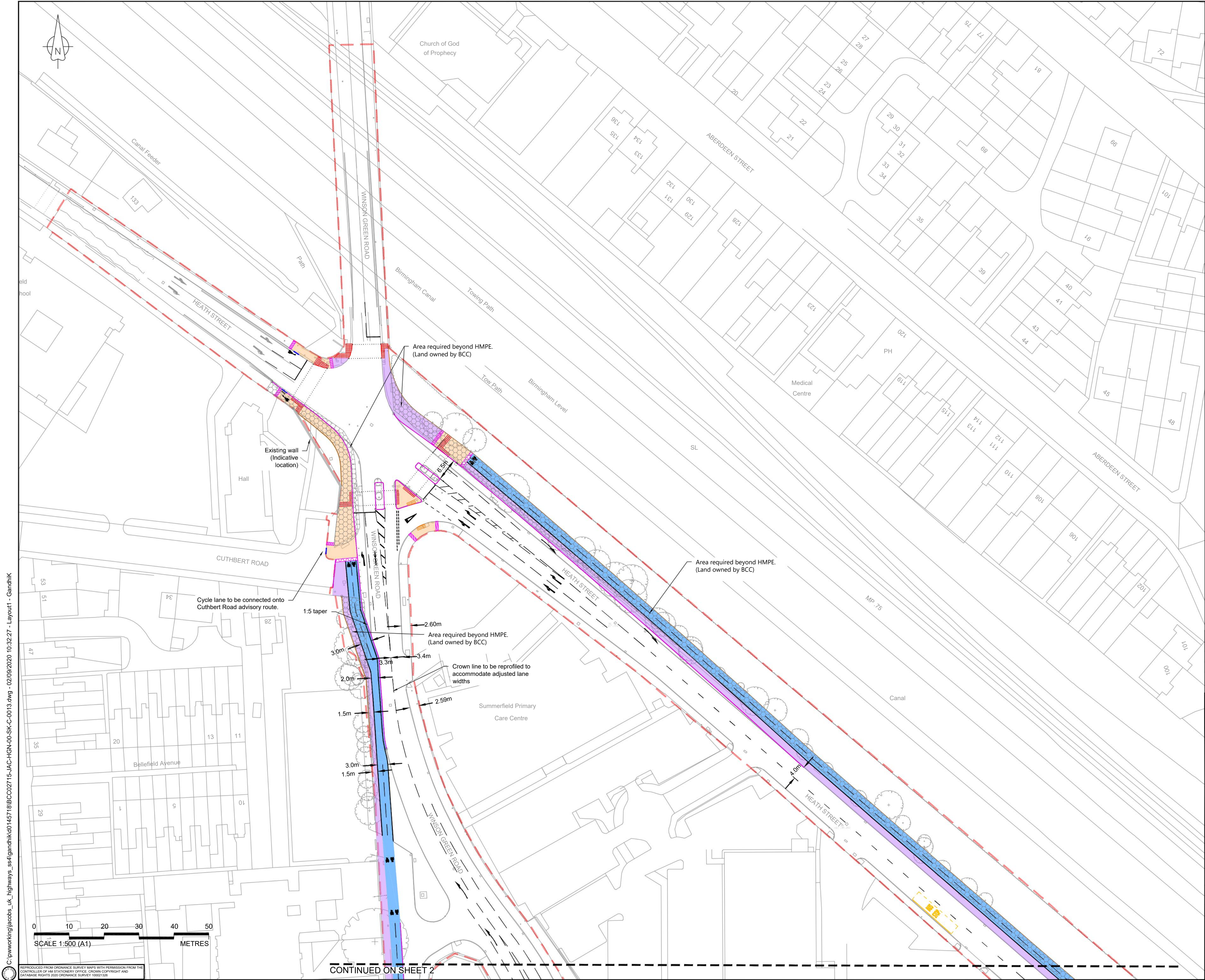
Client: **McPHILLIPS**  
FOR **Birmingham City Council**

Project: **A457 DUDLEY ROAD IMPROVEMENT SCHEME**

Drawing title: **PMI0031  
SINGLE SCHEME LAYOUT  
SHEET 2 OF 6**

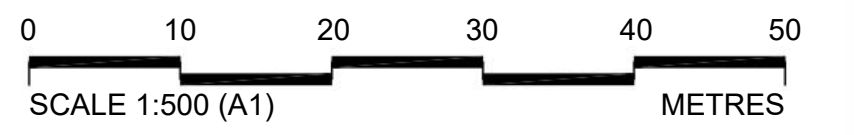
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Client no.	BCC02715	<b>P03</b>
Drawing number	<b>BCC02715-JAC-HGN-00-SK-C-0014</b>	





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FOR  
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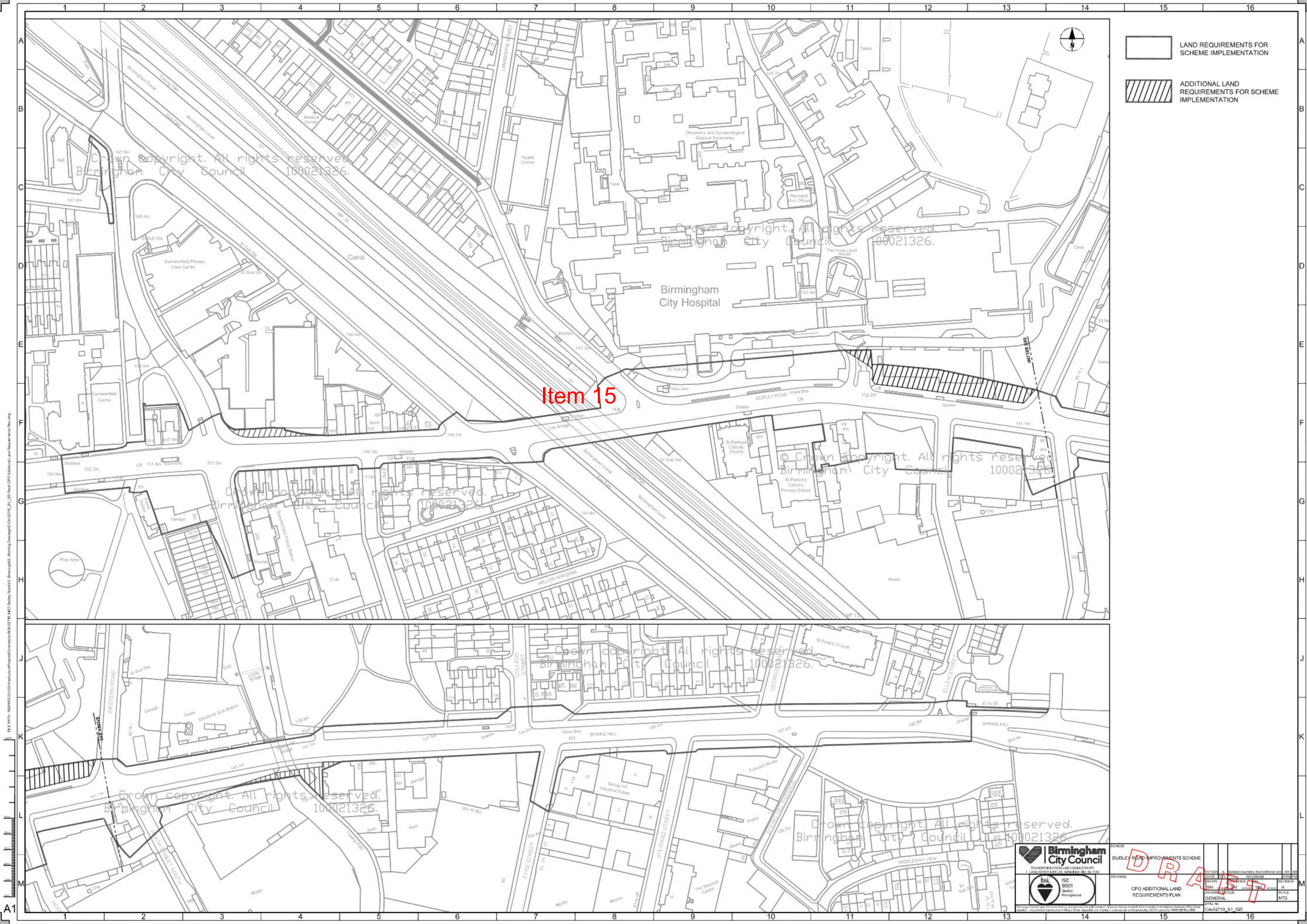
Project  
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Drawing title  
**PMI0031  
SINGLE SCHEME LAYOUT  
SHEET 1 OF 6**

Drawing status	<b>S2 - SUITABLE FOR INFORMATION</b>	
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Client no.	BCC02715	<b>P03</b>
Drawing number	<b>BCC02715-JAC-HGN-00-SK-C-0013</b>	

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- LAND REQUIREMENTS FOR SCHEME IMPLEMENTATION
- ADDITIONAL LAND REQUIREMENTS FOR SCHEME IMPLEMENTATION

Item 15

**Birmingham City Council**  
TRANSPORTATION AND CONNECTIVITY  
1 LAMINGTON SQUARE, BIRMINGHAM, B1 1TD

SCHEME  
DUDLEY ROAD IMPROVEMENTS SCHEME

DRAWING  
CPO ADDITIONAL LAND REQUIREMENTS PLAN

DATE  
14/01/2024

BY  
SM

DRAWN BY  
GENERAL

SCALE  
NTS

REVISIONS

NO.	DESCRIPTION	DATE
1	Updated boundary line/Additional land	14/01/2024

PROJECT NO.  
CA-427115\_S1\_025





**Procurement Strategy for Demolition of the MOT Garage and the Adjacent Retail Properties****1. Background**

1.1 The requirement is for the demolition and remediation (if required) of the following properties to support the Dudley Road Improvement Scheme that are subject to a Compulsory Purchase Order and the sites becoming available:

- MOT Garage
- Bookmakers Shop
- Off-Licence
- Vacant Retail Property in the ownership of the Council
- Police Station \*

\* This building will only be demolished if this has been acquired to facilitate a future development on the adjacent wider plots of land in the ownership of the Council.

**2. Procurement****2.1 Procurement Route**

The requirement will be tendered using the 'open' route on the basis that:

- There are sufficient suppliers in the market place that can provide all the required services
- The service can be clearly defined
- Tenderers' prices will be fixed for the term of the contract.

**2.2 Scope and Specification**

The scope and specification is as follows:

- Preliminaries in preparation for the works to commence
  - Demolition including;
    - Removal of fencing and boundaries
    - Removal of communication lines
    - Removal of any fly tipped and surplus materials
    - Identification and disposal of asbestos and toxic waste
    - Site protection
    - Erect temporary security fencing
    - Demolish properties to slab level with provision to remove foundations and hard standings, and material to be crushed or removed from site.
  - Remediation \*
- \* Until surveys are carried out when access to the buildings is available, it is uncertain if any remediation of the land will be required. Remediation will be included in the tender specification if it is established that it is required.

**2.3 Tender Structure (Including Evaluation and Selection Criteria)****2.3.1 Evaluation and Selection Criteria**

The quality / price balances below were established having due regard for the corporate document 'Advice and Guidance on Evaluating Tenders' which considers the complexity of the services to be provided. The tender documents will include the form of contract; the tender documents will include the form of contract; NEC3 Option A or JCT Measured Contract 2016 with the Council's amendments, specification and standard details.

Tenders will be evaluated against the specification in accordance with a pre-determined evaluation model.

The evaluation of tenders will be assessed as detailed below:

### **Assessment A**

The criteria below will be assessed on a pass / fail basis:

- Supplier Information
- Grounds for Mandatory Exclusion
- Grounds for Discretionary Exclusion (Part 1 and Part 2)
- Economic and Financial Standing
- Technical and Professional Ability
- Additional Selection Questions
  - Environmental Management
  - Insurances
  - Compliance to Equality Duties
  - Health & Safety

Those organisations that pass all sections of Assessment A will proceed to the next stage.

