

BIRMINGHAM CITY COUNCIL

CO-ORDINATING OVERVIEW AND SCRUTINY COMMITTEE

FRIDAY, 05 FEBRUARY 2021 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) 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.

1 - 4

4 ACTION NOTES

To confirm the action notes of the meeting held on 11 December 2020

5 - 36

5 REQUEST FOR CALL-IN: INVESTING IN OUR FUTURE - WHAT BIRMINGHAM CITY COUNCIL NEEDS TO DO NEXT: 2021 - 2026

To consider the "Request for Call-In" (the Portfolio Holder and the Lead Officer identified in the report have been summoned to attend the meeting).

The following documents are attached:-

(A) The Executive Record

(B) The relevant form for the "Request for Call In" lodged by Councillors Matt Bennett and Meiron Jenkins

(C) The report considered by Cabinet in reaching the decision

37 - 330

6 **SCRUTINY OF BUSINESS PLAN 2021-25**

For discussion

331 - 372

7 **WORK PROGRAMME**

For discussion

8 **DATE OF NEXT MEETING: FRIDAY, 12 MARCH, 2021**

To note the date of the meeting.

9 **REQUEST(S) FOR CALL IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)**

To consider any request for call in/councillor call for action/petitions (if received).

10 **OTHER URGENT BUSINESS**

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

11 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

'In an urgent situation between meetings, the Chairman jointly with the relevant Chief Officer has authority to act on behalf of the Committee'.

BIRMINGHAM CITY COUNCIL

CO-ORDINATING O&S COMMITTEE – PUBLIC MEETING

1000 hours on Friday 11th December 2020, On-line meeting

Action Notes

Present:

Councillor Carl Rice (Chair)

Councillors: Deirdre Alden, Albert Bore, Debbie Clancy, Liz Clements, Roger Harmer, Penny Holbrook, Ewan Mackey and Rob Pocock.

Also Present:

Cllr Sharon Thompson, Cabinet Member, Homes and Neighbourhoods

Julie Griffin, Service Director, Housing

Guy Chaundy, Senior Service Manager Housing Strategy

Uyen-Phan Han, Planning Policy Manager

Deborah Moseley, Senior Service Manager, Housing Options and Private Rented Service

Peter Barton, Area Planning Manager

David Kinnair, Head of Benefits, Revenues and Benefits

Balwinder Kaur, Assistant Director, Adult Social Care

Shazia Hanif, Head of Service (Operations and Partnerships), Adult Social Care

James Fox, Principal Planning Enforcement Officer, Inclusive Growth Directorate

Emma Williamson, Head of Scrutiny Services

1. NOTICE OF RECORDING/WEBCAST

The Chair advised that this meeting would be webcast for live or subsequent broadcast via the Council's Internet site (www.civico.net/birmingham) and that members of the press/public may record and take photographs except where there were confidential or exempt items.

2. APOLOGIES

Apologies were received from Cllrs Lou Robson and Kath Scott.

3. DECLARATION OF INTERESTS

None.

4. ACTION NOTES

(See document No 1).

RESOLVED:

The action notes from the meeting held on 13th November 2020 were agreed.

5. EXEMPT ACCOMMODATION

(See document No 2).

Guy Chaundy introduced the session with a presentation on exempt accommodation and current activity in the city. Balwinder Kaur also emphasised some of the issues encountered and the need to be fully sighted on needs and support.

Cllr Sharon Thompson noted that there are growing issues across the city, and she has been doing roadshows across the city, about private accommodation and exempt accommodation, in relation to the supported housing pilot being rolled out in the city.

She would like to see scrutiny pick up on the citizen's voice, and look at the growth and entry points into exempt accommodation (i.e. are we doing enough to ensure the right checks are in place), with a view to developing recommendations around what the Council needs to be talking to Government about. There are concerns about inadequate legislation with regards to planning, benefits and regulation and Government Ministers are open to having a conversation on these matters. The breadth of the issues concerned is why this work best sits with the Co-ordinating O&S Committee.

The Cabinet Member also said thank you to all the partners and officers working tirelessly on this work, in particular Spring Housing. She also emphasised that not all providers are bad providers, there are some very good ones in the city, but we do want to drive out bad practice.

In the following discussion, Members then made a number of points:

- We are told that providers have to be not for profit but research by residents in Edgbaston shows that some are making extortionate profits. Guy Chaundy responded that the profits tend to sit with the organisations providers are leasing in to source the properties and deliver the support. David Kinnair added that the Council conducts checks on the status including at Companies House and with the regulator; all are registered as not for profit. One had changed to for profit and that has had status removed. There is potential to exploit loopholes on this and other matters.
- It was confirmed that data on the number of units of exempt accommodation, recently sent out in response to a written question, would be updated and re-sent.
- The other authorities that bid for the pilot funding (Blackburn, Hull, Bristol and Blackpool) were successful and there is a national steering group led by MHCLG.

They have had a series of meetings already and shared issues, albeit at different levels – Birmingham is by far the largest.

- David Kinnair confirmed that the enhanced rate of housing benefit does not pay for support, that is funded elsewhere, but is for additional costs that the provider may incur e.g. increased maintenance, refuse collection and cleaning – enhanced because of the customer group and increased throughput.
- It was noted that the Health and Social Care O&S Committee picked up that those in exempt accommodation suffer disproportionately poor health status, and therefore as part of the inquiry Members should ask Public Health to look at the health needs of this group to ensure the appropriate directing of support.
- It was confirmed that the pilot was Birmingham wide, regardless of density, issues remain and so the work to improve support standards is across the city. The inspection work will be targeted on those wards with very high numbers and density.
- In Ladywood, local members are mapping exempt accommodation and houses of multiple occupation in the ward to ensure all are registered and not contravening planning requirements.
- When asked what three things should change, Guy Chaundy responded that there should be an increased focus of regulators on ensuring providers are not for profit, as there are connections with organised crime; to strengthen powers in housing benefit regulations so that a clearer definition of levels of support and evidence is required; and the ability to control growth where the strategic needs assessment can restrict growth;
- The Chair emphasised that the inquiry was to identify real issues and pressure points so that the Council has got an evidence based scrutiny report when talking to Government. The Cabinet Member reiterated that she saw the value of the inquiry in ensuring residents and councillors can shape the future model, ensure we are addressing the challenges, and provide evidence. She also confirmed that MPs are involved.
- Guy Chaundy confirmed that the financial breakdown was set out in the Cabinet report.
- Members welcomed the work, recognising the huge frustration residents experience, but understand how limited our powers are.

The Chair confirmed that a draft terms of reference and programme of work would be circulated to members after the meeting. The Cabinet Member requested that it was made clear that the inquiry was focusing on exempt accommodation, not all HMOs.

The Chair thanked the Cabinet Member and officers for their time.

6. WORK PROGRAMME

(See documents No 3 and 4).

Emma Williamson, Head of Scrutiny Services, updated the committee on items including:

- Customer services inquiry – an informal meeting of members to look at the proposed protocol for managing member enquiries will be held the following week;
- The draft Scrutiny Framework will be shared with members the following week. The Chair said that an informal meeting of the committee would be held to agree a draft for consultation.

A question was asked on the quality of broadband, as raised at the last meeting, and further information requested.

Cllr Clements informed members that the Sustainability and Transport O&S Committee had been looking at the work of the Route to Zero taskforce and asked members to note that this would have implications across all portfolios.

DATE AND TIME OF THE NEXT MEETING

The next meeting is the 8th January 2021 at 1000 hours.

7. REQUEST(S) FOR CALL-IN/COUNCILLOR CALL FOR ACTION/PETITIONS RECEIVED (IF ANY)

None.

8. OTHER URGENT BUSINESS

None.

9. AUTHORITY TO CHAIRMAN AND OFFICERS

RESOLVED:

In an urgent situation between meetings, the Chairman jointly with the relevant Chief Officer has authority to act on behalf of the Committee.

The meeting ended at 1120 hours.

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Decision Details

General

Reports

Decision History

This section allows you to view the general details of a Decision

Details
Status: Decision Subject To Call In
Title:

Investing in our Future - What Birmingham City Council needs to do next: 2021 - 2026

Reference: 008462/2021

Urgent Decision - Not in Forward Plan No

Details for Agenda Sheet Report of the Interim Chief Executive.

Implementation Date (not before meeting on) Tue 19 Jan 2021
Purpose

To set out the proposed direction of travel for the leadership, design and organisation.

Key Portfolio ----- N/A -----

Include item on Forward Plan/ Key Decision No

Decision Maker
Reason For Key Decision
Relevant Documents
Decision Type: Committee

Decision Maker:	Cabinet
Directorate	
Other Information	
Private Reason	
Decision Outcome	<p>On 19 January 2021, Cabinet:</p> <p>(i) Approved the proposed direction of travel outlined in this paper for the leadership design and organisation of Birmingham City Council so that it can fulfil the administration's ambition at this time of both hope and challenge;</p> <p>(ii) Approved the inclusion of £0.51m in the Medium Term Financial Plan from 2021, to fund the increase in costs of the senior management structure.</p> <p>THE DEADLINE FOR CALL IN IS 1600 HOURS ON</p> <p>MONDAY 25 JANUARY 2021</p> <p>On Friday 22 January 2021 at 1510 hours, a request for call-in was submitted by Councillors Matt Bennett and Meirion Jenkins. No action on the decision can be taken until the request for call-in has been considered by the Co-ordinating O&S Committee within 15 days of the decision being posted.</p>
Rating:	
Is the Decision Maker Aware of the Decision:	No
Is the Head of Services Aware of the Decision:	No
Is Decision County Wide:	No
Would the recommended decision be contrary to the budget and	No

policy framework:
Further Information:
Decision Options:
Additional Information
Reg 10
Reg 11
Decision Criteria
This Decision does not contain any decision criteria records.
Wards
This Decision does not contain any Ward records.
Topics
This Decision does not contain any Topic records
Overview and Scrutiny
This Decision does not contain any Overview and Scrutiny records.

[Back to Decisions](#)



Appendix 2: Request for Call In – Pro-forma

To:

Committee Services, Room 315, Council House.

E-Mail: LESCommitteeServicesAll@birmingham.gov.uk (marked "For the attention of Dave Smith")

Date: 20 January 2021

Please arrange for a meeting of the

Co-ordinating Overview and Scrutiny Committee

O&S Committee

to be called to discuss the following executive decision:

Title: [Investing in our Future - What Birmingham City Council needs to do next: 2021 - 2026](#)

Taken By: Cabinet

On: 19 January 2021

Reason for request:

- | | | |
|--|--|-------------------------------------|
| (a) Is the Executive decision within existing policy? | 1. the decision appears to be contrary to the Budget or one of the 'policy framework' plans or strategies; | <input type="checkbox"/> |
| | 2. the decision appears to be inconsistent with any other form of policy approved by the full Council, the Executive or the Regulatory Committees; | <input type="checkbox"/> |
| | 3. the decision appears to be inconsistent with recommendations previously made by an Overview and Scrutiny body (and accepted by the full Council or the Executive); | <input type="checkbox"/> |
| (b) Is the Executive decision well-founded? | 4. the Executive appears to have failed to consult relevant stakeholders or other interested persons before arriving at its decision; | <input checked="" type="checkbox"/> |
| | 5. the Executive appears to have overlooked some relevant consideration in arriving at its decision; | <input checked="" type="checkbox"/> |
| | 6. the decision has already generated particular controversy amongst those likely to be affected by it or, in the opinion of the Overview and Scrutiny Committee, it is likely so to do; | <input checked="" type="checkbox"/> |
| | 7. the decision appears to be particularly "novel" and therefore likely to set an important precedent; | <input type="checkbox"/> |
| | 8. there is a substantial lack of clarity, material inaccuracy or insufficient information provided in the report to allow the Overview and Scrutiny Committee to hold the Executive to account and/or add value to the work of the Council. | <input checked="" type="checkbox"/> |



(c) Has the Executive decision been properly taken?

9. the decision appears to give rise to significant legal, financial or propriety issues; ☐

10. the notification of the decision does not appear to have been in accordance with council procedures; ☐

Councillor

(Signed)

Matt Bennett

(Print Name)

Councillor

(Signed)

Meirion Jenkins

(Print Name)

Reports not on the Forward Plan

Birmingham City Council

19 January 2021



Subject: **Investing in our Future**
What Birmingham City Council needs to do next: 2021 to 2026

Report of: Chris Naylor, Interim Chief Executive

Report author: Amerdip Kaur, Chief Executive's Senior Policy Officer

1) Key Decisions not on the Forward Plan / Urgent Decisions

To be completed for Key Decisions not on the Forward Plan 28 days before the Cabinet meeting at which the decision is to be taken.

<i>Reasons for Urgency / why not included on the notification</i>	The report was initially conceived as a non-key decision but as more details emerged of the financial implications, it was agreed to put forward the report as a key decision.
<i>Date Chief Executive Agreement obtained:</i>	11/01/21
<i>Name, Date and any comments of O&S Chair agreement obtained:</i>	Cllr Carl Rice, 11/01/21 Co-ordinating O&S will consider the report at an informal briefing on Friday and I hope that Cabinet will take note of any comments.

Birmingham City Council

Report to Cabinet/Cabinet Committee

19 January 2020



Subject: **Investing in our Future**
What Birmingham City Council needs to do next: 2021 to 2026

Report of: Chris Naylor, Interim Chief Executive

Relevant Cabinet Member: Cllr Ian Ward, Leader

Relevant O &S Chair(s): Cllr Carl Rice

Report author: Amerdip Kaur, Chief Executive's Senior Policy Officer

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

1 Introduction

- 1.1 This paper sets out the proposed direction of travel for the leadership, design and organisation of Birmingham City Council so that it can deliver the administration's long-term vision for the City and the six priority outcomes as set out in the Delivery Plan:
- 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
- 1.2 We are living in arguably, the most challenging times facing Birmingham since the Second World War. The coronavirus has caused untold human tragedy and economic damage. We will recover, building back better by addressing some of the systemic inequalities that hold our citizens back and that limit their life chances.
- 1.3 To support this, there are huge opportunities on the horizon in the short, medium, and long-term. For example:
- a) The Commonwealth Games is only 18 months away
 - b) The arrival of HS2
 - c) The City's ambition to tackle climate change and delivering economic growth via decarbonisation (as set out in the Route to Zero Action Plan)
- 1.4 Two of our greatest assets are our communities and the City Council's staff. Our diverse communities have demonstrated their resilience, resourcefulness and compassion during the pandemic. As an organisation we need to be geared toward supporting communities to build upon their strengths so that the benefit of the opportunities ahead is shared more widely.
- 1.5 To do that, we need to change as an organisation, in a way that empowers our staff to showcase their innovation and creativity.
- 1.6 Accordingly, this report includes:
- Challenges and Opportunities - why we believe there are opportunities that can address the challenges we face and what it will mean in practice to benefit from these opportunities
 - A new model of leadership, service delivery and governance - the changes we will need to make inside the Council
 - A new approach to officer governance - how we will give Members and wider stakeholders confidence that we will deliver what we say we will deliver
 - Making it happen - an outline of next steps.

2 Recommendations

- 2.1 It is recommended that Cabinet approves the proposed direction of travel outlined in this paper for the leadership, design and organisation of Birmingham City Council so that it can fulfil the administration's ambition at this time of both hope and challenge.

- 2.2 It is recommended that Cabinet approves the inclusion of £0.51m in the Medium-Term Financial Plan from 2021/22 to fund the increase in costs of the senior management structure.

3 Executive Summary

- 3.1 This is a pivotal moment for the City and the Council. We face significant on-going risks and challenges that must be addressed. Unchecked, the financial sustainability of the Council is threatened. Moreover, the fortunes of the people of Birmingham could suffer. There is a pressing need to act.

- 3.2 The three immediate opportunities detailed further in the attached paper are as follows:

- **Fundamentally shifting our focus from crisis to prevention** - This relates to helping and supporting individuals and families at the early stages of an issue or crisis in their lives, before it manifests as a statutory need.
- **Increasing the pace and scale of growth, for those that need it the most, while delivering our climate change objectives** – 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.
- **New ways of working** - Building on the positive experience during the pandemic (while reflecting on what has been challenging), there is the opportunity is to make a permanent shift where 80-85% of our workforce moves to agile and flexible working. 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.

- 3.3 It is proposed that a new structure is built over the next 2-5 years that has two elements:

- A new **Council Core** that exists to set direction and purpose, joins up and then holds delivery departments and the wider system to account, as well as providing world class support and governance services.
 - Chief Executive
 - Director of City Management
 - Director of Partnership; Participation and Equality
 - Purpose Director: City Futures
 - Purpose Director: Places, Prosperity and Sustainability

- **Best in class service delivery functions delivered on an in-house basis** that are designed from first principles to deliver the council's key objectives. In particular: managing from crisis to prevention, growth and climate change, and customer oriented and relentlessly reliable universal services.
 - Managing Director: City Operations
 - Managing Director: City Housing
 - Managing Director: City and Municipal Development
 - Children's Trust
 - Managing Director: City Help and Support
 - Managing Director: City Life Courses

3.4 A new approach to officer governance - the proposed changes to how the Council organises itself will require a refreshed approach to officer governance and leadership.

3.4.1 This will involve the Council Core taking responsibility for setting policy direction and performance standards in an annual process of dialogue and consultation with the Delivery Functions

3.4.2 Each department will have their own Annual Business Plan that cascades from the annual budget, delivery plan and programme plan

3.4.3 Cabinet Members and Scrutiny Chairs will relate directly to Purpose Directors and relevant Managing Directors through their portfolio meetings and in the development of annual scrutiny programmes.

Corporate Leadership Team will be replaced by four meetings that will each take place once a month and include all the directors referred to above:

- **strategy group** that focuses on policy and strategy development
- **performance group** that focuses on the delivery of the budget, business plan objectives, performance framework measures and the delivery of key programmes
- **assurance group** that focuses on the achievement of statutory and other regulatory objectives
- **leadership group** that brings together all directors and their reports, to ensure alignment and understanding across the Council as a whole.

We will also provide a consistent conduit for member meetings be they Cabinet, Overview & Scrutiny Boards, safe-guarding boards, health and well-being or audit committee.

3.5 Making it happen - the changes outlined above will be progressed in phases over the next 2 years with a period of consolidation in the following 3 to 5 years. A JNC

report will follow to establish the key posts of the structure and a phased approach to implementation through to 2022.

4 Options considered and Recommended Proposal

- 4.1 The approach outlined in this paper is the recommended option in addressing the councils and city's challenges and to take advantage of the opportunities to improve the lives of our residents.

5 Consultation

- 5.1 Plans for consultation and engagement will be devised as part of developing the outline business cases ensuring that all relevant stakeholders including trade unions, staff and partners.

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

- 7.1.1 The plans detailed within this paper are the next phase to Birmingham City Council's Delivery Plan to 2022 agreed by Cabinet in November 2020.

- 7.2 Legal Implications

- 7.2.1 The plans detailed within this paper will ensure that all service provision is delivered in accordance with the relevant statutory framework and the associated statutory guidance.

- 7.2.2 Legal advice on any employment issues and any other governance issues that may arise will be provided on an ongoing basis to the JNC panel and others.

- 7.3 Financial Implications

- 7.3.1 The proposals to strengthen the Council's core, as set out in paragraph 3.3 above, will cost £0.51m per annum and will be built into the Medium-Term Financial Plan (MTFP) from 2021/22. A separate JNC report is being prepared that sets out the senior posts proposed to be deleted and new senior posts proposed to be created. The net effect of those changes is an increase in the establishment cost of £0.51m. This will be funded from a combination of HRA and General Fund to reflect the nature of the investment. The Medium-Term Financial Plan contains sufficient provision to cover any associated costs as a result of the planned senior changes.

7.3.2 Given the importance and scale of the services the council operates, the significant size of the City Council's budget, notwithstanding the need to ensure value for money, the structure proposal is deemed affordable.

7.3.3 For information purposes, the total spend to date for the discovery phase 1 to get the Council to strategic outline business cases that back up a) the MTFP, b) the Delivery Plan and c) the proposals for change, as outlined within this report has been £1,141,320, with a further £2,622,999 for discovery phase 2. This second phase will take the Council to March 2021 with the production of final business cases (FBCs). FBCs will bring greater clarity around the substance of what needs to change, together with more detailed numbers in relation to both the benefits and the investment required to deliver the change. These FBCs will be reported in accordance with our constitution.

7.4 Procurement Implications (if required)

7.4.1 Procurement implications will be considered as the plans are developed into outline business cases.

7.5 Human Resources Implications (if required)

7.5.1 A JNC report will be discussed at JNC Paper on 28th January 2021

7.5.2 Organisational-wide HR implications will be considered as the plans are developed into outline business cases.

7.6 Public Sector Equality Duty

7.6.1 The Council has already committed itself to addressing structural inequalities, recently publishing "Everyone's Business, Everyone's battle" – 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.

7.6.2 A full equality impact assessment under the Equality Act 2010 will be completed that considers the impact on all protected characteristics including all staff and service users who are part of the protected characteristics cohort.

8 Appendices

8.1 Appendix A: Investing in our Future - What Birmingham City Council needs to do next: 2021 to 2026

9 Background Documents

9.1 None

APPENDIX A

INVESTING IN OUR FUTURE

What Birmingham City Council needs to do next: 2021 to 2026

1 Introduction

The paper sets out a proposed direction of travel for the leadership, design and organisation of Birmingham City Council so that it can fulfil the Council's ambition at this time of both hope and challenge.

Its central message is that if we want to address the issues we face, by seizing the opportunities before us, then we will need to invest. Invest in our capacity and leadership, and, in the changes, we need to make. That investment will be paid-back in better outcomes for all citizens and the prospect, over the medium term, of balancing our books without the need for widespread cuts – but we do need to make change in order to get the results. In this way the paper sets out the practical implications of the ambition described in the Delivery Plan agreed in November and the key proposals in the forthcoming Medium Term Financial Plan

Accordingly, this paper sets out:

- Why we believe there are opportunities that can address the challenges we face
- What it will mean in practice to benefit from these opportunities
- The changes we will need to make inside the Council
- How we will give Members and wider stakeholders confidence that we will deliver what we say we will deliver
- An outline of next steps

It builds upon and reflects the feedback received following discussions with the Cabinet and Overview and Scrutiny Members during October and November. It draws to a conclusion those conversations, making the links and connections between them, and sets out the overall impact on Council's leadership, structure, ways of working and culture. Much of what is proposed herein builds upon and is the practical manifestation of the Modernisation Programme that was launched last year, discussed with Modernisation Working Groups at that time.

2 Challenges and Opportunities

This is a pivotal moment for the City and the Council. We face significant on-going risks and challenges that must be addressed. Unchecked, the financial sustainability of the Council is threatened. Moreover, the fortunes of the people of Birmingham could suffer. There is a pressing need to act.

A decade into austerity, 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. This is a negative circle we need to find ways to challenge and break¹.

COVID is having a huge impact on the City's economy and on the livelihoods of many citizens. Since March 2020:

- 1/3 of all businesses have had to close for some or all of the time
- 33,000 people have lost their jobs
- 55,000 people remain on furlough
- In overall terms unemployment has risen by 68%, meaning over 15% of citizens are out of work – almost twice the national average. Rates of unemployment this high have not been seen since 1987
- The impact is being felt most acutely by younger workers, with over 1 in 5, 16 to 24 years olds out of work.

The pandemic has had a negative impact upon the Council's finances. Since the Spring, business rate yields have dropped by 7% creating a significant hole in our medium-term financial plan. We anticipate needing to close a budget gap of circa £100m over the coming years because of this and principally other demand led or other COVID related pressures. Adopting a business as usual – salami slicing - approach to managing this gap is unlikely to deliver the savings we need. Nor will it enable us to address future challenges.

Overcoming structural inequalities

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 are struggling to afford to meet. For too many, prospects remain conditioned by their race, their sex, their age and other personal 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 addressing these issues, recently publishing **“Everyone's Business, Everyone's battle”** – 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), clean air, thriving inclusive communities and the best possible schools etc. It also means reforming our services, so that they *see and respond* to root causes. This reform agenda will in part be about changing how our services operate and function effectively (e.g. SEND), but it's principal goal will be to involve people, building on their strengths and support their sense of personal agency. It will

¹ Economic output in the region has grown significantly in the last decade, with the economy of Birmingham growing at 4% per annum pre-pandemic. At the same time 42% of children live in poverty.

be about the Council becoming a platform that enables this to happen in concert and partnership with wider civil society. This is categorically not about outsourcing our statutory or rights-based services to the community and voluntary sector, or in some other way abdicating our responsibility – it is about creating the best possible conditions for partnership.

Getting the basics right and improving customer service

Residents expectations are rising too. People expect services that are reliable, joined up around their needs and involve them as equals.

Residents benchmark our performance against the likes of 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. And this applies not only to services run by the customer services team – it means all services, from children's to adults, from street cleansing to parking enforcement treating customer, citizens and service users with respect. This will require a step change in our approach rather than incremental changes at the margins or digitising what remain effectively paper based or manual processes. The world has moved on and so must we.

Building Trust

People also expect a much greater level of involvement in decisions that affect 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 is: 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, 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.

New threats and challenges that test the capacity and skills of the Council

All of this complexity is compounded by new threats that councils and other public sector organisations were not designed to deal with: climate change; rapid technological change; globalisation; the costs and implications of an aging population; terrorism and violent extremism - the global pandemic is a case in point. Over the last 12 months, Covid-19 has 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 that needs to be at the heart of the Council's future plans. With this comes a fundamental challenge to our leadership, capacity and focus.

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 we need to do next.

The three immediate opportunities, set out in the Delivery Plan published in November, that present themselves are as follows:

1: Fundamentally shifting our focus from crisis to prevention:

This relates to helping 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 is not about pulling departments or partners together under one roof, it is about *creating a new service* that:

- Uses 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.
- Provides integrated universal public sector support where this is helpful or directs people to more targeted specialist support as required.
- Integrates pathways into specialist Early Help in the Children's Trust or "life course" services in Adult Social Care and health.

Our proposed working title for this new operational department is **City Help and Support**

In scope for this new service will be amongst other things: housing options; homelessness; libraries; debt and money advice; job readiness, skills and adult learning; employment support; drug and alcohol services; the youth service; domestic abuse; parts of the adults front door and our efforts in support of digital inclusion – together with a platform and capacity for working with, supporting and helping to build community and voluntary sector networks of support.

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 – as in houses that people can actually afford) 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.

To enable delivery of these opportunities, it is proposed to create a new **Purpose Director: Places, Prosperity and Sustainability** with a highly skilled team, to lead on the

development of all parts of the city including: strategic place shaping and economic development, including those resources devoted to transport planning and the development of strategies to address the climate crisis that are inclusive and actually capable of delivering the route to zero. They will be responsible for ensuring that the City has world class digital infrastructure that enables all citizens to participate. They will also lead strategically on arts, culture, and heritage. They will set the ambition for the Council's delivery functions and partnerships, joining them up and holding them to account. They will lead on key relationships relevant to the portfolio: international, national, regional, city wide and local - increasing our profile, generating investment in the City winning consent for change. To ensure we see the growth we want, it also proposed that we create a new **City and Municipal Development Department** to execute city led development schemes and support the right kind developments by others.

3: New ways of working

Building on the positive experience during the pandemic (while reflecting on what has been challenging), there is the opportunity is 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.

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.

Delivering the change

Reaping the benefits of these opportunities will require certain parts of the organisation to change, over the coming months and then years. 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.

Winning consent and working in partnership

This 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.

All this relies on partnership: international, national, regional, local and hyper local. Partnerships and partnership activity will require proper resourcing.

A focus on core service delivery

For the public, staff and elected 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.

Centring equalities

Underpinning all this needs to be a fresh approach to equalities. This will require an understanding in both a quantitative and qualitative way the nature and prevalence of structural inequalities in our City – the barriers that prevent people moving forward in their lives and then ensuring that we have policies, strategies and actions to tackle them over the short, medium and long term. We will require comprehensive data and to hear people's lived experience, finding consistent ways of taking decisive action to tackle the inequalities that exist.

Delivering the Commonwealth Games

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

Hope, because they offer the City us a world stage to tell a story of a place that is on the cusp of defining what all great 21st 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 country's first BAME majority place.

But there are risks, with a burden in terms of capital delivery and city operations that is huge. 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.

3 A new model of leadership, service delivery and governance

To respond to the challenges and exploit the opportunities set out above we require a new model of leadership, service delivery and governance.

Due to the scale of the City Council (almost twice the size of the next largest unitary and five to six times larger than the average Metropolitan Borough Council or London Borough) it receives national attention particularly when services have not been as reliable as they should have been. This has led to several years of intervention and oversight by central Government.

The size of the Council has often been seen as a liability, but if utilised effectively it should be a great asset. There is the scope to unlock huge efficiencies. Our size also provides the scale, influence and reach to tackle the big challenges of our times. A key lesson from COVID has been that size matters. Our ability to understand data and impact across 1.2 million people, to act decisively on their behalf, to communicate with and advocate for them has been a decisive feature of our success in managing the pandemic. Birmingham has led the way, a fact acknowledged by Government.

But with size comes risk. Leading then governing and delivering services across an organisation of 11,000 staff in the service of 1.2 million people, is *categorically different to running an organisation a sixth of the size*. On that basis, it is critical that the Council has the appropriate level of capacity and capability in the organisation to meet the challenges and exploit the opportunities referred to above, capacity which has previously been eroded due to the impacts of austerity.

Specifically:

- The challenges we face require a joined up, strategic and integrated approach – a common purpose and the ability to transcend professional silos and a structure that enables this.

The issue for the CEO is particularly challenging. Under the current structure the post has ten direct reports (11 if you include their office) when best practice would suggest a CEO should have no more than 5. In Birmingham, the average span of control is 1:6. Across the Council as a whole, it should be much closer to 1:10. This creates an organisational design which means that the CEO is the personal fulcrum for all issues that fall between silos and the first point of contact when things go wrong. It's a situation that is completely unsustainable and needs to change as a matter of urgency.

- Meanwhile, the Council's structure has effectively devolved responsibility for developing policy, setting priorities and service standards and for then measuring performance and accountabilities against those standards, to individual service departments. The same applies to assurance processes that relate to the fulfilment of statutory obligations, health and safety and other regulations. Departments set their own standards and performance measures and assess their performance against them. This needs to be changed to ensure that there is improved corporate visibility of these standards, measures and assurance arrangements together with more robust arrangements in relation to reporting. This will also enable the opportunity for greater scrutiny and constructive challenge.

- The Council needs to build new capacity, working to a consistent methodology, refresh governance and improve leadership in order to improve its ability to help manage and deliver large scale change and improvement projects. **Capacity:** by employing people with the right skills and experience to execute complex change projects, which is a professional discipline in its own right; **Governance:** with the creation of a standard method for managing projects, monitoring progress against delivery and escalating problems and issues for resolution; **Leadership:** to create a culture of active problem solving and clear accountability.
- The Council has committed to no further outsourcing and bringing services back in house. This has protected terms and conditions and maintained the relative protection of a public sector job. These are all good outcomes in themselves, and also means the Council is very well placed to respond flexibly and with agility to the immediate challenges of the future.

However, this has also coincided with a significant reduction in senior management costs which has weakened the Council's ability to lead and manage services. An increase in senior management capacity will not only allow the Council to improve the day to day quality of service delivery allowing it to cope with the rich and varied nature of issues that arise when serving a population the size of Birmingham, but also allows it to seize the opportunities of growth and respond to climate change. Increased senior management capacity will also allow us to further develop relationships with key partners and by having a consistent officer presence, at the appropriate level, engaging on the strategic issues affecting the City.

These observations go to the heart of Member concerns about service grip and the availability and visibility of directors and senior managers. This is partly a frustration about service performance and service failure but also about the lack of follow through, imagination, policy thinking and innovation.

New Model of Service Delivery and Governance

To improve service delivery, meet future challenges and deliver upon the big opportunities available to the City it proposed that a new model of leadership service delivery and governance is created.

It is proposed that a new structure is built over the next 2-5 years that has two elements:

- 1) A new **Council Core** that exists to set direction and purpose, joins up and then holds delivery departments and the wider system to account, as well as providing world class support and governance services.
- 2) **Best in class service delivery functions delivered on an in-house basis** that are designed from first principles to deliver the council's key objectives. In particular: managing from crisis to prevention, growth and climate change, and customer oriented and relentlessly reliable universal services.

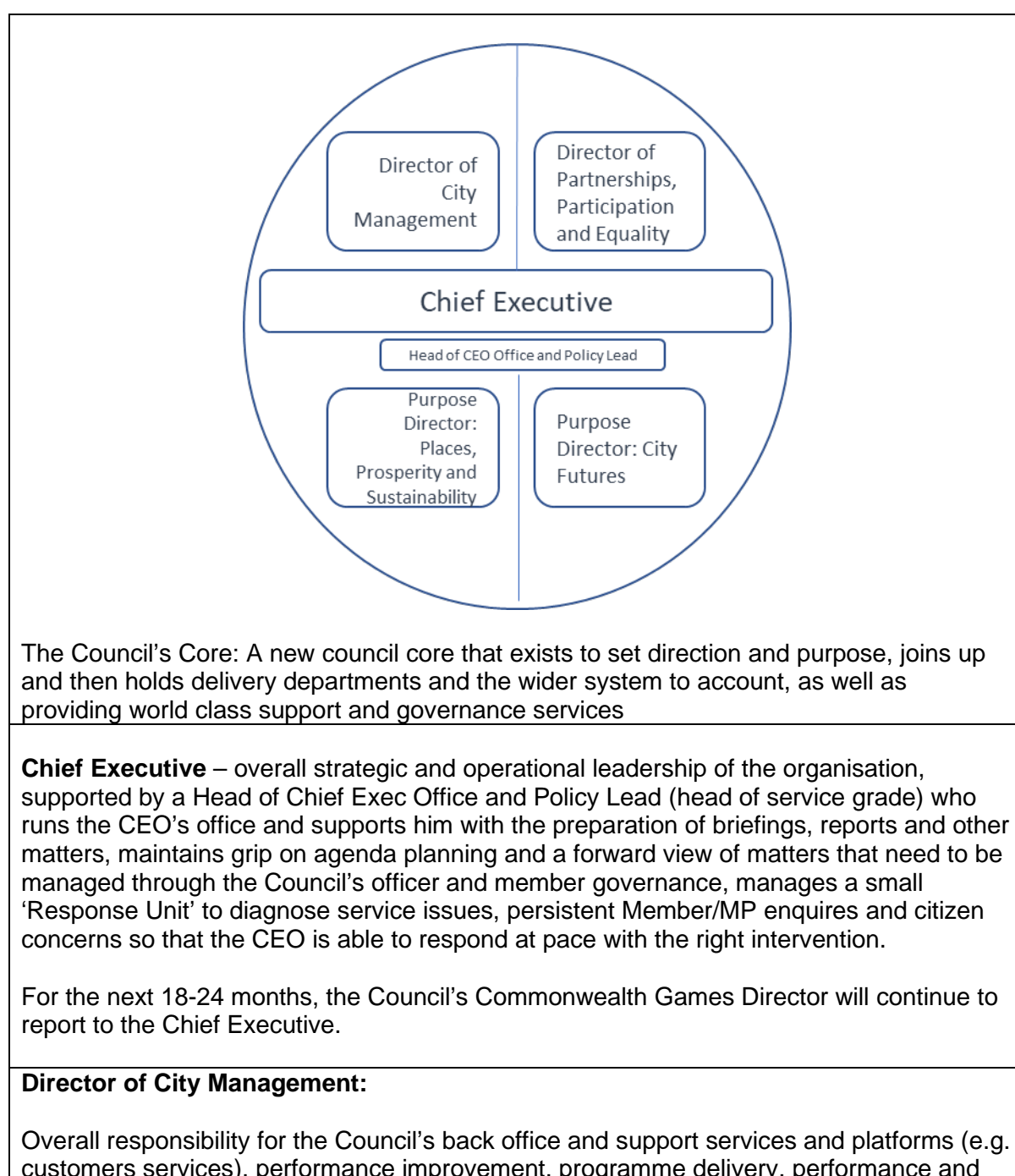
This is a model that creates a matrix management or eco-system approach to policy development and delivery; an approach that is designed to clarify and articulate accountabilities and provide a clear and unequivocal route for issue escalation and remedy.

It relies upon, but also fosters and creates a strong team ethos. Organisational Development and Culture Change is 'built in' rather than 'bolted on'.

It also relies upon there being parity of esteem and power between the delivery functions and the policy and performance functions. In this way, it is not a re-heated 'strategic director' model that essentially maintains silo working albeit in broader groupings. This is about having the best delivery capability and with it the benefits of strong silo working, *and* the best strategy, policy, partnership and performance management capability – to join things up – all brought together and managed through a new approach to governance and leadership.

Taking each in turn:

A new corporate core



financial management, assurance and governance arrangements. The Director will be the Council's section 151 officer.

Over the coming two to five years they will:

- Create an integrated suite of *enabling services* (finance, HR, procurement-commissioning, commercial and investment, IT and FM) that supports the Council's Delivery Departments to deliver day to day and improvement when this is required. The stance of these services will be problem resolution, rather than problem observation. The ERP programme will need to be re-purposed to achieve the above goal (it was originally conceived as a system change project not a service improvement project)
- Sponsor the Director of Digital and Customer Services (who will report to this post) to develop best in class customer service platforms – including the consolidation of telephone lines into a contact centre environment, website rationalisation, the integration of front office and back office arrangements (removing the need for back offices as much as possible) and member feedback and complaints processes that are simple, fast and effective.
- Deliver our new ways of working programme including contingent changes in HR, FM and IT. The services that will all report to this new director.
- Implement an annual finance and business planning process that enables the **Purpose Directors** to set objectives and performance standards for the Council's Operational Departments and wider system. This process does not currently exist.
- Curate and lead an integrated monthly performance management process that tests delivery against budget, objectives and performance standards as well as other relevant measures. The point of this being to hold teams to account, but also to provide an escalation root for the resolution of service issues, interdependencies or other concerns. This process does not currently exist.
- Curate and lead an integrated monthly assurance process that tests the council's compliance with key statutory and other regulatory requirements including but not limited to:
 - Safeguarding
 - Health and Safety
 - Fire and Building safety
 - Internal Audit
 - Fraud
 - Governance
 - Legal

As with the performance management framework the purpose of this assurance process is to understand where issues exist and ensure there is a mechanism for identifying resolution. This activity does not routinely happen.

- Develop an appropriately skilled Programme Management Office so that the Council can be assured and have confidence that major change projects deliver as intended, to budget and on time. This will require forming at least one or more framework agreements with external suppliers so that the requisite skills and capabilities can be bought in as cost effectively as possible and in a timely manner. This capacity does not currently exist.

- Establish a small Service Design and Innovation team, who can work with the Purpose and Policy Directors and Operational Directors to help identify service improvements and respond to wicked issues. This should form part of a city-wide *Design and Innovation* network.
- Develop a comprehensive Workforce Resilience and Development planning arrangement that responds to the Council's aging workforce 'cliff' and enables the achievement of the Council's Workforce to Reflect the Community objectives. The HR Director will report to the Director of City Management.
- Establish an appropriately skilled Investment and Commercial team to support the Council's growth and sustainability objectives.

To achieve the above at the necessary pace, the new department will require an **"Establish and Recover"** team that will be located within a time limited (24-36months) enhanced PMO reporting directly to the Director of City Management and through appropriate governance arrangements the CEO. The costs of this team can be capitalised meaning they will not be a burden on the Council's revenue budget. Its purpose will be to deliver the above changes, alongside other major programmes in the Council together with the implementation of the organisational design set out here in.

Director of Partnership; Participation and Equality

Overall responsibility for developing, supporting and nurturing the City's key partnership infrastructure including the City Board and relationships with the Combined Authority. Leads on national engagement with MHCLG and other parts of government.

Over the next 2-5 years develops and implements:

- those elements of the Council's localism agenda that relates to civic engagement, participation and involvement in decision making, be that city wide or neighbourhood level (e.g. ward budgets). As part of this, develop the city's approach to wider participation and community activism. The development of the work will form part of the portfolio of programmes overseen by the Council's Enhanced PMO (see above). Relevant teams from the neighbourhoods department will move into this function.
- an 'insight as a service' team in the form a **City Equalities Observatory** – a data led function that tests and challenges our Purpose Directors and their teams to ensure their approaches demonstrably address structural inequalities.
- an equalities team that works as part of the City Equalities Observatory works to understand the qualitative dimension of inequalities in the city. On an annual basis the team ensures that equalities insight and "calls to action" are embedded in the Council's annual finance and business planning process. In this way our long-term endeavour to reduce inequality drives our annual planning and performance cycle.

Leads the Council's Community safety and cohesion teams.

Leads the Council Communications team.

Pending the outcome of change in the health service, including plans for an ICS, this post will manage the Director of Public Health.

Purpose Director: City Futures

Overall responsibility for outcomes for children, young people and adults who need our help and support. Adopts a “furthest first” approach to strategy and service priorities ensuring that in all our work, our mission is focused on understanding and then breaking down structural inequalities and barriers. In this task they will be supported by the work of the City Equalities Observatory. As the youngest city in the UK, we want our city to be the best place on earth to grow up and raise a family.

Sets the purpose, policy objectives, and performance measures for the Children’s Trust, the proposed City Help and Support Service, and the Social Care and Life Courses Department (currently known as the Adult Social Care Department). This work is enabled through the agreement of **annual Business Plans** agreed with each operational department, a task that will be supported by an AD graded Purpose and Commissioning Lead and a small policy and service development team. The focus of the teams will be to ensure service issues are understood, challenged and resolved and that pathways and services interface properly from a citizen and service user perspective and to ensure the system is continuously ambitious!

Establishes a robust assurance framework across the Operational Delivery departments (which is then reported monthly via the mechanism and reporting cycle put in place by the Director of City Management see above).

Ensures that operational services adopt participatory practice where-ever possible and appropriate, drawing on support from the Service Design and Innovation Team.

Takes a strategic lead on partnership working with the NHS, is lead officer for the health and wellbeing board, the Children’s Partnership and is a member of the City Board.

Commissions school improvement services and has overall responsibility for engagement with schools. Mission: we want all children to experience the best educational opportunities of anywhere in the UK.

Purpose Director: Places, Prosperity and Sustainability

Overall responsibility for the economic and physical growth of the City and for ensuring that the Council achieves its objectives in relation to carbon reduction.

Adopts a “furthest first” approach to strategy and service priorities ensuring that in all our work, our mission is focused on understanding and then breaking down structural inequalities and barriers. In this task they will be supported by the work of the City Equalities Observatory. Specifically, this role and team is focused on ensuring the economic foundations for the good life in Birmingham – connecting all working age adults to the growth prospects of the city so that their life chances improve. In practical terms this means leaving no stone unturned in pursuit of jobs, working with the CA and partners to maximise investment in the city. The Director will also be responsible for strategy and policy relating arts and culture – it’s time to be at the heart of the nation’s heritage, arts and culture – the home to the most talented and revered performers and creatives as well as the natural place for those at the start of their artistic careers

Responsible for commissioning strategic planning, planning and transport policy (although this will be developed by the City and Municipal Development Department - see below).

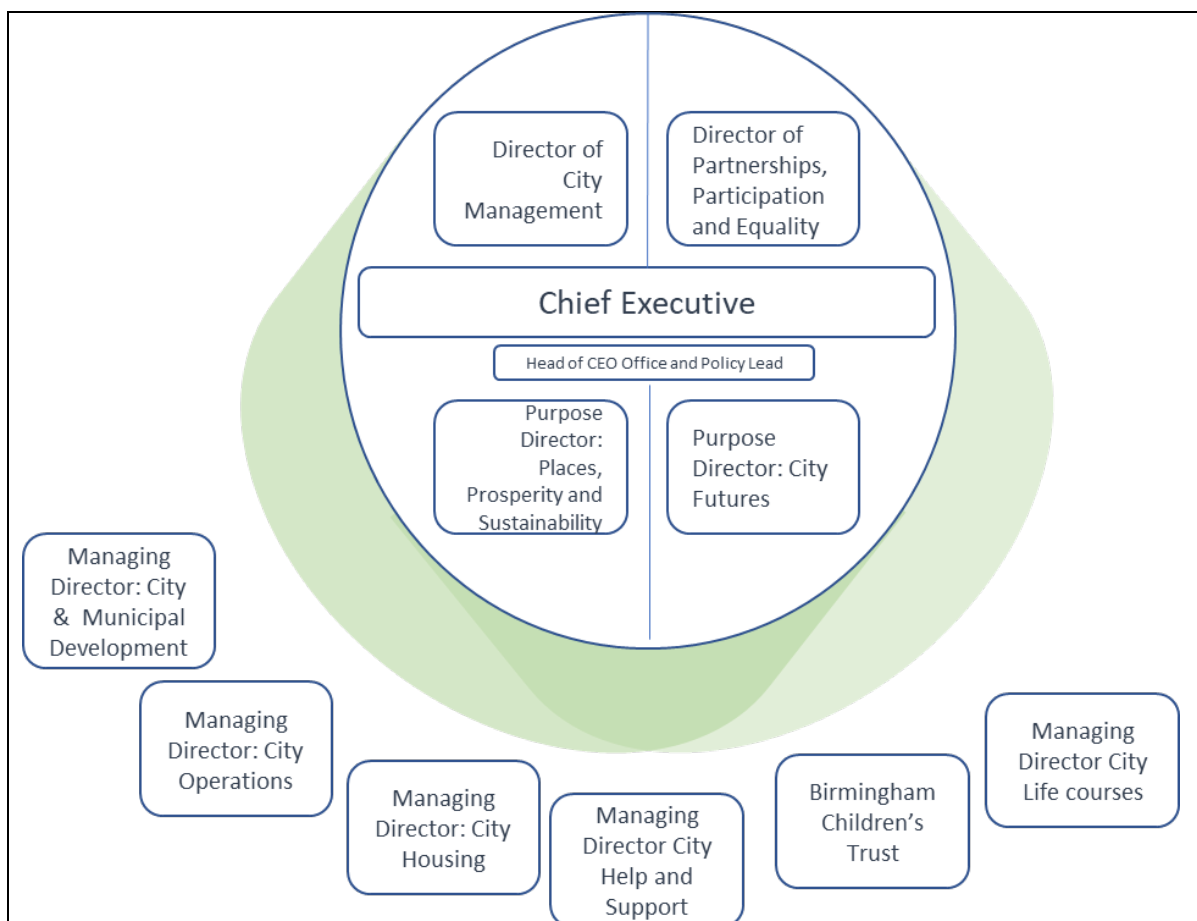
The Director will establish a **Route to Zero Investment and Development Team**, with the possibility of this being in partnership with a university or other research and development function. This will be established on a self-financing basis

Responsible for overall Housing Strategy

Sets the purpose, policy objectives, and performance measures for the proposed City Operations Department; City Housing Department; City and Municipal Development Department. This work is enabled through the agreement of **annual Business Plans** agreed with each operational department, a task that will be supported by an AD graded Policy and Commissioning Lead and a small policy and service development team. The focus of the teams will be to ensure service issues are understood, challenged and resolved and that pathways and services interface properly from a citizen and service user perspective and to ensure the system is continuously ambitious!

Delivery Functions

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Best in class service delivery functions delivered on an in-house basis² that are designed from first principles to deliver the council's key objectives. In particular: managing from crisis to prevention, growth and climate change, and customer oriented and relentlessly reliable universal services. The key delivery functions are as follows:

Managing Director: City Operations

Responsible for delivering relentlessly reliable services as specified by the Purpose and Policy Director: Places, Prosperity and Sustainability in the annual business plan. Specifically:

- Refuse collection
- Street cleansing
- Waste disposal
- Waste minimisation
- Parks and open spaces
- Enforcement
- Private Landlord Licensing
- Highways
- Parking
- Emergency planning
- Run and manage the Council's newly proposed integrated transport function.

² With the exception of the Birmingham Children's Trust

In the coming 18 months the Director of City Operations and their department will be pivotal to the achievement of key deliverables in respect of the Commonwealth Games and its mandate and deliverables will be set in the context of what is required in the run up to and including games time.

As one of the few genuinely universal services, a core purpose and mission of the City Operations Department over the next 2-5 years, will be to drive civic pride and a sense of connection between the Council and citizens. This bond of trust will be a function of: its reliability; its responsiveness (responding to service issues or reports of issues – e.g. fly tips, nuisance etc.); and by being visibly on the side of residents – big bold public commitments to tackle anti-social behaviour and the co-option of residents in that fight. This means being both data led in the use of intelligence and more agile in the use of CCTV and other enforcement measures. But it also means using behavioural insight to shift both individual actions and habits, *and* the perception of the Council. There are numerous examples across the Country where this have been done – to do the same in Birmingham requires consistent leadership, management and joined up thinking.

Work closely with the Director of City Management on workforce management issues and improving industrial relations.

Managing Director: City Housing

Responsible for delivering relentlessly reliable services as specified by the Purpose and Policy Director: Places, Prosperity and Sustainability in the annual business plan. Specifically:

- Landlord management services
- Caretaking
- Repairs and maintenance
- Planned works
- Health and safety

One of the first jobs of an incoming director will be to undertake a root and branch review of the service. As with City Operations this is about a fit for purpose service that is relentlessly reliable, and builds trust by being on the side of tenants. It is also about making sure that the service is safe and protects tenants. This means developing a robust assurance process that feeds information into the monthly cycle that the Director of City Management will lead and develop.

The review will also consider the skills and capabilities of the service to deal with and then manage the Council's response to climate change particularly in relation to retrofitting. Ensuring that we are best placed to be on the front foot for the implementation of new technologies and approaches as and when they are conceived and when the Council is in a position to implement them.

Work closely with the Director of City Management on workforce management issues and improving industrial relations.

Managing Director: City and Municipal Development

This department will be mandated to undertake development within the City as mandated by the Policy and Partnership Director: Places, Prosperity and Sustainability. Led by an

ambitious Director of Development supported by a Director of City Planning, and a strong commercial team that works to support a Commercial Director. This department will lead on capital delivery, asset management including acquisition and disposal of land, and the execution of development projects and other investment led growth.

Responsible for delivering stretched housing delivery and other development opportunities as specified in the annual business plan.

This department should be created on the assumption that it will be self-financing and will also, in time, make a significant contribution to the Council's MTFP.

Children's Trust

The trust will continue its work to ensure that over the next 2-5 years we develop an outstanding Children's Services offer to the children and young people of the city. Within two years the aim should be to have services that are rated "good" by Ofsted.

The service will be commissioned by the Purpose and Policy Director: City Futures. They will establish a robust assurance process that feeds information into the monthly cycle that the Director of City Management will lead and develop.

Managing Director: City Help and Support

The precise nature of this service will be subject to the business case that is being developed and described earlier in this report but is intended to bring together: housing options; homelessness; libraries; debt and money advice; skills and adult learning; job readiness; drug and alcohol services; domestic abuse; parts of the adults front door and our work on digital inclusion – together with a platform and capacity for working with, supporting and helping to build community and voluntary sector networks of support.

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 isn't about pulling departments together under one roof, it's about *creating a new service* that:

- Uses 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.
- Provides integrated universal support where this is helpful or more targets specialist support as required.
- Integrates pathways into specialist Early Help or "life course" services.

The development of the service becomes our community recovery response to COVID

The service would in effect 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 service is also likely to be pivotal in the realisation of its East Birmingham strategy.

Managing Director: City Life Courses

This role, and the department will build upon the current Adult Social Care Department and the work they have led on developing a 'life course' approach. Over the next 2-5 years the department should develop this approach, where-ever possible integrating pathways with the health service (as part of on-going national requirements to create integrated care systems) The department could also incorporate SEND. And commission an integrated home to school transport service from the Council's City Operations department.

The post holder could be the Council's DAS or this role could be fulfilled by the Director of City Futures. The existing Director of Adult Social Care will be asked to develop a blue-print for this service and an implementation plan, before they retire.

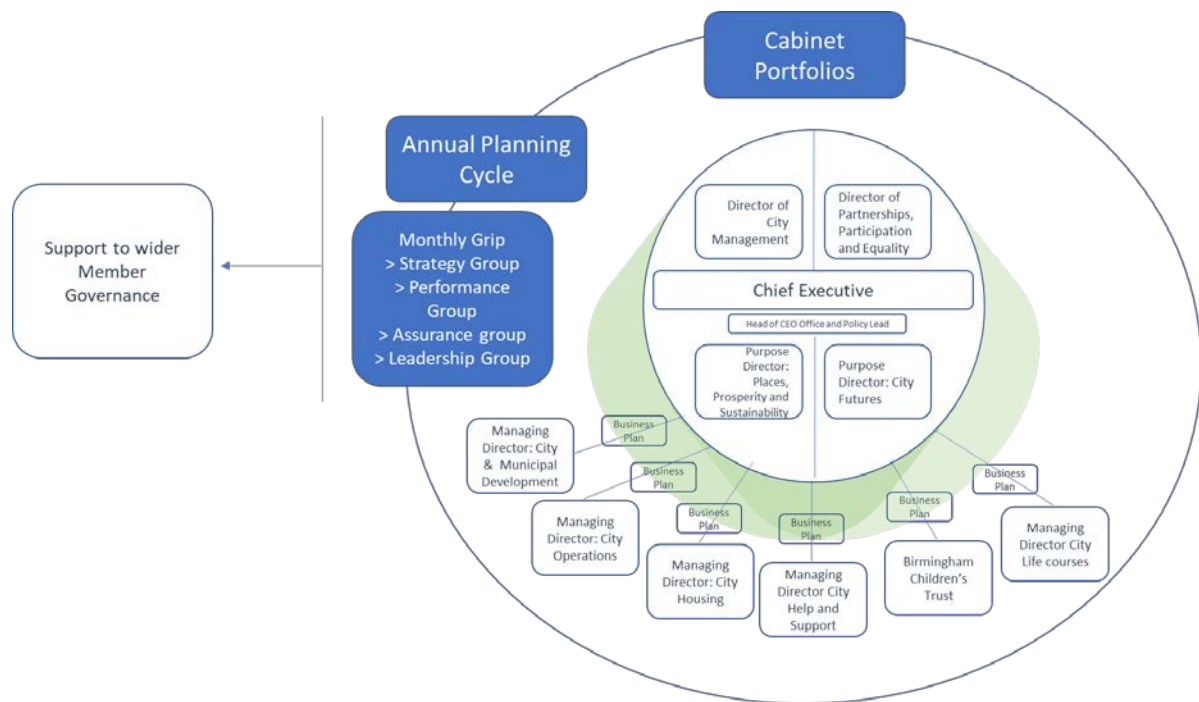
4 A new approach to officer governance

The proposed changes to how the Council organises itself will require a refreshed approach to officer governance and leadership. This will involve the Council Core taking responsibility for setting policy direction and performance standards in an annual process of dialogue and consultation with the Delivery Functions. These will be captured in an annual budget, delivery plan and programme plan. In time these will relate directly to city wide objectives agreed in partnership at the City Board. Each department will have their own Annual Business Plan that cascades from the annual budget, delivery plan and programme plan. This will set out key deliverables as well as a performance framework. This work will be led by the Purpose and Policy Directors supported by a planning cycle that is orchestrated by the Director of City Management.

Cabinet Members and Scrutiny Chairs will relate directly to Purpose Directors *and* relevant Managing Directors through their portfolio meetings and in the development of annual scrutiny programmes. It will be the job of Purpose and Policy Directors to ensure political priorities and manifesto commitments are mandated and funded in the annual Business Plans.

Corporate Leadership Team will be replaced by four meetings that will each take place once a month and include all the directors referred to above: a **strategy group** that focuses on policy and strategy development – this meeting will be curated by the Purpose Directors and the Director of Partnerships, Participation and Equalities (with support from the Head of CEO's Office and Policy Lead); a **performance group** that focuses on the delivery of the budget, business plan objectives, performance framework measures and the delivery of key programmes – this meeting will be curated and led the Director of City management and is partly about holding Managing Directors to account, and partly about ensuing they have a clear escalation root for issues to be resolved; **an assurance group** that focuses on the achievement of statutory and other regulatory objectives – this meeting will be led by the Director of City Management; and finally a monthly **leadership group** that brings together all directors and their reports, to ensure alignment and understanding across the Council as a whole.

Working in this way we pull together both the Core and Delivery Functions in a regular monthly rhythm of meetings, joint working and issues resolution. We will also provide a consistent conduit for member meetings be they Cabinet, Overview & Scrutiny Boards, safeguarding boards, health and well-being or audit committee.



5 Making it happen

The changes outlined above will be progressed in phases over the next 2 years with a period of consolidation in the following 3 to 5 years. A JNC report later in January 2021 will begin the process of establishing key posts set out herein, together with a phased approach to implementation through to 2022 following appropriate consultation and feedback .

Birmingham City Council

Report to Cabinet

09 February 2021



Subject: DRAFT FINANCIAL PLAN 2021-2025

Report of: Interim Chief Finance Officer

Relevant Cabinet Member: Councillor Ian Ward, Leader of the Council

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

Report author: Alan Layton, Head of Corporate Finance (Revenue)

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: 007927/2021		
Is the decision eligible for call-in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

- 1.1 To consider the draft Financial Plan 2021 - 2025 for recommendation to the City Council.

2 Recommendations

Cabinet agrees to:

- 2.1 Recommend the attached draft Financial Plan 2021 - 2025 for consideration by the City Council on 23 February 2021.

- 2.2 Delegate authority to the Interim Chief Finance Officer, in consultation with the Leader and Cabinet Member for Finance and Governance, to make amendments or corrections to the draft Financial Plan 2021 - 2025 as detailed in section 3.3.
- 2.3 Note the Section 25 Statements from the Interim Chief Finance Officer as detailed in Chapters 8 of draft Financial Plan 2021 – 2025.

3 Background

3.1 Council Financial Plan

- 3.1.1 The draft Financial Plan 2021 - 2025 (Appendix 1) is an updated position on the MTFP Refresh report which was approved by Cabinet on 10 November 2020. At that time, the report identified that the Council had an indicative funding gap of £92.9m in 2021/22, rising to £109.9m by 2024/25. This Financial Plan provides solutions for closing the identified gap, provides an update on funding as a result of the Local Government Provisional Settlement and updates on pressures and savings non-delivery following the budget challenge sessions held with each Directorate.
- 3.1.2 On 17 December, Government provided indicative figures for grant funding for 2021/22 only as part of the Provisional Local Government Settlement. From this announcement, a net increase of £6.9m in grant funding was confirmed above that already built into in current financial plans, including a further £7.1m for Social Care grants, £2.2m for the new Lower Tier Services Grant, £0.4m increase in Top Up Grant offset by a reduction in the New Homes Bonus grant of £2.8m. In addition, Government announced £43.8m as funding for the 2021/22 impact of Covid, meaning that additional grant funding totalled **£50.7m**. It is proposed that the £43.8m Covid-19 grant for 2021/22 will be fully utilised to balance the 2021/22 budget, offsetting some of the Covid related pressures already identified. In addition, a contribution of £38.7m will be made to the Financial Resilience Reserve to further strengthen the Council financial position in the current significantly uncertain environment. The Government also confirmed the extension of the sales, fees and charges income compensation scheme until June 2021. The Government intends to use the 2020/21 budgeted income, profiled for 3 months, as the baseline from which to assess losses. The financial plans do not include an estimate of this amount as it is dependent on the losses of income in the first quarter of the new financial year.
- 3.1.3 Further details were also provided on the sharing of irrecoverable Council Tax and Business rates losses between Government and local authorities. It has been confirmed that government would compensate for 75% of irrecoverable losses in respect of 2020/21. Birmingham has estimated that this could benefit Birmingham to the value of £13.2m for each for the 3 years from 2021/22 to 2023/24.
- 3.1.4 A review was also undertaken of the income to be generated for Business Rates and Council Tax, particularly in light of the Covid impact. Reports were taken to Cabinet on 19 January which identified the following basis for the forecasting of both of these income streams:

Business Rates Income 2021/22

- Collection rate of 96.0%, 2% lower than the previous year's assumptions to reflect the uncertain economic environment due to Covid-19 and Brexit. Whilst this is a cautious planning assumption, the Council will continue in its endeavours to ensure that liabilities in relation to Business Rates are settled. Should this collection rate be improved, the resulting surplus will become available to assist in budget setting in future financial years.
- Central Government support for small businesses, retail and hospitality sectors will cease as at 31 March 2021
- Appeals will continue to be a feature for 2021/22 as businesses affected by Covid plead material change in circumstances. It is not possible to estimate what effect this might have in 2021/22, so the budgeted provision for repaying appeals has been kept in line with the 2020/21 budget. Should the provision prove to be inadequate, the Council has reserves set aside for Business Rates volatility of over £20m that can provide extra cover if required.

Council Tax 2021/22

- Collection rate of 96.6%, 0.5% lower than the budgeted collection levels from 2020/21.
- Net increase of 676 Band D properties
- Tax base for Birmingham of 253,995 Band D equivalent properties

3.1.5 The budget proposals are based upon a general Council Tax increase of 1.99% in 2021/22. In addition, it is proposed that the City Council will increase Council Tax by a further 3% through the Social Care Precept, making an overall Council Tax increase of 4.99%. This increase will not require a referendum as it is below the threshold set by the Government for 2021/22. Money raised from the Social Care Precept will be invested in adult social care services as shown on page 22 of the Financial Plan. Beyond, 2021/22, Council tax increases have been assumed for planning purposes to be 1.99%, but subject to approval annually by the City Council.

3.1.6 Since the Medium Term Financial Plan Refresh report in November, challenge sessions have been held with Directorates in order to assess base budget adequacy, assess the delivery of savings and to highlight any additional pressures and or opportunities that were likely to arise in the future as the Council responds to the changing environment and delivers the new norm. Details of service pressures are outlined in Appendix F and the savings programme are outlined in Appendix G of the draft Financial Plan.

3.1.7 The Financial Plan sets out the Council's medium-term financial plan for the next four years, which is based on the following core principles:

- Allocating resources in accordance with the priorities as set out in the Council Plan, identified areas of need and consistent with the Delivery Plan

- Ensuring that the Council sets a balanced budget for 2021/22, plans for a balanced budget in the medium term and that its long term financial health and viability remains sound
- Ensuring that capital investment plans are set at an affordable and sustainable level
- Protecting the Council's reserves – in line with its Reserves Policy - for 'rainy day' events and not seeking to use them to meet ongoing pressures or where savings have not been achieved
- Ensuring that there is strong governance, assurance and accountability for delivery of service outcomes and savings proposals within budget
- Mitigate against uncertainty – in the near and medium term

3.1.8 The revenue budget proposals include a balanced budget up to 2022/23. The size of the capital programme means that, over the medium-term, new borrowing for normal service delivery will be at a level which is close to the amount which is set aside from the revenue account each year for debt repayment. The Treasury Management Strategy and Policy set out arrangements for a balanced approach to managing the Council's debt portfolio, and a financial investment strategy which seeks to minimise risks. The Service and Commercial Investment Strategy sets out the framework within which support to the Birmingham economy and the generation of income can be managed.

3.1.9 The revenue budget proposals include further savings of £33.1m in 2021/22, rising to £40.7m by 2024/25 to ensure that the budget can be balanced. The only material new saving is for establishment controls, for which there are no redundancies envisaged as the outcomes are likely to be deleted vacancies and reduced agency costs. This is budgeted to save £20.1m per annum. All other savings are stepped changes to existing savings programmes that were approved by Full Council in February 2020.

3.1.10 The revenue resource position set out in Chapter 2 of the draft Financial Plan 2021 - 2025 is based on the Provisional Local Government Finance Settlement announced on 17 December 2020 and takes account of other information from Government on grant calculations. It also takes account of the forecasted impact of Covid-19 on locally generated resources, in particular Business Rates, Council tax and fees and charges generation.

3.2 *Levies & Precepts*

3.2.1 The Transport Levy and contribution towards other costs of the West Midlands Combined Authority are included within the Council's revenue budget. These amounts are due to be approved by the WMCA Board in February 2021. The Environment Agency levy has not yet been notified to the Council.

3.2.2 The Motions to the City Council concerning overall Council Tax levels include the amounts for the various precepts. These are as follows, including details for the actual or expected dates of decisions:

- Fire & Rescue Authority – 15 February 2021
- West Midlands Police and Crime Commissioner – 01 February 2021

- New Frankley in Birmingham Parish Council – 16 November 2020
- Royal Sutton Coldfield Town Council – 19 January 2021

3.2.3 To the extent that figures are already known, these have been included in the draft Financial Plan. Others are expected to be added in time for consideration of the document by the City Council on 23 February 2021.

3.3 Amendments

3.3.1 It is recommended that authority is delegated to the Interim Chief Finance Officer, in consultation with the Leader and Cabinet Member for Finance and Governance, to amend the attached draft Financial Plan 2021 - 2025 to take account of, and limited to, the following:

- any amendments agreed at or as a result of the decisions made at Cabinet meeting on 09 February 2021; and
- the impact of decisions as set out in section 3.2 above; and
- any non-material corrections/changes to enable the production of a final version of the Financial Plan 2021 - 2025 document for consideration at the City Council meeting on 23 February 2021.
- Any amendments required following the publication of the Final Local Government Finance Settlement which is expected to be published in February 2021.

4 Options considered and Recommended Proposal

4.1 The Council must approve a budget and Council Tax level in order to identify resources for the provision of its services. Certain other decisions are also required by statute or in accordance with statutory guidance. The draft Financial Plan 2021 - 2025 (which includes the detailed budget) is the product of the careful evaluation of budgetary needs and policy priorities.

4.2 The Motions to the City Council meeting on 23 February 2021 will cover the following specific aspects:

- Revenue budget 2021/22
- Council Tax requirement
- Council Tax 2021/22 (by band)
- Capital programme
- Treasury Management Strategy
- Treasury Management Policy
- Prudential Indicators
- Flexible use of capital receipts strategy
- Pay Policy statement

5 Consultation

5.1 Internal

- 5.1.1 Relevant Cabinet Members, Directors, the City Solicitor and Assistant Directors of Finance have been consulted in the preparation of this report and the Financial Plan.

5.2 External

- 5.2.1 In previous years we have consulted residents and business rate payers on specific savings proposals affecting service delivery, with consultation typically taking place in December. A different approach to the budget has been adopted this year meaning that there are no new savings proposals requiring consultation; all savings in the budget have been consulted on and approved in previous budgets.
- 5.2.2 Given also that the Delivery Plan and Medium Term Financial Plan review have already been completed, it was decided to only carry out the statutory minimum consultation on this budget. This is laid down in the Local Government Finance Act 1992 and requires business ratepayer representatives to be consulted on annual spending proposals ahead of setting our budget.
- 5.2.3 The Leader held a virtual meeting with business rate payers on the 27th January attended by relevant cabinet members and officers. Holding the event in January allowed for a more positive, forward looking approach focusing on covid-19 recovery and on how the Council will support businesses to get back on track.
- 5.2.4 The event was attended by 15 business rate payers and, from comments, seemed to be well received. A number of questions were raised before and during the event, these covered the following areas:
- Lack of financial support provided to businesses
 - Requests for consideration of greater business rates relief, including for sectors not currently covered
 - Possibility of the council negotiating with landlords rent relief for businesses
 - Working with the Council to take forward the R20 agenda including retrofitting properties and improving high streets
 - Support to leisure and hospitality sector.

Risk Management

- 5.3 Assumptions made in the Financial Plan have been examined for risks and estimates of expenditure and income have been made on a prudent basis, informed by previous experience, evidence in the current financial year, market forces and service intelligence. An assessment of, and arrangements for, the

management of the Council's principal budget risks is set out in the Strategic risk section within Chapter X and Appendix E of the draft Financial Plan.

5.4 The Council continues to plan its medium term budgets in a period of uncertainty. As the settlement was for one year only, there remains considerable uncertainty about reforms to local government finance (including New Homes Bonus, Fair Funding, Business Rates reset) and any funding changes that may be faced in 2022/23 and beyond as a result of these.

5.5 The impact and financial costs of Covid-19 outbreak will be highly dependent on the length of time that the pandemic continues, the impact of any restrictions and the action taken by Government to respond to the pandemic nationally. The Council has therefore held its Tranche 5 allocation of the unringfenced emergency grant to mitigate any emergent pressures not yet identified in the budget plans.

6 Compliance Issues:

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

6.1.1 The draft Financial Plan 2021 - 2025 represents a key element of the Council's Policy Framework and is integrated with the Council's Delivery Plan

6.1.2 Proposals in the draft Financial Plan 2021 - 2025, including any extra investment in services, have been developed in the light of the City Council's priorities.

6.2 Legal Implications

6.2.1 A Council Plan and Budget is an important element in our Policy Framework, as set out in the Local Government Act 2000.

6.2.2 The Council must set a balanced revenue budget and Council Tax in accordance with the requirements of the Local Government Finance Act 1992, as amended by the Localism Act 2011. These, together with the Capital Programme and Treasury Management Strategy and Policy, are key components of the Policy Framework which must be approved by the Council. These then set the resource framework and limits within which services must be delivered.

6.3 Financial Implications

6.3.1 The draft Plan itself sets out the financial implications for the City Council. It also includes identification of risks and reserves that can be used as a contingency if required.

6.4 Procurement Implications (if required)

6.4.1 The implementation of proposals set out in the draft Financial Plan 2021 - 2025 will need to be managed in accordance with the appropriate procurement governance arrangements.

6.5 Human Resources Implications (if required)

- 6.5.1 Some savings proposals may lead to some staffing reductions, as indicated in section 19 of Chapter 3 of the draft Financial Plan 2021 - 2025. The document also includes the Pay Policy Statement, for which City Council approval is required.

6.6 Public Sector Equality Duty

- 6.6.1 There are no additional Equality Duty or Equality Analysis issues as a result of this report.
- 6.6.2 The draft Financial Plan 2021 – 2025 sets out individual resource allocations. Equality issues will be given full consideration as proposals are developed and put in place.

7 Background Documents

- 7.1.1 Council Plan 2020 – 2024, approved by the Council February 2020
- 7.1.2 MTFP Refresh, approved by Cabinet 10 November 2020
- 7.1.3 Delivery Plan, approved by Cabinet 10 November 2020
- 7.1.4 Council Tax Taxbase report, approved by Cabinet 19 January 2021
- 7.1.5 Business Rates Income 2021/22, approved by Cabinet 19 January 2021
- 7.1.6 Quarter 3 Budget Monitoring Report

FINANCIAL PLAN

2021 - 2025

DRAFT



Making a positive difference



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LEADER'S FOREWORD

This document sets out the Financial Plan for the Council for the 2021/22 financial year, outlining the vision and priorities that will inform future decisions and spending.

The plan has been produced against a backdrop of the ongoing COVID-19 pandemic and it would be remiss of me not to highlight the tragic impact that the last year has had across our city. Families have lost loved ones, businesses have struggled and jobs have been lost. Many people have struggled financially, mentally and in lots of other ways. The pandemic has highlighted long-standing issues and inequalities that must be tackled to ensure that every neighbourhood and every community across Birmingham benefits from the recovery to come.

And we will recover together as a city.

We've seen the very best of our city, with families pulling together, neighbours looking out for each other and communities showing real strength and spirit.

Now we will heal together, and this plan outlines our vision for:

- 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

Starting with the introduction of the Government-mandated Clean Air Zone this summer, we will take decisive action in response to the climate emergency, making Birmingham a cleaner, greener and healthier place to live and work.

Birmingham is, and always has been, a resilient city. The strengths and assets that made this an attractive place to live, work and invest before COVID-19 have not gone away – in fact they are now more important than ever.

- HS2 is still happening, bringing jobs and opportunities.
- Some of the UK's biggest companies, such as PwC and HSBC are proud to call the city home.
- We have fantastic universities that are producing a strong pipeline of talent.
- And next year we play host to the 2022 Commonwealth Games - a huge event that will really put Birmingham on the global stage.

We will make these ongoing strengths work for the people of Birmingham, building more homes, creating more jobs and ensuring that the benefits are felt in every street, neighbourhood and community.

But though there are many reasons for optimism, this is also a city of challenges; a city where over a decade of austerity has left its mark on our communities and public services.

This Financial Plan outlines how we will meet those challenges, improving and modernising services and working with our partners to tackle inequalities to support and protect the most vulnerable in our city.

Just as we have done throughout the pandemic, Birmingham will pull together and together we will build a better Birmingham.

CHAPTER 1: POLICY CONTEXT

1. Introduction

- 1.1. The Medium Term Financial Plan (MTFP) is an important strategy which will enable the Council to seize significant opportunities and deliver upon key priorities, for the benefit of the citizens of Birmingham.
- 1.2. It will do so by setting out how the Council will utilise the resources it has at its disposal, in the most effective and efficient way to promote opportunities and tackle inequalities in all parts of our diverse communities.
- 1.3. Despite the challenges posed by the pandemic, there is room for optimism.
- 1.4. In less than 18 months one of the biggest sporting events in the world, the Commonwealth Games will begin in Birmingham;
- 1.5. High Speed Rail (HS2) is due to arrive by late 2026 which will create approximately 26,000 jobs within the city and increase economic output by £4bn per year.
- 1.6. The city's ambition to tackle climate change will not only improve our air quality and natural environment it will also deliver economic growth and job opportunities via decarbonisation (as set out in the Route to Zero Action Plan).
- 1.7. The impact of COVID-19 has been felt in respect of the tragic loss of human life, the restrictions it has placed on our everyday lives and in terms of the significant economic impacts it has had on workers and businesses across the city.
- 1.8. In Birmingham the crisis has revealed both the issues we need to put right and our capacity to adapt and to take radical action when this is called for. It has highlighted the strength and solidarity of Birmingham's citizens and communities and their capacity to take voluntary action and unite to support those in need; the Council's delivery capabilities, our capacity for innovation, and our renewed sense of purpose; and the potential of the city's many strong partnerships to drive improvement and change, including the regional partnership of the West Midlands Combined Authority (WMCA) and Local Enterprise Partnerships.
- 1.9. However, worryingly, it has also highlighted the chronic and structural inequalities in the city and the continued level of poverty and vulnerability in some groups and communities. Many households remain in a precarious state, relying on parts of the labour market that have been weakened and made fragile by the pandemic.
- 1.10. This is an issue the Council will be firmly focused on during the period of this MTFP; we aim to drive a fundamental reset of life chances for the people of

Birmingham and we centre equality and aspiration in our Birmingham City Council Delivery Plan for 2020-2022.

- 1.11. COVID-19 has also revealed that many of our public services are stretched, fragile and not well designed to provide protection and resilience to our communities and to help individuals and families to overcome inequalities or give them a fair opportunity in life. Following the economic impact of COVID-19, the period of the MTFP looks like one of continuing austerity in the funding of local services, which presents an enormous challenge as we try to respond to these needs.
- 1.12. However, the prudent management of the Council's finances over recent years, which has seen a strengthening of financial resilience through a controlled approach to borrowing and the effective retention and management of appropriate reserves, puts the Council in a robust position to grasp the opportunities, support the recovery from COVID-19 and enable essential change within the organisation.

2. Birmingham City Council Delivery Plan 2020- 2022

- 2.1. This Delivery Plan sets out our work programme for the next 18 months, with a continued focus on our six priority outcomes for Birmingham:
 - 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
- 2.2. During these 18 months we will focus on understanding where the city can and should be over the next 10 to 20 years. Working in partnership with others, we will develop comprehensive proposals for change to maximise the opportunities to tackle inequality and address both long-standing and new challenges facing the city.
- 2.3. We will also focus on the specific deliverables and commitments we need to achieve over the next 18 months and how we will do this. We will work to get the basics right as well as delivering on other critical priorities, taking into account the city's challenges and opportunities 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.

3. Our Longer Term Goals

- 3.1. We have identified three priority areas in our Delivery Plan which we believe are fundamental to tackling the critical challenges of creating a more equal and inclusive city whilst managing demand on council services to a more affordable level. These are areas we need to shape now and continue to develop beyond 2022.