### **Assessment B - Quality (20% Weighting)**

Criteria	Overall Weighting	Sub-Weighting
<b>Quality - Written Proposals (20% Weighting)</b>		
Technical Competence	<b>100%</b>	20%
Organisation and Resources		15%
Project Methodology and Programme		65%

An interview with tenderers may take place if required to clarify their understanding of the requirements and the scoring adjusted accordingly, as appropriate.

### **Assessment C – Pricing (Weighting 80%)**

Tenderers would submit a fixed price tender with the demolition and remediation (if required) of the sites.

### **Overall Evaluation**

The evaluation process will result in comparative quality, and price scores for each tenderer. The maximum score will be awarded to the tender that demonstrates the highest for quality. Similarly the maximum price score will be awarded to the lowest acceptable

price. Other tenderers will be scored in proportion to the maximum scores in order to ensure value for money.

### Evaluation Team

The evaluation of the tenders will be undertaken by:

- Officers from Planning and Development
- A representative from the Council's technical advisors.

Supported by officers from Corporate Procurement Services

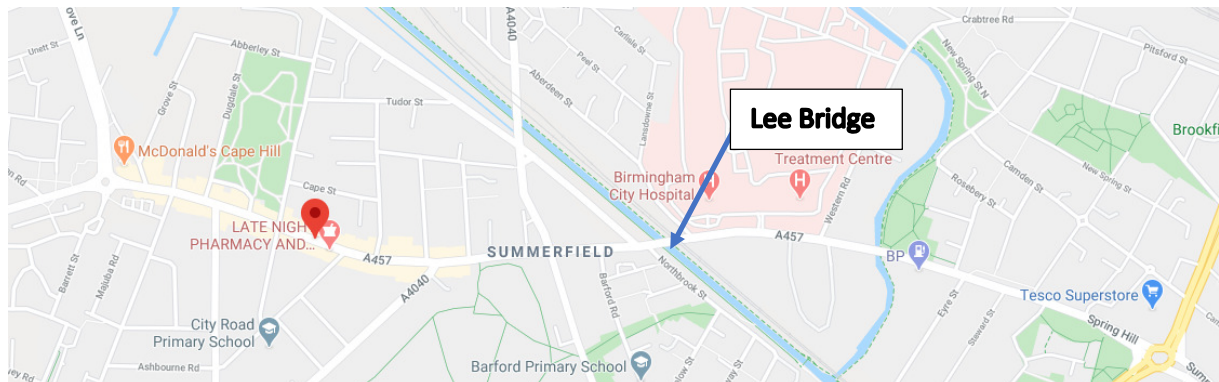




# Lee Canal Bridge – Technical Note

## 1.0 Background

Lee Bridge is located approximately in the middle of the Dudley Road Improvement Scheme.



The bridge consists of a number of structures which span the railway and canal which are owned by Network Rail (NWR) and Canal & Rivers Trust (CRT) respectively. Birmingham City Council (BCC) is responsible for the public highway which is located on the Lee Bridge.



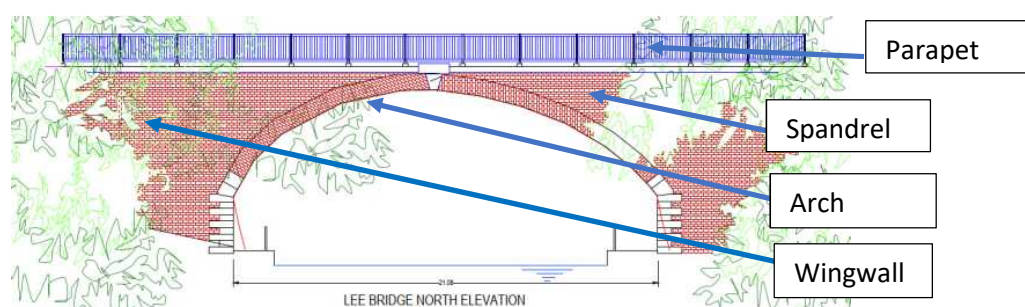
Lee Bridge (Canal and Railway)



Lee (Canal) Bridge

The Dudley Road Improvement Scheme will widen the carriageway over Lee Bridge by reducing the footway widths. BCC has a right to maintain the existing highway over Lee Bridge but changes that affect the highway require approval from the structure owner (CRT). The changes that still require approval / agreement include load increases to the following:

Arch	There is an existing crack through the arch which is located approximately below the eastbound lanes.
Spandrels	Widening the carriageway will bring traffic closer to the spandrels which increases the load on the spandrels.
Wingwalls	These are similar to the spandrels.
Parapets	Impact loading



## 2.0 Approvals Process

The New Road and Street Works Act 1991, Section 88, BCC as the highway authority is required to consult CRT as the bridge authority and comply with reasonable requirements made by CRT to protect the bridge.

The following provides an outline of the approvals process to that would normally be followed to obtain approval:

Approval in Principle (AiP)	Agreement of the methodology for the assessment.
Inspection	Surveys to obtain information required to assess the structure.
Assessment	Analysis of the structure to determine the existing and proposed loading to determine strengthening / mitigation (if required by assessment).
Options Selection	Agreement of preferred option to strengthen / mitigate (if required by assessment).
Design and Approval	Detailed design and approval of preferred option to strengthen / mitigate (if required by assessment).

## 3.0 Progress to Date

The AiP was agreed by CRT on 26 March 20.

A series of inspections and investigation have taken place throughout 2020. These have included trial holes, testing of brick samples and core holes with the latest being undertaken w/c 12 October 2020.

The provisional assessment has shown that the arch (superstructure) is adequate for the proposed loads. CRT's concern is that the existing crack might become worse as a result of the changes in load. CRT have therefore requested a legal agreement (Deed of Indemnity) that should the load changes cause damage to the structure that BCC would fund the repairs. To help confirm whether the proposed load changes affected the existing crack in the arch monitoring was installed in May 2020 to provide baseline readings before any work commenced (Q3 2022?). The aim of the monitoring is to determine if there is any existing movement which is not as a result of the work.

The provisional assessment has also shown that the original scheme alignment increased the load on the spandrels and wingwalls by up to 30%. A maximum load increase of 10% had been requested by CRT in the AiP. The proposed highway alignment over Lee Bridge has therefore been amended to reduce the carriageway widening (and narrowing of the pavements) by the closure of Northbrook St which removes the need for a number of pedestrian islands. The ongoing core holes will confirm whether the load increase of a maximum of 10% required by the AiP can be achieved or if further works will be required.

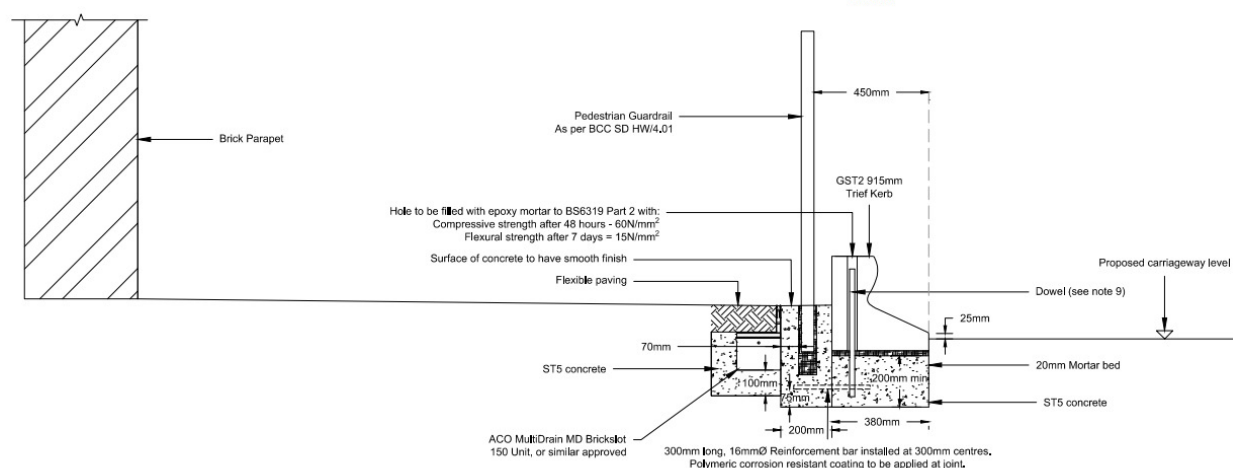
The provisional assessments work has indicated the need to reduce the carriageway width and increase the footway width to reduce the load increases on the spandrels and wingwalls. A number of alternatives alignments have been examined to test the minimums that can be achieved. If the absolute minimum lane width of 3.0m is used then there is still a need to widen the carriageway and reduce the footway widths (by 0.73m(N) and 0.44m(S)) and hence to deliver the Dudley Road

Improvement Scheme there will always be a change in loading on the bridge which requires approval.

Description	Width (min)			
	Lanes	Carriageway	Footway (N)	Footway (S)
Existing	2.60m	10.40m	4.95m	5.05m
Original Design	3.25m	14.10m	3.15m	3.35m
Feasibility Design (Emergency Travel Plan)*	3.25m	13.05m	3.70m	3.50m
Concept Option 1*	3.19m	13.34m	3.85m	4.03m
Concept Option 2*	3.00m	12.00m	4.22m	4.61m

\*includes closure of Northbrook St which reduces width of islands at Heath St junction

The existing parapets do not comply with current standards (impact resistance). Provisionally it has been agreed with CRT that a trief kerb and pedestrian guardrail will be acceptable.



Trief Kerb and Pedestrian Guardrail Detail provisionally agreed with CRT to protect existing parapet

#### 4.0 Deed of Indemnity (DoI)

CRT have requested a deed of indemnity from BCC before they will agree to the proposed changes to be made to Lee Canal Bridge. A draft DoI has yet to be received from CRT but CRT have indicated that they are seeking an indemnity from BCC that should the proposed works cause damage to the structure that BCC will arrange and fund the cost of the repairs.

Lee Canal Bridge was constructed in 1826 and has a number of existing defects which have been identified by the inspections. These defects represent a liability it has been discussed with CRT that BCC should only be liable for any changes that occur as a result of the BCC scheme. As such monitoring of the main cracks on the bridge commenced in May 2020 to provide baseline data against which to measure changes. It is anticipated that this monitoring should continue through the construction phase (Aug 2022 to Jan 2023) and for a period after completion (to be agreed).

In addition it has been discussed with CRT about limiting the duration of the agreement (eg to next principal inspection) so limiting the potential expose for BCC to future claims.

## 5.0 Alternatives

A number of alternatives have / are being explored.

<b>Alternative</b>	<b>Advantage</b>	<b>Disadvantage</b>
CRT have offered to transfer the ownership of the bridge to BCC (rejected to date)	Control of maintenance to ensure that Dudley Road remains open to traffic.	Significant cost associated with taking on this liability
Repair work (eg stitch the crack)	Reduce risk of future liabilities	Significant cost for both design / approval and construction which may not remove the need for a DoI
Deck over existing structure	Reduce risk of future liabilities	Significant cost for both design / approval and construction which may not remove the need for a DoI
Local load transfer slabs (similar to decking over but more local application)	Reduce risk of future liabilities. Lower capital cost.	This will not remove the need for an DoI.
Replace existing bridge	Removes future liabilities.	High capital cost Historic Structure (Telford 1826) but not listed

Further analysis is ongoing assess the structure and reach agreement with CRT to allow the works to proceed

## **Appendix A – New Road and Street Works Act 1991**

### **New Roads and Street Works Act 1991**

#### **1991 CHAPTER 22**

An Act to amend the law relating to roads so as to enable new roads to be provided by new means; to make new provision with respect to street works and, in Scotland, road works; and for connected purposes. [27th June 1991]

Be it enacted by the Queen's most Excellent Majesty, by and with the advice and consent of the Lords Spiritual and Temporal, and Commons, in this present Parliament assembled, and by the authority of the same, as follows:—

#### **88 Bridges, bridge authorities and related matters.**

- (1) In this Part—
- (a) references to a bridge include so much of any street as gives access to the bridge and any embankment, retaining wall or other work or substance supporting or protecting that part of the street; and
  - (b) “bridge authority” means the authority, body or person in whom a bridge is vested.
- (2) In this Part “major bridge works” means works for the replacement, reconstruction or substantial alteration of a bridge.
- (3) Where a street is carried or crossed by a bridge, any statutory right to place apparatus in the street includes the right to place apparatus in, and attach apparatus to, the structure of the bridge; and other rights to execute works in relation to the apparatus extend accordingly.