3.2. Area 1 – Shifting our focus from crisis to prevention

- 3.2.1. We need to increase our efforts to help and support individuals and families at the early stages of an issue or crisis in their lives, before it results in a more substantial statutory need. We need to work with people differently, drawing and building on 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.
- 3.2.2. This is about joining up, integrating and reforming services using data and insight to reach out and find people most at risk, identifying the help and support they need and finding the resources and solutions that exist, often in the community, to meet that need.
- 3.2.3. Our approach will continue the work the Council has already undertaken in respect of the localisation of services and the development of hubs, building a platform that enables the network of resources to grow and be sustained. We will work closely with services users, the Community and Voluntary Sector in the city and draw on best practice from elsewhere.
- 3.2.4. Working in this way, outcomes will be better for individuals by supporting them in ways that help them before they reach a tipping point and for the Council by reducing demand over the long term.

3.3. Area 2 – Increasing the pace and scale of growth, for those that need it the most, while delivering our climate change objectives

- 3.3.1. The pandemic has inevitably led to a slowing down of economic growth in the city and has severely damaged some key sectors. We need to use our landholdings and access to low cost finance, while also leveraging opportunities such as the development of HS2 and the Commonwealth Games, to build back up the pace and scale of growth across the city. We need to focus on infrastructure, including social and affordable housing, supporting our town centres and local high streets and creating opportunities for local people.
- 3.3.2. By adopting an interventionist approach, the Council can stimulate developments that might otherwise not happen, becoming an enabler of a more inclusive and sustainable economy that benefits those who need it most.

- 3.3.3. While it is important to deliver growth, social and economic prosperity must go hand in hand with the need to take action to respond to the climate and ecological emergency. Birmingham's size, 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.
- 3.3.4. Over the coming 18 months the Council will bring forward proposals to build wider funding and delivery partnerships for the exploration and implementation of climate change and carbon reduction activity in the city.
- 3.4. **Area 3 – Delivering new ways of working**
- 3.4.1. The pandemic has given rise to a significant shift in some of the Council's working arrangements and we need to take forward and make permanent those that have delivered benefits to our staff, our residents and our services.
- 3.4.2. We intend that 80-85% of our workforce will continue to work in an agile and flexible manner; this has made a significant positive contribution to workforce equalities and talent management, opening up opportunities for example, to those with caring responsibilities to grow and develop in the workplace.
- 3.4.3. With this change, our office accommodation becomes spaces for collaboration underpinned by technology that enables hybrid meetings and access to data remotely. This approach directly responds to and supports our early intervention priority, enabling 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. This doesn't always mean selling off important community assets to the highest bidder, a considered approach will be taken to enable development of community spaces, new homes and financial returns for the Council.
- 3.4.4. But we know we must continue to improve those frontline services: street cleansing and refuse collection; enforcement; housing management; children services; Special Educational Needs and Disabilities (SEND); adult social care and our overall approach to customer services. Reforming and changing the way we work provides the financial breathing space to consolidate, improve and invest in those core services.
- 3.4.5. This new approach provides the basis for making significant savings in the short term, something that our MTFP demands with little or no impact on frontline service delivery.

4. Participation and Engagement

- 4.1. A common theme running through all of our goals is the need to listen to, understand and work more closely with our residents and communities. Our city continues to face big challenges in the years ahead and we must all pull

together, pooling our efforts, knowledge and expertise, to make Birmingham a thriving city once again for the benefit of all of our citizens.

- 4.2. We recognise that we must involve our citizens in a more proactive and meaningful way through strategic engagement and participation to enable them to play an active role in civic life and empower them to influence service design and delivery. We must draw on the experience of residents to understand the issues they face and what's important to them in tackling these issues and to develop solutions together. This will include a strong focus on those priorities identified in our annual residents' survey - street cleanliness, police presence, refuse collection service and levels of crime.
- 4.3. We have seen, during the pandemic, how effective a coordinated voluntary, community, faith and social enterprise response can be in supporting individuals and neighbourhoods cope with the challenges presented. We have worked closely with the sector, strengthening our relationship and developing our understanding of how we can more effectively serve communities and create greater trust. We will continue to build on this in our continued efforts during the period of this plan.
- 4.4. We have already started work with the sector and other partners on initiatives including the Birmingham Recovery Framework which focuses on six key recovery themes. It emphasises the need for an inclusive economic recovery built on collaborative public services, stronger community capacity and citizen resilience and with a more significant focus on localised working in neighbourhoods.

5. Improvement journey

- 5.1. The Council has faced big challenges over the last decade. At the same time as having to manage steeply declining resources, we have also had to address issues within our organisation, including financial management, service performance, and organisational culture. The Council has made substantial progress on these issues, recognised by the easing of external scrutiny and oversight from UK Government. We have worked together with our partners and listened to the advice of external experts to become a more effective organisation.
- 5.2. This improved effectiveness has been essential during the pandemic; our external Non-Executive Advisors have commented that we have adapted well to the crisis, maintaining good risk management and managing the financial pressures arising from it in an exemplary way.
- 5.3. We have also significantly improved our governance and developed a strong "one team" approach to leadership; 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; and we have made improvements to those services rated as priority by residents including refuse collection and street cleansing.

- 5.4. We have already come a long way on our improvement journey but recognise there is more we can do, and our Delivery Plan reflects this.

6. Opportunities & Challenges

6.1. Opportunities

- 6.1.1. Since 2012, the Council has put £3.486bn capital spend into the city, improving roads, schools, housing, leisure facilities, and culture, arts and heritage. Despite the Coronavirus pandemic, major projects such as HS2, the £700 million Paradise Development, and Smithfield have continued, ensuring the city's economy can thrive helping to establish Birmingham as a world-class city.
- 6.1.2. 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 economic opportunities of the future, including digital, automation, and decarbonisation.
- 6.1.3. 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.
- 6.1.4. 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.
- 6.1.5. The city is also 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 event will be witnessed by a global audience of over one billion people driving further investment in the city to benefit local people.
- 6.1.6. We have a strong partnership network in the City Board and work collaboratively with other partners including the West Midlands Combined Authority and other local authorities to draw on our collective experience and expertise to identify best practice and develop innovation so that we can take advantage of the wealth of opportunity our city provides.
- 6.1.7. 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 together with our partners, residents and communities.

6.2. Challenges

- 6.2.1. Birmingham is a city with high levels of deprivation and poverty. Birmingham is ranked the 7th 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 and living with financial insecurity.
- 6.2.2. The structural inequalities that exist within our city hold many of our communities back and they drive the demand for services we 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 afford and threatens the long term cohesion of our city. The Council has already committed itself to address these inequalities, recently publishing “Everyone’s Battle, Everyone’s Business” – a call to action for the Council and the city – focusing on the key areas of leading by example as an employer, with the goal to ensure that our workforce properly reflects the communities we serve, challenging inequalities in every community and celebrating and sharing the city’s stories of diversity and dynamism.
- 6.2.3. The pandemic has further exposed the inequalities experienced by many of our citizens, it has highlighted existing inequalities in terms of low-income work, education, health, and housing, and has also revealed new divides in terms of the ability to work and learn from home, access to green space, and the extent of digital and financial exclusion. Our initial exploration of this impact was presented in a report to Cabinet in July 2020 and an update will be presented to Cabinet at the same time as this MTFP.
- 6.2.4. Understanding how the crisis has affected and will continue to affect our different communities is vital in shaping our recovery efforts as the city emerges from the COVID-19 pandemic. We are working collaboratively to collect and analyse local insight and intelligence and have used this when developing our draft COVID-19 Economic Recovery Plan which sets out the Councils intended contribution towards the recovery and the joint Recharge the West Midlands investment case to Government which explains the wider regional approach.
- 6.2.5. Our Delivery Plan sets out a comprehensive performance framework which will further develop the evidence base, creating a better understanding of our impact as an organisation and of broader state of the city factors. This will help the Council and partners to learn lessons and inform future strategy to deal with the fractures in the economy brought about by the pandemic and the further challenges presented by Brexit.
- 6.2.6. We must also reform our services, so that they recognise and respond to identified root causes of deprivation, poverty and inequality. This reform agenda will in part be about changing how our services operate, but must also focus on how to involve people, building on their strengths and

encouraging their contribution to help shape the fortunes of our city and neighbourhoods.

- 6.2.7. Birmingham is growing rapidly, with an estimated population of 1.16 million in 2020 which is expected to increase to 1.25 million by 2032. This increasing population has led to pressure on housing supply with estimates indicating that 89,000 new homes are needed by 2031. Homelessness also remains a challenging issue with 1 in 66 people in the city being affected. A lack of affordable and good quality housing has an impact on all aspects of life, including physical and mental wellbeing, relationships, financial security, and job prospects and is something we as a Council must prioritise.
- 6.2.8. All of these challenges and complexity are compounded by new threats that Councils and other public sector organisations weren't designed to deal with including climate change; rapid technological change; globalisation; terrorism and violent extremism. These threats demand fresh thinking and also have to form part of our future plans.

6.3. Financial challenge

- 6.3.1. The next eighteen months looks to be one of the most challenging periods in public sector finance. The immense financial impact of COVID-19 after a decade of austerity and the increasing demand for our services pose a real threat to the financial sustainability of the city and Council.
- 6.3.2. The Government's agenda for the period following the current crisis is not yet fully clear, and additional uncertainty has been created by the further postponement of a full three-year spending review to 2021. The Government has set out plans for a significant increase in capital investment and its intention to follow a policy of "levelling up" by boosting investment in the regions. However, there is less clarity of intention on revenue spending and the Spending Review announced plans for spending on public services in 2021/22 which are lower than those announced in the March 2020 Budget. Spending commitments on health and defence and the pressure to control borrowing provide a challenging context for decisions on the funding of local government services. There is also ongoing uncertainty about the future funding and delivery of adult social care services, with a green paper due in the new year. The Spending Review announced that councils can draw on another increase in Council Tax to fund increasing pressures in adult social care, but this is not a sustainable solution in the longer term. Finally, the Government's plans for reforming the funding of local government may also be taken forward in the year ahead after being stalled for some time (the so called "fair funding review" and the local retention of Business Rates) and the current review of Business Rates will be concluded in the spring. In addition, the Government has responded to some councils' use of cheap borrowing from the Public Works Loans Board to finance income generating commercial investments, by changing lending terms to outlaw borrowing primarily for yield. Birmingham has never engaged in borrowing to invest in properties simply to generate rental income.

- 6.3.3. In November 2020 when we refreshed the MTFP to give us a baseline for commencing the budget process, we faced a substantial budget deficit over the next four years, ranging from £92.9m in 2021/22 to £109.9m by 2024/25 with a very uncertain outlook over the longer term. It is therefore more important than ever that we stabilise the Council's finances and balance the books, ensuring that we are well positioned to tackle those challenges and priorities highlighted above. This MTFP achieves that, reducing the gap to around £81m by 2024/25.
- 6.3.4. We have a Finance Improvement Plan in place and by 2022 this 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. A key enabler providing an efficient and effective back-office to the Council will be our investment in a state-of-the-art Finance, Procurement and Human Resources system.
- 6.3.5. This MTFP provides firm financial forecasts for income and expenditure driven by our Delivery Plan, supporting effective allocation and prioritisation of resources to critical work and projects over a longer period. This MTFP, together with our Directorate Business Plans and our new performance management framework, will support the monitoring of performance against our ambitions, giving us a clear picture of our progress both as a Council and as a city.

CHAPTER 2: FINANCIAL STRATEGY

1. Overview

- 1.1. The Council a year ago set a Financial Plan for 2020-2024 that invested in services and set out savings plans that would deliver a balanced budget over that period. However, by March the COVID-19 pandemic had impacted the UK and across the world. Government and public sector financial plans have been significantly changed and the outlook remains uncertain. It is in this context that the Council has set out its Financial Plan for 2021-2025.
- 1.2. In responding to the COVID-19 pandemic in 2020 the Council promptly put in place weekly monitoring and reporting of financial impacts and quantified financial risks, a process that the Local Government Association held up as an example to others. The Council lobbied and engaged with Government directly over the need for sufficient funding for the impacts of COVID-19. Through rigorous and diligent financial management coupled with additional funding provided by the Government the Council forecasts to spend within its budget for 2020/21.
- 1.3. The Council undertook a mid-year update to its Medium Term Financial Plan at the end of September and reported the findings in November to both Cabinet and O&S Resources, alongside its Delivery Plan proposals.
- 1.4. The Local Government Settlement announced in December 2020 only provided funding for 2021/22. There is significant uncertainty over the level of resources available to the Council beyond 2021/22.
- 1.5. The Financial Plan 2020-2024 assumed annual increases in Council Tax at the maximum permissible level of 1.99%. Given the significant pressure on Social Care services reflected in the budget proposals the Council will increase Council Tax further in 2021/22 by the 3% adult social care precept announced by the Government in the Local Government Settlement. Council Tax will therefore rise by 4.99% in 2021/22.
- 1.6. The Council will also continue to invest, through the capital programme, in priorities such as continuing to retain and improve Council owned assets, including its buildings and roads, and facilitating the growth in the Birmingham economy through major projects and supporting businesses in the city. The Delivery Plan will bring forward further opportunities for investment.
- 1.7. The Financial Plan 2021-2025 should be viewed as a provisional plan that sets out a path through the uncertainty of 2021/22 and 2022/23 with the expectation that work on the Delivery Plan will yield proposals in the future that address the long term financial sustainability of the Council, with the initial financial contributions impacting in 2022/23.

2. Medium Term Funding Outlook

- 2.1. Significant uncertainty remains over the Council's resources beyond 2021/22. There are a number of Government policy announcements and decisions that are expected in the near future that create significant uncertainty over forecasting the level of resources for the Council over the medium term.

Comprehensive Spending Review

- 2.2. In October 2020 the Government announced a one-year Comprehensive Spending Review. Firm allocations of Government funding are only known for 2021/22 and the Council will have to wait for the next Comprehensive Spending Review for more certainty over longer term funding.

Local Government Fair Funding Review

- 2.3. The Government has been conducting a review of local government funding distribution called the Fair Funding Review, recently changed to the Review of Relative Needs and Resources.
- 2.4. The outcome of the review was expected in 2020 for implementation in 2021/22. However earlier in the year the Government announced it would not proceed with the implementation of the review in 2021/22. The latest position set out in the Local Government Finance Settlement in December 2020 was that the Government, once the pandemic is over, will work with local government to understand the lasting impact the pandemic has had on service demands and revenue raising. It will then revisit the priorities for reform of the local government finance system.

Local Retention of Business Rates

- 2.5. Since 2017/18 the Council, along with the other West Midlands District Councils has been in a 100% Business Rates Retention Pilot. As such it has forgone Government Revenue Support Grant in order to retain 100% of Business Rates income.
- 2.6. The Government had intended to introduce 75% Business Rates retention nationally from 2021/22 alongside a planned periodic reset of accumulated Business Rates growth, redistributing local Business Rates growth across all local authorities based on need. This was expected to result in a loss to the Council of around £17.5m. However, the Government announced in 2020 that it would not proceed with 75% Business Rates retention in 2021/22 nor would it reset accumulated Business Rates growth in 2021/22. In the Local Government Finance Settlement 2020 the Government stated that final decisions will be taken in the context of the 2021 Spending Review. The Council's planning assumption is for the Business Rates Retention Pilot to continue and there to be no reduction in resources over the period of the Financial Plan.

Brexit

- 2.7. It is to be welcomed that a Brexit deal was concluded in so far as it removes some of the uncertainty. However, there are expected to be impacts on the Council moving forward, although the current pandemic and economic crisis makes it difficult to form a clear view on the impacts for the Council. Particularly, regarding the replacement of EU grant funding by the UK Shared Prosperity Fund, the impacts on the supply chain and the ability to deliver services, there is little information available on all of these issues.

Savings Delivery

- 2.8. The Council has significantly improved its delivery of savings in recent years. Table 2.1 below demonstrates this improvement.

Table 2.1 Previous Savings Delivery

	Planned Savings	Savings Delivered	
	£m	£m	%
2016/17	88.2	32.4	37%
2017/18	70.9	48.3	68%
2018/29	52.9	42.8	81%
2019/20	46.2	38.7	84%
2020/21*	22.1	17.2	78%

*Month 9 position

- 2.9. COVID-19 has had an impact on the ability of the Council to deliver some of its savings planned for 2021/22 and onwards. The Financial Plan 2021-2025 reflects a realistic position for the savings programme going forward.

3. Capital Programme

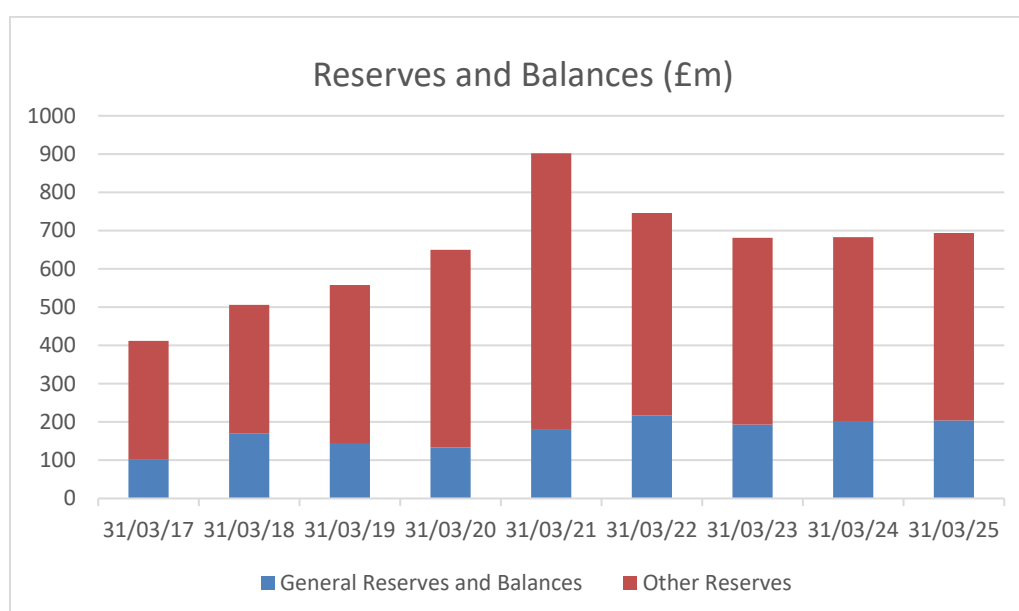
- 3.1. The Council has a large and complex capital programme driven particularly by the Council Plan. COVID-19 has impacted the capital programme in 2020/21 resulting in significant slippage of schemes into future years, changes to a number of schemes and additional costs.
- 3.2. The Capital Strategy priorities for new projects and programmes are focussing on Council Plan driven expenditure, statutory requirements and proposals that support revenue savings, income or service modernisation. Supporting the Capital Strategy are the Property Strategy and the Commercialisation Strategy. These are set out in Chapter 7.
- 3.3. The Council will continue to manage its borrowing in accordance with CIPFA's Prudential Code and has a prudent policy for debt repayment set out

in its Minimum Revenue Provision policy. Future council borrowing from the Public Works Loans Board will need to comply with new lending terms that prevent local authorities from using its loans to buy investment assets primarily for yield.

4. Financial Resilience

Reserves

- 4.1. The Council holds significant levels of reserves. Reserves are held for specific purposes and are intended to be used when the activity for which they are held comes due. The Council also holds General Reserves which are available to the Council to manage emergencies and exceptional unforeseen events. Reserves are only available to use once and cannot be used as a replacement for ongoing funding requirements. The following chart shows the movement in those reserves over time.



- 4.2. The Council's Reserves Policy (Appendix C) makes it clear that general reserves should not be used to mitigate the requirement to make ongoing savings and these reserves have not been used to mitigate savings. A review of reserves was undertaken as part of the mid-year refresh of the Medium Term Financial Plan. As a result, Cabinet agreed to increase the General Fund Reserve to £38.4m to represent 4.5% of the Council's net budget and £50m was identified from existing reserves to support the implementation of the Delivery Plan which delivers a financially sustainable position in the medium term. The budget for 2021/22 plans a contribution of £38.7m to increase the Financial Resilience Reserve to £114.5m to provide further financial resilience for the Council given the huge uncertainty caused by the COVID-19 pandemic.

CIPFA Financial Resilience Index

- 4.3. The Financial Plan 2020-2025 considered CIPFA's Financial Resilience Index published in December 2019. The assessment was that the Council was in a relatively healthy financial position compared to other similar authorities. CIPFA have yet to update the Financial Resilience Index. However the following points that build on that assessment should be noted:

Reserves

- The proposals in the budget for 2021/22 increase the level of the Financial Resilience Reserve, strengthening the Council's financial position.

Administration

- The Council's external auditor gave an unqualified opinion on the 2019/20 financial statements.
- The auditor stated they are satisfied that, in all significant respects, except for two individual reports related to the Commonwealth Games and the Council's Highways PFI agreement, the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2020.

A full breakdown of the 2019 CIPFA Resilience Index can be seen [here](#).

CHAPTER 3: REVENUE BUDGET

1. As set out in Chapter 2, the Council's Medium Term Financial Plan for the period 2021/22 to 2024/25 is being set in a period of unprecedented uncertainty, largely as a result of the ongoing impact of COVID-19.
2. The Council has therefore taken a prudent approach in its estimation of additional income, and the forecasting of expenditure for the medium term. Reserves have been strengthened in order to manage the risks associated with the current uncertainty and £44.2m has been held in a newly created earmarked reserve, COVID Support Grant, to manage potential risks associated with the ongoing impact of COVID-19.

INCOME

3. The Council has four main sources of funding: grants from Central Government, a share of Business Rates income, Council Tax income and locally raised revenue through fees and charges, sales, rents, etc. The overall resources available to the Council for 2021/22 to 2024/25 are summarised in the table below. It is anticipated that there will be a 4.8% increase in the Council's level of income compared to the 2020/21 levels, including funding being passported to schools and benefits claimants. Corporate and Directorate funding is expected to increase by 6.4% over the period, representing the change in income to directly fund services.

Table 3.1 General Fund Grant and External Income

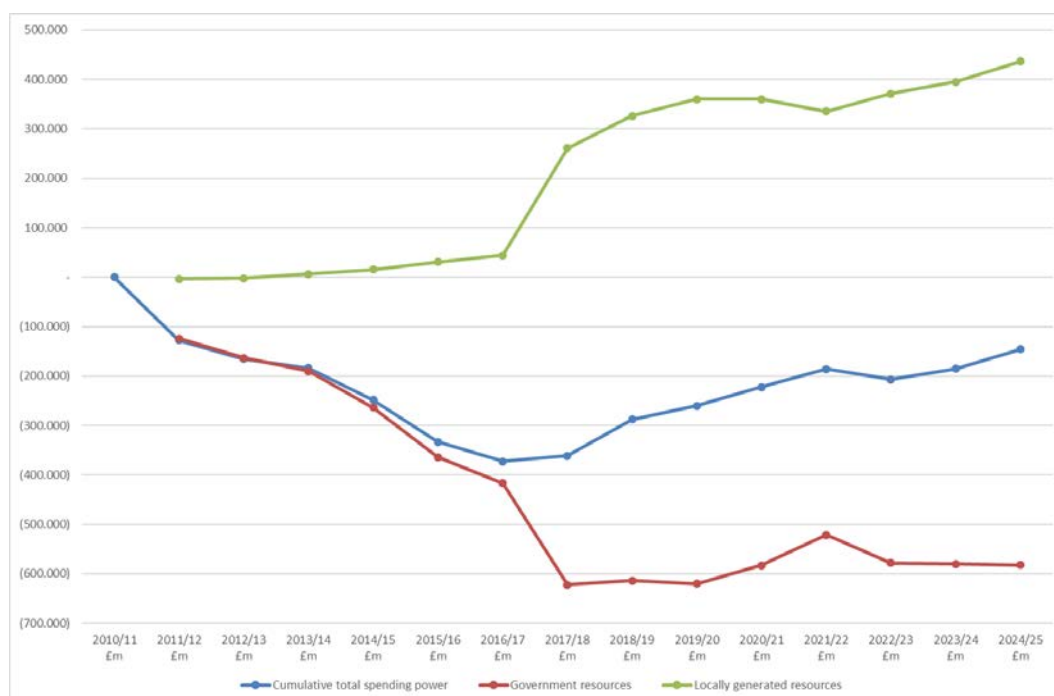
	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Top Up Grant	55.334	55.951	43.816	39.629	35.811
Other grants	410.755	471.830	427.103	428.860	430.582
Subtotal grant funding	466.089	527.781	470.919	468.489	466.393
Business Rates	441.204	411.693	432.135	445.154	456.877
Collection Fund surplus/(deficit) Business Rates	(15.360)	(17.659)	(16.223)	(16.222)	0.000
Council Tax	365.670	382.923	394.022	405.362	417.027
Collection Fund surplus/(deficit) Council Tax	6.085	(4.237)	(1.532)	(1.532)	0.000
Subtotal Collection Fund	797.599	772.720	808.402	832.762	873.904
External income ¹	375.527	381.004	387.273	395.017	403.909
Subtotal Corporate & Directorate Funding	1,639.215	1,681.505	1,666.594	1,696.268	1,744.206
Schools funding (Ring-Fenced) ²	748.280	787.810	779.610	779.610	779.610
Grants to reimburse expenditure ³	479.916	479.886	479.856	479.856	479.856
Total General Fund Grant & External Income	2,867.411	2,949.201	2,926.060	2,955.734	3,003.672
Annual % Change Core Spending Power		4.7%	N/A	N/A	N/A

The table above excludes use of reserves which are discussed later in Chapter 3

1. External Income has been forecast from 2021/22 based on information in the Savings Programme and CPI forecasts for future years.
2. For the time being, Schools' funding has been assumed to remain unchanged in future years. No adjustments for schools transferring to academies or changes in funding formula have been made as there is too much uncertainty at present. However, schools will be required to contain spend within the resources available.
3. We have not sought to forecast future demand in this area, especially for Benefits

4. From the table above, it can be seen that a significant proportion of income is due to locally generated income and therefore, there is a strong incentive for the Council to plan for and achieve taxbase growth for both Council Tax and Business Rates. Combined, Council Tax and Business Rates income funds around 22% of total gross general fund expenditure. The disadvantage of this reliance is that the Council also bears the risk of any downward trends in the income, such as is the case during the COVID-19 pandemic when businesses continue to struggle through the periods of restrictions and there is a significant increase in the number of Council Tax support claimants. Since 2011/12 increasingly the burden of funding the Council's budget has fallen on Birmingham tax payers. This is illustrated in the chart below which shows the cumulative real spending power changes over time.

Figure 3.2 Changes in Birmingham's Spending Power from 2010/11 to 2024/25



5. Business Rates

- 5.1. The Council continues to be a part of the West Midlands Pilot for 100% Business Rates retention. Current financial plans assume that the Pilot will continue, meaning that the Council will continue to benefit from retaining any local Business Rates to support local investment. The Government has however signalled its intention to allow Councils to retain only 75% of Business Rates generally, with the impact expected to take effect from 2022/23. Whilst this change is expected to be fiscally neutral nationally, there is a risk for Birmingham that the 25% of Business Rates which is currently retained in the local area would now be subject to national redistribution.

- 5.2. Funding uncertainties also surround how the baseline for the change will be set and calculated. There is likely to be a reset of Business Rates growth in 2022/23. This will redistribute real terms growth in Business Rates amongst local authorities based on need. It is estimated that the Council could lose £12.3m from a reset.
- 5.3. The Council has updated its forecasts of future Business Rates receipts to include the impact of COVID-19 on new developments and the sustainability of businesses. The forecast for 2021/22 was approved by Cabinet at the meeting of 19 January 2021 and is therefore the basis for the numbers in the MTFP. Through a combination of factors, Business Rates are expected to reduce to £411.7m in 2021/22 from £441.2m in 2020/21. It has been assumed that a general inflationary increase of 2% will be applied from 2022/23 onwards and that real terms growth of 0.5% per annum will resume from 2023/24 onwards.
- 5.4. Income from Business Rates is managed through a separate Collection Fund. Resources from Business Rates for 2020/21 are expected to be £225.9m less than budgeted. This is primarily due to:
- Growth estimates were lower than anticipated
 - Collection rates being lower than anticipated when the budget was set
 - Government changes to Business Rates relief meant significant funding was received as Section 31 grant from Government rather than Business Rates. As part of the support to businesses, suffering the impact of COVID-19, Government granted substantial relief to small businesses and those in retail and nursery sectors. Birmingham has received £177.3m of Section 31 grant to offset the deficit identified above, meaning that the net shortfall on Business Rates income is £48.7m for 2021/22.
- 5.5. Recognising the impact that COVID-19 has had on council revenue, both Business Rates and Council Tax, the Government has introduced the following two measures:
- Funding 75% of the irrecoverable Business Rates losses for 2020/21 as a form of spreading the risks with local authorities. It is estimated that this is expected to reduce the deficit by £36.5m.
 - The ability to spread any 2020/21 deficit across the following three years – Birmingham will spread its residual Business Rates deficit for 2020/21 of £12.2m over the following three years.

6. Council Tax

- 6.1. Council Tax income yield is dependent upon several elements in the Council Taxbase calculation, namely: the number and mix of dwellings including new developments, changes in discounts and exemptions, changes to the number of claimants under the Council Tax Support Scheme, the level of Council

Tax, and the assumed level of collection. The forecast of 253,995 Band D equivalent properties for 2021/22 was approved by Cabinet at its meeting on 19 January 2021. In terms of growth in the taxbase, an estimated annual increase from housing growth of 0.3% has been assumed up to 2022/23, and 0.8% thereafter. Non-collection has been assumed to be worse at 3.4% in 2021/22 before improving to usual levels of 2.9%.

- 6.2. Where councils have been unable to collect outstanding Council Tax in a year, this shortfall usually becomes an adjustment to the Council's overall income in the financial year following collection. However, similar to Business Rates, the Government will fund 75% of the irrecoverable Council Tax income and will allow the spreading of the residual deficit across the following three years. For 2020/21, the Council Tax deficit has been estimated to be £4.6m, which is offset by £3.1m estimated 75% compensation from Government, with the residual £1.5m spread across three years at £0.5m per annum.
- 6.3. The Council Tax requirement for 2021/22 assumes a general increase in Council Tax of 1.99% and a 3% precept relating to adult social care. The flexibility to charge this precept in addition to the general amount of Council Tax was extended by Government in recognition of the financial pressures on adult social care services particularly during the Council's response to COVID-19. The precept is estimated to raise £10.9m of additional resources to support adult social care investment.
- 6.4. The Council Tax requirement of £382.9m (excluding parish precepts and Enterprise Zone growth) is divided by the Council Taxbase for the year of 253,995 to give a band D Council Tax for Birmingham Council of £1,507.60 (excluding Police, parish and Fire precepts). This figure is converted to the amount payable by properties in other valuation bands by applying a set multiplier, to arrive at the charge residents will pay for Council services. The calculations are shown in Table 3.3 below.

Table 3.3 Council Tax Requirement

	City Council Services	Incl. Parish Precepts and Enterprise Zone Growth
	£	£
Gross Expenditure	3,763,725,040	3,771,160,145
Parish Precepts		1,869,788
Less: Estimated Income (excluding Business Rates, Top Up Grant and Council Tax)	(2,935,054,411)	(2,941,917,863)
Net Expenditure	828,670,629	831,112,070
Less:		
Business Rates	(411,693,401)	(415,142,091)
Business Rates (surplus)/deficit	17,659,112	20,536,149
Revenue Support Grant	0	0
Top Up Grant	(55,951,064)	(55,951,064)
Council Tax Collection Fund (surplus)/deficit	4,237,000	4,237,000
Council Tax Requirement	382,922,276	384,792,064
Divided by taxbase	253,995	253,995
Band D Council Tax	1,507.60	1,514.96

- 6.5. In 2020/21, Birmingham's Council Tax, including adult social care precept and excluding parish precepts, was one of the lowest in the Metropolitan area. Birmingham's Council Tax is approximately 7% lower than the average Metropolitan Band D rate. In comparison to its West Midlands neighbours, Birmingham's Council Tax was third lowest, with only that of Solihull and Dudley being lower. Even if the proposed increases are applied, Birmingham will continue to be a relatively low Council Tax area.
- 6.6. Beyond 2021/22, the financial plans assume a 1.99% annual increase in Council Tax rates based on the current referendum limit. This is a planning assumption with the actual tax rises approved by Council each year.

7. Precepts

- 7.1. The Council also collects the precepts on behalf of other organisations and the impact of these on Council Tax is as outlined in the table below.

Table 3.4 Precepts

	Band D Council Tax 2020/21 £	Band D Council Tax 2021/22 £	Increase/ (Decrease) £	Date Precept Agreed
Birmingham City Council	1,435.95	1,507.60	71.65	
Fire and Rescue Authority	61.81	XX.XX	XX.XX	15th February 2021
West Midlands Police & Crime Commissioner	162.55	XXX.XX	XX.XX	1st February 2021
New Frankley in Birmingham	30.18	XX.XX	XX.XX	16th November 2020
Royal Sutton Coldfield	49.96	XX.XX	XX.XX	19th January 2021

Numbers will be finalised for Full Council – they are shown as x until numbers are made public by the preceptors

Full details of the calculations are set out in Appendix H.

8. Government grants

- 8.1. The total grant allocation from Government for the Council is expected to be £1.8bn, as detailed in Appendix B. This is an increase of £111.0m compared to the budget position for 2020/21. The grants are of two types:
- Those that are used to fund wider Council services, for example Top Up Grant, Business Rates related Section 31 grants
 - Those ringfenced to fund service specific activities, for example the Social Care Grant.
- 8.2. Further information on funding of education services, including schools, is set out in Chapter 4. The total Dedicated School Grant expected to be managed by the Council is £721.2m in 2021/22, subject to the finalisation of pupil numbers. The Dedicated School Grant will reduce if schools convert to academies. Total school funding is expected to be £787.8m in 2021/22, including £8.2m for the Holiday Activity and Food Programme.
- 8.3. The Council will continue to explore all other opportunities for further grant funding, and submit bids as necessary.

9. Locally generated income

- 9.1. The Council has budgeted to receive approximately £381.0m from fees and charges and other sources of income in 2021/22. Some charges are set by legislation (e.g. licensing charges) whereas others the Council has discretion to determine. Fees and charges are set on an annual basis and subject to annual approval from Council/Cabinet. Further details about fees and charges are set out in Appendix V.

10. Housing income

- 10.1. Further information on income within the Housing Revenue Account, including details of rent and service charge income is set out in Chapter 5. Total income is expected to be £281.5m in 2021/22.
- 10.2. The financial plans include a proposal to reduce the Council's dispersed properties rents for used for temporary accommodation, by between £11 and £33 in 2021/22 and 2022/23, dependent on property size. This reduction is based on the increased length of stay in temporary accommodation and the creation of a dedicated support service which will lead to reduced costs for management of these properties. Bed and Breakfast and Private sector leased properties are charged at fixed rates, capped at Local Housing Allowance level 2011 and therefore are not subject to any changes. There will be a 2% increase on homeless centres rents, in line with MTFP inflation assumptions, to reflect the change in officer roles within the homeless centres in line with the emerging new operating model within Housing

Options. The temporary accommodation proposal results in a net reduction in income of £3.5m per year. In 2021/22, mitigations have been identified to reduce this pressure to £1m. A corresponding budget proposal is included in the General Fund MTFP to manage this pressure of £1.0m in 2021/22, rising to £3.5m by 2024/25, as shown in Appendix F.

SPENDING DEMANDS

11. Background

11.1. The Council's Medium Term Financial Plan is shaped by the particular financial circumstances facing Birmingham, which in turn result mainly from the national context outlined in Chapter 2. Significant pressures over the medium term arise as a result of:

- Demand for key services increasing
- Challenges of responding to COVID-19 and new requirements for social distancing and different ways of providing services
- Changing expectations from Government or the public on the level of service
- Limited scope to increase Council Tax and other fees and charges

12. Budget Pressures

12.1. In developing the budget plans, the Council undertook a review of base budgets to determine adequacy, reviewed demand for services and the ability to deliver planned savings. The table below shows an analysis of pressures built into the updated financial plans, £69.1m in 2021/22 rising to £62.7m in 2024/25. There is a significant one-off expected increase in 2022/23, associated with the funding of the Commonwealth Games. Further details around this pressure can be found in Chapter 6.

Table 3.5 Analysis of Pressures 2021/22 to 2024/25

Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Demography	19.171	27.921	36.761	45.511
Member priorities	19.044	54.234	4.048	4.048
Rebasing	17.969	18.891	18.866	18.866
Revenue cost of redundancy	9.281	3.194	0.750	0.000
Time limited resources	7.137	(2.707)	(8.218)	(9.679)
Change in legislation or regulation	4.753	6.127	7.460	5.790
Pension Fund	3.079	3.548	3.651	3.826
Savings non-delivery	1.635	0.768	(0.260)	(0.148)
Pressures resulting from COVID 19	0.423	0.152	0.152	0.000
Revenue cost of capital projects	(1.134)	2.618	4.702	4.702
Invest to Save (including repayments)	(15.799)	(15.943)	(17.329)	(16.348)
Other	3.584	3.327	4.014	6.089
Total	69.143	102.130	54.597	62.657

13. Service pressures

- 13.1. The Council's budget is also under pressure from continuing increases in the number of vulnerable people accessing Council services, notably within social care, Children's and the homelessness services. In order to manage cost pressures over the medium term, significant work is in progress/ being planned to manage this demand.

14. Social Care

- 14.1. The financial sustainability of the social care system is a nationally recognised and widely reported problem, for which there has been much lobbying from the local government sector. The short term Government response, in the absence of a long term solution, is the provision of mechanisms for an additional £24.1m of additional funding compared to the 2020/21 levels. This is made up of additional Social Care Grant of £13.1m and the estimated funding from the 3% adult social care precept on Council Tax of £10.9m.
- 14.2. The additional resources will be used to offset some of the pressures in both adult and children's social care, although the funding does not fund all of the pressures as follows:

Table 3.6 Social Care Allocations

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Adult Social Care				
Inflation	6.575	19.632	33.575	48.490
Demography	13.500	22.000	30.500	39.000
Base budget investment to cover ongoing commitments previously funded from iBCF	6.000	6.000	6.000	6.000
Funding to cover expenditure previously funded by Public Health	1.010	1.010	1.010	1.010
Increased support to voluntary sector (COVID)	0.195	0.000	0.000	0.000
Adult Social Care modernisation	1.745	0.000	0.000	0.000
	29.025	48.642	71.085	94.500
Children's Social Care				
Inflation	4.506	8.911	13.424	18.048
Pressures	5.341	5.341	5.341	5.341
	9.847	14.252	18.765	23.389
Total	38.872	62.894	89.850	117.889
Additional Social Care Resources				
Social Care Precept	10.939	10.939	10.939	10.939
Additional Social Care Grant	13.129	13.129	13.129	13.129
Total additional social care resources	24.068	24.068	24.068	24.068

15. Adult Social Care

- 15.1. Adult social care remains the Council's largest area of net expenditure. Additional investment of £29.0m has been provided to the service to cover anticipated demographic pressures, inflation and rebasing of some historic budgets.
- 15.2. The Council will continue progressing an approach to social care that fosters enablement and independence, and reduced reliance on Council intervention. It is estimated that from this approach up to 30% of demand will be managed differently, with a greater emphasis on supporting citizens to live independently in community settings, rather than being placed in long term traditional care settings.

16. Children's Social Care

- 16.1. Birmingham has a relatively high young population compared to other cities, with 46.1% of the population below 30. The Office for National Statistics predicts that there will be 5.3% growth in the number of children aged 5 to 14 over the next 20 years. 41% percent of Birmingham's children live in poverty. The number of young people, and those living in poverty directly impacts on the number of children requiring support from Children's services.
- 16.2. There is a continuing financial impact of demand pressures within children's social care due to increasing caseload and the complexity of cases. The Council recognises that early intervention can help limit the need for children to enter the social care system, lay the groundwork for improved performance at school and help to ease future pressure on adult social care by reducing the pressure on services for vulnerable adults. Investment in a co-ordinated approach to Early Help across partners will develop better preventative services and in the longer term reduce demand (and cost) for acute services.
- 16.3. The Council's children in care population is around 2,000, which represents an increase of around 11% since 2015, slightly above the national average. More recently, there has been a net increase of 53 children in care since April 2019 with numbers reaching 2,000 during the summer months of 2019. There has been a total net increase of 65 since the Trust became operational in April 2018, with numbers being higher in the summer of 2019. However, the numbers in care have remained consistently lower than that of Birmingham's statistical neighbours, although Birmingham's unit cost has been higher due to the complexity of the cases and limited access to in-house fostering.

Other Children's Services

- 16.4. School Transport remains an area of significant expenditure for the Council. It is a vital and statutory service that provides transport to some of the most vulnerable children and young people in the city. In 2020/21, the service costs were rebased, with £3.9m of additional resources and reductions in assumed savings of £0.8m. To date, the service is broadly spending to budget, with additional one-off costs largely due to modernising the service

(e.g. investing in I.T.). However, COVID-19 has made it difficult to gauge ongoing cost pressures, as initially contract costs fell (as demand fell during school closures), but since then social distancing requirements have led to the commissioning of over 180 new routes. The additional costs of these routes are currently being funded by central Government, but there is no indication of how long this will last.

- 16.5. Following a joint inspection by Ofsted and the Care Quality Commission (CQC) that identified that major improvements were needed in the system supporting children and young people with Special Education Needs and Disability (SEND), an action plan was produced which outlined a range of changes that were needed across the city in the coming years. This action plan is being implemented, with Council costs falling to the Dedicated Schools Grant (DSG).
- 16.6. Although there are current in year underspends on the High Needs Block, within the Dedicated Schools Grant, the level of spend on High Needs remains an area of concern. This reflects a national pattern whereby there is insufficient High Needs funding to fully meet local spending needs. Demand is anticipated to increase, mainly due to:
 1. Additional unfunded statutory obligations arising from the 2014 Special Education Needs and Disability (SEND) reforms
 2. Increasing numbers of pupils with high needs and increasing complexity of needs
- 16.7. There was a cumulative deficit on High Needs of £14m at the start of 2020/21. This was largely the result of pressures highlighted in the previous paragraph. The Council has agreed with the Schools Forum that the deficit will be repaid back at £5m a year starting in 2020/21, for three years. Financial monitoring this year indicates that this plan will be delivered.
- 16.8. The Government has announced substantial additional national funding for Special Needs for both 2020/21 and 2021/22, resulting in Birmingham receiving additional funding of £26m and £20m respectively. This additional funding will contribute positively to addressing pressures, deal with the cumulative deficit and provide investment to transform and modernise SEND provision.

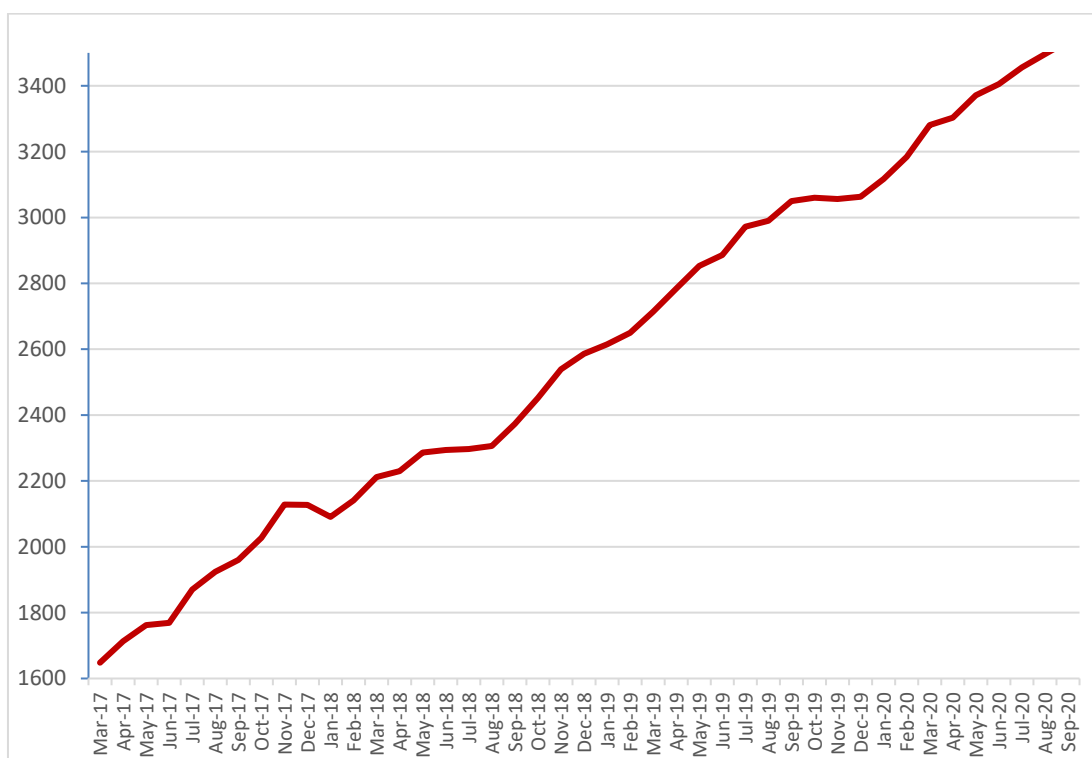
17. Homelessness

- 17.1. The Housing Options Service has a statutory duty to provide suitable and sustainable housing solutions to residents that present as homeless. The ability to effectively discharge this responsibility through the current operating model and pertaining resources is becoming increasingly untenable, which is resulting in a significant increase in the use of Temporary Accommodation (TA) as the service has no choice but to respond to this demand through crisis management. It is the statutory provision of TA, and more specifically, the use of Bed & Breakfast (B&B), which places additional cost pressures

and other performance challenges upon the Housing Options Service. Whilst the service has been working hard to reduce B&B usage and its associated expense, there is more work to be done to eradicate B&B use as a form of TA. It is the costliest TA provision and the most unsuitable. As a recognition of the pressures in the service, £2.6m of ongoing investment has been reflected within the financial plans.

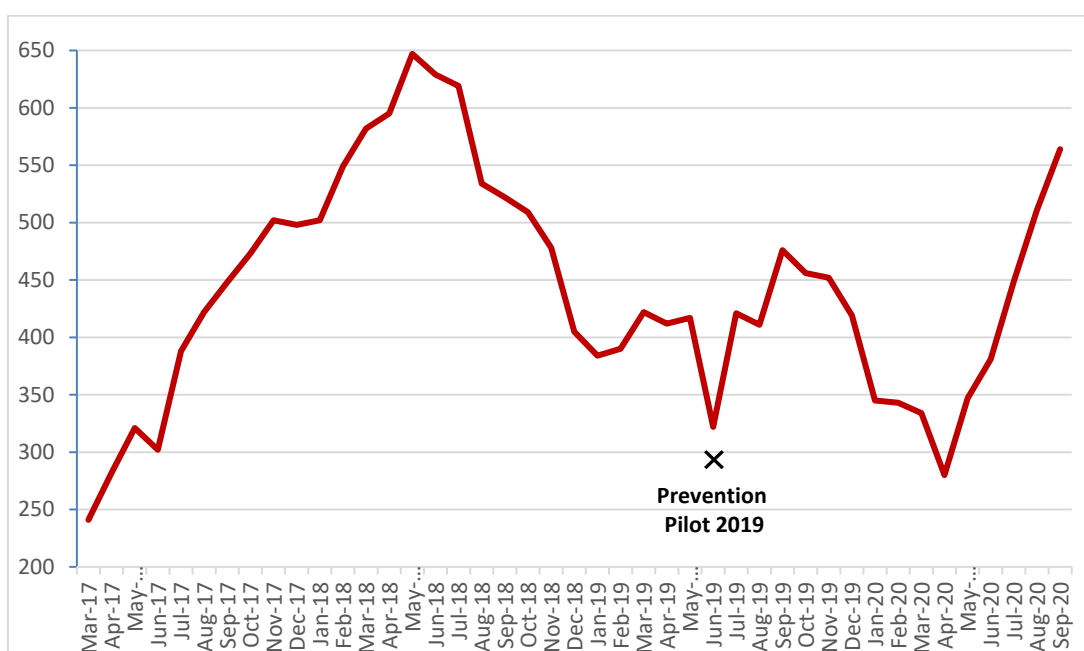
- 17.2. The overall use of TA in Birmingham has significantly increased since 2017 as set out in the graph below.

Figure 3.7 Number of Households in All Types of TA in Birmingham (2017-2020)



- 17.3. In the same period, the Council has also seen the use of B&B increase by 134% as it is the most readily available TA provision for use in emergency accommodation situations (see Figure 3.8). If the number of households in B&B continues to increase in line with the current trend, the cumulative cost would amount to £148m by 2024.

Figure 3.8 Number of Households in B&B in Birmingham (2017-2020)



- 17.4. To operate efficiently and reduce TA usage and costs, the service must dramatically decrease homelessness demand. To do this the service is proposing to switch to an operating model which delivers early intervention prevention work and allows for effective casework. The financial implications of the proposal are not yet included in the Medium Term Financial Plan and will be brought forward as part of the Delivery Plan initiatives.
- 17.5. The proposed new operating model will focus on preventative work which will drive down the demand and cost of B&B. The operating model will be built around the following three key leverage points:
1. Development of an effective prevention model and investment in prevention tools that enables at risk of homelessness households to remain in their existing home or secure alternative accommodation before they are roofless.
 2. Effective case management and timely implementation of TA move on plans that ensure households in TA receive the required level of support to sustain a new tenancy and their stay in TA is as short as possible.
 3. Improve accessibility and availability of alternative housing solutions i.e. Private Rented Sector properties.
- 17.6. In support of this model an ongoing General Fund investment of £2.6m p.a. is required to enable the successful delivery of homeless prevention casework. The change from crisis management to an effective prevention and case management model, supported by a robust accommodation offer for our customers will help the service to reduce the B&B budget to zero by 2025, and potentially lead to a budget saving of £8.9m. Further work is being

undertaken to fully identify the financial implications and to develop the prerequisite business case.

18. Clean Air Zone – Use of Income

- 18.1. Poor air quality remains the single biggest environmental health risk and is recognised as a national crisis by the Government and the NHS, which is why Birmingham - and numerous other cities across the UK - are introducing Clean Air Zones.
- 18.2. From June 2021, the most polluting vehicles will be charged to enter an area bounded by the A4540 Middleway (but not the Middleway itself). Cars and LGVs will be charged £8 per day whilst HGVs and coaches will be charged £50 a day. Some temporary exemptions and financial support will be available for certain groups, which includes residents within the Clean Air Zone, city centre workers earning less than £30,000 a year, Birmingham-licensed taxi/private hire vehicles and businesses based or operating within the Clean Air Zone.
- 18.3. The money generated by the Clean Air Zone, which includes charge revenue and Penalty Charge Notice revenue, will be used to cover the costs of the assets, such as Automatic Number Plate Recognition (ANPR) cameras and ongoing support provided through staff and the Joint Air Quality Unit (JAQU). It will also be used to support the Council's transport policies and the delivery of transport infrastructure measures that benefit the public and improve air quality. Some of the programmes which have been identified as being suitable for support include:
 - 18.3.1. The Big City Plan: This is a 20-year city centre masterplan with a vision to encourage and support Birmingham's continuing transformation into a world class city centre. Key elements of the programme which would benefit from Clean Air Zone income include:
 - Creating a well-connected, efficient and walkable city centre
 - Providing 65,000 square metres of new and improved public spaces
 - Providing 28 kilometres of enhanced walking and cycling routes
 - 18.3.2. Birmingham Development Plan 2031: This is a framework which will guide future development across the city including addressing the issue of climate change, delivery of infrastructure and quality of life through measures such as:
 - Providing high quality connections throughout the city and with other places including encouraging the increased use of public transport, walking and cycling
 - Connected communities

18.3.3. Local Cycling and Walking Initiative Programme (LCWIP): This sets out a 10-year plan to ensure that active travel becomes the popular choice for short journeys and to increase the opportunities for recreational cycling and walking. The strategy includes three key objectives with linked policies and actions:

- Enable training and education, access to bikes and funding
- Develop infrastructure (LCWIP), traffic management, maintenance, cycle parking, public transport and planning and development
- Inspire campaigns, communication, schools, businesses, community and events

18.3.4. Rail and Rapid Transit: Rail and Rapid Transit have been identified as key factors in the future of Birmingham's transport strategy, as outlined in the Birmingham Mobility Action Plan. The key aspects include:

- Extended Metro
- Sprint Bus Rapid Transit (BRT) as the network's backbone
- Seeking opportunities for more Park and Ride

19. Inflation

19.1. Allowance for £117.7m of net inflation across the four years from 2021/22 to 2024/25 has been included in the MTFP (see Appendix A). This includes an uplift of non-pay expenditure budgets and income budgets by around 2% annually. There has been no inflation applied to pay budgets for 2021/22, but from 2022/23 onwards they have been assumed to increase by 2.5% annually. Inflation allowance has also been made at defined rates where there are specific contractual commitments in place.

20. Corporately Managed Budgets

20.1. Redundancy

20.1.1. The Council continues to need to reduce the size of its workforce as a result of implementing some of the proposed savings needed to balance its budget. Provision has therefore been made to meet any associated exit costs.

20.2. Financing Costs

20.2.1. The Council's capital programme is £1.7bn over the four-year period to 2024/25, to deliver investment in line with the Council's priorities. The revenue effects of capital expenditure have been reviewed in the context of the capital programme outlined in Chapter 7 of this report, and expectations of movements in interest rates. The forecast revenue impact of the capital programme is reflected in this budget. Further details can be found in Chapter 7 and Appendix Q.

20.3. Equal Pay

- 20.3.1. The Council has existing liabilities as a result of claims issued under the Equal Pay Act 1970, for which a provision of £153.2m has been recognised in the accounts. It is estimated that total liabilities in respect of this will be approximately £1.2bn, with just over £1.1bn settled as at 31 March 2020.
- 20.3.2. The Financial Plan 2021-2025 includes the revenue implications of Equal Pay settlements, including financing costs arising from capital expenditure in previous years, loss of income arising from asset sales and repayment of temporary borrowing from reserves. Net General Fund revenue costs are expected to be around £114m in 2021/22, rising to £124m in 2024/25, after taking account of contributions from schools and the HRA.

21. Overall Budget Challenge and Savings Requirement

- 21.1. Whilst the Local Government Finance Settlement announcements in December 2020 provided very welcomed additional funding for Birmingham City Council in 2021/22 as well as the extension of funding previously announced on a one-off basis, these additional resources are expected to be substantially absorbed by ongoing demand and demographic pressures, and do not represent a significant reversal in the context of the level of sustained funding reductions experienced by local government in recent years. Nor does the Local Government Finance Settlement provide any certainty on funding beyond 2021/22.
- 21.2. In order to meet the service pressures described above and to ensure base budget adequacy, cost reductions and/or further income generation are required across the medium term. This equates to £121.2m from the General Fund budget by 2024/25 and represents around 15% of the total General Fund net budget. By 2024/25, planned savings proposals total £40.7m, and therefore fall short of the savings requirement by £80.5m in that year.
- 21.3. Should additional resources materialise across the medium term, they will be used to offset any remaining financial gaps, and any additionality will be reinvested in Council services in line with priorities outlined in Chapter 1.
- 21.4. Table 3.9 summarises the overall budget position for the period to 2024/25.

22. Savings Requirement

Table 3.9 Savings Requirement 2021/22

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Base budget 2020/21	852.933	852.933	852.933	852.933
Changes in pay and price inflation	27.717	57.787	87.072	117.722
Budget pressures	69.143	102.130	54.597	62.657
Corporate adjustments:				
Other net change in use of / contribution to reserves	26.807	(44.077)	21.489	31.374
Corporately managed budgets	(53.803)	(23.011)	(9.839)	(13.901)
Changes in corporate government grants	(61.075)	(16.348)	(18.105)	(19.827)
Total expenditure	861.722	929.414	988.147	1,030.958
Business Rates	(411.693)	(432.135)	(445.154)	(456.877)
Top Up Grant	(55.951)	(43.816)	(39.629)	(35.811)
Council Tax	(382.923)	(394.022)	(405.362)	(417.027)
Collection Fund (surplus)/deficit Business Rates	17.659	16.223	16.222	0.000
Collection Fund (surplus)/deficit Council Tax	4.237	1.532	1.532	0.000
Total resources	(828.671)	(852.218)	(872.391)	(909.715)
Savings requirement	33.051	77.196	115.756	121.243
Planned savings	(33.051)	(77.274)	(39.427)	(40.722)
Other solutions to be determined	0.000	(0.078)	76.329	80.521

22.1. Savings Proposals

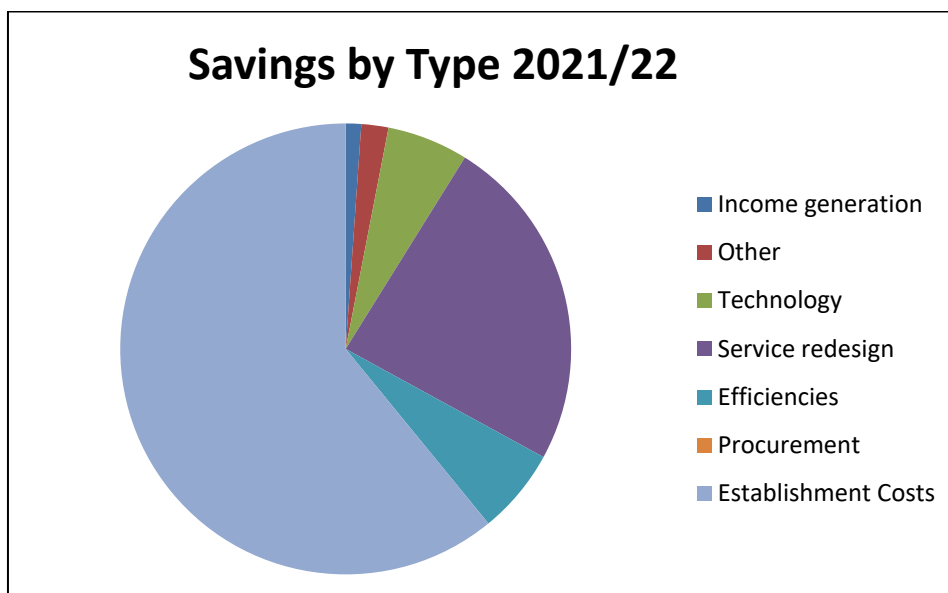
- 22.1.1. The Financial Plan 2020-24 agreed in February 2020 included savings proposals to be delivered up to 2023/24. Given the significant impact the COVID-19 pandemic has had on the Council, a fundamental review of the savings programme has taken place, supported by the monthly Star Chamber process and Directorate Management Team budget challenge sessions. The review has identified that some savings have to be rephased due to changing circumstances, some have to be replaced with an alternative saving and others have to be removed from the programme since they are no longer considered to be deliverable. The Council therefore has a saving programme for the period 2021/22 to 2024/25 in which there can be some reasonable confidence in its delivery.
- 22.2. Combined with the above, work was undertaken to recognise and address the significant demand pressures on services, particularly those in the Neighbourhoods Directorate, and ensuring the correct level of investment. New pressures of £53.1m in 2021/22 have been funded.
- 22.3. For 2021/22 onwards, the Council has taken a different approach to the development of new savings, having recognised that after delivering over £700m worth of savings over the past 11 years, it is unlikely that any further major savings could be made purely through efficiencies. Additionally, planning for savings was difficult at a time when managers were dealing with the response to the pandemic. Therefore, no Directorate targets were issued for the 2021/22 budget planning process and it is anticipated that any new

savings, beyond that relating to review of the establishment referred to in paragraph 22.4 below, will be delivered through the Delivery Plan. It is expected that the position will become clearer by 2022/23 when the outline business cases for the Delivery Plan have been agreed.

22.4. One new saving of £20.1m has been identified as being deliverable from implementing establishment controls within the Council. This work started in 2020/21 and will be built upon in 2021/22. We do not envisage any redundancies as a result of this proposal as the outcomes are likely to be deleted vacancies and reduced agency costs.

22.4.1. Savings proposals, totalling £40.7m by 2024/25, are itemised in Appendix G. Figure 3.10 below summarises the savings programme over the four-year period between cost reduction and income generation. It is acknowledged that there are more risks associated with income generating proposals since activities are not fully in the control of the Council.

Figure 3.10 Analysis of Savings 2021/22 to 2024/25



22.5. Pay Policy

22.5.1. The Council is statutorily required under the Localism Act 2011 to undertake an annual review of its pay arrangements and to publish these making particular reference to the following:

- The methods by which salaries of all employees are determined
- The detail and level of remuneration of its most senior employees, i.e. 'Chief Officers', as defined by the relevant legislation
- The detail and level of remuneration of the lowest paid employees
- The relationship between the remuneration for highest and lowest paid employees

- The Committee(s) /Panels responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council

22.5.2. The above details are captured in a Pay Policy Statement, attached at Appendix U. The purpose of the Statement is to provide transparency with regard to the Council's approach to setting the pay of its employees (excluding those working in local authority schools). The principles set out within the Pay Policy Statement are compliant with the budget proposals.

23. Reserves

23.1. The Council maintains reserves for a variety of reasons. These include:

- The need to put aside sums in case of unexpected future expenditure (such as a large insurance claim)
- To smooth out future payments (such as payments under PFI agreements) or to cover timing differences (such as grant money received in any given year where expenditure takes place in a later year)
- To provide pump prime funding for projects to deliver changes in working practices.
- To fund specific activities where the Council has little or no flexibility. These ringfenced reserves are mainly for Schools or the Housing Revenue Account and cannot be used to support general Council activity

23.2. The Council's policy on reserves, as agreed at Cabinet on 21 July 2020, makes clear that reserves are not to be used to avoid the necessity to make ongoing savings or meet budget pressures other than in exceptional circumstances.

23.3. The Council's reserves can be split into the following categories:

- General Reserves and Balances
- Earmarked Reserves
- Revenue Grant Related Reserves
- Ringfenced Reserves
- Capital Reserves

23.4. Reserves can only be used on a one-off basis, which means that their application does not offer a permanent solution.

24. Use of Reserves in 2021/22

- 24.1. In line with the Council Plan and Budget 2019+ agreed in February 2019, the Council planned for the strategic use of £5.9m of Corporate Reserves in 2020/21 and £5.0m to fund the revenue costs arising from the backdated application of a consistent Minimum Revenue Provision policy to 2007/08 as referred to in paragraph 24.4. A reserve of £18.1m will be established from savings made in 2020/21 from the use of capital receipts flexibility and will be used in 2021/22 to fund service transformation as also seen in Table 3.11.

Table 3.11 Strategic Use of Reserves

	2020/21 £m	2021/22 £m	Movement £m
Use of Financial Resilience Reserve	(5.910)	(5.000)	0.910
Use of Capital Receipts Flexibility Reserve		(18.101)	(18.101)
Strategic Use of Reserves	(5.910)	(23.101)	(17.191)

- 24.2. In 2021/22 a net use of reserves is planned totalling £155.9m. The overall position is set out in Table 3.12 below.

Table 3.12 Analysis of Reserves in 2021/22

	DPR	FRR	Other General Reserves	Earmarked	Ring Fenced	Grant	Total
	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
Forecast Closing Balance (31st March 2021)	60.418	80.575	38.382	390.020	40.537	292.059	901.991
2021/22 planned (use) / contribution to Reserves	0.000	42.964	0.000	(185.737)	0.000	(7.419)	(150.192)
2021/22 planned net (borrowing) / repayments to Reserves	3.296	(9.018)	0.000	0.000	0.000	0.000	(5.722)
Forecast Closing Balance (31st March 2022)	63.714	114.521	38.382	204.283	40.537	284.640	746.077

Note: Whilst there is a forecast 2020/21 General Fund underspend of £8.9m based on Month 9 budget monitoring, this is not included in the analysis. Should there be an underspend at the year end the balance will be appropriated to a Delivery Plan Reserve. The DSG is forecast to be virtually balanced at Month 9. Should there be an underspend or overspend at the year end the balance will be appropriated to or from Schools' reserves.

Delivery Plan Reserve (DPR)

- 24.3. The Delivery Plan Reserve (DPR) has been established to enable the necessary investment required by the Council's Delivery Plan. It also contains the previous Invest to Save Reserve for which the following allocations have been planned. It is expected that once business cases for the Delivery Plan projects have been finalised there will be further drawdowns during the year

Table 3.13 Delivery Plan Reserve

	£m
Opening Balance ITS Reserve as at 1st April 2020	24.482
Planned use of ITS in 2020/21	(13.930)
Transfer from Capital Fund to establish DPR	49.866
Forecast DPR Balance as at 31st March 2021	60.418
Current planned use of DP S 2021/22	
Central Administrative Buildings	(0.200)
Workplace Parking Levy	(0.270)
To Implement Transport Saving	(0.098)
Repayment of DPR 2021/22	
FG101 19+ ERP system REVISED	1.414
CC105 19+ Transportation Workstream	0.020
EC103a 19+ Commercial Property	0.714
ICTD Transition	1.716
Forecast net repayment /(use) of DPR 2021/22	3.296
Closing Balance as at 31st March 2022	63.714

Financial Resilience Reserve (FRR)

- 24.4. This reserve was created in 2017/18 from the backdated application of a consistent Minimum Revenue Provision policy to 2007/08. This policy requires a planned use of the reserve in 2021/22 of £5.0m to fund the additional revenue costs. This is in line with the Reserves Policy.
- 24.5. In light of significant uncertainty resulting from the COVID-19 pandemic a contribution of £38.7m to the reserve is planned in 2021/22 to provide further financial resilience for the immediate future.
- 24.6. A separate contribution to the reserve of £9.3m is planned in 2021/22 from the replacement of Direct Revenue Financing of Capital by increasing the Council's Capital Financing Requirement. This contribution, plus those from 2019/20 and 2020/21, are planned to be used in 2022/23.
- 24.7. A net £9.0m will be borrowed from the reserve in 2021/22 which will be repaid by 2024/25.
- 24.8. The breakdown of uses of and contributions to the FRR is set out in the table below:

Table 3.14 Financial Resilience Reserve

	£m
Opening Balance as at 1st April 2020	84.842
Use of FRR in 2020/21 re MRP	(5.910)
Net repayment of FRR in 2020/21	0.675
Transfer of FRR to General Reserve	(6.032)
Contribution from replacement of DRF in 2020/21	7.000
Subtotal Forecast Balance as at 31st March 2021	80.575
Use of FRR in 2021/22 re MRP	(5.000)
Net borrowing from FRR in 2021/22	(9.018)
Contribution from replacement of DRF in 2021/22	9.304
Further Contribution to FRR	38.660
Closing Balance as at 31st March 2022	114.521

General Fund Balance

- 24.9. The General Fund Balance will be £38.4m as at 1 April 2021. This represents c4.5% of the Council's net General Fund budget in line with the Cabinet decision of 10 November 2020. There is no planned use of the General Fund Balance in 2021/22. Risks associated with the budget that these may be required to fund can be seen in Appendix E.

Earmarked Reserves

- 24.10. In 2021/22 it is proposed to make a net use of £185.7m of earmarked reserves comprising the following:

£228.9m Use of Reserves

- Use of £177.3m Section 31 grant to offset the Business Rates Collection Fund deficit. This relates to grants received in 2020/21 as compensation for loss in Business Rates income. This largely includes the funding received to compensate for the 100% relief provided to retail, hospitality and leisure businesses in 2020/21.
- A reserve of £18.1m will be established from savings made in 2020/21 from the use of capital receipts flexibility and this will be used in 2021/22 to fund service transformation.
- The use of £13.2m of income compensation expected to be received from the Government related to the Collection Fund losses in 2020/21 to offset the Collection Fund deficit.
- The use of £10.7m of Policy Contingency Reserve related to the Modernisation Fund-Social Care that is expected to be brought forward from 2020/21.
- Use of £5.0m of the Enhanced Operations CWG (Commonwealth Games) Reserve.

- Use of £1.8m of Housing Benefit Subsidy Reserve largely to fund the costs of Universal Credit rollout.
- Use of £1.6m of the cyclical maintenance reserve for the Library of Birmingham
- Uses of £1.2m of other earmarked reserves

£43.2m Contribution to Reserves

- There is a planned replenishment of £0.3m to the Capital Fund in 2021/22
- A contribution of £19.7m to the Clean Air Zone Reserve for future use in line with legislative restrictions. This is based on estimated income to be received from the scheme and will be utilised to fund the running of the Clean Air Zone and projects that will further improve Birmingham's air quality such as improvements to public transport, cycling and walking.
- A contribution of £15.9m to the Commonwealth Games Contingency Reserve.
- Contributions of £3.1m towards cyclical maintenance. This is partially offset by the use of cyclical maintenance reserve mentioned above
- A contribution of £2.0m to the Insurance Fund
- A contribution of £0.8m to Education PFI Reserve
- A contribution of £0.7m to fund Business Rates appeals.
- A contribution of £0.7m other earmarked reserves.

24.11. The Council is forecasting it will hold £44.2m relating to the fourth tranche of unringfenced COVID-19 Government grant from 2020/21. This is being held initially to mitigate any risks through the winter of 2020/21 and provides further COVID-19 resilience going into 2021/22 should it be largely unused in 2020/21.

Ring Fenced Reserves

24.12. In 2021/22, there is no planned use of Schools' reserves and the balance remains the same as £40.5m

Grant Reserves

24.13. In 2021/22 it is estimated that there will be a net use of £7.4m of grant reserves.

Overall Impact on Reserves

24.14. The summary movement in reserves is shown in Table 3.15 below. This shows the movement in reserves between the planned figures for the 2020/21 and 2021/22 financial years.

Table 3.15 Movements in Reserves

	2020/21* £m	2021/22 £m	Movement £m
Strategic use of reserves (see table 3.11)	(5.910)	(23.101)	(17.191)
Corporate (Use of)/ Contribution to Reserves			
Contribution to Capital Fund (Revenue Reserve)	0.275	0.275	0.000
Business Rates Volatility Contingency	(0.968)	0.743	1.711
S31 Grant	(5.382)	(177.261)	(171.879)
General Contribution to FRR Reserve	0.000	38.660	38.660
Contribution to FRR Reserve re DRF	0.000	9.304	9.304
Policy Contingency Reserve	0.000	(10.700)	(10.700)
Potential Income Compensation re Collection Fund	0.000	(13.197)	(13.197)
Cyclical Maintenance Reserve	3.090	1.490	(1.600)
Corporate Use of Earmarked Reserves	(0.052)	0.000	0.052
Commonwealth Games Contingency Reserve	0.000	10.854	10.854
Waste Outage Contingency Reserve	2.000	0.000	(2.000)
Insurance Fund	2.000	2.000	0.000
Other Use of Reserves	0.702	0.812	0.110
Other (Use of)/ Contribution to Reserves	1.665	(137.020)	(138.685)
Borrowing from/ Repayments to Reserves			
Borrowing for:			
Net Corporate Borrowing from FRR	(2.735)	(10.299)	(7.564)
Planned use of Delivery Plan Reserve	(13.930)	(0.568)	13.362
Sub-total Borrowing from Reserves	(16.665)	(10.867)	5.798
Net Repayments:			
Corporate Repayment to FRR	0.500	0.000	(0.500)
Other Repayments to Reserves	0.432	0.443	0.011
Sub-total Net Repayments	0.932	0.443	(0.489)
Total Corporate Uses of/Contribution to Reserves and Borrowing/Repayment	(14.068)	(147.444)	(133.376)
(Use of)/Contribution to Grant and Earmarked Reserves			
(Use of)/Contribution to Grant Reserves	10.165	(7.419)	(17.584)
(Use of)/Contribution to Other Earmarked Reserves **	24.707	16.905	(7.802)
Directorate Repayment of Delivery Plan Reserve	0.000	3.864	3.864
Directorate Repayment of FRR	3.509	1.281	(2.228)
Total Other (Use of)/Contribution to Reserves	38.381	14.631	(23.750)
*Total(Use of)/Contribution to Reserves	18.403	(155.914)	(174.317)

* This is the original planned use of Reserves as per the Financial Plan 2020-24.

** The use of reserves to support specific items is referred to in paragraph 24.10. This paragraph includes Corporate Uses and Other Repayments

24.15. After taking account of planned contributions to and from reserves and balances, the position is expected as shown in Table 3.16 below.

Table 3.16 Reserves Position

Analysis of Reserves - Financial Plan 2021+					
Description	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025
	£m	£m	£m	£m	£m
General Reserves and Balances					
Corporate General Fund Balance	38.382	38.382	38.382	38.382	38.382
Delivery Plan Reserve	60.418	63.714	70.023	76.022	77.462
Financial Resilience Reserve Gross	98.120	141.084	112.084	109.084	107.084
Net Borrowing from Financial Resilience Reserve	<u>(17.545)</u>	<u>(26.563)</u>	<u>(27.475)</u>	<u>(23.173)</u>	<u>(18.980)</u>
Subtotal Financial Resilience Reserve	80.575	114.521	84.609	85.911	88.104
General Reserves and Balances	179.375	216.617	193.014	200.315	203.948
Earmarked Reserves					
Insurance Fund	11.275	13.275	15.275	17.275	19.275
Capital Fund	0.000	0.275	0.550	0.825	1.100
Covid Support Grant	44.241	44.241	44.241	44.241	44.241
One-off resources from previous years	13.818	3.118	2.118	2.118	2.118
Cyclical Maintenance	16.276	17.766	19.756	22.846	25.936
Business Rates Volatility Contingency	20.333	21.076	21.076	21.076	21.076
S31 Grant Reserve	177.261	0.000	0.000	0.000	0.000
Potential Income Compensation re Collection Fund	39.589	26.392	13.196	0.000	0.000
Flexible use of Capital Receipts	18.101	0.000	0.000	0.000	0.000
Commonwealth Games Contingency Reserve	11.292	27.146	0.000	0.000	0.000
Waste Disposal Outage Contingency	2.000	2.000	2.000	2.000	2.000
Enhanced Operations CWG	9.103	4.103	0.000	0.000	0.000
Education & Skills PFI Reserve	3.785	4.597	5.829	7.490	9.588
Bus Lane Inforcement Income	6.127	6.127	6.127	6.127	6.127
Clean Air Zone	0.000	19.663	19.663	19.663	19.663
Other Earmarked Reserves	16.819	14.504	14.036	15.285	15.563
Total Earmarked Reserves	390.020	204.283	163.867	158.946	166.687
Reserves for budgets delegated to schools	40.537	40.537	40.537	40.537	40.537
Ring-fenced Reserves	40.537	40.537	40.537	40.537	40.537
Grant Reserves					
Highways PFI	214.350	214.350	214.350	214.350	214.350
Non Schools DSG	5.580	5.580	5.580	5.580	5.580
Other Grant Reserves	72.129	64.710	63.684	63.066	62.615
Grant Reserves	292.059	284.640	283.614	282.996	282.545
Overall Total	901.991	746.077	681.032	682.794	693.717

Note: Details of Other Earmarked Reserves can be found in Appendix D

25. Policy Contingency

- 25.1. Separate and distinct from reserves, the 2021/22 budget includes a Policy Contingency budget as detailed in Table 3.17 below. The Policy Contingency budget is held centrally and not allocated to services at the start of the financial year. It is retained to protect against unplanned expenditure or when the costs of certain decisions which may be taken during the course of the financial year become clearer. Allocations will be made to services only after the demonstration of need and are subject to review and approval by the Chief Finance Officer with the exception of allocations from General Contingency which will be approved by Cabinet.
- 25.2. The unallocated General Contingency of £0.6m provides some level of risk cover in the overall delivery and management of the budget in 2021/22.

- 25.3. There are a number of savings that will be allocated to directorates in 2021/22. Until they are allocated, these will be held within the Policy Contingency budget.