*New Roads and Street Works Act 1991 (c. 22)*  
*Part III – Street works in England and Wales*  
*Document Generated: 2020-08-20*

67

*Status: This version of this Act contains provisions that are prospective.*

*Changes to legislation: There are outstanding changes not yet made by the legislation.gov.uk editorial team to New Roads and Street Works Act 1991. Any changes that have already been made by the team appear in the content and are referenced with annotations. (See end of Document for details) View outstanding changes*

References in this Part to apparatus in the street include apparatus so placed or attached.

- (4) An undertaker proposing to execute street works affecting the structure of a bridge shall consult the bridge authority before giving notice under section 55 (notice of starting date) in relation to the works.
- (5) An undertaker executing such works shall take all reasonably practicable steps—
- (a) to give the bridge authority reasonable facilities for monitoring the execution of the works, and
  - (b) to comply with any requirement made by them which is reasonably necessary for the protection of the bridge or for securing access to it.
- (6) An undertaker who fails to comply with subsection (4) or (5) commits an offence in respect of each failure and is liable on summary conviction to a fine not exceeding level 3 on the standard scale.
- (7) Subsections (4) to (6) do not apply to works in relation to which Schedule 4 applies (works in streets with special engineering difficulties).

#### **Modifications etc. (not altering text)**

- C72** *S. 88(4)(5): functions of a local authority made exercisable by, or by employees of, such person as may be authorised in that behalf by the local highway authority whose function it is (23.7.1999) by S.I. 1999/2106, art. 2, Sch. 2 para.4(d)*





# Birmingham City Council

## Report to Cabinet

10<sup>th</sup> November 2020



**Subject:** Workforce Race Equity Review 2019-2020

**Report of:** Dawn Hewins, Human Resources Director

**Relevant Cabinet Member:** Councillor John Cotton, Social Inclusion, Community Safety & Equalities

**Relevant O &S Chair(s):** Councillor Carl Rice, Co-ordinating O&S Committee

**Report author:** Craig Scriven, Assistant Director Organisational Development

Are specific wards affected? ☐ Yes ☒ No – All wards affected

If yes, name(s) of ward(s):

Is this a key decision? ☐ Yes ☒ No

If relevant, add Forward Plan Reference:

Is the decision eligible for call-in? ☒ Yes ☐ No

Does the report contain confidential or exempt information? ☐ Yes ☒ No

If relevant, provide exempt information paragraph number or reason if confidential:

### 1 Executive Summary

As articulated in the Cabinet Report “Everyone’s Battle, Everyone’s Business – tackling inequality in Birmingham” of the 8<sup>th</sup> September 2020, we believe that Birmingham City Council should take a lead as an employer and our goal is to ensure that our workforce properly reflects the communities we serve.

Many of the leadership bodies within the city, including the Council, have rightly been criticised for failing to properly reflect the diversity of our city with regard to race and gender. This has to change. We must act now, by actively developing a cohort of our future leaders who ‘look like Birmingham’, alongside our work to remove structural barriers that create inequities.

As a result, we have jointly created our first Workforce Race Equity Review (2019-2020). This review sets out the challenges that Black, Asian or Minority Ethnic colleagues face within the workforce.

In October 2019 following a request from Cabinet Members, the Organisational Development team commenced a review of any data relating to Race Pay Gap reporting. This quickly developed into a wider holistic review of racial equity.

The data has been reviewed and it has been identified that as an organisation we don't reflect the demographics of our City with 67% of Black, Asian and Minority Ethnic staff being in operational or front-facing services, and we don't recruit sufficient Black, Asian and Minority Ethnic staff at supervisory and management levels. There is also a need to review roles where promotion, recruitment and career pathways are concerned

Our Workforce Race Equity Review sets an ambitious aim to have a fully representative workforce and to eliminate any race pay gap by September 2025. In order to achieve this aim we have identified a range of actions which are contained within the main body of the Workforce Race Equity Review at Appendix 1 and the Action & Implementation Plan at Appendix 2.

## **2 Recommendations**

**2.1** That Cabinet:

**2.2** Notes the progress to date, the Council's organisational commitment to advancing equalities, and in this context, to specifically eradicating any race pay gap by 2025 and ensuring that our workforce is fully representative of the City as a whole.

**2.3** Approves the continued work in the implementation plan and to approve the request for permanent resources to be allocated to the delivery of the action plan.

## **3 Progress made to date**

Alongside the work to develop the Workforce Race Equity Review, several key activities are also underway. We have:

- Commenced a review our recruitment and selection policies to ensure that they meet our objectives.
- Commenced the work to ensure that inclusive language is used at all stages of the employee journey.
- Implemented recruitment and selection and unconscious bias training, which will be mandated for all recruiting managers.
- Investigated the benefits of Artificial Intelligence in our recruitment marketing to ensure that our opportunities reach all areas of our community.
- Drafted a partnership agreement with Birmingham City University to implement work placements and opportunities for their students.
- Commenced work on the BRUM pioneer programme aimed at improving the leadership behaviours, with a specific focus on improving inclusivity across our Senior Leadership Community.



- Removed institutional barriers to progression and developing career pathways, specifically we have amended our Secondment Policy to encourage movement.
- Implemented our first Culture Change Framework incorporating behavioural indicators.
- Drafted our first EDI Strategy and Implementation plan.
- Commenced work to renew our corporate relationship with Staff Equality Networks which will include regular check and challenge meetings.
- Implemented annual mandatory equalities training for all staff, this will be further rolled out to every elected Councillor.
- Commenced work on a "Rebuilding Trust" programme which will be delivered across the organisation at all levels. This will be co-designed with Trade Unions and our Staff Networks.
- Increased quality interactions with Trade Unions to rebuild the spirit of collaboration around all workforce issues.
- Hosted numerous forums to ask the difficult questions and listen to the lived experience of our colleagues.
- Identified the gaps in our data which make it challenging to clearly articulate the issues.
- Commenced discussions with trade unions and the Diversity Alliance Network to improve messaging around the reasons for data collection with our colleagues.
- Implemented mandatory data submission from managers at all stages of the recruitment cycle.
- Commenced data cleansing to support the implementation of the Oracle Enterprise Resource Planning (1B) system, our new Finance, Procurement and HR system.
- Contacted each member of the Extended Leadership Team to encourage them to complete their data. We need our leaders to model the behaviours for our colleagues.

#### **4 Next steps**

The actions attached in Appendices 1 and 2 will be put in to place and reviewed regularly to ensure that they are achieving our objectives. These are designed to address issues in the themes of recruitment and selection, career development, culture change, rebuilding trust and improving data.

## **5 Our Statutory Duty**

The Council's approach to equality in the workplace and service delivery is shaped by the Equality Act 2010 and Public Sector Equality Duty (PSED) which requires public bodies, in carrying out their services and functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited under the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those that do not.

In October 2019, the Council completed a council-wide review of equality, diversity and inclusion to ensure we were meeting our legal obligations, and also to identify gaps to deliver improvements in policymaking, service delivery, and employment, including resource allocation. The review was based on self-assessment against the Equality Framework for Local Government (EFLG), analysis of the workforce equality data and the gender pay gap report. The framework enables understanding across five key performance areas:

- Knowing our Communities - analysing and using information.
- Effective leadership, partnership and organisational commitment.
- Involving our communities.
- Responsive services and customer care.
- Skilled and committed workforce.

The findings of the review identified policy areas where we needed to do more to advance equality and provided a strong evidence base to develop the council's equality objectives for 2019 – 2023.

## **6 Consultation**

Cabinet Members have been consulted and involved in shaping the Workforce Race Equity Review 2019 - 2020.

The Council's Executive Management Team has been consulted on and involved in shaping the Workforce Race Equity Review 2019-2020.

The Council's Corporate Leadership Team has been consulted on the Workforce Race Equity Review 2019-2020 and involved in the preparation of the review.

Councillor John Cotton, Portfolio Holder Social Inclusion, Community Safety & Equalities and Councillor Tristan Chatfield, Portfolio Holder Finance & Resources are sponsors of the Workforce Race Equity Review.

Trade Union colleagues have provided their views and feedback, which have been considered in creating the Workforce Race Equity Review.

## **7 Risk Management**

The Council has established an Equality and Cohesion Star Chamber, chaired by the Cabinet Member for Social Inclusion, Community Safety and Equalities to oversee the delivery of its Equality Objectives 2019 - 2023 and support compliance with the Public Sector Duty. In addition, a corporate Equality and Cohesion officer working group, chaired by the Assistant Chief Executive, supports the work programme of the Equality and Cohesion Star Chamber.

## **8 Compliance Issues**

The renewed approach to addressing inequalities will be at the core of the Council's Delivery Plan for the next two years. It will ensure our ongoing commitment to reducing inequalities underpins everything we do and is embedded in our plans and strategies.

## **9 Legal Implications**

Section 149 of the Equality Act 2010 enacts a single general public sector equality duty (PSED) which applies to public authorities exercising public functions. The duty on public authorities to have "due regard" to the PSED in *section 149(1)* of the Equality Act 2010 is more than simply a requirement to have general regard. Real thought must be given to the PSED and its requirements.

Equality Act 2010 (Specific Duties) Regulations 2011 state that the Council must prepare and publish at least one equality objective once every four years.

Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 impose a duty on specified public authorities with at least 250 employees to publish gender pay gap information relating to employees, in order to demonstrate compliance with the public sector equality duty.

The actions in this report and adoption of the proposed objectives will ensure the above legal requirements are met.

## **10 Financial Implications**

In order to deliver the recommendations, we need to allocate resources to ensure that we make the progress urgently required. At present, members of the Organisational Development team have been supporting the review and some of the actions, this work has been prioritised meaning that other urgent work has been postponed.

The requirements are detailed below but the potential costs of the team are in the region of £0.205m per annum.

## **11 Human Resources Implications (if required)**

As outlined above there is a proposed creation of dedicated resource and staff capacity to deliver the Council's Workforce Race Equity review recommendations. The expectation is that the team will be made up from 1 GR5 and 3 GR4 officers. The team will be recruited in November and December 2020 to provide an engine room in driving the Council's workforce equity ambitions.

## **12 Public Sector Equality Duty**

The Council has statutory duties under the Equality Act 2010, collectively referred to as the general duty to promote equality. The Council also has a specific duty to eliminate discrimination, advance equality of opportunity and foster good relations between different people.

Decision-makers are required under Section 149 of the Equality Act 2010 to promote equality for persons with the following protected characteristics: age, disability gender reassignment, pregnancy and maternity, race religion or belief, sex, sexual orientation. Decisions need to show due regard to:

- Eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited under the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those that do not.

The proposed actions in this report will ensure the Public Sector Equality Duty is met.

## **13 Appendices**

### **13.1 Appendix 1 – BCC Workforce Race Equity Review 2019-2020**

### **13.2 Appendix 2 – BCC Workforce Race Equity Action & Implementation Plan 2020-2021**

# Appendix 1:

## Birmingham City Council Workforce Race Equity Review

Organisational Development Team  
2019-2020



## Contents

Foreword.....	3
Executive Summary.....	4
Introduction.....	7
The scope of this review .....	8
Workforce Representation .....	9
Ethnic profile of Birmingham the city vs Birmingham City Council .....	9
Grade representation funnel charts.....	9
Black, Asian and Minority Ethnic Pay Gap .....	11
Employee Journey .....	12
Recruitment and selection .....	12
Career development .....	14
Staff leaving the Council .....	14
Recommendations .....	16
Aim: Represent our City and eliminate the Race Pay Gap within 5 years .....	17
Recruitment & Selection:.....	17
Career Development.....	17
Culture Change.....	18
Rebuild Trust.....	19
Improve data .....	19
Acknowledgments .....	21

## Foreword

We live in one of Britain's most diverse cities, and yet opportunities for too many of our citizens continue to be limited as a result of their race, class, gender, economic circumstances or a combination of these factors.