Table 3.17 Policy Contingency

Table 3.15 Policy Contingency	£m
Inflation Contingency	17.324
Redundancy and Exit Costs	9.281
Modernisation Fund - Social Care	8.955
Workforce Equalities & Streetscene	4.000
Apprenticeship Levy	1.259
Delivery Plan Programme Management	1.250
Highways Maintenance	0.750
Short-term Improvement in the Council House	0.500
HR Additional Temporary Resources	0.300
Loss of Income from Car Park Closures	0.252
Corporate Funding for Owning & Driving Performance (ODP) Culture Change Programme	0.129
General Contingency	0.586
Total Policy Contingency excluding savings	44.586
Capitalisation Transformation Projects to be allocated to services in 2021/22	(21.349)
Review of Establishment costs - to be allocated to services in 2021/22	(20.132)
DRF Revenue Switching to be allocated to services in 2021/22	(9.304)
Procurement Savings	(0.717)
Transport Work Stream	(0.400)
Total Savings to be allocated	(51.902)
Total Policy Contingency	(7.316)

CHAPTER 4: SCHOOLS

1. Overview

- 1.1. Schools receive funding via a variety of different funding streams, the main ones being Dedicated School Grant (DSG), Pupil Premium, Education & Skills Funding Agency (ESFA) Post 16 Funding and Universal Infant Free School Meals.
- 1.2. DSG is the main funding stream for schools and education services. Provisionally, the DSG is set at £1,296.2m for in 2021/22. The comparable year on year increase is difficult to identify as the Department for Education (DfE) has rolled in previously separate grants (for Teachers' Pay Grant and Teachers' Pension Grant) into the DSG settlement. The allocation of DSG funding is governed and managed in conjunction with the Schools Forum.
- 1.3. Schools are expected to meet all the pay and inflationary pressures from within their budget allocations identified in paragraph 1.1.
- 1.4. There are two main issues having an impact on the Council currently
 - **DSG Deficit & High Needs Pressures.** An overall DSG deficit of £8.5m (excluding school balances) was brought forward from 2019/20, comprising a deficit of £14.0m on the High Needs budget block and a surplus of £5.5m on the other budget blocks. The Council forecast a neutral position on the DSG for 2020/21. This largely reflects the impact of increased national funding for High Needs and more robust and innovative approaches to managing Special Educational Needs and Disabilities (SEND) demand locally. This should deliver more sustainable services going forward and meet SEND priorities as well as repaying off the deficit to plan. DfE requires all Councils with a deficit in excess of 1% at year end to produce a Deficit Recovery Plan, but the year-end deficit for Birmingham was less than 1% (under 0.7%), indicating that the scale of the deficit is not a major issue for DfE.
 - **School Deficits & Academy Conversion Write Offs.** Schools' deficits remains an issue and a range of measures have been implemented to address this, including increased monitoring and challenge, alongside support for schools with actual or emerging deficits. This is increasingly important as schools converting to academy status under directive orders result in deficits falling to the local authority

These points are covered in more detail in below.

2. Summary of Funding

- 2.1. The total provisional DSG funding for Birmingham in 2021/22 of £1,296.2m comes through four blocks of funding.
- 2.2. The ESFA currently recoups an amount from the DSG allocation to directly passport to academies and free schools and the Council is then responsible

for the remaining budget. At the time of writing the recouped amount had not been announced by DfE/ESFA, but for scale purposes £575.0m was recouped at the start of last year. In addition, schools and academies receive direct funding allocations from DfE relating to Pupil Premium, Post 16 Funding and Universal Infant Free School Meals.

- 2.3. A summary of funding is set out in the tables below.

Table 4.1 Dedicated Schools Grant Funding (for all schools)

	£m
Schools block	1,002.106
Central school services block	18.283
High Needs block *	184.500
Early Years	91.312
Total DSG	1,296.201
Estimated recoupment	(575.000)
Estimated net DSG after recoupment	721.201

* The High Needs block figure reflects a deduction by ESFA of an estimated £28.4m for the direct funding of places

- 2.4. In addition for maintained schools in Birmingham (academy schools receive their funding direct from ESFA) there should be the following additional funding streams (figures are approximate as DfE/ESFA have not finalised at the time of writing).

Table 4.2 Other School Funding for Maintained Schools

	£m
Pupil Premium Grant	43.045
Education & Schools Funding Agency (for Sixth Forms)	7.700
Universal Infant Free School Meals (UIFSM) Grant	7.664

3. Academisation and School Deficits

- 3.1. There is continuing activity of schools converting to academy status either under directive orders or voluntarily.
- 3.2. Schools which are given a directive order to convert to Academy status and have a financial deficit at the point of conversion will have the deficit transferred to the local authority. In Birmingham this is funded through a combination of a DSG contingency of £0.7m, which is the first call, and the balance through resources freed up by the application of corporate capital resources to fund schools capital maintenance expenditure, subject to approval as part of the annual capital budget process. The DSG contingency is subject to agreement annually by the School Forum and is a reducing budget as schools convert to academy status. For 2021/22 there is a

proposal to use the High Needs Block to support special schools in financial difficulties and so reduce the liability that falls on the Council when special schools convert or close.

4. High Needs Block and SEND

4.1. The increasing level of spend on High Needs and SEND is a national issue, which is also reflected in Birmingham. At the end of 2019/20 the accumulated deficit on High Needs was £14.0m. The Government has announced substantial increases in High Needs for which Birmingham has received £26m in 2020/21 and will receive an additional c£20m (after recoupment and pupil import /export adjustments) in 2021/22. In addition to dealing with the cumulative deficit over a three-year period, the funding will be used for investment in the following areas:

- Strengthening the local offer to reduce reliance on out of city placements
- Organising resources in four geographical areas linked to specialist provision and local area schools
- Adopting a local model for schools working in partnership with schools
- More targeted funding for special need services
- Invest in services which have maximum impact and represent value for money

The above form part of the Council's joint response to Ofsted/Care Quality Commission Written Statement of Action and links to the Delivery Plan.

CHAPTER 5: HOUSING REVENUE ACCOUNT (HRA)

1. Summary

- 1.1. The HRA Self Financing Framework was introduced from April 2012 (as part of the Localism Act 2011) and this required local authorities to maintain a long term HRA Business Plan.
- 1.2. The HRA Business Plan 2021+ sets out the immediate and long term financial plans and is underpinned by a number of key operational assumptions (relating to property, arrears, debt, and inflation and rent levels).
- 1.3. The HRA Business Plan 2021+ shows a balanced long term financial plan and incorporates the continuation of a long term debt reduction programme that commenced in 2015/16 (to match the expected life spans of existing properties), but at a slower rate than initially planned.
- 1.4. In October 2017 the Government announced its intention to set a long term rent deal for local authority landlords and housing associations from 2020/21 onwards. The long term rent deal, which was confirmed in the Policy statement on rents for social housing (February 2019), allows local authority landlords to increase rents on both social rent and affordable rent properties on an annual basis by up to CPI +1% from 2020, for a period of at least five years.

2. Background

- 2.1. The Council is one of the largest providers of social housing in Europe, managing approximately 60,000 homes, representing approximately 13% of the total housing available within the city.
- 2.2. The HRA is a statutorily ringfenced account that deals with income and expenditure arising as a result of the Council's activities as a provider of social and affordable housing. The legislation requires that income and expenditure relating to the Council's provision of social and affordable housing must be accounted for within the HRA and that the proposed annual budget is balanced.

3. Strategic Overview and Context of Financial Pressures on the HRA

- 3.1. The HRA is under considerable service and financial pressure as a result of national and local policy changes and the following issues are reflected in the HRA Business Plan:
 - Pressures due to COVID-19, both with the increased cost of bad debt provision due to the economic impact on tenants; as well as increased cost of service provision to the tenants.
 - The Hackitt report identified recommendations on both the physical aspects of building safety as well as how landlords work with their

residents on fire safety matters. This will have a financial impact on capital investment requirements and the support that is provided to tenants. The resulting Social Housing White Paper will also place additional burdens on the HRA to respond to its emerging legislative changes on how the Council manages its Social Housing Stock

- Increased costs for both new build homes and current retained stock with the need to move towards the Government's target of net zero carbon emissions

- 3.2. Whilst the HRA is facing these pressures it remains in a good financial position, and is stable and affordable over the 30 year period of the plan.
- 3.3. There are statutory requirements to ensure that there is no cross-subsidy between the HRA and General Fund services (the "who benefits" principle – designed to ensure that Council tenants do not pay twice for the same service, through both Council Tax and Rents), that an annual balanced budget is set and that the service is sustainable and affordable in the long run based on the HRA Self-Financing framework.

4. Key Outcomes and Strategic Housing Service Objectives

- 4.1. The HRA Business Plan 2021+ is intended to support the following key strategic and Housing Service objectives:
- 4.2. Building New Homes and Maintaining our Stock
 - Provision of new affordable housing to replace obsolete properties and provide a significant contribution to the Housing Growth Strategy with 2,143 new council homes being built and 1,449 obsolete properties demolished over the next ten years, with an associated investment of £485m.
 - Investment to keep properties in their current improved condition (to ensure that the properties are not impaired) at an estimated cost of £618m over the next ten years. This will be achieved through the life-cycle replacement of property components (windows, heating, kitchens, bathrooms, roofs, electrical components)
 - Completion of the sprinkler system installation programme in 2021/22, with an estimated total cost of £31m since the start of the programme in 2018/19.
 - Discharge of statutory day to day repairs and maintenance obligations (including compliance with health and safety on annual gas inspections) with investment of £703m over the next ten years.
 - Adaptations to properties to continue to promote independent living (an investment of £67m over the next ten years).
 - The HRA will need to contribute to the Government's aim of achieving net zero carbon emissions by 2050 both with the new build programme and retrofit of the current stock.

4.3. Local Housing and Estate Services

- There are big issues and challenges facing the HRA, with current and pending legislation impacting on the responsibilities of social landlords. The service is currently going through a major redesign to meet the current and future requirements for a modern service. This will include efficiency through reduced duplication and more joined-up services.
- Improvement in performance on rent collection and empty properties.
- Secure efficiencies in Business Support Services to ensure that scarce resources are not unnecessarily diverted away from front line service delivery and investment priorities

4.4. Rent Policy

- To ensure that the rent policy is consistent with the national rent policy of CPI +1%.
- To ensure that service charges are set at a level that reflects the costs of service delivery, whilst ensuring value for money for tenants and ensuring that charges are eligible for support through housing benefit wherever possible.

4.5. External Resource Generation

- Continuing to lobby for appropriate funding solutions for fire protection works in high rise flats, including the exploration of opportunities for partial funding from Central Government
- Maximising the use of retained Right to Buy (RTB) receipts and access to Homes England and West Midlands Combined Authority grant funding programmes to support and increase the new build housing programme.

5. **HRA Business Plan 2021+ and Budget 2021/22**

5.1. A summary of the HRA Self Financing Business Plan 2021+ is set out in Appendix K.

5.2. In summary, the Business Plan will ensure a continued sustainable and affordable long term financial plan for the housing service (sustained reduction in long term debt and affordable rents) and the strategic financial issues are highlighted below:

- A balanced revenue budget over the next ten years, achieved as a result of:
 - An increase in future rental income with the implementation of the national rent policy as set out above

- A clear focus on maximised collection of rents from tenants, linked to the review and enforcement of tenancy conditions and continuation of the annual visits programme, despite the increasing pressures from the full roll out of Universal Credit
- The level of borrowing to be in accordance with the Prudential Code, with the level of debt required to be affordable and sustainable. The financial viability of individual schemes (including the affordability of any new borrowing that may be required) will continue to be considered as a part of the Full Business Case produced for each scheme or programme
- Re-phasing of the planned debt repayment and reduction programme to ensure a balanced overall position year on year.
- Total HRA debt at 31 March 2022 is forecast to amount to £1,113m.
- Maintenance of adequate reserves and provisions for potential bad debts (estimated for 2021/22 at £100m including minimum balances of £10m and provisions for bad debts of £41m)

5.3. The comparison of the HRA budget for 2020/21 and the proposed budget for 2021/22 is set out in Table 5.1 below.

Table 5.1 HRA Budget 2020/21 and 2021/22

	2020/21 £m	2021/22 £m	Change £m	Change %
Repairs	65.023	65.767	0.744	+1.1%
Local Housing Costs	67.784	69.121	1.337	+2.0%
Bad Debt Provision	5.616	8.120	2.504	+44.6%
Estate Services Costs	19.777	20.032	0.255	+1.3%
Debt Repayment	13.601	3.656	(9.945)	-73.1%
Debt Financing Costs	52.801	52.214	(0.587)	-1.1%
Contributions for Capital Investment	54.747	62.623	7.876	+14.4%
Total Expenditure	279.349	281.533	2.184	+0.8%
Rental Income (net of Voids)	(253.794)	(254.737)	(0.943)	+0.4%
Other Income/Service Charges	(25.555)	(26.796)	(1.241)	+4.9%
Total Income	(279.349)	(281.533)	(2.184)	+0.8%

6. HRA Business Plan 2021+ – Short Term and Long Term Financial Evaluation

6.1. The revenue aspects of the HRA Business Plan 2021+ are summarised below.

Table 5.2 HRA Business Plan 2021+

	2021/22	2022/23	2023/24	2024/25	10 Year
	£m	£m	£m	£m	£m
Repairs	65.767	65.855	67.524	68.707	702.686
Local Housing Costs	69.121	68.307	69.867	72.523	753.523
Bad Debt Provision	8.120	5.546	5.320	5.270	47.870
Estate Services Costs	20.032	20.500	20.966	21.759	225.505
Debt Repayment	3.656	6.101	4.474	3.103	97.045
Debt Financing Costs	52.214	53.257	54.283	54.698	531.889
Contribns for Capital Investment	62.623	68.521	73.802	78.167	781.580
Total Expenditure	281.533	288.087	296.236	304.227	3,140.098
Rental Income (net of Voids)	(254.737)	(260.800)	(268.418)	(275.867)	(2,849.147)
Other Income/Service Charges	(26.796)	(27.287)	(27.818)	(28.360)	(290.951)
Total Income	(281.533)	(288.087)	(296.236)	(304.227)	(3,140.098)

7. Capital Programme

- 7.1. The capital expenditure plans for the Council housing stock are set out in Table 5.3 below (including the major programmes and the financing of the expenditure). The capital investment strategy is based on ensuring that the properties continue to be maintained in their improved condition in order to promote strong and stable neighbourhoods and the provision of new social and affordable rented housing to meet the continuing demand and need for new homes.
- 7.2. Investment is required to enhance the fire safety of council dwellings in response to the Hackitt report and to meet Government guidelines. As well as the current Sprinklers programme, the programme includes installation of higher specification fire doors and replacement of window and balcony infill panels on high rise blocks.

Table 5.3 Capital Expenditure

	2021/22	2022/23	2023/24	2024/25	10 Year
	£m	£m	£m	£m	£m
Housing Improvement Programme	58.475	60.191	60.036	60.463	617.843
Adaptations	6.128	6.200	5.274	6.350	67.221
New Build and Regeneration	59.476	98.624	79.047	53.314	484.822
Fire Protection / Sprinklers	1.878	0.000	0.000	0.000	1.878
Other Investment	0.000	0.000	0.000	0.000	10.676
Total	125.957	165.015	144.357	120.127	1,182.440
Funded by:					
Revenue Contributions	(62.623)	(68.521)	(73.802)	(78.167)	(781.580)
Receipts / Grants	(50.946)	(61.735)	(52.193)	(33.597)	(325.399)
Prudential Borrowing	(11.728)	(27.692)	(16.889)	(8.363)	(66.261)
Other Resources inc Reserves	(0.660)	(7.067)	(1.473)	0.000	(9.200)
Total	(125.957)	(165.015)	(144.357)	(120.127)	(1,182.440)

CHAPTER 6: COMMONWEALTH GAMES

1. Background

- 1.1. The 2022 Commonwealth Games were awarded to Birmingham in December 2017, giving a lead in time to the Games of some 4½ years (it is more usual for the lead in time to be around 7 years). The Commonwealth Games will include the participation of more than 6,500 athletes and officials from up to 71 Commonwealth Nations and territories, with an expected influx to Birmingham of more than 400,000 unique visitors.
- 1.2. Whilst the Commonwealth Games sporting action will be centred in and around Birmingham, a number of events will be held at venues outside of Birmingham, including a new Aquatics Centre in Sandwell, mountain biking at Cannock Chase, lawn bowls at the home of Bowls England in Leamington Spa, multiple sports at the National Exhibition Centre and track cycling at the Olympic Velodrome, in London's Queen Elizabeth II Park.
- 1.3. The funding of the Commonwealth Games overall is complex and includes a substantial contribution anticipated to be in excess of £100m from commercial revenues. The remaining balance of costs are shared between Central Government and Birmingham City Council, with around 75% of costs net of commercial revenues funded by Central Government, whilst the balance of 25% of the net costs will be funded by Birmingham City Council including contributions from key local and regional partners, representing an investment of £3 from the Government for every £1 of local investment. The Council's contribution is capped at £184.198m.
- 1.4. In addition, the Council is required under the terms of the bid to deliver a range of services to the Games as outlined in the Host City Contract. These costs include, but are not limited to, the provision of suitable high-profile space for ticketing and merchandising, provision of a countdown clock in the lead up to the Games and ensuring the availability of the infrastructure necessary for the delivery of the Games (but not the provision of temporary "overlay" facilities).

2. Council Contribution to Organising Committee Costs

- 2.1. The overall budget for the Organising Committee (the Games budget) was approved by Government in June 2019, in line with the estimated costs as set out in Birmingham's bid for the 2022 Commonwealth Games. Following this approval, a detailed Funding Agreement between the Department for Culture, Media and Sport (DCMS) and the Council has been entered into, which confirms that the Council's contribution is capped at £184.198m. At this stage in the delivery of the Games, the Organising Committee is continuing to forecast a balanced budget, although there remains substantial work to be completed in relation to the security budget in particular (it should be noted that any security cost overruns are fully funded by DCMS).

- 2.2. The Council's contribution (including partner contributions) will be delivered through the funding of Capital expenditure in the first instance, with a balancing contribution to revenue costs in the final year, in order to achieve the required overall 25% net contribution. These contributions are the subject of a number of funding agreements with Games Partners that set out the detailed arrangements for funding individual projects and ensure that all contributions made by the Council are properly recognised as costs associated with the Commonwealth Games.
- 2.3. The overall estimated capital costs to the Council and associated funding are set out in Table 6.1 below. It should be noted that these costs exclude expenditure required on enhanced City Operations during Games Time or the costs of the Council team responsible for Games delivery.

Table 6.1 Capital Costs of Commonwealth Games

	2018/19 Actual £m	2019/20 Actual £m	2020/21 Estimate £m	2021/22 Budget £m	2022/23 Budget £m	Total £m
Capital Expenditure						
Alexander Stadium (Including Athletes Road)	1.552	4.974	18.133	44.353	5.697	74.709
Sandwell Aquatics Centre	0.000	2.448	19.974	15.110		37.532
Public Realm	0.000		0.035	2.003	0.640	2.678
Training and other Venues	0.000		0.200	1.563		1.763
OC Costs	0.000	4.055	0.853	3.497		8.405
Contingency			4.972	9.618	5.548	20.138
Total Capital Expenditure	1.552	11.477	44.167	76.144	11.885	145.225
Capital Funding						
Borrowing	0.000		(16.817)	(26.703)	(6.480)	(50.000)
Corporate Capital Resources	(1.552)	(11.477)	(6.671)			(19.700)
Partner Capital Contributions	0.000		(20.679)	(49.441)	(4.880)	(75.000)
Revenue Contributions	0.000				(0.525)	(0.525)
Total Capital Funding	(1.552)	(11.477)	(44.167)	(76.144)	(11.885)	(145.225)

- 2.4. The estimated revenue costs to the Council are set out in Table 6.2 below

Table 6.2 Revenue Costs of Commonwealth Games

	2018/19 Actual £m	2019/20 Actual £m	2020/21 Estimate £m	2021/22 Budget £m	2022/23 Budget £m	Total £m
Contribution to OC Budget	2.156	0.000	0.000	0.000	36.817	38.973
Contributions To / (From) Reserves	2.832	8.460	0.000	15.854	(27.146)	0.000
Revenue Contributions to fund Capital Programme	0.000	0.000	0.000	0.000	0.525	0.525
Total Revenue Expenditure	4.988	8.460	0.000	15.854	10.196	39.498
BCC Revenue Contributions	(4.988)	(8.460)	0.000	(15.854)	(10.196)	(39.498)
Total Revenue Funding	(4.988)	(8.460)	0.000	(15.854)	(10.196)	(39.498)
Net Revenue (Surplus)/Deficit	0.000	0.000	0.000	0.000	0.000	0.000
Note: Reserve Balance at year-end	2.832	11.292	11.292	27.146	0.000	0.000

- 2.5. The Organising Committee's costs include a number of major capital projects (principally relating to the Alexander Stadium and a contribution the costs of construction of a new Aquatics Centre in Sandwell), as well as substantial revenue costs closer to Games Time relating to the planning and operation of the Games themselves.
- 2.6. The Council's overall proposed capital contribution amounts to £145.2m, of which £74.7m relates to the refurbishment of the Alexander Stadium, with the balance of £70.5m covering contributions to the Aquatics Centre, capital elements of security expenditure, capital investment required to other venues and capital contingencies.
- 2.7. The refurbishment of the Alexander Stadium will deliver an athletics stadium with a capacity of almost 40,000 during Games Time, reducing to around half this level subsequently, together with a 6-lane 400m warm up track, community facilities and substantial commercial space opportunities, to deliver a sustainable Stadium operation and ensure a lasting legacy post-Games. Planning consent was granted for this development on 30 January 2020, and contracts were let for the main construction phase of the project in May 2020, with works now under way and on track for completion by March 2022.
- 2.8. Funding for the overall capital contribution is anticipated to include partner contributions totalling £75.0m of which £50.0m has already been secured, together with prudential borrowing of £50.0m, existing Council capital resources of £19.7m and a balance of £0.5m to be funded through revenue contributions.

- 2.9. The remaining balance of unsecured partner contributions of £25.0m has been the subject of extensive dialogue with partners, following which it is clear that there is a substantial risk that no further contributions will be secured, partly as a consequence of a refocussing of priorities following the COVID-19 pandemic. In the event that this risk materialises it is unlikely that it will be possible to secure sufficient savings in the overall costs of delivery of the Games to mitigate this funding shortfall, and it will therefore be necessary to identify and secure alternative funding.
- 2.10. The Council's balance of contributions, anticipated to total £39.0m, is not directly attributable to individual projects or elements of the Organising Committee's costs, but will instead represent a general contribution to their overall costs, including security provisions being delivered through the West Midlands Police. The Council is continuing to explore alternative funding arrangements for this contribution, a specific revenue reserve is being created for this purpose, that will contribute towards meeting these funding liabilities as they fall due, with the majority of expenditure anticipated to be incurred in 2022/23.

3. Direct Council Revenue Costs

- 3.1. As would be expected for a major project of this scale, the Council has put into place a dedicated project team to exercise the Council's obligations under the Host City Contract, manage the overall programme and to manage relationships with key stakeholders, including the Organising Committee, Commonwealth Games Federation, residents and Central Government. The size and composition of this team will evolve as the programme progresses, with the total costs of the team from bid to conclusion of the Games estimated as being around £16.4m. The timing of costs being incurred, and the adequacy of this initial provision will continue to be robustly monitored and managed through the period to 2022/23.
- 3.2. The Council will also incur operational costs during the Games themselves (these may include additional costs associated with street cleaning, traffic management etc. as a result of the increased numbers of spectators at specific venues). Details of the extent of such additional costs will be fully developed in the lead-up to the Games but are anticipated to be substantially funded through "business as usual" budgets in the first instance, with only genuine additionality that cannot be absorbed into day to day costs being funded as a part of the Commonwealth Games programme. The full detail of these additional costs has not yet been confirmed, but an indicative estimate is that the total costs may be in the region of £15m.
- 3.3. A Commonwealth Games Community Fund has also been created at a total cost to the Council of £6.0m. This funding will be utilised to provide small grants to local organisations to encourage engagement and participation in the lead-up to the Games in 2022. This Fund is split into three separate sub-programmes, with £2.0m (including administration and evaluation costs) allocated to each, as set out below.

3.3.1. Creative Communities Small Grant Fund

Cabinet approved proposals for a “Creative Communities Small Grants Fund” on 13 October 2020, with an identified budget of £2m. This fund will be administered by the Birmingham 2022 Organising Committee on the Council’s behalf, alongside additional funding that they have been successful in leveraging in from funders such as the National Lottery. This fund is intended to:

- Connect Birmingham residents and communities (of geography or interest) with artists to create new art works for the Cultural Festival of the Games
- Lead to co-created artistic outputs for their community, all across Birmingham, flooding the city with artistic interventions, celebrations and projects
- Catalyse the creative energies of young people aged 16-30, as well as valuing the intersection of community of all ages – whether families with children or intergenerational approaches with elderly residents
- Seek to engage with every ward in the city, with a specific focus on those areas that have high levels of deprivation

3.3.2. Celebrating Communities Small Grant Fund

On 15 December 2020 Cabinet approved a further allocation of £2m for small grants, to be allocated on a ward by ward basis and administered by the Council’s NDSU (with all administration costs forming a part of the overall £2m allocation). The purpose of grants awarded as a part of this programme is to:

- Support and engage Birmingham communities to feel part of the Games
- Make sure engagement and participation opportunities are spread across the city
- Ensure that the projects delivered through the fund support our diverse communities
- Make certain that the projects delivered celebrate Birmingham and the Commonwealth
- Deliver benefits for the city’s residents that align with ward priorities
- Create feelings of connectivity, positivity and pride

3.3.3. Remaining Funding

The remaining funding of £2m will be focussed on key themes, likely to include the key drivers of increased participation and physical activity. Detailed proposals are currently under development and will be the subject of full consultation with key stakeholders before consideration by Cabinet.

- 3.4. The estimated direct revenue costs to the Council (excluding those set out in table 6.2 above) are set out in Table 6.3 below.

Table 6.3 Direct Revenue Costs of Commonwealth Games

	2018/19 Actual £m	2019/20 Actual £m	2020/21 Estimate £m	2021/22 Budget £m	2022/23 Budget £m	Total £m
Programme Team	0.421	0.780	5.547	6.533	3.092	16.373
City Readiness				5.000	10.000	15.000
Community Fund				6.000		6.000
Total Revenue Expenditure	0.421	0.780	5.547	17.533	13.092	37.373

CHAPTER 7: CAPITAL STRATEGY

1. Summary

- 1.1. This capital strategy sets out the main influences for the capital programme, and how the available resources have been used to meet the Council's key priorities. It sets out the planned use of borrowing, including treasury management activity, and how capital risks are managed.
- 1.2. The capital strategy has been prepared having regard to CIPFA's Prudential Code and Treasury Management Code.
- 1.3. The Council will leverage its real estate assets to generate social benefits and financial returns through development. A Development Pipeline of potential schemes will be generated by prioritising developable sites, and selected schemes will be taken forward either by the Council itself or through joint ventures/partnerships with the private sector. The long-term aim will be to generate returns for the Council that can be used to support front line services alongside achieving improvements in skills, jobs and other social objectives.

2. Objectives

- 2.1. The overall objective of the Council's Capital Strategy and Programme is for capital investment to support the Council Plan priorities. This will be achieved by:
 - Integrating capital budget decisions into the Council's annual, medium and long term planning process, so that capital investment decisions are prioritised alongside plans for revenue income and expenditure, as well as plans for assets including the Council's land and buildings and liabilities including the prudent use of borrowing;
 - Co-ordinating the management of capital through the Capital Board, which oversees a 'one Council' strategic approach to capital management.

3. Strategic Context

- 3.1. The drivers of the Council's capital programme are complex, and bring together many aspects of the Council's service and financial planning. This is driven particularly by the Council Plan, which sets out the Council's planned outcomes and priorities for the medium term. These have been the strategic drivers in the development and prioritisation of capital proposals as described below. The 2020/21 Capital programme has been impacted by COVID-19 resulting in slippages into future years and changes to a number of schemes.

3.2. Key drivers of capital investment include:

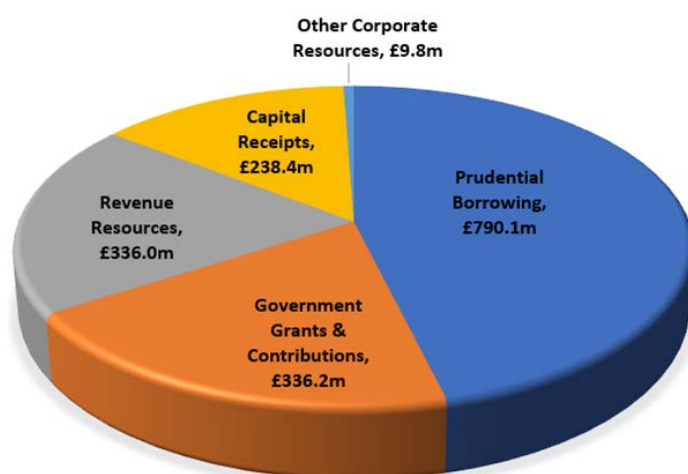
- The Council's property, plant and equipment is valued at nearly £5.9bn in its latest accounts. Reforming this portfolio to be fit for the Council's future needs and service delivery models is a key focus of the property strategy described in paragraph 5.3 below
- The Council's schools estate continues to evolve rapidly under the influence of academisation and other national policies, but it remains a sizeable asset portfolio, and the Council has a duty to ensure there are sufficient school places
- Economic regeneration and transport remain a key priority for the city's future prosperity, and the proposed HS2 rail terminal at Curzon Street station represents a major opportunity which forms part of the city's Enterprise Zone
- Meeting the housing needs of Birmingham remains a major priority, both within the Council's HRA, and through its support for other housing development both for sale and for private rented accommodation
- The Commonwealth Games is a significant opportunity for Birmingham which is a key priority for the next two years

3.3. These key capital and infrastructure needs for the coming years cannot be delivered by the Council on its own. Partnership working is an essential part of addressing these needs and is reflected in many of the Council's capital plans.

4. Capital Resources

4.1. Resources of £1,710.5m have been identified to fund the four year capital programme from 2021/22 to 2024/25, summarised as follows:

Capital Financing (£m)



- 4.2. A significant part of the Council's capital resources can only be used for specific and designated purposes. These are referred to as specific resources. This includes capital grants and contributions of £336.2m, revenue resources of £336.0m (including HRA revenue resources of £294.3m) and HRA capital receipts of £133.7m. Cabinet may approve additional budgets funded by additional external resources.
- 4.3. Some capital resources are available without significant restrictions, and the Council has more freedom to allocate these towards its own priorities as set out in the Council Plan. These are referred to as corporate resources, and comprise mainly capital receipts from asset sales and borrowing under the prudential system of capital finance for local authorities.
- 4.4. Corporate resources of £904.6m have been budgeted for use to finance the capital programme over the coming four years. This includes the use of prudential borrowing and capital receipts from asset sales. Revised or additional capital budgets funded from corporate resources may be approved by Cabinet, however additional prudential borrowing must be approved by full Council if the borrowing costs are not funded by additional income, savings or budget virements. No substantial increases in prudential borrowing or the use of capital receipts will be agreed outside of the annual budget process.
- 4.5. The Council's capital financing plans seek to make use of available resources in the most efficient way, including borrowing in accordance with the Prudential Code for local authority capital finance. £790.1m of prudential borrowing is included in the four year capital plans, within the framework and policies set out in this capital strategy, further described below.
- 4.6. Final decisions on the funding of the capital programme will be taken by Cabinet in the Outturn report after the end of each financial year.
- 4.7. The Council's capital financing plans seek to fund the capitalisation of revenue reform costs under the Flexible Use of Capital Receipts legislation. £39.5m has been included in the plans for 2021/22 with a further £15.3m identified for 2020/21. A breakdown of these schemes can be found at Appendix I.
- 4.8. A breakdown of the resources used in financing the capital programme is at Appendix P1. Further details of all capital grants are shown in Appendix P2.

5. Capital Strategy

- 5.1. In the above context of needs and resources, the Council has developed the following policies and high level processes to ensure the effective management of capital (arrangements are set out more fully in Appendix L):
- The management of capital will be overseen by the Capital Board, through strong governance and assurance processes for capital planning, capital appraisal and approval, project management, and

capital monitoring and review. Executive decisions will be made in accordance with the Council's constitution

- Revised or additional capital budgets may be approved by Cabinet, within the constraints of the Council's constitution and its Prudential borrowing limit. No substantial increases in prudential borrowing or the use of capital receipts will be agreed outside of the annual budget process
- CIPFA's Prudential Code and Treasury Management Code have been adopted by the Council
- All use of capital resources, including capital receipts, will be prioritised across the Council as a whole in relation to the Council's key priorities
- The use, re-use, and disposal of the Council's land and buildings will be managed by the Property and Assets Board to secure best value for the Council's priorities
- The Council will encourage community engagement in the operation of properties in support of specific key priorities, and will commission community asset transfers where appropriate
- The Council will manage its use of borrowing in accordance with CIPFA's Prudential Code. A prudent policy for debt repayment is set out in the Minimum Revenue Provision policy at Appendix S. General Fund borrowing costs (including interest and repayment charges) in 2021/22 represent 28.2% of the net revenue budget, which reflects a substantial investment in capital but reduces the resources which would be otherwise available for other revenue priorities. In order to ensure that borrowing remains at an affordable and sustainable level, the Council will seek over the medium term to manage its new prudential borrowing for normal service delivery at a level which is close to the amount which it sets aside from the revenue account each year for debt repayment (i.e. MRP).
- Borrowing for the Commonwealth Games and the Perry Barr Regeneration Scheme is an exception to this policy, but this is mostly planned to be repaid from the disposal of dwellings and land that form a part of the Perry Barr Regeneration Scheme from 2023.

5.2. Capital priorities for new projects and programmes have therefore focussed on the following areas:

- Council Plan driven expenditure which may be funded from external grants and contributions, especially where it supports key priorities
- Statutory requirements and other legal commitments
- Proposals which support revenue savings, income or service modernisation
- Projects also need to demonstrate that they represent value for money and are deliverable at an appropriate risk.

Property Strategy

- 5.3. The Council's Property Strategy was approved by Cabinet in November 2018. The Property Strategy provides a long term strategic approach to the management of the Council's real estate. It aims to maximise commercial and social returns by re-aligning the property assets, ensuring they act as a catalyst for development and inclusive economic growth and underpin the social fabric of communities across the city. In order to achieve this vision the Strategy divides the existing property assets in to four key themes:
- Commercial properties – this income earning portfolio focuses on increasing efficiency by selling underperforming properties and reinvesting the proceeds to maximise returns within a balanced and prudent risk management strategy
 - Growth and Development – focusing on key growth areas, land and buildings will be utilised as catalysts for development and regeneration to deliver new homes and jobs
 - Community – supporting community organisations to deliver Council's core objectives, encouraging independent social cohesion using sport, culture and third sector neighbourhood activities
 - Operational – efficient and rationalised buildings to support the provision of modern 21st century Council services.

Commercialisation Strategy

- 5.4. The Council's Commercialisation Strategy focusses on "Taking a business-like approach in every service, every day – making every £ count for Birmingham". This recognises that to maximise performance 'commercial thinking' needs to be embedded across the organisation. To support this, the Council has created a Commercial Hub within Finance and Governance to support the identification of commercial opportunities across the Council and to lead on and support activities related to commercialism which will enable the facilitation of an organisation-wide behavioural change.
- 5.5. The Council's risk management approach recognises that currently the Council has low to moderate ability and appetite to take significant new risks, in light of the existing financial challenges and risks the Council is currently managing. A combination of Finance, Legal and the Programme Management Team (PMO) provide governance structure and operate key roles in ensuring that where risks are taken, they are fully understood and proactively managed.
- 5.6. Investment in loans, shares and commercial property plays a significant part in a more commercial approach to the Council's activities, including its working with business and community partners. The Service and Commercial Investment Strategy at Appendix O sets out the investment activity and risk management processes which support this agenda. A low-risk policy towards

investments is proposed, with a limit on the size of the overall financial investment portfolio at £326m.

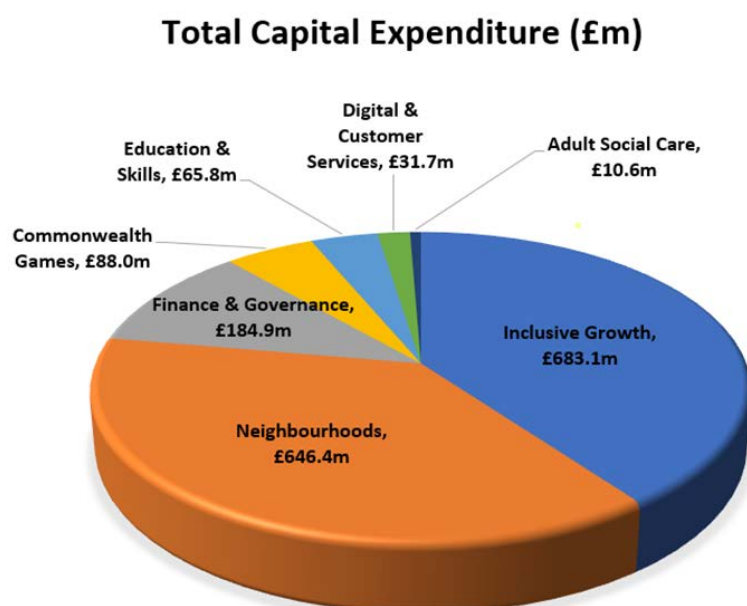
6. Capital Programme

6.1. Based on the above strategy to support the delivery of the Council Plan outcomes, the proposed Capital Programme totals £739.9m in 2021/22 and £1,710.5m over the four year period. This includes:

- Investment in Council housing through the HRA of £555.5m
- £222.8m (in the four year period) on the Perry Barr Residential Scheme
- £204.5m on roads and transport infrastructure
- Continuing commitment to the funding of development in the Enterprise Zone totalling £149.1m over the next four years, including investment to enable Birmingham to get the most out of the HS2 Curzon railway station
- £88.0m on the Commonwealth Games
- £67.1m for the Waste Management Service Strategy including replacement vehicles
- Major investment in education and skills of £65.8m

6.2. New projects and priorities have been identified through the Council's financial planning process and added to the capital programme. These total £140.8m and are set out in Appendix Q2. Further budgets funded from Government allocations of capital grants (for example for schools and transport) will be added to the programme when the allocations are known.

6.3. The updated Capital Programme for £1,710.5m for the next four years is therefore as follows:



- 6.4. Appendix Q1 provides further details of the capital programme, including a summary of the projects included and the budgeted use of capital receipts and fund disposal costs. Appendix R shows a longer term ten year view of identified capital plans, consistent with the Council's Medium Term Financial Plan.
- 6.5. A General Fund capital policy contingency of £74.1m has been included in this budget in order to manage unexpected needs arising during the financial year before the next annual budget process. The use of the contingency will be managed by the Capital Board and approved in accordance with the Council's constitution.
- 6.6. Much of the capital programme is delivered through partnership working, especially with the West Midlands Combined Authority (WMCA) and the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP). The Council acts as Accountable Body for the GBSLEP, and carries out significant prudential borrowing in support of the Enterprise Zone (EZ), with financing costs being funded by Business Rates growth within the EZ. This is controlled through Financial Principles agreed by the LEP with the Council.
- 6.7. Capital receipts are also used to finance debt repayment in accordance with the Council's MRP policy, and to meet Equal Pay settlements. The financial implications of the funding of Equal Pay settlements have been included in this Financial Plan. This takes account of borrowing costs and requirement for the use of capital receipts to partially fund Equal Pay settlements.

7. Debt and Treasury Management

- 7.1. Local authorities are required by law to set an overall limit on their debt outstanding, including loans and other long term liabilities. This 'prudential limit' may not be exceeded, so the Council's proposed limit allows for risks, uncertainties, and potential changes during the year which may need to be accommodated within this overall limit. On this basis, the Prudential Limit for Debt has been set at £4,500.0m for 2021/22, £4,600.0m in 2022/23, £4,500.0m in 2023/24 and £4,400.0m in 2024/25.
- 7.2. The limit is calculated as follows:

Table 7.1 Forecast Debt and Authorised Prudential Limit Based on the Current Capital Programme

Forecast debt and Authorised Prudential Limit based on the current capital programme				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Forecast opening gross loan debt	3,491.1	3,721.8	3,697.2	3,518.1
Capital expenditure financed from borrowing				
- Self Funded	217.3	158.3	69.8	59.9
- Requiring budget support	152.4	101.6	30.7	-
Other cash flows	- 8.0	- 171.6	(163.4)	5.3
Less loan debt revenue repayment provision	(131.1)	(113.0)	(116.2)	(126.6)
Forecast closing gross loan debt	3,721.8	3,697.2	3,518.1	3,456.7
Closing PFI and similar debt liabilities	397.3	373.7	348.4	322.1
Forecast closing debt (loans, PFI, etc)	4,119.1	4,070.9	3,866.4	3,778.8
Allowance for planned cashflows, day to day fluctuations and other potential borrowing	380.9	529.1	633.6	621.2
Authorised Prudential Limit for Debt	4,500.0	4,600.0	4,500.0	4,400.0
Analysis of forecast closing debt:				
General Fund Debt	3,005.7	2,926.9	2,710.0	2,617.1
HRA Debt	1,113.4	1,144.0	1,156.4	1,161.7

- 7.3. Appendix P3 analyses planned prudential borrowing between projects which are self-financed through additional income or savings, and projects whose borrowing requires additional budget support. The Council's revenue budget includes provision to meet the net cost of all the above borrowing.
- 7.4. The CIPFA Prudential Code expects local authorities to consider and approve a number of 'prudential indicators'. These relate to the capital programme generally as well as borrowing, and are set out in Appendix T.
- 7.5. The Council's debt liabilities and its investments arising from day-to-day cashflows need careful management in order to manage the costs and risks. This is the subject of the Council's Treasury Management Strategy and Policies, which are set out at Appendices M and N.

8. Management of Guarantees and Partnership Finance Risks

- 8.1. The Council has entered into financial guarantees and other obligations which are subject to risk management arrangements.
- 8.2. The Council has guaranteed £73m loan debt issued by NEC (Developments) plc, which since the sale of the NEC Group has been a wholly owned subsidiary of the Council. The value of this liability is reflected in the Council's own debt and is managed as part of treasury activity.
- 8.3. The Council has also provided guarantees in respect of staff TUPE'd to external bodies and who have retained membership of the Local Government Pension Scheme (LGPS) to the West Midlands Pension Fund for pension deficits and to some of the external bodies in respect of changes to contribution rates. To minimise the risks to the Council, external bodies may

be required to take out a bond, payable on any default. The assessed residual risk has been recognised in the Council's financial statements.

- 8.4. The Council is a constituent member of the WMCA. Participating authorities share an exposure to any unfinanced revenue losses of WMCA, including debt finance costs. The Council and other member authorities support WMCA's capital investment plans, which include substantial prudential borrowing (subject to revenue funding support). This exposure is managed through the authorities' voting rights in WMCA including approval to its annual revenue and capital budget.
- 8.5. The Council participates in other joint ventures and companies. The Council may give letters of assurance in support of these activities and any assessed risk is accounted for in the Council's financial statements.

CHAPTER 8: SECTION 25 REPORT – ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES

1. Executive Summary

- 1.1. Under Section 25 of the Local Government Act 2003, the Authority's Chief Finance Officer is required to report on the robustness of the estimates made for the purposes of the Council's annual budget. This will also extend to the assumptions contained in the Council's Medium Term Financial Plan (MTFP) and the financing and resourcing assumptions set out in the Capital Programme.
- 1.2. Section 25 (2) of the 2003 Act requires the Council to have regard to this report in approving the annual budget and setting the Council Tax.
- 1.3. In preparing the Budget and Medium Term Financial Plan for 2021/22 processes have been put in place to ensure that the budget is robust, achievable and sustainable and that services can be delivered within the anticipated available funding. This produces a high degree of confidence that the budget estimates are robust and the level of reserves held are adequate.

2. Robustness of Budget Estimates

- 2.1. The budget is based on the best available information and assumptions. The budget estimates reflect the Council's statutory requirements to deliver services and aligns with the Council's Delivery Plan.
- 2.2. In assessing the robustness of the budget decisions contained in the 2021/22 budget the following processes have been relied upon:
 - Monthly and quarterly budget monitoring during 2020/21 which allows budgets to be re-aligned with anticipated demand in 2021/22 and future years.
 - Monthly budget monitoring based upon focussed exception reports, both by the Corporate Leadership Team, Cabinet Members and Resources Overview and Scrutiny Committee.
 - Regular star chamber sessions with Directorates, Portfolio holders and the Cabinet Member for Finance and Resources, with varying focuses dependent on the issues arising.
 - A specific budget sufficiency, conducted by CIPFA, that reviewed and tested the Directorates budget following the £23m investment in 2020/21.
 - Detailed projections of social care demographic and price pressures, particularly with regard to the impact of the current pandemic.
 - Review of the budget by the Corporate Leadership Team, Executive Management Team and Directorate Leadership Teams.

- Review by Directorate Leadership Teams of the proposed savings and their achievability, base budget adequacy and the opportunities for maximisation of resources.
- Fully updated the Medium Term Financial Plan as at 30 September 2020 to use as a robust baseline for budget development.
- Separate challenge sessions which took place with each Directorate Leadership Team, attended by the Interim Chief Finance Officer.
- Workforce review boards to enhance governance and management of the establishment of the organisation which represents 51% of the overall net budget.
- A review of the levels of unsupported borrowing in the capital programme and the level of capital receipts available to fund revenue transformation costs. Where possible, opportunities have been taken to maximise the use of Government's Flexible Capital Receipts Policy to relieve some of the pressure on the General Fund.
- Formal scrutiny of the budget proposals which is an additional level of scrutiny for the budget process.

- 2.3. As a result of these processes previous savings decisions have been reviewed and £15.5m of savings originally planned for 2021/22 are now deemed not deliverable and have been removed from the budget. This is largely an impact of the COVID-19 pandemic. This leaves previously agreed savings of £12.7m in 2021/22, rising to £20.3m by 2024/25. Over the period of the MTFP a total of £40.7m of savings are planned, including £20.4m of new savings proposals. There are robust mechanisms in place to ensure that there is accountability for the delivery of planned savings, and progress against delivery is monitored on a monthly basis.
- 2.4. The reviews undertaken by Directorate Leadership Teams of base budget adequacy have identified a range of budget pressures. These have been reviewed and challenged and those that cannot be mitigated are built into the budget estimates presented in this Financial Plan.
- 2.5. The budget estimates contain the most up-to-date assessment of anticipated Central Government support from both the Provisional Finance Settlement and the latest COVID-19 funding.
- 2.6. Locally generated income from Business Rates and Council Tax are the two most significant sources of funding for the Council. Both have been adversely affected by COVID-19. The budget estimates for Business Rates income are based on a prudent and best assessment of the taxbase reflecting the current economic conditions, an estimate of impact from appeals and for 2021/22 a prudent reduction in the collection rate. The Council Tax taxbase is determined with regard to the number of properties in the city and the number of associated reliefs and exemptions together with the assumed numbers of residents benefitting from the Council Tax support

scheme. The taxbase for 2021/22 also reflects a prudent reduction in the collection rate.

3. Inflation

- 3.1. The budget contains provision for specific contractual and other inflationary pressures. These provisions are based on the best information available at the time. The budget also contains some provision for general price inflation, and it is anticipated that services will have to manage any inflationary pressures that arise above those provided for. Contracts are also reviewed and provision for known significant contractual changes are made. The impact of pay and price inflation is monitored during the year as part of the budget monitoring process.

4. Capital Programme and Investment Decisions

- 4.1. The Prudential Code recommends that Chief Finance Officers report on the affordability and risk associated with the capital strategy. The capital programme is fully financed from a combination of existing resources, external grants and contributions, capital receipts, and an affordable level of borrowing.
- 4.2. The Capital Strategy at Chapter 7 prioritises the use of external grants and funding where possible to support Council Plan priorities. Capital receipts assumptions are based on a prudent assessment which uses a risk-weighted forecast of expected capital receipts from asset sales and other sources.
- 4.3. The Council has a relatively high level of borrowing compared with most other authorities, but the policy set out in the Capital Strategy and Appendix M is that the Council will seek over the medium term to manage its new prudential borrowing for normal service delivery at a level which is close to the amount which it sets aside from revenue account each year for debt repayment.
- 4.4. The Council's debt repayment policy at Appendix S results in a strong debt repayment profile, which is illustrated in the Treasury Strategy Appendix M Figure M.5.
- 4.5. The Council manages capital risks through its business case appraisal and approval arrangements, and through regular capital and treasury monitoring. Capital risks have also been considered in assessing the adequacy of reserves.
- 4.6. The Council has a low to moderate appetite for taking commercial risk and this is reflected in the Capital Strategy. Treasury management risks are managed through the Treasury Management Strategy and Policy.
- 4.7. The following table sets out in further detail the key budget assumptions reflected in the Medium Term Financial Plan.

Table 8.1 Analysis of Robustness of Revenue Estimates

Budget Assumption	Budget Commentary
1. The treatment of growth pressures	<p>Major demand and price factors affect the 2021/22 and future years budgets include 2020/21 budget pressures continuing into 2021/22 and future years. Some pressures were identified as part of the monthly monitoring process, including base budget inadequacies for children's social care. These are being addressed as part of this budget. The 2021/22 budget forecasts have therefore been informed by 2020/21 budget monitoring reports which have been reported to Cabinet and Scrutiny through the year and have been supported by the Star Chamber process.</p> <p>Additionally, the refresh of the Medium Term Financial Plan identified issues that Directorates were facing in delivering service outcomes within existing resources. These were then subject to separate Directorate challenge sessions to validate and agree the pressures needing to be reflected in the Medium Term Financial Plan.</p>
2. The treatment of inflation	<p>Pay – In general, no increase in pay has been assumed in the budgets beyond incremental drift and for those earning less than £24,000. Provision has been retained however to meet the budgetary impact of pay increments for 2021/22.</p> <p>Pensions – Employer rates fully reflect the most recent actuarial review in 2019 including changes to the future service rate and past deficit payments.</p> <p>Levies – the Council is subject to 1 significant Levy being Passenger Transport. The budget forecasts for 2021/22 reflect the latest estimates.</p> <p>Price inflation has been provided at a rate of 2% Contract are reviewed and provision for known contractual changes are made</p> <p>Specific higher adult social care market inflation has been provided for to support the care market and this is funded from COVID-19 resources.</p>
3. Surplus cash balances (income, capital, receipts and grants)	<p>Council investments and borrowing comply with the current Treasury Management Strategy as approved by Council. At any one time the Council will have a number of cash income streams, such as capital receipts and Government grants and when appropriate these will be invested as part of the overall and day-to-day cash flow management activities undertaken by the Treasury Manager. Risks including Brexit impacts are reflected in the Treasury Management Strategy.</p> <p>Cash investments are made in accordance with the Investment Strategy as set out in the Treasury Management Strategy and can be liquidated at short notice and are available at any point in time to meet the Council's day-to-day requirements for cash funding.</p>
4. The treatment of income	<p>Directorates have undertaken a review of fees and charges. The revised schedule of proposed fees and charges are included as an appendix to this report and are subject to a budget decision.</p>
5. The treatment of savings.	<p>Savings deemed undeliverable following review and challenge have been eliminated from the budget.</p>

Budget Assumption	Budget Commentary
	<p>For those savings remaining all managers have a responsibility to ensure the efficient delivery of services and, when savings are proposed, that those savings are both realistic in terms of the level of savings and timing. Should the level and timing of such savings vary due to unforeseen events, management action or policy actions within the relevant Divisions and corporately, will be implemented.</p>
<p>6. The Prudential Code and Corporate Capital Strategy: the revenue impact of planned capital expenditure and non-treasury investments</p>	<p>The Council has a Capital Strategy which provides an over-arching framework by which capital expenditure and non-treasury investment decisions can be assessed. Based on the Corporate Capital Strategy the Council has an approved four-year capital programme. Over the medium term the Capital Programme will moved to a 10-year and ultimately a 25-year programme. Furthermore, the capital programme is evaluated with regard to the Prudential Code in terms of its prudence, affordability and sustainability. Investments are reviewed against appropriate risk factors. The revenue budget and MTFP reflects the financing and borrowing assumptions as contained in the approved capital programme.</p> <p>It may be necessary, and subject to Council decisions during the year with regard to the overall capital programme and how it is to be financed, to revisit the Prudential Indicators from time to time to ensure that any amendments and proposed additions to the capital programme remain prudent and affordable in terms of the Council's approved revenue budget and MTFP.</p>
<p>7. The financial risks inherent in any significant new funding partnerships and major outsourcing deals</p>	<p>The sharing of risk is in accordance with the principle of the risks being borne by the party best placed to manage that risk. Inherent risks include any guarantee or variation of service throughput (service volumes). If risks materialise the expectation is that such an eventuality will be contained where possible and considered in future years' budgets and general fund reserves restored to at least the minimum prudent level.</p> <p>The biggest single risk the Council has faced since March 2020 is the COVID-19 pandemic and specific weekly reporting and management of those risks has taken place and will continue as long as needed.</p>
<p>8. The availability of other funds to deal with major contingencies</p>	<p>The level of reserves assumes that management and policy actions will be taken to address major contingencies. Should these be insufficient, the level of reserves may have to be used temporarily and restored to at least their minimum prudent level or the optimal level through future budgets. A risk-based approach to provisions and reserves is set out below in paragraphs 6 and 7.</p>
<p>9. The overall financial standing of the authority (level of borrowing, debt outstanding, Council Tax income, Business Rates, etc)</p>	<p>The Council acts to manage its borrowing prudently and in accordance with statutory guidance regarding affordability and sustainability with regard to debt expenses incurred in its revenue account.</p> <p>The amount of Council Tax to be collected in 2021/22 and used to support the Council's revenue budget is based on the Council Taxbase. The taxbase set for 2021/22 is based on the most accurate and prudent forecasts of anticipated chargeable dwellings and associated level of discounts, reliefs and collectable amounts for the year. The Council Tax collection rate for 2021/22 has been</p>

Budget Assumption	Budget Commentary
	<p>set at 96.6%, then rises back to normal levels of 97.1% in future years. For each 1% not collected, the cost is approximately £3.8m in lost income to the Council</p> <p>Usually, legislation requires that any Collection Fund surplus or deficit be adjusted through the Council Tax calculation in the next year. However, Government has granted Councils the flexibility to spread the 2020/21 deficit across three years. The deficit is distributed in 2021/22, 2022/23 and 2023/24.</p> <p>The Council's share of Business Rates income for 2021/22 has been set at £411.6m. A detailed NNDR 1 return for 2021/22 has been submitted to Government. Prudent estimates of Business Rates appeals, bad debts provisions, changes to the rating list etc. have been included. A collection rate of 96% has been set for Business Rates for 2021/22. The financial plans assume that the collection rate increases to normal levels of 98% from 2022/23 onwards. For each 1% not collected the cost is approximately £4.1m in lost income to the Council.</p>
10. The authority's track record in budget and financial management.	As projected at Month 9, the 2020/21 budget monitoring report for the Council is forecasting a small budget surplus £8.9m on the General Fund. In Grant Thornton's (GT) 2019/20 Audit Findings Report published in November 2020, GT has stated that the Council has made sufficient progress in addressing the weaknesses relating to financial management that were the subject of both its Statutory Recommendation and CIPFA's Financial Management Capability Review in March 2019 to mitigate the risk in 2019/20.
11. The authority's capacity to manage in-year budget pressures	The Council always seeks to improve its ability to manage in-year budget pressures. At Month 9 there is a forecast budget surplus of £8.9m on the General Fund in 2020/21. A monthly budget tracker report is used to monitor the delivery of budget savings and this is reported to Cabinet and Scrutiny. Equally, the ability to manage in-year pressures has been recognised in the risk assessment of the level of reserves.
12. The strength of the financial information and reporting arrangements.	<p>A mid-year refresh of the Medium Term Financial Plan and final version of the Medium Term Financial Plan completed and supported by:</p> <ul style="list-style-type: none"> • base salary estimates and projections of demand for demand-led services • risk based balances calculation; • prudential borrowing and capital funding review • an assessment of inflation • monthly monitoring of budget pressures and savings delivery
13. The authority's virement and end of year procedures in relation to budget under/ overspends at authority and departmental level.	The Council is operating management disciplines to ensure management and policy actions are considered in relation to overspending budgets. Generally, virements are considered at a corporate level against corporate priorities, including the contribution towards the optimal level of general fund reserves.
14. The adequacy of the authority's insurance arrangements to cover major unforeseen risks.	The Council's insurance arrangements are a balance between external insurance premiums and internal funds to "self-insure" some areas. Premiums and self-funds are reactive to external evaluations of the risks faced by the Council which includes both

Budget Assumption	Budget Commentary
	<p>risks that are generic to all organisations and those specific to the authority.</p> <p>The level of the Insurance Reserve has been reviewed for 2020/21 and has been increased by £2.0m annually; the position will continue to be revised on an annual basis.</p>

5. Adult Social Care Precept

- 5.1. The Chief Financial Officer is satisfied that the Council Tax income yield from the adult social care precept has been utilised to meet adult social care needs. The additional investment in social care is shown in Chapter 3.

6. Policy Contingency

- 6.1. It is also prudent to hold for a budget for general contingencies to cover the fact that certain budget assumptions may be inaccurate i.e. demand for a service has proved greater than expected. As such the Council holds a General Policy Contingency budget of £0.6m for 2021/22 and specific policy contingency sums.
- 6.2. Taking into account all the factors set out above, the Interim Chief Finance Officer considers the proposed 2021/22 Budget is robust

7. Adequacy of reserves

- 7.1. In setting the budget and prudently managing its finances, the Council considers the level of both general and specific earmarked reserves. The level of these reserves reflects the risks the Council faces.
- 7.2. The Council manages risk on an on-going basis. The Council has well established procedures in place to identify and anticipate risks. These processes form part of the budgetary control framework and are underpinned by the Council's governance arrangements culminating in the Annual Governance Statement and supported by Internal Audit. These include a Risk Management Framework and a regularly reviewed Strategic Risk Register with progress on both regularly reported to the Audit Committee
- 7.3. The main risks that have been identified arise from:
- The continued impact of COVID-19 through the period of restrictions/ lockdowns and ultimately recovery.
 - The underlying economic outlook which can impact the demand for services, may lead to market failure, diminish Council income streams, and impact interest rates.
 - The impact of the most recent Brexit deal while uncertain represents a risk beyond the loss and non-replacement of European funding,

- The impact of major reductions in Government funding, the recent trend in one-year finance settlements and delays to significant funding changes.
- The impact of legislative changes and new burdens including the significant transfer of risk to Local Government through 100% Business Rates retention, the reliance on locally raised income and potential reforms to local government funding and the Business Rates system.
- The delivery of planned budget savings and efficiencies.
- The potential for higher demands on services e.g. social care.
- The cost and delivery of the Commonwealth Games
- Industrial disputes, major litigation, both currently and in the future.
- Managing the Capital Programme to achieve the policy objective of reducing the revenue impact of prudential borrowing.
- The delivery within budget of key highways, schools and regeneration capital schemes.
- The possibility of legal challenge including judicial review arising from Council decisions with regards to the delivery of statutory services.

Earmarked Reserves

- 7.4. In addition to known liabilities, the budget also has regard to various risk issues where at the time of setting the budget there is no contractual liability but there is a possibility that payment may be required at some point in the future. It is also prudent to plan for future expenditure and to strike a balance between the needs of current and future taxpayers. In these cases, earmarked reserves are held.
- 7.5. The level of earmarked reserves and their intended use has been reviewed during the year, and the Medium Term Financial Plan reflects the results of that review. The conclusion is the level of these reserves are adequate having regard to the risks identified.
- 7.6. Furthermore, the Financial Resilience Reserve provides additional financial resilience. The budget proposals plan to increase the balance held on the reserve from £80.6m at 31 March 2021 to £114.5m for 2021/22 by 31 March 2022 and this is welcomed in this particularly uncertain time.

8. The General Balance

- 8.1. It is essential in setting a balanced budget that the Council has money available in the event of unexpected spending pressures. The “balances” need to reflect spending experience and risks to which the Council is exposed and be of an adequate level.
- 8.2. As agreed by Cabinet in November 2020 and in light of the growing uncertainty about public finances, general reserves were increased to 4.5%

of the net budget. The Council's General Fund Reserve was increased to £38.4m representing 4.5% of the Council's net General Fund Budget. That increase was funded from a transfer from the Financial Resilience Reserve.

- 8.3. In reviewing the adequacy of reserves the Interim Chief Finance Officer notes the level of the General Fund Balance is estimated to be £38.4m at 31 March 2022 and this level reflects 4.5% of the net budget requirement. In the current environment, alongside the risks facing the Council and level of other reserves, in particular the level and increase planned to the Financial Resilience Reserve - this is considered adequate.

APPENDIX A: MEDIUM TERM FINANCIAL PLAN

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m
Base Budget 2020/21	852.933	852.933	852.933	852.933	852.933	852.933	852.933	852.933	852.933	852.933
Pay & Price Inflation	27.717	57.787	87.072	117.722	152.275	185.852	220.936	260.625	299.094	339.761
Meeting Budget Issues and Policy Choices	69.143	102.130	54.597	62.657	71.815	81.372	90.107	99.174	108.262	117.303
Savings Plans	(33.051)	(77.274)	(39.427)	(40.722)	(40.808)	(40.891)	(40.946)	(41.002)	(37.453)	(37.453)
Corporate Adjustments:										
Other net change in use / contribution to reserves	26.807	(44.077)	21.489	31.374	32.288	33.259	33.814	34.327	34.856	32.468
Corporately Managed Budgets	(53.803)	(23.011)	(9.839)	(13.901)	(16.693)	(26.091)	(31.343)	(45.928)	(49.600)	(38.597)
Changes in Corporate Government Grants	(61.075)	(16.348)	(18.105)	(19.827)	(20.791)	(21.779)	(23.559)	(25.376)	(27.230)	(28.299)
Total Net Expenditure	828.671	852.140	948.720	990.236	1,031.019	1,064.655	1,101.942	1,134.753	1,180.862	1,238.116
Business Rates	(411.693)	(432.135)	(445.154)	(456.877)	(468.890)	(481.198)	(493.811)	(506.736)	(519.980)	(533.551)
Business Rates Deficit in 20/21 funded by S31 grants	177.261	-	-	-	-	-	-	-	-	-
Use of S31 grant reserve to fund Business Rates deficit arising in 20/21	(177.261)	-	-	-	-	-	-	-	-	-
Business Rates Deficit from 2019/20	1.435	-	-	-	-	-	-	-	-	-
Business Rates Deficit 20/21 spread over three years	16.224	16.223	16.222	-	-	-	-	-	-	-
Council Tax	(382.923)	(394.022)	(405.362)	(417.027)	(428.729)	(440.758)	(453.126)	(465.841)	(478.913)	(492.350)
Council Tax Deficit from 2019/20	2.707	-	-	-	-	-	-	-	-	-
Council Tax Deficit 20/21 spread over three years	1.530	1.532	1.532	-	-	-	-	-	-	-
Top Up Grant	(55.951)	(57.070)	(58.212)	(59.376)	(60.563)	(61.774)	(63.010)	(64.270)	(65.555)	(66.866)
Top Up Grant - Reset	-	12.254	13.583	14.565	15.575	16.619	17.707	18.833	19.998	21.188
Potential impact of spending review	-	1.000	5.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000
Total Resources	(828.671)	(852.218)	(872.391)	(909.715)	(933.607)	(958.111)	(983.240)	(1,009.014)	(1,035.450)	(1,062.579)
Gap	0.000	(0.078)	76.329	80.521	97.412	106.544	118.702	125.739	145.412	175.537

Note: Business Rates income is based on the taxbase report approved by Cabinet on 19 January 2021. The income may be marginally different to that on the NNDR1 form.

APPENDIX B: GRANTS

Grant	2020/21 Budget £m	2021/22 Budget £m	Variation £m	2022/23 Budget £m
Public Health Grant	88.420	92.227	3.807	92.227
Improved Better Care Fund	65.921	65.921	0.000	65.921
Top Up Grant	55.334	55.951	0.617	57.070
Highways Management and Maintenance PFI Grant	50.311	50.311	0.000	50.311
Social Care Support Grant	36.713	49.875	13.162	49.875
Covid 19 Local Authority Support Grant	0.000	43.830	43.830	0.000
Better Care Fund	36.679	40.151	3.472	40.151
Small Business Rate Relief Grant	37.934	39.819	1.885	40.616
Schools PFI Grant	18.232	18.232	0.000	18.232
Business Rates S31 Grant - 2% Inflation Cap	15.431	16.413	0.982	16.964
New Homes Bonus	7.236	7.599	0.363	7.599
Housing Benefit Admin Grant	4.685	4.685	0.000	4.685
DCLG - Preventing Homelessness Grant	4.675	4.675	0.000	4.675
Illegal Money Lending	3.962	4.150	0.188	4.150
Independent Living Fund Grant	3.880	3.686	(0.194)	3.502
Youth Promise	3.462	3.626	0.164	3.626
Primary PE and Sport Grant	3.616	3.616	0.000	3.616
Asylum Seekers	4.748	3.250	(1.498)	3.250
Troubled Families	1.915	2.630	0.715	0.000
New Burdens - Homelessness Grant	1.392	2.496	1.104	2.496
GBSLEP Skills fund ESF	2.484	2.353	(0.131)	2.818
Lower Tier Funding	0.000	2.245	2.245	0.000
Pure - ESF	2.000	2.000	0.000	2.000
MHCLG Local Council Tax Support Admin Grant	1.985	1.985	0.000	1.985
Youth Justice Good Practice Grant	1.898	1.936	0.038	1.936
New Remands Framework	0.887	1.197	0.310	1.197
Vulnerable Persons Resettlement Grant	2.400	1.113	(1.287)	0.647
Housing First Grant	1.830	1.095	(0.735)	0.275
Asylum Migration and Integration Fund	0.000	0.882	0.882	0.067
Business Growth Programme 2	0.808	0.860	0.052	0.737
School Improvement Grant	0.400	0.820	0.420	0.820
Local Reform and Community Voices Grant	0.788	0.785	(0.003)	0.785
Home Office - Prevent Projects Grant Stream	0.850	0.712	(0.138)	0.712
Staying Put Grant	0.481	0.639	0.158	0.639
Community Safety Fund	0.633	0.633	0.000	0.633
DWP - New Burdens Housing Benefit Admin Grant	0.566	0.566	0.000	0.566
Community Discharge Grant	0.000	0.519	0.519	0.519
Rough Sleeping Initiative	0.499	0.499	0.000	0.499
ESF1.1 Progression - WOW	0.495	0.469	(0.026)	0.469
Verify Earnings & Pension Alerts Service 2018	0.456	0.456	0.000	0.456
Scambusters RIT	0.320	0.320	0.000	0.320
ERDF - Basic Programme	0.005	0.292	0.287	0.000
Strategic Libraries - Delivery of Business & Intellectual Property Review	0.000	0.231	0.231	0.231
New Burdens	0.150	0.225	0.075	0.225
Rapid Rehousing Pathway	0.211	0.211	0.000	0.211
Social Care in Prisons	0.215	0.209	(0.006)	0.209
Food Trials Horizon	0.000	0.199	0.199	0.199
Extended Rights to Free Travel	0.122	0.164	0.042	0.164
Additional HBAA - Housing Benefit Accuracy Assessment	0.000	0.113	0.113	0.113
UC Implementation Support - Support for Complex Housing Cases	0.109	0.109	0.000	0.109
War Pensions	0.101	0.101	0.000	0.101
Direct Salary Grant	0.120	0.100	(0.020)	0.100
Sutton Park Stewardship	0.097	0.097	0.000	0.097
Virtual School Head	0.000	0.077	0.077	0.077

Grant	2020/21 Budget £m	2021/22 Budget £m	Variation £m	2022/23 Budget £m
Stimulating Regeneration Innovation through better e-Government Services	0.000	0.071	0.071	0.000
Home Office Police & Crime Panel Grant 18-19	0.066	0.066	0.000	0.000
Mag. Courts - LCD Grant ReDebt Chges	0.066	0.064	(0.002)	0.062
KS2 Moderation & Phonics Grant	0.029	0.027	(0.002)	0.027
Nature Conservation	0.025	0.025	0.000	0.025
Regional Development Work - Strategic Libraries	0.020	0.020	0.000	0.020
Lickey CP Ranger Hub	0.009	0.009	0.000	0.009
Strategic Migration Partnership	0.258	0.000	(0.258)	0.000
Police Crime Commissioner Grant	0.097	0.000	(0.097)	0.000
Local Services Support Grant - Lead Local Flood Authority	0.048	0.000	(0.048)	0.000
Urban Innovative Actions	0.015	0.000	(0.015)	0.000
Subtotal Directorate Grants	466.089	537.638	71.549	489.025
Expenditure Reimbursement Grants				
Rent Allowance Grant	327.956	327.956	0.000	327.956
HRA Rent Rebates Grant	146.397	146.397	0.000	146.397
DWP - Discretionary Housing Grant	4.975	4.975	0.000	4.975
Higher Education Funding Council (HEFC)	0.588	0.558	(0.030)	0.528
Subtotal Expenditure Reimbursement Grants	479.916	479.886	(0.030)	479.856
Direct Schools Funding Grants				
Dedicated Schools Grant (DSG)	664.963	721.201	56.238	721.201
Pupil Premium Grant	44.631	43.045	(1.586)	43.045
Holiday Activity & Food Programme	0.000	8.200	8.200	0.000
EFA Grant for Post 16 Provision	8.869	7.700	(1.169)	7.700
Universal Infant Free School Meals	8.289	7.664	(0.625)	7.664
Teachers Pensions Grant *	15.911	0.000	(15.911)	0.000
Teachers Pay Grant*	5.617	0.000	(5.617)	0.000
Subtotal Direct Schools Funding Grants	748.280	787.810	39.530	779.610
Total Grants	1,694.285	1,805.334	111.049	1,748.491

*Teachers Pensions and Pay Grants have now been rolled into the DSG grant for 2021/22

Further Information on Revenue Grants over £5m

Details of all revenue grants that exceed £5m are given below.

Public Health Grant - £92.2m

Local authorities (upper tier and unitary) are responsible for improving the health of their local population and reducing health inequalities. Local authorities receive an annual ringfenced public health grant from the Department of Health. The core condition of this grant is that it should be used only for the purposes of the public health functions of local authorities. The local authority statutory duties for public health services are mainly outlined in the Health and Social Care Act 2012 legislation. They include the duty to improve public health through mandated and non-mandated functions. There are also existing public health duties for health protection which sit under different legislation such as the Public Health Act. Legislative measures for local authorities' responsibilities for dental public health are covered by separate statutory instruments (Section 5.2). The Public Health grant is ringfenced and can only be used on public health related activities set out in a range of legislation and included in the grant conditions.

The anticipated Public Health grant for Birmingham when the 2020/21 budget was set was £88.420m. Birmingham actually received an additional £3.807m but confirmation of this was received very late in the 2019/20 financial year after the budget was set. Currently the agreement is only for 2020/21 and it is anticipated that the ringfenced grant amount will remain the same in 2021/22. There remains the probability that confirmation of this will not be received until late in the 2020/21 financial year.

Private Finance Initiative Grants - £68.5m

The Council will continue to receive funding for Private Finance Initiative (PFI) projects of £68.5m being £50.3m for Highways and £18.2m for schools. Whilst this funding is unringfenced, it is needed to meet contractually committed payments and is not available to meet Council expenditure generally, other than on a temporary basis and requiring repayment.

Improved Better Care Fund (iBCF) - £65.9m

In the Spending Review 2015 the Government announced that it will be making additional funding available to local authorities through the Improved Better Care Fund; this became available in 2017/18. A further statement in the spring Budget in 2017 increased the amounts available for adult social care via the iBCF. For Birmingham, £65.9m is available in 2021/22.

The Council's financial plans include significant additional resources for adult social care to meet the growing level of demand for such services and further savings arising from the continued drive to provide these services in the most efficient way. Therefore, this has been used to help address additional funding of care services, to part mitigate budgetary pressures in relation to demography and assist in the delivery of the Adult Social Care savings programme. In addition to this there is also

a programme of change which has been agreed with health partners and approved via the Health & Wellbeing Board, to work in a more integrated way, to support the reductions in delayed transfers of care from hospitals and to protect and support the care provider market.

For 2021/22 the iBCF for Birmingham will be composed of the 2020/21 allocation of £60.3m and the £5.6m for Winter Pressures, and iBCF resources of £10.3m will be used in 2021/22 to support the delivery of the Adult Social Care savings programme.

Business Rates related grants - £56.2m

These grants have been given to compensate for the impact of Government decisions to constrain the increase in the Business Rates multiplier and increased relief for small businesses. Both of these grants total £36.2m, which is an increase of £2.2m over the 2020/21 levels.

Top Up Grant - £56.0m

This grant is received to reflect the fact that the Government's estimate of retained Business Rates income is still less than the estimate of the Council's need to spend. The Council's Top Up Grant will increase by £0.6m to £56.0m in 2021/22.

Social Care Grant - £49.9m

In 2019/20 the Government announced £1bn of new resources to support social care nationally. This has been increased by a further £300m in 2021/22 to provide additional support for the most vulnerable. Birmingham's allocation is £49.9m an increase of £13.2m from the 2020/21 allocation. The grant will be fully utilised to support social care activities across the Council.

COVID-19 Local Authority Support Grant - £43.8m

Recognising that the impact of COVID-19 would extend beyond 2020/21, Government has provided a further £1.55bn of unringfenced funding for councils to continue to support residents and to lead the recovery in their local areas. The allocation methodology took account of population, deprivation and the cost of delivering services. Birmingham's allocation is £43.8m. This is a one-off grant available for 2021/22 only.

Better Care Fund - £40.2m

Better Care Fund (BCF) is a mandatory, national programme with specified minimum contributions from Clinical Commissioning Groups (CCG) and local authorities. This fund seeks to drive the transformation of services to ensure that people receive better and more integrated care and support through pooled budget arrangements between local authorities and CCGs.

For Birmingham, Cabinet in March 2014 endorsed the principle of a BCF joint pooled budget for older adult social care and health integrated provision between the Council and local NHS CCGs.

Funding will continue into 2021/22, and it is estimated that £40.2m will be available to the Council in that year. This is an increase of £3.5m compared to 2020/21 budgetary assumptions due to increased CCG minimum contribution and inflationary uplifts for both 2020/21 and 2021/22.

New Homes Bonus - £7.6m

The New Homes Bonus was introduced from 2011/12 as a financial incentive and reward for housing growth. The grant is based on a national average Council Tax value of additional homes including any properties brought back into use. There is also an additional premium for affordable homes.

The value for 2021/22 allocation was £2.8m lower than originally anticipated as it included legacy payments only up to 2019/20. As a transition measure, councils have been provided with a new grant for one year only – Lower Tier Funding. Reforms to the New Homes Bonus system are planned to take place in 2021/22.

Other Directorate Revenue Grants

In addition to the main grant funding streams, smaller specific grants continue to be received from Government. Services will need to manage within the level of grant that they receive. A full breakdown of all grants the Council expects to receive in 2021/22 can be seen in the table at the start of this Appendix.

Schools Funding 2021/22

Schools receive funding via a variety of different grant streams, the main ones being:

- Dedicated Schools Grant - £1,296.2m
- Pupil Premium - £43.0m
- Education & Schools Funding Agency (ESFA) - £7.7m
- Universal Infant Free School Meals (UIFSM) Grant - £7.7m
- Holiday Activities & Food Programme 2021 - £8.2m

Dedicated Schools Grant (DSG) - £1,296.2m

The expected funding for 2021/22, based on DSG allocations received in December 2020, and a summary of how schools' funding is applied can be seen in the table below:

	£m
Schools block	1,002.106
Central school services block	18.283
High Needs block *	184.500
Early Years	91.312
Total DSG	1,296.201
Estimated recoupment	(575.000)
Estimated net DSG after recoupment	721.201

The figures are not directly comparable with last year, as Teachers Pay Grant and Teachers' Pension Grant have been rolled into DSG allocations for 2021/22. DSG is allocated to Local Authorities in four blocks. Local authorities can only switch resources between blocks with the permission of the School Forum and / or Secretary of State. The indicative amount announced for Birmingham is £1,296.2m. However, this includes funding for mainstream academies that will be recouped by the Education & Skills Funding Agency. The amount to be recouped has not been published by DfE, but last year the start year figure was £575m. Further academisation during 2021/22, will result in further recoupment and reduction in the grant paid to the Council.

The 4 blocks through which DSG is allocated consists of:

- Schools block (covering provision in mainstream schools from Reception to Year 11 and includes an estimate for Growth Fund). The 2021/22 notified allocation is £1,002.1m before recoupment.
- Early Years block (covering nursery schools, nursery classes and Private, Voluntary and Independent sector providers of early years provision (PVI's). The 2020/21 indicative allocation is £91.3m (no recoupment applies to this area).
- High Needs block (covering pupils with high needs – defined by the DfE as those requiring provision costing in excess of a given threshold). The 2021/22 indicative allocation is £212.9m before recoupment and an estimated £28.4m will be deducted from this figure for the direct funding of places by ESFA.
- Central School Services block – this covers commitments such as Admissions and certain prescribed statutory and regulatory duties. The notified allocation is £18.3m.

Pupil Premium Grant - £43.0m

Pupil Premium is allocated to provide additional funding for pupils in receipt of free school meals. It will apply to all pupils aged from 4 to 15 (year groups Reception to 11) who are:

- Known to be eligible for free school meals (£1,345 per pupil in primary and £955 per pupil in secondary)
- Looked After children (£2,345 per pupil)
- Children who have ceased to be looked after by a local authority in England and Wales because of adoption, a special guardianship order, a child arrangements order or a residence order (£2,345 per pupil)
- Pupils whose parents are serving members of the armed forces (Service Children) (£310 per pupil)

Funding rates for the pupil premium in the financial year 2021/22 will stay the same as for 2020/21. As the allocations for 2021/22 have not yet been published by the

ESFA, the budget above has been based on the 2020/21 allocation (the actual figure will depend on eligible pupil numbers).

Education & Schools Funding Agency - £7.7m

It is estimated that the Council will receive £7.7m from the Education & Skills Funding Agency (ESFA) to fund education and training of 16-19 year olds in sixth forms within schools (based on allocation data relating to the 2020/21 academic year, published in October 2020).

Universal Infant Free School Meals (UFSM) Grant - £7.7m

The grant is paid to schools to enable them to provide free school meals for pupils in Reception to Year 2. DfE has confirmed that the grant will be extended for the academic year to 2020/21 and the grant figure above reflects the allocation to maintained schools and Alternative Provision. Academy schools receive their UFSM grant direct from the ESFA. There has been no indication yet of an allocation beyond the 2020/21 academic year.

Holiday Activities & Food Programme 2021 - £8.2m

This is a new grant. Payments will be linked to attendance levels. Further details are expected in the new year, including an expected formal grant determination letter alongside a Memorandum of Understanding, setting out the parameters and expectations for the programme.

Grants to Reimburse Expenditure - £479.9m

The Council receives a number of grants to reimburse costs incurred, mainly in paying benefit claimants. Whilst these form part of the gross budget of the Council, the level of expenditure is determined by claimant demand and eligibility. Payments made to claimants are closely matched by any grant received. The grants to fund benefit expenditure expected to be received by the Council in 2021/22 can be seen in the table at the start of this Appendix. The figures for 2021/22 are still subject to a full review.

APPENDIX C: RESERVES POLICY

1. Background

- 1.1. The purpose of this policy is to set out how the Council will determine and review its overall level of reserves and how it uses them.
- 1.2. The Council is required to maintain adequate financial reserves for meeting unknown and potential estimated future expenditure when calculating the Council Tax requirement.
- 1.3. All planned use of reserves must be for a specific purpose in order to ensure there is a sustainable budget. They should not be used to mitigate the need for ongoing savings. Reserves will only be released upon relevant approval as set out in the Constitution.
- 1.4. The Council has usable reserves and unusable reserves on its Balance Sheet. The unusable reserves are as a result of accounting adjustments and are not therefore available to spend. This policy will concentrate on usable reserves.

2. General Policy

- 2.1. Usable reserves can be split into the following categories:
 - General Reserves and Balances
 - Earmarked Reserves
 - Revenue Grant Related Reserves
 - Ringfenced Reserves
 - Capital Reserves
- 2.2. The Council maintains usable reserves primarily for the following reasons:
 - The need to put aside sums in case of unexpected exceptional future expenditure
 - To smooth out the impact of payments on the revenue account
 - To cover timing differences such as grant money received in any given year where expenditure takes place in a later year
 - To provide pump prime funding for projects to deliver changes in working practices
- 2.3. Reserves can only be used on a one-off basis which means that their application does not offer a permanent solution to the requirement to deliver significant reductions in the future level of Council expenditure.

- 2.4. Reserves are not to be used to avoid the necessity to make or the failure to deliver ongoing savings

3. Managing the Level of Reserves

- 3.1. The Council must maintain sufficient general reserves and working balances to cover the key financial risks and contingencies.
- 3.2. An assessment will be carried out annually as part of the budget setting process to consider the risks the Council is exposed to and the level of general reserves that are appropriate.
- 3.3. As part of the budget setting process the Section 151 Officer will consider and assess the level of general reserves. Consideration will be given to the strategic, operational and financial risks facing the Council.
- 3.4. Major factors to be considered when evaluating the level of reserves, including but not limited to the following:

Budget Assumptions	Issues to Consider
Inflation and Interest rates volatility	The overall financial standing of the Council
Estimates of the level and timing of Capital Receipts	The trend of the Council's financial management and the robustness of the Medium Term Financial Plan
The financial risks inherent in any significant new funding partnerships, major contractual arrangements or major capital programme	The Council's end of year closedown procedures relating to budget under/overspend.
The availability of other funds to deal with major contingencies and the adequacy of provisions	The adequacy of the Council's arrangements to cover major unforeseen risks.

4. Usable Reserves

- 4.1. General Reserves and Balances
- 4.1.1. These are funds that do not have restrictions as to their use. The Council can use them for any purpose within the General Fund. The purpose of general reserves is to manage the impact of exceptional emergencies and unforeseen events. Without such reserves the potential financial impact of these unforeseen events could cause a financial deficit in the General Fund, which would be severely disruptive to the effective operation of the authority. General Reserves held include:

4.1.2. General Fund Balance and Carry Forward Balances

- These reflect the accumulated surpluses of income over expenditure from previous years and any resources set aside as general contingency against adverse future events

4.1.3. Financial Resilience Reserve (FRR)

- This is a reserve created in 2017/18 from the backdated application of a consistent Minimum Revenue Provision (MRP) policy of 2007/08
- The change in policy has created additional revenue costs. The Council plans to release some of this reserve in line with the Council Plan and Budget 2018+ to phase in the ability to meet the additional costs as shown in Table C.1 below. The balance of this reserve is to provide contingency fund in case the Council faces financial difficulties in the future

Table C.1 Planned use of FRR to Meet Additional Revenue Costs

2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
£5.9m	£5.9m	£5.0m	£4.0m	£3.0m	£2.0m	£1.0m	Nil

4.1.4. Delivery Plan Reserve

- The Delivery Plan Reserve (DPR) has been established to enable the necessary investment required by the Council's Delivery Plan

4.2. Earmarked Reserves

4.2.1. Earmarked Reserves enable the Council to set aside sums to meet specific future liabilities. These include:

4.2.2. Capital Fund

- This is a revenue reserve which has arisen from revenue contributions set aside to fund budgeted capital expenditure, Equal Pay settlements and associated costs in line with the Council's Capital Financing and Equal Pay funding claims

4.2.3. Insurance Reserve

- The Council self-insures against all bar the most catastrophic business risks other than where insurance cover is a legal requirement. A budget is held to cover insurance losses in-year and the Insurance Reserve exists to act as a buffer should losses exceed budgeted expectations in

any given financial year. The fund increases in those years where losses incurred do not exceed the budget

4.2.4. Highways PFI Reserve

- This reserve has been earmarked to support the Highways PFI Business Model

4.2.5. Other Earmarked Reserves

- There are some reserves which cover a wide range of services that have been set aside to support future years' service delivery. These include, for example, resources earmarked for Special Educational Needs reform, a local innovations fund, highways initiatives, subvention for major events, replacement IT systems and repairs and maintenance for specific service chargeable buildings. These reserves are monitored at Directorate level and can only be used for a particular purpose
- During the annual review if it is determined earmarking is no longer necessary the reserves will be allocated to general reserves

4.2.6. The request to use these funds or contribute to reserves must be approved by Cabinet and the allocation of Earmarked Reserves will be made when services can demonstrate that the funding is required for that particular purpose.

4.3. Revenue Grant Related Reserves

4.3.1. These reserves relate to 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.

4.3.2. These are managed by the Directorates. The reserves will only be released following the Directorate requests being approved by the Section 151 Officer to use funding in line with grant conditions

4.3.3. The Council holds various Section 106 reserves which were contributed by private companies to improve the local community. The fund must be used for the specific scheme and within the agreed timescale. If funds are not used, they need to be returned back to the contributors.

4.3.4. In addition, the Council also received Highways PFI grant in advance of required payments. These funds are taken to reserves to be utilised in years when annual maintenance expenditure exceeds the annual Government grant income, in line with the PFI model.

4.3.5. Ringfenced Reserves

- Reserves that are required to be used for specific activities undertaken by the Council with little or no flexibility. These are mainly for schools or for the Housing Revenue Account and cannot be used to support general Council activity. These include:

4.3.6. Schools reserves

- The reserves are the net cumulative balances held by Council maintained schools. Under national school funding regulations, the schools are entitled to retain these balances for unexpected commitments and/or for planned school curriculum/infrastructure improvements and investment

4.3.7. Housing Revenue Account (HRA)

- The HRA is a statutory account, ringfenced from the rest of Council funds, so that rents charged to tenants in respect of dwellings cannot be subsidised from the General Fund. Similarly, rents collected from HRA tenants cannot be used to subsidise the General Fund. The balances on the HRA reflect the accumulated surpluses of income over expenditure

4.3.8. HRA Major Repairs Reserve

- The Council is required by The Accounts and Audit Regulations 2015 to maintain the Major Repairs Reserve. The reserve controls an element of the capital resources required to be used on HRA assets or for capital financing purposes

4.4. Capital Reserves:

4.4.1. These are reserves that have been set aside to finance capital schemes and cannot be used to support revenue expenditure without the consent of the Secretary of State. These reserves comprise:

- Capital Receipts Reserve reflects the income received from the disposal of capital assets prior to being used to fund future capital expenditure or for the redemption of debt. Capital receipts cannot be used to fund revenue expenditure except where allowed by statute. The Council will allocate resources from the Capital Receipts Reserve in line with its priorities
- Capital Grants Unapplied reflects the unused element of capital grants or capital contributions awarded to the Council, for which the conditions of the grant support are expected to be met or for which there are no conditions. The reserve will be used to meet future years' capital expenditure in a way which best fits with the Council's priorities

4.5. Borrowing

- 4.5.1. The Council will also face temporary large costs for which ongoing savings are not required, for example, pension fund strain costs. In these instances it is prudent to borrow temporarily from reserves and identify smaller ongoing savings from which to repay the reserves. However, this will only be agreed if there is a clear plan for how repayment can be made.
- 4.5.2. Temporary borrowing can be made from general reserves, earmarked reserves, schools reserves and grant related reserves.
- 4.5.3. Borrowing is approved by the Council as part of the budget. However amendments can be approved by Cabinet in year.

5. Governance and Review

- 5.1. The Council recognises the need to hold and maintain adequate reserves that meet the needs of the organisation. However, there is an opportunity cost as a result of the Council allocating resources away from other potential uses. It is therefore critical for the Section 151 Officer to regularly review the purpose and level of reserves.
- 5.2. All anticipated use of reserves should be understood and recognised as part of the budget setting process and agreed when Council approves the budget.
- 5.3. Any identified use of, or contribution to, reserves after the budget has been set should be approved by Cabinet or the Section 151 Officer in the case of grant reserves, prior to the budget being changed. Uses should be for specific purposes for which reserves have been set aside and not to address savings non-delivery or budget pressures. Contributions to reserves should be for specific costs expected to be incurred in the future.
- 5.4. The reserves position is reported monthly as part of the revenue monitoring process. The planned usage of reserves is also included as part of the budget setting process. In addition the level and use of reserves is reported and reviewed during the closedown process.

The reserves policy will be reviewed annually as part of the budget setting process.

APPENDIX D: OTHER EARMARKED RESERVES

Directorate	Description	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025
		£m	£m	£m	£m	£m
Finance Control	Consolidated Reserve -General	0.228	0.228	0.228	0.228	0.228
Finance Control	Leasing Smoothing- Reallocation	2.628	2.628	2.628	2.628	2.628
Finance Control	Offshoring	(1.867)	(1.425)	(0.971)	0.000	0.000
Digital & Customer Services	Housing Benefit Subsidy Reserve	4.246	2.423	2.423	2.423	2.423
Education & Skills	LOB - Archives Development Fund	0.108	0.021	0.021	0.021	0.021
Education & Skills	Youth Promise Plus	0.360	0.073	0.073	0.073	0.073
Education & Skills	School Improvement Grant	0.300	0.000	0.000	0.000	0.000
Finance & Governance	ERP System Temporary Reserve	1.450	1.450	1.450	1.450	1.450
Finance & Governance	Audit - POCA Reserve	0.037	0.037	0.037	0.037	0.037
Finance & Governance	Finance Birmingham Loan Contingency	0.230	0.230	0.230	0.230	0.230
Finance & Governance	Local Election Costs - Not Assigned	0.600	0.900	0.000	0.300	0.600
Finance & Governance	Procurement Transport Strategy	0.060	0.060	0.060	0.060	0.060
Finance & Governance	VAT Reserve	1.455	1.455	1.455	1.455	1.455
Human Resources	Corporate HR	0.283	0.000	0.000	0.000	0.000
Human Resources	Schools HR IT	0.218	0.000	0.000	0.000	0.000
Inclusive Growth	Sheldon Transport Action Group (VAS Signs)	0.014	0.014	0.014	0.014	0.014
Inclusive Growth	Highways Commuted Sums	0.038	0.037	0.035	0.034	0.032
Inclusive Growth	Highways Initiatives	0.557	0.557	0.557	0.557	0.557
Inclusive Growth	Fire Insurance (old CO-OP Building)	0.266	0.266	0.266	0.266	0.266
Inclusive Growth	General Maintenance Tenants	2.804	2.804	2.804	2.804	2.804
Inclusive Growth	Grand Central	0.571	0.571	0.571	0.571	0.571
Inclusive Growth	Highways -Bridge Agreements	0.314	0.314	0.314	0.314	0.314
Inclusive Growth	Interest on Compensation Highways	0.175	0.175	0.175	0.175	0.175
Inclusive Growth	Invest to Save - Central Admin Buildings	0.186	0.186	0.186	0.186	0.186
Inclusive Growth	Invest to Save - Commercial Property - Investment Strategy	0.215	0.215	0.215	0.215	0.215
Inclusive Growth	Invest to Save - Work Place Parking Levy	0.090	0.090	0.090	0.090	0.090
Inclusive Growth	Invest to Save -Public Hubs	0.156	0.156	0.156	0.156	0.156
Inclusive Growth	Joint Venture Contribution	0.024	0.024	0.024	0.024	0.024
Inclusive Growth	Graduate Hub	0.907	0.907	0.907	0.907	0.907
Inclusive Growth	Permanent Loss of Parking Bays (Car Parking Commuted Sums)	0.113	0.092	0.072	0.051	0.031
Inclusive Growth	Portfolio Reserve	0.883	0.883	0.883	0.883	0.883
Inclusive Growth	Speed Camera	0.098	0.061	0.061	0.061	0.061
Neighbourhoods	BMT Loan Guarantee	(0.705)	(0.705)	(0.705)	(0.705)	(0.705)
Neighbourhoods	Hackney Carriages	(0.317)	(0.317)	(0.317)	(0.317)	(0.317)
Neighbourhoods	Major Events (Subvention)	0.268	0.268	0.268	0.268	0.268
Neighbourhoods	Manor Farm Park Barn	0.231	0.231	0.231	0.231	0.231
Neighbourhoods	POCA Regional Investigation Team	0.001	0.001	0.001	0.001	0.001
Neighbourhoods	Proceeds of Crime Act (POCA) - Illegal Money Lending Team	0.830	0.830	0.830	0.830	0.830
Neighbourhoods	Proceeds of Crime Act (POCA) - Trading Standards	0.469	0.469	0.469	0.469	0.469
Neighbourhoods	SERCO Pension Guarantee	(1.705)	(1.705)	(1.705)	(1.705)	(1.705)
Total		16.819	14.504	14.036	15.285	15.563

APPENDIX E: BUDGET RISK

Risk	Mitigation	Existing Reserve / Provision £m	Residual Risk	Maximum Impact Over Medium Term Financial Plan £m	Likelihood	Probability Weighted Medium Term Potential Impact £m
There is a risk of loss of planned Business Rates and associated income from properties not paying the appropriate level of Business Rates	The Council has employed a company to identify Business Rates income not being recorded	24.7	Nil current taxbase reflects current business list. Company actively identifying companies not recorded on the list and therefore not in current baseline.	40	0%	0
There is a risk of Valuation Office valuation changes to specific categories of buildings reducing the Council's Business Rates income in year, future years and potentially retrospective.	Mainly such changes are out of the Council's control. Mitigation is around being alert to live national issues and lobbying when relevant. Any significant sector impact you see a strong lobby for Government to fund the impact.	24.7	Risk will always remain in the current system. Anything of significant scale would affect the whole of local government and would be highly likely to require Government support.	100	5%	5
Business Rates Appeals being greater than current assumptions of c4%.	Provision has been made for a prudent level of successful appeals based on historic experience. Additional provision as a result of COVID-19 into Business Rates 21/22 base. Additionally earmarked reserve held to mitigate further impact	24.7	COVID-19 impact on appeals could be underestimated. But reserve there to cover.	17	0%	0

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
		£m		£m		£m
Economic Downturn – loss of 5% of Business Rates	Current economic forecasts anticipate some growth in Birmingham businesses, although growth assumptions have been reduced to reflect COVID-19 impact. Additionally, earmarked reserve held to mitigate impacts on forecasts	24.7		87	10%	9
Council Tax growth forecasts are optimistic	Council Tax growth forecasts are based on the Council's approved housing forecasts and plan. Growth has been lowered to reflect the impact of COVID-19	0	The COVID-19 impact could be understated	21	10%	2
Council Tax Support caseload could be underestimated	The estimate of the caseload has been revised the upwards for 21/22. The announcement of further hardship monies in 21/22 this provides further cover		Nil	0	0%	0
Outcome of the Government Spending Review and Relevant Needs and Resources Review	The outcome of each may not be in line with the current financial planning assumptions of neutral in real terms. There is potential for both improvements and reductions in resource forecasts.		Risk for 22/23 onwards as Spending Review 2020 was positive and relative needs review outcome delayed for a further year	30	10%	3

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
		£m		£m		£m
Inflation increases at a greater rate than planned. For example 1%.	Generally provided for 2% inflation increase within the budget Contracts that run at a higher rate than the general assumption have been provided for separately			45	10%	5
There is a risk that short term and long term interest rates rise above budgeted forecast	The Council has taken a more prudent view than commentators over the medium term.		There remains a risk that COVID-19/Brexit provide a more significant impact than our prudent forecast	16	10%	2
There is a risk that the new PWLB lending rules exclude the Council from accessing PWLB borrowing and the Council will have to borrow from the market at a higher rate	Capital programme investments are reviewed to ensure they are not primarily for yield. The budget 22021-2025 will clearly set out a policy of not investing primarily for yield.		Nil	0	0%	0
There is a risk that invested treasury monies are unable to be returned	Adoption of up to date treasury management practices, regular monitoring and advice from external advisors		Very low risk	40	2%	1

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
There is risk that Brexit/Other impacts disrupts the financial system to cause liquidity issues and restrict our access to our cash	Adoption of up to date treasury management practices, regular monitoring and advice from external advisors		Very low risk that would only last for a few days before recovery	0	0%	0
There is a risk of capital commitments being entered into with revenue implications that are not reflected in the Budget (e.g. Airport/loans to businesses)	All capital commitments must go through existing Council governance processes		These decisions could be agreed	9	40%	4
There is a risk in not achieving budgeted capital grants or capital receipts to fund commitment capital schemes which results in increased prudential borrowing.	Property are required to provide a schedule of disposals and regular updates on progress		Disposals may still be not achieved either at all or when expected	28	25%	7
There is a risk that the Capital programme overspends in any one year and additional prudential borrowing is required in the short term	Regular capital monitoring is undertaken, robust budget setting and robust business cases supported by good project delivery		There is history of slippage which causes this risk to remain	10	10%	1

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
There is a risk of a Cyber-attack that severely disrupts operations or holds the Council to ransom	Investment and resources put into dealing with the cyber threat		The risk will always remain	100	5%	5
Delivering the savings programme	A fundamental review of all savings proposals has been undertaken and any that were deemed not to be deliverable have been written out.			15	20%	3
There is a risk of demand pressures in Adult Social Care causing an overspend	Annual demography is built into the budget plus additional social care market inflation. Monthly budget monitoring would identify at an early stage any overspend, and mitigations would be expected		There is a residual risk of an Adults overspend not being contained in one year, although in recent years the service has underspent and delivered its savings target.	80	5%	4
There is a risk of demand pressures in children's social care causing an overspend in the contract payments to Birmingham Children's Trust	Annual demography is built into the budget plus additional baseline budget sufficiency sum reflected in 21/22 budget refresh. Monthly budget monitoring would identify at an early stage any overspend, and mitigations would be expected		There is a residual risk of a BCT contractual overspend not being contained in one year	24	20%	5

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
There is a risk based on recent history of Neighbourhoods not spending within its annual budget	£17m was added to the directorate baseline in 20/21. Additional budget has been added in 2021/22 following a budget sufficiency review. Monthly budget monitoring would identify any overspend and mitigation would be expected.		Given its history of overspending there remains a residual risk in this particular directorate.	40	20%	8
There is a risk of Inclusive Growth not delivering its income levels budgeted for	The MTFP Refresh and Financial Plan write out a number of unachievable savings targets. Monthly budget monitoring would identify any overspend and mitigation would be expected.		However in the current environment income levels could remain difficult to achieve	20	10%	2
There is a risk that the Highways PFI alternative arrangement will cost significantly more than the current budget provision	The service is intending to re-procure within existing external funding	214	However there remains a residual risk that the Council could be required to provide additional funding	50	50%	25
Increased Pension Contributions required	The Council agreed a three-year payment plan with the pension fund to repay the pension deficit, beginning 2020/21. Any movements would be incremental from the current agreed recovery plan.			20	25%	5
Impact of COVID-19 - potential additional cost implications	Costs estimated to date have been funded and fourth tranche of Government grant held in a reserve	44		19	10%	2

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
Impact of Brexit – potential loss of grant income and impact on the supply chain	The outcome of Brexit is uncertain. If European Grant funding is lost it may be replaced by the Government.			9	40%	4
Industrial disputes	Continuing discussions through ACAS			24	25%	6
Exceeding the 5% VAT Partial Exemption limit	Appropriate taxation advice is taken before each decision is taken			40	5%	2
Commonwealth Games: - costs increasing - partner contributions not being received	Planned total spend of £40m within the revenue budget (2018/19 & 2022/23) Discussions with Government to cap the Council's contribution at the level of the Bid. Ongoing discussions with partners.			27	40%	11
Major Contract disputes	Ensure contracts are operated in accordance with the agreed Terms and Conditions. Earmarked reserves in place to mitigate impacts.			0	Very Low	0

Risk	Mitigation	Existing Reserve / Provision	Residual Risk	Maximum Impact Over Medium Term Financial Plan	Likelihood	Probability Weighted Medium Term Potential Impact
Successful Equal Pay disputes	Provision has been set aside for outstanding Equal Pay claims. Proactive management of claims and widespread awareness of Equal Pay issues taken into account in decision making Account for costs when payments made rather than when claim lodged so unlikely to be any further costs in 2020/21.	270		0	Very Low	0
Total Risk						121
70% deflator to reflect not all risks will happen at same time						36.3
General Fund Reserve						38.4
Financial Resilience Reserve						114.5

APPENDIX F: PRESSURES

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
FINANCE & GOVERNANCE							
F01	Change in historic Business Transformation Costs and Repayments	Existing	Other	(0.027)	(0.203)	0.771	0.799
F02	Reduction in the non-delivery of saving SS002 Corporate Procurement Services	Existing	Non-delivery	(0.080)	(0.080)	(0.080)	(0.080)
F03	Rephasing of costs and planned repayments for implementation of new HR & Finance system	Existing	Invest to Save	(12.836)	(12.851)	(12.866)	(12.764)
F04	Costs and planned repayments for the implementation of the Transport saving	Existing	Invest to Save	0.016	(0.028)	(0.124)	(0.160)
FGP001	Shortfall in digital advertising income	Existing	Rebasing	0.080	0.080	0.080	0.080
FGP002	Realignment of budget to manage client expectations re Civic Cleaning	Existing	Rebasing	0.201	0.201	0.201	0.201
FGP003	Reduction in commercial activity relating to the schools catering element of Cityserve	Existing	Rebasing	0.584	1.168	1.383	1.383
FGP009	Fall out of time limited resources to cover interim Finance staff in 2020/21	Existing	Time limited resources	(0.250)	(0.250)	(0.250)	(0.250)
FGP011	Fall out of temporary funding to support the Modernisation Agenda	Existing	Time limited resources	(0.059)	(0.059)	(0.059)	(0.059)
C12	Contribution to CWG Organising Committee	Existing & New	Member priorities	0.000	37.342	0.000	0.000
	Commonwealth Games Community Development Fund	Existing	Member priorities	6.000	0.000	0.000	0.000
CRP007	Enhanced operations for Commonwealth Games	Existing	Member priorities	5.000	10.000	0.000	0.000
CRP001	CWG Project Team costs	Existing & New	Member priorities	2.533	(0.906)	(4.000)	(4.000)
FG01-22	Birmingham Audit hosts a contract to recover historic credits from suppliers, and as a result of upcoming system and process changes, these credits will no longer accrue in the same way.	New	Rebasing	0.083	0.291	0.291	0.291
FG02-22	Enabling Professional Standards Team to commission Independent Investigations	New	Changes in legislation or regulation	0.200	0.200	0.200	0.200

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
FG03-22	Governance - appointment of 2 Political Assistant posts	New	Member priorities	0.101	0.101	0.101	0.101
FG04-22	Civic Cleaning – reduction in income due to closure of Pershore Road and Boathouse car parks	New	Rebasing	0.031	0.031	0.031	0.031
FG05-22	Potential ongoing COVID-19 impact on advertising market	New	Other	0.501	0.371	0.000	0.000
FG06-22	Loss of advertising banner income as a result of Brindley Place and Moathouse car park demolitions	New	Rebasing	0.130	0.260	0.260	0.260
FG07-22	Reduction in Procurement services income target	New	Rebasing	0.200	0.200	0.200	0.200
FG08-22	Use of short term interim staff whilst permanent recruitment is underway in service finance	New	Time limited resources	0.250	0.000	0.000	0.000
FG09-22	Efficiency savings following implementation of ERP system	New	Non-delivery	0.100	0.100	0.100	0.100
FG10-22	FG102 - Reduction of Legal Spend	New	Non-delivery mitigated by replacement saving	0.100	0.100	0.100	0.100
FG11-22	Cityserve – reduction in surplus target to reflect market conditions	New	Rebasing	0.750	0.750	0.750	0.750
FG12-22	Investment in Procurement Service resource	New	Rebasing	0.210	0.210	0.210	0.210
Total Finance & Governance Pressures				3.818	37.028	(12.701)	(12.607)

HUMAN RESOURCES							
H01	Fall out of temporary corporate support for the Job Evaluation Team	Existing	Time limited resources	(0.453)	(0.453)	(0.453)	(0.453)
H01-22	Additional resource required due to revised Council safeguarding policy requiring additional administration activity – primarily supporting registration and regular checking via the DBS update service	New	Rebasing	0.298	0.298	0.298	0.298

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
H02-22	To support the implementation of the Council Delivery Plan identified a significant need to focus on more strategic workforce planning, talent management and succession planning which includes upskilling directorate management teams enabling them to adopt the new approaches. There is a need to invest in a permanent resource to ensure that the change is sustainable in the future.	New	Rebasing	1.190	1.190	1.190	1.190
Total Human Resources Pressures				1.035	1.035	1.035	1.035

PARTNERSHIPS, INSIGHT & PREVENTION							
PPP001	Service review to expand existing team to meet service demand and ensure compliance with Equality Act	Existing	Changes in legislation or regulation	0.016	0.028	0.042	0.042
PPP002	Fall out of one off funding to enable a software upgrade to systems within the central control centre	Existing	Time limited resources	(0.070)	(0.070)	(0.070)	(0.070)
PPP003	Fall out of temporary corporate support to ensure the effective operation of the Strategic Programme Board until July 2020	Existing	Time limited resources	(0.038)	(0.038)	(0.038)	(0.038)
PPP005	Fall out of one-off resources to support the Council's revised action plan to address equality and diversity outcomes	Existing	Time limited resources	(0.050)	(0.050)	(0.050)	(0.050)
PP01-22	Community Safety Infrastructure	New	Rebasing	0.500	0.500	0.500	0.500
PP02-22	Chief Executives Delivery Board Funding	New	Time limited resources	1.250	0.000	0.000	0.000
Total Partnerships, Insight & Prevention Pressures				1.608	0.370	0.384	0.384

DIGITAL & CUSTOMER SERVICES							
D01	Reduction in support needed for Information and Communication Technology	Existing & New	Removal to nil	0.029	0.029	0.029	0.029
D04/D06	Planned reduction in corporate support for the team supporting ICT & D plans	Existing	Time limited resources	(0.052)	(0.052)	(0.052)	(0.052)
D07	Reduction in net additional cost required to identify additional Business Rates income	Existing	Time limited resources	(0.207)	(0.645)	(0.645)	(0.645)

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
DCP001	Repayment of borrowing from FRR for ICT	Existing	Invest to Save	(3.029)	(3.029)	(3.029)	(3.029)
DCP004	Fall out of temporary additional legal capacity needed to support IT contracts	Existing	Time limited resources	(0.150)	(0.150)	(0.150)	(0.150)
DCP005	fall out of temporary additional procurement capacity to support IT contracts	Existing	Time limited resources	(0.150)	(0.150)	(0.150)	(0.150)
DCP006	Application Platform Modernisation - Cost slippage into future years	Existing	Other	0.505	0.505	0.505	0.505
D01-22	Universal Credit is continuing to roll out, meaning that most working age people who would have claimed help for their housing costs through Housing Benefit, now claim this through the DWP/Universal Credit. Funding is needed to protect the Service from a reduction in funding for Housing Benefit work and ensure that citizens continue to receive their entitlement in a timely manner.	New	Changes in legislation or regulation	1.823	2.323	2.823	3.223
D02-22	To improve the Council's performance in managing Complaints. This is to be achieved by implementing new ways of working across the Council including additional resources to manage complaints, and costs associated for the implementation of new processes, creation and delivery of training materials, and changes to complaints IT systems.	New	Time limited resources	1.200	1.200	0.000	0.000
D03-22	To ensure our Cyber Security investment keeps pace with the changing threat landscape	New	Changes in legislation or regulation	2.739	3.461	4.280	2.210
D04-22	Provide a specialist IT&D Procurement team as there were no IT procurement specialists included in the transition	New	Other	2.000	2.000	2.000	2.000
Total Digital & Customer Services Pressures				4.708	5.492	5.611	3.941

NEIGHBOURHOODS							
N01	Sports & Leisure Service - Planned fall out of temporary corporate support	Existing	Time limited resources	(0.082)	(0.110)	(0.371)	(0.501)
N06	Wholesale Markets Business Case	Existing	Time limited resources	0.003	(0.127)	(0.277)	(0.358)

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
NEP002	Pressures within the Markets service relating to the Indoor Market	Existing	Time limited resources	0.000	(0.110)	(0.220)	(0.220)
NEP003	Reduction in support to meet statutory inspection as required by Food Law Code of Practice (England)	Existing	Changes in legislation or regulation	(0.025)	(0.025)	(0.025)	(0.025)
NEL004	Selective Licensing Scheme - Fall out of previous corporate funding plus consultation and introduction of a new scheme	Existing & New	Time limited resources	0.400	0.250	0.250	0.250
NEP006	Fall out of temporary loss of income due to development within the Victoria Square area of the city centre	Existing	Time limited resources	(0.148)	(0.148)	(0.148)	(0.148)
NEP011	Moseley Road Baths - reduction in the ongoing maintenance requirements	Existing	Time limited resources	(0.025)	(0.050)	(0.075)	(0.075)
NEP021	Reduction in support needed to cover reduced internal demand for the use of the Waste Management Garage	Existing	Time limited resources	(0.225)	(0.375)	(0.375)	(0.375)
NEP023	Additional hire and repairs & maintenance of Fleet vehicles within the Waste Management Service	Existing & New	Time limited resources	0.000	(0.500)	(2.000)	(2.000)
NEP028	Increased cost of the Coroners Service	Existing	Demography	0.080	0.080	0.170	0.170
NEP029	Reduction in support needed to cover additional employee costs in relation to the refuse collection service	Existing	Rebasing	(1.000)	(1.000)	(1.000)	(1.000)
NEP035	Non-delivery of savings HN7 17+ relating to the asset & property disposal programme	Existing	Non-delivery	(0.100)	(0.100)	(0.100)	(0.100)
NEP038	Reinstatement of the Major Events Budget	Existing	Member priorities	0.400	0.200	0.450	0.450
NE01-22	Waste procurement project external legal advice	New	Time limited resources	0.223	0.165	0.000	0.000
NE02-22	Market service structural income budget pressure	New	Rebasing	0.670	0.670	0.670	0.670
NE03-22	Bereavement service structural income pressure	New	Rebasing	0.446	0.446	0.446	0.446
NE04-22	Pressures in the Markets service due to loss of income at St Martins & Rag Markets	New	COVID-19	0.152	0.152	0.152	0.000
NE05-22	Rebasing of trade waste income budget	New	Rebasing	1.500	1.500	1.500	1.500

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
NE06-22	Recycled paper income pressure following market changes	New	Rebasing	0.800	0.800	0.800	0.800
NE07-22	Non-delivery of saving PL129 relating to parks fees and charges review	New	Non-delivery	0.180	0.180	0.180	0.180
NE08-22	Non-delivery of saving WOC1 relating to allocation of workforce savings (Regulation & Enforcement)	New	Non-delivery	0.006	0.006	0.006	0.006
NE09-22	Trading Standards budget realignment - Proceeds of Crime Act	New	Other	0.060	0.060	0.060	0.060
NE10-22	Temporary accommodation rent reduction following review of charges	New	Member priorities	1.010	3.497	3.497	3.497
NE11-22	Housing Services Redesign - prevention and early intervention model	New	Rebasing	2.600	2.600	2.600	2.600
Total Neighbourhoods Pressures				6.925	8.061	6.190	5.827

INCLUSIVE GROWTH							
G04	Reprofile of saving MYR4/HN11/SN40 InReach Housing Programme	Existing & New	Non-delivery	(0.031)	(0.126)	(0.144)	0.068
G05	Rephasing implementation of saving C26 16+ Council Administrative Buildings	Existing & New	Non-delivery	(0.106)	(0.530)	(1.420)	(1.420)
G06	Loss of property income following disposal of Innovation Birmingham Ltd	Existing	Rebasing	0.176	0.176	0.176	0.176
G09	Repayment of resources linked to specialist support in delivery of EC103b Operational Hubs	Existing	Invest to Save	(0.025)	(0.200)	(0.200)	(0.200)
IGP05	Fall out of one off support to fund Central Administration Buildings operational costs	Existing	Time limited resources	(0.660)	(0.660)	(0.660)	(0.660)
IGP06	Fall out of one off support for new Wholesale Markets operational expenditure	Existing	Time limited resources	(0.317)	(0.317)	(0.317)	(0.317)
IGP07	Fall out of a fixed four year programme for Health & Safety Compliance in the Corporate Estate	Existing	Time limited resources	0.000	0.000	0.000	(1.250)
IGP09	Resolution of temporary shortfall in Central Administration Buildings - operational Income	Existing	Time limited resources	(0.240)	(0.240)	(0.240)	(0.240)

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
IGP10	Resources and subsequent repayment for specialist support linked to development of the Workplace Parking Levy	Existing	Invest to Save	0.075	0.165	(1.110)	(0.195)
IGP12	Reduction in the under achievement of the commercial property income	Existing	Time limited resources	(0.226)	(0.262)	(0.262)	(0.262)
IGP13	Fall out of one-off development funding to support the Route to Zero (R20) programme	Existing	Time limited resources	(0.082)	(0.082)	(0.082)	(0.082)
IGP14	Revenue implications of approved capital programmes: A38 Tunnel Waterproofing and City Centre Revitalisation	Existing	Capital	0.287	0.287	0.287	0.287
IGP16	Under delivery of saving CC26 16+ - Council Administrative Buildings Reduction	Existing & New	Non-delivery	(0.052)	0.000	0.000	0.000
IG01-22	Revenue implications resulting from the migration of BCC Local Land Charge Data to HM Land Registry Local Land Charges (LLC) Register	New	Changes in legislation or regulation	0.000	0.140	0.140	0.140
IG02-22	Partial mitigation of anticipated commercial property income reduction	New	Rebasing	0.500	0.500	0.500	0.500
IG03-22	Partial mitigation of anticipated car parking income reduction	New	Rebasing	0.500	0.500	0.500	0.500
IG04-22	Revenue implications of approved capital programmes: City Centre Public Realm hostile vehicle measures maintenance costs	New	Other	0.000	0.000	0.040	0.040
IG05-22	Increase in WMCA Transport Levy	Existing	Other	0.000	0.000	0.000	2.000
Total Inclusive Growth Pressures				(0.201)	(0.649)	(2.792)	(0.915)

EDUCATION & SKILLS							
E01	Community Libraries - Self Service: fallout of time-limited funding	Existing	Time limited resources	0.000	(0.174)	(0.174)	(0.174)
ESP110	Reduction is long term support required to rebase the Schools Transport Service to reflect underlying demand pressures and cost increases arising from re-commissioning of transport services	Existing	Rebasing	0.000	0.000	(0.240)	(0.240)

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
ESP112	Change in Children's Trust Contract Price due to a reduction in their future Pension Contribution Rates as calculated in 20/21	Existing	Pension Fund	0.365	0.744	0.744	0.744
ESP113	Additional demographic pressures facing the Trust since it began, related primarily to the number of Children in Need	Existing & New	Demography	5.341	5.341	5.341	5.341
ES01-22	Academisation and closure costs of two special schools with deficits estimated at £6m. This will be matched funded from DSG	New	Time limited resources	3.000	0.000	0.000	0.000
ES02-22	Additional security and dealing with flytipping at unattached paying fields and surplus property school sites	New	Other	0.350	0.350	0.350	0.350
ES03-22	World of Work and the Youth Employment Initiative- temporary funding to cover winding down as grant ceases	New	Time limited resources	1.500	0.000	0.000	0.000
ES04-22	Non-delivery of saving ESS008 - Generation of income from legal process training and fees payable from education providers for advice and guidance following Ofsted outcomes.	New	Non-delivery	0.020	0.020	0.020	0.020
ES05-22	Strategic Libraries - temporary loss of tenant rental income as a result of COVID-19	New	COVID-19	0.076	0.000	0.000	0.000
ES06-22	Library of Birmingham maintenance pressures funded from cyclical maintenance reserve	New	Time limited resources	1.600	1.100	0.000	0.000
Total Education & Skills Pressures				12.252	7.381	6.041	6.041

ADULT SOCIAL CARE							
C09	Adult Social Care Packages - Estimated Future Demographic Pressures arising from additional service user numbers and increased need.	Existing	Demography	13.500	22.000	30.500	39.000
ADP001	Shortfall in resources formerly funded from Public Health Grant	Existing	Rebasing	1.010	1.010	1.010	1.010
AD01-22	Rebasing of ongoing social care budgets previously funded through use of one off reserves as part of the Adults Transformation Programme	New	Rebasing	6.000	6.000	6.000	6.000

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
AD02-22	Voluntary Sector - extension of voluntary sector contracts by 12 months to September 2021 due to impact of COVID-19	New	COVID-19	0.195	0.000	0.000	0.000
AD03-22	Preparation for Adulthood - second year project funding for 2 year proof of concept to improve the quality of transition services for children and young people	New	Time limited resources	1.745	0.000	0.000	0.000
Total Adult Social Care Pressures				22.450	29.010	37.510	46.010

CORPORATE							
C01	Highways Infrastructure Maintenance	Existing	Demography	0.250	0.500	0.750	1.000
C04	Apprenticeship Levy	Existing & New	Other	0.166	0.215	0.259	0.306
C05	Pension Fund Costs	Existing & New	Pension Fund	2.714	2.804	2.907	3.082
C07	Change in Revenue Cost of Redundancy	Existing & New	Redundancy	9.281	3.194	0.750	0.000
C10	Corporate support to fund essential repairs at the Council House	Existing	Time limited resources	0.200	0.700	(0.300)	(0.300)
CRP002	Revenue costs associated with Capital Projects	Existing	Capital	2.161	5.913	7.997	7.997
	Fall out of prudential borrowing re Care Homes	New	Capital	(3.582)	(3.582)	(3.582)	(3.582)
CRP003	Fall out of HR additional temporary resources	Existing	Time limited resources	0.000	(0.300)	(0.300)	(0.300)
CRP005	Fall out of support for interim staff in Finance and Governance to support service improvement in 2020/21	Existing	Time limited resources	(0.750)	(0.750)	(0.750)	(0.750)
C01-22	Increase in General Contingency	New	Rebasing	0.510	0.510	0.510	0.510
C02-22	Non-delivery of FGS003 - Contract Savings	New	Non-delivery	1.598	1.198	1.078	0.978
C03-22	Workforce equalities - funding required to challenge and remove barriers to advancement within the Council, to ensure that all staff have the opportunity to progress within the organisation, irrespective of their background. It will also be used to expand our Equalities and Cohesion team, so we have the in-house expertise and leadership to tackle inequality right across the city	New	Member priorities	2.000	2.000	2.000	2.000

Ref	Description	Type of Pressure	Categorisation	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
C04-22	Street Scene - Funding to provide cleaner streets, and tackle instances of fly-tipping through more robust enforcement	New	Member priorities	2.000	2.000	2.000	2.000
Total Corporate Pressures				16.548	14.402	13.319	12.941
Total budget pressures				69.143	102.130	54.597	62.657

APPENDIX G: SAVINGS

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
ADULT SOCIAL CARE						
<p>HW4 17+ / AD002 18+ / WOC1 Effective and efficient workforce</p> <p>This proposal is designed to ensure that we have an effective and efficient workforce within the Directorate.</p> <p>The proposal includes a restructure of the Social Work Assessment and Care Management Service which will increase the number of people reporting to individual managers (spans of control), further the moves to an asset-based assessment approach for citizens (focusing on what the citizen can do for themselves) and further the development of the community offer by working more closely with the third sector.</p> <p>The new approach will enable and empower people to develop and receive services in their own community by working closely with local GPs, communities and the Voluntary Sector. It is envisaged that a restructure will include increasing the span of control for the managers of the service and remodelling other services.</p> <p>The remodelling of the service will also include moving the specialist provision of Learning Disabilities and Mental Health into the Community Teams.</p>	Existing	Expenditure reduction	(1.293)	(1.293)	(1.293)	(1.293)

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
MYR1 16+ / AD001 18+ / MIA7 16+ / HW317 / AD007 18+ / CC002 18+ / AD104 18+ Adult Packages of Care This proposal is based on diverting away demand for long term services and reducing levels of unmet eligible need. The impact of these savings will be predominantly on the budget for placements/packages of care. The savings will be achieved through a range of actions which include building community assets (neighbourhood networks), working with the Children's Trust and Education to promote better aspirational outcomes for children coming through transitions, implementing a three conversation model of social work and implementing a Day Opportunities Strategy. The proposals aim to: <ul style="list-style-type: none"> • Enable vulnerable people, such as those with learning disabilities or mental health problems, to access services in the community, • Help older people by working more effectively with the NHS, to avoid admissions to hospital in the future, • Increase income from charges to clients by reviewing our existing charging policy to consider introducing a range of new charges on services, • Continue to provide and develop services that reduce the dependency on social care including Early Intervention, Equipment, Home Adaptations and Occupational Therapy services 	Existing	Expenditure reduction	(7.500)	(7.525)	(6.525)	(6.525)
Total Adult Social Care savings			(8.793)	(8.818)	(7.818)	(7.818)
DIGITAL & CUSTOMER SERVICES						
SS008 18+ Customer Services team This saving is being delivered through a reduction in support staff in Customer Services and supported by improved ways of working to protect the delivery of services to citizens. There will be improved online services to citizens through the implementation of a new online account that will allow people and businesses to access their personal information, request services or see information about the services they receive. This will improve the delivery of services via the website for citizens and will result in a reduction in telephone volumes without negatively impacting on citizens' experience.	Existing	Expenditure reduction	(0.274)	(0.274)	(0.274)	(0.274)

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
DCS011 20+ Application platform modernisation <p>The Application Platform Modernisation (APM) Portfolio has been established to exit the Capita data centres, upgrade the existing infrastructure and bring the Council back onto supported infrastructure and software platforms. In addition the APM programme will be introducing modern management tooling in order to streamline the operational delivery of infrastructure and application services. This proposal supports the delivery of the ICT & Digital Strategy, and is part of an invest to save initiative to support the transition of services back from Capita. There is a full business case already approved which covers all the capital and revenue costs. Some changes to the savings approach reported Dec 2019, but numbers remain unchanged.</p>	Existing	Expenditure reduction	(0.623)	(2.152)	(2.163)	(2.163)
DCS012 20+ Wide Area Network review and redesign <p>Review of the Wide Area Network (WAN) in line with the security and network strategy. With options and recommendations for redesign to meet the overall Information Technology & Digital Services strategy and capacity requirements of the citizen, business and council. The approach will be to create an outline business case and to refresh post market tender activity into a full business case. This proposal supports the delivery of the ICT & Digital Strategy, and is part of an invest to save initiative to support the transition of services back from Capita. There is a full business case already approved which covers all the capital and revenue costs. Some changes to the savings approach reported Dec 2019, but numbers remain unchanged.</p>	Existing	Expenditure reduction	(0.500)	(0.500)	(0.500)	(0.500)
DCS013 20+ Corporate voice and mobile telephony rationalisation <p>The savings proposal supports the rationalisation of the corporate voice and telephony equipment, in use across the Council. This will enable a reduction in the corporate mobile phones in operation, reduction of phone lines, decommissioning of old equipment, and exiting the Capita VOIP contract in 2021. To achieve this a Corporate voice strategy will be produced to frame the work required and an outline business case will then follow. This proposal supports the delivery of the ICT & Digital Strategy, and is part of an invest to save initiative to support the transition of services back from Capita. There is a full business case already approved which covers all the capital and revenue costs.</p>	Existing	Expenditure reduction	(0.500)	(0.500)	(0.500)	(0.500)

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
DCS014 20+ Utilisation of corporate Microsoft Enterprise Agreement Having procured the Corporate Microsoft Enterprise Agreement for Birmingham City Council, this enables a number of opportunities in terms of replacing existing tools and software deployed with Microsoft tools included within the agreement. A detailed proposal will be raised for each item and project managed accordingly, to ensure time, cost, quality, and measurement of the benefit realisation. This proposal supports the delivery of the ICT & Digital Strategy, and is part of an invest to save initiative to support the transition of services back from Capita. There is a full business case already approved which covers all the capital and revenue costs.	Existing	Expenditure reduction	(0.300)	(0.300)	(0.300)	(0.300)
DCS020 20+ Renewal of bulk printing contract including Revenues and Benefits To retender the bulk printing of the Council's documentation to take effect from 1 April 2021. A new contract will be put in place to ensure the Council maximises value for money and improved service provision.	Existing	Expenditure reduction	(0.031)	(0.031)	(0.031)	(0.031)
Additional SAP savings Reduced application costs resulting from the change from SAP to Oracle	Existing	Expenditure reduction	0.000	(2.000)	(2.000)	(2.000)
Debt collection costs The full recovery of costs associated with collecting outstanding debts	Existing	Income generation	(0.089)	(0.089)	(0.089)	(0.089)
Total Digital & Customer Services savings			(2.317)	(5.846)	(5.857)	(5.857)
EDUCATION & SKILLS						
PL016D 18+ Youth Service Resources released following the payment of pension fund strain costs.	Existing	Expenditure reduction	0.000	0.074	0.074	0.074
ESS019 20+ Birmingham Careers Service - employee reduction Savings within Birmingham Careers Service will be made through a reduction of 2 full time equivalent posts by 2021/22. There will be a minimal impact on service delivery.	Existing	Expenditure reduction	(0.050)	(0.050)	(0.050)	(0.050)
Total Education & Skills savings			(0.050)	0.024	0.024	0.024

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
FINANCE & GOVERNANCE						
FG001 18+ / FG002 18+ / FG004 18+ / CC23 16+ / E23 16+ City Finance This represents the final stage of restructuring the finance function	Existing	Expenditure reduction	(0.140)	(0.140)	(0.140)	(0.140)
Replacement saving for FG102 19+ Reduced external legal spend Increased efficiency and improved ways of working generating savings from the Legal Services staffing structure	New		(0.200)	(0.300)	(0.300)	(0.300)
Total Finance & Governance savings			(0.340)	(0.440)	(0.440)	(0.440)
INCLUSIVE GROWTH						
EC016 18+ Property Strategy/EC103A 19+ & 20+ Commercial Income Growth This proposal seeks to make more efficient use of the Council's property assets. By employing innovative methods underpinned by a competitive commercial ambition, the Property Strategy will build a resilient and sustainable portfolio to give integrated, community focused services, while supporting transformational change. The Property Strategy outlined an ambition and aspiration to grow the annual rental income receivable by up to 20% gross (including inflation) over the five years effective from financial year 2019/20. A robust review of performance across the existing commercial portfolio will drive out opportunities to dispose of those assets which are performing poorly and inform future decision making in terms of the potential return on reinvesting proceeds generated from disposals. Income growth will be achieved through the optimisation of stock to provide the greatest possible value, the making of investments where value can be uplifted, and the use of targeted acquisitions to expand the portfolio where resources are available. The target savings will be achieved by transforming the Investment Portfolio on commercially sound principles and leveraging capital to deliver enhanced property stock to continue to attract more high-quality businesses to the city. Additional income growth budgeted with effect from 2020/21 to address existing under achievement of commercial property income generated from existing property assets.	Existing	Income generation	(0.277)	(1.521)	(3.090)	(4.331)

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
EC103B 19+ Operational Hub Programme This proposal seeks the effective utilisation of the Council's operational property assets through the creation of a portfolio of fit for purpose public sector hubs and rationalise unsuitable, under-utilised and expensive to operate buildings. Links to pressure G09	Existing	Expenditure reduction	0.000	(0.161)	(0.215)	(0.215)
Total Inclusive Growth savings			(0.277)	(1.682)	(3.305)	(4.546)
NEIGHBOURHOODS						
SN21 16+ Removal of universal Superloos The saving will be achieved from the gradual expiry of the current external contracts for the provision of public conveniences in some specific locations in the city.	Existing	Expenditure reduction	(0.134)	(0.389)	(0.408)	(0.462)
PL016E 18+ Neighbourhoods and communities - Community The full year impact of the closure and disposal of Newtown Community Centre and retain the revenue saving arising from the generation of the capital receipt; transfer responsibility for the Friends Institute Trust for which the Council is Custodian Trustee to a third party; and let Coronation Play Centre to an external not-for profit organisation.	Existing	Expenditure reduction	0.000	0.025	0.025	0.025
PL118 19+ 20% Reduction in grant to the Active Wellbeing Society The proposal is to reduce the grant to The Active Wellbeing Society over three years from 2020/21 by 20%. The deferred implementation provides time for TAWS to access other sources of funding to enable activity to continue and hopefully increase in the future.	Existing	Expenditure reduction	(0.108)	(0.216)	(0.216)	(0.216)
NE01 20+ Revenue savings from Waste Management Replacement Strategy capital project The significant capital investment in replacing the waste vehicle fleet will generate savings on repairs & maintenance and reduce the costs incurred on hiring vehicles.	Existing	Expenditure reduction	(0.500)	(0.500)	(0.500)	(0.500)
Total Neighbourhoods savings			(0.742)	(1.080)	(1.099)	(1.153)

Description	New or Existing Saving	Income Generation or Expenditure Reduction	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Corporate						
CC105 19+ Consolidation Programme – Transport workstream It is proposed to manage the Council's transports functions from a central team rather than across multiple Directorates. This will ensure a more strategic approach to fleet and plant management and lead to improved service delivery and lower cost. Links to pressure F04	Existing	Expenditure reduction	(0.400)	(0.800)	(0.800)	(0.800)
Establishment Costs For 2021/22 and beyond we will build an establishment baseline based on a business-as-usual (BAU) position that protects Council jobs and services and reflects the MTFP and future workforce budgets. We will then continue to adopt the new workforce management practices, establishment controls and corporate and directorate governance (including workforce boards) to ensure that we keep to the baselines and maintain transparency over the non BAU workforce and budgets. We do not envisage any redundancies as a direct result of this work as the outcomes are likely to be deleted vacancies and reduced agency cost. Additional resourcing requirements over and above the BAU baseline, either as part of invest to save programmes or where separately funded (such as COVID-19) will be managed against the specific budgets set aside for such activities.	New	Expenditure reduction	(20.132)	(20.132)	(20.132)	(20.132)
Delivery Plan In 2022/23, once Outline Business Cases have been agreed, proposals are expected to come forward to produce up to £38.5m of additional savings.	New	Expenditure reduction	(0.000)	(38.500)	(0.000)	(0.000)
Total Corporate savings			(20.532)	(59.432)	(20.932)	(20.932)
Total savings			(33.051)	(77.274)	(39.427)	(40.722)
Total new proposals			(20.332)	(58.932)	(20.432)	(20.432)
Total existing plans			(12.719)	(18.342)	(18.995)	(20.290)
Total savings			(33.051)	(77.274)	(39.427)	(40.722)

APPENDIX H: COUNCIL TAX

	City Council	Fire and Rescue Authority £m	West Midlands Police & Crime Commissioner £m	New Frankley in Birmingham Parish Precept £m	Royal Sutton Coldfield Town Precept £m
City Council Net Budget	828.671				
Less: Business Rates and Top-Up Grant	(467.644)				
Equals: amount required from Collection Fund	361.027				
Plus: estimated deficit in Collection Fund	21.896				
Equals: amount required from Council Tax payers	382.923	XX.XXX	XX.XXX	XX.XXX	XX.XXX
Divided by taxbase (Band D equivalent properties)	253,995	XXX,XXX	XXX,XXX	XXX,XXX	XXX,XXX
Equals: Band D Council Tax *	1,507.60	X,XXX.XX	X,XXX.XX	X,XXX.XX	X,XXX.XX
Percentage Change in each element of Council Tax	4.99%	X.XX%	X.XX%	X.XX%	X.XX%
Total Band D Council Tax			X,XXX.XX	X,XXX.XX	X,XXX.XX

* The Council Tax attributable to the Council includes a 3% precept to fund adult social care.

Band					New Frankley in Birmingham		Royal Sutton Coldfield	
	City Council £	Fire and Rescue Authority £	West Midlands Police & Crime Commissioner £	Total excl. Parish Precept £	Parish Precept £	Parish Total £	Town Precept £	Town Total £
A	1,005.07	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
B	1,172.58	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
C	1,340.09	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
D	1,507.60	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
E	1,842.62	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
F	2,177.64	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
G	2,512.67	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX
H	3,015.20	XX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX	XX.XX	X,XXX.XX

APPENDIX I: CAPITAL RECEIPT FLEXIBILITY

Directorate	2020/21 £m	2021/22 £m	Details
Inclusive Growth	0.000	15.000	Delivery Plan capacity build
Education & Skills Transformation projects	4.283	0.140	Strengthening Early Intervention In Children Services as well as Technological and Systems improvements to Travel Assist Service. These should reduce demand and produce a more efficient service
Transformational initiatives at Household Waste Recycling Centres	0.687	0.732	Transformational initiatives at Household Waste Recycling Centres
Partnerships, Insight & Prevention: Business Improvement & Change	2.000	2.000	Various activities undertaken and supported by the PMO and service as a whole
Finance & Governance	1.903	1.621	Implementation of Directorate initiatives and supporting other Directorate projects
Digital & Customer Services	2.160	7.599	Implementation of the Customer programme, insight programme and Cyber security initiatives
Adult & Social Care	4.260	2.800	Early intervention programme, Life Courses project, Eclipse project and other minor projects
Further Transformation / Delivery Plan projects	0.000	9.575	Allowance for further projects that will be identified during the year as the Delivery Plan is implemented. Once identified further capital receipts will be secured to fund them
Total - New Revenue Reform Projects	15.293	39.467	

Schemes Approved as part of 2020/21+ Financial Plan	2020/21 £m	2021/22 £m	Details
ICT Savings Proposals	3.331	1.809	Investment in core ICT proposals is an integral part of the programme of transitioning services back into the Council.
Redundancy Costs including pension strain	5.063	0.000	cost of change associated with delivering the Council's savings programme.
Total - 2020/21+ Approved Revenue Reform Projects	8.394	1.809	

APPENDIX J: REVENUE BUDGET

Gross Expenditure

	2020/21 Restated Budget £m	2021/22 Budget £m
Directorate		
Adult Social Care	447.085	471.301
Digital & Customer Services	550.103	599.330
Education & Skills	1,122.869	1,358.379
Finance & Governance	41.633	136.595
Human Resources	9.401	11.428
Inclusive Growth	268.359	283.051
Neighbourhoods	209.007	253.513
Partnerships, Insight & Prevention	98.958	103.977
Total Directorate Expenditure	2,747.415	3,217.574
Corporately Managed Budgets	114.342	207.744
Contingencies	40.999	(7.091)
Total Expenditure on Services	2,902.756	3,418.227
Corporate Contribution to Reserves	9.848	63.522
Corporate Repayment of Borrowing from Reserves	0.250	0.443
Total General Fund Expenditure	2,912.854	3,482.192
Housing Revenue Account	279.349	281.533
Total Gross Expenditure	3,192.203	3,763.725

Gross Income

	2020/21 Restated Budget £m	2021/22 Budget £m
Directorate		
Adult Social Care	(117.331)	(132.788)
Digital & Customer Services	(523.742)	(567.250)
Education & Skills	(847.906)	(1,066.470)
Finance & Governance	(31.985)	(113.097)
Human Resources	(3.737)	(4.920)
Inclusive Growth	(162.102)	(175.242)
Neighbourhoods	(82.870)	(120.016)
Partnerships, Insight & Prevention	(91.590)	(95.067)
Total Directorate Income	(1,861.263)	(2,274.850)
Corporately Managed Budgets	(4.022)	(103.261)
Contingencies	(0.225)	(10.925)
Corporate Grants	(163.913)	(218.988)
Total Income from Services	(2,029.423)	(2,608.024)
Corporate Use of Reserves	(30.498)	(27.396)
Corporate Borrowing from Reserves	0.000	(18.101)
Total General Fund Income	(2,059.921)	(2,653.521)
Housing Revenue Account	(279.349)	(281.533)
Total Gross Income	(2,339.270)	(2,935.054)

Note: use of reserves of £177.3m (Section 31 Business Rates) is shown below the line.

Net Expenditure

	2020/21 Restated Budget £m	2021/22 Budget £m
Directorate		
Adult Social Care	329.754	338.513
Digital & Customer Services	26.361	32.080
Education & Skills	274.963	291.909
Finance & Governance	9.648	23.498
Human Resources	5.664	6.508
Inclusive Growth	106.257	107.809
Neighbourhoods	126.137	133.497
Partnerships, Insight & Prevention	7.368	8.910
Total Directorate Net Expenditure	886.152	942.724
Corporately Managed Budgets	110.320	104.483
Contingencies	40.774	(18.016)
Corporate Grants	(163.913)	(218.988)
Total Net Expenditure on Services	873.333	810.203
Corporate Use of Reserves	(20.650)	36.126
Corporate Net Borrowing from Reserves	0.250	(17.658)
Total General Fund Budget	852.933	828.671
Housing Revenue Account	0.000	0.000
City Council Budget	852.933	828.671

Analysis of Change

	2020/21 Restated Budget	Pay & Price Inflation £m	Pension Uplift £m	Budget Pressures & Policy Choices £m	Savings £m	Other items, incl. adjustments between Directorates £m	2021/22 Budget £m
Finance & Governance	9.648	0.482	0.264	3.818	(0.340)	9.625	23.497
Human Resources	5.664	(0.015)	0.066	1.035	0.000	(0.242)	6.508
Digital & Customer Services	26.361	0.222	0.454	4.708	(2.317)	2.652	32.080
Partnerships, Insight & Prevention	7.368	0.048	0.058	1.608	0.000	(0.172)	8.910
Neighbourhoods	126.137	0.830	0.705	6.925	(0.742)	(0.358)	133.497
Inclusive Growth	106.257	2.123	0.315	(0.201)	(0.277)	(0.408)	107.809
Education & Skills	274.963	5.105	0.259	12.252	(0.050)	(0.620)	291.909
Adult Social Care	329.754	6.575	0.562	22.450	(8.793)	(12.035)	338.513
Total Directorate Net Expenditure	886.152	15.370	2.684	52.595	(12.519)	(1.558)	942.724
Corporately Managed Budgets	110.320	0.014		2.161	0.000	(8.012)	104.483
Contingencies	40.774	12.333	0.030	11.673	(20.532)	(62.294)	(18.016)
Corporate Grants	(163.913)	0.000		0.000	0.000	(55.075)	(218.988)
Total Net Expenditure on Services	873.333	27.717	2.714	66.429	(33.051)	(126.939)	810.203
Corporate Use of Reserves	(20.650)	0.000		0.000	0.000	56.776	36.126
Corporate Net Borrowing from Reserves	0.250	0.000		0.000	0.000	(17.908)	(17.658)
Contribution to General Balances	0.000	0.000		0.000	0.000	0.000	0.000
Total General Fund Budget	852.933	27.717	2.714	66.429	(33.051)	(88.071)	828.671
HRA	0.000	0.000		0.000	0.000	0.000	0.000
City Council Budget	852.933	27.717	2.714	66.429	(33.051)	(88.071)	828.671

Made up of:	
Corporately Managed Budgets	(53.803)
Corporate Use of Reserves	26.807
Corporate Grants	(61.075)
Total	(88.071)

Note: figures may include roundings

APPENDIX K: HRA BUSINESS PLAN

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 1 to 10	Year 30	Year 1 to 30
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total	2050/51	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
HOUSING REVENUE ACCOUNT													
Income													
Rental Income	(258.959)	(265.149)	(272.912)	(280.507)	(287.039)	(293.294)	(299.859)	(306.320)	(313.153)	(320.258)	(2,897.450)	(490.746)	(10,990.036)
Voids	4.222	4.349	4.494	4.640	4.784	4.922	5.038	5.161	5.282	5.411	48.303	8.661	188.220
Net Rental Income	(254.737)	(260.800)	(268.418)	(275.867)	(282.255)	(288.372)	(294.821)	(301.159)	(307.871)	(314.847)	(2,849.147)	(482.085)	(10,801.816)
Service Charges / Other Income	(26.796)	(27.287)	(27.818)	(28.360)	(28.851)	(29.439)	(30.050)	(30.640)	(30.641)	(31.118)	(290.951)	(41.227)	(1,009.459)
Total Revenue Income	(281.533)	(288.087)	(296.236)	(304.227)	(311.106)	(317.811)	(324.871)	(331.799)	(338.512)	(345.965)	(3,140.098)	(523.312)	(11,811.275)
Expenditure													
Repairs	65.767	65.855	67.524	68.707	69.851	70.829	71.905	72.998	74.058	75.192	702.686	100.937	2,467.648
Management	69.121	68.307	69.867	72.523	74.402	76.317	78.065	79.855	81.685	83.559	753.523	131.652	2,893.048
Bad Debt Provision	8.120	5.546	5.320	5.270	4.781	3.557	3.659	3.764	3.871	3.982	47.870	7.015	156.484
Estate Costs	20.032	20.500	20.966	21.759	22.320	22.892	23.414	23.947	24.494	25.052	225.505	39.383	866.155
Capital Financing - Loan Redemption	3.656	6.101	4.474	3.103	9.992	10.290	14.182	12.501	11.733	21.013	97.045	5.742	709.496
Capital Financing - Interest / Other Costs	52.214	53.257	54.283	54.698	54.588	53.964	53.438	52.893	52.492	50.062	531.889	22.144	1,198.412
Contribution to Capital	62.623	68.521	73.802	78.167	75.172	79.962	80.208	85.841	90.179	87.105	781.580	216.439	3,520.032
Total Revenue Expenditure	281.533	288.087	296.236	304.227	311.106	317.811	324.871	331.799	338.512	345.965	3,140.098	523.312	11,811.275
Net (Surplus) / Deficit	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
CAPITAL ACCOUNT													
Investment													
Housing Improvement Programme	60.353	60.191	60.036	60.463	61.199	61.942	62.689	63.497	64.236	65.115	619.721	84.677	2,121.005
Redevelopment / Clearance	59.476	98.624	79.047	53.314	31.864	31.901	25.785	27.787	42.874	34.150	484.822	50.744	1,331.161
Adaptations and Other Investment	6.128	6.200	5.274	6.350	7.265	8.192	8.274	8.440	12.695	9.079	77.897	81.768	891.516
Total Investment	125.957	165.015	144.357	120.127	100.328	102.035	96.748	99.724	119.805	108.344	1,182.440	217.189	4,343.682
Financing													
Receipts / Grants / Other	(51.606)	(68.802)	(53.666)	(33.597)	(25.156)	(22.073)	(16.540)	(12.294)	(29.626)	(21.239)	(334.599)	(0.750)	(757.388)
New Borrowing	(11.728)	(27.692)	(16.889)	(8.363)	0.000	0.000	0.000	(1.589)	0.000	0.000	(66.261)	0.000	(66.261)
Contribution from Revenue	(62.623)	(68.521)	(73.802)	(78.167)	(75.172)	(79.962)	(80.208)	(85.841)	(90.179)	(87.105)	(781.580)	(216.439)	(3,520.033)
Total Financing	(125.957)	(165.015)	(144.357)	(120.127)	(100.328)	(102.035)	(96.748)	(99.724)	(119.805)	(108.344)	(1,182.440)	(217.189)	(4,343.682)
Net (Surplus) / Deficit	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

APPENDIX L: CAPITAL POLICIES

The following policies support the Capital Strategy in Chapter 7 above.

1. Capital Programme Governance and the Capital Board

- 1.1. The Capital programme is a resource and expenditure planning tool and does not confer approval for individual budget items to proceed. Individual budgets will not proceed to spend until there has been an executive decision which would normally include 'Gateway' business case appraisals at Strategic Outline Case (capital budget proposal stage), Outline Business Case, and Full Business Case. This process appraises options to deliver desired outputs, sets out the rationale to support the recommended solution, and identifies capital and revenue implications and funding. Account is also taken of the outcome of consultations, equality and risk assessments, and contribution to the Council's strategic objectives.
- 1.2. Revised or additional capital budgets may be approved by Cabinet, within the constraints of the Constitution regarding additional borrowing and the Council's Prudential borrowing limit. This includes Cabinet approval to additional external resources allocated to the Council. It is intended that no substantial increases in prudential borrowing or the use of capital receipts will be agreed outside of the annual budget process.
- 1.3. Strategic oversight of the capital programme will be managed by the Capital Board, including:
 - development of proposals for the capital strategy, capital planning and prioritisation, prior to executive decision
 - review of business cases prior to executive decision
 - monitoring of the capital programme including financial, performance and risks
 - review of capital governance and processes.
- 1.4. CIPFA's Prudential Code and Treasury Management Code have been adopted by the Council.

2. General Principles for Capital Planning

- 2.1. Some general strategic principles underlie the Council's capital planning. These are to:
 - Integrate capital planning into the Council's overall planning over the horizons of the Long Term Financial Plan, Medium Term Financial Plan and annual planning process to ensure that capital planning is delivering the Corporate Plan priorities

- Maximise external funding which supports the Council's priorities, and supplement this with the Council's own resources where appropriate
- Procure the use of capital assets using a robust process for assessing affordability and value for money (the "Gateway" process)
- Work with partners, including the community, businesses and other public bodies, whilst retaining clear lines of accountability and responsibility
- Relate capital resources and planning to asset planning.

3. Whole Council Prioritisation of Capital Resources Use

- 3.1. All use of capital resources, including capital receipts, will be prioritised across the Council as a whole in relation to the Council's key priorities. The use of all capital receipts will be prioritised through the Council's corporate financial planning process. All previous capital receipt earmarking policies are discontinued unless covered by specific agreements with other organisations (this will not affect existing approved use of capital receipts already identified in the Council's disposals programme or otherwise taken into account in this Financial Plan). It is expected that commercial property portfolio asset sales will be reinvested in the portfolio in order to maintain and grow the portfolio income.

4. Capital Receipts and Asset Sales

- 4.1. All land and buildings which are surplus to existing use will be reviewed under Property and Assets Board arrangements, before any executive decision is made, to ensure the re-use or disposal of the asset provides best value in supporting the Council's objectives. The Council's general policy is that assets will be disposed of for cash at the best market value. Exceptions to this policy should be approved by Cabinet.
- 4.2. As a general principle, land no longer required for its existing use is to be declared surplus so that options about its future use or sale can be reviewed by the Property and Assets Board before proceeding for formal decision. This includes Board consideration of proposals to appropriate land for a different purpose from its existing use, and proposals to sell land and property at less than best price, to ensure that the best value outcome for the Council is obtained in relation to Council priority outcomes.

5. Community Asset Transfers

- 5.1. The Council will encourage community engagement in the operation of properties in support of specific key priorities and may commission Community Asset Transfers (CATs) where appropriate. Third sector organisations will need to have the capabilities to use the assets to provide agreed services, in accordance with arrangements for CATs of property. Sales at less than best price will however reduce the capital receipts available to fund other Council needs and policies. Accordingly, proposed

land sale discounts including CATs will be reviewed by the Property and Assets Board before proceeding for formal decision, to ensure that proposals have a strong fit with the Council's key strategic priorities, represent good value for money, and have a good prospect of success. Other properties, and CAT proposals which have been unsuccessful, will proceed for sale on the open market.

6. Prudential Borrowing and Debt

- 6.1. The Council will use borrowing in accordance with the 'Prudential' system as a tool for delivering policy and managing its finances. Local authorities may borrow to finance capital expenditure, and the affordability of debt is the key constraint. The Council has used the prudential borrowing freedoms actively and successfully to deliver key outcomes for the Council, including investment in regeneration (e.g. Grand Central and the EZ), housing, the Commonwealth Games, and wellbeing facilities.
- 6.2. Prudential borrowing continues to be an important way to fund the Council's own priorities where external funding cannot be obtained. The cost of borrowing will be recharged to the service concerned, where the Council is under a statutory obligation to do so (e.g. the HRA); where the Council has agreed with its partners to do so (e.g. the Enterprise Zone); and where it is good management for borrowing costs to be accounted for as part of an overall project (e.g. where financial or property investments are funded from borrowing). This recognises that borrowing is not a free resource but has a revenue cost.
- 6.3. The Council sets and monitors prudential indicators (including local indicators) to manage its debt exposures. Borrowing costs (including interest and repayment charges) in 2021/22 represent 28.2% of the net revenue budget, or 22.5% of gross income including income from sales, fees, charges and rents. This reflects some growth in the Council's borrowing in recent years, but also reflects the reduction in its income.
- 6.4. In order to ensure that borrowing remains at an affordable and sustainable level, the Council will seek over the medium term to manage its new prudential borrowing for normal service delivery at a level which is close to the amount which it sets aside from the revenue account each year for debt repayment (i.e. MRP). Borrowing for the Commonwealth Games and the Perry Barr Regeneration Scheme is an exception to this policy, but this is mostly planned to be repaid from the disposal of dwellings and land that form a part of the Perry Barr Regeneration Scheme from 2023. This policy requires careful prioritisation of projects reliant on debt finance, which will be carried out as part of the annual financial planning process.

APPENDIX M: TREASURY MANAGEMENT STRATEGY

1. Summary

- 1.1. This appendix sets out the proposed Treasury Management Strategy for 2021/22 given the interest rate outlook and the Council's treasury needs for the year, and in accordance with the Treasury Management Policy at Appendix N.
- 1.2. A balanced strategy is proposed which continues to maintain a significant short term and variable rate loan debt in order to benefit from low short term interest rates, whilst taking some fixed rate borrowing to maintain an appropriate balance between the risks of fixed rate and short term or variable rate borrowing. The balance between short- and long term funding will be kept under review by the Chief Finance Officer and will be maintained within the prudential limit for variable rate exposures.
- 1.3. Separate loans portfolios are maintained for the General Fund and the HRA. Separate treasury strategies are therefore set out below where relevant¹.
- 1.4. The impact on the UK from coronavirus, together with its exit from the European Union and future trading arrangements, will remain a major influence on the Council's treasury management strategy for 2021/22.

2. Treasury Management Policy and Objectives

- 2.1. The Treasury Management Policy (Appendix N) sets the Council's objectives and provides a management and control framework for its Treasury Management activities, in accordance with CIPFA's Code of Practice for Treasury Management in the Public Services.
- 2.2. For the Council, the achievement of high returns from treasury activities is of secondary importance compared with the need to limit the exposure of public funds to the risk of loss.
- 2.3. These objectives must be implemented flexibly in the light of changing market circumstances.

3. Council Borrowing Requirement

- 3.1. The Council's forecast of its required gross loan debt is set out in Table 7.1 in Chapter 7 above and is a combination of its new prudential borrowing for capital, reduced by the amounts set aside to repay debt, and short term cashflows. Most of the Council's loan debt is in existing long term loans which mature over periods of up to 40 years or more. The balance of new loans

¹ This Strategy relates to loan debt only. Other debt liabilities relating to PFI and finance leases are not considered in this Strategy and are managed separately. Throughout this Financial Plan, debt and investments are expressed at nominal value, which may be different from the valuation basis used in the statutory accounts.

which the Council will need to obtain in each of the next four years is set out in Table M.1:

Table M.1 Forecast Borrowing Requirement

	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Forecast gross loan debt	3,721.8	3,697.2	3,518.1	3,456.7
Forecast treasury investments	(40.0)	(40.0)	(40.0)	(40.0)
Forecast net loan debt	3,681.8	3,657.2	3,478.1	3,416.7
of which:				
forecast long term loans outstanding	3,003.6	2,928.6	2,908.6	2,833.6
Short term investments working balance	(40.0)	(40.0)	(40.0)	(40.0)
Required new/ replacement loan balance	718.2	768.6	609.5	623.1
	3,681.8	3,657.2	3,478.1	3,416.7

- 3.2. This strategy sets out how the Council plans to obtain the required new borrowing shown above, by a combination of short term and long term borrowing.
- 3.3. The Council's forecast debt is due to decrease in forthcoming years. The fall is partly attributable to scheduled debt repayments. If further capital expenditure funded from borrowing is decided on in the future, this will increase the debt levels.
- 3.4. The Council has £71.1m of Lender's Option Borrower's Option (LOBO) loans outstanding. In these loans, the lender has the right to increase the interest rate at certain dates during the loan term, and in this event the Council has the right to repay the loan immediately without penalty. £41.1m of the loans have the potential to be exercised during 2021/22. This would increase the Council's borrowing requirement, but it is considered unlikely that it would happen in the current market environment.
- 3.5. In previous years the Council has repaid some of its LOBO loans early; in May 2019, £30m of LOBO loans held with Commerzbank were repaid. This resulted in a significant saving for the Council and it removed a substantial amount of LOBO loans from its loan portfolio. The Council will consider further loan restructuring opportunities if they become available and where they are considered financially advantageous.