This injustice and inequality have never been acceptable to us. Yet, it's also clear that despite our best intentions over many years, progress is not happening quickly enough. If we want a fairer society, we will all have to work harder and faster to deliver the change that people desperately need.

As a major employer, Birmingham City Council must lead by example. If we are serious about removing barriers and breaking down deep-seated structural inequalities in our city, we have to start by putting our own house in order.

This review is not an easy read. The stark truths it tells may make some of us feel uncomfortable and challenged. So be it: it's about time we faced up to the facts, however difficult they may be to hear. To use an old adage, the first stage of dealing with a problem is to truly acknowledge that you have one. This review spells out the extent to which the Council has not addressed systemic inequalities within its own workforce and the scale of the changes we need to make to put things right.

We can and must do better. I know that my determination to ensure that we do is shared by the Leader of the Council, my Cabinet colleagues, the interim Chief Executive and his senior team. Now is the time for us all to step up and deliver the fundamental changes that our workforce and citizens rightly demand and deserve.



Councillor John Cotton

## Executive Summary

Birmingham City Council aspires to be representative of the city, to lead with an inclusive mindset at all strategic and operation levels and to be a place where employees can bring their whole authentic selves to work and thrive. This is not currently the case. The state of equality, diversity and inclusion or equitable outcomes within the Council is not currently good enough and it has not been good enough. This must improve.

There are many definitions of institutional racism, one is defined by Poapchuk, Leiderman, Bivens and Major in Flipping the Script: White Privilege and Community Building (2005) as: “Institutional racism refers specifically to the ways in which institutions policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantage for whites and oppression and disadvantage for people from groups classified as people of colour”. Birmingham City Council has much room for improvement in recognising and tackling any inequality. Considering the definition above, insight within this report and excluding any gaps within the data, a definition of being institutionally racist could apply when looking backwards - should our actions for the short, medium and long term not be clear or sustainable, both internally and externally.

Our data shows that:

Current workforce population	Reward	Recruitment and selection	Career Development	Exits
We don't reflect the demographics of our City with 67% of Black, Asian and Minority Ethnic staff being in operational or front-facing services.	There should be no room for inequality. If you are from a Black, Asian and Minority Ethnic community, and your experience and qualifications match your white counterpart, your pay should be equivalent.	We need to recruit more Black, Asian and Minority Ethnic staff at supervisory and management levels throughout the Council.	There is a need to review all roles where promotion and recruitment are concerned, to encourage career development.	We need to review all exits of employees to ensure fair, reasonable, unbiased procedures and processes were adopted to eradicate any inequality



We can assert that Birmingham City Council has serious and immediate action to take to address issues of equity across the workforce. It should be noted however, that there is a significant gap in our equality data despite our best efforts, where around 29% of our ethnicity data is unknown. As a result, we urgently need to close this gap to provide us with a fuller and more accurate picture, and actions are being taken to resolve this.

The inequality within the City Council unfortunately permeates through every level of our organisation. This must be addressed now. The lack of diverse ethnic representation in decision making positions in any Local Authority would be considered to be unacceptable in 2020, but for Birmingham, where 42% of citizens identify as being from a Black, Asian or Minority Ethnic community, this situation is especially troubling.

The image below shows the comparison of Black, Asian and Minority Ethnic with White citizens in the city of Birmingham 2018/19. Black, Asian and Minority Ethnic make up 42% Population. White makes up 58% of the population.



As Europe's youngest city, with so many future leaders, decision makers, entrepreneurs, change makers and valued members of the workforce, it is essential that the Council is an exemplar and aspiration building beacon for the citizens in the city and the West Midlands region.

There are patterns of low representation from Black, Asian and Minority Ethnic communities across the Council, however the largest concentration of ethnic diversity is in the lower grade, lower paid, less secure, fixed term and front-line operational roles. Promotional opportunities, succession planning and professional development across the Council are weak and their absence is especially stark for Black, Asian and Minority Ethnic colleagues. Additionally, the existing recruitment and selection processes are one dimensional and data shows that despite attracting diverse candidates, the chances of being appointed diminish if you are not White across most grades.

Currently there are challenges around the completeness, accuracy and validity of our data and the methods of collection and processing. We are aware that trust levels are low throughout the workforce which may be contributing to the gaps in the data, and these may be further driven by the fact that we do not clearly state the benefit of understanding our workforce to our staff or to the City as a whole.

The Council should be an employer of choice for citizens of Birmingham and the surrounding region. Communities should feel the Council is a place they can learn, develop and add value, but that is currently not the case with local talent.

In order to tackle the issues which have come to light during this review we recognise there are several themes for us to focus on.

Most importantly, we need to rebuild trust across the workforce. This will empower colleagues to feel supported in their roles and able to share their personal challenges, stories and aspirations. Ultimately, we want colleagues to be able to bring their authentic selves to work and to feel safe in sharing their characteristics with us.

The image below shows the comparison of Black, Asian and Minority Ethnic with White staff within Birmingham City Council 2018/19 with Black, Asian and Minority Ethnic make up 28%, White makes up 43%, with 29% being unknown at this time.



To support our improvements, we are addressing our internal policies and processes which impact on the journey our colleagues make, from workforce planning (designing what jobs are important to deliver our services), recruitment and selection, career development through to our culture change framework, which needs realigning with our emerging priorities.

From job descriptions, person specifications, marketing, shortlisting, interview panels and selection, our whole process needs to be stripped back and built again with more fit for purpose and modern inclusive methods.

This review sets out clear actions to address the issues identified at each step of the employee journey in addition to actions around rebuilding trust and improving the quality of our data. Whilst this review is focussed upon racial equity in the workforce, we also publish our Gender Pay Gap Report as required, with associated actions.

Following the insight from this review we will be undertaking a similar review across all protected characteristics.

## Introduction

In October 2019 Members requested that the organisation investigate and understand the pay differential between White and Black, Asian and Minority Ethnic employees.

This was further compounded by the COVID-19 impact on our communities (as discussed at Cabinet on 21/07/20), the global call for racial justice articulated by the Black Lives Matter movement and the clear mandate provided by Cabinet for radical change via the “Everyone’s Business, Everyone’s Battle” statement of intent on tackling inequality. It became clear that there must be a review of the Workforce Strategy and associated policies and practices across the Council to enable us to build a workforce that reflects the diversity of the community we serve.

To be a modern Council our aim is to have a workforce that reflects the lived experience of the people it serves. We want to be an employer of choice for Birmingham citizens, with a high - performing, agile and diverse workforce, capable of delivering innovative services which enable the city to grow and ensure every child, citizen and place matters.

Treating people equally, respecting differences and being a truly diverse and inclusive employer is recognised as being fundamental to doing the best we can for the citizens of Birmingham. Not only do we want to be an employer of choice and an exemplar for inclusivity, it is also of utmost importance to us that people from all our communities have the chance to inform and shape the services delivered by the City Council to better meet the needs of all our residents, and in order to do that we need to be more representative at all levels of jobs within the Council.

Birmingham City Council staff colleagues and our citizens rightly expect us to deliver this, and more as part of our drive to challenge and change the pattern of inequality in our city.

This review also enables us to clearly measure against objective two and five of our five statutory Equality Objectives 2019 – 2023<sup>1</sup>, as shown below.

- Objective 1 - Understand our diverse communities and embed that understanding in how we shape policy and practice across the Council.
- Objective 2 - Demonstrate inclusive leadership, partnership and a clear organisational commitment to be a leader in equality, diversity and inclusion in the city.
- Objective 3 - Involve and enable our diverse communities to play an active role in civic society and put the citizens’ voice at the heart of decision making.
- Objective 4 - Deliver responsive services and customer care that is accessible and inclusive to individual’s needs and respects faith, beliefs and cultural differences.
- Objective 5 - Encourage and enable a skilled and diverse workforce to build a culture of equality and inclusion in everything we do.

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<sup>1</sup> [https://www.birmingham.gov.uk/info/20218/equality\\_and\\_diversity/646/equality\\_objectives](https://www.birmingham.gov.uk/info/20218/equality_and_diversity/646/equality_objectives)

## The scope of this review

In the course of this review, we have investigated and analysed race and ethnicity data in the following areas:

1. Workforce representation in line with demographics of the City
2. Where people are positioned within the organisation
3. Race pay gap overview
4. Attraction, recruitment and selection
5. Promotions and advancement equality that is representational of the City
6. Employee sentiment (through dignity at work and grievance) and leaver data

Essentially, this review identifies the key and urgent actions that Birmingham City Council will implement in order to address the inequalities identified from the analysis.

The workforce data used to compile this review has been produced by Human Resources from our Human Resources (HR), Finance and Procurement system and covers the period 1<sup>st</sup> October 2018 to 30<sup>th</sup> November 2019.

When referring to the ethnic origin groups the following ethnicity descriptions apply -

- Asian or Asian British: Bangladeshi, Chinese, Indian, Kashmiri, Pakistani, Asian other.
- Black or Black British: African, Caribbean, Black other.
- Mixed: Black/Asian, White/Asian, White/Black African, White/Black Caribbean, Mixed other.
- Other: Arab, Jewish, Sikh, Vietnamese, Other.
- White: Albanian, British, Gypsy or Irish Traveller, Irish, White other.

All reporting is dependent on the quality of the data contained within our legacy HR system. Much of this data relies on voluntary disclosure of personal information and whilst efforts have been made to improve the quality of the data there are still some significant gaps.

The introduction of the new HR, Finance and Procurement system will assist going forwards, as this will involve data capture at every opportunity to improve the data we hold.

## Workforce Representation

This section sets the scene for where Birmingham City Council is with the workforce according to ethnic profile, grade and pay, focusing on the overall view of the organisation.

Across all data tables there are gaps in data with “unknown” data for ethnicity standing at 23%. In addition, we have significant gaps of 56% for religious belief and 57% for sexual orientation. Trade Unions, the Diversity Alliance Network and staff groups consistently report a lack of trust from portions of the workforce, which results in resistance to releasing their personal data for fear of it being used to unduly affect them.

### **Ethnic profile of Birmingham the city vs Birmingham City Council**

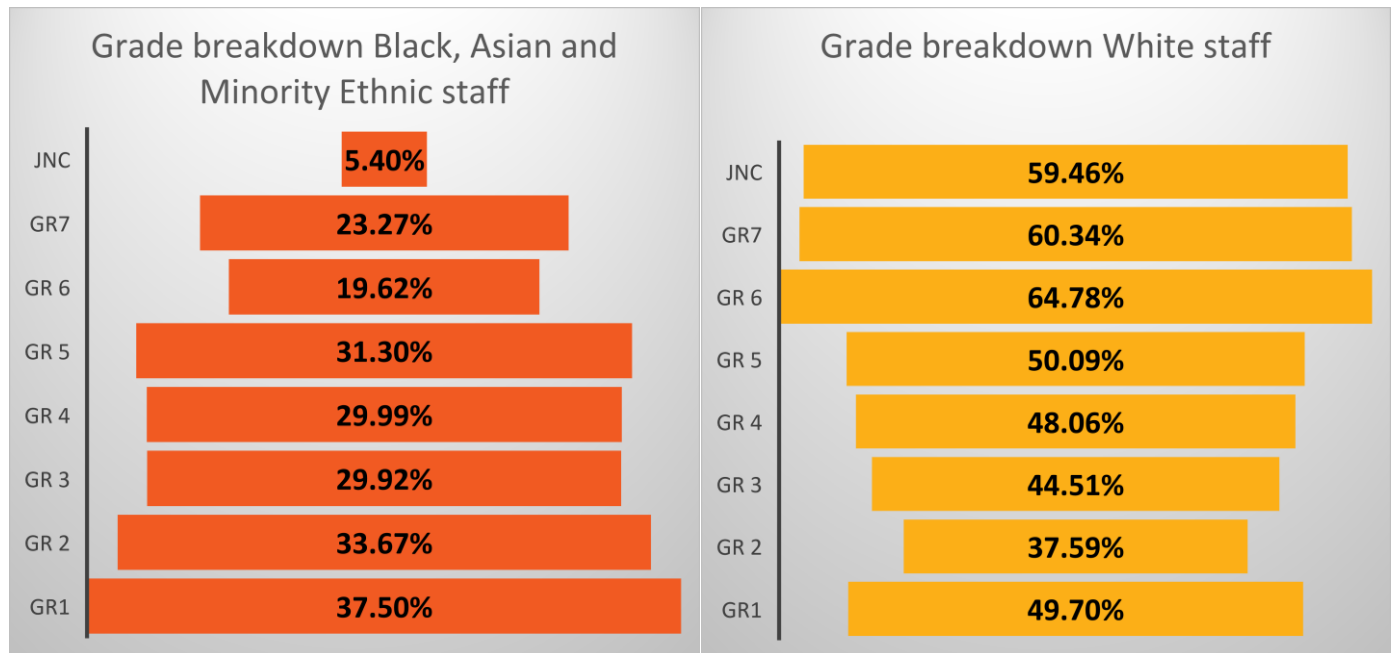
The table below shows the estimated demographic profile of the City of Birmingham in 2018 split by ethnicity<sup>2</sup> and the Birmingham City Council demographic profile in 2018/19.

<i><b>Ethnicity</b></i>	<i><b>Percentage of the Population 2018</b></i>	<i><b>Percentage of BCC workforce 2018/19</b></i>	<i><b>Difference</b></i>
<i>Asian or Asian British</i>	26.6%	14.1%	-12.5%
<i>Black or Black British</i>	8.9%	10.83%	1.93%
<i>Mixed</i>	4.4%	1.55%	-2.85%
<i>Other</i>	2%	1.08%	-0.92%
<i>Black, Asian, Minority Ethnic Total</i>	41.9%	27.56%	-14.34%
<i>White</i>	57.9%	43.35%	-14.55%
<i>Prefer not to say</i>	0%	0.59%	0.59%
<i>Unknown</i>	0%	28.5%	28.5%

### **Grade representation funnel charts**

The charts below visually represent the difference between White and Black, Asian, Minority Ethnic employees. The percentages show the proportion of representation found at each grade.

<sup>2</sup> sourced from the BCC Research and Insight team



The funnel charts show that there is not equitable city-wide ethnicity representation at any grade. Furthermore, from Grade 5 upwards there is major under-representation when compared to White representation.

In terms of population within the workforce, some 67% of Black, Asian, Minority Ethnic employees are in grades 1-3, as opposed to 60% of White employees. For context, supervisory and management grades commence at Grade 4.

## Black, Asian and Minority Ethnic Pay Gap

The Black Asian and Minority Ethnic pay gap is the difference between the total Black Asian and Minority Ethnic and White employees' pay as a percentage of total White employees' pay, irrelevant of role or grade. We have chosen to voluntarily measure the Black Asian and Minority Ethnic pay gap because we want to be transparent with our workforce about the data and put actions in place to eradicate any differences.

The table below shows the overview of this between the numbers of employees as a total, excluding any gaps in the data.

(Positive % means White employees have higher pay).

	<b><i>Hourly rate Black Asian and Minority Ethnic staff</i></b>	<b><i>Hourly rate of White staff</i></b>	<b><i>£ Difference</i></b>
<i>Mean Hourly Rate</i>	£13.62	£14.80	£1.18
<i>Median Hourly Rate</i>	£12.52	£13.29	£0.77

**7.9% Mean hourly rate** (Mean total earnings divided by total employees)

**5.79% Median hourly rate** (Median the middle point between the total lowest and highest paid)

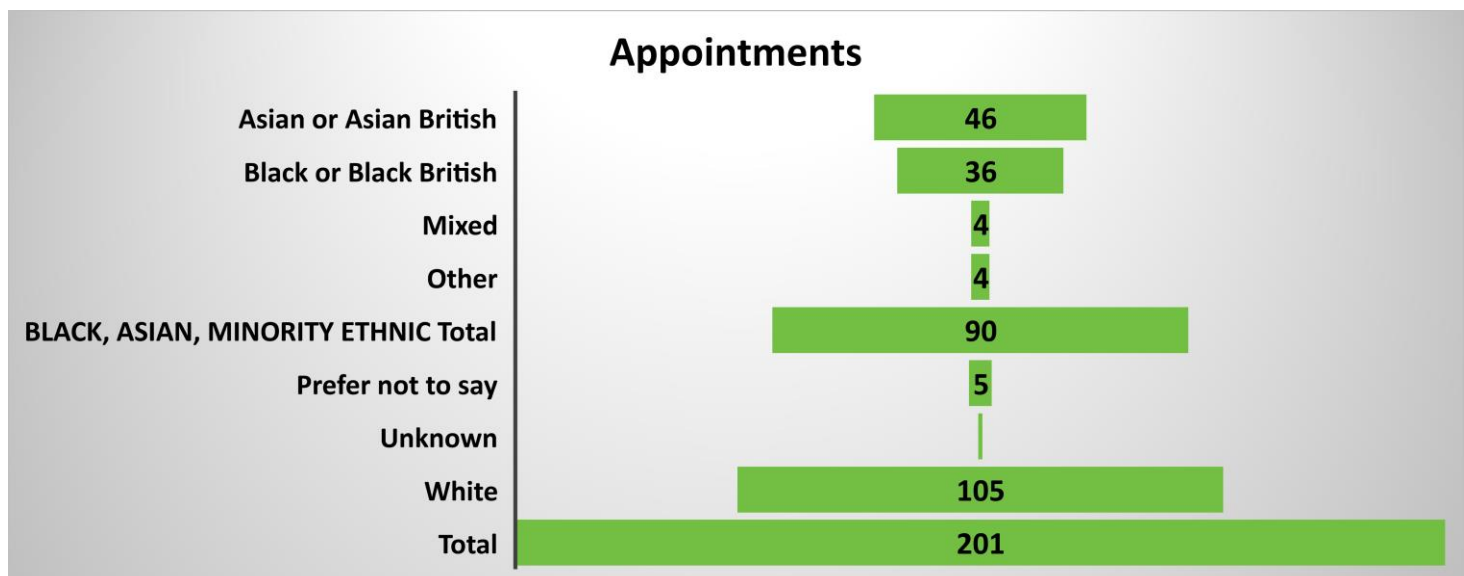
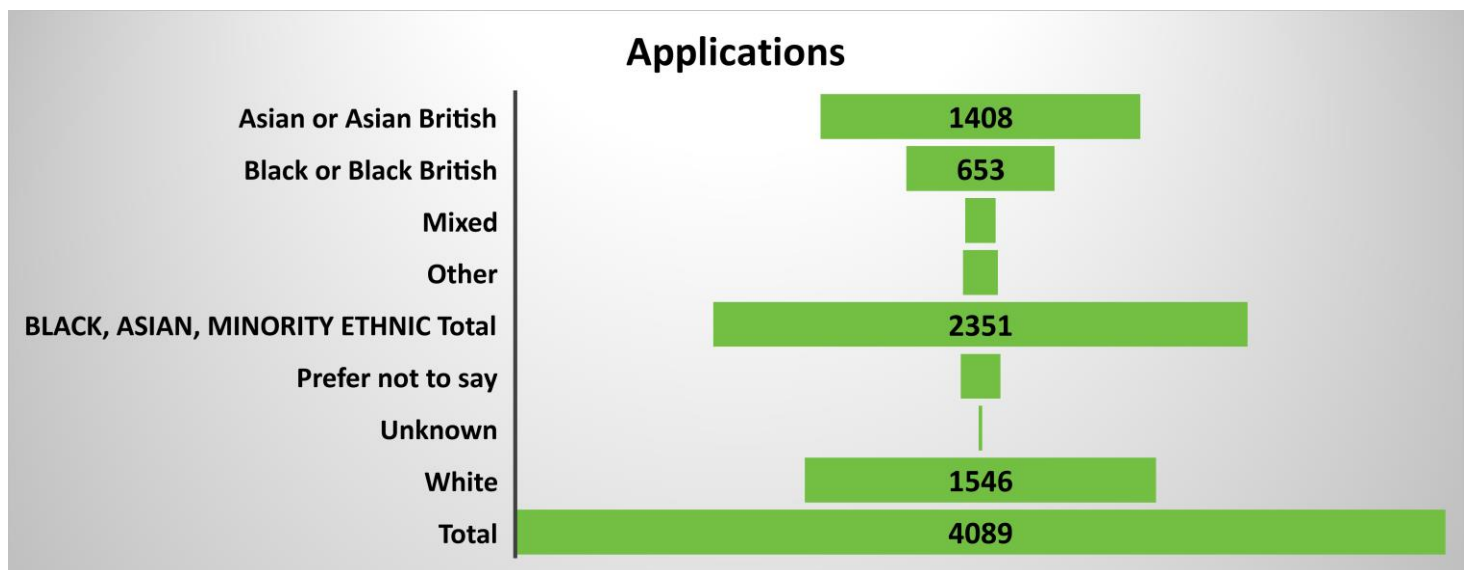
<b>Current workforce population</b>	<b>Reward</b>
We don't reflect the demographics of our City with 67% of Black, Asian and Minority Ethnic staff being in operational or front-facing services.	There should be no room for inequality. If you are from a Black, Asian and Minority Ethnic community, and your experience and qualifications match your white counter-part, your pay should be equivalent.

## Employee Journey

This section shows the different points of the employee journey from recruitment through to exit and identifies issues at each key point.

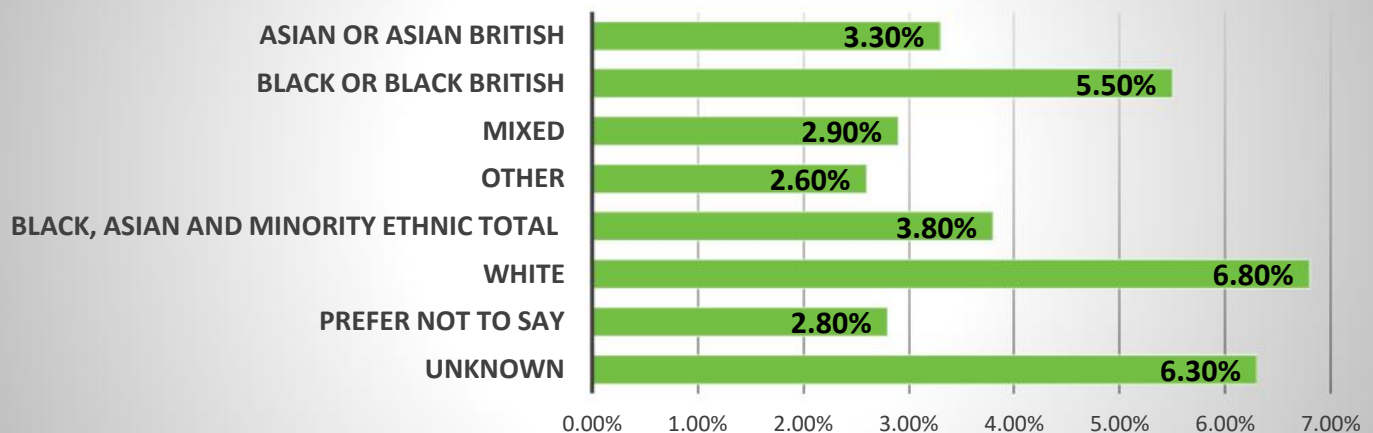
### Recruitment and Selection

The charts below show the number of applications made over the 12-month period, the appointments for those posts and the applicant success percentage. This is then supported by the success percentage per grade.





### Applicant success rate



### Applicant success by grade



At a holistic level, 57% of applications come from Black, Asian and Minority Ethnic candidates whereas just 44% of appointments (posts offered and accepted) come from these candidates. Conversely 38% of applicants are White yet 56% of appointments come from these candidates.