4. Interest Rate and Credit Outlook

- 4.1. UK Bank Rate is fundamental for the Council's treasury management activity, in terms of expenditure on loan interest where new loans are taken out and on income received from investments. UK Bank Rate is set by the Bank of

England's Monetary Policy Committee (MPC) and their interest rate outlook is influenced by domestic and international economic and political developments.

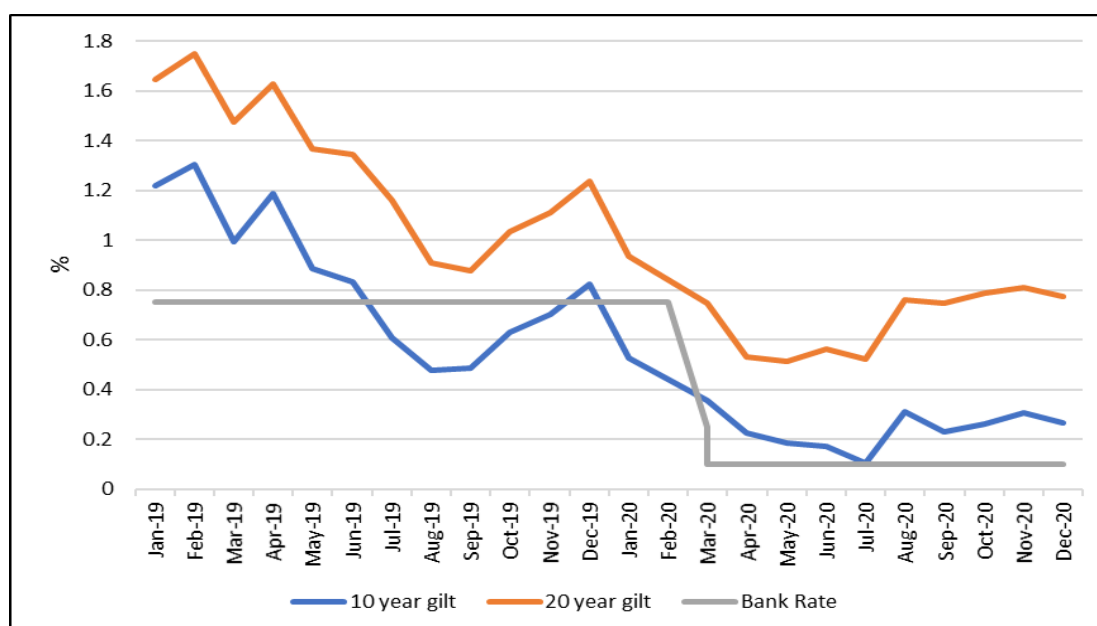
- 4.2. The global economy experienced a significant slowdown in growth driven by the global coronavirus pandemic. The UK's gross domestic product (GDP) shrank by 8.6 % year-on-year in the third quarter of 2020, following a record contraction of 21.5 % in the previous three-month period. Although UK GDP is expected to rise in 2021, there could be further deterioration in other economic measures such as Consumer Price Inflation (CPI), which was at 0.6% in December 2020, well below the BoE target of 2%. The UK Unemployment Rate, at 4.9% in October 2020, is expected to peak at 7.75% in 2021.
- 4.3. The UK economy could also be affected by any trade agreements negotiated after its exit from the European Union and the BoE forecasts the economy will take until Q1 2022 to reach its pre-pandemic level rather than the end of 2021 as previously forecast. The Bank of England (BoE) has maintained Bank Rate at 0.10% in November 2020, and have retained the option for Bank Rate to go to zero or negative should the economic downturn continue or worsen.
- 4.4. Arlingclose, the Council's treasury advisor, has forecast the Bank Rate to remain at 0.10% for the foreseeable future with some risks weighted to the downside. Given the level of uncertainty over economic growth and the impact of Brexit trade talks, the Council has taken a prudent view and has assumed a small increase in Bank Rate for the treasury budget by the end of 2021/22.
- 4.5. Upside risks to UK interest rates in 2021/22 include:
 - Higher than expected economic growth as the coronavirus pandemic is halted with the rollout of vaccines
 - Higher than expected inflation rates
 - A free trade agreement with the EU post-Brexit

Downside risks to UK interest rates include:

- World and UK growth falters as the effects of coronavirus and extended lockdown periods remain significant
 - Brexit risks to the UK economy
 - Safe haven investment flows into the UK as a result of geopolitical risk
- 4.6. Longer term interest rates are typically represented by UK Government Gilt yields. The chart at Figure M.2 shows that Gilt yields fell to record low levels after the onset of the global pandemic at the start of 2020 and have risen recently although they remain near historically low levels. Most forecasts for

long term interest rates envisage little change from current levels. However, volatility arising from both economic and political events are likely to continue.

Figure M.2 Bank Rate and Gilt Yields



- 4.7. The credit outlook for banks became more significant following the introduction of the 2015 Bank Recovery and Resolution Directive (BRRD). Here a failing bank would need to be 'bailed in' by current investors instead of being 'bailed out' by the Government, thus increasing the risk of loss for local authorities holding unsecured bank deposits. The Council will continue to monitor bank credit worthiness and seek the advice of its treasury advisor, Arlingclose.
- 4.8. Credit risk for UK retail banks improved following the adoption of ring-fencing legislation; larger UK banks separated their retail banking activity (ringfenced) from the rest of their business (unringfenced) i.e. investment banking. The aim is to protect retail banking activity from unrelated risks elsewhere in the banking group, as occurred during the global financial crisis. Credit rating agencies have adjusted the ratings of some of the legally separate entities with ringfenced banks generally better rated than their unringfenced counterparts.
- 4.9. As a result of the COVID-19 pandemic and provisions made by banks against coronavirus related loan defaults, bank profitability in 2020 is likely to be lower than in previous years. There is a risk that banks could suffer further losses in 2021 if Government and central bank support is removed, which increases their credit risk.

5. Borrowing strategy

- 5.1. For some years the Council has targeted a short term or variable rate loans balance (less than 12 months) of around £500m to £600m, to take advantage

of the prevailing low short term borrowing rates. Short term rates turned significantly lower in 2020/21 and low rates are expected to continue into 2021/22; it is proposed to resume the short term loans level of around £500m to £600m, with the balance of the Council's borrowing needs being met through long term borrowing (i.e. for periods of one year or more).

- 5.2. Based on this strategy, the following table summarises, for the Council as a whole, the new long term and short term borrowing proposed to fund the required new or replacement borrowing each year:

Table M.3 Proposed Borrowing Strategy

	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
cumulative new borrowing:				
total long term loans	130.0	130.0	130.0	130.0
new short term loans	588.2	638.6	479.5	493.1
Required new/ replacement loan balance	718.2	768.6	609.5	623.1

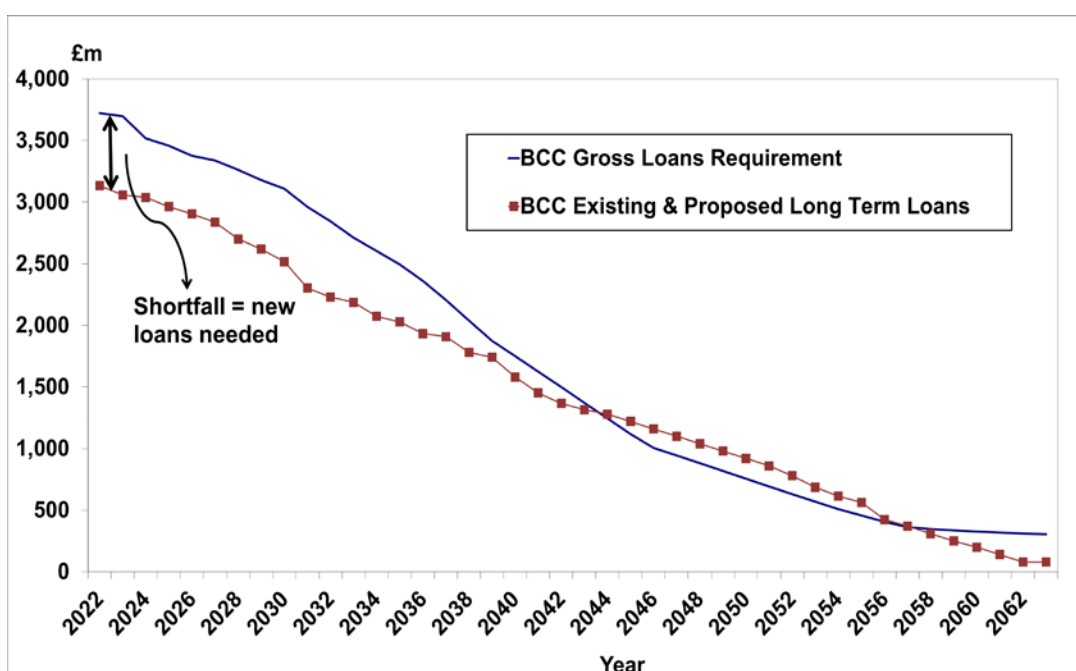
- 5.3. The strategy results in a forecast for new long term borrowing of £130m in 2021/22. The balance of new long term borrowing does not increase in the following years as the requirement for new loans starts to decrease from 2022/23. As the requirement for short term loans also decreases below the £500-600m guidance in future years, new long term loans in 2021/22 can be taken out with a shorter maturity.
- 5.4. Short term borrowing is available largely from other local authorities. This may be supplemented with borrowing from other sources such as banks, or in different forms. Towards the end of 2019/20, liquidity in the local authority lending market unexpectedly tightened meaning the Council had to pay higher rates to maintain its short term book. These tight conditions were short-lived, and liquidity resumed from the start of 2020/21. To mitigate such liquidity risk, the Council has opened a Working Capital Facility with its current bankers should it require loans for a short period from an alternative source. Short term and variable rate exposures remain within the 30% prudential limit set out in Appendix T4.
- 5.5. In 2020/21, the Council paid a three year advance pensions payment for which it received a discount; this means there are reduced pensions cash outflows in 2021/22 and 2022/23. If the Council is offered a similar discount in 2023/24, it may choose to make an advanced payment which could be funded by further long term loans. The borrowing strategy to fund the advance pensions payment will be to take loans for one to three years. The forecast debt figures at Table M.1 do not include future pensions advanced payments as these are yet to be agreed.

- 5.6. It should be noted that a possible scenario is that short term and long term interest rates may rise (or are expected to rise) more sharply than currently forecast. A higher level of long term borrowing may be taken if appropriate to protect future years' borrowing costs.

Long Term Borrowing

- 5.7. The main source of long term borrowing for local authorities historically has been the Public Works Loans Board (PWLB). In October 2019 the PWLB had increased its rate to local authorities from 0.8% above gilts to 1.8% above gilts. The Treasury stated that this was due to the substantial increase in PWLB borrowing by local authorities as the cost of borrowing had fallen to record lows. Some local authorities had undertaken significant PWLB borrowing to fund commercial investments for yield. The Council has not undertaken any PWLB borrowing to fund commercial investments for yield.
- 5.8. Following a consultation on PWLB lending terms, the Treasury at the end of November 2020, returned PWLB rates to 0.8% above gilts with the condition that local authorities would not be able to access PWLB loans if their 3 year capital programme included capital expenditure primarily for yield. At the same time, the Treasury stated it will allow local authorities to use PWLB borrowing to refinance debt or externalise internal borrowing, even if they have debt for yield projects. The Council's current programme has no plans for investing for yield and all investments are linked to Service objectives.
- 5.9. The consequence of the PWLB rate decrease is that it offers a cheaper and quicker route to borrowing than alternative sources of borrowing, by at least 0.5% based on latest market analysis. The Council would thus aim to use the PWLB for its long term borrowing needs. In addition it is uncertain how private sector lenders will view lending to councils that were no longer eligible for PWLB loans.
- 5.10. The Council will continue to monitor market developments and will seek to use and develop other funding solutions if better value may be delivered. This may include other sources of long term borrowing if the terms are suitable, including listed and private placements, bilateral loans from banks, local authorities or others, Islamic forms of finance and sale and leaseback arrangements. The Council may also restructure existing loans and other long term liabilities e.g. by premature repayment and replacement with new loans.
- 5.11. The £130m new long term borrowing forecast for 2021/22 is planned to be taken at a spread of maturities appropriate to the Council's long term debt liability profile. The Council's loan maturity profile can be compared with the level of loan debt outstanding required by this Financial Plan, as follows:

Figure M.4 BCC Loans Outstanding vs. Gross Loans Requirement



- 5.12. The Gross Loans Requirement in Figure M.4 represents the level of outstanding loan debt required by this Financial Plan. It takes account of existing loans outstanding plus planned prudential borrowing; this reduces over time as a result of the Minimum Repayment Provision (MRP) for debt. The difference between the Gross Loans Requirement and Existing & Proposed long term loans represents forecast short term borrowing or investments. The Gross Loans Requirement represents a liability benchmark against which to measure the amount and maturity of required borrowing. In practice, future borrowings would never allow the outstanding loans to reach nil as matured debt is replaced by debt for new capital projects.
- 5.13. The shortfall shown in the chart is planned to be met by a short term loans portfolio of around £600m in accordance with current strategy (see paragraph 5.1).
- 5.14. The Treasury Management Prudential Limits and Indicators consistent with the above strategy are set out in Appendix T, including a summary loan debt maturity profile.
- 5.15. The Treasury Management Strategy must be flexible to adapt to changing risks and circumstances. The strategy will be kept under review by the Chief Finance Officer in accordance with treasury management delegations.

6. HRA and General Fund Treasury Strategies

- 6.1. The HRA inherited a largely long term fixed rate debt portfolio at the start of the current HRA finance system in 2012. No new long term borrowing for the HRA is currently planned as it increases its exposure to short term loans. The

General Fund and HRA exposures to short term and variable interest rates in accordance with the strategy are as follows:

Table M.5 Forecast Variable Rate Exposure Based on the Proposed Borrowing Strategy

<i>(taking account of debt maturities and proposed long term borrowing)</i>	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Housing Revenue Account				
Year end net exposure to variable rates	213.2	251.0	281.3	289.6
Closing HRA net loan debt	1,113.4	1,144.0	1,156.4	1,161.7
Variable exposure % of debt	19.2%	21.9%	24.3%	24.9%
General Fund				
Year end net exposure to variable rates	410.0	367.6	233.2	222.4
Closing General Fund net loan debt	2,568.4	2,513.2	2,321.7	2,255.0
Variable exposure % of debt	16.0%	14.6%	10.0%	9.9%
Year end variable interest rate assumption provided for in the budget	0.50%	0.75%	0.75%	1.00%

Note: the variable rate figures above include long term loans with less than a year to maturity. Potential repayment option calls on LOBO loans are excluded as none are expected in this period.

- 6.2. The variable rate exposure means that a 1% rise in variable rates at the end of 2021/22 would cost an estimated £4.1m per annum for the General Fund and £2.1m per annum for the HRA. However, the budget provides for a potential increase in variable rates (as shown above), which is considered to be prudent in this context.
- 6.3. This strategy therefore acknowledges the risk that maintaining a significant variable rate loan debt may result in increased borrowing costs in the longer term, but balances this against the savings arising from cheaper variable interest rates. The Chief Finance Officer will keep the strategy under close review during the year, in the light of the Council's financial position and the outlook for interest rates.

7. Treasury Management Revenue Budget

- 7.1. Based on this strategy the proposed budget figures are as follows:

Table M.6 Treasury Management Revenue Budget

	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Net interest costs	127.594	128.715	127.983	125.457
Revenue charge for loan debt repayment	112.954	116.246	126.603	129.397
Other charges	(3.809)	(9.194)	2.182	2.102
Total	236.739	235.767	256.768	256.956
Met by the HRA	50.596	52.803	50.657	49.578
Met by the General Fund	186.143	182.964	206.111	207.378
Total	236.739	235.767	256.768	256.956

- 7.2. The budgeted interest cost in each year reflects a prudent view of borrowing costs and the cost of the additional borrowing in this Financial Plan. Actual interest costs will be affected not only by future interest rates, but also by the Council's cash flows, the level of its revenue reserves and provisions, and any debt restructuring.

8. Investment Strategy

- 8.1. The Council has surplus cash to lend only for short periods, as part of day-to-day cashflow management and to maintain appropriate cash liquidity. A month end investment balance of £40m in deposits, which are close to instant access, is used as guidance in order to maintain adequate liquidity to meet uncertain cashflows. Any such surplus cash is invested in high credit quality institutions and pooled investment funds. Money Market pooled funds are expected to continue to form a major part of the cash investment portfolio, as they are able to reduce credit risks in a way the Council cannot do independently, by accessing top quality institutions and spreading the risk more widely.
- 8.2. Due to the coronavirus pandemic, councils experienced increased uncertainty over their cashflows during 2020/21. Central Government provided significant grants to the Council as it looked to use local authorities to coordinate the support required by the local population in dealing with the financial impact of the pandemic. As a result, the Council held liquid cash balances that far exceeded the guidance of £40m throughout the year. This is likely to continue if the financial impact of coronavirus continues into 2021/22.
- 8.3. As the economic consequences of the pandemic and the details of the Brexit trade deal become clearer, there is the risk that the Bank of England will set its Bank Rate at or below zero, which would feed through to negative interest rates on low risk, short term investment options. Since investments cannot

pay negative income, negative rates would be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

- 8.4. Long term investments of one year or more are not currently expected to be appropriate for treasury management purposes, as the Council does not expect to have temporary surplus cash to invest for that length of time.

9. Other Treasury Management Exposures and Activities

- 9.1. The Council has guaranteed the £73m loan debt issued by NEC (Developments) Plc, which since the sale of the NEC Group has been a wholly owned subsidiary of the Council. The value of this liability, due to mature in 2027, is reflected in the Council's own debt and is managed as part of treasury activity.
- 9.2. The Council is a constituent member of the West Midlands Combined Authority (WMCA). Participating authorities share an exposure to any unfinanced revenue losses of WMCA, including debt finance costs. The Council and other member authorities support WMCA's capital investment plans, which include substantial prudential borrowing (subject to revenue funding support). This exposure is managed through the authorities' voting rights in WMCA including approval to its annual revenue and capital budget.

10. Advisers

- 10.1. Arlingclose Limited are appointed to provide treasury management advice to the Council, including the provision of credit rating and other investment information. Advisers are a useful support in view of the size of the Council's transactions and the pressures on staff time.

11. Prudential Indicators for Treasury Management

- 11.1. The Council is required under the Local Government Act 2003 and the CIPFA Treasury Management Code to set Prudential Indicators for treasury management. These are presented in Appendix T4.

APPENDIX N: TREASURY MANAGEMENT POLICY

1. Overview

- 1.1. This appendix sets out the Council's proposed Treasury Management Policy. This sets the overall framework and risk management controls which are used in carrying out the Council's borrowing, lending and other treasury activities.

2. Statutory Guidance

- 2.1. This Treasury Management Policy, the Treasury Strategy at Appendix M, and the Service and Commercial Investment Strategy at Appendix O, comply with the statutory requirement to have regard to the following Codes and Guidance:

- CIPFA's Code of Practice for Treasury Management in the Public Services (revised December 2017)
- CIPFA's Prudential Code for Local Authority Capital Finance (revised December 2017)
- The Government Guidance on Local Authority Investments (revised February 2018)

The Council has adopted the above Codes.

3. The Council's Treasury Management Objectives

- 3.1. The Council's treasury management objectives and activities are defined as:

"The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

- 3.2. Effective treasury management will provide support towards the achievement of the Council's business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management².

Attitude to Treasury Management Risks

- 3.3. The Council attaches a high priority to a stable and predictable charge to revenue from treasury management activities, because borrowing costs form a significant part of the Council's revenue budget. The Council's objectives in

² Paragraphs 3.1, 3.2, 3.6 and the final sentence of 4.5 are required by the CIPFA Treasury Management Code

relation to debt and investment can accordingly be stated more specifically as follows:

“To assist the achievement of the Council’s service objectives by obtaining funding and managing the Council’s debt and treasury investments at a net cost which is as low as possible, consistent with a high degree of interest cost stability and a very low risk to sums invested.”

- 3.4. This does not mean that it is possible to avoid all treasury risks, and a balance has to be struck. The main treasury risks which the Council is exposed to include:
- Interest rate risk - the risk that future borrowing costs rise
 - Credit risk - the risk of default in a Council investment
 - Liquidity and refinancing risks - the risk that the Council cannot obtain funds when needed
- 3.5. The Treasury Management team has the capability to actively manage treasury risks within this Policy framework. However, staff resources are limited, and this may constrain the Council’s ability to respond to market opportunities or take advantage of more highly structured financing arrangements. External advice and support may also be required. The following activities may for example be appropriate based on an assessment at the time, to the extent that skills and resources are available:
- the refinancing of existing debt
 - borrowing in advance of need, and forward-starting loans
 - leasing and hire purchase
 - use of innovative or more complex sources of funding such as listed bond issues, private placements, commercial paper, Islamic finance, and sale and leaseback structures
 - investing surplus cash in institutions or funds with a high level of creditworthiness, rather than placing all deposits with the Government
- 3.6. The successful identification, monitoring and control of risk are the prime criteria by which the effectiveness of the Council’s treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 3.7. The Council’s approach to the management of treasury risks is set out in the rest of this Treasury Management Policy.

4. Managing Treasury Risks³

Interest Rate Exposures

- 4.1. It is important for the Council to manage its interest rate exposure due to the risk that changes in the level of interest rates leads to an unexpected burden on the Council's finances. As the Council has and expects to have significant loan balances, rather than investment balances, a rise in interest rates poses greater risks for the Council. As a result, the Council will monitor the impact of a 1% interest rate rise on the General Fund, to ensure that it can adequately protect itself should this or a similar scenario occur.
- 4.2. The stability of the Council's interest costs is affected by the level of borrowing exposed to short term or variable interest rates. Short term interest rates are typically lower, so there can be a trade-off between achieving the lowest rates in the short term and in the long term, and between short term savings and long term budget stability. The Council will therefore limit the amount of the short term debt it holds in order to manage its variable interest rate exposure. The Council will monitor the following amounts for its Interest Rate exposure:

Table N.1 Prudential Limits - Interest Rate Exposure

	% of loan debt (net of investments):		
	2021/22	2022/23	2023/24
General Fund impact of an unbudgeted 1% rise in interest rates	£4.1m	£3.7m	£2.3m
Upper limit on net variable rate exposures	30%	30%	30%

- 4.3. The current planned variable rate exposure is set out in the Treasury Management Strategy.

Maturity Profile

- 4.4. The Council will have regard to forecast Net Loan Debt in managing the maturity profile. This takes account of forecast cashflows and the effect of MRP (minimum revenue provision for debt repayment) to produce a liability benchmark against which the Council's actual debt maturity profile is managed. Taking this into account the proposed limits are as follows:

Table N.2 Prudential Limits - Maturity Structure of Fixed Rate Borrowing

³ Throughout this Financial Plan, debt and investments are expressed at nominal value, which may be different from the amortised cost value required in the statutory accounts.

	lower and upper limits:
under 12 months	0% to 30% of gross loan debt
12 to 24 months	0% to 30%
24 months to 5 years	0% to 30%
5 to 10 years	0% to 30%
10 to 20 years	5% to 40%
20 to 40 years	10% to 60%
40 years and above	0% to 40%

Policy for Borrowing in Advance of Need

- 4.5. Government investment guidance expects local authorities to have a policy for borrowing in advance of need, in part because of the credit risk of investing the surplus cash. The Council's policy is to borrow to meet its forecast Net Loan Debt, including an allowance (currently of £40m) for liquidity risks. The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the forecast capital programme, to replace maturing loans, or to meet other expected cashflows.
- 4.6. The Council is a substantial net borrower and only has cash to invest for relatively short periods as a result of positive cashflow or borrowing in advance of expenditure. The Council considers all its treasury risks together, taking account of the investment risks which arise from decisions to borrow in advance. Such decisions need to weigh the financial implications and risks of deferring borrowing until it is needed (by which time fixed interest rates may have risen), against the cost of carry and financial implications of reinvesting the cash proceeds until required. This will be a matter of treasury judgement at the time, within the constraints of this policy, and treasury management delegations.

5. Investment Policy: All Investments

- 5.1. The revised CIPFA Prudential and Treasury Codes recommend that authorities' capital strategies should include a policy and risk management framework for all investments. The Codes identify three types of local authority investment:
- Treasury management investments, which are taken to manage cashflows and as part of the Council's debt and financing activity
 - Commercial investments (including investment properties), which are taken mainly to earn a positive net financial return
 - Service investments, which are taken mainly to support service outcomes

The Government issued revised investment guidance in February 2018, which strengthens the management and reporting framework relating to commercial and service investments.

- 5.2. The Council seeks to be a responsible investor but makes few if any investments in listed equities or bonds. Within the relatively narrow scope of its investments, it will seek to avoid investment in companies whose business is primarily the generation or supply of fossil fuels.

6. Investment Policy: Service and Commercial Investments

- 6.1. Service and commercial investments are taken out for different reasons from treasury management investments. The Council's strategy for such investments, including commercial property investments, is set out in Appendix O.

7. Investment Policy: Treasury Management Investments

- 7.1. The Council's cashflows and treasury management activity will generally result in temporarily surplus cash to be invested. The following paragraphs set out the Council's policy for these 'treasury management' investments.
- 7.2. The investment of temporarily surplus cash results in credit risk, i.e. the risk of loss if an investment defaults. In accordance with Government investment guidance, the Council distinguishes between:
- 'Specified Investments' which mature within 12 months and have a 'high credit quality' in the opinion of the authority
 - 'Non-specified Investments' which are long term investments (i.e. maturing in 12 months or more), or which do not have such high credit quality. The Government views these as riskier. Such investments require more care, and are limited to the areas set out in the policy for Non-specified Investments below
- 7.3. Low investment risk is a key treasury objective, and in accordance with Government and CIPFA guidance the Council will seek a balance between investment risk and return that prioritises security and liquidity over achieving a high return. The Council will consider secured forms of lending such as covered bonds, but these instruments are not generally available for short term and smaller size deposits. The Council will continue to make deposits only with institutions having high credit quality as set out in the Lending Criteria table below. The main criteria and processes which deliver this are set out in the following paragraphs.
- ### **Specified Investments**
- 7.4. The Council will limit risks by applying lending limits and criteria for 'high credit quality' as shown in Table N.3; these limits have been set by the Council in consultation with Treasury advisors.

Table N.3 Lending Criteria

'Specified' short term loan investments (all in Sterling)	Minimum Short term rating*	Minimum Long term rating*	Maximum investment per counterparty
Banks (including overseas banks) and Building Societies	F1+ /A1+ /P1	AA- /AA- /Aa3	£25m
	F1+ /A1+ /P1	A- / A- /A3	£20m
	F1 /A1 /P1	A- / A- /A3	£15m
	F2 /A2 /P2	BBB+ /BBB+ /Baa1	£10m
Sterling commercial paper and corporate bonds	F1+ /A1+ /P1	A- / A- /A3	£15m
Sterling Money Market Funds (short term and Enhanced)	AAA (with rating indicating lowest level of volatility where applicable)		£40m
Local authorities	n/a	n/a	£25m
UK Government and supranational bonds	n/a	n/a	None
UK Nationalised Banks and Government controlled agencies	n/a	n/a	£25m
Secured investments including repo and covered bonds	Lending limits determined as for banks (above) using the rating of the collateral or individual investment		

* Fitch / S&P / and Moody's rating Agencies respectively. Institutions must be rated by at least two of the Agencies, and the lowest rating will be taken into account.

- 7.5. Money may be lent to the Council's own banker, in accordance with the above lending limits. However, if the Council's banker does not meet the above criteria, money may only be lent overnight (or over the weekend), and these balances will be minimised.
- 7.6. The Council may also provide short term supply chain finance where the credit risk is based on the Council's own payment on the invoice due date, and in relation to invoices payable by other bodies meeting the above lending criteria.
- 7.7. Credit ratings are monitored on a real-time basis as provided via the Council's Treasury Management advisers, Arlingclose, and the Council's lending list is updated accordingly, when a rating changes. Other information is taken into account when deciding whether to lend. This may include the

ratings of other rating agencies; commentary in the financial press; analysis of country, sector and group exposures; and the portfolio make up of Money Market Funds. The use of particular permitted counterparties may be restricted if this is considered appropriate.

- 7.8. Credit rating methodologies and credit limit requirements may change as the circumstances demand: in this event the Chief Finance Officer may determine revised and practicable criteria seeking similarly high credit quality, pending the next annual review of this treasury management policy.
- 7.9. As an example, towards the end of December 2020, there had been concerns of temporary disruptions to the international payments system as a result of the UK's exit from the EU, with or without a trade agreement. This could have delayed redemptions from the Council's predominately EU domiciled MMFs, and the payments the Council was required to make. As a precaution, the Chief Finance Officer agreed to temporarily increase investment limits and increase cash balances in the Council's UK domiciled MMFs, so any disruptions would not affect its payments. The temporary increase to UK domiciled MMFs were removed in January 2021, as the risk for any disruptions subsided.

Non-specified Investments and Limit

- 7.10. For treasury management investment purposes, the Council will limit non-specified investments to £400m (there are presently none), and will use only the following categories of non-specified investments:
- Government stocks (or "Gilts") and other supranational bonds, with a maturity of less than five years: up to 100% of non-specified investments
 - Covered bonds and repo where the security meets the Council's credit criteria set out above: up to 50% of non-specified investments
 - Unsecured corporate bonds, Certificates of Deposit (CD) or Commercial Paper (CP) with a maturity of less than three years, subject to the Lending Criteria in the table above: up to 20% of non-specified investments
- 7.11. Other categories of non-specified investments will not be used for treasury management purposes.

Investments of Group companies

- 7.12. The Council participates in a range of joint ventures and companies. The Treasury Management team maintains a group Treasury Policy for group entities with significant investment balances, with the objective that the treasury investments of the companies are invested consistently with the Council's own treasury investment criteria. This is generally achieved by the Council taking deposits at a commercial rate from the companies.

Investment Maturity

- 7.13. Temporarily surplus cash will be invested having regard to the period of time for which the cash is expected to be surplus. The CIPFA Prudential Code envisages that authorities will not borrow more than three years in advance, so it is unlikely that the Council will plan to have surplus cash for longer than three years. However, where surplus cash for over 12 months is envisaged, it may be appropriate to include some longer term (non-specified) investments within a balanced risk portfolio. The following limits will be applied:

Table N.4 Prudential Limits on Investing Principal Sums for Over 364 Days:

1-2 years	£400m
2-3 years	£100m
3-5 years	£100m

- 7.14. In making investments in accordance with the criteria set out in this section, the Chief Finance Officer will seek to spread risk (for example, across different types of investment and to avoid concentration on lower credit quality). This may result in lower interest earnings, as safer investments will earn less than riskier ones.
- 7.15. Where the Council deals with financial firms under the MiFID II regulations⁴, it has requested to be opted up to 'professional' status. This means that the Council does not receive the level of investment advice and information which firms are required to provide to retail investors. Professional status is essential to an organisation of the Council's size, to give it access to appropriate low-risk investments available only to investors classed as professional, and to ensure that it is able to act quickly to invest Council funds safely and to earn a good return.
- 7.16. The Council does not currently use investment managers (other than through the use of pooled investment vehicles such as Money Market Funds). However, if appointed, their lending of Council funds would not be subject to the above restrictions, provided that their arrangements for assessing credit quality and exposure limits have been agreed by the Chief Finance Officer.

8. Policy for HRA Loans Accounting

- 8.1. The Council attributes debt and debt revenue consequences to the HRA using the 'two pool' method set out in the CIPFA Treasury Management Code. This method attributes a share of all pre-April 2012 long term loans to the HRA. Any new long term loans for HRA purposes from April 2012 are

⁴ The Markets in Financial Instruments Directive 2 (MiFID II) regulates, amongst other things, the way that financial firms provide advice to various categories of client.

separately identified. The detailed accounting policy arising from the 'two pool' method is maintained by the Chief Finance Officer.

9. The Council Acting as Agent

- 9.1. The Council acts as intermediary in its role as agent for a number of external bodies. This includes roles as accountable body, trustee, and custodian, and these may require the Council to carry out treasury management operations as agent. The Chief Finance Officer will exercise the Council's treasury responsibilities in accordance with the Council's treasury delegations and relevant legislation, and will apply any specific treasury policies and requirements of the external body. In relation to the short term cash funds invested as accountable body, the Council expects to apply the investment policy set out above.

10. Reporting and Delegation

- 10.1. A Treasury Management Strategy report is presented as part of the annual Financial Plan to the Council before the start of each financial year. Monitoring reports are prepared monthly, and presented quarterly to Cabinet, including an Annual Report after the year end.
- 10.2. The management of borrowings, loans, debts, investments and other assets has been delegated to the Chief Finance Officer acting in accordance with this Treasury Management Policy Statement. This encompasses the investment of trust funds where the Council is sole trustee, and other investments for which the Council is responsible such as accountable body funds. The Chief Finance Officer reports during the year to Cabinet on the decisions taken under delegated treasury management powers.
- 10.3. In exercising this delegation, the Chief Finance Officer may procure, appoint and dismiss brokers, arranging and dealer banks, investment managers, issuing and paying agents, treasury consultants and other providers in relation to the Council's borrowing, investments, and other treasury instruments and financing arrangements, and in relation to funds and instruments where the Council acts as agent.
- 10.4. The Chief Finance Officer maintains statements of Treasury Management Practices in accordance with the Code:

TMP1	Treasury risk management
TMP2	Performance measurement
TMP3	Decision-making and analysis
TMP4	Approved instruments, methods and techniques
TMP5	Treasury management organisation, clarity and segregation of responsibilities, and dealing arrangements

TMP6	Reporting requirements and management information arrangements
TMP7	Budgeting, accounting and audit arrangements
TMP8	Cash and cash flow management
TMP9	Money laundering
TMP10	Training and qualifications
TMP11	Use of external service providers
TMP12	Corporate governance

Similarly, Investment Management Practices for service and commercial investments are being prepared in accordance with the newly revised Treasury Management Code.

11. Training

- 11.1. Planned and regular training for appropriate treasury management staff is essential to ensure that they have the skills and up to date knowledge to manage treasury activities and risks and achieve good value for the Council. Staff training will be planned primarily through the Council's performance and development review process, and in accordance with Treasury Management Practice 10. Training and briefings for Councillors are also held as appropriate.

APPENDIX O: SERVICE & COMMERCIAL INVESTMENT STRATEGY

Compliance with the main requirements of the Government's Statutory Guidance on Local Authority Investments is shown by cross reference in square brackets to the relevant paragraph of the Guidance.

1. Scope and Purpose of Strategy

- 1.1. The word "Investments" in this strategy covers financial investments, including loans and shares, which have been made to support service and commercial objectives. Examples include loans to InReach and Warwickshire County Cricket Club, and the Council's investment in Birmingham Airport. Non-financial investments such as commercial property are included where the main objective is financial return [4]. Investments taken for treasury management reasons are considered in the Treasury Management Strategy and Policy, separate appendices in this Financial Plan.
- 1.2. This strategy sets out the Council's approach to such investments, including risk management, appraisal, monitoring, governance and procedures. In doing this it addresses the requirements of the recently expanded Government Guidance on local authority investments.
- 1.3. Investment values provided in this appendix are the book values in the Council's accounts, unless otherwise stated.

2. Objectives of the Strategy

- 2.1. To use investments where appropriate to support the Council's priorities, within prudent financial limits.
- 2.2. To ensure that investment decisions and portfolio management are joined up with the Council's overall business and financial planning.
- 2.3. To deliver value for money (e.g. commercial terms or if less than commercial, social benefits to justify this).
- 2.4. To manage risks in accordance with the Council's risk appetite and financial circumstances (including due diligence when making investment decisions).

3. The Existing Financial and Property Investment Portfolios

- 3.1. The Council's service and commercial investments are extremely diverse, given their very different service motives and applications. The estimated book value of financial investments at 31 October 2020 is £128.8m.
- 3.2. The commercial property portfolio is currently being reorganised in accordance with the Council's Property Investment Strategy. Its gross income in 2021/22 is budgeted at £25.2m.

- 3.3. Table O.3 at the end of this appendix shows the main contribution of the Council's service and commercial investments to Council objectives. [22]

4. Investment Policy and Strategy 2021+

- 4.1. Joint working, partnerships and joint delivery arrangements are key to the provision of Council and wider public services. Financial and property investments are likely to be an ongoing result of the Council's partnership working.
- 4.2. In the context of the current Council Plan and priorities, investments may feature in arrangements for:
- Supporting specific policy priorities in the Council Plan or policy frameworks, e.g. housing, regeneration or preventative action
 - Supporting partnership working, including with the voluntary sector
 - Supporting the commercialism agenda and the Council's savings proposals, by providing a financial return.
- 4.3. The Council recognises that all investments carry the risk of financial loss. The risk of losses may seem distant or not be apparent at the time an investment is considered, but an estimate of the risk of loss needs to be accounted for from the outset. Financial gains and losses from investments will be the responsibility of the service to which the investment relates.
- 4.4. The Council will be particularly cautious where investments are funded wholly or partly from borrowing. Debt "gearing" creates additional costs of interest and repayment. It creates a fixed liability and a fixed repayment obligation, whilst the investment's value and income are at risk. The scope for the Council to borrow to fund investments is also limited by the relatively high level of Council debt and low headroom for additional borrowing. In line with Government Guidance the Council will not borrow to invest purely for financial gain, [46]. This principle does not prevent the Council from borrowing for the prudent management of its financial affairs or protection of its existing financial and property investment portfolios in its financial best interests.
- 4.5. The Council's risk appetite in relation to new financial investments will therefore be low, given the high level of financial risks the Council is already exposed to, including the need to balance the revenue budget and manage the level of Council debt. Any new investments will therefore be expected to:
- Show a compelling contribution to the Council's core objectives and planned service strategies, and must be prioritised within the Council's available resources
 - Evidence a low financial risk with a commensurate financial return, or if returns are below commercial levels, provide clear non-financial benefits

to the Council which demonstrate strong value for money, and comply with State Aid requirements.

- Be prioritised within the investment limits set out below, to ensure that investment activity remains proportionate to the Council's finances overall
- Strike a prudent balance between security, liquidity and yield (whilst recognising that the delivery of strong service benefits may sometimes justify a higher financial risk) [29]

- 4.6. New commercial property investments will be managed under the policies and criteria set out in the July 2019 Property Investment Strategy. Investment is expected to be restricted to the reinvestment of sales proceeds rather than growing the portfolio.
- 4.7. The Council is mindful of Government and CIPFA advice that commercial investments including property must be proportionate to the resources of the authority [34]. The Council should avoid becoming over-reliant on risky investment income to support core service obligations, especially given its low investment risk appetite set out in 4.5 above. Budgeted gross income from service and commercial investments (including commercial property) represents 3.9% of the net revenue budget by 2021/22 [44]. This investment income exposure represents a manageable financial risk and will be monitored as part of the Council's normal revenue monitoring as well as through the investment indicators (paragraph 7.1 below).
- 4.8. The Council is currently reviewing the new lending terms issued by HM Treasury for access to Public Works Loans Board which look to discourage investments primarily for yield. The Council is not currently planning any investments primarily for yield. All service and commercial investments will have regard to the guidance and lending terms issued by HM Treasury.
- 4.9. Any shortfall in budgeted net income from service and commercial investments will be managed through the Council's regular budget monitoring and mitigation processes, and through the investment governance arrangements described in paragraph 8.1 below [44].
- 4.10. The arrangements for realising investments and managing liquidity risk will depend on the purpose and nature of the investment in each case. Where investments have been made to support service purposes and have been funded from cash resources, there is not a funding pressure to have an investment exit route in place. Where investments are funded by borrowing, the Council's MRP Policy (Appendix S) sets out the arrangements to repay debt without resorting to a sale of the investments [42-43].

5. Financial Investment Plans and Limits for 2020+

- 5.1. As last year, the main area of additional investment proposed in this Financial Plan is to expand the Council's investment in InReach, its wholly-owned Housing company. The Council has provided loans and equity of £15.4m to

develop the Embankment private rented housing. This development is now complete, being let, and performing well. Further loans and equity to InReach are in the Council's budget to develop rented housing at Key Hill. The Council's total proposed investment outstanding in InReach, including both current arrangements and new proposals, amounts to £22.8m. InReach will increase the supply of both private rented and affordable housing in Birmingham, which is a key priority for the Council, as well as generating a net income for the Council. In the longer term, further opportunities for InReach activity will be kept under review.

- 5.2. The main financial risk when investing in loans and equity is that the loan repayments are not made, and that the shares lose value or dividends are less than expected. In order to limit the financial impact of investment risks, an overall limit for the Council's service and commercial investments over the next three years (excluding the commercial property portfolio) is proposed as follows:

Table O.1 Service and Commercial Investment Strategy

Financial Investments	est value at 31.10.20 £m	planned changes £m	total value £m	limit £m
Loans to subsidiaries	34.6	4.0	38.6	
Loans to businesses	42.7	-17.8	24.9	
Other loans	13.6	-0.9	12.7	
Shares in subsidiaries	8.4	1.6	10.0	
Shares in businesses	27.9	0.0	27.9	
other shares	1.6	0.0	1.6	
Total	128.8	-13.1	115.7	375.7
The figures above are the estimated book value in the Council's accounts				

- 5.3. The planned changes reflect the proposals described above, over the medium term to 2023/24. The limit has been set with a view to allowing scope for further investment of £260m during this period. This includes potential for further investment of up to £100m in InReach to support the potential purchase of part of the Perry Barr Residential Scheme, as well as a loan to Birmingham Airport Holdings and investment in major regeneration projects. These investments would be subject to resource prioritisation and business case approval. Cabinet may approve a reallocation of individual limits within the total limit above. The limit applies to the Council's own investments and not to investments which it holds as accountable body or on behalf of others [34, 36].
- 5.4. Investments may also carry liquidity risk, which is the risk that funds may be tied up in investments and not available if needed for other purposes. The Council's due diligence procedures for investments review liquidity risk, including how exit routes have been considered and the appropriate maximum period for investments to be committed [42].

6. Property Investment Portfolio Plans and Limits for 2021+

- 6.1. The Council's Strategy for the Property Investment Portfolio was approved by Cabinet in July 2019. This included seeking to remove lower value and inefficient commercial property holdings from the portfolio and reinvesting the proceeds into the portfolio, with a view to a better risk balanced portfolio, increasing income and reducing running costs. The implementation of this strategy is currently being reviewed to ensure the Council remains in compliance with the revised PWLB lending terms.
- 6.2. The strategy envisages that permitted investment may be funded temporarily from borrowing, pending capital receipts from the portfolio's asset sales. The borrowing is limited to £50m and will be repaid by the end of 2023/24.
- 6.3. The main financial risks of property investment are that rental income or property values may fall as a result of changing economic and market conditions, or due to the condition of the individual properties. The risk of loss compared with any borrowing taken to purchase investments is shown by the indicator below for the % of investments financed from borrowing [38-40]. The property risks in this strategy will be managed by the Property Investment Board in accordance with the parameters and procedures set out in the Property Investment Strategy approved by Cabinet, and within the temporary investment increase of £50m set out above.
- 6.4. Liquidity risk in property investments will be managed by the Commercial Property Board and through the limit of £50m on new investments (6.3 above) [43].

7. Investment Indicators

- 7.1. The Council will use the following investment indicators to strengthen its investment risk management framework, as recommended by the Government Guidance [23]:

Table O.2 Service and Commercial Investment Indicators

Service and commercial investment indicators	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Financial investments:				
planned value	117.0	117.3	117.0	115.7
investment limit	288.7	300.7	375.7	375.7
(including £100m allowance for potential investment in InReach)				
borrowing to fund investments	54.4	55.6	55.6	54.2
% investments financed by borrowing	46.5%	47.4%	47.5%	46.8%
secured investments	66.0	67.2	67.2	65.8
% investments secured	56.4%	57.3%	57.4%	56.8%
Commercial properties:				
New investment limit (cumulative)	50.0	50.0	50.0	50.0
budgeted gross investment income:				
Investment income (financial and property)	32.4	30.9	31.0	34.8
Council net revenue budget	828.7	852.2	872.4	909.7
Investment income as % of net budget	3.9%	3.6%	3.6%	3.8%

8. Governance

- 8.1. The Capital Board will review new investment proposals and programmes prior to approval and will monitor existing investments and risks. The Development and Commercial Finance Team and the Treasury Management team will exercise Council-wide oversight and co-ordination of service and commercial investments.
- 8.2. Financial and property investment decision making will follow the Council's Business Case governance requirements, with particular attention to expert due diligence, robust financial appraisal and taking external advice in consultation with the Chief Finance Officer. Procedures and checklists for investment appraisal and management are set out in the Council's financial procedures (My Finance on the Intranet) [41,50]. Market understanding and analysis will be the responsibility of the relevant service supported by their Finance Business Partner and the Treasury Management team, but it is recognised that for complex investments, external advice is likely to be needed, especially where financial return is significant [41]. New investments must reflect the Council's core priorities and must be agreed by the Chief Finance Officer via the Treasury Management team before presentation of any executive decision report.
- 8.3. Individual investment monitoring is the responsibility of the service holding the income budget, as part of normal budget monitoring, with overall co-ordination and oversight from Finance staff.
- 8.4. Investment Management Practices are required by the CIPFA Treasury Management Code to support strong and sound financial management in this specialist area. These will be maintained for each type of investment by the service budget-holder responsible, with support from Development and

Commercial Finance, and will include appropriate income collection and credit control arrangements [41]. Investment Management Practices will be reviewed annually.

- 8.5. Advisers will be used where necessary to achieve sufficient skills and understanding. In particular, the Council's treasury management adviser (Arlingclose) can provide support in relation to financial investments, and the Council also retains a property adviser to support the Property Investment Portfolio. These appointments are monitored and assessed by treasury and property officers [41]. The Council's business loans and investments portfolio is managed by Finance Birmingham, the Council's wholly owned fund management company.
- 8.6. Officer and Member training will be available through the Council's treasury advisers, alongside treasury management training opportunities. Information relevant to investment decisions will form part of executive decision reports to members [48]. Cabinet Committee – Group Company Governance and relevant officers also receive training on companies. Due diligence requirements for investments will ensure that officers are aware of the core principles of the prudential framework and local authority regulatory requirements [49]. These arrangements will support the capacity, skills and culture of the Council in making and managing investments for service and commercial purposes [48-49].

Table O.3 Contribution of Investments to Council Outcomes

Financial Investments	main contribution	other contribution
Loans		
InReach Ltd - housing developments	housing	profit
Birmingham Propco (NEC Hotels)	economy	profit
Performances Birmingham Ltd	economy	arts
Innovation Birmingham Ltd	economy	profit
Business loans portfolio	economy	
Warwickshire County Cricket Club	economy	
Acivico ICT Loan	economy	
BLLP	education	
Kick Start loans	housing	
Other commercial loans	various	
Loans to non-BCC schools	education	
Birmingham Childrens Trust	children	
Other small loans	various	
loans to employees	management	employees
Wholesale Markets	economy	profit
Shares		
Birmingham Airport Holdings	economy	profit
InReach Ltd	housing	
Birmingham Propco (NEC Hotels)	economy	profit
Business share portfolio	economy	
Financial vehicle shareholdings	financial mgt	economy
Other small share holdings	various	

APPENDIX P: CAPITAL RESOURCES

Appendix P1 Financing the Capital Programme

	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m
Specific Resources					
Government Grants & Contributions	172.240	74.413	51.530	38.061	336.244
HRA Revenue Resources & Reserves	63.783	76.088	75.775	78.667	294.313
Other Specific Revenue Resources	17.403	12.413	4.096	7.780	41.692
HRA Capital Receipts	32.330	42.388	39.198	19.805	133.721
Total Specific Resources	285.756	205.302	170.599	144.313	805.969
Corporate Resources					
Prudential Borrowing	369.749	259.957	100.532	59.876	790.115
Earmarked Capital Receipts	75.342	29.315	-	-	104.657
Other Corporate Resources	9.087	0.711	-	-	9.798
Total Corporate Resources	454.178	289.983	100.532	59.876	904.570
Total Resources	739.934	495.285	271.131	204.189	1,710.539

Note: figures may include roundings

Appendix P2 Capital Grants and Contributions 2021/22 to 2024/25

	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m
Government Grants					
Disabled Facilities Grant	1.536	-	-	-	1.536
Devolved Schools Capital Allocation	1.614	-	-	-	1.614
Schools Capital Maintenance	13.414	-	-	-	13.414
Additional Pupil Places	10.122	-	-	-	10.122
Special Provision	-	-	-	-	-
Local Growth Fund	10.603	33.656	27.440	19.624	91.324
Transportation Highways	6.976	0.500	1.500	-	8.976
ERDF	-	-	-	-	-
Commonwealth Games	35.866	-	-	-	35.866
Housing Improvement Grant	2.094	6.600	-	-	8.694
Integrated Transport Block	6.671	5.145	5.145	5.145	22.106
Regeneration	-	-	-	-	-
Other	-	-	-	-	-
Museums Collection Centre	-	-	-	-	-
Total Government Grants	88.897	45.901	34.085	24.769	193.652
Contributions 3rd Party					
Transport & Highways Programmes	4.422	-	-	-	4.422
HRA Developer Contributions	16.022	12.248	12.495	13.292	54.057
Commonwealth Games	21.914	4.881	-	-	26.795
Other	3.580	0.065	-	-	3.645
Total Contributions	45.938	17.194	12.495	13.292	88.919
Use of prior year grants	37.406	11.317	4.950	-	53.673
TOTAL GRANTS & CONTRIBUTIONS	172.240	74.412	51.530	38.061	336.243

Note: figures may include roundings

Appendix P3 Analysis of Prudential Borrowing

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Major Self Financed Prudential Borrowing					
Enterprise Zone	43.888	32.544	28.623	51.513	156.569
Fleet & Waste Management	21.428	5.472	14.849	-	41.749
Housing Revenue Account - Housing Improvement	11.728	27.691	16.889	8.363	64.671
Commonwealth Games - Alexander Stadium	4.653	5.347	-	-	10.000
Perry Barr Residential Scheme	87.041	61.553	-	-	148.594
Property Services	35.000	13.090	-	-	48.090
Housing Development - InReach	-	3.817	2.520	-	6.337
Transport Highways Major Schemes	3.549	-	6.958	-	10.507
Wholesale Market Enabling Works	3.804	-	-	-	3.804
Capital Loans & Equity	0.500	2.041	-	-	2.541
Information Technology - Business Enablement	3.991	0.700	-	-	4.691
SAP Software Upgrade	0.500	3.233	-	-	3.733
Other	1.264	2.827	-	-	4.091
Total Capital Projects Self Financed	217.347	158.314	69.839	59.876	505.377
Major Prudential Borrowing with net impact on Council revenue resources					
Fleet & Waste Management	-	11.970	12.170	-	24.140
Commonwealth Games - Alexander Stadium	10.852	0.331	-	-	11.183
Commonwealth Games - Organising Committee	11.198	0.802	-	-	12.000
Corporate Capital Contingency	55.043	24.544	-	-	79.587
Modernisation Fund	19.100	21.229	-	-	40.329
Gateway / Grand Central	0.200	5.000	13.072	-	18.272
Parks & Nature	7.289	2.317	-	-	9.606
Moseley Road Baths	1.500	1.500	-	-	3.000
Youth Courts Refurbishment	2.118	-	-	-	2.118
Basic Need - Additional School Places	14.014	10.000	-	-	24.014
Schools Condition Allocation	3.751	-	-	-	3.751
Community Libraries	1.000	3.000	-	-	4.000
National Indoor Arena	1.200	-	-	-	1.200
Coroners Court	0.300	-	-	-	0.300
Council House Electrics	11.000	9.900	5.100	-	26.000
Digital & Customer Services	12.400	11.000	0.200	-	23.600
Other	1.437	0.050	0.150	-	1.637
Total Capital Projects requiring revenue resources	152.402	101.643	30.692	-	284.737
Total Prudential Borrowing	369.749	259.957	100.531	59.876	790.114

Note: figures may include roundings

APPENDIX Q: CAPITAL PROGRAMME

Appendix Q1 Proposed Capital Expenditure Programme 2021/22 to 2024/25

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
<u>ADULT SOCIAL CARE DIRECTORATE</u>					
<u>Adult Care & Health</u>					
Property Schemes	0.169	-	-	-	0.169
Adults IT	0.400	-	-	-	0.400
Improvements To Social Care Delivery	-	-	-	-	-
Independent Living	10.036	-	-	-	10.036
Total Adult Social Care Directorate	10.605	0.000	0.000	0.000	10.605
<u>EDUCATION AND SKILLS DIRECTORATE</u>					
<u>Education & Early Years</u>					
Devolved Capital Allocation to Schools	1.614	-	-	-	1.614
School Condition Allocations	16.751	-	-	-	16.751
Basic Need - Additional School Places	31.443	10.000	-	-	41.443
Other Minor Schemes - Schools	-	-	-	-	-
EarlyYrs&Childcare	-	-	-	-	-
IT Investment	0.600	0.600	-	-	1.200
S106 Woodlinton Road	-	-	-	-	-
Total Education & Early Years	50.408	10.600	0.000	0.000	61.008
<u>Skills & Employability</u>					
Adult Ed & Youth	-	0.713	-	-	0.713
Birmingham Libraries	1.037	3.000	-	-	4.037
Total Skills & Employability	1.037	3.713	0.000	0.000	4.750
Total Education and Skills Directorate	51.445	14.313	0.000	0.000	65.758
<u>NEIGHBOURHOODS DIRECTORATE</u>					
<u>Street Scene</u>					
Waste Management Services	21.533	18.539	27.019	-	67.091
Parks & Nature Conservation	9.582	2.481	-	-	12.063
Total Street Scene	31.115	21.020	27.019	0.000	79.154
<u>Housing Services</u>					
Housing Options Service	-	-	0.298	-	0.298
Private Sector Housing	0.734	0.670	-	-	1.404
<u>Housing Revenue Account</u>					
Housing Improvement Programme	58.547	59.222	59.021	59.813	236.603
Redevelopment	59.475	98.624	79.047	53.314	290.461
Other Programmes	7.935	7.169	6.289	7.000	28.393
Total Housing Revenue Account	125.957	165.015	144.357	120.127	555.457
Total Housing Services	126.691	165.685	144.655	120.127	557.159

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
<u>Neighbourhoods</u>					
Community, Sport & Events	3.182	1.500	-	-	4.682
Neighbourhoods	-	-	-	-	-
Cultural Development	0.050	2.050	0.150	-	2.250
Total Neighbourhoods	3.232	3.550	0.150	0.000	6.932
<u>Regulation & Enforcement</u>					
Bereavement	-	-	-	-	-
Markets Services	-	0.759	-	-	0.759
Environmental Health					
Mortuary/Coroners	2.418	-	-	-	2.418
Illegal Money Lending					
Total Regulation & Enforcement	2.418	0.759	0.000	0.000	3.177
Total Neighbourhoods Directorate	163.456	191.015	171.824	120.127	646.422
<u>INCLUSIVE GROWTH DIRECTORATE</u>					
<u>Planning & Development</u>					
<u>Major Projects</u>					
Enterprise Zone - Paradise Circus	23.029	1.975	2.645	-	27.649
Enterprise Zone - Eastside Locks	2.454	-	-	-	2.454
Enterprise Zone - Connecting Economic Opportunities	-	15.628	1.723	2.000	19.351
Enterprise Zone - Smithfield	3.985	10.678	19.597	25.785	60.045
Enterprise Zone - Southside Public Realm	4.066	0.215	-	-	4.281
Enterprise Zone - LEP Investment Fund	-	-	-	5.000	5.000
Enterprise Zone - HS2-Interchange Site	-	-	-	-	-
EZ Phase II - HS2 Station Environment	0.245	0.159	0.250	13.749	14.404
EZ Phase II - HS2 Site Enabling	2.000	-	-	-	2.000
EZ Phase II - Local Transport Improvements	-	-	-	-	-
EZ Phase II - Metro Extension to E Bham/Solihull	-	-	-	-	-
EZ Capitalised Interest	1.913	3.046	3.956	4.979	13.893
Jewellery Quarter Cemetery	-	-	-	-	-
Unlocking Housing Sites	-	-	-	-	-
Life Sciences	0.865	-	-	-	0.865
WSM Enabling Works	3.804	-	-	-	3.804
Other	0.431	0.440	0.453	-	1.325
Total Major Projects	42.793	32.141	28.624	51.513	155.072
ERDF	1.957	0.000	0.000	0.000	1.957
Public Realm	0.350	0.000	0.000	0.000	0.350
Infrastructure/Site Enabling Programme	0.000	0.000	0.000	0.000	0.000
Grants/Loans Programme	0.000	0.000	0.000	0.000	0.000
Total Planning & Development	45.100	32.141	28.624	51.513	157.379
<u>Housing Development</u>					
In Reach	-	3.817	2.520	-	6.337
CWG-Sale To In Reach	-	-	-	-	-
Total Housing Development	0.000	3.817	2.520	0.000	6.337

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
<u>Transport Connectivity</u>					
<u>Major Schemes</u>					
Ashted Circus	-	-	-	-	-
Metro Extension	4.474	-	-	-	4.474
Iron Lane	2.659	-	-	-	2.659
Minworth Unlocking	-	-	-	-	-
Battery Way Extension	-	-	-	-	-
Longbridge Connectivity	0.153	-	-	-	0.153
A457 Dudley Road	0.194	-	-	-	0.194
Journey Reliability	5.000	10.000	9.432	-	24.432
Tame Valley Phase 2 & 3	4.760	23.806	24.377	23.601	76.544
Selly Oak New Road Phase 1B	1.031	-	-	-	1.031
Wharfdale Bridge	2.578	-	-	-	2.578
Snow Hill Station	2.932	0.714	0.926	-	4.571
Other (Major Schemes)	3.319	-	-	-	3.319
Total Major Schemes	27.098	34.520	34.735	23.601	119.954
Inclusive & Sustainable Growth	12.114	3.060	4.960	3.803	23.937
Walking & Cycling	4.372	1.000	-	-	5.372
Local Measure	-	-	-	-	-
Infrastructure Dev	1.003	0.010	-	-	1.013
Transportation & highways Funding Strat	-	2.820	3.820	3.820	10.460
Air Quality & Climate	16.889	11.317	4.950	-	33.156
Emergency Active Travel Fund	3.525	-	-	-	3.525
Section 278/S106	-	-	-	-	-
Total Transport Connectivity	37.903	18.207	13.730	7.623	77.463
<u>Highways Infrastructure</u>					
Safer Routes to Schools	0.443	0.300	0.300	0.300	1.343
Network Integrity and Efficiency	1.086	0.500	0.500	0.500	2.586
S106 & S278 Schemes	0.081	-	-	-	0.081
Road Safety	1.013	0.525	0.525	0.525	2.588
District Schemes	0.451	-	-	-	0.451
Total Highways Infrastructure	3.074	1.325	1.325	1.325	7.049
<u>Property Services</u>					
Attwood Green Parks	-	-	-	-	-
AttwoodGreen-Holloway Head Playing Field	-	-	-	-	-
Attwood Green-Woodview Community Centre	-	-	-	-	-
Council House Major Works	11.000	9.900	5.100	-	26.000
Bham Crisis Centre-Nursery Extension	-	-	-	-	-
Lee Bank Business Centre	-	-	-	-	-
Highbury Hall Essential Works	1.718	-	-	-	1.718
Property Strategy	47.000	17.458	-	-	64.458
Perry Barr Residential Scheme	130.222	92.567	-	-	222.789
Total Property Services	189.940	119.925	5.100	0.000	314.965
Total Inclusive Growth Directorate	303.116	209.934	86.035	84.062	683.147

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
DIGITAL & CUSTOMER SERVICES DIRECTORATE					
ICT & Digital	19.758	11.700	0.200	-	31.658
Total Digital & Customer Services Directorate	19.758	11.700	0.200	0.000	31.658
FINANCE & GOVERNANCE DIRECTORATE					
<u>Development & Commercial</u>					
Gateway/Grand Central Residual Costs	0.200	5.000	13.072	-	18.272
Capital Loans & Equity	0.500	2.041	-	-	2.541
Total Development & Commercial	0.700	7.041	13.072	0.000	20.813
Corporately Held Funds					
Revenue Reform Projects	39.467	-	-	-	39.467
Corporate Capital Contingency	74.143	46.165	-	-	120.308
Total Corporately Held Funds	113.610	46.165	0.000	0.000	159.775
SAP Investments	0.500	3.233	-	-	3.733
Other Minor	0.600	-	-	-	0.600
Total Finance & Governance Directorate	115.410	56.438	13.072	0.000	184.920
PARTNERSHIPS, INSIGHT & PREVENTION DIRECTORATE					
Public Health	-	-	-	-	-
Total P'ships, Insight & Prevention Directorate	0.000	0.000	0.000	0.000	0.000
COMMONWEALTH GAMES 2022					
CWG Alexander Stadium	44.353	5.697	-	-	50.050
CWG Organising Cttee	31.791	6.188	-	-	37.979
Total Commonwealth Games 2022	76.144	11.885	0.000	0.000	88.029
Total Capital Programme	739.934	495.285	271.130	204.189	1,710.539

Note: figures may include roundings

Appendix Q2 New Schemes

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
<u>EDUCATION AND SKILLS DIRECTORATE</u>					
<u>Education & Early Years</u>					
Basic Need - Additional School Places	9.600	10.000	-	-	19.600
Total Education & Early Years	9.600	10.000	0.000	0.000	19.600
<u>NEIGHBOURHOODS DIRECTORATE</u>					
<u>Neighbourhoods</u>					
National Indoor Arena - Indoor Track	1.200	-	-	-	1.200
Total Neighbourhoods	1.200	0.000	0.000	0.000	1.200
<u>Regulation & Enforcement</u>					
Coroners Court additional requirements	0.300	-	-	-	0.300
Total Regulation & Enforcement	0.300	0.000	0.000	0.000	0.300
Total Neighbourhoods Directorate	1.500	0.000	0.000	0.000	1.500
<u>INCLUSIVE GROWTH DIRECTORATE</u>					
<u>Property Services</u>					
Council House Electrics	11.000	9.900	5.100	-	26.000
Total Property Services	11.000	9.900	5.100	0.000	26.000
Total Inclusive Growth Directorate	11.000	9.900	5.100	0.000	26.000
<u>DIGITAL & CUSTOMER SERVICES DIRECTORATE</u>					
ICT Cyber Security / Hardware Refresh	2.400	1.000	0.200	-	3.600
ERP implementation	10.000	10.000	-	-	20.000
Total Digital & Customer Services Directorate	12.400	11.000	0.200	0.000	23.600
<u>FINANCE & GOVERNANCE DIRECTORATE</u>					
<u>Corporately Held Funds</u>					
Transformation Projects (see Appendix I)	24.467	-	-	-	24.467
Transformation Projects: Delivery Plan Capacity build (Appendix I)	15.000	-	-	-	15.000
Contingency top up for known risks	30.000	-	-	-	30.000
Other minor	0.600	-	-	-	0.600
Total Corporately Held Funds	70.067	0.000	0.000	0.000	70.067
Total Finance & Governance Directorate	70.067	0.000	0.000	0.000	70.067
Total Capital Programme	104.567	30.900	5.300	0.000	140.767

APPENDIX R: TEN YEAR SUMMARY CAPITAL PROGRAMME

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
ADULT SOCIAL CARE DIRECTORATE	10.605	-	-	-	-	-	-	-	-	-	10.605
EDUCATION & SKILLS DIRECTORATE	51.445	14.313	-	-	-	-	-	-	-	-	65.758
NEIGHBOURHOODS DIRECTORATE											
Other - General Fund	37.499	26.000	27.467	-	-	-	-	0.329	-	1.693	92.987
HRA	125.957	165.015	144.357	120.127	100.328	102.035	96.749	99.724	119.805	-	1,074.097
TOTAL CAPITAL - NEIGHBOURHOODS DIRECTORATE	163.456	191.015	171.824	120.127	100.328	102.035	96.749	100.053	119.805	1.693	1,167.084
INCLUSIVE GROWTH DIRECTORATE											
Planning and Development											
Paradise Circus Redevelopment	23.029	1.975	2.645	-	-	-	-	-	-	-	27.649
Eastside Locks	2.454	-	-	-	-	-	-	-	-	-	2.454
Southern Gateway Site (Smithfield)	3.985	10.678	19.597	25.785	11.598	21.342	15.395	10.464	8.517	3.218	130.580
Southside Public Realm	4.066	0.215	-	-	-	-	-	-	-	-	4.281
LEP Investment Fund	-	-	-	5.000	5.000	5.000	5.000	-	-	-	20.000
HS2 - Interchange Site	-	-	-	-	-	-	-	-	-	-	0.000
HS2 Station Environment	0.245	0.159	0.250	13.749	26.809	6.807	-	-	-	-	48.019
Site Enabling Works	2.000	-	-	-	-	-	-	-	-	-	2.000
Local Transport Improvements	-	-	-	-	-	-	-	-	-	-	0.000
Digbeth Public Realm	-	15.628	1.723	2.000	2.000	2.000	2.000	-	-	-	25.351
Curzon Connecting Economic Opportunities	-	-	-	-	-	-	-	-	-	-	0.000
Metro Extension to East Birmingham/Solihull	-	-	-	-	-	48.100	46.200	44.500	44.500	-	183.300
Capitalised Interest	1.913	3.046	3.956	4.979	2.337	3.143	1.356	-	-	-	20.729
Other Planning Schemes	7.408	0.440	0.453	-	-	-	-	-	-	-	8.301
Total Planning & Development	45.100	32.141	28.625	51.513	47.744	86.392	69.951	54.964	53.017	3.218	472.664

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing Development	0.000	3.817	2.520	-	-	-	-	-	-	-	6.337
Total Transportation	65.001	52.727	48.465	31.224	10.644	0.570	1.750	-	-	-	210.381
Total Highways	3.074	1.325	1.325	1.325	1.325	-	-	-	-	-	8.374
Total Property Services	189.940	119.925	5.100	-	-	-	-	-	-	-	314.965
TOTAL CAPITAL - INCLUSIVE GROWTH DIRECTORATE	303.115	209.934	86.035	84.062	59.713	86.962	71.701	54.964	53.017	3.218	1,012.721
COMMONWEALTH GAMES 2022	76.144	11.885	-	-	-	-	-	-	-	-	88.029
FINANCE & GOVERNANCE DIRECTORATE	115.410	56.438	13.072	-	-	-	-	-	-	-	184.920
DIGITAL & CUSTOMER SERVICES DIRECTORATE	19.758	11.700	0.200	-	-	-	-	-	-	-	31.658
PARTNERSHIPS, INSIGHT & PREVENTION DIRECTORATE	-	-	-	-	-	-	-	-	-	-	0.000
TOTAL CAPITAL PROGRAMME	739.933	495.285	271.131	204.189	160.041	188.997	168.450	155.017	172.822	4.911	2,560.775

Resources

Use of Specific Resources											
Grants & Contributions	172.240	74.413	51.530	38.061	13.038	5.712	0.250	0.250	0.250	-	355.744
Use of earmarked Capital Receipts	75.342	29.315	0.000	0.000	0.000	0.000	0.000	0.000	0.000	-	104.657
- HRA	32.330	42.388	39.198	19.805	16.763	15.861	15.790	11.544	29.376	-	223.055
Revenue Contributions - Departmental	17.403	12.413	4.096	7.780	6.824	0.570	1.750	0.329	-	1.693	52.858
- HRA (incl reserves & S106)	63.783	76.088	75.775	78.667	75.672	80.462	80.708	86.341	90.179	-	707.675
Total Specific Resources	361.098	234.617	170.599	144.313	112.297	102.605	98.498	98.464	119.805	1.693	1,443.989
Use of Corporate or General Resources											
Corporate Resources	9.087	0.711	-	-	-	-	-	-	-	-	9.798
Unsupported Prudential Borrowing - Corporate	152.402	101.643	30.692	-	-	-	-	-	-	-	284.737
Unsupported Prudential Borrowing - Directorate	217.347	158.314	69.840	59.876	47.744	86.392	69.951	56.553	53.017	3.218	822.253
Total Corporate Resources	378.836	260.668	100.532	59.876	47.744	86.392	69.951	56.553	53.017	3.218	1,116.787
Forecast Use of Resources	739.934	495.285	271.131	204.189	160.041	188.997	168.449	155.017	172.822	4.911	2,560.776

APPENDIX S: DEBT REPAYMENT POLICY

Minimum Revenue Provision Statement 2021/22

Introduction

1. The Government's Capital Finance and Accounting Regulations require local authorities to make 'prudent annual provision' in relation to capital expenditure financed from borrowing or credit arrangements. This is known as Minimum Revenue Provision or MRP, but it is often referred in shorthand as "debt repayment". Local authorities are required to have regard to the Government's statutory guidance on MRP.
2. This policy applies to the financial year 2021/22. Any interpretation of the statutory guidance or this policy will be determined by the Section 151 Officer (currently the Chief Finance Officer).

Principles of Debt Repayment Provision

3. The term 'prudent annual provision' is not defined by the Regulations. However, the statutory guidance says:

"the broad aim of prudent provision is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant".

The guidance does not prescribe the annual repayment profile to achieve this aim, but suggests four methods for making MRP which it considers prudent, and notes that other methods are not ruled out. The Council regards the broad aim of MRP as set out above as the primary indicator of prudent provision, whilst recognising the flexibilities which exist in determining an appropriate annual repayment profile.

4. The Council considers that the above definition of 'prudent' does not mean the quickest possible repayment period, but has regard to the prudent financial planning of the authority overall, the flow of benefits from the capital expenditure, and other relevant factors.
5. Consistent with the statutory guidance, the Council will not review the individual asset lives used for MRP as a result of any changes in the expected life of the asset or its actual write off. Some assets will last longer than their initially estimated life, and others will not; the important thing is the reasonableness of the estimate.

General Fund MRP Policy: Borrowing pre 31 March 2008

6. The Council's policy is to charge MRP on the pre-2008/09 borrowing at 2% of the balance at 31 March 2008, fixed at the same cash value so that the whole

debt is repaid after 50 years. This is a change from previous practice which applied this methodology to pre 2007/08 borrowing.

General Fund MRP Policy: Prudential Borrowing from 1 April 2008

7. The general repayment policy for prudential borrowing from 1 April 2008 is to repay borrowing within the expected life of the asset being financed, subject to a maximum period of 40 years. This is a change from previous practice which included this methodology for borrowing from 2007/08.
8. The Council's policy is in accordance with the "Asset Life" method in the guidance. The repayment profile will follow an annuity repayment method (like many domestic mortgages) which is one of the options set out in the guidance. This is subject to the following details:
 - An average asset life for each project will normally be used. This will be based on the asset life normally used for depreciation accounting purposes (recognising that MRP is estimated at the start of the project, whereas depreciation is not determined until the project has finished, so there may be estimation differences).
 - There will not be separate MRP schedules for the components of a building (e.g. plant, roof etc.).
 - A standard schedule of asset lives will generally be used, but where borrowing on a project exceeds £10m, expert property advice may also be taken into account.
 - Asset life will be determined by the Section 151 Officer.
9. MRP will commence in the year following the year in which capital expenditure financed from borrowing is incurred, except for single assets where over £1m financed from borrowing is planned, where MRP may be deferred until the year after the asset becomes operational.
10. Other methods to provide for debt repayment may occasionally be used in individual cases where this is consistent with the statutory duty to be prudent, as justified by the circumstances of the case, at the discretion of the Section 151 Officer.
11. If appropriate, shorter repayment periods (i.e. less than the asset life) may be used for some or all new borrowing.

Housing Revenue Account MRP Policy

12. The statutory MRP Guidance states that the duty to make MRP does not extend to cover borrowing or credit arrangements used to finance capital expenditure on HRA assets. This is because of the different financial structure of the HRA, in which depreciation charges have a similar effect to MRP. The Council's policy is that net HRA debt will reduce over the medium term, in order to deliver a debt to revenues ratio of below 2:1 by 2038/39.

This reflects reductions in property numbers through Right to Buy and demolitions and will support the maintenance of a balanced and sustainable HRA Business Plan with the capacity to meet investment needs in later years. The Council will also seek to deliver a reduction in HRA debt per dwelling.

13. The annual HRA Loan Redemption to achieve the above policy is projected as follows in the HRA Business Plan:

Year	Loan redemption £m
2021/22	19.2
2022/23	11.3
2023/24	8.5
2024/25	14.6
2025/26	18.0
2026/27	24.6
2027/28	17.4
2028/29	15.1
2029/30	18.8
2030/31	28.2

Additional voluntary HRA debt repayment provision may be made from revenue or capital resources.

Concession Agreements and Finance Leases

14. MRP in relation to concession agreements (e.g. PFI contracts) and finance leases will continue to be calculated on an asset life method for assets under contracts in place before 1 April 2018, using an annuity repayment profile, consistent with the method for prudential borrowing in paragraph 8 above. For assets under contracts entered into from 1 April 2018, the annual MRP charge will match the element of the rent/charge that goes to write down the balance sheet liability, to reflect accounting changes under IFRS16. The Section 151 Officer will determine the appropriate treatment, having regard to the MRP Guidance, in complex cases.

Transferred Debt

15. Transferred Debt is debt held by another local authority whose costs are recharged to the Council (usually as a result of earlier reorganisations, such as the abolition of the former County Council). MRP in relation to Transferred Debt will be charged in line with the MRP policy for borrowings pre 31 March

2008, as described in paragraph 6, as the transferred debt relates to that period. This is a change to the previous policy of MRP being charged in line with the cash debt repayments due to the holding authority.

SPECIFIC SITUATIONS

Statutory capitalisations

16. Expenditure which does not create a fixed asset, but is statutorily capitalised, will follow the MRP treatment in the Government guidance, apart from any exceptions provided for below.

Cashflows

17. Where a significant difference exists between capital expenditure accrued and the actual cashflows, MRP may be charged based on the cash expended at the previous year end, as agreed by the Section 151 Officer.
18. The reason for this is that, if expenditure has been accrued but cash payments have not yet been made, this may result in MRP being charged in the accounts to repay borrowing which has not yet been incurred.

Equal Pay settlements

19. The Council has plans in place to fund Equal Pay settlement liabilities, primarily from capital receipts. However, there are risks to the timing and quantum of future capital receipts. As a risk management mechanism, and as a last resort, MRP may be reduced if there are insufficient capital receipts to fund Equal Pay settlement costs in that year. The revenue saving will then be used to meet the settlement costs.
20. Any such reduction will be made good by setting aside equivalent future capital receipts to provide for debt repayment, when there is a surplus of capital receipts available after funding Equal Pay settlements. Any such reduction in MRP will be repaid over no more than 20 years on an annuity profile, including a charge to the revenue account to the extent that capital receipts are not available.

Capitalised loans to others

21. MRP on capitalised loan advances to other organisations or individuals will not be required. Instead, the capital receipts arising from the loan principal repayments will be used as provision to repay debt. Where principal repayments are not broadly spread over the life of the loan, the Section 151 Officer may determine that annual Revenue MRP must be made for reasons of prudence. Revenue MRP contributions would still be required equal to the amount of any default on the repayment of the loan advanced.