When looking more closely across the grades there is a higher success rate for White candidates at all grades, the gap in success rate increases from Grade 4 onwards with a zero-success rate at Grade 7 for Black, Asian and Minority Ethnic candidates.

## Career development

Overall from a total of 299 promotions achieved over the period, 86 (28.7%) were Black, Asian, Minority Ethnic colleagues and 86 (28.7%) were White colleagues so an even distribution is seen.

However, upon closer inspection, whilst there is a match at Grade 4 (the first supervisory grade), at Grade 5 and 6 (middle to senior management) more White colleagues were promoted.

Promotions to Grade 4	Promotions to Grade 5	Promotions to Grade 6	Promotions to Grade 7
40% of promotions were achieved by Black, Asian, Minority Ethnic staff	38% of promotions were achieved by Black, Asian, Minority Ethnic staff	33% of promotions were achieved by Black, Asian, Minority Ethnic staff	50% of promotions were achieved by Black, Asian, Minority Ethnic staff
40% of promotions were achieved by White staff	45% of promotions were achieved by White staff	66% of promotions were achieved by White staff	25% of promotions were achieved by White staff
			25% of promotions had unknown ethnicity

## Staff leaving the Council

Over the 12-month period 1160 staff left the Council: 48% through resignation, which remains as our highest leaving reason. Resignations are known as an avoidable exit, in that the staff member has chosen to leave for one of a variety of reasons, such as seeking career development elsewhere, personal issues or dissatisfaction with their employment at the Council.

We have not gathered meaningful data through exit interviews over this period to enable exits to be analysed, something which prohibits our ability to make connections. What we do know is that in the period reviewed, there was a higher likelihood of resignations from Black, Asian, Minority Ethnic colleagues than from White colleagues and that there was a higher proportion of the workforce population resigning.

The graphic below shows an overview of the percentages of staff leaving the authority:



Recruitment and selection	Career Development	Exits
We need to recruit more Black, Asian and Minority Ethnic staff at supervisory and management levels across the Council.	There is a need to review all roles where promotion and recruitment are concerned, to encourage career development.	We need to review all exits of employees to ensure fair, reasonable, unbiased procedures and process were adopted to eradicate any inequality

## **Recommendations**

Our ultimate aim is to be a Council with a fully representative workforce that reflects our communities across all characteristics within 5 years. For clarity, this means by 1<sup>st</sup> September 2025.

During the 12-month period of this review we recruited 90 Black, Asian, Minority Ethnic colleagues but lost 315, which leads to a workforce population <sup>3</sup>change of -225 (-6.7%).

During the same period, we recruited 105 White colleagues but lost 424 which shows a workforce population <sup>4</sup>change of -319 (also 6.7%).

As such, if we do not act immediately, we will not see any change in our workforce population and will continue to not represent the ethnic diversity of our city.

The Council must lead by example as an employer and take immediate and urgent steps to kick start the change. Whilst we progress, we must also become a beacon for equal opportunities employment and leave no stone unturned in our quest to be a representative and diverse organisation. The exercise undertaken in this review will be repeated across all protected characteristics.

The summary on the next pages defines our actions to address all the issues identified in this review. It shows what we have done so far, what we are doing at the moment and the further steps we will be taking.

Greater detail around timescales, success measures and ownership can be found in the Workforce Race Equity Review Recommendations 2020-2021 Action & Implementation Plan found at Appendix 2.

These recommendations were developed in consultation with relevant groups and individuals and shaped by examples from external organisations from the public private and third sector as well as innovative new approaches grounded in best practice guidance.

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<sup>3</sup> Population of Black, Asian and Minority Ethnic staff 3343

<sup>4</sup> Population of White staff 4746

## ***Aim: Represent our City and eliminate the Race Pay Gap within 5 years***

### **Recruitment & Selection:**

#### *What have we done:*

- Started to review our recruitment and selection policies to ensure that they meet our objectives.
- Started the work to ensure that inclusive language is used at all stages of the employee journey.
- Implemented recruitment and selection and unconscious bias training, which will be mandated for all recruiting managers.

#### *What we are going to do:*

- Ensure shortlists for all BCC vacancies, at all levels, will include at least one Black, Asian or Minority Ethnic person and one female candidate, and that every stage of the recruitment process is gender and racially diverse.
- Develop shared recruitment panel membership arrangements with neighbouring authorities, to ensure that panels remain representative if suitable panel members from within BCC are not available for a given interview.
- Investigate the benefits of artificial intelligence in our recruitment marketing to ensure that our opportunities reach all areas of our community.

### **Career Development:**

#### *What have we done:*

- Drafted a partnership agreement with Birmingham City University to implement work placements and opportunities for their students.
- Commenced work on the BRUM Pioneer programme aimed at improving the leadership behaviours, with a specific focus on improving inclusivity across our senior leadership community.
- Removed institutional barriers to progression and developing career pathways, specifically we have amended our secondment policy to encourage movement. Staff should not have to choose between career progression or job security.

#### *What we are going to do:*

- Review and re-prioritise workforce planning across the organisation to enable us to clearly evidence priority areas for specific workforce actions to be undertaken at speed.

- Co-design and implement talent management and succession planning, ensuring that we identify opportunities to develop diversity across our management structure.
- Implement a bespoke leadership development programme across all levels of leadership which is driven by the individual, therefore removing management bias in candidate nomination.
- Sign up to Business in the Community's Race at Work Charter which has five calls to action, including taking action that supports Black, Asian and Ethnic Minority career progression.

## **Culture Change**

### *What have we done:*

- Implemented our first Culture Change Framework incorporating behavioural indicators.
- Drafted our first equality, diversity and inclusion strategy and implementation plan.
- Commenced work to renew our corporate relationship with staff diversity networks which will include regular check and challenge meetings.
- Implemented annual mandatory equalities training for all staff, this will be further rolled out to every elected Councillor.

### *What we are going to do:*

- Review the Culture Change Framework to reflect the refreshed Council delivery plan and priorities and place equality, diversity and inclusion at the heart of everything we do.
- Formalize reflection and development forums for marginalised communities within the organisation.
- Create a new diversity audit to inform our long-term strategy. We want to be a learning organisation and better understand how to unblock the barriers to a fully inclusive workplace.
- Establish an inclusivity-based reverse mentoring programme that pairs colleagues who may not otherwise come together.
- Develop our coaching capability across the organisation and open up self nomination for coaches and coachees.

## Rebuild Trust

### *What have we done;*

- Commenced work on a "Rebuilding Trust" programme which will be delivered across the organisation at all levels. This will be co-designed with Trade Unions and our staff networks.
- Increased quality interactions with trade unions to rebuild the spirit of collaboration around all workforce issues.
- Hosted numerous forums to ask the difficult questions and listen to the lived experience of our colleagues.

### *What we are going to do:*

- Work with independent ethnographic experts, staff networks and our trade union colleagues, we will undertake a root and branch review of our HR policies, procedures, training and other related activity so that we are assured that we are best in class when it comes to equal employment practice and support.
- We will be transparent and open by publishing this review, our Equality, Diversity and Inclusion strategy and workforce equality data.
- We will incorporate race pay gap reporting alongside our gender pay gap reporting.
- HR will implement a regular all staff interactive broadcast to inform and consult on the work, issues, opportunities and progress made.
- Use the Equalities Star Chamber to provide robust internal challenge and scrutiny of the Council's internal equalities practice.
- Implement allyship approach to unlock conversations and support for behavioural change.

## Improve data

### *What have we done:*

- Identified the gaps in our data which make it challenging to clearly articulate the issues.
- Commenced discussions with trade unions to improve messaging around the reasons for data collection with our colleagues.
- Implemented mandatory data submission from managers at all stages of the recruitment cycle.

- Commenced data cleansing to support the implementation of the 1B ERP system.
- Contacted each member of the Extended Leadership Team to encourage them to complete their data - we need our leaders to model the behaviours for our colleagues.

*What we are going to do:*

- Work with our recruitment partners to include mandatory fields around diversity of recruitment panels and shortlists.
- Refresh our approach to Equality Impact Assessments and their use during Workforce Planning and organisational redesigns.
- Review and re-establish a robust exit interview process and reporting.
- Clearly articulate the benefits to our city of gathering meaningful workforce data, work with management teams to close the gaps in our data.
- Undertake a similar deep dive review across all protected characteristics with the intention of bringing together one approach for addressing full representation across the workforce.



## **Acknowledgments:**

Birmingham City Council Human Resources own this review

- Conceived by Mikayla Jones, Culture Change Officer

With input from:

- Kei-Retta Farrell, Culture Change Officer
- Fred Clements, Culture Change Manager
- Melanie James, Reward and Recognition Manager
- HR Infrastructure Team
- Craig Scriven, Assistant Director Organisational Development
- Dawn Hewins, HR Director

With additional thanks for contributions and feedback from:

- Council Leadership Team
- Cabinet
- Suzanne Dodd, Assistant Director Legal Services
- Patricia Daley, Learning and Development Manager
- Corporate Black Workers Support Group organising committee
- Councillor John Cotton, Portfolio Holder Social Inclusion, Community Safety & Equalities
- Councillor Tristan Chatfield, Portfolio Holder Finance & Resources
- Colleagues across the Council
- Trade Unions



# Appendix 2:

## Workforce Race Equity Review Recommendations

### Action & Implementation Plan

Organisational Development Team

2020-2021



## **Recruitment and Selection**

What have we done:

- Commenced a review our recruitment and selection policies to ensure that they meet our objectives.
- Commenced the work to ensure that inclusive language is used at all stages of the employee journey.
- Implemented recruitment and selection and unconscious bias training, which will be mandated for all recruiting managers.

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
Investigate the benefits of Artificial Intelligence (A.I.) in our recruitment marketing to ensure that our opportunities reach all areas of our community.	Research into A.I. has been completed and relevant elements introduced in the recruitment process.	January 2021	Assistant Director Organisational Development	On Track
Develop shared recruitment panel arrangements with neighbouring authorities, to ensure that panels remain representative if suitable panel members from within BCC are not available for a given interview.	Every stage of the recruitment process is gender and racially diverse and that we see a shift to having more successful candidates from Black, Asian and Minority Ethnic as well as female appointments.	March 2021	Assistant Director Human Resources	On Track
Ensure shortlists for BCC vacancies, at all levels, will include at least one Black, Asian and Minority Ethnic candidate and one female candidate, and that every stage of the recruitment process is gender and racially diverse.	Every stage of the recruitment process is gender and racially diverse and that we see a shift to having more successful candidates from Black, Asian and Minority Ethnic as well as female appointments.	May 2021	HR Director	On Track

## **Career Development**

What have we done:

- Drafted a partnership agreement with Birmingham City University to implement work placements and opportunities for their students.
- Commenced work on the BRUM pioneer programme aimed at improving the leadership behaviours, with a specific focus on improving inclusivity across our Senior Leadership Community.
- Removed institutional barriers to progression and developing career pathways, specifically we have amended our Secondment Policy to encourage movement. Staff should not have to choose between career progression or job security.

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
Review and re-prioritise workforce planning across the organisation to enable us to clearly evidence priority areas for specific workforce actions to be undertaken at speed.	All service areas have a business plan that includes a workforce plan.	April 2021	Assistant Director Organisational Development working with Directorate Management Teams	On Track
Co-design and implement talent management and succession planning, ensuring that we identify opportunities to develop diversity across our management structure.	A clear talent management plan that identifies talent from diverse representation is in place and is being used by management and monitored by leadership.	April 2021	Assistant Director Organisational Development	On Track

<i><b>What we are going to do</b></i>	<i><b>How will we know we have succeeded?</b></i>	<i><b>Time frame</b></i>	<i><b>Owner</b></i>	<i><b>Status</b></i>
Implement a bespoke leadership development programme across all levels of leadership which is driven by the individual, therefore removing management bias in candidate nomination.	Inclusive and bespoke leadership development programme across all levels is available and easy to access.	April 2021	Assistant Director Organisational Development	On Track
Sign up to Business in the Community's Race at Work Charter which has five calls to action, including taking action that supports Black, Asian and Ethnic Minority career progression.	BCC signed up to the Community's Race at Work Charter and actively progressing on the five calls to action.	Dec 2020	Assistant Director Organisational Development	On Track

## **Culture Change**

What have we done:

- Implemented our first Culture Change Framework incorporating behavioural indicators.
- Drafted our first Equality Diversity and Inclusion Strategy and Implementation plan.
- Commenced work to renew our corporate relationship with Staff Equality Networks which will include regular check and challenge meetings.
- Implemented annual mandatory equalities training for all staff, this will be further rolled out to every elected Councillor.