Enterprise Zone (EZ)

22. Borrowing by the Council related to the Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP), and which is supported by additional Business Rates from the EZ or from other GBSLEP income, will be repaid within the lifetime of the EZ or other associated income stream (or the estimated life of the assets being funded, if shorter). This was originally 2038, but has been extended to 2046. This means that the repayment period for EZ-supported borrowing will reduce each year so that all EZ debt can be repaid by 2046.

Voluntary repayment of debt

23. The Council may make additional voluntary debt repayment provision from revenue or capital resources. In this case, the Section 151 Officer may make an appropriate reduction in later years' levels of MRP.
24. Where it is proposed to make a voluntary debt repayment provision in relation to prudential borrowing from 2008/09 under the asset life method, it may be necessary to decide which assets the debt repayment relates to, in order to determine the reduction in subsequent MRP. The following principles will be applied by the Section 151 Officer in reaching a prudent decision:
- where the rationale for debt repayment is based on specific assets or programmes, any debt associated with those assets or programmes will be repaid
 - where the rationale for debt repayment is not based on specific assets, debt representative of the service will be repaid, with a maturity reflecting the range of associated debt outstanding

Subject to the above two bullet points, debt with the shortest period before repayment will not be favoured above longer MRP maturities, in the interests of prudence, to ensure that capital resources are not applied for purely short term benefits.

Based on this policy, the Capital Financing Requirement (CFR) will be fully repaid by no longer than 40 years after any prudential borrowing is incurred (including PFI). Existing PFI contracts will be fully repaid 40 years after the final capital expenditure under the Council's PFI contracts. On new PFI / finance lease contracts it will be repaid in line with the contractual payments as set out in paragraph 14.

APPENDIX T: PRUDENTIAL INDICATORS

Appendix T1

DEBT AND PRUDENTIAL INDICATORS				
WHOLE COUNCIL				
	21/22 Indicators £m	22/23 Indicators £m	23/24 Indicators £m	24/25 Indicators £m
Capital Finance				
1 Capital Expenditure - Capital Programme	639.7	461.6	261.1	204.2
2 Capital Expenditure - other long term liabilities	37.9	33.2	33.4	34.3
3 Capital expenditure	677.5	494.8	294.5	238.5
4 Capital Financing Requirement (CFR)	4,797.1	4,891.5	4,723.3	4,663.3
Planned Debt				
5 Peak loan debt in year	3,740.0	3,717.7	3,659.7	3,493.6
6 + Other long term liabilities (peak in year)	397.3	373.7	348.4	322.1
7 = Peak debt in year	4,137.3	4,091.4	4,008.1	3,815.7
8 does peak debt exceed year 3 CFR?	no	no	no	no
Prudential limit for debt				
9 Gross loan debt	4,102.7	4,226.3	4,151.6	4,077.9
10 + other long term liabilities	397.3	373.7	348.4	322.1
11 = Total debt	4,500.0	4,600.0	4,500.0	4,400.0
Notes				
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.				
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.				

Appendix T2

HOUSING REVENUE ACCOUNT		21/22	22/23	23/24	24/25
		Forecast	Forecast	Forecast	Indicators
		£m	£m	£m	£m
Capital Finance					
1	Capital expenditure	126.0	165.0	144.4	120.1
HRA Debt					
2	Capital Financing Requirement (CFR)	1,113.4	1,144.0	1,156.4	1,161.7
Affordability					
3	HRA financing costs	102.9	103.8	104.4	105.8
4	HRA revenues	281.5	288.1	296.2	304.2
5	HRA financing costs as % of revenues	36.5%	36.0%	35.2%	34.8%
6	HRA debt : revenue ratio	4.0	4.0	3.9	3.8
7	Forecast Housing debt per dwelling	£18,782	£19,271	£19,513	£19,764
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.				
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.				

Appendix T3

GENERAL FUND		21/22	22/23	23/24	24/25
		Forecast	Forecast	Forecast	Indicators
		£m	£m	£m	£m
Capital Finance					
1	Capital expenditure (including other long term liabilities)	551.6	329.8	150.1	118.4
2	Capital Financing Requirement (CFR)	3,683.7	3,747.5	3,566.9	3,501.6
General Fund debt					
3	Peak loan debt in year	2,626.6	2,573.7	2,503.3	2,331.9
4	+ Other long term liabilities (peak in year)	397.3	373.7	348.4	322.1
5	= Peak General Fund debt in year	3,023.9	2,947.4	2,851.7	2,654.0
General Fund Affordability					
6	Total General Fund financing costs	233.5	227.9	251.2	251.3
7	General Fund net revenues	828.7	852.2	872.4	909.7
8	General Fund financing costs (% of net revenues)	28.2%	26.7%	28.8%	27.6%
9	General Fund financing costs (% of gross revenues)	22.5%	22.2%	21.8%	21.4%
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.				

Appendix T4

TREASURY MANAGEMENT		21/22	22/23	23/24	24/25
		Forecast	Forecast	Forecast	Forecast
1	General Fund impact of an unbudgeted 1% rise in interest rates	£4.1m	£3.7m	£2.3m	£2.2m
2	Variable rate exposures vs upper limit 30%	19%	18%	18%	17%
Maturity structure of borrowing		Forecast	Forecast	Forecast	Forecast
(lower limit and upper limit)		Year End	Year End	Year End	Year End
3	under 12 months	18%	18%	16%	16%
4	12 months to within 24 months	1%	2%	2%	2%
5	24 months to within 5 years	5%	7%	8%	9%
6	5 years to within 10 years	16%	14%	16%	14%
7	10 years to within 20 years	23%	24%	23%	23%
8	20 years to within 40 years	35%	33%	35%	34%
9	40 years and above	2%	2%	2%	1%
Investments longer than 364 days					
upper limit on amounts maturing in:					
		Forecast	Forecast	Forecast	Forecast
10	1-2 years	0	0	0	0
11	2-3 years	0	0	0	0
12	3-5 years	0	0	0	0
13	later	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.				



Pay Policy Statement 2021/22



Making a positive difference everyday to people's lives



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1.0 Introduction and Purpose

This Pay Policy Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011 and takes account of the final guidance for 'Openness and Accountability in Local Pay' as issued by the Ministry of Housing, Communities & Local Government. The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees (excluding those working in local authority schools) by identifying;

- The methods by which, salaries of all employees are determined.
- The detail and level of base remuneration of its most senior employees i.e. 'chief officers', as defined by the relevant legislation.
- The detail and level of base remuneration of the lowest paid employees
- The relationship between the remuneration for highest and lowest paid employees
- The Committee(s)/Panel responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Once approved by the Full Council Meeting, this policy statement will come into immediate effect for the 2021/22 financial year and will be subject to review again for 2022/23 in accordance with the relevant legislation prevailing at that time. If the pay policy needs to be amended during the current financial year, any amendments will be subject to approval.

2.0 Legislative Framework

In determining the pay and base remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes; the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

The Council pays due regard to the Equal Pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of an equality proofed job evaluation scheme that directly relates an employee's salary to the requirements, demands and responsibilities of the role.

3.0 Senior Management Remuneration Policy

For the purposes of this statement, senior officer means 'chief officers' as defined within S43 of the Localism Act 2011. The Chief Executive is employed under the terms and conditions of the Joint National Council for Chief Executives and all other senior officers are under the terms and conditions for Joint National Council for Chief Officers.

The Council currently determines pay levels through a job evaluation process and grading structure that has been specifically designed for senior positions that determines the pay range for senior officers as defined by the Localism Act 2011. Progression is based on successful assessment and approval by JNC Panel. A cost of living rise of 2.75% has been applied to the Senior Officer Pay Structure, as a result of pay bargaining undertaken by Joint Negotiating

Committee for Chief Officers of Local Authorities, with effect from 1 April 2020. See Annex 1 for the senior officer pay structure effective as at 1 April 2020.

Those employees working in senior positions do not receive overtime payments and all other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.

In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

In particular, it is the Council's policy that no Chief Officer or Deputy Chief Officer (subject to JNC conditions of service for Chief Officers) is paid a supplement for Returning Officer duties, whether in respect of local elections or national elections (e.g. General Elections, elections for European Parliament, national referenda etc.). Fees paid in respect of these elections by Government are used to supplement the pay of non-senior officer employees who have worked on the relevant election.

3.1 Senior Management Positions

JNC Chief/ JNC Deputy Officers

The senior officer positions will continue to be reviewed on a regular basis as part of the overall savings that have to be made by the Council due to the savings targets faced by local authorities in general over the next few years. See Annex 1 for full details.

3.2 Recruitment to Senior Management Positions

When recruiting to all posts the Council will take full and proper account of its own equal opportunities, recruitment and redeployment policies. Appointments made to chief officer (CO) and JNC deputy chief officer (DCO) positions are all made by the Chief Officers and Deputy Chief Officers Appointments Dismissals and Service Conditions Sub-Committee. Other appointments are made by the Chief Executive or relevant delegated officer.

The determination of the remuneration to be offered to any newly appointed Chief Officer or Deputy Chief Officer will be in accordance with the local JNC (Senior) pay spine (further details can be found in Annex 1) and relevant policies in place at the time of recruitment. Where the Council is unable to recruit or retain at the designated grade, it will consider the use of temporary market forces and retention supplements in accordance with its relevant policies.

Where the Council remains unable to recruit under an employment contract, or there is a need for interim support to provide cover for a vacant substantive senior management position, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through the relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service.

3.3 Additions to Salary of Chief Officers/Deputy Chief Officers

The Council does not apply any bonus to the salary of Chief Officers/Deputy Chief Officers, however progression within the salary scales is performance related as mentioned under 3.0. There is no element of earn back for senior managers' salaries and any pay progression is currently consolidated into basic pay.

In addition to basic salary, set out below are details of other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties;

The following are applicable to all senior manager positions

- A mileage allowance is paid to all employees using their own vehicle for work purposes and the payments are in linked to the approved HMRC rates (For current HMRC mileage rates please see <http://www.hmrc.gov.uk/payee/exb/a-z/m/mileage-expenses.htm>)
- There are currently no salary supplements or additional payments for undertaking additional responsibilities such as shared service provision with another local authority or in respect of joint bodies.
- Market forces supplements/recruitment allowances are paid where it is justified in order to recruit and fulfil a role or to retain an officer within a role.

3.4 Payments on Termination

The Restriction of Public Sector Exit Payments Regulations ("the new 2020 Regs") stipulate a cap of £95,000 for exit payments made to employees within scope, as defined by the Regulations. All employees within Birmingham City Council are in scope. Exit payments are specified to include; statutory and discretionary redundancy payments, pension strain and any "other" payments related to the termination of employment. Three Judicial Reviews of these Regulations are scheduled to be heard in March 2021. Whilst awaiting the outcome of the Judicial Reviews, Birmingham City Council will observe the £95,000 exit payments cap and await further support from LGPS to advise employees appropriately.

3.5 Comparators Influencing Pay Levels

For the purpose of context in the local government sector, Birmingham City Council is not only the largest local authority in the UK, but also the largest unitary authority in Europe serving over one million residents and has a revenue budget of c £3.1bn. The Council needs to maintain competitive pay levels in order to attract suitable candidates for more senior positions that can demonstrate sufficient skills, experience and capacity required at this level as would be evidenced for example by fulfilling a comparable role in a large complex local authority. There is a very small pool from which to recruit with other authorities offering very competitive salaries considering their size.

It may be necessary then, from time to time, to review senior pay scales by benchmarking Chief Executive remuneration with the Core Cities group of councils that represents those of the largest eight economies outside London, to ensure alignment with external pay markets, both within and outside the sector, which may result in the review of JNC salaries and/or temporary additions of market supplements (as per 3.3), as appropriate.

4.0 Non Chief/Deputy Chief Officer Employees

Based on the application of an analytical job evaluation process, the Council uses the nationally negotiated pay spine as the basis for its local grading structure with additional spine points. This determines the salary of the large majority of the non-school based workforce, together with the use of other nationally defined rates such as Soulbury and JNC/Y&C. The Council presently adheres to national pay bargaining in respect of the national pay spine with the most recent increase effective 1 April 2020.

Progression within the grading structure for 2021/22 is currently performance related and subject to having achieved objectives within the appraisal year, however, this is currently under review and any changes will be amended hereafter.

4.1 Recruitment

New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

4.2 Lowest Paid Employees

The lowest paid employees under a contract of employment with the Council are employed on full time equivalent (FTE) salary in accordance with the minimum spinal column point (SCP) currently in use within the Council's grading structure. The minimum SCP for 2020 (based on April 2020 pay rates) is £17,842 (SCP1). See Annex 2 for the BCC NJC Pay Structure, effective 1 April 2020.

The Council has chosen to pay the 'Real Living Wage' equivalent of £9.30 per hour. Following the recent review by the Living Wage Foundation, it is recommended that this increases to £9.50 per hour and the implementation of which will be subject to cabinet approval with effect from 1 April 2021. For the purpose of this pay policy statement the lowest paid employees will be defined as those on an FTE salary of £18,080 based on the Real Living Wage hourly rate of £9.50 per hour. This supplement paid for the 'Real Living Wage' should not be confused with the 'National Living Wage'.

The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce. Whilst the ratio between the highest and lowest paid employees within the Council does not exceed 20 times, the Council does not set a ratio ceiling within its pay policy for senior officers.

The following tables illustrate various pay differentials between the salary of the Chief Executive and the lowest paid full time equivalent employee, median employee pay and average employee pay based on base pay, and does not include any pension benefits, or any other variable elements of pay (e.g. non contractual overtime, allowances etc).

Pay Differential between Chief Executive and lowest paid full time equivalent employees	CEX salary	186,003
	Lowest FTE salary	18,080
	Pay Multiple	10.29:1

Pay Differential between Chief Executive and the median pay for full time equivalent employees	CEX salary	186,003
	Median salary	24,491
	Pay Multiple	7.59:1

Pay Differential between Chief Executive and the average pay for full time equivalent employees	CEX salary	186,003
	Average salary	27,398
	Pay Multiple	6.79:1

The following tables illustrate the various pay differentials between Chief/Deputy Chief Officers and the lowest paid full time equivalent employee, median employee pay and average employee pay based on base pay, and does not include any pension benefits, or any other variable elements of pay (e.g. non contractual overtime, allowances etc).

Pay Differential between the average of Chief Officers pay and the lowest paid full time equivalent employee	Average Chief Officer salary	98,137
	Lowest FTE salary	18,080
	Pay Multiple	5.43:1

Pay Differential between the average of Chief Officers pay and the average pay for a full time equivalent employee	Average Chief Officer salary	98,137
	Average salary	27,398
	Pay Multiple	3.58:1

Pay Differential between the median of Chief Officers pay and the median pay for a full time equivalent employee	Median Chief Officer salary	91,550
	Median salary	24,491
	Pay Multiple	3.74:1

4.3 Accountability and Decision Making

In accordance with the Constitution of the Council, the Chief Officers and Deputy Chief Officers Appointments Dismissals and Service Conditions Sub-Committee are responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council on JNC terms and conditions.

5.0 Publication

The Pay Policy 2021/22 will be submitted as a document within the Financial Planning Papers, and upon approval by the full Council, this statement will be published as part of those papers, and separately in its own right, on the Council's Website www.birmingham.gov.uk/cosd. Other formats will also be made available on request.

In addition, for employees where the full-time equivalent salary is £50,000 or more, excluding employer superannuation contributions, the Councils Annual Statement of Accounts will include the number of employees in bands of £5,000.

Annex 1 Birmingham City Council - Senior Pay Spine (Chief/Deputy Chief Officers)

Pay structure effective as at 1 April 2020

Job Level	Grade	Minimum £	Maximum £
Chief Executive	B04	£ 186,003	£ 227,852
Corporate Director	B03	£ 139,068	£ 170,358
Service Director	B02	£ 103,975	£ 127,371
Assistant Director	B01	£ 77,046	£ 95,230

The posts falling within the statutory definition for Chief Officers of the Local Government and Housing Act 1989, which covers the statutory officers and those others that report to the Chief Executive, are set out below:

- a) Chief Executive - The head of paid service defined under section 4(1) of that Act.
The salary for the above post falls within a range from £186,003 rising to a maximum of £227,852. There is no additional supplement paid for returning officer duties incorporated into this role.
- b) Chief Finance Officer (Section 151 Officer) - A statutory chief officer defined under section 2(6) of that Act.
The salary for the above post falls within a range between £139,068, rising to a maximum of £170,358.
- c) City Solicitor & Monitoring Officer Legal and Governance – A statutory chief officer defined under section 5(1) of that Act.
The salary for the above post falls within a range between £103,975 rising to a maximum of £127,371.
- d) Programme Director Commonwealth Games – A non-statutory chief officer defined under section 2 (7) of that Act.
The salary for the above post falls within a range between £103,975 rising to a maximum of £127,371.
- e) Director Human Resources – A non-statutory chief officer defined under section 2 (7) of that Act.
The salary for the above post falls within a range between £103,975 rising to a maximum of £127,371
- f) Director Adult Social Care – A statutory officer defined under section 2(6) of that Act.
The salary for the above post falls within a range between £139,068, rising to a maximum of £170,358.
- g) Director Education & Skills - A statutory officer defined under section 2(6) of that Act.
The salary for the above post falls within a range between £139,068, rising to a maximum of £170,358.
- h) Director Neighbourhoods - A non-statutory chief officer defined under section 2(7) of that Act.

The salary for the above post falls within a range between £139,068, rising to a maximum of £170,358.

- i) Director Digital & Customer Services – A non-statutory chief officer defined under section 2(7) of that Act.

The salary for the above post falls within a range between £103,975, rising to a maximum of £127,371.

- j) Director Inclusive Growth - A non-statutory chief officer defined under section 2(7) of that Act.

The salary for the above post falls within a range between £139,068, rising to a maximum of £170,358.

- k) Assistant Chief Executive Partnerships, Insight & Prevention – A non-statutory chief officer defined under section 2(7) of that Act.

The salary for the above post falls within a range between £103,975 rising to a maximum of £127,371.

- l) Director of Public Health – A statutory post under section 73A (7) of the NHS Act 2006.

The salary for the above post falls within a range between £103,975 rising to a maximum of £127,371. There are also two statutory payments made in relation to this role.

Annex 2 Birmingham City Council – NJC Pay Spine

Pay structure effective as at 1 April 2020.

Grade	Spinal Column Point	Salary FTE
1	1	£17,842*
	2	£18,198
	3	£18,562
2	3	£18,562
	4	£18,933
	5	£19,312
	6	£19,698
	7	£20,092
	8	£20,493
3	9	£20,903
	10	£21,322
	11	£21,748
	12	£22,183
	13	£22,627
	14	£23,080
	15	£23,541
	16	£24,012
	17	£24,491
	18	£24,982
	19	£25,481
	20	£25,991
	21	£26,511
	22	£27,041
4	23	£27,741
	24	£28,672
	25	£29,577
	26	£30,451
	27	£31,346
	28	£32,234
	29	£32,910
	30	£33,782
	31	£34,728

Grade	Spinal Column Point	Salary FTE
5	32	£35,745
	33	£36,922
	34	£37,890
	35	£38,890
	36	£39,880
	37	£40,876
	38	£41,881
	39	£42,821
6	40	£43,857
	41	£44,863
	42	£45,859
	43	£46,845
	44	£48,356
	45	£49,878
	46	£51,397
	47	£52,930
	48	£54,444
	49	£56,075
7	50	£57,698
	51	£59,344
	52	£61,265
	53	£63,262
	54	£65,328
	55	£67,465
	56	£69,684
	57	£71,975
	58	£74,887

* Real Living Wage supplement paid to colleagues on SCP1

Annex 3 JNC Deputy Chief Officers

The positions in the table below are core establishment, JNC deputy chief officers as mentioned in section 2(8) of the Localism Act, i.e. JNC officers that report directly to any of the JNC chief officers listed in Annex 1:

Designation	Directorate	Grade	Range
Assistant Director Service Finance (& Deputy S151 Officer)	Finance and Governance	B02	£103,974 - £127,371
Assistant Director Development & Commercial (& Deputy S151 Officer)	Finance and Governance	B02	£103,974 - £127,371
Assistant Director Governance & Deputy MO	Finance and Governance	B01	£77,045 - £95,229
Assistant Director Legal Services	Finance and Governance	B01	£77,045 - £95,229
Assistant Director Human Resources	Human Resources	B01	£77,045 - £95,229
Assistant Director Organisational Development	Human Resources	B01	£77,045 - £95,229
Assistant Director Customer Services & Business Support	Digital & Customer Services	B01	£77,045 - £95,229
Assistant Director Revenues & Benefits	Digital & Customer Services	B01	£77,045 - £95,229
Assistant Director ICT & Digital	Digital & Customer Services	B01	£77,045 - £95,229
Assistant Director Community Safety & Resilience	Partnerships, Insight & Prevention	B01	£77,045 - £95,229
Assistant Director Communications & Marketing	Partnerships, Insight & Prevention	B01	£77,045 - £95,229
Assistant Director Public Health	Partnerships, Insight & Prevention	B01	£77,045 - £95,229
Assistant Director Public Health	Partnerships, Insight & Prevention	B01	£77,045 - £95,229
Assistant Director Housing	Neighbourhoods	B02	£103,974 - £127,371
Assistant Director Street Scene	Neighbourhoods	B02	£103,974 - £127,371
Assistant Director Neighbourhoods	Neighbourhoods	B01	£77,045 - £95,229
Assistant Director Regulation & Enforcement	Neighbourhoods	B02	£103,974 - £127,371
Assistant Director Development	Inclusive Growth	B01	£77,045 - £95,229
Assistant Director Transport Connectivity	Inclusive Growth	B01	£77,045 - £95,229
Assistant Director Highways & Infrastructure	Inclusive Growth	B01	£77,045 - £95,229
Assistant Director Property Services	Inclusive Growth	B01	£77,045 - £95,229
Assistant Director Planning	Inclusive Growth	B01	£77,045 - £95,229
Assistant Director Housing Development	Inclusive Growth	B01	£77,045 - £95,229
Assistant Director Education & Early Years	Education & Skills	B01	£77,045 - £95,229
Assistant Director Inclusion & SENDS	Education & Skills	B01	£77,045 - £95,229
Assistant Director Skills	Education & Skills	B01	£77,045 - £95,229
Assistant Director Community & Operational x 2	Adult Social Care	B02	£103,974 - £127,371
Assistant Director Commissioning	Adult Social Care	B02	£103,974 - £127,371
Assistant Director Quality & Improvement	Adult Social Care	B01	£77,045 - £95,229

The positions in the table below are non-core establishment, JNC deputy chief officers as mentioned in section 2(8) of the Localism Act, i.e. JNC officers that report directly to any of the JNC chief officers listed in Annex 1:

Designation	Directorate	Grade	Range
Assistant Director Audit	Finance and Governance	B01	£77,045 - £95,229
Assistant Director Public Health Consultant Park & Neighbourhoods	Partnerships, Insight & Prevention	B01	£77,045 - £95,229
Assistant Director Public Health Consultant Healthcare/Medicine	Partnerships, Insight & Prevention	B01	£77,045 - £95,229

APPENDIX V: FEES AND CHARGES

The Council has been working to improve its commercial performance and drive innovation by increasing income and generating efficiencies across all services in order to improve the Council's financial position.

A more commercial approach, through the introduction of trading accounts, has been employed across appropriate service areas to ensure that local fees and charges are market driven and move towards covering the cost of provision.

The Council's Corporate Charging Policy states that net income maximisation should be the ultimate aim of charged for services and recognises that price setting should seek to optimise both financial and policy objectives. The policy also states that unless there is an explicit policy objective to subsidise delivery of a specific service, fees and charges should achieve a minimum of full cost recovery in the delivery of discretionary services. Where full cost recovery is not achievable, consideration will be given to withdrawing from or reducing the delivery of discretionary services.

Revised charges will come into effect from 1 April 2021. Public consultation was undertaken where required through BeHeard for 2 weeks from the 11 January 2021.

2021/22 Process

As part of the 2021/22 planning process, trading account analysis has been introduced to better inform the relationship between cost and income and understand the level of cost recovery being achieved. This supports services to review their fees and charges and enhance the decision-making process to add insight on the commercial and social value.

COVID-19 has had an unprecedented impact on the delivery of council services and the ability for residents to access services. This is reflected in the level of income generated through fees and charges this financial year and potentially moving into 2021/22. As a result, the vast majority of charges in 2021/22 are to be held at current levels or increased by 2% in line with inflation assumptions. Exceptions to this are set out below. The full schedule of proposals is available in Annex 1.

Bereavement Service – charges have been reviewed to ensure they are competitive and easy to navigate by customers. As a result, a number of charges have been reduced and the pricing structure rationalised. The service has seen a reduction in demand following previous increases with charges currently higher than neighbouring boroughs. This allows the service to remain competitive, affordable and provide value for money to people in Birmingham. The aim is for residents to see the service as the first option for their loved ones funeral.

Car parking at Cannon Hill Park – following a review of demand patterns, charges are being increased by 8.3%. This is in support of the clean air policy and encouraging fitness and wellbeing. The increase equates to an additional 20p on the charge for up to 4 hours, additional 30p for 4 to 16.5 hours and an additional £1.50 for coach parking.

Residential Care for Adults – charges for short stays are based on guidance from the Department of Works and Pensions and the Department of Health. Short Term Care will be increased in line with the 2021/22 pension rates (expected from DWP in Feb/March) less statutory personal allowance (expected from DHSC in Feb/March).

Home Care – charges are to increase by 4.59% in line with the cost of external provision.

Funerals and Protection of Property – charges are to be increased by an average of 2% with the exception of lower band funerals where an increase of 23.6% is proposed from £805 to £995. This is to account for the extra work involved on the low band tier in recovering costs. This reason for the increase is that F&PP no longer carry out a search of properties to identify assets. The search is now done via alternative methods at additional cost.

Transportation – the Council invests significant funds into the development and maintenance of transport models for the city. The new fee introduced is to access these models and the data within them will enable the Council to maintain their availability for use in testing transport proposals and the impact of developments and potential mitigations. The access fee is: £10,000 for private sector developers, and £5,000 for public and 3rd sector organisations. The Council will continue to charge for officer time related to use of the models at cost in addition to the access fee.

Planning – new charges introduced in respect of the pre-application charging mechanism which has been refined to add options for developers to meet with Council planning staff to refine major planning applications.

Clean Air Zone (CAZ) – Fee charges were approved in the report to Cabinet of 11 December 2018 titled Birmingham Clean Air Zone Submission of Full Business Case & Request To Proceed With Implementation. The Birmingham Clean Air Zone was originally planned to go live on 1 January 2020 but has been delayed to the 1 June 2021. The CAZ Charges are included for completeness in this report and do not represent a change.

Legal Powers

The legal powers that the Council has in respect of fees and charges are contained in a number of statutes, including the following pieces of legislation which are particularly relevant:

- Localism Act 2011: General power of competence available to local authorities to do “anything that individuals generally do”
- Local Government Act 1972, s. 111 : A local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions
- Local Government Act 2003, s.93: Power to charge for discretionary services. “A relevant authority may charge a person for providing a service to him if (a)

the authority is authorised, but not required, by an enactment to provide the service to him, and (b) he has agreed to its provision”.

- Local Authorities (Goods and Services) Act 1970 re. supply of goods and services by local authorities and ability of parties to enter into an agreement to include terms as to payment

Approvals

The majority of the Council's Fees & Charges need to be approved by Cabinet – as attached in Annex 1. It should be noted that there are a number of charges that are under the jurisdiction of the Licensing and Public Protection Committee, which has a separate governance process. Proposed fees and charges are due at the Licensing and Public Protection Committee on the 10 March 2021 for their decision. This includes the following services:

- Environmental Health
- Pest Control
- Register Office
- Trading Standards
- Coroners
- Licensing for Hackney Carriage and Private Hire
- Licensing for Entertainment and General
- Licensing for Street Trading

Commercially Confidential

For some services that operate in competitive traded environments it is inappropriate to publish prices as part of a report as they require flexibility to negotiate with customers, provide bespoke packages and respond to market conditions (e.g. Trade Waste, Hospitality Catering, Schools Financial Services).

Equality Implications

Equality implications have been considered in the setting of fees and charges with equality impact assessments undertaken where required.

Annex 1 Fees and Charges Schedule

Adult Social Care				
Service/ Charge	Charge 2020/21	Proposed charge 2021/22	£ change (21/21-20/21)	% change (21/22-20/21)
Weekly Residential Care for Adults - short stay - including External, all client groups				
Residents – all age groups – Short Stay (capital savings over £23,250)	Full cost	Full Cost		
Residents Age 18 to 59 – Short Stay (capital savings under £23,250)	£109.35	£109.35	£0.00	0.00%
Residents Age over 60 – Short Stay (capital savings under £23,250)	£148.85	£148.85	£0.00	0.00%
Personal Allowance	£24.90	£24.90	£0.00	0.00%
<i>These rates are based on guidance from DOH and DWP. In order to determine the contribution, we use the age related minimum level of income guarantee that DWP would pay less personal allowance to set the rate.</i>				
Standard Charge – Older People - Weekly	£840	£857.00	£17.00	2.02%
<i>Note this rate is used for in house care centres in exceptional circumstances.</i>				
Care Act - New Charges in accordance with Act - charges per care package				
Brokerage Fee (one off admin fee if BCC arranges care for self funders)	£310.00	£316.00	£6.00	1.94%
Deferred Payment Fee (one off admin fee if BCC agrees to secure charges against property)	£678.00	£692.00	£14.00	2.06%
Deferred charge interest rate	1.45%	0.45%		

Adult Social Care Cont'd				
Service/ Charge	Charge 2020/21	Proposed charge 2021/22	£ change (21/21-20/21)	% change (21/22-20/21)
Residential Charge to Other Local Authorities				
Older People				
Day Care for Adults – Charges for Refreshments				
Cup of Tea/Coffee/Cold Drink	£0.95	£0.95	£0.00	0.00%
Toast per slice	£0.75	£0.75	£0.00	0.00%
Cereal and Milk	£1.20	£1.20	£0.00	0.00%
Lunch	£4.45	£4.45	£0.00	0.00%
Sweet	£1.55	£1.55	£0.00	0.00%
Packed Lunch	£5.10	£5.10	£0.00	0.00%
Baguettes (Various Fillings)	£3.10	£3.10	£0.00	0.00%
Jacket Potato with Filling	£3.10	£3.10	£0.00	0.00%
Sandwiches	£2.05	£2.05	£0.00	0.00%
Portion of Chips	£1.95	£1.95	£0.00	0.00%
Evening Meal	£3.15	£3.15	£0.00	0.00%
Slice of Cake or Similar	£1.10	£1.10	£0.00	0.00%
Fruit	£0.60	£0.60	£0.00	0.00%
Specials / Bundles - price based on cost of production				

Adult Social Care Cont'd				
Service/ Charge	Charge 2020/21	Proposed charge 2021/22	£ change (21/21-20/21)	% change (21/22-20/21)
Internal Day Care for Adults – Standard Daily Charge (Exclusive of Meals)				
No changes are proposed to existing Internal Day Care Charges				
Home Care – Hourly rate				
Average Hourly Blended Rate for all clients	N/A			
Hourly rate all clients (external provision only)	£14.60	£15.27	£0.67	4.59%
Travel				
Travel Passes – Full Validity	£70.00	£70.00	£0.00	0.00%
Blue badges – (New & Renewal) - maximum allowable(Must keep at £10)	£10.00	£10.00	£0.00	0.00%
Room Hire – for 4 hours or part thereof				
Hire of Rooms – Org “A” – large hall	£65.00	£65.00	£0.00	0.00%
Hire of Rooms – Org “A” – large room	£58.00	£58.00	£0.00	0.00%
Hire of Rooms – Org “A” – small room	£39.00	£39.00	£0.00	0.00%
Hire of Rooms – Org “C” – large hall	£109.00	£109.00	£0.00	0.00%
Hire of Rooms – Org “C” – large room	£83.00	£83.00	£0.00	0.00%
Hire of Rooms – Org “C” – small room	£58.00	£58.00	£0.00	0.00%
Other Establishments	£108.00	£108.00	£0.00	0.00%
A Type “A” organisation is one providing facilities for people with disabilities or older people. Type “B” organisations, who are not charged are “Friends of Establishments”. All other organisations are Type “C”.				
Prices subject to negotiation for long term/major bookings				

Adult Social Care Cont'd				
Service/ Charge	Charge 2020/21	Proposed charge 2021/22	£ change (21/21-20/21)	% change (21/22-20/21)
Funerals and protection of property - Per Funeral				
Funerals – Lower Band	£805.00	£995.00	£190.00	23.60%
Funerals – Middle Band	£1,585.00	£1,617.00	£32.00	2.02%
Funerals – Higher Band	£1,895.00	£1,933.00	£38.00	2.01%
Banking of Monies	£53.00	£54.00	£1.00	1.89%
Storage of Property	£82.00	£84.00	£2.00	2.44%
Protection of property after 1 month - monthly charge or part thereof	£310.00	£316.00	£6.00	1.94%
Asset Tracing and Recovery- based on cost	£310.00	£316.00	£6.00	1.94%
Note: Vat may apply on administrative costs				
Meals Taken by Staff & Public - Normal Vat rules apply				
Breakfast – Full	£5.00	£5.00	£0.00	0.00%
Breakfast – Continental	£2.20	£2.20	£0.00	0.00%
Cup of Tea / Coffee / Cold Drink	£1.05	£1.05	£0.00	0.00%
Toast per slice	£0.80	£0.80	£0.00	0.00%
Cereal and Milk	£1.65	£1.65	£0.00	0.00%
Main Meal	£6.45	£6.45	£0.00	0.00%
Sweet	£2.10	£2.10	£0.00	0.00%
Baguettes (Various fillings)	£3.75	£3.75	£0.00	0.00%
Jacket Potato with filling	£3.75	£3.75	£0.00	0.00%
Sandwiches	£2.90	£2.90	£0.00	0.00%
Portion of Chips	£2.60	£2.60	£0.00	0.00%
Slice of Cake or Similar	£1.55	£1.55	£0.00	0.00%
Fruit	£0.60	£0.60	£0.00	0.00%
Specials / Bundles - price based on cost of production				

Adult Social Care Cont'd				
Service/ Charge	Charge 2020/21	Proposed charge 2021/22	£ change (21/21-20/21)	% change (21/22-20/21)
People with Disabilities				
Telephones under CSDP Act – Income Support	Free	Free		
Telephones under CSDP Act – Capital £3k or under	Free	Free		
Telephones under CSDP Act – Capital over £3k	Free	Free		
<i>The above applies to existing users under this service. New clients supported by Telecare - will be phased out over time.</i>				
Shared Lives - Management Fees to other Local authorities				
Shared Lives - Service User charges for Food and utilities to be paid direct to carer	£49.00	£50.00	£1.00	2.04%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Educational Psychology Service				
SUBSCRIPTIONS				
Subscriptions (36 Hours)	£4,911.00	£5,009.00	£98.00	2.0%
Subscriptions (27 Hours)	£3,771.00	£3,846.00	£75.00	2.0%
Subscriptions (18 hours)	£2,578.00	£2,630.00	£52.00	2.0%
Promotional discounts (e.g. Early Bird)				
Subscriptions (36 Hours) - Promotional Discount	£4,801.00	£4,897.00	£96.00	2.0%
Subscriptions (27 Hours) - Promotional Discount	£3,661.00	£3,734.00	£73.00	2.0%
Subscriptions (18 hours) - Promotional Discount	£2,468.00	£2,517.00	£49.00	1.9%
BESPOKE PACKAGES				
Bespoke Packages - Hourly Charge Rate	£153.00	£153.00	£0.00	0.0%
TRAINING				
Training in 1 school (<i>Full Day</i>)	£836.00	£850.00	£14.00	1.6%
Training in a group of schools (Full Day) per delegate	£105.00	£110.00	£5.00	4.5%
Centrally-held training (<i>Full Day</i>)	£231.00	£250.00	£19.00	7.6%
Training in 1 school (<i>Half Day</i>)	£427.00	£450.00	£23.00	5.1%
Training in a group of schools (Half Day) per delegate	£53.00	£60.00	£7.00	11.7%
Centrally-held training (Half Day) per delegate	£126.00	£140.00	£14.00	10.0%
Training in 1 school (<i>Twilight</i>)	£305.00	£320.00	£15.00	4.7%
Training in a group of schools (Twilight) per delegate	£39.00	£45.00	£6.00	13.3%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Education Safeguarding				
New Charging arrangements for safeguarding support package				
Safeguarding Support packages - 0-40 pupils	£200.00	the service is being fundamentally reviewed and no final decisions on the structure of the service or whether to trade have yet been made		
Safeguarding Support packages - 41-70 pupils	£300.00			
Safeguarding Support packages - 71- 250 pupils	£500.00			
Safeguarding Support packages - 251-999 pupils	£700.00			
Safeguarding Support packages - 1000+ pupils	£900.00			
School & Governors				
Annual SERVICE Offer Subscription (25% discount for federated maintained schools and 5% for schools committing to subscribe for 3 years) (provisional)	£2,100.00	£2,100.00	£0.00	0.0%
Annual TRAINING offer subscription (£150 discount for service offer subscribers) (provisional charge to schools)	£550.00	£550.00	£0.00	0.0%
Governor Training Course Delegate Fee - most courses (£25 discount for service offer subscribers and free for training offer subscribers) (provisional charge to schools)	£85.00	£85.00	£0.00	0.0%
Governor Induction Training Course Delegate Fee (£30 discount for service offer subscribers and free for training offer subscribers) (provisional charge to schools)	£150.00	£150.00	£0.00	0.0%
Bespoke on demand consultancy - per session (pro-rata for shorter sessions & 20% discount to subscribing schools) (provisional charge to schools)	£705.00	£705.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Access to Education				
Training				
Rates for Training for Birmingham Schools				
Training for Birmingham Schools - Full Day	£804.00	£804.00	£0.00	0.0%
Training for Birmingham Schools - Half Day	£395.00	£395.00	£0.00	0.0%
Training for Birmingham Schools - Twilight	£295.00	£295.00	£0.00	0.0%
Rates for Training provided to schools & settings outside of the authority				
Training provided to schools & settings outside of the authority - Full Day	£867.00	£867.00	£0.00	0.0%
Training provided to schools & settings outside of the authority - Half Day	£478.00	£478.00	£0.00	0.0%
Training provided to schools & settings outside of the authority - Twilight	£352.00	£352.00	£0.00	0.0%
Centre based Courses				
Centre based Courses - Full Day	£215.00	£215.00	£0.00	0.0%
Centre based Courses - Half Day	£120.00	£120.00	£0.00	0.0%
Centre based Seminars by session	£42.00	£42.00	£0.00	0.0%
Centre based Seminars - Hourly Rate	£145.00	£145.00	£0.00	0.0%
PSS Consultancy	£683.00	£683.00	£0.00	0.0%
SEN Review - one day review	£1,103.00	£1,103.00	£0.00	0.0%
SEN Review - 2 full days (all through schools and schools over number of sites)	£2,100.00	£2,100.00	£0.00	0.0%
SEN Peer review -	£378.00	£378.00	£0.00	0.0%
Training shared across settings	£378.00	£378.00	£0.00	0.0%
Training at individual settings	£788.00	£788.00	£0.00	0.0%
Identification of Dyslexia (for pupil on the B'ham Pathway) including detailed report and appropriate recommendations to support provision	£147.00	£147.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Access to Education				
Dyslexia Specialist Teaching programme for schools				
6 week	£1,100.00	£1,100.00	£0.00	0.0%
12 week	£2,000.00	£2,000.00	£0.00	0.0%
Specialist teaching as identified on EHCP funded by SENAR				
Per hour	£105.00	£105.00	£0.00	0.0%
Provision of SENCo support (one day a week in the absence of school SENCo)	£300.00	£300.00	£0.00	0.0%
Toolkits purchased outside of Birmingham (available to B'ham schools as DSG funded service)				
Language & Literacy Toolkit or Maths Toolkit	£500.00	£500.00	£0.00	0.0%
Language & Literacy Toolkit or Maths Toolkit	£900.00	£900.00	£0.00	0.0%
Toolkit Progress Tracker (TPT) for schools in and out of area – Language & Literacy				
Toolkit Progress Tracker (TPT) combined L&L and Maths				
Toolkit Progress Tracker (TPT) combined L&L and Maths - With training	£470.00	£470.00	£0.00	0.0%
Toolkit Progress Tracker (TPT) combined L&L and Maths - Without training	£350.00	£350.00	£0.00	0.0%
L&L and maths Toolkit criteria hosted on third party providers e.g. Classroom Monitor, FROG, OTrack, Educater				
L&L and maths Toolkit criteria hosted on third party providers e.g. Classroom Monitor, FROG, OTrack, Educater - Without training	£125.00	£125.00	£0.00	0.0%
EAL Toolkit - per activation	£200.00	£200.00	£0.00	0.0%
Toolkit Renewals:			£0.00	0.0%
Toolkit Renewals - EAL	£80.00	£80.00	£0.00	0.0%
Toolkit Renewals - L&L or maths	£100.00	£100.00	£0.00	0.0%
Toolkit Renewals - L&L maths combined	£150.00	£150.00	£0.00	0.0%
Toolkit Renewals - TPT (L&L only)	£185.00	£185.00	£0.00	0.0%
Toolkit Renewals - L&L and maths	£230.00	£230.00	£0.00	0.0%
Toolkit Renewals - Train the Trainer	£1,050.00	£1,050.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Access to Education				
Intervention Show Cases (Costs to market place and not participants)				
Intervention Show Cases - Market stand	£125.00	£125.00	£0.00	0.0%
Intervention Show Cases - Market stand + presentation	£175.00	£175.00	£0.00	0.0%
Intervention Show Cases - ALSA accredited course with Newman University - per participant	£560.00	£560.00	£0.00	0.0%
Intervention Show Cases - National SENCo Award - 40% of course cost per participant;	£972.00	£972.00	£0.00	0.0%
On-Line courses via Moodle: sold in multiples of 10				
In Birmingham				
Per licence	£27.00	£27.00	£0.00	0.0%
Set up fee	£105.00	£105.00	£0.00	0.0%
OOA				
Per licence	£37.00	£37.00	£0.00	0.0%
Set up fee	£105.00	£105.00	£0.00	0.0%
PCR training (two day course)				
In Birmingham	£415.00	£415.00	£0.00	0.0%
Refresher	£250.00	£250.00	£0.00	0.0%
OOA - 2days	£450.00	£450.00	£0.00	0.0%
Maximising Impact of Teaching Assistants (MITA accredited)				
Under 15 participants	£1,150.00	£1,150.00	£0.00	0.0%
15 – 30 participant s	£2,000.00	£2,000.00	£0.00	0.0%
Over 30 per participant	£53.00	£53.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Access to Education				
Specific Charges for Sensory Support (SS)				
Educational Audiology				
Annual	£1,050.00	£1,050.00	£0.00	0.0%
Hourly	£105.00	£105.00	£0.00	0.0%
RA provision – equipment hire				
Annually - includes technician support & maintenance	£473.00	£473.00	£0.00	0.0%
The SLAs with RBs – Small Heath and Plantsbrook.				
Full cost of staff plus management fee	£137.00	£137.00	£0.00	0.0%
Specialist teaching for CHOOS	£105.00	£105.00	£0.00	0.0%
Sign language tuition - 6 sessions	£263.00	£263.00	£0.00	0.0%
University teaching - per hour	£132.00	£132.00	£0.00	0.0%
Specialist support for work based learning providers (FE work)				
Mild / Moderate Hearing Loss - Assessment, report, recommendations, follow-up visit	£420.00	£420.00	£0.00	0.0%
Severe/Profound Hearing loss - Assessment, report, recommendations, email and telephone Help desk support, staff training session, 3 annual visits.	£998.00	£998.00	£0.00	0.0%
Additional visits (each) e.g. Monitoring, support, review with student, staff training	£210.00	£210.00	£0.00	0.0%
Radio aid - Radio aid set up, fitting, loan, call out and servicing	£473.00	£473.00	£0.00	0.0%
Additional report e.g. Report to support request for special arrangement for exams	£105.00	£105.00	£0.00	0.0%
Reviews (each) Liaison with and feedback from student, tutors, support workers	£368.00	£368.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Access to Education				
Specific Charges for Communication & Autism Team (CAT) - (prices set in line with AET recommendations – Max 25 on course)				
CAT AET (Autism Education Trust)- Centre Based Training (per delegate) - Early Years - Independent nursery	£110.00	£110.00	£0.00	0.0%
CAT AET (Autism Education Trust)- Centre Based Training (per delegate) - Early Years - Community & Voluntary nursery	£45.00	£45.00	£0.00	0.0%
CAT AET (Autism Education Trust) - Centre Based Training (per delegate) - Early Years - School Age	£215.00	£215.00	£0.00	0.0%
CAT AET (Autism Education Trust)- Centre Based Training (per delegate) - Early Years - Post 16	£215.00	£215.00	£0.00	0.0%
CAT AET Training – Setting Based - Autism awareness for out of authority schools	£250.00	£250.00	£0.00	0.0%
CAT AET Training – Setting Based - Tier 2 & 3 for training + £5.50 delegate pack	£1,500.00	£1,500.00	£0.00	0.0%
CAT TOP UP				
CAT TOP UP (2019- 2020 costings) - 5hrs	£735.00	£735.00	£0.00	0.0%
CAT TOP UP (2019- 2020 costings) - 10hrs	£1,470.00	£1,470.00	£0.00	0.0%
CAT TOP UP (2019- 2020 costings) - 15hrs	£2,205.00	£2,205.00	£0.00	0.0%
CAT SLA's - per half day - Bought back in half day blocks	£284.00	£284.00	£0.00	0.0%
All about me Toolkit	£21.00	£21.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Education Asset Management				
Education Infrastructure				
Academy conversion				
Academy conversion process - lease / Commercial Transfer Agreement (CTA) - Community School	£7,875.00	£8,032.50	£157.50	2.0%
Academy conversion process - lease / CTA - Community School - PFI	£15,750.00	£16,065.00	£315.00	2.0%
Academy conversion process - lease of playing field - Voluntary Aided / Foundation	£5,250.00	£5,355.00	£105.00	2.0%
Academy conversion process - CTA - Voluntary Controlled	£4,725.00	£4,819.50	£94.50	2.0%
Academy conversion process - lease of playing field - Voluntary Controlled	£7,875.00	£8,032.50	£157.50	2.0%
Non Subscription Charge				
Property Audit Visit	£167.00	£170.34	£3.34	2.0%
Property Planning Visit	£310.00	£316.20	£6.20	2.0%
Subscription Charge - Community & Voluntary Controlled, Academies, Foundation, Voluntary Aided				
Subscription Option 1	£730.00	£744.60	£14.60	2.0%
Subscription Option 1 - Additional Charge item - Property Planning Visit (per visit)	£310.00	£316.20	£6.20	2.0%
Subscription Option 1 - Additional Charge item - Landlord Approval Process (per application)	£310.00	£316.20	£6.20	2.0%
Subscription Option 1 - Additional Charge item - Duty Holder Training (per delegate)	£167.00	£170.34	£3.34	2.0%
Subscription Option 1 - Additional Charge item - Asbestos Management Training (per delegate)	£167.00	£170.34	£3.34	2.0%
Subscription Option 1 - Additional Charge item - Dual / Match Funding (per application)	£310.00	£316.20	£6.20	2.0%
Subscription Option 1 - Additional Charge item - Advice and guidance on lease and tenancy agreements (minimum charge)	£310.00	£316.20	£6.20	2.0%
Subscription Option 2	£995.00	£1,014.90	£19.90	2.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Birmingham Translation & Interpreting Services				
Translations (French, German, Italian & Spanish) - per hour	Commercial prices negotiated with customer			
Translations most other languages (rarer languages may incur a surcharge) - per hour				
Translation certificate				
Statement of Truth certificate for translations				
Notarisation				
Transcription - priced per project				
Urgent translations - additional fee				
Admin fee for processing translations				
Copies of translations requested at time of booking				
Copies of translations previously provided				
Proofreading (per Hour)				
Formatting translations (priced per project)				
Interpreting - 1 hour including travel expenses (office hours within Birmingham)				
Interpreting (office hours within Birmingham) per Hour				
Interpreting (office hours within Birmingham) - Travel charge (per visit~)				
Same day interpreter bookings				
Amendments to interpreter bookings (per amendment)				
Cancellations - 50% - 100% of booking fee				
Telephone interpreting (per minute)				
British Sign Language (BSL) interpreting (per Hour)				
British Sign Language (BSL) interpreting - Travel (per visit)				
BSL interpreting cancellations - 50% to 100% of Booking Fee				
BSL interpreting cancellations - Admin Fee (per cancellation)				

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Birmingham Translation & Interpreting Services				
Same day BSL interpreter bookings	Commercial prices negotiated with customer			
Amendments to BSL interpreter bookings - per amendment				
Braille - per side of braille paper				
Audio recording - per hour				
Admin fee for processing large print & audio				
Admin fee for processing BSL interpreter requests				
Admin fee for urgent interpreter bookings				
Minimum travel expense fee (within Birmingham)				
Interpreter CPD sessions - per session				
Libraries				
Overdue Charges				
Overdue Charges - Books and Sound Recordings - Per Day	£0.25	£0.25	£0.00	0.0%
Overdue Charges - Maximum Charge	£6.15	£6.15	£0.00	0.0%
Overdue Charges - Books and Sound Recordings - Concessionary Per Day	£0.13	£0.13	£0.00	0.0%
Overdue Charges - Concessionary Maximum Charge	£3.10	£3.10	£0.00	0.0%
Overdue Charges - DVDs Per Day	£0.80	£0.80	£0.00	0.0%
Overdue Charges - DVDs Maximum Charge	£7.15	£7.15	£0.00	0.0%
Book/periodical article/music score sourced outside of the City Council	£11.00	£11.00	£0.00	0.0%
Renewal of externally sourced ILL	£6.00	£6.00	£0.00	0.0%
Loss of British Library book	£147.00	£147.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Libraries				
Talking Books Hire				
Talking Books Hire - Standard	£1.35	£1.35	£0.00	0.0%
Talking Books Hire - Concessionary	£0.80	£0.80	£0.00	0.0%
Music Library Services				
Compact discs (and LPs) hire - per 2 weeks loan	£1.55	£1.55	£0.00	0.0%
Concessions and Under 18's - per 2 weeks loan	£0.80	£0.80	£0.00	0.0%
Music Practice Room Hire				
Music Practice Room - 30 min	£3.10	£3.10	£0.00	0.0%
Music Practice Room - 1 hr	£5.10	£5.10	£0.00	0.0%
Loan of orchestral and choral sets from the Library of Birmingham				
Standard charge (Concession for Birmingham Societies)				
Orchestral Set - Premium	£41.00	£41.00	£0.00	0.0%
Orchestral Set - Premium (Concessionary rate)	£31.00	£31.00	£0.00	0.0%
Orchestral Set - Long	£31.00	£31.00	£0.00	0.0%
Orchestral Set - Long (Concessionary rate)	£21.00	£21.00	£0.00	0.0%
Orchestral Set - Short	£21.00	£21.00	£0.00	0.0%
Orchestral Set - Short (Concessionary rate)	£10.50	£10.50	£0.00	0.0%
Band Set - Per set	£10.50	£10.50	£0.00	0.0%
Band Set - Per set (Concessionary rate)	£7.50	£7.50	£0.00	0.0%
Vocal Set - Long - per bloc of upto 30 copies	£1.10	£1.10	£0.00	0.0%
Vocal Set - Long - per bloc of upto 30 copies - (Concessionary rate)	£0.70	£0.70	£0.00	0.0%
Vocal Set - Compilation	£0.65	£0.65	£0.00	0.0%
Vocal Set - Compilation (Concessionary rate)	£0.40	£0.40	£0.00	0.0%
Vocal Set - Short - per bloc of upto 30 copies	£0.45	£0.45	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Libraries				
Vocal Set - Compilation (Concessionary rate)	£0.40	£0.40	£0.00	0.0%
Vocal Set - Short - per bloc of upto 30 copies	£0.45	£0.45	£0.00	0.0%
Vocal Set - Short - per bloc of upto 30 copies - (Concessionary rate)	£0.25	£0.25	£0.00	0.0%
Overdue charge - for late or incomplete return of music sets (including sets of choral sets)	£6.25	£6.25	£0.00	0.0%
Maximum overdue charge per music set	£24.50	£24.50	£0.00	0.0%
Multi Media				
Top 50 Videos and DVDs - 2-night hire	£2.55	£2.55	£0.00	0.0%
All other videos and DVDs - 7-night hire	£1.55	£1.55	£0.00	0.0%
Charges for lost or damaged material				
Out of print or non-commercially available items	£21.00	£21.00	£0.00	0.0%
Children under 5 and children or adults in exempt borrower categories are exempt from such charges in relation to damaged or lost material. Looked After Children are also exempt from charges relating to both loss and damage to material.				
Lost Library Cards	£2.55	£2.55	£0.00	0.0%
Lost Library Cards - Under 18 years old	£1.30	£1.30	£0.00	0.0%
Photocopies, Printouts and Photographs				
Photocopies (staff supplied) A3 and A4	£0.30	£0.30	£0.00	0.0%
Photocopies (coin-operated) A4 B&W	£0.20	£0.20	£0.00	0.0%
A4 Colour	£1.00	£1.00	£0.00	0.0%
A3 B&W	£0.40	£0.40	£0.00	0.0%
A3 Colour	£1.60	£1.60	£0.00	0.0%
Printout from public access terminal (per side)A4 B&W	£0.20	£0.20	£0.00	0.0%
A4 Colour	£1.00	£1.00	£0.00	0.0%
A3 B&W	£0.40	£0.40	£0.00	0.0%
A3 Colour	£1.60	£1.60	£0.00	0.0%
Camera permit - Wolfson Centre	£3.50	£3.50	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Libraries				
Personal Scanning				
A4	£0.20	£0.20	£0.00	0.0%
A4 Colour	£0.70	£0.70	£0.00	0.0%
A3	£0.30	£0.30	£0.00	0.0%
A3 Colour	£1.50	£1.50	£0.00	0.0%
Digital copying service				
Standard service				
Personal use				
CD/DVD/email with one scanned file/image (Standard rated)	£10.00	£10.00	£0.00	0.0%
per additional image on CD/DVD/email (Standard rated)	£8.00	£8.00	£0.00	0.0%
A5 Print (inc scanning/retrieval charge) (Standard rated)	£12.00	£12.00	£0.00	0.0%
A4 Print (inc scanning/retrieval charge) (Standard rated)	£14.00	£14.00	£0.00	0.0%
A3 Print (inc scanning/retrieval charge) (Standard rated)	£18.00	£18.00	£0.00	0.0%
A2 Print (inc scanning/retrieval charge) (Standard rated)	£40.00	£40.00	£0.00	0.0%
A1 Print (inc scanning/retrieval charge) (Standard rated)	£50.00	£50.00	£0.00	0.0%
P&P for discs and prints (only up to A3 size, UK only) (Standard rated)	£3.00	£3.00	£0.00	0.0%
Commercial and media usage				
Research (where appropriate) per hour	£37.00	£37.00	£0.00	0.0%
Fast track service (minimum charge £35.00) per hour	£74.00	£74.00	£0.00	0.0%
Business Support Charges				
All other databases (Standard rated) per page	£0.20	£0.20	£0.00	0.0%
Mailing Lists (Standard rated) per company	£0.30	£0.30	£0.00	0.0%
Company Financial Reports (Standard rated) per report	£20.50	£20.50	£0.00	0.0%
Market Information & Desk Research (Standard rated) per hour	£76.50	£76.50	£0.00	0.0%
Market research (Standard rated) per report	£25.50	£25.50	£0.00	0.0%
Fax UK per page	£1.60	£1.60	£0.00	0.0%
Fax International per page	£2.70	£2.70	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21-21/22
Libraries				
Genealogy & Research services - Genealogy Research service withdrawn 2011				
Diocesan Records copy certificates service - standard rated	£13.70	£13.70	£0.00	0.0%
Rental of space for records storage - per year per standard shelf	£31.50	£31.50	£0.00	0.0%
Retrieval of stored items- per box	£3.70	£3.70	£0.00	0.0%
CARN card replacement	£1.50	£1.50	£0.00	0.0%
Research fees (closed records)	£33.60	£33.60	£0.00	0.0%
Skills Workshops - delivered by archives staff	£367.50	£367.50	£0.00	0.0%
Facilitated workshops/events - per hour- delivered by third parties	£23.10	£23.10	£0.00	0.0%
Conservation repair - Per 15 Minutes	£22.00	£22.00	£0.00	0.0%
Sales				
Memory sticks - per memory stick (standard rated)	£6.50	£6.50	£0.00	0.0%
Disposable headphones - per set (standard rated)	£1.55	£1.55	£0.00	0.0%
Sale of Goods in Retail Outlet				
Children's Library (LoB) lunch area				
45 minutes per group	£20.00	£20.00	£0.00	0.0%
1 hour 45 minutes per group	£35.00	£35.00	£0.00	0.0%
Other				
Research Services (FOI)	£17.00	£17.00	£0.00	0.0%
Research Services	£102.00	£102.00	£0.00	0.0%
1 to 1 IT training* (30 minutes)	£10.00	£10.00	£0.00	0.0%
Laminating				
A4	£1.00	£1.00	£0.00	0.0%
A3	£1.50	£1.50	£0.00	0.0%
Filming/Photography				
Film Birmingham charges				
Library of Birmingham / Community Libraries				
Per hour/part hour	£105.00	£105.00	£0.00	0.0%

Education and Skills				
Service/ Charge	Current Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Libraries				

Reproduction of material held in Birmingham Archives & Collections — for commercial use				
Non-academic/independent printed books/magazines	£140.00	£140.00	£0.00	0.0%
eBook, electronic report	£140.00	£140.00	£0.00	0.0%
Exhibition	£150.00	£150.00	£0.00	0.0%
Educational/not for profit film or transmission	£60.00	£60.00	£0.00	0.0%
Commercial film or transmission exhibition	£220.00	£220.00	£0.00	0.0%
Material used in talk or presentation only	£300.00	£300.00	£0.00	0.0%

Civic Catering					
Service/ Charge	Charge 2019/20	Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Office Delivery - Hospitality					
Classic Cold Delivered Hospitality Service	Start From £3.30 pp	Start From £3.30 pp	Start From £3.30 pp	N/A	N/A
Classic Hot Fork Buffet Delivered Hospitality Service	Start From £11.50 pp	Start From £11.50 pp	Start From £11.50 pp	N/A	N/A
Highbury Hall and the Council House Hospitality					
Lite Bite Lunch	Start From £9.75 pp	Start From £9.75 pp	Start From £9.75 pp	N/A	N/A
Buffet Menu (Hot)	Start From £14.75 pp	Start From £14.75 pp	Start From £14.75 pp	N/A	N/A
Buffet Menu (Cold)	Start From £14 .75 pp	Start From £14 .75 pp	Start From £14 .75 pp	N/A	N/A
Hot fork Buffet	Start From £21.95 pp	Start From £21.95 pp	Start From £21.95 pp	N/A	N/A
Indoor/Outdoor BBQ Buffet	Start From £17.35 pp	Start From £17.35 pp	Start From £17.35 pp	N/A	N/A
Room Hire - Highbury Hall	Start From £250.00ph	Start From £250.00ph	Start From £250.00ph	N/A	N/A
Room Hire - Council House	Start From £500.00ph	Start From £500.00ph	Start From £500.00ph	N/A	N/A
Funeral and Wake light buffet	Start From £9.50 pp	Start From £9.50 pp	Start From £9.50 pp	N/A	N/A
Banqueting Selection - Starter	Start From £4.25 pp	Start From £4.25 pp	Start From £4.25 pp	N/A	N/A
Banqueting Selection - Main Meal	Start From £23.95 pp	Start From £23.95 pp	Start From £23.95 pp	N/A	N/A
Banqueting Selection - Desert	Start From £7.50 pp	Start From £7.50 pp	Start From £7.50 pp	N/A	N/A
Banqueting Beverages (hot and cold)	Start From £2.25 pp	Start From £2.25 pp	Start From £2.25 pp	N/A	N/A
Kids Banqueting menu	Start From £9.95 pp	Start From £9.95 pp	Start From £9.95 pp	N/A	N/A
Hospitality Wedding Afternoon High Tea &/or Evening Buffet Menu	Start From £22.25 pp	Start From £22.25 pp	Start From £22.25 pp	N/A	N/A
Reception Hospitality Bowl Food (hot or cold)	Start From £11.60 pp	Start From £11.60 pp	Start From £11.60 pp	N/A	N/A

Civic Catering					
Service/ Charge	Charge 2019/20	Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Highbury Hall and the Council House Hospitality Cont'd					
Canapés Selection					
Dinner package 3 course sit down meal including Tea and Coffee	Start From £34.00 pp	Start From £34.00 pp	Start From £34.00 pp	N/A	N/A
Drinks package	Start From £13.40 pp	Start From £13.40 pp	Start From £13.40 pp	N/A	N/A
Corkage	Start From £9.00 per bottle	Start From £9.00 per bottle	Start From £9.00 per bottle	N/A	N/A
Kids Banqueting menu	Start From £9.95 pp	Start From £9.95 pp	Start From £9.95 pp	N/A	N/A
Hospitality Wedding Afternoon High Tea &/or Evening Buffet Menu	Start From £22.25 pp	Start From £22.25 pp	Start From £22.25 pp	N/A	N/A
Reception Hospitality Bowl Food (hot or cold)	Start From £11.60 pp	Start From £11.60 pp	Start From £11.60 pp	N/A	N/A
Canapés Selection					
Dinner package 3 course sit down meal including Tea and Coffee	Start From £34.00 pp	Start From £34.00 pp	Start From £34.00 pp	N/A	N/A
Drinks package	Start From £13.40 pp	Start From £13.40 pp	Start From £13.40 pp	N/A	N/A
Corkage	Start From £9.00 per bottle	Start From £9.00 per bottle	Start From £9.00 per bottle	N/A	N/A
HH & CH bar					
Draught beers	Start From £4.30 (per pint)	Start From £4.30 (per pint)	Start From £4.30 (per pint)	N/A	N/A
Sprits & Liquors	Start From £2.85 (per 25ml)	Start From £2.85 (per 25ml)	Start From £2.85 (per 25ml)	N/A	N/A
Soft Drink mixers	Start From £1.95 (330ml)	Start From £1.95 (330ml)	Start From £1.95 (330ml)	N/A	N/A
Bottled Beers	Start From £3.00 (330ml)	Start From £3.00 (330ml)	Start From £3.00 (330ml)	N/A	N/A
Prosecco	Start from £5.75 (per glass)	Start from £5.75 (per glass)	Start from £5.75 (per glass)	N/A	N/A

Civic Catering					
Service/ Charge	Charge 2019/20	Charge 2020/21	Proposed charge 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
HH & CH bar					
Champagne and Prosecco - per bottle	Start From £23.00 (per bottle)	Start From £23.00	Start From £23.00	N/A	N/A
Wines (white, rose, red)	Start From £4.00 (175ml)	Start From £4.00 (175ml)	Start From £4.00 (175ml)	N/A	N/A
Wines (white, rose, red)	Start From £5.00 (250ml)	Start From £5.00 (250ml)	Start From £5.00 (250ml)	N/A	N/A
Wines (white, rose, red)	Start From £15.95 (bottle)	Start From £15.95 (bottle)	Start From £15.95 (bottle)	N/A	N/A
Speciality wines for functions and events	Start from £16.95 per bottle	Start from £16.95 per bottle	Start from £16.95 per bottle	N/A	N/A
Speciality sparkling wines for events and functions	Start From £23.00 per bottle	Start From £23.00 per bottle	Start From £23.00 per bottle	N/A	N/A
Pause cafes (Lancaster and Woodcock St)					
Hot Beverages	Start From - £1.20 pp	Start From - £1.20 pp	Start From - £1.20 pp	N/A	N/A
Cold Beverages	Start From £1.00	Start From £1.00	Start From £1.00	N/A	N/A
Sandwiches	Start From £1.90	Start From £1.90	Start From £1.90	N/A	N/A
Panini & Wraps	Start From £3.00	Start From £3.00	Start From £3.00	N/A	N/A
Toasted Sandwiches	Start From £2.50	Start From £2.50	Start From £2.50	N/A	N/A
Home-made Soup	Start From £1.60 PP	Start From £1.60 PP	Start From £1.60 PP	N/A	N/A

Civic Catering					
Service/ Charge	Charge 2019/20	Charge 2020/21	Proposed charge 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Pause cafes (Lancaster and Woodcock St)					
Hot Beverages	Start From - £1.20 pp	Start From - £1.20 pp	Start From - £1.20 pp	N/A	N/A
Cold Beverages	Start From £1.00	Start From £1.00	Start From £1.00	N/A	N/A
Sandwiches	Start From £1.90	Start From £1.90	Start From £1.90	N/A	N/A
Panini & Wraps	Start From £3.00	Start From £3.00	Start From £3.00	N/A	N/A
Toasted Sandwiches	Start From £2.50	Start From £2.50	Start From £2.50	N/A	N/A
Home-made Soup	Start From £1.60 PP	Start From £1.60 PP	Start From £1.60PP	N/A	N/A
Salad pots	Start From £2.60	Start From £2.60	Start From £2.60	N/A	N/A
Whole Fruit	Start From 80p	Start From 80p	Start From 80p	N/A	N/A
Impulse Buys (Cakes, Snacks & Chocolate)	Start From 80p	Start From 80p	Start From 80p	N/A	N/A
Jacket Potato	Start From £2.30	Start From £2.30	Start From £2.30	N/A	N/A
Full English Breakfast	Start From £4.95	Start From £4.95	Start From £4.95	N/A	N/A
Bacon Sandwich	Start From £2.30	Start From £2.30	Start From £2.30	N/A	N/A
Sausage Sandwich	Start From £2.30	Start From £2.30	Start From £2.30	N/A	N/A
Hot Fried Egg sandwich	Start From £1.60	Start From £1.60	Start From £1.60	N/A	N/A
Porridge	Start From £1.60	Start From £1.60	Start From £1.60	N/A	N/A

Civic Catering					
Service/ Charge	Charge 2019/20	Charge 2020/21	Proposed charge 2021/22	£ change (20/21 - 21/22)	% change 20/21- 21/22
Pause cafes (Lancaster and Woodcock St)					
Granola Pot	Start From £2.10	Start From £2.10	Start From £2.10	N/A	N/A
Fruit Salad	Start From £2.10	Start From £2.10	Start From £2.10	N/A	N/A
Hot Main Lunch Time Meal	Start From £3.50	Start From £3.50	Start From £3.50	N/A	N/A
Hot side dishes	Start From £1.00	Start From £1.00	Start From £1.00	N/A	N/A
All beers, wines & spirits prices are subject to change as determined by any alterations to VAT and general taxation imposed by Central Government.					