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
Review the Culture Change Framework to reflect the refreshed Council delivery plan and priorities and place Equality, Diversity and Inclusion at the heart of everything we do.	Culture Change Framework refreshed according to Council priorities with Equality, Diversity and Inclusion indicators threaded through the framework.	January 2021	Assistant Director Organisational Development	On Track
Formalize reflection and development forums for marginalised communities within the organisation.	Equality, Diversity and Inclusion forums have clear structure with broad representation from marginalised communities from within the organisation.	April 2021	Assistant Director Organisational Development	On Track
Create a new diversity audit to inform our long-term strategy. We want to be a learning organisation and better understand how to unblock the barriers to a fully inclusive workplace.	Diversity audit has been rolled out across BCC and specific actions have been agreed to ensure BCC is a fully inclusive workplace.	April 2021	Assistant Director Organisational Development	On Track
Establish a diversity-based reverse mentoring programme that pairs colleagues who may not otherwise come together.	Diversity based reverse mentoring program is now in place partnering with University of Birmingham and West Midlands Employers stakeholders.	April 2021	Assistant Director Organisational Development	On Track

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
Develop our coaching and mentoring capability across the organisation and open self-nomination for coaches and coachees.	Coaching and Mentoring offer is relaunched and includes a range of internal and external solutions	September 2021	Assistant Director Organisational Development	On Track

## ***Rebuilding Trust***

What have we done:

- Commenced work on a "Rebuilding Trust" programme which will be delivered across the organisation at all levels. This will be co-designed with Trade Unions and our Staff Networks.
- Increased quality interactions with Trade Unions to rebuild the spirit of collaboration around all workforce issues.
- Hosted numerous forums to ask the difficult questions and listen to the lived experience of our colleagues.

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
Work with independent ethnographic experts, staff networks and our trade union colleagues, we will undertake a root and branch review of our HR policies, procedures, training and other related activity so that we are assured that we are best in class when it comes to equal employment practice and support.	Completed review of HR policies, procedures, training and other related activity and we are benchmarked as best in class when it comes to equal employment practice and support.	September 2021	Assistant Director Human Resources	On Track



<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
We will be transparent and open by publishing this review, our Equality Diversity and Inclusion Strategy and Workforce Equality data.	Equality Diversity and Inclusion Strategy and Workforce Equality data and improvements made is shared both internally and externally of BCC.	December 2020	Assistant Director Organisational Development	On Track
We will incorporate Race Pay Gap reporting alongside our Gender Pay Gap Reporting.	Race Pay Gap and Gender Pay Gap is shared annually both internally and externally of BCC.	June 2021	Assistant Director Organisational Development	On Track
HR will implement a regular all staff interactive broadcast to inform and consult on the work, issues, opportunities and progress made.	HR host all staff quarterly interactive broadcasts to inform and consult on the work, issues, opportunities and progress made.	December 2020	HR Director	On Track
Use the Equalities Star Chamber to provide robust internal challenge and scrutiny of the Council's internal equalities practice.	Equalities Star Chamber evidences challenge and scrutiny of the Council's internal equalities practice.	December 2020	Assistant Director Organisational Development	On Track
Implement Allyship approach to unlock conversations and support for behavioural change.	The Allyship approach is embedded into all business plans and workforce plans.	December 2020	Assistant Director Organisational Development	On Track

## **Improving Data**

What have we done:

- Identified the gaps in our data which make it challenging to clearly articulate the issues.
- Commenced discussions with trade unions to improve messaging around the reasons for data collection with our colleagues.
- Implemented mandatory data submission from managers at all stages of the recruitment cycle.
- Commenced data cleansing to support the implementation of the 1B ERP system.
- Contacted each member of the Extended Leadership Team to encourage them to complete their data - we need our leaders to model the behaviours for our colleagues.

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
Work with our recruitment partners to include mandatory fields around diversity of recruitment panels and shortlists.	We have robust data on recruitment panels and shortlisting.	October 2020	Assistant Director Human Resources	On Track
Refresh our approach to Equality Impact Assessments and their use during Workforce Planning and organisational redesigns.	Equality Impact Assessments are integrated into Workforce Planning and organisational redesigns and responsible staff are proficient when completing them.	December 2020	Assistant Director Human Resources & Equalities Teams and	On Track

<b><i>What we are going to do</i></b>	<b><i>How will we know we have succeeded?</i></b>	<b><i>Time frame</i></b>	<b><i>Owner</i></b>	<b><i>Status</i></b>
			Cohesion Manager	
Review and re-establish a robust exit interview process and reporting	Exit interviews are mandatory and all managers conduct respectful exit interviews.	January 2021	Assistant Director Human Resources	On Track
Clearly articulate the benefits to our city of gathering meaningful workforce data, work with management teams to close the gaps in our data	Benefits of inclusive data communicated to all staff and supported by relevant networks and Trade Unions.	December 2020	HR Director	On Track
Undertake a similar deep dive review across all protected characteristics with the intention of bringing together one approach for addressing full representation across the workforce.	There is one approach that covers the representation and inclusion of all protected characteristics.	April 2021	Assistant Director Organisational Development	On Track



# Birmingham City Council

## Report to Cabinet

Date: 10<sup>th</sup> November 2020



**Subject:** **PLANNED PROCUREMENT ACTIVITIES (DECEMBER 2020 – FEBRUARY 2021)**

**Report of:** **ASSISTANT DIRECTOR DEVELOPMENT & COMMERCIAL FINANCE**

**Relevant Cabinet Member:** **Councillor Tristan Chatfield, Finance and Resources**

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

**Report author:** Richard Tibbatts, Head of Contract Management  
Telephone No: 0121 303 6610  
Email Address: [richard.tibbatts@birmingham.gov.uk](mailto:richard.tibbatts@birmingham.gov.uk)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		
3. Information relating to the financial or business affairs of any particular person (including the council)		

### 1 Executive Summary

- 1.1 This report provides details of the planned procurement activity for the period December 2020 – February 2021. Planned procurement activities reported previously are not repeated in this report.

- 1.2 The report enables Cabinet to identify whether any reports for procurement activities should be brought to this meeting for specific executive decision, otherwise they will be dealt with under Chief Officer delegations up to the value of £10m, unless TUPE applies to current Council staff.

## **2 Recommendations**

- 2.1 Notes the planned procurement activities under chief officer delegations set out in the Constitution for the period December 2020 – February 2021 as detailed in Appendix 1.

## **3 Background**

- 3.1 At the 1 March 2016 meeting of Council changes to procurement governance were agreed which gives Chief Officers the delegated authority to approve procurement contracts up to the value of £10m over the life of the contract. Where it is likely that the award of a contract will result in staff employed by the Council transferring to the successful contract under TUPE, the contract award decision has to be made by Cabinet.
- 3.2 In line with the Procurement Governance Arrangements that form part of the Council's Constitution, this report acts as the process to inform Cabinet and the Resources Overview & Scrutiny Committee of planned procurement activities over the following quarter and to act as a sounding for Members for the planned activities where decisions are delegated to Chief Officers/Directors.
- 3.3 This report sets out the planned procurement activity over the next few months where the contract value is between the EU threshold (£181,302) and £10m. This will give members visibility of all procurement activity within these thresholds and the opportunity to identify whether any procurement reports should be brought to Cabinet for approval even though they are below the £10m delegation threshold.
- 3.4 It should be noted that the EU threshold has changed from £164,176 to £189,330 and will apply from 1<sup>st</sup> January 2020 for a period of 2 years.
- 3.5 Requests for individual procurements decision reports will be determined by Cabinet. Requests for an individual decision can be made by Cabinet, a Cabinet Member or the Chair of Resources Overview & Scrutiny Committee where they believe that there are sensitivities or requirements that necessitate a decision being made by Cabinet.
- 3.6 Procurements below £10m contract value that are not listed on this or subsequent monthly reports can only be delegated to Chief Officers if specific approval is sought from Cabinet. Procurements above £10m contract value will still require an individual report to Cabinet in order for the award decision to be delegated to Chief Officers if appropriate.
- 3.7 A briefing note with details for each item to be procured is listed in Appendix 2. The financial information for each item is detailed in Appendix 3 – Exempt Information.

## **4 Options considered and Recommended Proposal**

4.1 The report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process. The options considered are:

- To refer the procurement strategy and contract award of individual procurements to Cabinet for decision.
- To continue with the existing process – this is the recommended option

## **5 Consultation**

### **5.1 Internal**

This report to Cabinet is copied to Cabinet Support Officers and to Resources Overview & Scrutiny Committee and therefore is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Resources Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

### **5.2 External**

None.

## **6 Risk Management**

6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports

## **7 Compliance Issues:**

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

7.1.1 Details of how the contracts listed in Appendix 1 and Appendix 2 support relevant Council policies, plans or strategies, will be set out in the individual reports.

### **7.2 Legal Implications**

7.2.1 Details of all relevant implications will be included in individual reports.

### **7.3 Financial Implications**

7.3.1 Details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.

### **7.4 Procurement Implications (if required)**

7.4.1 This is a procurement report and the implications are detailed in the appendices

## **7.5 Human Resources Implications (if required)**

7.5.1 None.

## **7.6 Public Sector Equality Duty**

7.6.1 Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.

## **8 Background Documents**

8.1 List of Appendices accompanying this Report (if any):

- 1. Appendix 1 - Planned Procurement Activity December 2020 – February 2021
- 2. Appendix 2 – Background Briefing Paper
- 3. Appendix 3 – Exempt Information



## APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (DECEMBER 2020 – FEBRUARY 2021)

Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Finance and Resources Plus	Finance Officer	Contact Name	Planned CO Decision Date
Strategy / Award	Provision of Cleaning Services for Temporary and Shelter Accommodation	P0254	The service is for cleaning services (including out of hours cleaning for housing management) for sheltered housing blocks, low rise blocks, and homeless disbursed temporary accommodation sites around the city. The requirement will be tendered by lot by geographical area: • South and East Quadrants and • North and West Quadrants	1 year, 6 months	Neighbourhoods	Homes and Neighbourhoods	Carl Tomlinson	Andrea Webster	08/01/2021
Strategy / Award	Office Supplies	F0162R_2020	The supply and delivery of office and stationery products including: • Stationery • Reprographic paper • Ink cartridges	4 years	Finance and Governance	Finance and Resources	Lee Bickerton	Raja Chowdhury / Andrea Webster	04/01/2021
Strategy / Award	Provision of IT Hardware and Software Solution	TBC	Provision of IT hardware equipment (laptops, Monitors)and software licencing to enable the council to have an e-catalogue of standard approved equipment items.	5 years with a break clause in Years 3 and 4	Digital and Customer Services	Deputy Leader	Lee Bickerton	Rhona Bowditch	04/01/2021
Strategy / Award	Relocation Works for the Wholesale Market	TBC	For the supply and installation of storage cases for the retail market traders and for building works within the complex to enable these parts of the Birmingham Smithfield Development site to be cleared. The works are: •Supply and installation of 30 storage cages •Building Works □Ground levelling to Rag Market car park □Installation of frozen storage units □Refrigerated storage units □Two outdoor goods lift □Fork lift truck parking space and charging point	2 months	Inclusive Growth	Leader	Guy Olivant	Marlene Slater / Charlie Short	04/01/2021

## **APPENDIX 2**

### **BRIEFING NOTE ON PLANNED PROCUREMENT ACTIVITIES** **CABINET – 10<sup>TH</sup> NOVEMBER 2020**

<b>Title of Contract</b>	<b>Provision of Cleaning Services for Temporary and Shelter Accommodation (P0254)</b>
Director / Assistant Director	Robert James - Director, Neighbourhoods
Briefly describe the service required	<p>The service is for cleaning services (including out of hours cleaning for housing management) for sheltered housing blocks, low rise blocks, and homeless disbursed temporary accommodation sites around the city.</p> <p>The requirement will be tendered in lots by geographical area:</p> <ul style="list-style-type: none"><li>• South and East Quadrants and</li><li>• North and West Quadrants</li></ul>
How will this service assist with the Council's commitments to Route to Zero?	The tender specification and evaluation process will incentivise the use of low emission vehicles and cleaning materials that are certified as environmentally-friendly.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is not a statutory duty for this service. However, the service supports the Council duty to provide accommodation to persons within the city and for Housing Revenue Account (HRA) dwellings under the powers in Part II Housing Act 1985
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The existing framework agreement expires on 19 <sup>th</sup> April 2021. The value of the previous call-off approval under the Council's governance has become exhausted and therefore a further approval is required for the latest contract.
What budget is the funding from for this service?	<p>The budget for the cleaning of low rise and sheltered accommodation is contained within the Housing Revenue Allocation (HRA). This cleaning service is recoverable from the service charge payable by tenants and leaseholders living in the accommodation.</p> <p>The budget for the cleaning of temporary accommodation forms part of the overall homelessness budget provision and represents a direct cost to the Council.</p>
What is the proposed procurement route?	To call off the Council's existing Cleaning Services (Housing) Framework Agreement.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Proposed start date and duration of the new contract	The proposed call off contracts will commence 20 April 2021 for a duration of 18 months.

<b>Title of Contract</b>	<b>Office Supplies (F0162R_2020)</b>
Director / Assistant Director	Alison Jarratt – Assistant Director, Development and Commercial
Briefly describe the service required	The supply and delivery of general office stationery, office paper and equipment. The direct award is in line with the framework agreement's call off direct award criteria with the most economically advantageous solution being recommended for award. An assessment of framework prices of all suppliers using the Council's current basket of items purchased and contract prices was undertaken and Banner Group Ltd was the most competitive. The value of the contract is below the contract for the BBC4SR.
How will this service assist with the Council's commitments to Route to Zero?	Under the call off contract, the supplier is required to reduce environmental impact within the lifecycle of the arrangement Contract. The supplier shall be required to provide information on new or improved environmentally preferable products and demonstrate their measured progress against the Council's commitments to Route to Zero. This will be monitored through contract management activities.
Is the Council under a statutory duty to provide this service? If not, what is the justification for providing it?	There is not statutory duty for these products. However, there is need for the Council to purchase office supplies to support its day to day operations and services.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The existing contract with Banner Group Limited expired on 31 <sup>st</sup> March 2020. This is due to the lack of available procurement resource to undertake the tendering activity and the prioritisation on key Council projects. Banner Group Limited has continued to provide the service in line with the terms and conditions of this contract.
What budget is the funding from for this service?	The cost of the products purchased will be met from individual Directorate's approved budgets.
What is the proposed procurement route?	To award a call off contract by direct award using the Crown Commercial Service Office Supplies framework agreement.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Proposed start date and duration of the new contract	The proposed start date is 1 <sup>st</sup> February 2021 for a period of 4 years.

<b>Title of Contract</b>	<b>Provision of IT Hardware and Software Solution</b>
Director / Assistant Director	Peter Bishop – Director, Digital and Customer Services
Briefly describe the service required	Provision of IT hardware equipment (laptops, monitors) and software licencing to enable the council to have an e-catalogue of standard approved equipment items. The requirements of the Birmingham Business Charter for Social Responsibility will be incorporated with commitments proportionate to the value of the contract.
How will this service assist with the Council's commitments to Route to Zero?	The equipment supplied will meet the latest environmental standards and seek to minimise the carbon footprint in transportation.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is not a statutory duty for this service. However, the service supports the Council Standard support of all IT end user equipment and devised via a preferred supplier and product set.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	The existing arrangements are through the Capita Retained Services contract, following transition of the outsourcing contract back into BCC in August 2019. Service commenced 1 <sup>st</sup> April 2006 as part of the JV with Service Birmingham. It is due to expire 31 <sup>st</sup> March 2021.
What budget is the funding from for this service?	This is funded from internal directorate charging, following a monthly ICT invoice from the vendor.
What is the proposed procurement route?	The service will be procured through the Crown Commercial Service: Technology Products and Associated Service (RM6068) via a Further Competition.
If single /multiple contractor negotiations is proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	Not applicable.
Proposed start date and duration of the new contract	Proposed start date is 1 <sup>st</sup> April 2021 for a duration of 5 years with a break clause in 4 <sup>th</sup> and 5 <sup>th</sup> year. (3+1+1).

<b>Title of Contract</b>	<b>Relocation Works for the Wholesale Market</b>
Director / Assistant Director	Ian MacLeod – Director, Inclusive Growth
Briefly describe the service required	<p>Cabinet approved the Wholesale Market and Adjacent Area Asset Management – Procurement Strategy report dated 8<sup>th</sup> September. Part of the works required was for the supply and installation of storage cages for the retail market traders and for building works within the complex to enable these parts of the Birmingham Smithfield Development site to be cleared. The works are:</p> <ul style="list-style-type: none"> <li>• Supply and installation of 30 storage cages</li> <li>• Building Works <ul style="list-style-type: none"> <li>➢ Ground levelling to Rag Market car park</li> <li>➢ Installation of frozen storage units</li> <li>➢ Refrigerated storage units</li> <li>➢ Two outdoor goods lift</li> <li>➢ Fork lift truck parking space and charging point</li> </ul> </li> </ul> <p>There are 6 less storage cages and no polystyrene waste recycling facility required by the Markets Team from the original approval.</p> <p>The technical advisory services are being delivered by Acivico Ltd and at the commencement of the project, the recommended procurement route was for individual tender exercises to be undertaken. However, on review and to ensure the fixed deadline is achieved, a revised procurement route is required. This approach will enable the works to be delivered concurrently with one contractor managing the sub-contractors.</p>
How will this service assist with the Council's commitments to Route to Zero?	The equipment to be installed will be to the latest environment standards.
Is the Council under a statutory duty to provide this service? If not what is the justification for providing it?	There is not a statutory duty for these works to be delivered. However, these works are necessary to facilitate the clearance of the site for the use as a venue for the Commonwealth Games 2022 and for the development of the Smithfield site.
What are the existing arrangements? Is there an existing contract? If so when does that expire?	This is a new requirement.
What budget is the funding from for this service?	This cost forms a part of the anticipated costs of the Smithfield regeneration project but are being accelerated in order to accommodate the requirement to utilise the site for the Commonwealth Games 2022. The expenditure will be funded from prudential borrowing, the interest on which will be repaid by Commonwealth Games Organising Committee, with the principal repayment being funded as a part of the overall funding package for the Smithfield redevelopment project.
What is the proposed procurement route?	It is proposed to carry out a further competition using the Acivico Ltd's Constructing West Midlands 2 Repair and Maintenance framework agreement.
If single /multiple contractor negotiations are proposed, what is the reason for not tendering the requirement, how do we ensure value for money and compliance with the Birmingham Business Charter for Social Responsibility (BBC4SR)?	N/A
Proposed start date and duration of the new contract	The proposed start date is February 2021 for a period of 2 months.



# Birmingham City Council

## Report to Cabinet 10 November 2020



**Subject:** APPOINTMENTS TO OUTSIDE BODIES

**Report of:** City Solicitor

**Relevant Cabinet Member:** Cllr Ian Ward, Leader of the Council

**Relevant O & S Chair(s):** Cllr Carl Rice, Chairman of Co-ordinating Overview and Scrutiny Committee

**Report author:** Celia Janney, Committee Services

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Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No – All wards affected
If yes, name(s) of ward(s):		
Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential :		

### 1 Executive Summary

- 1.1 The report seeks the approval of the Cabinet to the appointment of representatives to serve on outside bodies detailed in the appendix to this report.

### 2 Recommendations

- 2.1 That Cabinet agrees to appoint representatives to serve on the Outside Bodies detailed in the appendix to this report.

### **3 Background**

- 3.1 At a meeting of all Councillors on 11 July 2017, the City Council approved changes to the Constitution that set out those appointments that are reserved to the full City Council to determine. All other appointments of Members and officers to outside bodies shall be within the remit of Cabinet to determine and the proportionality rules will not automatically apply.

### **4 Options considered and Recommended Proposal**

- 4.1 These appointments are a matter for the Cabinet to determine, in accordance with the City Council's current Constitution.

### **5 Consultation**

For appropriate items, the Secretaries to the Political Groups represented on the Council.

### **6 Risk Management**

- 6.1 The main risk of not making appointments might lead to the City Council not being represented at meetings of the bodies concerned. It is always important in making appointments to have regard to the City Council's equal opportunities policies.

### **7 Compliance Issues:**

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

7.1.1 The appointments are consistent with the legal and constitutional requirements of the City Council.

#### **7.2 Legal Implications**

7.2.1 As set out in paragraph 7.1.1 above.

#### **7.3 Financial Implications**

7.3.1 There are no additional resource implications. Where applicable, those implications arise at the time that the relevant body, or a grant to it, is established.

#### **7.4 Procurement Implications (if required)**

7.4.1 Not applicable.

#### **7.5 Human Resources Implications (if required)**

7.5.1 Not applicable.

#### **7.6 Public Sector Equality Duty**

7.6.1 As set out in paragraph 6.1 above.



## **8 Background Documents**

- 8.1 Report of the Council Business Management Committee to City Council on 11 July 2017 "Revised City Council Constitution"; along with relevant e-mails/file(s)/correspondence on such appointments.

**Attached:** Appendix to Report to Cabinet – 10 November 2020 - Appointments to Outside Bodies



**APPENDIX 1****APPENDIX TO REPORT TO CABINET 10 November 2020**  
**APPOINTMENTS TO OUTSIDE BODIES****1. Summary of Decisions**

On 15 August 2017, Cabinet resolved under decision number 004096/2017 that the practice be continued of contacting each representative when their term of office is due to expire to ascertain whether they are willing to be re-appointed and that, unless indicated otherwise in the report to Cabinet, it will be understood that such representatives are not willing to be re-appointed.

**2. Birmingham Bodenham Trust**

May but need not be Members of the City Council. 4 year period of office. Cllr Diane Donaldson (Lab) has advised she would like to be re-appointed.

Therefore, it is

**RECOMMENDED:-**

To re-appoint Cllr Diane Donaldson (Lab) from 10 November 2020 until 9 November 2024 as Nominative Trustee.

**3. John Alvins Trust**

May but need not be Members of the City Council. 5 Year term of office. Cllr Martin Straker Welds (Lab) has advised he would like to be re-appointed.

Therefore, it is

**RECOMMENDED:-**

To re-appoint Cllr Martin Straker Welds (Lab) from 10 November 2020 until 9 November 2025 as Trustee.

**4. Banners Trust**

Must be a Member of the Council. 4 Year term of office and proportionality applies. Cllr Gareth Moore (Con) has advised he would like to be re-appointed.

Therefore, it is

**RECOMMENDED:-**

That Cabinet agrees to appoint Cllr Gareth Moore (Con) as Representative Trustee for the period 10 November 2020 until 9 November 2024.

(Continued)

## **5. Muntz Trust**

May but need not be Members of the City Council. 1 Year term of office. The following have advised they would like to be re-appointed:- Cllr Mary Locke (Lab), Mr Gordon Franks (Con) and Mr Alistair Dow (Lib Dem). There is a vacancy (Lab).

Therefore, it is

### **RECOMMENDED:-**

That Cabinet agrees to appoint the following:- Cllr Mary Locke (Lab), Mr Gordon Franks (Con) and Mr Alistair Dow (Lib Dem), as Nominative Trustee from 10 November 2020 until 9 November 2021.