Corporate Procurement Services					
Specific Legislation Impacting on Charging					
Rationale for change in pricing/pricing policy					
Service/ Charge	Charge 2019/20	Charge 2020/21	Proposed charge for 2021/22	£ change (20/21 - 21/22)	% change 20/21-21/22
<i>Discounted option available for schools who purchase subscription as per below:</i>					
1 Year Package -					
Nursery School	£750.00	£788.00	£788.00	£0.00	0%
Primary School or Special School - 1 or 2 form entry	£800.00	£840.00	£840.00	£0.00	0%
Primary School or Special School - 3 or 4 form entry	£900.00	£945.00	£945.00	£0.00	0%
Secondary School or College	£1,100.00	£1,155.00	£1,155.00	£0.00	0%
				0	
2 Year Package -				0	
Nursery School	£700.00	£735.00	£735.00	£0.00	0%
Primary School or Special School - 1 or 2 form entry	£750.00	£788.00	£788.00	£0.00	0%
Primary School or Special School - 3 or 4 form entry	£850.00	£893.00	£893.00	£0.00	0%
Secondary School or College	£1,050.00	£1,103.00	£1,103.00	£0.00	0%
				0	
3 Year Package -				0	
Nursery School	£650.00	£683.00	n/a	0	0%
Primary School or Special School - 1 or 2 form entry	£700.00	£735.00	n/a	0	0%
Primary School or Special School - 3 or 4 form entry	£800.00	£840.00	n/a	0	0%
Secondary School or College	£1,000.00	£1,050.00	n/a	0	0%

Car Parking				
Specific Legislation Impacting on Service Area	<ul style="list-style-type: none"> Road Traffic Regulation Act 1984 Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 			
Rationale for change in pricing/pricing policy	<ul style="list-style-type: none"> To ensure free movement and flow of Traffic within Birmingham To support the delivery of the policy objectives within 'Birmingham Connected' 			
Link to Budget 2019+	EC106c 19+			
Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
ON-STREET PARKING CHARGES				
Outer Zone, Jewellery Quarter Zone and Gun Quarter Zone				
Monday to Saturday 8am - 6pm				
Up to 1 hour	£1.50	£1.50	£0.00	0.0%
Up to 2 hours	£2.20	£2.20	£0.00	0.0%
Up to 3 hours	£3.50	£3.50	£0.00	0.0%
Up to 4 hours	£4.50	£4.50	£0.00	0.0%
Outer Zone Season Ticket				
3 months	£700.00	£700.00	£0.00	0.0%
6 months	£1,300.00	£1,300.00	£0.00	0.0%
Annual	£2,000.00	£2,000.00	£0.00	0.0%
Overnight 5pm - 9am and all day Sunday				
Annual	£100.00	£100.00	£0.00	0.0%
Overnight 5pm - 9am and all day Saturday & Sunday				
Annual	£200.00	£200.00	£0.00	0.0%
Jewellery Quarter and Gun Zone Season Tickets				
Annual (residents)	£263.00	£263.00	£0.00	0.0%
Annual (local employees)	£336.00	£336.00	£0.00	0.0%
Eastside Zone (Cashless Payment Only)				
Monday to Saturday 8am - 7.30pm				
Up to 1 hour	£1.50	£1.50	£0.00	0.0%
Up to 2 hours	£2.20	£2.20	£0.00	0.0%
Up to 3 hours	£3.50	£3.50	£0.00	0.0%
Up to 4 hours	£4.50	£4.50	£0.00	0.0%
Dale Road (Cashless Payments Only)				
Monday to Saturday 8am - 7pm				
Up to 1 hour	£0.70	£0.70	£0.00	0.0%
Up to 2 hours	£1.30	£1.30	£0.00	0.0%
Up to 3 hours	£1.80	£1.80	£0.00	0.0%
Up to 4 hours	£2.00	£2.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
RESIDENT PARKING SCHEMES				
Resident Permit				
First Permit	£19.00	£19.00	£0.00	0.0%
Second and Subsequent Permits	£38.00	£38.00	£0.00	0.0%
Resident Visitor Permit				
The permits are available in pads of five permits				
Change per permit	£0.75	£0.75	£0.00	0.0%
Business Permit				
Suburban areas	£142.00	£142.00	£0.00	0.0%
OFF - STREET PARKING CHARGES				
Great Charles Street and Ludgate Hill Car Parks				
Monday - Friday				
Up to 2 hours	£3.00	£3.00	£0.00	0.0%
Up to 4 hours	£5.00	£5.00	£0.00	0.0%
Up to 6 hours	£6.50	£6.50	£0.00	0.0%
Up to 12 hours	£7.50	£7.50	£0.00	0.0%
Up to 24 hours	£8.50	£8.50	£0.00	0.0%
Saturday and Sunday				
All day until midnight	£4.00	£4.00	£0.00	0.0%
PARADISE CIRCUS MULTI - STOREY CAR PARK				
Everyday				
Up to 2 hours	£3.00	£3.00	£0.00	0.0%
Up to 4 hours	£5.00	£5.00	£0.00	0.0%
Up to 6 hours	£7.00	£7.00	£0.00	0.0%
Up to 12 hours	£10.50	£10.50	£0.00	0.0%
Up to 24 hours	£13.00	£13.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
Season Tickets				
Monday - Friday 7:00 am to 7:00pm				
Three Calendar Months	£575.00	£575.00	£0.00	0.0%
Six Calendar Months	£1,050.00	£1,050.00	£0.00	0.0%
Annually	£1,900.00	£1,900.00	£0.00	0.0%
Everyday 7:00 to Midnight				
Three Calendar Months	£650.00	£650.00	£0.00	0.0%
Six Calendar Months	£1,150.00	£1,150.00	£0.00	0.0%
Annually	£2,100.00	£2,100.00	£0.00	0.0%
All day every day				
Three Calendar Months	£675.00	£675.00	£0.00	0.0%
Six Calendar Months	£1,250.00	£1,250.00	£0.00	0.0%
Annually	£2,250.00	£2,250.00	£0.00	0.0%
SNOW HILL MULTI - STOREY CAR PARK				
Everyday				
Up to 2 hours	£4.00	£4.00	£0.00	0.0%
Up to 4 hours	£6.00	£6.00	£0.00	0.0%
Up to 6 hours	£9.20	£9.20	£0.00	0.0%
Up to 12 hours	£12.80	£12.80	£0.00	0.0%
Up to 24 hours	£15.80	£15.80	£0.00	0.0%
It is proposed to retain the all - day flat rate charge of £1.00 for the parking of motorcycles in the motorcycle bays at this car park				
Season Tickets				
Monday - Friday 7:00 am to 7:00pm				
Three Calendar Months	£650.00	£650.00	£0.00	0.0%
Six Calendar Months	£1,275.00	£1,275.00	£0.00	0.0%
Annually	£2,500.00	£2,500.00	£0.00	0.0%
Everyday 7:00 to Midnight				
Three Calendar Months	£775.00	£775.00	£0.00	0.0%
Six Calendar Months	£1,500.00	£1,500.00	£0.00	0.0%
Annually	£2,750.00	£2,750.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
All day every day				
Three Calendar Months	£920.00	£920.00	£0.00	0.0%
Six Calendar Months	£1,800.00	£1,800.00	£0.00	0.0%
Annually	£3,400.00	£3,400.00	£0.00	0.0%
TOWN HALL MULTI - STOREY CAR PARK				
Everyday				
Up to 2 hours	£4.00	£4.00	£0.00	0.0%
Up to 4 hours	£6.00	£6.00	£0.00	0.0%
Up to 6 hours	£9.20	£9.20	£0.00	0.0%
Up to 12 hours	£12.80	£12.80	£0.00	0.0%
Up to 24 hours	£15.80	£15.80	£0.00	0.0%
Season Tickets				
Monday - Friday 7:00 am to 7:00pm				
Three Calendar Months	£650.00	£650.00	£0.00	0.0%
Six Calendar Months	£1,275.00	£1,275.00	£0.00	0.0%
Annually	£2,500.00	£2,500.00	£0.00	0.0%
Monday - Friday 7:00pm to Midnight				
Three Calendar Months	£700.00	£700.00	£0.00	0.0%
Six Calendar Months	£1,380.00	£1,380.00	£0.00	0.0%
Annually	£2,700.00	£2,700.00	£0.00	0.0%
All day every day				
Three Calendar Months	£900.00	£900.00	£0.00	0.0%
Six Calendar Months	£1,650.00	£1,650.00	£0.00	0.0%
Annually	£2,900.00	£2,900.00	£0.00	0.0%
Residents All Day Every Day				
Three Calendar Months	£300.00	£300.00	£0.00	0.0%
Six Calendar Months	£550.00	£550.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
DUDLEY STREET & NAVIGATION STREET CAR PARK				
Everyday				
All day (motorcycles only)	£1.00	£1.00	£0.00	0.0%
Up to 2 hours	£3.50	£3.50	£0.00	0.0%
Up to 4 hours	£6.00	£6.00	£0.00	0.0%
Up to 6 hours	£9.00	£9.00	£0.00	0.0%
Up to 12 hours	£12.00	£12.00	£0.00	0.0%
Up to 24 hours	£14.00	£14.00	£0.00	0.0%
It is proposed to retain the all-day flat rate charge of £1.00 for the parking of motorcycles in the motorcycle bays at Dudley Street car park				
MILLENNIUM POINT MULTI-STOREY CAR PARK				
Everyday				
Up to 2 hours	£3.00	£3.00	£0.00	0.0%
Up to 4 hours	£5.00	£5.00	£0.00	0.0%
Up to 6 hours	£5.70	£5.70	£0.00	0.0%
Up to 12 hours	£6.70	£6.70	£0.00	0.0%
Up to 24 hours	£9.50	£9.50	£0.00	0.0%
Season Tickets				
Monday - Friday 7:00am - 7:00pm				
Three Calendar Months	£295.00	£295.00	£0.00	0.0%
Six Calendar Months	£500.00	£500.00	£0.00	0.0%
Annually	£940.00	£940.00	£0.00	0.0%
All Day Every Day				
Three Calendar Months	£400.00	£400.00	£0.00	0.0%
Six Calendar Months	£735.00	£735.00	£0.00	0.0%
Annually	£1,245.00	£1,245.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
JEWELLERY QUARTER MULTI-STOREY CAR PARK				
Everyday				
Up to 2 hours	£2.00	£2.00	£0.00	0.0%
Up to 4 hours	£3.00	£3.00	£0.00	0.0%
Up to 6 hours	£4.70	£4.70	£0.00	0.0%
Up to 10 hours	£6.70	£6.70	£0.00	0.0%
Season Tickets				
All day Every Day				
Three Calendar Months	£245.00	£245.00	£0.00	0.0%
Six Calendar Months	£460.00	£460.00	£0.00	0.0%
Annually	£845.00	£845.00	£0.00	0.0%
Levels 4, 5 and 6 Local employees only)				
Annually	£400.00	£400.00	£0.00	0.0%
BREWERY STREET MULTI-STOREY CAR PARK				
Up to 4 hours	removed	removed		
Up to 6 hours	£10.00	£10.00	£0.00	0.0%
Up to 24 hours	£20.00	£20.00	£0.00	0.0%
VICTORIA ROAD CAR PARK				
Up to 2 hours	£0.90	£0.90	£0.00	0.0%
Up to 4 hours	£1.80	£1.80	£0.00	0.0%
All Day	£3.00	£3.00	£0.00	0.0%
Season Tickets all day every day:			£0.00	
3 Calendar Months	£180.00	£180.00	£0.00	0.0%
6 Calendar Months	£330.00	£330.00	£0.00	0.0%
Annual	£600.00	£600.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
LAWSON STREET CAR PARK			£0.00	
Up to 2 hours	£2.90	£2.90	£0.00	0.0%
Up to 4 hours	£4.60	£4.60	£0.00	0.0%
Up to 6 hours	£5.20	£5.20	£0.00	0.0%
Up to 12 hours	£6.20	£6.20	£0.00	0.0%
Up to 24 hours	£8.20	£8.20	£0.00	0.0%
DUCHESS ROAD CAR PARK			£0.00	
Up to 2 hours	£1.00	£1.00	£0.00	0.0%
Up to 4 hours	£2.00	£2.00	£0.00	0.0%
Up to 24 hours	£3.20	£3.20	£0.00	0.0%
Season Tickets all day every day:			£0.00	
3 Calendar Months	£185.00	£185.00	£0.00	0.0%
6 Calendar Months	£360.00	£360.00	£0.00	0.0%
Annual	£660.00	£660.00	£0.00	0.0%
ALL LOCAL CAR PARKS			£0.00	
Monday to Saturday			£0.00	
Up to 2 hours	£1.10	£1.10	£0.00	0.0%
Up to 4 hours	£2.30	£2.30	£0.00	0.0%
Up to 24 hours	£4.50	£4.50	£0.00	0.0%
Sunday			£0.00	
Up to 2 hours	£1.00	£1.00	£0.00	0.0%
Up to 10 hours	£2.00	£2.00	£0.00	0.0%
NORTHFIELD TOWN CENTRE			£0.00	
Monday to Saturday			£0.00	
Up to 2 hours	£1.10	£1.10	£0.00	0.0%
Up to 4 hours	£2.30	£2.30	£0.00	0.0%
Up to 24 hours	£4.00	£4.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
Sunday			£0.00	
Up to 2 hours	£1.30	£1.30	£0.00	0.0%
Up to 10 hours	£2.30	£2.30	£0.00	0.0%
SUTTON COLDFIELD TOWN CENTRE			£0.00	
Monday to Saturday			£0.00	
Up to 2 hours	£1.40	£1.40	£0.00	0.0%
Up to 4 hours	£2.40	£2.40	£0.00	0.0%
Up to 24 hours	£4.50	£4.50	£0.00	0.0%
Sunday			£0.00	
Up to 2 hours	£1.30	£1.30	£0.00	0.0%
Up to 10 hours	£2.30	£2.30	£0.00	0.0%
ON-STREET PARKING CHARGES				
Inner Zone				
Monday to Sunday 8am to 7.30pm				
Up to 1 hour	£3.50	£3.50	£0.00	0.0%
Up to 90 minutes (after 6pm)	£3.70	£3.70	£0.00	0.0%
Up to 2 hours	£6.00	£6.00	£0.00	0.0%
Up to 3 hours	£7.50	£7.50	£0.00	0.0%
Up to 4 hours	£9.50	£9.50	£0.00	0.0%
Season Tickets and Residents Permits				
Replacements				
Vehicle Change	£12.00	£12.00	£0.00	0.0%
Lost/Stolen/Damaged Season Ticket or Permit	£22.00	£22.00	£0.00	0.0%
Refunds				
Charge per Season Ticket or Permit	£16.00	£16.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Car Parking				
Parking Dispensations				
Dispensation to park on double yellow lines or contravene parking restrictions in exceptional and essential circumstances	£18.00	£18.00	£0.00	0.0%
An administration charge for dealing with requests to suspend parking bays (pay & display bays, permit bays, disabled bays, etc.) where this is permitted in the relevant Traffic Regulation Order.				
Daily Charge Per Bay (Bays 1-3)	£40.00	£40.00	£0.00	0.0%
Daily Charge for Additional Bays (multiples of 3, or part thereof)	£40.00	£40.00	£0.00	0.0%
Any additional costs associated with temporary suspension	Full Cost			
Permanent Loss of on-street parking bays due to development or change of use				
Charge to developers for loss of on street bay, where displaced bay can not be located in near vicinity	10 years average income for bay			
Any additional costs associated with loss of bay (i.e. amending Traffic Regulation Order, relocating ticket machines)	Full Cost	Full Cost		
Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Rationale for change in pricing/pricing policy	<ul style="list-style-type: none">• To account for inflationary increases in the cost of service delivery• To move towards full cost recovery in service delivery• To comply with legislation governing the setting of prices			
Changes to the Highway				
Section 278 Pre-Application advice (covers 1 pre-application review and 1 number 1 hour meeting)	£0	£500.00	£500.00	NEW CHARGE
Section 278 Additional Pre-Application advice meetings if required (1 hour meeting)	£0	£300.00	£300.00	NEW CHARGE
Section 278 Application Pack Check Fee (covers pre-application pack check for completeness only, not any technical review – charged per submission)	£0	£100.00	£100.00	NEW CHARGE
Section 278 Combined Minimum Technical Approval / Inspection Fee for Schemes up to £15,000 construction cost		Quoted on individual basis	N/A	N/A
Section 278 Combined Minimum Technical Approval / Inspection Fee for Schemes over £15,000	£12,265.00	£12,510	£245.00	2.0%
Section 278 Technical Approval % Fee based on construction value, to be used where minimum value is exceeded	3.75%	3.75%	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Section 278 Site Inspection Fee % Fee based on construction value for Technical Approval, to be used where minimum value is exceeded	6.75%	6.75%	£0.00	0.0%
Lighting Technical Approval Fees	£1,050.00	£1,071.00	£21.00	2.0%
Drainage (beyond standard highway minor drainage) Technical Approval Fees	£0	Quoted on individual basis where required	N/A	N/A
Section 278 Abortive Costs	£1,020.00	Charged at £65/hour time booked to project code. Minimum Charge £1020	N/A	N/A
Section 278 Legal Fee	£850.00	£1,020.00	£170.00	20.0%
Section 278 Wayleave (Deed of Grant)	£515.00	£525.00	£10.00	1.9%
Section 278/Section 38 - Stage 4 Road Safety Audit	£1,395.00	£1,423.00	£28.00	2.0%
New Developments				
Section 38 Application Pack Check Fee (covers pre-application pack check for completeness only, not any technical review – charged per submission)	£0	£100.00	£100.00	NEW CHARGE
Section 38 Combined Minimum Technical Approval / Inspection Fee for Schemes up to £15,000 construction cost		Quoted on individual basis	N/A	N/A
Section 38 Combined Minimum Technical Approval / Inspection Fee for Schemes over £15,000	£12,265.00	£12,633	£368.00	3.0%
Section 38 Technical Approval % Fee based on construction value, to be used where minimum value is exceeded	3.75%	3.75%	£0.00	0.0%
Section 38 Site Inspection Fee % Fee based on construction value for Technical Approval, to be used where minimum value is exceeded	6.75%	6.75%	£0.00	0.0%
Lighting Technical Approval Fees	£1,050.00	£1,071.00	£21.00	2.0%
Drainage (beyond standard highway minor drainage) Technical Approval Fees	£0	Quoted on individual basis where required	N/A	N/A
Section 38 Legal Agreement Administration	£1,225.00	£1,250.00	£25.00	2.0%
Section 38 Agreement Deed of Variation	£492.00	£502.00	£10.00	2.0%
Section 38 Agreement Inspection - Minimum charge	£5,535.00	£5,646.00	£111.00	2.0%
Section 220 Non Adopted Developments Combined Design Check / Supervision Fee (min)	£12,265.00	£12,510.00	£245.00	2.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Section 220 Non Adopted Technical Approval % Fee based on construction value, to be used where minimum value is exceeded	3.75%	3.75%	£0.00	0.0%
Section 220 Non Adopted Site Inspection Fee % Fee based on construction value for Technical Approval, to be used where minimum value is exceeded	6.50%	6.75%	£0.00	3.8%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Section 220 Non Adopted Developments Combined Design Check / Supervision Fee (min)	£12,265.00	£12,510.00	£245.00	2.0%
Section 220 Non Adopted Technical Approval % Fee based on construction value, to be used where minimum value is exceeded	3.75%	3.75%	£0.00	0.0%
Section 220 Non Adopted Site Inspection Fee % Fee based on construction value for Technical Approval, to be used where minimum value is exceeded	6.50%	6.75%	£0.00	3.8%
Road Safety Publicity Material - Provided to other Local Authorities / Organisations	Various charges	Various charges		
Highway Stopping Up Orders s.116	£5,680.00	£5,795.00	£115.00	2.0%
Footpath Stopping Up / Diversion Order	£5,680.00	£5,795.00	£115.00	2.0%
Public Spaces Protection Orders	£7,520.00	£7,395.00	-£125.00	-1.7%
Post Stopping Up Management and Site Inspection	£3,160.00	£3,223.00	£63.00	2.0%
Land Charges and Street Naming				
Street Naming - New streets	£280.00	£285.00	£5.00	1.8%
Numbering into New or Existing Streets - 1 to 5 Properties	£190.00	£194.00	£4.00	2.1%
Numbering into New or Existing Streets - 6 to 25 Properties	£455.00	£464.00	£9.00	2.0%
Numbering into New or Existing Streets - 26 to 75 Properties	£730.00	£745.00	£15.00	2.1%
Numbering into New or Existing Streets - 76+ Properties	£1,100.00	£1,122.00	£22.00	2.0%
Renaming of a Street - Magistrate Court Costs	£4000-£5000	£4,000 - £5,000		
Renaming of a Street - Staff Costs	£1,500.00	£1,530.00	£30.00	2.0%
Searches and Enquiries CON29 Property Search	£73.50	£76.80	£3.30	4.5%
Searches and Enquiries CON29 Additional Question	£14.40	£15.00	£0.60	4.2%
Searches and Enquiries LLC1 Property Search	£31.00	£31.00	£0.00	0.0%
Search Follow-Up - Full Enquiry Land Charges and Highway Searches per Property	£8.75 or £9.50 if by post	£9.00 or £15.00 by post		
General Enquiry Highways Information and Land Charges per Property	£8.75 or £9.50 if by post	£9.00 or £15.00 by post		

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Searches and Enquiries Private Companies per Property	£8.75 or £9.50 if by post	£9.00 or £15.00 by post		
Searches and Enquiries Mapping Information for Private Companies	£185.00	£227.00	£42.00	22.7%
Definitive Map - Legal Event as a result of change to public rights of way	£932.00	£1,140.00	£208.00	22.3%
School Travel Plans				
Production of School Travel Plan as condition of Planning application	£3,150.00	£3,150.00	£0.00	0.0%
Annual monitoring of School Travel Plan as condition of Planning application	£788.00	£788.00	£0.00	0.0%
Staff support for using the Modeshift STARS system to produce a School Travel Plan.	£1,575.00	£1,575.00	£0.00	0.0%
Transportation and Connectivity Miscellaneous				
S31(6) Deposits only (up to 5 hectares)	£579.00	£579.00	£0.00	0.0%
S31(6) Deposits only (each hectare above 5 hectares)	£40.00	£40.00	£0.00	0.0%
Village Green Deposits only (up to 5 hectares)	£525.00	£525.00	£0.00	0.0%
Village Green Deposits only (each hectare above 5 hectares)	£40.00	£40.00	£0.00	0.0%
Combined S31(6) and Village Green Deposits (up to 5 hectares)	£788.00	£788.00	£0.00	0.0%
Combined S31(6) and Village Green (each hectare above 5 hectares)	£40.00	£40.00	£0.00	0.0%
Miscellaneous Charges - Traffic Modelling Data and Model Runs - Staff Costs	At Cost	At Cost		
Traffic Modelling Data Access and Processing – testing transport proposals and impact of developments and potential mitigations – private sector developers (Exclusive of VAT)	n/a	£10,000 per project	New Charge	
Transport Modelling Data Access and Processing – testing transport proposals and impact of developments and potential mitigations – public sector partners and third sector (50% discounted as potential data sharing) (Exclusive of VAT)	n/a	£5,000 per project	New Charge	
Road Safety Talks/Workshops (for pupils)	£394.00	£394.00	£0.00	0.0%
Scootability Training (for pupils)	£788.00	£788.00	£0.00	0.0%
CPD teacher training courses on Road Safety and Clean Air	£1,575.00	£1,575.00	£0.00	0.0%
On going support with use of Modeshift STARS system past any initial free of charge consultation	£66.00 per hour	£66.00 per hour		

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Production of Workplace Travel Plan as condition of Planning application	£3,150.00	£3,150.00	£0.00	0.0%
Annual monitoring of Workplace Travel Plan as condition of Planning application	£1,575.00	£1,575.00	£0.00	0.0%
Staff support for using the Modeshift STARS for system to develop and produce an action plan	£66.00	£66.00	£0.00	0.0%
Delivery of workplace activities or initiatives as part of agreed action plan	£66.00	£66.00	£0.00	0.0%
Staff support for using the Modeshift STARS for system to conduct a workplace site audit	£66.00	£66.00	£0.00	0.0%
Staff support for using the Modeshift STARS for system to undertake bespoke workplace travel survey.	£66.00	£66.00	£0.00	0.0%
On going support with use of Modeshift STARS for system past any initial free of charge consultation	£66.00	£66.00	£0.00	0.0%
Highways - Dropped Kerbs				
Dropped Kerb Site Inspection Fee	£95.00	£97.00		0.0%
Dropped Kerb Administration Fee	£273.00	£278.00	£5.00	1.8%
Dropped Kerb Construction Cost	At Cost	At Cost		
Dropped Kerb Construction during planned Footway maintenance - Footway depth < 3m (standard 2.75m dropped kerb width) (during full footway, verge and kerb reconstruction) inclusive of administration	£215.25	£220.00	£4.75	2.2%
Dropped Kerb Construction during planned Footway maintenance Footway depth < 3m (standard 2.75m dropped kerb width) (during full footway and verge resurfacing) inclusive of administration	£462.00	£471.00	£9.00	1.9%
Dropped Kerb Construction during planned Footway maintenance - Footway depth 3m to 6m across hard verge (standard 2.75m dropped kerb width) (during full footway, verge and kerb reconstruction) inclusive of administration	£294.00	£300.00	£6.00	2.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Dropped Kerb Construction during planned Footway maintenance - Footway depth 3m to 6m across hard verge (standard 2.75m dropped kerb width) (during full footway and verge resurfacing) inclusive of administration	£593.25	£605.00	£11.75	2.0%
Dropped Kerb Construction during planned Footway maintenance - Footway depth 3m to 6m across grass verge (standard 2.75m dropped kerb width) (during full footway resurfacing) inclusive of administration	£908.25	£926.00	£17.75	2.0%
Dropped Kerb Construction during planned Footway maintenance (Individually charged) - Footway depth > 6m (during full footway and verge resurfacing) inclusive of administration	At cost	At cost		
Dropped Kerb Construction Subsidy	50.00%	50%	£0.00	0.0%
Inspection of Illegally Constructed Dropped Kerb	£367.50	£375.00	£7.50	2.0%
Inspection of Dropped Kerb / Site as requested by potential property buyer	£118.00	£120.00	£2.00	1.7%
Confirmation of status of Dropped Kerb constructed > 6 years ago	£118.00	£120.00	£2.00	1.7%
Dropped Kerb Protection Marking to Figure 1026.1 Single Access up to 5m	£135.00	£138.00	£3.00	2.2%
Per additional metre over 5m	£25.00	£26.00	£1.00	4.0%
Highways - Local Engineers				
Dropped Kerb Protection Marking (H marking)	£142.00	£142.00	£0.00	0.0%
Authorisation for the installation of temporary Traffic Signals at multiple junctions	£252.00	£252.00	£0.00	0.0%
Traffic Regulation Order (permanent) Administration Fee	£2,100.00	£2,100.00	£0.00	0.0%
Temporary Traffic Regulation Order Notice - Admin fee by Districts	£1,113.00	£1,113.00	£0.00	0.0%
Bellmouth Agreement/Heavy duty crossover	£1,103.00	£1,103.00	£0.00	0.0%
Temporary Direction Signs	£229.00	£229.00	£0.00	0.0%
Traffic Regulation Order Processing Charges - Document prep, re-design, consultation, legal costs, audit, advertisement & data management (for more than 5 days)	At Cost	At Cost	N/A	N/A

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Traffic Regulation Notice Processing Charges - Document prep, re-design, consultation, advertisement & data management	At Cost	At Cost	N/A	N/A
Temporary Traffic Regulation Order Processing Charges - approvals and data management (up to 5 days)	£1,169.00	£1,169.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Temporary Traffic Regulation Order Processing Charges - approvals and data management (up to 5 days)	£1,169.00	£1,169.00	£0.00	0.0%
Temporary Road Closures (for Events)				
Temporary Road Closures (for Events) under the Towns Police Clauses Act 1847 - Officer time to process applications, carry out site investigations, produce plans, design signs, attend meetings, liaise with various stakeholders as necessary, carry out consultation, produce closure Notices, undertake any other actions as deemed appropriate and implement closure on site.	At Cost	At Cost	N/A	N/A
Review of Proposals affecting Structural and Electrical Assets				
Structures - Approval In Principle Process	Price Quoted Individually			
Review and Approval of proposals on Electrical Assets	Price Quoted Individually			
Review and Approval of proposals affecting Structural Assets	Price Quoted Individually			
Direction Signs				
Tourist Direction Signs - Application	£168.00	£168.00	£0.00	0.0%
Tourist Direction Signs - Sign determination, design, implementation and maintenance	At Cost	At Cost		
Temporary Direction Signs - Application and initial period of licence up to 6 months	£336.00	£336.00	£0.00	0.0%
Temporary Direction Signs - Further 6 months extension of the licence period	£168.00	£168.00	£0.00	0.0%
Drainage Related Charges				
River Modelling - %cost of existing model	5.00%	5.00%		0.0%
River Modelling - Minimum Charge	£174.00	£174.00	£0.00	0.0%
River Modelling - Maximum Charge	£2,404.00	£2,404.00	£0.00	0.0%
Other Drainage Services (Records, Assessments, etc.)	At cost	At cost		
Ordinary Water Course Consents	£50.00	£50.00	£0.00	0.0%
Pre-Application Advice for Developers	At cost	At cost		

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Streetworks Charges				
Charges Under the New Roads and Street Works Act (s72) - Sample Inspections	£50.00	£50.00	£0.00	0.0%
Charges Under the New Roads and Street Works Act (s72) - Defective Reinstatement Inspection Fee	£47.50	£47.50	£0.00	0.0%
Charges Under the New Roads and Street Works Act (s72) - Third Party Inspection Fee	£68.00	£68.00	£0.00	0.0%
Street Works Regulations - Occupancy of Traffic-sensitive street or protected street not in road category 2, 3 or 4 beyond notified period. (Each day for first 3 days)	£5,000.00	£5,000.00	£0.00	0.0%
Street Works Regulations - Occupancy of Other street not in road category 2, 3 or 4 beyond notified period. (Each day for first 3 days)	£2,500.00	£2,500.00	£0.00	0.0%
Street Works Regulations - Occupancy of Traffic-sensitive street or protected street in road category 2. Beyond notified period (Each day for first 3 days)	£3,000.00	£3,000.00	£0.00	0.0%
Street Works Regulations - Occupancy of other street in road category 2. Beyond notified period (Each day for first 3 days)	£2,000.00	£2,000.00	£0.00	0.0%
Street Works Regulations - Occupancy of Traffic-sensitive street or protected street in road category 3 or 4 beyond notified period (Each day after 3 days)	£750.00	£750.00	£0.00	0.0%
Street Works Regulations - Occupancy of other street in road category 3 or 4 beyond notified period (Each day after 3 days)	£250.00	£250.00	£0.00	0.0%
Street Works Regulations - Occupancy of Traffic-sensitive street or protected street not in road category 2, 3 or 4. (Each day for first 3 days)	£10,000.00	£10,000.00	£0.00	0.0%
Street Works Regulations - Occupancy of Other street not in road category 2, 3 or 4. (Each day for first 3 days)	£2,500.00	£2,500.00	£0.00	0.0%
Street Works Regulations - Occupancy of Traffic-sensitive street or protected street in road category 2. (Each day after 3 days)	£8,000.00	£8,000.00	£0.00	0.0%
Street Works Regulations - Occupancy of other street in road category 2. (Each day after 3 days)	£2,000.00	£2,000.00	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Street Works Regulations - Occupancy of Traffic-sensitive street or protected street in road category 3 or 4 (Each day after 3 days)	£750.00	£750.00	£0.00	0.0%
Street Works Regulations - Occupancy of Other street in road category 3 or 4 (Each day after 3 days)	£250.00	£250.00	£0.00	0.0%
Street Works Regulations - Occupancy of Street not in road category 2, 3 or 4. Beyond notified period. (Each Day)	£2,500.00	£2,500.00	£0.00	0.0%
Street Works Regulations - Occupancy of Street in road category 2. Beyond notified period (Each Day)	£2,000.00	£2,000.00	£0.00	0.0%
Street Works Regulations - Occupancy of Street in road category 3 or 4. beyond notified period. (Each Day)	£250.00	£250.00	£0.00	0.0%
Street Works Regulations - Occupancy of any Street beyond notified period (Each Street)	£100.00	£100.00	£0.00	0.0%
FPNs - Offence under the New Roads and Street Works Act 1991	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence under section 54(5).	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence under section 55(5).	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence under section 55(9)(1).	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence under section 57(4).	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence under section 70(6) consisting of a failure to comply with subsection (3) or (4A)(2).	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence created by regulations made under section 74(7B).	£120/£80 Start Rate/ Reduced Rate			
FPNs - An offence created by regulations made under section 74A(11).	£120/£80 Start Rate/ Reduced Rate			
Property Strategy and Information				
Providing copies of title deeds relating to sales, leases licences, wayleaves and acquisition or other similar legal documentation where the original document is 20 pages or less where the original is A4 or legal format size. - <i>Staff Costs, each instance i.e. per document each copy</i>	£40 per copy	£40 per copy	£0.00	0.0%
Providing copies of title deeds relating to sales, leases licences, wayleaves and acquisition or other similar legal documentation where the original document is between 50 and 21 pages or less where the original is A4 or legal format size. - <i>Staff Costs, each instance i.e. per document each copy</i>	£80 per copy	£80 per copy	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Providing copies of title deeds relating to sales, leases licences, wayleaves and acquisition or other similar legal documentation where the original document is in excess of 50 pages in length or less where the original is A4 or legal format size. - <i>Staff Costs, each instance i.e. per document each copy</i>	£130 per copy	£130 per copy	£0.00	0.0%
Providing copies of title deeds relating to sales, leases licences, wayleaves and acquisition or other similar legal documentation where the original document is 20 pages or less where the original is larger than A4 or legal format size. - <i>Staff Costs, each instance i.e. per document each copy</i>	£60 per copy	£60 per copy	£0.00	0.0%
Providing copies of title deeds relating to sales, leases licences, wayleaves and acquisition or other similar legal documentation where the original document is between 50 and 21 pages or less where the original is larger than A4 or legal format size. - <i>Staff Costs, each instance i.e. per document each copy</i>	£100 per copy	£100 per copy	£0.00	0.0%
Providing copies of title deeds relating to sales, leases licences, wayleaves and acquisition or other similar legal documentation where the original document is in excess of 50 pages in length or less where the original is larger than A4 or legal format size. - <i>Staff Costs, each instance i.e. per document each copy</i>	£150 per copy	£150 per copy	£0.00	0.0%

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Production of City Street Maps each instance (i.e. cost per copy plan requested) At cost due to variable complexity of Orders and licencing	Media Type Paper Size Plot Cost Normal Paper A2 (17" x 23") £18 Photo Paper A2 (17" x 23") £20 Normal Paper A1P (23" x 33") £20 Normal Paper A1 (23" x 33") £20 Photo Paper A1 (23" x 33") £25 Normal Paper A0 (39" x 47") £25 Photo Paper A0 (39" x 47") £30 Normal Paper 54" £30 Photo Paper 54" £35 Normal Paper 60" £30 Photo Paper 60" £35		No Change	
Production of transactional plans At cost due to variable complexity of Orders	Minimum fee of initial cost £140 for the first hour (or part hour) then £88.90 per hour for each additional or part hour plus print costs as published. Amendments to existing plan originally provided by service charged at hourly rate with minimum charge of 1/2 hour. Media Type Paper Size Plot Cost: Normal Paper A2 (17" x 23") £18 Photo Paper A2 (17" x 23") £20 Normal Paper A1P (23" x 33") £20 Normal Paper A1 (23" x 33") £20 Photo Paper A1 (23" x 33") £25 Normal Paper A0 (39" x 47") £25 Photo Paper A0 (39" x 47") £30 Normal Paper 54" £30 Photo Paper 54" £35 Normal Paper 60" £30 Photo Paper 60" £35			

Service / Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Transportation, Connectivity & Highways				
Production of bespoke mapping, plans at cost due to variable complexity of Orders	Minimum fee of initial cost £140 for the first hour (or part hour) then £88.90 per hour for each additional or part hour plus print costs as published. Amendments to existing plan originally provided by service charged at hourly rate with minimum charge of 1/2 hour Media Type Paper Size Plot Cost: Normal Paper A2 (17" x 23") £18 Photo Paper A2 (17" x 23") £20 Normal Paper A1P (23" x 33") £20 Normal Paper A1 (23" x 33") £20 Photo Paper A1 (23" x 33") £25 Normal Paper A0 (39" x 47") £25 Photo Paper A0 (39" x 47") £30 Normal Paper 54" £30 Photo Paper 54" £35 Normal Paper 60" £30 Photo Paper 60" £35			
Production of bespoke one-off reports for property performance at cost due to variable complexity of Orders	Initial consultation fee of £100, thereafter fee of £88.90 per hour or part hour per report. Amendments to existing report charged at £88.80 per hour Half hour minimum fee			
Production of automated replicable reports for property performance at cost due to variable complexity of orders	Initial consultation fee of £100, thereafter fee of £88.90 per hour or part hour per report to production. Future support costs £1000 per annum (full or part year) until terminated. Amendments to existing report charged at £88.80 per hour Half hour minimum fee			

	Highways Licences			
Specific Legislation Impacting on Charging	<ul style="list-style-type: none"> • Highways Act 1980 • New Roads and Streetworks Act(1991) 			
Rationale for change in pricing/pricing policy	<ul style="list-style-type: none"> • To account for inflationary increases in the cost of service delivery • To comply with legislation governing the setting of prices 			
Link to Budget 2019+	CC104 19+			
Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Highway Licences				
New licence for private services in highway	£888.00	£906.00	£18.00	2.0%
Additional inspection fee for over 200 metres	£210.00	£215.00	£5.00	2.4%
New licence for overhanging canopies etc. on public highway	£877.00	£877.00	£0.00	0.0%
Amendment to existing canopy etc. licence	£483.00	£483.00	£0.00	0.0%
Street Café Specified Licences				
Up to 5 tables	£899.00	£899.00	£0.00	0.0%
5 tables or more	£1,318.00	£1,318.00	£0.00	0.0%
Specified Licence to plant trees, shrubs, etc., in a highway.				
New licence to plant and maintains vegetation in highway.	At Cost	At Cost		
Individual Specified Licence Fee				
Application Fee (non-refundable)	£95.00	£100.00	£5.00	5.3%
Specified Licences for Developments with a Value up to £1million:				
Scaffolding (up to 28 days)	£174.00	£180.00	£6.00	3.4%
Hoarding (up to 28 days)	£174.00	£180.00	£6.00	3.4%
Carting Over (Temporary Access) (up to 28 days)	£174.00	£180.00	£6.00	3.4%
Deposit of Materials (up to 28 days)	£174.00	£180.00	£6.00	3.4%
Crane - for one day only	£84.00	£90.00	£6.00	7.1%
Crane up to 2-28 days	£174.00	£180.00	£6.00	3.4%
Excavation (up to 28 days)	£174.00	£180.00	£6.00	3.4%

Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area	Highways Licences			
Licences for Developments with a Value up to £1million:				
Scaffolding (from 29 days over)	£420.00	£430.00	£10.00	2.4%
Hoarding (from 29 days over)	£420.00	£430.00	£10.00	2.4%
Carting Over (Temporary Access) (from 29 days over)	£420.00	£430.00	£10.00	2.4%
Crane (from 29 days over)	£420.00	£430.00	£10.00	2.4%
Excavation (from 29 days over)	£420.00	£430.00	£10.00	2.4%
Deposit of Materials (from 29 days over)	£420.00	£430.00	£10.00	2.4%
Additional Street Frontages				
Administration Fee per additional street frontage	£95.00	£100.00	£5.00	5.3%
Extension or Amendment to Specified Licence				
Administration Fee - up to & including a 4 week extension from date of original start	£95.00	£100.00	£5.00	5.3%
Large Development Highways Specified Licence				
Project Value ≥£1million and over 4 weeks	0.15%	0.15%	£0.00	0.0%
Administrative Fee for processing Development Bond	£55.00	£55.00	£0.00	0.0%
Retrospective Specified Highway Licence issued				
Retrospective Highway Licence	2 x equivalent preapproved total permit value	2 x equivalent preapproved total permit value		
Skip Placements on the Highway				
Registration Fee	No charge	No Charge		
Permit Fee	£21.00	£22.00	£1.00	4.8%
Retrospective Permit Fee	£200.00	£205.00		0.0%
Removal of non-permitted skips	£231.00	£236.00	£5.00	2.2%

Birmingham Property Services				
Specific Legislation Impacting on Charging				
Rationale for change in pricing/pricing policy	<ul style="list-style-type: none"> • To account for inflationary increase in the cost of service delivery • To move towards full cost recovery and make a greater contribution to overheads • To bring in line with other comparable authorities 			
Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Disposals (freehold or long leasehold sales) with consideration of:				
£0 - £5,000	£500.00	£600.00	£100.00	20.0%
£5,001 - £25,000	£1,000.00	£1,200.00	£200.00	20.0%
£25,001 - £50,000	£1,750.00	£2,100.00	£350.00	20.0%
£50,001 - £100,000	£1,950.00	£2,350.00	£400.00	20.5%
£100,001 plus (1% of disposal price min £2,000)	£2,000.00	£2,400.00	£400.00	20.0%
Administration fee:				
Auction sale £0 - £199,999	£1,000.00	£1,250.00	£250.00	25.0%
Auction sale £200,000 plus	£1,500.00	£2,000.00	£500.00	33.3%
Leasehold Reform Act Sales	£400.00	£450.00	£50.00	12.5%
Minor disposals (e.g. access land strips)	£125.00	£150.00	£25.00	20.0%
Garden land	£500.00	£600.00	£100.00	20.0%
Investment Portfolio Business Area:				
Ground Leases re-gearing	£1,400.00	1. Initial fee of £1,500.00 for carrying out valuation (payable prior to carrying out valuation) 2. If the matter proceeds to legal completion, additional fee of £1,500.00 payable on completion	£100.00	7.1%
Tenancies	£350.00	£400.00	£50.00	14.3%
Leases	5% of annual rent subject to a minimum of £350, plus a minimum of £350 as a non-refundable deposit towards BPS legal fees	2% of annual rent subject to a minimum of £375. In addition, a non-refundable deposit of £375 to be collected up front as initial contribution to the Council's legal costs		
Copies	£135.00	£140.00		0.0%
Rent Review document	£140.00	£145.00	£5.00	3.6%

Birmingham Property Services				
Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Licences	£350.00	£400.00	£50.00	14.3%
Administration fees for processing registration of leases, Assignments, Legal Charges and Tenancy Transfers	£190 or as stated in documentation: £190 Assignments (£275 to include Landlords prior consent)	£200.00	£10.00	5.3%
Landlords consent for any purposes (excluding assignments)	Standard fee £725. Rapid turnaround and complex issues - £1250. In addition, Specialist Areas of work will be subject to negotiation. Retrospective applications £2 x normal fee. NB These fees are in addition to any consideration payable in respect of the increased value of the lease.	Simple consent for minor alterations such as replacing shop signs etc - £125 For more complex matters, a standard fee of £500 to be applied (£1,000 if such is requested as an urgent turnaround). Any matter requiring engagement of specialist practitioners to be subject to a negotiated fee. Retrospective applications for any purpose will be subject to the payment of 2 x the applicable fee for such consent.		
Service Charges	Commercial property portfolio – variable fixed fee equivalent to 7.5% of expenditure or better. Birmingham Business Centres – variable fixed fee equivalent to 7.75% of expenditure or better.	Commercial property portfolio – variable fixed fee equivalent to 7.5% of expenditure or better. Birmingham Business Centres – variable fixed fee equivalent to 7.75% of expenditure or better.		
Central Administration Buildings (CAB)				
CAB Accommodation - Room Hire				
Council House Room Booking:				
Facility/Resource				
Council Chamber				
Monday - Friday 09:00 - 17:30	£353.00	£353.00	£0.00	0.0%
Monday - Friday Up to 4 hours (am or pm)	£243.00	£243.00	£0.00	0.0%

Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Birmingham Property Services				
Monday - Friday after 17:30 hours -	£333.00	£333.00	£0.00	0.0%
Weekends - At any time -	£425.00	£425.00	£0.00	0.0%
Committee Rooms				
1,2,3,4,6 & HMS Daring Room	£47.00	£47.00	£0.00	0.0%
Rooms 3 & 4 jointly	£63.00	£63.00	£0.00	0.0%
Saturday - up to 2 rooms	£63.00	£63.00	£0.00	0.0%
Saturday - 3 rooms & over	£152.00	£152.00	£0.00	0.0%
Sunday - up to 2 rooms per hour	£73.00	£73.00	£0.00	0.0%
Sunday - 3 rooms & over	£219.00	£219.00	£0.00	0.0%
Equipment				
Laptop/projector				
Up to 4 hours	£37.00	£37.00	£0.00	0.0%
Full Day	£56.00	£56.00	£0.00	0.0%
Laptop & Projector				
Up to 4 hours	£56.00	£56.00	£0.00	0.0%
Full Day	£83.00	£83.00	£0.00	0.0%
Microphones- Council Chamber	£73.00	£73.00	£0.00	0.0%
NB: Additional charges are levied for the provision of security (Customer Support and Porter Security Officers)				

Planning				
Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Planning				
Category A: Pre-application discussion for 250+ residential units or 25,000 sqm non-residential (including change of use) (excluding VAT). To include 2 meetings.	£15,300.00	£15,300.00	£0.00	0.0%
Category A: follow up meetings/discussions (charge per meeting) (excluding VAT)	N/A	£500	500	NEW CHARGE
Category B: Pre-application discussion for 100 - 249 residential units or 10,000 - 24,999 sqm non-residential (including change of use) (excluding VAT). To include 1 meeting.	£5,100.00	£6,000.00	£900.00	17.6%
Category B: follow up meetings/discussions (charge per meeting) (excluding VAT)	N/A	£500	500	NEW CHARGE
Category C: Pre-application discussion for 50-99 residential units or 5,000 - 9,999 sqm non-residential (including change of use) (excluding VAT). To include 1 meeting.	£3,060.00	£3,060.00	£0.00	0.0%
Category C: follow up meetings/discussions (charge per meeting) (excluding VAT)	N/A	£300	300	NEW CHARGE
Category D: Pre-application discussion for 25-49 residential units or 2,500-4,999 sqm non-residential (including change of use) (excluding VAT)	£2,040.00	£2,040.00	£0.00	0.0%
Category D: follow up meetings/discussions (charge per meeting) (excluding VAT)	N/A	£300	300	NEW CHARGE
Category E: Pre-application discussion for 10-24 residential units or 1,000 - 2,499 sqm non-residential (including change of use) (excluding VAT). To include 1 meeting.	£1,020.00	£1,020.00	£0.00	0.0%
Category E: follow up meetings (charge per meeting) (excluding VAT)	N/A	£200.00	200	NEW CHARGE

Planning				
Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Category F: - Pre-application advice for 5- 10 residential units or 500- 1,000 sqm (including change of use) (excluding VAT) - Written advice only.	N/A	£500.00	£500	NEW CHARGE
Category F: - charge if a meeting is requested (excluding VAT)	N/A	£300.00	£300	NEW CHARGE
Category G: - Minor Operations: Pre-application advice for up to 5 residential units or up any other development up to 500 sqm (including change of use) (excluding VAT) - Written advice only.	N/A	£200.00	£200	NEW CHARGE
Category G: - charge if a meeting is requested (excluding VAT)	N/A	£300.00	£300	NEW CHARGE
Category H: - Householder: Pre-application advice to extend or alter a single domestic property, which is not a listed building and will apply to extensions / outbuildings to houses (single-family unit only or 1 flat if part of a conversion). (excluding VAT) - Written advice only.	N/A	£100.00	£100	NEW CHARGE
Category H: - charge if a meeting is requested (excluding VAT)	N/A	£200.00	£200	NEW CHARGE
Category I: Pre-application discussion with registered charities, educational and community organisations (excluding VAT)	As above, depending upon category of proposal	As above, depending upon category of proposal	£0.00	0.0%
Do I Need Planning Permission Enquiries (householder)	Free	Free	£0.00	0.0%
Do I Need Planning Permission Enquiries (non householder) (excluding VAT)	Free	£100.00	£100	NEW CHARGE
Invalid Applications - Small Scale (excluding VAT)	£30.00	£30.00	£0.00	0.0%
Invalid Applications - Medium Scale (excluding VAT)	£50.00	£50.00	£0.00	0.0%
Invalid Applications - Large Scale (excluding VAT)	£150.00	£150.00	£0.00	0.0%
Enquiry – have (some or all) planning conditions been discharged for a particular development? Written response only (excluding VAT)	N/A	£200.00	£200	NEW CHARGE
Enquiry – has the Enforcement Notice/BCN been complied with? (excluding VAT)	N/A	£200.00	£200	NEW CHARGE
Removal of Enforcement Notice from the Register - (excluding VAT)	N/A	£200.00	£200	NEW CHARGE

Clean Air Zone				
Specific Legislation Impacting on Charging	Transport Act 2000 (Charging Order)			
Rationale for change in pricing/pricing policy	To improve air quality, encourage vehicle compliance and encourage people to use alternative, sustainable forms of transport			
Link to Budget 2019+	PL128 19+			
Service/ Charge	Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Charges for Clean Air Zone (24 Hours, 365 Days Per Year)				
Private Cars (Non-compliant) VAT Not Applicable	£0.00	£8.00	£8.00	NEW CHARGE
Taxis (Hackney Carriage, Non-compliant) VAT Not Applicable	£0.00	£8.00	£8.00	NEW CHARGE
Taxis (Private Hire, Non-compliant) VAT Not Applicable	£0.00	£8.00	£8.00	NEW CHARGE
Light Goods Vehicles (Non-compliant) VAT Not Applicable	£0.00	£8.00	£8.00	NEW CHARGE
Heavy Goods Vehicles (Non-compliant) VAT Not Applicable	£0.00	£50.00	£50.00	NEW CHARGE
Coaches (Non-compliant) VAT Not Applicable	£0.00	£50.00	£50.00	NEW CHARGE
Buses (Non-compliant) VAT Not Applicable	£0.00	£50.00	£50.00	NEW CHARGE

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
*Non Resident fees implemented from January 2020				
Exclusive Right of Burial				
Resident Fee - Standard grave (to accept Coffin/Casket up to 30" (76.20cm) in width)	£2,247.00	£2,247.00	£0.00	0.00%
Non Resident Fee - Standard grave (to accept Coffin/Casket up to 30" (76.20cm) in width) *	£5,880.00	£2,584.00	-£3,296.00	-56.05%
Resident Fee - Grave to accept coffin casket over 30" in width, where practicable, the above fee will increase pro rata	£2,809.00	£2,809.00	£0.00	0.00%
Non Resident Fee - Grave to accept coffin casket over 30" in width, where practicable, the above fee will increase pro rata *	£7,501.00	£3,230.00	-£4,271.00	-56.94%
Resident Fee - Standard grave (Lawn Type) with concrete header	£2,445.00	£2,445.00	£0.00	0.00%
Non Resident Fee - Standard grave (Lawn Type) with concrete header	£6,534.00	£2,812.00	-£3,722.00	-56.96%
Resident Fee – Lawn type with concrete header grave to accept coffin casket over 30" in width, where practicable, the above fee will increase pro rata	£3,059.00	£3,059.00	£0.00	0.00%
Non Resident Fee - Lawn type with concrete header grave to accept coffin casket over 30" in width, where practicable, the above fee will increase pro rata	£8,167.00	£3,518.00	-£4,649.00	-56.92%
Resident Fee - Child's grave (coffin/casket 3'6" (106.68cm) x 2'6" (76.20cm) - Where larger size graves are available fee will be increased pro rata	£0.00	£0.00	£0.00	0.00%
Non Resident Fee - Child's grave (coffin/casket 3'6" (106.68cm) x 2'6" (76.20cm) - Where larger size graves are available fee will be increased pro rata *	£3,298.00	£0.00	-£3,298.00	-100.00%
Resident Fee - Where a standard sized grave is required for a child aged 16 (18) years or younger.	£0.00	£0.00	£0.00	0.00%
Resident Fee - Child's grave (Lawn Type) with concrete header	£0.00	£0.00	£0.00	0.00%
Non Resident Fee - Child's grave (Lawn Type) with concrete header	£3,506.00	£0.00	-£3,506.00	-100.00%
Resident Fee - Earthen grave for cremation ashes	£661.00	£661.00	£0.00	0.00%
Non Resident Fee - Earthen grave for cremation ashes	£1,769.00	£760.00	-£1,009.00	-57.04%
Resident Fee - Earthen grave for cremation ashes with Concrete Header (to accept four caskets of remains)	£1,089.00	£1,089.00	£0.00	0.00%
Non Resident Fee - Earthen grave for cremation ashes with Concrete Header (to accept four caskets of remains)	£2,902.00	£1,252.00	-£1,650.00	-56.86%
Resident Fee - Earthen grave for cremation ashes with Concrete Header to accept two caskets of remains	£874.00	£874.00	£0.00	0.00%
Non Resident Fee - Earthen grave for cremation ashes with Concrete Header to accept two caskets of remains	£2,337.00	£1,005.00	-£1,332.00	-57.00%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Vaults				
Resident Fee - Mini cremated remains vault	£1,600.00	£1,600.00	£0.00	0.00%
Non Resident Fee - Mini cremated remains vault	£4,272.00	£1,840.00	£-2,432.00	-56.93%
Resident Fee - Mausolea Vault	Price on Application			
Non Resident Fee - Mausolea Vault	Price on Application			
Resident Fee - Vaulted grave with integral memorial	Price on Application			
Non Resident Fee - Vaulted grave with integral memorial	Price on Application			
Exclusive Right of Burial (Woodland Burials)				
Resident Fee - Standard grave (to accept Coffin/Casket up to 30" (76.20cm) in width)	£2,450.00	£1,950.00	£-500.00	-20.41%
Non Resident Fee - Standard grave (to accept Coffin/Casket up to 30" (76.20cm) in width)	£6,406.00	£2,243.00	£-4,163.00	-64.99%
Resident Fee - Standard grave WITH TREE (to accept Coffin/Casket up to 30" (76.20cm) in width)	£2,685.00	£2,295.00	£-390.00	-14.53%
Non Resident Fee - Standard grave WITH TREE (to accept Coffin/Casket up to 30" (76.20cm) in width)	£6,640.00	£2,639.00	£-4,001.00	-60.26%
Reservation				
Resident Fee - Grave Reservation Fee in respect of standard grave and standard grave with a tree	£150.00	£150.00	£0.00	0.00%
Non Resident Fee - Grave Reservation Fee in respect of standard grave and standard grave with a tree	£150.00	£150.00	£0.00	0.00%
Other				
Preparation of indemnity upon notification of loss of an Exclusive Right of Burial.	£124.00	£70.00	£-54.00	-43.55%
Preparation of Repurchase of Exclusive Right of Burial Agreement.	£124.00	£70.00	£-54.00	-43.55%
Non Resident Fee - Postage of Deed by Recorded Delivery	£6.00	£10.00	£4.00	66.67%
Resident Fee - Postage of Deed by Recorded Delivery	£6.00	£10.00	£4.00	66.67%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Interments (Maximum 1 hour appointment allocation per booking - ½ hr for items 2.1 & 2.2) Earthen Graves (including Public Graves)				
Interment of a still born child (Includes non-viable foetal remains) or a child aged 16 (18) years or below	0	0	£0.00	0.00%
Organs, other body parts and tissue of a deceased person (where deceased was aged 17 (19) or above)	£156	£300	£144.00	92.31%
Interment of a person aged 17 (19) years or over (exception applies, see below)	£1,054.00	£1,054.00	£0.00	0.00%
Interment of person aged 19 years or over - Where an exclusive right of burial was granted before 1.4.1993 and no full body burial has taken place since this date (this does not apply to Public Graves) - removed from price list and amalgamated with fee above.	£1,130.00	£1,054.00		
Walled graves or vaults				
Interment of a still born child (Includes non-viable foetal remains) or a child aged 16 (18) years or younger	£0.00	£0.00	£0.00	0.00%
Interment of a person aged 17 (19) years or over (exception applies, see below)	£1,150.00	£1,054.00	£-96.00	-8.35%
Interment of person aged 17 years or over - Where an exclusive right of burial was granted before 1.4.1993 and no full body burial has taken place since this date (this does not apply to Public Graves) - removed from price list and amalgamated with fee above.	£1,675.00	£1,054.00		
Interment in a vault with integral memorial	Price on Application			
Interment in a mausolea vault	Price on Application			

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Cremated Remains				
Interment of Cremated Remains in a grave or vault *	£300.00	£300.00	£0.00	0.00%
Interment of cremated remains of a child aged 17 (18) years or below*	£156.00	£156.00	£0.00	0.00%
Where two interments take place at the same time an additional registration fee will be charged in place of the second interment fee. (This applies to fees 2.1 - 2.7 & 2.11 - 2.13 (5a - 7a) above) *	£124.00	£175.00	£51.00	41.13%
Scattering of cremated remains				
Scattering of cremated remains on a grave when cremation did not take place at a Birmingham City Council Crematorium (Fee to witness scattering of cremated remains included) *	£104.00	£104.00	£0.00	0.00%
Witness scattering of cremated remains on a grave when cremation took place at a Birmingham City Council Crematorium (Where multiple scatterings take place on the same grave at the same time, this fee will only be applied once) *	£47.00	£47.00	£0.00	0.00%
Walled graves and concrete liners				
Construction of a walled grave	Price on Application			0.00%
Cost of a concrete liner for a standard sized grave*	£1,248.00	£1,100.00	-£148.00	-11.86%
Cost of a concrete liner for a child's sized grave*	£620.00	£620.00	£0.00	0.00%
* These fees are in addition to the interment and any Exclusive Right of Burial fees that apply.				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Memorials and Inscriptions (as defined within the Rules and Regulations in Respect of the Municipal Cemeteries). Charge for the Right to erect or place a memorial on a grave or vault (where an Exclusive Right of Burial has been granted prior to 1st May 2005)				
A traditional type of memorial (Headstone and Kerbs)	£250.00	£250.00	£0.00	0.00%
A lawn type memorial (Headstone only)	£193.00	£193.00	£0.00	0.00%
A lawn type memorial (Concrete header)	£317.00	£317.00	£0.00	0.00%
A lawn type memorial on a child's grave	£99.00	£99.00	£0.00	0.00%
A memorial vase where no other memorial has been erected	£89.00	£89.00	£0.00	0.00%
Resident Fee -A lawn tablet for Cremation Ashes Section	£99.00	£99.00	£0.00	0.00%
Inscription				
Application for an additional inscription after the first (up to two names may be included upon application)	£67.00	£67.00	£0.00	0.00%
Additional inscription Columbarium Unit - Lodge Hill Cemetery only	£235.00	£235.00	£0.00	0.00%
Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Other Fees and Charges				
Other Cemetery Memorialisation	Price on Application			
Woodland Burial Memorialisation	Price on Application			
Various Keepsakes / Memorials (inclusive of Vat).	Price on Application			
The removal and re-fixing of a cremation lawn tablet for a burial of cremated remains.	£42.00	Prices on application	n/a	n/a
Resident Fee - Transfer of ownership and subsequent registering of an existing Exclusive Right of Burial where the owner of the Exclusive Right of Burial is deceased and a burial is to take place, also transfer of ownership and subsequent registering of an Exclusive Right of Burial where transfer to a resident of Birmingham. WHERE THE TRANSFER IS TO A NON RESIDENT THEN AN ADDITIONAL 15% OF THE ORIGINAL EXCLUSIVE RIGHT OF BURIAL FEE WILL BE APPLIED TO THE TRANSFER FEE	£70.00	£70.00	£0.00	0.00%
Vault with integral memorial	Prices on application			
Interment in a mausoleum vault	Prices on application			

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Late				
Where one service slot has been booked and the service takes longer than 1.15 hours from the appointed service time an additional fee will be applied.	£260.00	£260 per half hour	£0.00	0.00%
For each additional hour booked after the first appointed time slot for a full burial service	£250.00	£255.00	£5.00	2.00%
Where the service for an interment of cremated remains or an interment of a child aged 16 (18) or below takes longer than 30 minutes from the appointed service time an additional fee will be applied.	£75.00	£75 per half hour	£0.00	0.00%
Cancellation				
Late cancellation of funeral booking (after 10.00 hours on the working day prior to the funeral)	£255.00	£255.00	£0.00	0.00%
Late cancellation / Non-attendance for booking of cremated remains interment (after 10.00 hours on the working day prior to the funeral)	£52.00	£52.00	£0.00	0.00%
Late cancellation / Non-attendance for booking of scattering of cremated remains.	£20.00	£20.00	£0.00	0.00%
Other Fees and Charges - Exhumation				
Exhumation	Price on Application		£0.00	0.00%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Other Fees and Charges - Chapel				
Use of cemetery chapel including use of organ and, if required, provision of recorded music.	£289.00	£300.00	£11.00	3.81%
Use of crematorium chapel at Lodge Hill, Sutton Coldfield and Yardley when available. This includes use of organ, if required, and provision of recorded music.	£420 .00	£400.00	£20.00	0.00%
Other Fees and Charges - Casket				
Other Fees and Charges - Genealogy				
Online records search.	Prices on application	Prices on application	£0.00	0.00%
Certified copy of entry in burial register (inclusive of VAT).	£20.00	£20.00	£0.00	0.00%
Other Fees and Charges - Incorrect Information				
Reproduction of Deed of Exclusive Right of Burial due to incorrect information being supplied on the notice of interment and amendment of Statutory Registers.	£62.00	£70.00	£8.00	12.90%
Other Fees and Charges - Grave Maintenance				
Subsequent levelling, turfing or seeding of a grave.	£114.00	£114.00	£0.00	0.00%
'Always remembered' grave tending services (inclusive of VAT).	Prices on application	Prices on application	£0.00	0.00%
Coffin Cover	Prices on application	Prices on application	£0.00	0.00%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Bereavement Services				
Cremation - The fees detailed below include the use of the chapel, scattering of cremated remains in the Garden of Remembrance, Medical Referee's and (if required) use of organ and/or provision of recorded music.				
Stillborn child or child aged 16 (18) years or below (includes non-viable foetal remains)	£0.00	£0.00	£0.00	0.00%
Organs, other body parts and tissue of a deceased person (where deceased was aged 17 (19) or above)	£143.00	£143.00	£0.00	0.00%
Person aged 17 (19) years or above. The cremation fee includes an environmental charge of £55.00	£875.00	£825.00	-£50.00	-5.71%
Direct Cremation	NEW	£575.00	£575.00	0.00%
Additional charge for last two service times	£80.00	£0.00	-£80.00	0.00%
Where a cremation service takes place for two adults. The cremation fee includes an environmental charge of £55.00	£1,330.00	£1,250.00	-£80.00	-6.02%
Use of the Crematorium Chapel for memorial service	£420.00	£400.00	-£20.00	-4.76%
Additional use of the crematorium chapel by appointment – Annexed to a cremation appointment only.	£420.00	£300.00	-£120.00	-28.57%

Service Area -Bereavement Services				
Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Where the service exceeds the allotted time slot, the fee for the use of the crematorium chapel will be applied	£420.00	£420.00	£0.00	0.00%
For funerals that arrive/commence more than 1 hour late, in addition to previous fees.	£511.00	£500.00	-£11.00	-2.15%
Late cancellation of funeral booking (after 10.00 hours on the working day prior to the funeral)	£298.00	£298.00	£0.00	0.00%
Cremated remains				
Temporary deposit of cremated remains pending arrangements for disposal, per month	£71.00	£71.00	£0.00	0.00%
Witness scattering of cremated remains in the garden of remembrance where cremation takes place at a Birmingham City Council Crematorium.	£53.00	£53.00	£0.00	0.00%
Scattering of cremated remains in the Garden of Remembrance when cremation took place at any other crematorium	£107.00	£107.00	£0.00	0.00%
Provision of container for collection of cremated remains	£10.00	£0.00	-£10.00	-100.00%
Production of the certificate of cremation	£10.00	£0.00	-£10.00	-100.00%
Above Ground Cremated Remains Vaults - Sanctum Vaults and Walled Sanctum units	Prices of application	Prices on application	£0.00	0.00%

Service Area -Bereavement Services				
Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Cremated remains				
Additional Services				
DVD recording of cremation service- where available	Prices on application	Prices on application	£0.00	0.00%
CD recording of cremation service - where available	Prices on application	Prices on application	£0.00	0.00%
Use of Tribute Screen - where available	Prices on application	Prices on application	£0.00	0.00%
Webcast of cremation Service - where available	Prices on application	Prices on application	£0.00	0.00%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Parks				
Specific Legislation Impacting on Charging				
Rationale for change in pricing/pricing policy				
Link to Budget 2019+				
Individual Use of Facilities				
Bowls				
Adult	£7.00	£7.00	£0.00	0.00%
Juniors/Concessions	£4.00	£4.00	£0.00	0.00%
Season Ticket (Standard).	£95.00	£95.00	£0.00	0.00%
Team Match	£75.00	£75.00	£0.00	0.00%
Fishing				
Day Ticket - Adult	£14.00	£14.00	£0.00	0.00%
Juniors/Concessions	£6.50	£6.50	£0.00	0.00%
Fishing Season Ticket:-				
All park sites	£105.00	£105.00	£0.00	0.00%
Redgra Pitches (Inclusive of lights)				

Service Area -Parks				
Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Without changing facilities:				
Adult	£70.00	£70.00	£0.00	0.0%
Junior	£35.00	£35.00	£0.00	0.0%
With changing facilities:				
Adult	£110.00	£110.00	£0.00	0.0%
Junior	£65.00	£65.00	£0.00	0.0%
Birmingham Wildlife Conservation Park Admission Charges				
Adults	£7.25	£7.25	£0.00	0.0%
Adults accompanying a child under 3 years	£7.25	£7.25	£0.00	0.0%
Senior Citizens, Students	£5.55	£5.55	£0.00	0.0%
Child aged 3 to 15 years inclusive	£3.65	£3.65	£0.00	0.0%
Children under 3		£0.00	£0.00	0.0%
Family Day Ticket:	£23.75	£23.75	£0.00	0.0%
(2 adults plus maximum of 3 children aged 3 - 15 years)		£0.00	£0.00	0.0%
Family Day Ticket:	£17.00	£17.00	£0.00	0.0%
(1 adult + 3 child aged 3 - 15 years)		£0.00	£0.00	0.0%
Family Season Ticket:	£86.00	£86.00	£0.00	0.0%
(2 adults plus maximum number of 3 children aged 3 - 15 years)		£0.00	£0.00	0.0%
Single Adult Season Ticket:	£61.00	£61.00	£0.00	0.0%
(1 adult plus maximum number of 3 children aged 3- 15 years)		£0.00	£0.00	0.0%
Concessionary Season Ticket:	£52.50	£52.50	£0.00	0.0%
(Senior Citizens)		£0.00	£0.00	0.0%
Family Season Ticket incl. Car Parking	£125.50	£125.50	£0.00	0.0%
(2 adults plus maximum number of 3 children aged 3 - 15 years)		£0.00	£0.00	0.0%
Single Adult Season Ticket incl. Car Parking	£88.50	£88.50	£0.00	0.0%
(1 adult plus maximum number of 3 children aged 3- 15 years)		£0.00	£0.00	0.0%
Concessionary Season Ticket incl. Car Parking	£76.75	£76.75	£0.00	0.0%
(Senior Citizens)		£0.00	£0.00	0.0%

Service Area -Parks				
Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Use of Parks (Events)				
Community use including friends groups and volunteers = subject to negotiation		£0.00	£0.00	0.0%
Cannon Hill & Sutton Park				
Small Events (attendance up to 499)				
Commercial - operational days		£0.00	£0.00	0.0%
Commercial - set-up/dismantling days		£0.00	£0.00	0.0%
Non commercial (incl. charities) - operational days		£0.00	£0.00	0.0%
Non commercial (inc charities) - set-up/dismantling days		£0.00	£0.00	0.0%
Major Events (attendance 500 or more)				
Commercial - operational days		£0.00	£0.00	0.0%
Commercial - set-up/dismantling days		£0.00	£0.00	0.0%
Non commercial (incl. charities) - operational days		£0.00	£0.00	0.0%
Non commercial (inc charities) - set-up/dismantling days		£0.00	£0.00	0.0%
Eastside Park, Handsworth Park, Kings Heath Park, Lickey Hills (including Cofton and Perry Parks for major concerts & events with attendances above 20,000)				
Small Events (attendance up to 499)		£0.00	£0.00	0.0%
Commercial - operational days	£2,160.00	£2,160.00	£0.00	0.0%
Commercial - set-up/dismantling days	£1,080.00	£1,080.00	£0.00	0.0%
Non commercial (incl. charities) - operational days	£595.00	£595.00	£0.00	0.0%
Non commercial (incl. charities) - set-up/dismantling days	£297.50	£297.50	£0.00	0.0%
Major Events (attendance 500 or more)				
Commercial - operational days	£4,310.00	£4,310.00	£0.00	0.0%
Commercial - set-up/dismantling days	£2,155.00	£2,155.00	£0.00	0.0%
Non commercial (incl. charities) - operational days	£1,185.00	£1,185.00	£0.00	0.0%
Non commercial (incl. charities) - set-up/dismantling days	£592.50	£592.50	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Parks				
All Other Sites (all sites)				
Small Events (attendance up to 499)				
Commercial - operational days	£570.00	£570.00	£0.00	0.0%
Commercial - set-up/dismantling days	£285.00	£285.00	£0.00	0.0%
Non commercial (incl. charities) - operational days	£178.50	£178.50	£0.00	0.0%
Non commercial (incl. charities) - set-up/dismantling days	£89.25	£89.25	£0.00	0.0%
Major Events (attendance 500 or more)				
Commercial - operational days	£1,135.00	£1,135.00	£0.00	0.0%
Commercial - set-up/dismantling days	£567.50	£567.50	£0.00	0.0%
Non commercial (incl. charities) - operational days	£355.00	£355.00	£0.00	0.0%
Non commercial (incl. charities) - set-up/dismantling days	£177.50	£177.50	£0.00	0.0%
Wedding photographs and recordings				
Commercial	£395.00	£395.00	£0.00	0.0%
Non commercial	£90.00	£90.00	£0.00	0.0%
Organised Group Activities e.g. Boot Camp, Forest Schools etc. = a minimum of 12% of gross income	£35.00	£35.00	£0.00	0.0%
Filming in Parks				
Cannon Hill, Handsworth Park, Kings Heath Park, Lickey Hills & Sutton Park				
Up to 1 hour & Students	£120.00	£120.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area-Funfairs in Parks				
Filming with minimal equipment (hand held)	£305.00	£305.00	£0.00	0.0%
Filming with minimal equipment (hand held)	£490.00	£490.00	£0.00	0.0%
Filming with vehicles and crew	£490.00	£490.00	£0.00	0.0%
Filming with vehicles and crew	£980.00	£980.00	£0.00	0.0%
All Other Sites				
Up to 1 hour & Students	£89.00	£89.00	£0.00	0.0%
Filming with minimal equipment (hand held)	£178.50	£178.50	£0.00	0.0%
Filming with minimal equipment (hand held)	£360.00	£360.00	£0.00	0.0%
Filming with vehicles and crew	£360.00	£360.00	£0.00	0.0%
Filming with vehicles and crew	£860.00	£860.00	£0.00	0.0%
Season Ticket	£3,930.00	£3,930.00	£0.00	0.0%
Season Ticket	£7,855.00	£7,855.00	£0.00	0.0%
Car Parking				
Cannon Hill Park, upto 4 hours	£2.40	£2.60	£0.20	8.3%
Cannon Hill Park, from 4 - 16 1/2 hours	£3.60	£3.90	£0.30	8.3%
Cannon Hill Park Coach Parking	£18.00	£19.50	£1.50	8.3%
Sutton Park - subject to further consultation regarding the rollout of the Parks Car Parking Scheme	£2.00	£2.00	£0.00	0.0%
Parks room hire facilities				
Community Room (30 people)	£35.00	£35.00	£0.00	0.0%
Annual charge - minimum fee subject to hire agreement	£2,940.00	£2,940.00	£0.00	0.0%
Charge per teaching area per games session	£72.00	£72.00	£0.00	0.0%
(Senior Citizens)		£0.00	£0.00	0.0%
Parks ranger service - educational sessions (including schools)				
Group - max 30	£190.00	£190.00	£0.00	0.0%
Group - max 30	£310.00	£310.00	£0.00	0.0%
Community Group talks or guided walks	£78.75	£78.75	£0.00	0.0%
Equipment hire	£36.75	£36.75	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area-Funfairs in Parks				
Cannon Hill, Handsworth Park, Kings Heath Park, Lickey Hills & Sutton Park				
Upto 5 Adult Rides	£735.00	£735.00	£0.00	0.0%
6 Adult Rides	£810.00	£810.00	£0.00	0.0%
7 Adult Rides	£920.00	£920.00	£0.00	0.0%
8 Adult Rides	£1,060.00	£1,060.00	£0.00	0.0%
Upto 9 Adult Rides	£1,185.00	£1,185.00	£0.00	0.0%
All Other Sites				
Upto 5 Adult Rides	£450.00	£450.00	£0.00	0.0%
6 Adult Rides	£480.00	£480.00	£0.00	0.0%
7 Adult Rides	£565.00	£565.00	£0.00	0.0%
8 Adult Rides	£650.00	£650.00	£0.00	0.0%
Upto 9 Adult Rides	£725.00	£725.00	£0.00	0.0%
Service Area-Football				
FOOTBALL - Saturday				
Charge per match				
Senior Match & changing facilities	£92.00	£92.00	£0.00	0.0%
Junior Match & changing facilities	£40.00	£40.00	£0.00	0.0%
Small Sided Match & changing facilities	£22.00	£22.00	£0.00	0.0%
Senior Match no changing facilities	£46.00	£46.00	£0.00	0.0%
Junior Match no changing facilities	£29.25	£29.25	£0.00	0.0%
Small Sided Match & no changing facilities	£16.25	£16.25	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area-Funfairs in Parks				
Seasonal Licence* with facilities				
Senior	£2,050.00	£2,050.00	£0.00	0.0%
Junior	£890.00	£890.00	£0.00	0.0%
Small Sided Match & changing facilities	£505.00	£505.00	£0.00	0.0%
Seasonal Licence* without facilities				
Senior	£875.00	£875.00	£0.00	0.0%
Junior	£425.50	£425.50	£0.00	0.0%
Small Sided Match & no changing facilities	£208.50	£208.50	£0.00	0.0%
FOOTBALL - Sunday (AM = game finishes upto & including 11.59am; PM = game starts from 12 noon onwards)				
Charge per match				
Senior Match & changing facilities - PM	£115.00	£115.00	£0.00	0.0%
Senior Match and changing Facilities - AM	£133.50	£133.50	£0.00	0.0%
Junior Match & changing facilities	£52.00	£52.00	£0.00	0.0%
Small Sided Match & changing facilities	£27.50	£27.50	£0.00	0.0%
Senior Match no changing facilities - PM	£58.00	£58.00	£0.00	0.0%
Senior Match no changing facilities - AM	£72.75	£72.75	£0.00	0.0%
Junior Match no changing facilities	£28.75	£28.75	£0.00	0.0%
Small Sided Match & no changing facilities	£16.50	£16.50	£0.00	0.0%
Service Area-Football				
Seasonal Licences*				
Senior Match & changing facilities - PM	£2,284.00	£2,284.00	£0.00	0.0%
Senior Match and changing Facilities - AM	£2,725.00	£2,725.00	£0.00	0.0%
Junior Match & changing facilities	£1,320.00	£1,320.00	£0.00	0.0%
Small Sided Match & changing facilities	£645.00	£645.00	£0.00	0.0%
Senior Match no changing facilities - PM	£1,330.00	£1,330.00	£0.00	0.0%
Senior Match no changing facilities - AM	£1,595.00	£1,595.00	£0.00	0.0%
Junior Match no changing facilities	£805.00	£805.00	£0.00	0.0%
Small Sided Match & no changing facilities	£400.00	£400.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area-Football				
RUGBY - Saturday - charge per match				
Senior Match & changing facilities	£85.00	£85.00	£0.00	0.0%
Junior Match & changing facilities	£41.50	£41.50	£0.00	0.0%
Senior Match no changing facilities	£35.25	£35.25	£0.00	0.0%
Junior Match no changing facilities	£29.50	£29.50	£0.00	0.0%
Seasonal Licence* with facilities				
Senior	£1,985.00	£1,985.00	£0.00	0.0%
Junior	£990.00	£990.00	£0.00	0.0%
Service Area-Rugby				
Seasonal Licence* without facilities				
Senior	£920.00	£920.00	£0.00	0.0%
Junior	£460.00	£460.00	£0.00	0.0%
TRAINING SESSIONS WITH FLOODLIGHTS - charge per session				
Midweek with facilities per session	£92.50	£92.50	£0.00	0.0%
Midweek without facilities per session	£60.00	£60.00	£0.00	0.0%
RUGBY - Sunday - charge per match				
Senior Match & changing facilities	£101.00	£101.00	£0.00	0.0%
Junior Match & changing facilities	£50.25	£50.25	£0.00	0.0%
Senior Match no changing facilities	£49.25	£49.25	£0.00	0.0%
Junior Match no changing facilities	£29.50	£29.50	£0.00	0.0%
Seasonal Licence* with facilities				
Senior	£2,577.00	£2,577.00	£0.00	0.0%
Junior	£1,281.50	£1,281.50	£0.00	0.0%
Seasonal Licence* without facilities				
Senior	£1,457.00	£1,457.00	£0.00	0.0%
Junior	£707.50	£707.50	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area-Cricket				
CRICKET - Evening & Sat				
charging per match				
Senior Match & changing facilities	£65.50	£65.50	£0.00	0.0%
Junior Match & changing facilities	£35.50	£35.50	£0.00	0.0%
Senior Match no changing facilities	£39.00	£39.00	£0.00	0.0%
Junior Match no changing facilities	£24.00	£24.00	£0.00	0.0%
Practice Nets - Per session (Half Day)	£25.00	£25.00	£0.00	0.0%
Seasonal License Grade 1 Facilities (Handsworth Park only)	£1,276.00	£1,276.00	£0.00	0.0%
Seasonal Licence* with facilities				
Senior	£808.50	£808.50	£0.00	0.0%
Junior	£438.50	£438.50	£0.00	0.0%
Seasonal Licence* without facilities				
Senior	£488.50	£488.50	£0.00	0.0%
Junior	£258.50	£258.50	£0.00	0.0%
Service Area-Cricket				
CRICKET - Sunday				
Charging per match				
Senior Match changing facilities	£84.00	£84.00	£0.00	0.0%
Junior Match & changing facilities	£47.00	£47.00	£0.00	0.0%
Senior Match no changing facilities	£52.50	£52.50	£0.00	0.0%
Junior Match no changing facilities	£28.50	£28.50	£0.00	0.0%
Practice Nets - Per session (Half Day)	£26.50	£26.50	£0.00	0.0%
Seasonal License Grade 1 Facilities (Handsworth Park only)	£1,691.00	£1,691.00	£0.00	0.0%
Seasonal Licence* with facilities				
Senior	£1,067.00	£1,067.00	£0.00	0.0%
Junior	£567.00	£567.00	£0.00	0.0%
Seasonal Licence* without facilities				
Senior	£693.00	£693.00	£0.00	0.0%
Junior	£360.00	£360.00	£0.00	0.0%
Artificial Wicket Hire (no changing facilities) - Seasonal Licence	£105.00	£105.00	£0.00	0.0%
Artificial Wicket Hire (no changing facilities) - per match	£39.00	£39.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Garden and Bulky Waste				
Specific Legislation Impacting on Charging				
Rationale for change in pricing/pricing policy				
Link to Budget 2019+				
Garden Waste (Annual)	£50.00	£50.00	£0.00	0.0%
Garden Online Payment Discount (Annual)	£50.00	£50.00	£0.00	0.0%
Bulky Waste (Per collection)	£35.00	£35.00	£0.00	0.0%
Bulky Online Payment Discount	£33.00	£33.00	£0.00	0.0%
Online payment discount	£3.00	£3.00	£0.00	0.0%
Promotional discounts (e.g. Early Bird)	£45.00	£45.00	£0.00	0.0%
Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Trade waste collection				
Sacks (Annual Contract)	Price on Request	Price on Request		0.0%
Sacks (Quarterly Contract)	Price on Request	Price on Request		0.0%
Sacks Pre paid	Price on Request	Price on Request		0.0%
Sacks City Centre	Price on Request	Price on Request		0.0%
Wheeled Bins (240 litres)	Price on Request	Price on Request		0.0%
Wheeled Bins (360 litres)	Price on Request	Price on Request		0.0%
Wheeled Bins (660 litres – 50kg net)	Price on Request	Price on Request		0.0%
Wheeled Bins (660 litres – 80kg net)	Price on Request	Price on Request		0.0%
Continental Containers (1100 litres – 150kg net)	Price on Request	Price on Request		0.0%
Continental Containers (1100 litres – 180kg net)	Price on Request	Price on Request		0.0%
Continental Containers (1280 litres)	Price on Request	Price on Request		0.0%
Paladins (0.96m ³ containers)	Price on Request	Price on Request		0.0%
Powell Duffryn	Price on Request	Price on Request		0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22
Service Area -Trade waste collection		
Skips by Individual Load (6.12 m ³)	Price on Request	Price on Request
Skips by Individual Load (10.70 m ³)	Price on Request	Price on Request
Front Loading (9.18 m ³)	Price on Request	Price on Request
Skips using Rear End Loading Vehicle (6.12 m ³)	Price on Request	Price on Request
Skips using Rear End Loading Vehicle (10.70 m ³)	Price on Request	Price on Request
Rolonoff (Price will be dependent on type of material collected/disposed)	Price on Request	Price on Request
Minimum charge for one hour	Price on Request	Price on Request
Minimum charge for half hour	Price on Request	Price on Request
Issue of Duty of Care Certificate (Annual Season Ticket)	Price on Request	Price on Request
Reconnection charge[1]	Price on Request	Price on Request
Reconnection charge[1]	Price on Request	Price on Request
[1] The reconnection fee is to cover costs relating to non-payment of invoices which result in cancellation and subsequent reconnection of services.		
Hire of Mechanical Sweeping Vehicle and Driver		
Minimum charge for one hour	Price on Request	Price on Request
Emptying of cesspools (per visit)	Price on Request	Price on Request
Commercial clinical waste collection: Sacks	Price on Request	Price on Request
Commercial Clinical waste box (4 litres)	Price on Request	Price on Request
Commercial Clinical waste box (30 litres)	Price on Request	Price on Request
Clinical Waste Three Part Consignment Note	Price on Request	Price on Request
Trade Recycling Collections		
Trade recycling services fulfil a demand from businesses to recycle more of their waste. The provision of such services also assists BCC to further reduce landfill and responds to the national Waste Strategy 2007 and associated national and local carbon reduction agenda.		

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22
Service Area -Trade waste collection		
The following table shows the charges previously agreed for 2017/18 and the charges proposed for 2018/19.	Price on Request	Price on Request
Prepaid Cardboard Recycling Tape - 50m Roll	Price on Request	Price on Request
240 litre Recycling Container Paper & Cardboard	Price on Request	Price on Request
240 litre Recycling Container Mixed Multi	Price on Request	Price on Request
360 litre Recycling Container Paper & Cardboard	Price on Request	Price on Request
360 litre Recycling Container Mixed Multi	Price on Request	Price on Request
660 litre Recycling Container Paper and Cardboard	Price on Request	Price on Request
660 litre Recycling Container Mixed Multi	Price on Request	Price on Request
Consideration will be given to free paper & card recycling services to use as a competitive edge for significant contracts i.e. worth more than £7,000 per annum.	Price on Request	Price on Request
1100 Glass Recycling	Price on Request	Price on Request
[2] This new service is under utilised and as part of a marketing strategy it is proposed to keep it at its current rate.	Price on Request	Price on Request
Trade Waste Street Cleaning Events Rates		
Beat Sweepers/Litter Pickers (per hour)	Price on Request	Price on Request
Driver (per hour)	Price on Request	Price on Request
Class 2 Driver (per hour)	Price on Request	Price on Request
Small Mechanical Sweeper (per hour)	Price on Request	Price on Request
Large Mechanical Sweeper (per hour)	Price on Request	Price on Request
Sideloader - 3 Crew (per hour)	Price on Request	Price on Request
Alley Cat - 3 Crew (per hour)	Price on Request	Price on Request

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Prices in Sport and Leisure are for reference by Cabinet and Full Council only. The prices below were agreed via a Cabinet Member Decision and implemented from 1 January				
Specific Legislation Impacting on Charging				
Rationale for change in pricing/pricing policy				
Link to Budget 2019+				
Birmingham Alexander Stadium				
ATHLETICS				
Senior Athletics Events - 1 day	£1,318.00	£1,318.00	£0.00	0.0%
Junior Athletics Events - 1 day	£891.50	£891.50	£0.00	0.0%
OTHER FACILITIES				
Additional Staff (e.g. Stewards)	£26.00	£26.00	£0.00	0.0%
Additional outside throwing cage	£179.50	£179.50	£0.00	0.0%
Additional pole vault runway	£179.50	£179.50	£0.00	0.0%
Additional high jump bed (max = 3)	£179.50	£179.50	£0.00	0.0%
Additional Stand	£252.00	£252.00	£0.00	0.0%
Floodlighting	£78.50	£78.50	£0.00	0.0%
Prices are for Commercial use and may be reduced at the Managers discretion for Community use				
Prices are for Commercial use and may be reduced at the Managers discretion for Community use, to include the use of: Main Stand Accommodation Commentary Box and Public Address System One Throwing Cage One Pole Vault Runway/Bed One High Jump Bed Physio Block Two Members of Staff on Trackside Track and Field Equipment	£2,097.00	£2,097.00	£0.00	0.0%
All of the above is subject to availability				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
OTHER FACILITIES/ACTIVITIES				
Holding Deposit	£656.00	£656.00	£0.00	0.0%
Indoor Hall				
Indoor Hall Exclusive use max 10 per area	£35.50	£35.50	£0.00	0.0%
Indoor Hall Exclusive use per area 13.00-15.30hrs	£77.00	£77.00	£0.00	0.0%
Indoor Hall Exclusive use all areas	£280.50	£280.50	£0.00	0.0%
Indoor Hall per session Adult	£6.00	£6.00	£0.00	0.0%
Indoor Hall per session Junior	£3.10	£3.10	£0.00	0.0%
Indoor Hall per session PTL	£4.80	£4.80	£0.00	0.0%
GMAC				
Kitchen	£33.50	£33.50	£0.00	0.0%
Viewing Gallery	£33.50	£33.50	£0.00	0.0%
Meeting Room	£33.50	£33.50	£0.00	0.0%
Martial Arts Room 1	£83.00	£83.00	£0.00	0.0%
Martial Arts Room 2	£65.00	£65.00	£0.00	0.0%
Martial Arts Room 3	£65.00	£65.00	£0.00	0.0%
GMAC activities				
Aikido Adult	£7.00	£7.00	£0.00	0.0%
Aikido Junior	£5.30	£5.30	£0.00	0.0%
Judo Adult	£7.20	£7.20	£0.00	0.0%
Judo Junior	£3.80	£3.80	£0.00	0.0%
Karate Adult	£7.00	£7.00	£0.00	0.0%
Karate Junior	£5.30	£5.30	£0.00	0.0%
Karate Family	£15.00	£15.00	£0.00	0.0%
The above room hire prices are guide prices for non-profit making organisations. Commercial rates are an additional 60% extra. Consumables and set-up and de-rig times are not included in prices listed.				
For all Sport and Leisure fees and charges Adults are classified as people aged 16years and over				
Community Leisure Centres				
Fees are inclusive of VAT where applicable				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
FACILITIES				
Sports Hall				
Sports Hall - whole - Shard End Adult	£50.00	£50.00	£0.00	0.0%
Sports Hall - whole - Bartley Green Adult		£0.00	£0.00	0.0%
Sports Hall - whole - Shard End Junior	£32.00	£32.00	£0.00	0.0%
Tarmac/Hard Surface	£20.50	£20.50	£0.00	0.0%
Social Events		£0.00	£0.00	0.0%
Commercial Room Hire		£0.00	£0.00	0.0%
ACTIVITIES				
Badminton				
Kingstanding	£9.50	£9.50	£0.00	0.0%
Bartley Green		£0.00	£0.00	0.0%
Saltley	£9.50	£9.50	£0.00	0.0%
Netball				
Netball Court - indoor - Saltley	£52.50	£52.50	£0.00	0.0%
Netball Court - indoor - Kingstanding	£36.00	£36.00	£0.00	0.0%
Cricket				
Cricket Nets - Saltley	£34.00	£34.00	£0.00	0.0%
Fitness session - Adult		£0.00	£0.00	0.0%
Bartley Green		£0.00	£0.00	0.0%
Fitness session - Junior		£0.00	£0.00	0.0%
Shard End	£4.20	£4.20	£0.00	0.0%
Bartley Green		£0.00	£0.00	0.0%
Group Fitness (Exercise classes)		£0.00	£0.00	0.0%
Shard End	£5.60	£5.60	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
MISCELLANEOUS CHARGES				
Equipment Hire	£2.50	£2.50	£0.00	0.0%
PASSPORT TO LEISURE				
Registration Fee				
Birmingham Residents	£6.00	£6.00	£0.00	0.0%
Birmingham Residents Over 70	£0.00	£0.00	£0.00	0.0%
PTL discounts up to 20% on a range of activities		£0.00	£0.00	0.0%
Sports Development				
Tennis / Gymnastics / Swimming				
<i>Fees are inclusive of VAT where applicable</i>				
TENNIS DEVELOPMENT 12 Weeks unless Stated				
JUNIOR				
Mini Tots	£64.00	£64.00	£0.00	0.0%
Mini Tots - PTL	£51.20	£51.20	£0.00	0.0%
Mini Tennis - Red 45 min	£85.50	£85.50	£0.00	0.0%
Mini Tennis - Red 45 min - PTL	£68.50	£68.50	£0.00	0.0%
Mini Tennis - Orange 45 min	£85.50	£85.50	£0.00	0.0%
Mini Tennis - Orange 45 min - PTL	£68.50	£68.50	£0.00	0.0%
Mini Tennis - Green - 1 hour	£112.50	£112.50	£0.00	0.0%
Mini Tennis - Green - 1 hour - PTL	£90.00	£90.00	£0.00	0.0%
Junior Tennis 1 & 2	£132.50	£132.50	£0.00	0.0%
Junior Tennis 1 & 2 - PTL	£106.00	£106.00	£0.00	0.0%
Teen Tennis 1, 2 & 3	£132.50	£132.50	£0.00	0.0%
Teen Tennis 1, 2 & 3 - PTL	£106.00	£106.00	£0.00	0.0%
Teen Tennis 1, 2 & 3 - Outdoors	£98.00	£98.00	£0.00	0.0%
Teen Tennis 1, 2 & 3 - Outdoors - PTL	£78.50	£78.50	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
ADULT				
Adult - 60 mins - beginner	£132.50	£132.50	£0.00	0.0%
Adult - 60 mins - beginner - PTL	£106.00	£106.00	£0.00	0.0%
Adult - 90 mins	£152.00	£152.00	£0.00	0.0%
Adult - 90 mins - PTL	£121.50	£121.50	£0.00	0.0%
Adult - drill & tactics	£111.50	£111.50	£0.00	0.0%
Adult - drill & tactics - PTL	£89.00	£89.00	£0.00	0.0%
Adult - rusty rackets (6 weeks)	£54.00	£54.00	£0.00	0.0%
Adult - rusty rackets (6 weeks) - PTL	£43.50	£43.50	£0.00	0.0%
Course less than 12 weeks will be pro-rata.				
GYMNASTICS DEVELOPMENT				
JUNIOR GYMNASTS				
Elite Gymnastics - 4+ Sessions per week	£76.50	£76.50	£0.00	0.0%
2nd Child - 4 Sessions	£58.00	£58.00	£0.00	0.0%
3rd Child - 4 Sessions	£50.00	£50.00	£0.00	0.0%
Elite Gymnastics - 4+ Sessions PTL	£61.00	£61.00	£0.00	0.0%
Elite Gymnastics - 3 Sessions per week	£60.50	£60.50	£0.00	0.0%
2nd Child - 3 Sessions	£45.00	£45.00	£0.00	0.0%
3rd Child - 3 Sessions	£39.50	£39.50	£0.00	0.0%
Elite Gymnastics - 3 Sessions PTL	£48.50	£48.50	£0.00	0.0%
Elite Gymnastics - 1- 2 Sessions per week	£44.00	£44.00	£0.00	0.0%
2nd Child - 1 - 2 Sessions	£33.00	£33.00	£0.00	0.0%
3rd Child - 1 -2 Sessions	£29.50	£29.50	£0.00	0.0%
Elite Gymnastics - 1- 2 Sessions PTL	£35.00	£35.00	£0.00	0.0%
Recreational Classes	£71.00	£71.00	£0.00	0.0%
Recreational Classes - 2nd Child	£52.50	£52.50	£0.00	0.0%
Recreational Classes - 3rd Child	£45.00	£45.00	£0.00	0.0%
Recreational Classes PTL	£57.00	£57.00	£0.00	0.0%
Advanced Recreational Class	£104.50	£104.50	£0.00	0.0%
Recreational Classes - 2nd Child	£79.00	£79.00	£0.00	0.0%
Recreational Classes - 3rd Child	£69.00	£69.00	£0.00	0.0%
Recreational Classes PTL	£83.50	£83.50	£0.00	0.0%
4th Child FREE for all groups				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
ADULT				
Floor Gymnastics	£7.00	£7.00	£0.00	0.0%
PTL	£5.50	£5.50	£0.00	0.0%
SWIMMING DEVELOPMENT				
Open National Group - City Resident	£94.00	£94.00	£0.00	0.0%
Open National Group - City Non-resident	£105.00	£105.00	£0.00	0.0%
Open National Group - Passport-to-Leisure	£75.00	£75.00	£0.00	0.0%
Open National Group - 2nd Child in Same Group	£70.00	£70.00	£0.00	0.0%
National Development Group - City Resident	£88.00	£88.00	£0.00	0.0%
National Development Group - City Non-resident	£99.00	£99.00	£0.00	0.0%
National Development Group - Passport-to-Leisure	£70.50	£70.50	£0.00	0.0%
National Development Group - 2nd Child in Same Group	£62.00	£62.00	£0.00	0.0%
National Synchronised Group - City Resident	£75.00	£75.00	£0.00	0.0%
National Synchronised Group - City Non-resident	£88.00	£88.00	£0.00	0.0%
National Synchronised Group - Passport-to-Leisure	£60.00	£60.00	£0.00	0.0%
National Synchronised Group - 2nd Child in Same Group	£56.00	£56.00	£0.00	0.0%
Youth Synchronised Group - City Resident	£66.00	£66.00	£0.00	0.0%
Youth Synchronised Group - City Non-resident	£76.00	£76.00	£0.00	0.0%
Youth Synchronised Group - Passport-to-Leisure	£53.00	£53.00	£0.00	0.0%
Youth Synchronised Group - 2nd Child in Same Group	£50.00	£50.00	£0.00	0.0%
Junior Synchronised Group - City Resident	£58.00	£58.00	£0.00	0.0%
Junior Synchronised Group - City Non-resident	£70.50	£70.50	£0.00	0.0%
Junior Synchronised Group - Passport-to-Leisure	£46.50	£46.50	£0.00	0.0%
Junior Synchronised Group - 2nd Child in Same Group	£43.00	£43.00	£0.00	0.0%
Learn to Synchro Swim - City Resident	£26.00	£26.00	£0.00	0.0%
Learn to Synchro Swim -City Non-resident	£30.50	£30.50	£0.00	0.0%
Learn to Synchro Swim - Passport-to-Leisure	£21.00	£21.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Learn to Synchro Swim - 2nd Child in Same Group	£18.00	£18.00	£0.00	0.0%
For all Sport and Leisure fees and charges Adults are classified as people aged 16years and over				
Leisure Centres - Facility Hire & Miscellaneous				
Fees are inclusive of VAT where applicable				
INDOOR SPORTS				
8-day Advance Booking Leisure Card membership		£0.00	£0.00	0.0%
(+ £1.00 per court for 8 day advance booking)		£0.00	£0.00	0.0%
Sports Hall				
Nechells (8 badminton court hall)	£117.00	£117.00	£0.00	0.0%
Cocks Moors Woods (8 courts)	£121.00	£121.00	£0.00	0.0%
Great Barr (6 courts)		£0.00	£0.00	0.0%
Wyndley (5 courts)	£73.00	£73.00	£0.00	0.0%
Fox Hollies (4 court)	£73.00	£73.00	£0.00	0.0%
Handsworth (4 court)	£66.00	£66.00	£0.00	0.0%
Small Heath (4 court)	£55.00	£55.00	£0.00	0.0%
New Stechford (4 court)	£73.50	£73.50	£0.00	0.0%
Badminton				
Fox Hollies	£9.50	£9.50	£0.00	0.0%
Wyndley	£9.50	£9.50	£0.00	0.0%
Cocks Moors Woods	£9.50	£9.50	£0.00	0.0%
Handsworth	£9.50	£9.50	£0.00	0.0%
Small Heath	£9.50	£9.50	£0.00	0.0%
Great Barr	£9.50	£9.50	£0.00	0.0%
Nechells	£9.50	£9.50	£0.00	0.0%
New Stechford	£9.50	£9.50	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Squash				
Fox Hollies	£9.50	£9.50	£0.00	0.0%
Small Heath	£9.50	£9.50	£0.00	0.0%
Wyndley	£9.50	£9.50	£0.00	0.0%
OUTDOOR SPORTS				
Wyndley Artificial Pitch				
Adult	£153.00	£153.00	£0.00	0.0%
Junior	£77.00	£77.00	£0.00	0.0%
1/3 rd Pitch	£52.50	£52.50	£0.00	0.0%
1/3 rd Pitch Junior	£28.00	£28.00	£0.00	0.0%
Wyndley Practice Area	£61.00	£61.00	£0.00	0.0%
Wyndley Practice Area Junior	£30.50	£30.50	£0.00	0.0%
Small Heath - Artificial Pitch				
Adult	£110.00	£110.00	£0.00	0.0%
1/3 rd Pitch	£37.00	£37.00	£0.00	0.0%
Fox Hollies - Artificial Pitch				
Adult	£145.00	£145.00	£0.00	0.0%
Junior	£73.50	£73.50	£0.00	0.0%
1/3 rd Pitch	£48.00	£48.00	£0.00	0.0%
Artificial Pitch - Saltley				
Adult	£133.00	£133.00	£0.00	0.0%
Adult 1/3 Pitch	£53.50	£53.50	£0.00	0.0%
Artificial Pitch - Colmers				
Adult 1/3 Pitch	£46.00	£46.00	£0.00	0.0%
Adult Full Pitch	£136.50	£136.50	£0.00	0.0%
Junior 1/3 Pitch	£35.00	£35.00	£0.00	0.0%
Junior Full Pitch	£103.50	£103.50	£0.00	0.0%
Wyndley Sports Meetings				
Adult - Midweek	£274.50	£274.50	£0.00	0.0%
- Weekend	£335.00	£335.00	£0.00	0.0%
Junior - Midweek	£189.00	£189.00	£0.00	0.0%
- Weekend	£203.00	£203.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Netball	£24.00	£24.00	£0.00	0.0%
Nechells - Multi Use Area	£22.00	£22.00	£0.00	0.0%
Cricket : Outdoor Practice Nets	£24.00	£24.00	£0.00	0.0%
BILLESLEY INDOOR TENNIS CENTRE				
Indoor Court Hire				
Peak Times - Adult	£26.00	£26.00	£0.00	0.0%
Peak Times - Junior	£12.50	£12.50	£0.00	0.0%
Off Peak	£11.00	£11.00	£0.00	0.0%
Weekends	£21.00	£21.00	£0.00	0.0%
School Use	£12.00	£12.00	£0.00	0.0%
Outdoor Court Hire				
Peak times - Adult	£12.50	£12.50	£0.00	0.0%
Peak times - Junior	£6.90	£6.90	£0.00	0.0%
Off peak - Adult	£10.00	£10.00	£0.00	0.0%
Off Peak - Junior	£5.30	£5.30	£0.00	0.0%
TABLE TENNIS				
Cocks Moors Woods	£8.20	£8.20	£0.00	0.0%
Fox Hollies	£8.20	£8.20	£0.00	0.0%
Nechells	£8.20	£8.20	£0.00	0.0%
Wyndley	£8.20	£8.20	£0.00	0.0%
NON-COMMERCIAL ROOM HIRE				
Room Hire				
Calthorpe Play Centre	£29.00	£29.00	£0.00	0.0%
Stanhope Wellbeing Hub	£29.00	£29.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Firs & Bromford Wellbeing Hub				
Aston Pavillion	£42.50	£42.50	£0.00	0.0%
Conference Suite				
Cocks Moors Woods LC - Conference Suite	£68.00	£68.00	£0.00	0.0%
Cocks Moors Woods LC - Conference Suite	£206.50	£206.50	£0.00	0.0%
Cocks Moors Woods LC - Conference Suite	£344.00	£344.00	£0.00	0.0%
Dance Studio				
Cocks Moors Woods LC - Dance Studio 2	£34.50	£34.50	£0.00	0.0%
Cocks Moors Woods LC - Dance Studio 1	£113.50	£113.50	£0.00	0.0%
Wyndley LC	£34.50	£34.50	£0.00	0.0%
Fox Hollies LC	£33.50	£33.50	£0.00	0.0%
Handsworth	£33.50	£33.50	£0.00	0.0%
Handsworth VAT	£41.00	£41.00	£0.00	0.0%
Harborne	£58.50	£58.50	£0.00	0.0%
New Erdington	£58.50	£58.50	£0.00	0.0%
New Northfield	£58.50	£58.50	£0.00	0.0%
New Stechford	£58.50	£58.50	£0.00	0.0%
New Sparkhill	£58.50	£58.50	£0.00	0.0%
Ladywood	£58.50	£58.50	£0.00	0.0%
Indoor/Outdoor Sports				
Short Mat Bowls	£4.20	£4.20	£0.00	0.0%
Running Track	£4.20	£4.20	£0.00	0.0%
For all Sport and Leisure fees and charges Adults are classified as people aged 16years and over				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
HEALTH AND FITNESS				
Fitness Gym				
Billesley Tennis Centre	£7.60	£7.60	£0.00	0.0%
Cocks Moors Woods	£7.60	£7.60	£0.00	0.0%
Fox Hollies	£7.60	£7.60	£0.00	0.0%
Alexander Stadium	£7.60	£7.60	£0.00	0.0%
Nechells	£7.00	£7.00	£0.00	0.0%
Saltley	£7.60	£7.60	£0.00	0.0%
Wyndley	£7.60	£7.60	£0.00	0.0%
Kingstanding	£7.60	£7.60	£0.00	0.0%
Shard End	£7.30	£7.30	£0.00	0.0%
Small Heath LC and Nechells	£7.30	£7.30	£0.00	0.0%
Beeches Pool	£7.60	£7.60	£0.00	0.0%
Harborne	£7.60	£7.60	£0.00	0.0%
New Erdington	£7.60	£7.60	£0.00	0.0%
New Northfield	£7.60	£7.60	£0.00	0.0%
New Stechford	£7.60	£7.60	£0.00	0.0%
New Sparkhill	£7.60	£7.60	£0.00	0.0%
Ladywood	£7.60	£7.60	£0.00	0.0%
Individual PTL - discount 20% off-peak & 10% peak				
Reduced price for juniors				
Programmes				
Induction - Starter Programme	£16.50	£16.50	£0.00	0.0%
Induction - Starter Programme (PTL)	£13.20	£13.20	£0.00	0.0%
Induction - Starter Programme Junior	£7.70	£7.70	£0.00	0.0%
Induction - Personal Programme	£30.50	£30.50	£0.00	0.0%
Induction - Personal Programme (PTL)	£24.40	£24.40	£0.00	0.0%
Programme Review	£3.20	£3.20	£0.00	0.0%
Personal Fitness Trainer 1 to 1	£47.50	£47.50	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Fitness Gym + Sauna combined ticket				
Beeches	£12.00	£12.00	£0.00	0.0%
Gym & Sauna combined ticket PTL price reductions 30% off-peak and 10% peak				
PulsePoint users must be aged over 16, unless under instruction from a suitably qualified coach / instructor				
Handsworth Wellbeing Centre	£9.90	£9.90	£0.00	0.0%
New Erdington	£9.90	£9.90	£0.00	0.0%
New Sparkhill	£9.90	£9.90	£0.00	0.0%
Ladywood	£9.90	£9.90	£0.00	0.0%
Free Weight Gym Small Heath only				
Individual Session Small Heath LC	£7.30	£7.30	£0.00	0.0%
Induction Small Heath	£8.70	£8.70	£0.00	0.0%
Induction (PTL)	£7.00	£7.00	£0.00	0.0%
PowerPoint users must be aged over 16, unless under instruction from a suitably qualified coach / instructor.				
EXERCISE TO MUSIC GROUP CLASSES				
Instructed Classes				
Aerobics (all group fitness classes)	£7.50	£7.50	£0.00	0.0%
AquaTone	£7.50	£7.50	£0.00	0.0%
Aquafit	£7.50	£7.50	£0.00	0.0%
Yoga	£8.30	£8.30	£0.00	0.0%
Body training systems	£7.50	£7.50	£0.00	0.0%
Studio Cycling	£7.50	£7.50	£0.00	0.0%
TONING TABLES @ Kingstanding LC				
Toning Tables	£7.40	£7.40	£0.00	0.0%
Toning Tables (PTL)	£5.90	£5.90	£0.00	0.0%
Toning Tables (Course)	£66.00	£66.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
HEALTH SUITES				
Sauna, Steam, Turkish				
Steam Room/Sauna	£11.00	£11.00	£0.00	0.0%
Steam/Sauna Cabinet	£4.90	£4.90	£0.00	0.0%
Turkish	£11.50	£11.50	£0.00	0.0%
Turkish PTL	£9.20	£9.20	£0.00	0.0%
Showers				
Adult/Junior	£3.10	£3.10	£0.00	0.0%
MONTHLY MEMBERSHIPS SCHEMES				
Your Choice Memberships paid by Direct Debit				
Premier Choice (Cross service)	£35.50	£35.50	£0.00	0.0%
Fitness Choice (Gym Only Multi site Wellbeing)	£31.00	£31.00	£0.00	0.0%
Fitness Choice (Classes Only Multi Site Wellbeing)	£23.00	£23.00	£0.00	0.0%
Aqua Choice (Swimming Only Multi site Wellbeing)	£25.00	£25.00	£0.00	0.0%
Premier Choice Student Tiverton	£34.50	£34.50	£0.00	0.0%
Site specific health & fitness monthly memberships not paid by Direct Debit				
Gym & swim combined	£49.00	£49.00	£0.00	0.0%
Swim only	£37.00	£37.00	£0.00	0.0%
Leisure Centre Booking Card	£17.00	£17.00	£0.00	0.0%
For all Sport and Leisure fees and charges Adults are classified as people aged 16years and over				
SWIMMING POOL REGULAR HIRE				
Main Pool - Peak				
Wyndley	£158.00	£158.00	£0.00	0.0%
Kingstanding	£160.00	£160.00	£0.00	0.0%
Fox Hollies	£116.00	£116.00	£0.00	0.0%
Beeches	£102.00	£102.00	£0.00	0.0%
Small Heath	£101.00	£101.00	£0.00	0.0%
Handsworth	£89.00	£89.00	£0.00	0.0%
Newtown	£89.00	£89.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Moseley Road	£87.00	£87.00	£0.00	0.0%
Harborne	£158.00	£158.00	£0.00	0.0%
New Erdington	£158.00	£158.00	£0.00	0.0%
New Northfield	£158.00	£158.00	£0.00	0.0%
New Stechford	£158.00	£158.00	£0.00	0.0%
New Sparkhill	£158.00	£158.00	£0.00	0.0%
Ladywood	£211.00	£211.00	£0.00	0.0%
Main Pool - Off Peak				
Kingstanding	£115.00	£115.00	£0.00	0.0%
Wyndley	£104.00	£104.00	£0.00	0.0%
Fox Hollies	£87.00	£87.00	£0.00	0.0%
Beeches	£74.00	£74.00	£0.00	0.0%
Newtown	£74.00	£74.00	£0.00	0.0%
Small Heath	£72.00	£72.00	£0.00	0.0%
Handsworth	£67.00	£67.00	£0.00	0.0%
Moseley Road	£74.00	£74.00	£0.00	0.0%
Harborne	£115.00	£115.00	£0.00	0.0%
New Erdington	£115.00	£115.00	£0.00	0.0%
New Northfield	£115.00	£115.00	£0.00	0.0%
New Stechford	£115.00	£115.00	£0.00	0.0%
New Sparkhill	£115.00	£115.00	£0.00	0.0%
Ladywood	£153.00	£153.00	£0.00	0.0%
Teaching Pool - Peak				
Wyndley	£93.00	£93.00	£0.00	0.0%
Handsworth	£89.00	£89.00	£0.00	0.0%
Linden Road	£82.00	£82.00	£0.00	0.0%
Newtown	£63.00	£63.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Moseley Road	£63.00	£63.00	£0.00	0.0%
Harborne	£93.00	£93.00	£0.00	0.0%
New Erdington	£93.00	£93.00	£0.00	0.0%
New Northfield	£93.00	£93.00	£0.00	0.0%
New Stechford	£93.00	£93.00	£0.00	0.0%
New Sparkhill	£93.00	£93.00	£0.00	0.0%
Ladywood	£93.00	£93.00	£0.00	0.0%
Teaching Pool - Off Peak				
Wyndley	£63.00	£63.00	£0.00	0.0%
Handsworth	£59.00	£59.00	£0.00	0.0%
Linden Road	£59.00	£59.00	£0.00	0.0%
Newtown	£50.00	£50.00	£0.00	0.0%
Moseley Road	£50.00	£50.00	£0.00	0.0%
Harborne	£63.00	£63.00	£0.00	0.0%
New Erdington	£63.00	£63.00	£0.00	0.0%
New Northfield	£63.00	£63.00	£0.00	0.0%
New Stechford	£63.00	£63.00	£0.00	0.0%
New Sparkhill	£63.00	£63.00	£0.00	0.0%
Ladywood	£63.00	£63.00	£0.00	0.0%
OCCASIONAL POOL HIRE - GALA ETC				
Main Pools				
Cocks Moors Woods (Leisure pool)	£352.00	£352.00	£0.00	0.0%
Wyndley	£352.00	£352.00	£0.00	0.0%
Kingstanding (Leisure Pool)	£352.00	£352.00	£0.00	0.0%
Fox Hollies	£203.00	£203.00	£0.00	0.0%
Handsworth	£149.00	£149.00	£0.00	0.0%
Beeches	£149.00	£149.00	£0.00	0.0%
Small Heath	£149.00	£149.00	£0.00	0.0%
Newtown	£149.00	£149.00	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Harborne	£203.00	£203.00	£0.00	0.0%
New Erdington	£203.00	£203.00	£0.00	0.0%
New Northfield	£203.00	£203.00	£0.00	0.0%
New Stechford	£203.00	£203.00	£0.00	0.0%
New Sparkhill	£203.00	£203.00	£0.00	0.0%
Ladywood	£469.00	£469.00	£0.00	0.0%
School galas/events in normal schools hours	£90.00	£90.00	£0.00	0.0%
Timing Equipment	£76.00	£76.00	£0.00	0.0%
Teaching Pools				
Wyndley	£124.00	£124.00	£0.00	0.0%
Linden Road	£100.00	£100.00	£0.00	0.0%
Handsworth	£91.00	£91.00	£0.00	0.0%
Newtown	£79.00	£79.00	£0.00	0.0%
Stechford	£78.00	£78.00	£0.00	0.0%
Moseley Road	£59.00	£59.00	£0.00	0.0%
Harborne	£124.00	£124.00	£0.00	0.0%
New Erdington	£124.00	£124.00	£0.00	0.0%
New Northfield	£124.00	£124.00	£0.00	0.0%
New Stechford	£124.00	£124.00	£0.00	0.0%
New Sparkhill	£124.00	£124.00	£0.00	0.0%
Ladywood	£124.00	£124.00	£0.00	0.0%
Charge for first 100 people. Add £1.00 per head over 100 people. The occasional hire rates take into account the need for staff safety cover.				
Galas and special events scheduled to extend into daytime public use shall be subject to a special application and a negotiated rate.				
Bookings by organisations based outside the city should be subject to a negotiated hire charge, based on a minimum of the occasional hire charge.				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
OTHER CHARGES				
Hire charge for staff lifeguard				
One Leisure Assistant	£31.00	£31.00	£0.00	0.0%
Schools Instruction Programme				
Schools Swimming (including instructor)	£47.00	£47.00	£0.00	0.0%
Schools Swimming (including instructor)	£70.00	£70.00	£0.00	0.0%
Additional Swimming Instructor	£26.50	£26.50	£0.00	0.0%
Swimming Badges	£0.00	£0.00	£0.00	0.0%
Distance	£3.30	£3.30	£0.00	0.0%
Skills	£3.30	£3.30	£0.00	0.0%
Badge Sessions award	£3.50	£3.50	£0.00	0.0%
Old Strokes Badges	£2.30	£2.30	£0.00	0.0%
NOTES				
<p>1) If a club whose headquarters are at one of the City Council's Swimming Pools or Leisure Centres has at least eight of its members participating in the junior group of the Advanced Coaching Scheme, then that club is entitled to pay the off-peak hire charge for one club session per week, up to a maximum of 3 hours, at the pool serving as it's headquarters.</p>				
<p>2) 25% reduction on hire fee is given to designated lifesaving clubs/groups who (a) are affiliated to the RLSS Warwickshire Branch and b) offer courses and examinations leading to the RLSS UK/ISRM National Pool Lifeguard Qualification, or the RLSS UK rescue Test for Teachers and Coaches of swimming.</p>				
3) School Use-				
Birmingham LEA schools - not applicable / internal charge				
Non LEA Birmingham schools - Exempt if for educational purposes				
For all Sport and Leisure fees and charges Adults are classified as people aged 16years and over				
Swimming, Strokes Instruction and Strikes Instruction				
<i>Fees are inclusive of VAT where applicable</i>				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
GENERAL SWIMMING				
Cocks Moors Woods / Fox Hollies / Kingstanding /				
Stechford / Wyndley / Erdington / Sparkhill /				
Harborne / Northfield				
Adult	£5.60	£5.60	£0.00	0.0%
Adult (PTL)	£4.50	£4.50	£0.00	0.0%
Junior under 16	£3.60	£3.60	£0.00	0.0%
Under 5's *		£0.00	£0.00	0.0%
Spectator	£1.00	£1.00	£0.00	0.0%
Group swim	£3.30	£3.30	£0.00	0.0%
Family Swim**	£15.00	£15.00	£0.00	0.0%
Family Swim (PTL)	£12.00	£12.00	£0.00	0.0%
All other swimming pools				
Adult	£5.40	£5.40	£0.00	0.0%
Adult (PTL)	£4.30	£4.30	£0.00	0.0%
Junior	£3.50	£3.50	£0.00	0.0%
Junior (PTL)	£2.80	£2.80	£0.00	0.0%
Under 5's *		£0.00	£0.00	0.0%
Spectator	£1.00	£1.00	£0.00	0.0%
Group swim	£3.30	£3.30	£0.00	0.0%
Family Swim **	£14.30	£14.30	£0.00	0.0%
Family Swim (PTL)	£11.40	£11.40	£0.00	0.0%
* Under 5's only admitted when accompanied by an adult at all times, both in and out of the water.				
Under 8's - only 2 under 8s allowed in with one adult at all times, both in and out of the water.				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
STROKES - SWIMMING INSTRUCTION				
Strokes for Life Course				
Junior	£65.00	£65.00	£0.00	0.0%
Junior PTL	£52.00	£52.00	£0.00	0.0%
Junior Coaching	£72.00	£72.00	£0.00	0.0%
Adult	£76.00	£76.00	£0.00	0.0%
Adult PTL	£61.00	£61.00	£0.00	0.0%
Adult - Sixty Plus	£47.50	£47.50	£0.00	0.0%
Adult - Individual lesson	£9.20	£9.20	£0.00	0.0%
Strokes For Life Adult & Child				
Course Registration Fee	£24.30	£24.30	£0.00	0.0%
Course Individual Lesson Fee (each week)	£3.90	£3.90	£0.00	0.0%
Individual Lesson	£6.60	£6.60	£0.00	0.0%
Mini Splash Session for Parent & Child	£5.50	£5.50	£0.00	0.0%
Strokes For Life Junior Ducklings				
First Strokes course 12 weeks max of 8 children	£71.60	£71.60	£0.00	0.0%
First Strokes course 12 weeks max of 4 children	£124.50	£124.50	£0.00	0.0%
Strokes For Life Stage 10				
Canoeing	£71.60	£71.60	£0.00	0.0%
Water polo	£71.60	£71.60	£0.00	0.0%
Synchronised swimming	£71.60	£71.60	£0.00	0.0%
Rookie lifeguard	£71.60	£71.60	£0.00	0.0%
SwimFit	£71.60	£71.60	£0.00	0.0%

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
Strokes For Life - Challenge awards - 12 week course				
Bronze / Silver / Gold	£65.00	£65.00	£0.00	0.0%
Holiday Crash Courses				
Junior (5-Day)	£31.50	£31.50	£0.00	0.0%
Junior (4-Day)	£28.40	£28.40	£0.00	0.0%
Junior (5-Day)	£43.00	£43.00	£0.00	0.0%
Junior (4-Day)	£37.00	£37.00	£0.00	0.0%
Adult (5-Day)	£42.00	£42.00	£0.00	0.0%
Adult (4-Day)	£31.50	£31.50	£0.00	0.0%
Strokes For Life Premier Strokes Junior				
Junior - individual lesson - one-to-one	£28.40	£28.40	£0.00	0.0%
Junior - Individual less two juniors / one instructor	£24.70	£24.70	£0.00	0.0%
Junior course group of 4	£123.40	£123.40	£0.00	0.0%
Junior - course - group of six	£115.50	£115.50	£0.00	0.0%
Strokes For Life Premier Strokes Adult				
Adult - individual lesson 1 - 1	£27.30	£27.30	£0.00	0.0%
Adult - 12 week	£243.60	£243.60	£0.00	0.0%
Adult - individual lesson 2 - 1	£24.70	£24.70	£0.00	0.0%
Adult - 12 week 1 - 6	£115.50	£115.50	£0.00	0.0%
Adult - 12 week 1 - 4	£135.50	£135.50	£0.00	0.0%
Revised pricing incorrect corporate prices stated				
No PTL price reduction on Premier Strokes individual lessons				
20% PTL price reduction on all other Strokes courses				
STRIKES - GROUP FOOTBALL INSTRUCTION				

Service/ Charge	Previous Charge 2020/21	Proposed Charge 2021/22	Pound Change from 2020/21	Percentage Change from 2020/21
Service Area -Sport & Leisure				
12 week courses				
Junior	£65.00	£65.00	£0.00	0.0%
Junior PTL	£52.00	£52.00	£0.00	0.0%
First Kicks 12 week	£47.50	£47.50	£0.00	0.0%
<i>PTL discount is 20% off the standard price</i>				
DRY INSTRUCTION				
12 week courses				
Gymfants - 12 week	£65.00	£65.00	£0.00	0.0%
Gymbounce - 12 week	£65.00	£65.00	£0.00	0.0%
Gymfants P&P	£7.30	£7.30	£0.00	0.0%
Service Area -Cultural Development				
Administration/Facilitation Fee	£19,950.00	£19,950.00	£0.00	0.0%
Fees & Charges (External)	£1,050.00	£1,050.00	£0.00	0.0%
Permit Charges	£14,700.00	£14,700.00	£0.00	0.0%
Misc charges	£7,350.00	£7,350.00	£0.00	0.0%



Co-ordinating O&S Committee: Work Programme 2020/21

Chair	Cllr Carl Rice
Deputy Chair	Cllr Kath Scott
Committee Members:	Cllrs: Deirdre Alden, Albert Bore, Debbie Clancy, Liz Clements, Roger Harmer, Penny Holbrook, Mariam Khan, Ewan Mackey, Rob Pocock and Lou Robson
Scrutiny Support:	Emma Williamson, emma.williamson@birmingham.gov.uk

1 Terms of Reference

- 1.1 To plan and co-ordinate the work of all the O&S Committees. To fulfil the functions of an O&S Committee as they relate to any policies, services and activities concerning governance (including transparency, regional working and partnerships); citizens (including communications and public engagement); performance; customer services and emergency planning.

2 Meeting Schedule

Date	Item	Officer contact
29 May 2020 at 10.00 am On-line Meeting	Covid-19 update – Leader of the Council	Rebecca Grant, Cabinet Support Officer
03 July & 24 July 2020 at 10.00 am On-line Meeting	Deputy Leader update: <ul style="list-style-type: none">• Performance monitoring• City Board	Mary Crofton, Cabinet Support Officer
	Cabinet Delegations – referral from Resources O&S Committee	Emma Williamson, Head of Scrutiny Services
18 September 2020 at 10.00 am On-line Meeting	Scrutiny Framework, Committee Remits and Call in	Emma Williamson, Head of Scrutiny Services
09 October 2020 10.00 am	Leader's Update, to include <ul style="list-style-type: none">• Update following BCC Assurance Framework Cabinet Decision (report attached);• Work with other leaders to raise issues at a national level;• Consultation on economic strategy, to include economic impact on city centres and local centres.	Rebecca Grant, Cabinet Support Officer



Date	Item	Officer contact
13 November 2020 at 10.00 am	Digital Inclusion Strategy	Raj Mack, Head of Business Engagement Information, Technology & Digital Services
	Electoral Integrity – Voter ID Pilots	Rob Connelly, Assistant Director, Governance
11 December 2020 at 10.00 am	Exempt Accommodation – Introductory session	Emma Williamson, Head of Scrutiny Services
08 January 2021 at 10.00am	Meeting cancelled	
05 February 2021 at 10.00am	Request for Call-In – Investing in Our Future	Emma Williamson, Head of Scrutiny
Report Deadline: 26 Jan 21	Advance consideration of Business Plan 2021-25	Alan Layton, Head of Finance
12 March 2021 at 10.00am Report Deadline: 03 Mar 21	Exempt accommodation – evidence gathering	
16 April 2021 at 10.00am Report Deadline: 07 Apr 21	City of Sanctuary Policy Statement 2018-22 – progress report (tbc)	Bethany Finch, Commissioning Manager, Adults Social Care Directorate

3 Items to be scheduled

- 3.1 Citizen engagement – overview
- 3.2 Council Delivery Plan and Performance Framework
- 3.3 Future work on Scrutiny Framework, committee remits and Call-In

4 Other Meetings

Informal Meetings

30 July 2020	Informal meeting to discuss scrutiny approach to LGA Peer Review
18 September 2020	Informal meeting to discuss customer services inquiry
25 September 2020	Informal meeting to discuss performance framework
20 October 2020	Informal meeting to discuss performance framework and Council Plan
15 December 2020	Informal meeting to discuss proposed protocol for member enquiries



Call in

05 February 2021

Investing in our Future - What Birmingham City Council needs to do next: 2021 – 2026

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

5 Forward Plan

5.1 Below is an extract of the Forward Plan, detailing those decisions relating to this Committee's remit.

Ref No.	Title	Proposed Date of Decision
007927/2021	Business Plan 2021-2025	09 Feb 21

6 Scrutiny Reports to City Council

O&S Committee	Report Title	Date for Council
All	Scrutiny Business Report	July 2020
Education & Children's Social Care	Home to School Transport	September 2020
Co-ordinating	Responding to our Customers	November 2020
All	Scrutiny Business Report	December 2020
Housing and Neighbourhoods	Fly-tipping	February 2021
All	Scrutiny Business Report	April 2021
Health and Social Care	Infant Mortality	April 2021
Co-ordinating	Protocol on member enquiries	April 2021



Economy & Skills O&S Committee: Work Programme 2020/21

Chair:	Cllr Lou Robson
Deputy Chair:	Cllr Chaman Lal
Committee Members:	Cllrs Nicky Brennan, Maureen Cornish, Zaheer Khan, Simon Morrall, Julien Pritchard and Lucy Seymour-Smith
Officer Support:	Ceri Saunders, Acting Group Overview & Scrutiny Manager (303 2786) Baseema Begum, Scrutiny Officer (303 1668) Errol Wilson, Committee Manager (675 0955)

Due to the Covid-19 lockdown Members have agreed a flexible work programme to be responsive to issues as needed. Areas of work previously highlighted and upcoming areas of interest will need to be prioritised and agreed by the Committee for each meeting in advance wherever possible.

1 Meeting Schedule

Date	What	Officer Contact / Attendees
22nd July 2020 1430 hours Online Meeting Report deadline: 13 th July	Supporting the Economic Recovery Universal Basic Income - Discussion	Paul Faulkner and Raj Kandola, Birmingham Chamber of Commerce; Professor Anne Green, University of Birmingham Rishi Shori, Cabinet Office
23rd September 2020 1000 hours Online Meeting Report deadline: 14 th Sept	Smithfield Masterplan – Update East Birmingham Inclusive Growth Strategy Consultation – Update	Richard Brown, Interim Project Lead and Gary Woodward, Development Planning Manager Mark Gamble, East Birmingham Development Manager



Date	What	Officer Contact / Attendees
7th October 2020 1000 hours Online Meeting Report deadline: 28 th Sept	Impact of Brexit on the City – Update Skills, Training and Employment in the Economic Recovery from Covid-19	Cllr Brigid Jones, Deputy Leader; Lloyd Broad, Head of European Affairs and Ozge Iskit, Brexit Programme Manager Julie Nugent, West Midlands Combined Authority Cllr Jayne Francis, Cabinet Member for Education, Skills and Culture; Ilgun Yusuf, Interim Asst Director, Skills & Employability; Kam Hundal, Employment Manager; Tara Verrell, YEI Project Manager Amarjit Sahota, Culture Change Manager
11th November 2020 **1300 hours** Online Meeting Report deadline: 26 th Oct	City Council Owned Assets Inquiry outline session: Update on Property Strategy Community Asset Transfers and Assets of Community Value	Kathryn James, Assistant Director of Property Chris Jordan, Assistant Director, Neighbourhoods and Karen Cheney, Integrated Services Head, Neighbourhoods
9th December 2020 **1300 hours** Online Meeting Report deadline: 30 th Nov	City Council Owned Assets Inquiry – Evidence Gathering session	Representatives of community groups, SME's and others.
27th January 2021 1000 hours Online Meeting Report deadline: 18 th Jan	City Council Owned Assets Inquiry – Evidence Gathering session	Councillor Ian Ward, Leader Kathryn James, Assistant Director of Property; Philip Andrews, Head of Operational Property Management and Ian Chaplain, Head of Investment Property Management
24th February 2021 1000 hours Online Meeting Report deadline: 15 th Feb	The daytime & night-time Economy (TBC) The impact of Covid-19 on culture and leisure (TBC)	TBC TBC



Date	What	Officer Contact / Attendees
24th March 2021 1000 hours Online Meeting Report deadline: 15 th Mar	East Birmingham Inclusive Growth Strategy - Consultation Feedback & Next steps (TBC)	Mark Gamble, East Birmingham Development Manager
28th April 2021 1000 hours Online Meeting Report deadline: 19 th Apr	TBC	TBC

2 Further work areas of interest/Work to be programmed

2.1 The following items could be scheduled into the work programme if members wish to investigate further:

- Impact of Brexit on the City – Update (TBC, 2021)
- Skills, Training and Employment in the Economic Recovery from Covid-19 – Update (TBC, 2021) including update on the City Council's Apprenticeship Scheme
- Careers Advice/Skills working group - future working (TBC, 2021)
- The economic recovery from Covid-19/ Economic Recovery Consultation - TBC
- Smithfield Masterplan – Update to be programmed upon finalised contract with Lendlease (TBC, 2021)
- Curzon Public Realm – postponed from the March meeting
- Planning development – early input into review of Birmingham Development Plan. Engaging communities earlier in proposed developments.
- Big City Plan Review consultation
- Tall Buildings Review (part of Birmingham Design Guide)
- Promoting and communicating employment and skills opportunities to residents – postponed from the April meeting
- Youth Unemployment
- SPP guidance in relation to climate change – consultation on building regulations
- Conservation in local areas – supporting heritage and local listings
- Corporate Landlord Model - update



- West Midlands Pension Fund update
- Business Improvement Districts
- Leader's portfolio update
- Cabinet Member for Education, Skills & Culture – portfolio update
- Universal Basic Income

3 Other Meetings

Friday 13th November, 2pm, Online – Economic Recovery Strategy Consultation

Wednesday 13th January, 5pm, Online - City Council Owned Assets Inquiry Working Group

Call in Meetings

None scheduled

Petitions

Councillor Call for Action requests

*None
scheduled*

It is suggested that the Committee approve Wednesday at 1000 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

Contact Officers

Ceri Saunders, Interim Group Overview and Scrutiny Manager, ceri.saunders@birmingham.gov.uk – 0121 303 2786

Baseema Begum, Research & Policy Officer, baseema.begum@birmingham.gov.uk – 0121 303 1668

4 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Economy & Skills O&S Committee's remit. **Please note this is correct at the time of publication.**



Reference	Title	Portfolio	Proposed Date of Decision
007927/2021	Business Plan 2021-2025	n/a	09 Feb 2021
008403/2021	Everybody's Battle Everybody's Business – Tackling Inequalities	n/a	09 Feb 2021
008421/2021	Covid-19: Update on Evaluation of Impact	n/a	09 Feb 2021
008380/2021	Youth Employment Response: Major Projects	Education, Skills & Culture	09 Feb 2021
008397/2021	Commissioning of Cultural Activities 2021-22	Education, Skills & Culture	09 Feb 2021
007926/2020	Snow Hill Station Regeneration – Strategic Outline Business Case	Leader	09 Feb 2021
008290/2021	East Birmingham Inclusive Growth Strategy	Leader	09 Feb 2021
008303/2021	Asset Review - Capital Receipt Generation 2021/22	Leader	09 Feb 2021
007109/2020	Using off-site Manufacture to Accelerate Housing Growth – BMHT Programme Report 2020-21	Homes & Neighbourhoods	16 Mar 2021
007538/2020	Disposal of Surplus Properties	Leader	16 Mar 2021
007686/2020	Historic Environment Supplementary Planning Document	Leader	16 Mar 2021
008304/2021	Covid-19 Economic Recovery Strategy	Leader	16 Mar 2021
008305/2021	Major Modifications to the 'Development Management in Birmingham' Development Plan Document	Leader	16 Mar 2021
008314/2021	Further Consultation on the Parking Supplementary	Leader	16 Mar 2021
008321/2021	Recommendation Regarding Tenders for the Sale of Various Land and Property Interests, Birmingham	Leader	16 Mar 2021
008398/2021	Moseley Road Baths – Outline Business case	Leader	16 Mar 2021
005048/2018	Moor Street Queensway Public Realm Improvements Outline Business Case	Transport & Environment	16 Mar 2021
007884/2020	Proposed Compulsory Purchase Order – Digbeth & Allison Street Birmingham for the Beorma Quarter Development	Leader	20 Apr 2021
005491/2018	Digbeth Public Realm Improvements Full Business Case	Transport & Environment	20 Apr 2021



Education and Children's Social Care O&S Committee: Work Programme 2020–2021

Chair: Cllr Kath Scott

Deputy Chair: tbc

Committee Members: Cllrs: Mohammed Aikhlq, Olly Armstrong, Barbara Dring, Charlotte Hodiola, Kerry Jenkins, Chauhdry Rashid, and Alex Yip

Education Representatives: Omar Hanif, Parent Governor; Adam Hardy, Roman Catholic Diocese; Rabia Shami, Parent Governor and Sarah Smith, Church of England Diocese

Officer Support: Acting Group O&S Manager: Ceri Saunders (303 2786)

Scrutiny Officer: Amanda Simcox: (675 8444)

Committee Manager: Mandeep Marwaha (303 5950)

1 Terms of Reference

- 1.1 To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning schools and education, the Children's Trust, vulnerable children, corporate parenting and other child social care and safeguarding functions of the council.
- 1.2 The Overview and Scrutiny Committee dealing with education matters shall include in its membership the following voting representatives:
 - a) Church of England diocese representative (one);
 - b) Roman Catholic diocese representative (one); and
 - c) Parent Governor representatives (two).

2 Meeting Schedule

Date & Start	Items	Officers / Attendees
18 June 2020 at 2pm (Online)	Informal Meeting: <ul style="list-style-type: none">Chair's Update on recent activities and current issuesDiscussion re: date for and focus of next formal meeting	



17 July 2020 (Online – start at 11.00)	SEND Home to School Transport Update	Cllr Kate Booth, Cabinet Member Children's Wellbeing Nichola Jones, AD, Inclusion and SEND Mark Hudson, Interim SEND Transport Manager Mark Hanson, Manager Operations, Commissioning and Contracts, SEND and Inclusion Jennifer Lucas, SEND Transport Consultant Paul Robson, SEND Transport Manager
16 September 2020 @ 10am Deadline: 7 Sep 2020	Covid-19 Impact on Schools and Preparations for Return to School in September 2020	Lisa Fraser, AD Education and Early Years and Jaswinder Didially, Head of Service, Education and Skills
	SEND Response to Covid	Nichola Jones, AD Inclusion and SEND and Kate Squires, SEND Locality, Education and Skills
16 October 2020 @ 10am	Informal Meeting: Home to School Transport	
28 October 2020 @ 10am Deadline: 19 Oct 2020	SEND Written Statement of Action (WSOA) Update (Last attended / discussed 11 March 2020)	Cllr Kate Booth, Cabinet Member for Children's Wellbeing, Dr Tim O'Neill, AD, Education and Skills, Rachel O'Connor, Assistant Chief Executive, Birmingham and Solihull CCG and Nichola Jones, AD for Inclusion and SEND (Marie M Dobinson, Project Manager Partnerships)
	Youth Services	Ilgun Yusuf, Acting AD, Skills and Employability, Soulla Yiasouma, Joint Head of Youth Service, Darnish Amraz, Youth Worker and Becky Crampton, Youth Worker
9 December 2020 @ 10am Deadline: 30 Nov 2020	Children's Trust Update	Andrew Christie, Chair and Andy Couldrick, Chief Executive, Children's Trust
	Birmingham Safeguarding Children's Partnership	Penny Thompson, Independent Chair, BSCP and Simon Cross, Business Manager
6 January 2021 @ 2pm	Request for Call-In: Home to School Transport	Cllr Ian Ward, Leader, Cllr Kate Booth, Cabinet Member for Children's Wellbeing & Chris Naylor, Interim Chief Executive



20 January 2021 @ 10am Deadline: 11 Jan 21	Preparation for Adulthood Impact of Integrated Services and its outcomes update/progress from September 2020 launch. Also attending the Health and Social Care O&S Committee on the 16 th February 2021.	Dionne McAndrews, AD, Children's Trust and John Williams, AD, Adult Social Care (Linda Harper)
	Attendance and Exclusions To include: <ul style="list-style-type: none"> - Children with SEND. - Managed moves and the cohort of those exclusions. - Legal framework. - Illegal exclusions including the reduced timetables and reasons. - The interplay between the different teams. 	Lisa Fraser, AD Education and Early Years and Alan Michell, Head of School Admissions and Fair Access
03 March 2021 @ 10am Deadline: 22 Feb 21	Home to School Transport	Cllr Ian Ward, Leader & Cllr Kate Booth, Cabinet Member for Children's Wellbeing (Suman McCartney, CSO) Witnesses for the Inquiry to also be invited.
	Early Help	Nigel Harvey-Whitten, AD, Children's Services (Commissioning) & Richard Selwyn, Birmingham Children's Partnership
14 April 2021 @ 10am Deadline: 1 Apr 21	TBC	TBC

3 Items to be Programmed

- 3.1 School Admissions.
- 3.2 Waiting Times for Therapies and the remedial action plan - Birmingham Community Healthcare (BCHC) to also be invited.
- 3.3 The Youth Service to be invited back in the Spring.
- 3.4 The Community Safety Partnership to be invited to the Committee (Cllr Cotton, Cabinet Member for Social Inclusion, Community Safety and Equalities). The Community Safety Partnerships annual report was presented to the Housing and Neighbourhoods O&S Committee on 19th November 2020.
- 3.5 A dedicated piece of joint work with the Corporate Parenting Board, the Committee, working with the Trust, Corporate Parenting Team and Birmingham Children's Partnership.



4 Other Meetings

- Call in Meetings:
 - 6th January 2021, Improving Home to School Transport – Decision was called in.
- Petitions: None scheduled
- Petitions: None scheduled
- Councillor Call for Action Requests: None scheduled

5 Report to City Council / Pieces of Work

5.1 The Home to School Transport report was debated at City Council on 15th September 2020 and the following motion was agreed:

That the Executive provide an assessment of progress against the outcomes set out above, and the key areas listed in Section 7 in this report, to the Education & Children's Social Care Overview & Scrutiny Committee in March 2021.

That the Chief Executive at Birmingham City Council:

- a) Take steps to ensure that immediate changes will be made to the most pressing issues within the Travel Assist service, including [but not limited to] safeguarding of children, cancelled routes, guide changes, bus lateness, and telephone lines going unanswered;
- b) Commission an external and independent inquiry into the Full Travel Assist Service that fully addresses the concerns laid out by Parents, Carers, Schools and other users of the service as listed in section 7 and listed in paragraph number a.) above, by providing clear recommendations, lines of accountability together with an open and transparent timetable for sustainable improvement;
- c) Commission an external and independent investigation into the assurances that have been given to Members about the safety of the service and the status of improvements at meetings of Overview and Scrutiny, City Council and Audit Committee since January 2020

The investigations referred to in paragraphs b) & c) will report by 1 November 2020.

6 Forward Plan for Cabinet Decisions

6.1 The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Education and Children's Social Care O&S Committee's remit.

ID Number	Title	Proposed Date	Date of Decision
007921/2020	Regional Adoption Agency	15 Dec 20	15 Dec 20
008115/2020	Birmingham Children's Trust – Accommodation & Contact Centres	10 Nov 20	10 Nov 20



Cabinet Member for Education, Skills and Culture			
ID Number	Title	Proposed Date	Date of Decision
007494/2020	Mayfield School Conversion from Community School to Academy Status	20 Apr 21	
007918/2020	Erdington Academy School Full Business Case and Contract Award	08 Sep 20	08 Sep 20
007919/2020	Selly Park Girls' School Full Business Case and Contract Award	10 Nov 20	10 Nov 20
007966/2020	Priority School Building Programme for the Relocation of Oscott Manor School to an Alternative Site.	09 Feb 21	
008469/2021	Contract/Arrangement with Children's Trust	09 Feb 21	
008291/2020	Improving Home to School Transport	15 Dec 20	
008344/2021	Full Business Case and Recommended Contract Award for the Capital Scheme at Bishop Challoner Catholic College	19 Jan 21	
008377/2021	Proposal to Close Hunters Hill College	19 Jan 21	
008394/2021	Birmingham Children and Families Transformation Community Based Early Help System	16 Mar 21	
008400/2021	Proposed Admission Arrangements and Published Admission Numbers for Community and Voluntary Controlled Schools and the Local Authority Coordinated Scheme 2022/2023	09 Feb 21	



Commonwealth Games, Culture & Physical Activity O&S Committee: Work Programme 2020/21

Chair: Cllr Marian Khan

Deputy Chair: Cllr Alex Aitken

Committee Members: Cllrs: Morriam Jan, John Lines, Zhor Malik, Hendrina Quinnen, Ron Storer and Martin Straker Welds

Officer Support: Acting Group O&S Manager: Ceri Saunders (303 2786)
Scrutiny Officer: Amanda Simcox: (675 8444)
Committee Manager: Louisa Nisbett (303 9844)

1 Terms of Reference

- 1.1 'To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning the Commonwealth Games; arts and culture; libraries and museums; sport; events and physical activity'.

2 Priority Issues and Items to be Scheduled

- 2.1 The following were highlighted at the informal meeting on 8th July 2020 as potential priorities to be followed up through the work programme:

- (a) There is an opportunity for the committee to track the participation of women in sport – a possible place to start would be to invite key women who have achieved in the sporting arena to provide their input to the committee.
- (b) To continue the work on community engagement already begun, community representatives including possibly representatives from Commonwealth countries could be invited to talk to the committee (remotely) about how we can work together to promote the CWG.
- (c) Engage with small voluntary and arts organisations on what they would like to see happen/how they can get involved.

- 2.2 The following have been followed up through the work programme:

- (d) There is also an opportunity for committee members to be involved in and influence and shape the £2m ward funding, by working to input to the 'co-design' process to come up with ideas and suggestions about what criteria would work best locally and how to maximise the legacy benefits to the local community. Discussed 7th October 2020.
- (e) Invite Martin Green, who is in charge of the cultural programme to a future committee meeting to discuss the cultural programme with members. Attended 7th October 2020.
- (f) Maximising the benefits for businesses is another strand of work. There is an opportunity for Birmingham businesses to benefit from the trade and tourism investment being developed by



the West Midlands Growth Company. Neil Rami, Chief Executive of the WMGC attended the 2nd September 2020 meeting to discuss the investment programme.

3 Meeting Schedule

3.1 Below is the list of committee dates and items. However, Members may want to use some of these dates for other things, such as visits and informal briefings etc.

Date & Time (1.30pm)	Items	Officers / Attendees
8 June 2020 (Online, 2.00pm start)	Impact of COVID -19 on Birmingham Commonwealth Games 2022	Cllr Ian Ward, Leader and Craig Cooper, Commonwealth Games Programme Director
	Update on Cycling in Birmingham	Cllr Waseem Zaffar, Cabinet Member, Transport and Environment and Alison Kennedy, Principal Transport Policy Officer
8 July 2020 (Online Informal Meeting)	Update on the finance available to promote community engagement and citizen involvement and Culture Programme.	Cllr Ian Ward, Leader and Craig Cooper, Commonwealth Games Programme Director, BCC
	Future Work Programme Discussion	
2 September 2020 (Online, 2.15pm) Report Deadline: 24 August 2020	Maximising the benefits of CWG Investment Programme for business in Birmingham	Neil Rami, Chief Executive, West Midlands Growth Company
	The Athletes Village / Perry Barr Regeneration Scheme	Ian Ward, Leader and Jim Hamilton, Capital Programme Director
7 October 2020 Report Deadline: 28 Sep 2020	CWG Cultural Programme	Martin Green, Chief Creative Officer, Birmingham 2022 Commonwealth Games, OC & Symon Easton, Head of Cultural Development
	CWG Community Fund Ward Funding	Cat Orchard, Head of Community Partnerships, Commonwealth Games Project Team and Karen Cheney, Head of Service, Neighbourhood Development and Support Unit (NDSU)



Date & Time (1.30pm)	Items	Officers / Attendees
4 November 2020 Report Deadline: 26 Oct 2020	Delivering Effective Engagement: Birmingham 2022 Host City Programme Craig Cooper, CWG Programme Director, BCC <ul style="list-style-type: none"> • What does it mean to be a 'host city'? • How we deliver the Games - understanding the role of Birmingham City Council. • The City Council's role in delivering effective engagement • Upcoming activity. Matt Eagles, Head of Communications, Birmingham 2022 Commonwealth Games <ul style="list-style-type: none"> • Games vision and mission recap. • Status on engagement. • Examples: what we've done, what we're doing and what we would like to do. 	Craig Cooper, CWG Programme Director, BCC and Matt Eagles, Head of Communications, Birmingham 2022 Commonwealth Games
13 January 2021 Report Deadline: 4 Jan 2021	<ul style="list-style-type: none"> • Building a Narrative – Update from Commonwealth Games Programme Surveys • How to keep Informed and Engaged in the Commonwealth Games Programme – Member Engagement Update 	Eleri Robert, AD, Communications & Rachel Dixon, Stakeholder Engagement Executive, CWG 2020, BCC
3 February 2021 Report Deadline: 25 Jan 2021	<ul style="list-style-type: none"> • Future Parks Accelerator • Update from the Active Wellbeing Society 	Hamira Sultan, Director for Future Parks Accelerator TBC
3 March 2021 Report Deadline: 22 Feb 2021	TBC	
7 April 2021 Report Deadline: 29 Mar 2021	TBC	

4 Other Meetings

Call in Meetings

None scheduled

Petitions



None scheduled

Councillor Call for Action requests

None scheduled

It is suggested that the Committee approves Wednesday at 1.30pm as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

5 Report(s) to City Council

5.1 Community Engagement in CWG

Date	Item
2 October 2019 & 6 November 2019	Discuss piece of work to City Council / Executive
January 2020 – March 2020	Evidence Gathering
TBC	Report to City Council / Executive

6 Forward Plan for Cabinet Decisions

6.1 The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Commonwealth Games, Culture and Physical Activity O&S Committee's remit.

ID Number	Title	Proposed Date of Decision	Date of Decision
007933/2020	Commonwealth Games Legacy	13 Oct 20	
008015/2020	Commonwealth Games Community Fund and Creative Communities Small Grants Fund	13 Oct 20	13 Oct 20
008016/2020	Commonwealth Games Community Fund Community Celebrations Ward Funding	15 Dec 20	15 Dec 20
005730/2018	Sport and Leisure Transformation – Wellbeing Service	29 Jun 21	
007968/2020	2019 Major Events Review	13 Oct 20	13 Oct 20
008397/2021	Commissioning of Cultural Activities 2021-22	09 Feb 21	
008299/2021	Indoor Athletics Events - Capital Equipment	09 Feb 21	
008398/2021	Moseley Road Baths – Outline Business case	16 Mar 21	



Health & Social Care O&S Committee: Work Programme 2020/21

Chair:	Cllr Rob Pocock
Deputy Chair:	Cllr Mick Brown
Committee Members:	Cllrs Debbie Clancy, Diane Donaldson, Peter Fowler, Mohammed Idrees, Ziaul Islam and Paul Tilsley
Officer Support:	Scrutiny Officer: Gail Sadler (303 1901) / Emma Williamson (464 6870) Committee Manager: Errol Wilson (675 0955)

1 Meeting Schedule

Date	Agenda Item	Officer Contact / Attendees
16th June 2020 1400 hours (via Microsoft Teams) Report Deadline: 4 th June	COVID-19 UPDATE <ul style="list-style-type: none"> Cabinet Member for Health and Social Care Implementation of Track and Trace in Birmingham West Midlands Care Association Healthwatch Birmingham 	Councillor Paulette Hamilton; Dr Justin Varney/Elizabeth Griffiths; Debbie Le Quesne/Alison Malik; Andy Cave.
21st July 2020 1400 hours (via Microsoft Teams) Report Deadline: 9 th July	COVID-19 UPDATE 2019/20 End of Year Adult Social Care Performance Monitoring Report	Maria Gavin, Assistant Director, Quality and Improvement, Adult Social Care.
1st September 2020 1400 hours (via Microsoft Teams) Report Deadline: 20 th August	Black Country and West Birmingham CCGs Future Commissioning Intentions Public Health Update <ul style="list-style-type: none"> Triple Zero Strategy – draft presentation on 'Substance Misuse Data' previously noted at July meeting. Covid-19 Update Healthwatch Birmingham Annual Report	Pip Mayo, Managing Director for West Birmingham, SWB CCG Dr Justin Varney, Director of Public Health / Elizabeth Griffiths, Assistant Director, Public Health. Andy Cave, Chief Executive Officer, Healthwatch Birmingham



Date	Agenda Item	Officer Contact / Attendees
1st September 2020 1000 hours Committee Rooms 3 & 4 Report Deadline: 20 th August	<u>INFORMAL SESSION</u> Work Programme 2020/21:- <ul style="list-style-type: none"> • Engaging with Citizens and Service Users – Discussion Paper • Public Health • Adult Social Care • Healthwatch Birmingham 	Councillor Rob Pocock June Marshall, Citizen Involvement Manager Dr Justin Varney, Director of Public Health Andy Cave, Chief Executive Officer, Healthwatch Birmingham
6th October 2020 1400 hours Via Microsoft Teams Report Deadline: 24 th September	Day Opportunities Proposals Consultation: Outcome of NDTi Report Investigation Public Health Update Forward Thinking Birmingham Adult Social Care Performance Monitoring	Professor Graeme Betts, Director of Adult Social Care Dr Justin Varney, Director of Public Health Elaine Kirwan, Deputy Chief Nurse, Mental Health Services/FTB Maria Gavin, Assistant Director Quality and Improvement, Adult Social Care
17th November 2020 1400 hours Via Microsoft Teams Report Deadline: 5 th November	Public Health Update Birmingham Substance Misuse Recovery System (CGL) Period Poverty and Raising Period Awareness - Tracking Report	Dr Justin Varney, Director of Public Health Saba Rai, Interim Lead, Universal and Prevention Services, Adult Social Care and Health; Karl Beese, Commissioning Manager, Adult Public Health Services. Councillor Paulette Hamilton, Cabinet Member for Health & Social Care
8th December 2020 1400 hours Via Microsoft Teams Report Deadline: 26 th November	Public Health Update Infant Mortality – Evidence Gathering	Dr Justin Varney, Director of Public Health



Date	Agenda Item	Officer Contact / Attendees
26th January 2021 1000 hours Via Microsoft Teams Report Deadline: 14 th January	Public Health Update Birmingham Safeguarding Adults Board Annual Report Adult Social Care Performance Monitoring Infant Mortality – Evidence Gathering	Dr Justin Varney, Director of Public Health; Helen Jenkinson, Chief Nursing Officer, BSol CCG. Cherry Dale, Independent Chair of the Birmingham Safeguarding Adults Board. Maria Gavin, Assistant Director Quality and Improvement, Adult Social Care
16th February 2021 1000 hours Committee Rooms 3 & 4 Report Deadline: 4 th February	Public Health Update Birmingham Sexual Health Services – Umbrella (UHB) Direct Payments Preparation for Adulthood Petition: Norman Laud Association	Dr Justin Varney, Director of Public Health Saba Rai, Interim Lead, Universal and Prevention Services, Adult Social Care and Health; Karl Beese, Commissioning Manager, Adult Public Health Services. John Williams, Assistant Director, Adult Social Care / June Marshall, Citizen Involvement Manager, Adult Social Care John Williams, Assistant Director, Adult Social Care / Dionne McAndrews, Assistant Director, Birmingham Children's Trust Councillor Alex Yip
23rd March 2021 1000 hours Committee Rooms 3 & 4 Report Deadline: 11 th March	Public Health Update Health Inequalities in Birmingham	Dr Justin Varney, Director of Public Health Councillor John Cotton, Cabinet Member for Social Inclusion, Community Safety & Equalities; Andy Cave, Chief Executive Officer, Healthwatch Birmingham



Date	Agenda Item	Officer Contact / Attendees
23rd March 2021 1000 hours Committee Rooms 3 & 4	Delayed Transfers of Care / Early Intervention Update	Balwinder Kaur, Assistant Director, Adult Social Care / June Marshall, Citizen Involvement Manager, Adult Social Care
Report Deadline: 11 th March	Adult Social Care Performance Monitoring	Maria Gavin, Assistant Director Quality and Improvement, Adult Social Care
27th April 2021 1000 hours Committee Rooms 3 & 4	Cabinet Member for Health and Social Care - Public Health Update.	Councillor Paulette Hamilton, Cabinet Member for Health & Social Care; Dr Justin Varney, Director of Public Health.
Report Deadline: 15 th April	Birmingham Dementia Strategy Refresh	Rhona Woosey, Head of Integration and Long Term Conditions, BSol CCG
	Black Country and West Birmingham CCGs Commissioning Arrangements - Update	Pip Mayo, Managing Director for West Birmingham, SWB CCG

2 Work to be programmed/Further work areas of interest

2.1 The following items could be scheduled into the work programme if members wish to investigate further:

- Adult Social Care Commissioning Strategy (Graeme Betts)
- Ageing Well Programme (Graeme Betts)
- Shared Lives Service Re-Design (Graeme Betts)
- Immunisation and Screening
- Childhood Obesity – Stocktake Report – Dr Justin Varney
- Neighbourhood Working (Joint presentation BSol CCG/BCC)
- Adult Social Care – Self Funders
- Triple Zero Strategy – Outcome of Consultation – Elizabeth Griffiths
- Covid-19 – Update from West Midlands Care Association
- Birmingham Community Healthcare – Public Health Contracts – Elizabeth Griffiths
- Integrated Care Systems (Rachel O'Connor, Assistant Chief Executive of the STP)
- Annual Review of the Adult Social Care Vision & Delivery Plan 2020-2024
- Homeless Health Update
- Period Poverty Tracking Report (July 2021)



3 Chair & Committee Visits

Date	Organisation	Contact

4 Inquiry

Title:	Infant Mortality
Lead Member:	Councillor Rob Pocock
Inquiry Members:	Councillors Mick Brown, Debbie Clancy, Diane Donaldson, Peter Fowler, Mohammed Idrees, Ziaul Islam and Paul Tilsley
Evidence Gathering:	8 th December 2020 and 26 th January 2021
Drafting of Report:	February 2021
Report to Council:	13 th April 2021

5 Councillor Call for Action requests



6 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Health and Social Care O&S Committee's remit. **Please note this is correct at the time of publication.**

Reference	Title	Portfolio	Proposed Date of Decision
005730/2018	Sport and Leisure Transformation - Wellbeing Service	Health & Social Care	29 June 21
008386/2021	Approval to Extend Contract for the Management of Adult Substance Misuse Treatment and Recovery Service	Health & Social Care	09 Feb 21



7 Joint Birmingham & Sandwell Scrutiny Committee Work

Members	Cllrs Rob Pocock, Mick Brown, Debbie Clancy, Ziaul Islam and Paul Tilsley	
Meeting Date	Key Topics	Contacts
19 th November 2020 @ 2.00pm Sandwell	<p>Sandwell and West Birmingham CCG Primary Care Networks Update</p> <p>Midland Metropolitan Hospital Update</p> <p>Black Country Acute Hospital NHS Trusts Hospital Group Model</p>	<p>Carla Evans, Head of Primary Care; Leon Mallett, Commissioning Transformation Manager</p> <p>David Carruthers, Acting Chief Executive, Sandwell & West Birmingham Hospitals NHS Trust</p> <p>Jayne Salter-Scott; Head of Engagement and Communications, SWB CCG.</p>
18 th February 2021 @ 2.00pm Birmingham Report Deadline: 10 th February MEETING DEFERRED	<p>Delivering Solid Tumour Oncology Cancer Services for Sandwell and West Birmingham Update</p> <p>Population Management Approach to Chronic Kidney Disease (Black Country) and Blood Borne Viruses (Birmingham etc.)</p>	<p>Kieran Caldwell, West Midlands Commissioning Unit, NHS England; David Carruthers, Acting Chief Executive, Sandwell & West Birmingham Hospitals NHS Trust; Andrew Clements, Managing Director, Division 5; Jonathan Brotherton, Executive Chief Operating Officer, UHB NHS Foundation Trust.</p> <p>Kieran Caldwell, West Midlands Commissioning Unit, NHS England</p>



18 th February 2021 @ 2.00pm Birmingham MEETING DEFERRED	Midland Metropolitan University Hospital Update Merger of Provider Trust update (Royal Wolverhampton Trust, Walsall Healthcare Trust and the Dudley Group FT)	David Carruthers, Acting Chief Executive, Sandwell & West Birmingham Hospitals NHS Trust. To be advised
15 th April 2021 @ 2.00pm Birmingham	Delivering Solid Tumour Oncology Cancer Services for Sandwell and West Birmingham Update Population Management Approach to Chronic Kidney Disease (Black Country) and Blood Borne Viruses (Birmingham etc.) Midland Metropolitan University Hospital Update Merger of Provider Trust update (Royal Wolverhampton Trust, Walsall Healthcare Trust and the Dudley Group FT)	Kieran Caldwell, West Midlands Commissioning Unit, NHS England; David Carruthers, Acting Chief Executive, Sandwell & West Birmingham Hospitals NHS Trust; Andrew Clements, Managing Director, Division 5; Jonathan Brotherton, Executive Chief Operating Officer, UHB NHS Foundation Trust. Kieran Caldwell, West Midlands Commissioning Unit, NHS England David Carruthers, Acting Chief Executive, Sandwell & West Birmingham Hospitals NHS Trust. To be advised



15 th April 2021 @ 2.00pm Birmingham	Primary Care Networks in Sandwell and West Birmingham Update	Carla Evans, Head of Primary Care, SWBCCG
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8 Further work areas of interest/Work to be programmed

8.1 The following items could be scheduled into the work programme if members wish to investigate further:

- Local Health Workforce Issues.
- Access to GP Appointments.



9 Joint Birmingham & Solihull Scrutiny Committee Work

Members	Cllrs Rob Pocock, Mick Brown, Diane Donaldson, Peter Fowler and Paul Tilsley	
Meeting Date	Key Topics	Contacts
11 th June 2020 @ 2.00pm Birmingham	<ul style="list-style-type: none"> • Restoration of services at University Hospitals Birmingham NHS Foundation Trust (UHB) • Birmingham and Solihull STP COVID-19 Service Changes – progress update 	<p>Jonathan Brotherton, Chief Operating Officer, UHB</p> <p>Phil Johns, Deputy Chief Executive, BSol CCG</p>
13 th October 2020 @ 6.00pm Solihull	<ul style="list-style-type: none"> • Update on the Restoration and Recovery Plan • Urgent Care update 	
16 th December 2020 @ 5.00pm Birmingham	<ul style="list-style-type: none"> • Briefing on Birmingham and Solihull STP Wave 2 Update • Birmingham and Solihull STP Finance Update 2020/21 • Urgent Care Update and NHS 111 First 	<p>Harvir Lawrence, Director of Planning & Delivery, BSol CCG; Ian Sharp, Clinical Lead, Elective Care, UHB; Paul Sherriff, Director of Organisational Development & Partnerships, BSol CCG.</p> <p>Paul Athey, Chief Finance Officer, BSol CCG; David Melbourne, System Finance Lead</p> <p>Helen Kelly, Associate Director of Integration (Urgent Care/Community), BSol CCG</p>
9 th March 2021 @ 6.00pm Solihull	<ul style="list-style-type: none"> • Briefing on Birmingham and Solihull STP Wave 2 Update • Birmingham and Solihull STP Finance Update 2020/21 • Urgent Care Update and NHS 111 First Update 	<p>Harvir Lawrence, Director of Planning & Delivery, BSol CCG.</p> <p>Paul Athey, Chief Finance Officer, BSol CCG; David Melbourne, System Finance Lead.</p> <p>Helen Kelly, Associate Director of Integration (Urgent Care/Community), BSol CCG</p>



TO BE SCHEDULED	<ul style="list-style-type: none">• Update on the implementation of Phase 3 treatment policies• Update on future QIPP plans• Long Term Plan / Integrated Care Systems / Sustainability Transformation Partnership• NHS Birmingham & Solihull Health App	Paul Jennings, Chief Executive, BSol CCG
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Housing and Neighbourhoods O&S Committee: Work Programme 2020/21

Chair:	Councillor Penny Holbrook
Deputy Chair:	Councillor Mahmood Hussain
Committee Members:	Councillors Deirdre Alden, Marje Bridle, Roger Harmer, Shabrana Hussain, Mary Locke, Ken Wood
Officer Support:	Scrutiny Team: Emma Williamson (464 6870) and Jayne Bowles (303 4810) Committee Manager: Mandeep Marwaha (303 5950)

1 Meeting Schedule

Date	Item	Officer Contact / Attendees
25 June 2020 1400 hours Deadline for reports: 16 June	Impact of Covid-19 on: <ul style="list-style-type: none"> Parks Homelessness Bereavement Services 	Cllr John O'Shea, Cabinet Member for Street Scene and Parks/Darren Share, AD, Street Scene/Julie Griffin, Acting AD, Housing/Paul Lankester, Interim AD, Regulation and Enforcement
30 July 2020 1400 hours Deadline for reports: 21 July	Update on Article 4	Uyen-Phan Han, Planning Policy Manager
	Update on Unauthorised Encampments	Mark Croxford, Head of Environmental Health
24 September 2020 1400 hours Deadline for reports: 15 September *Meeting cancelled*		
22 October 2020 1400 hours Deadline for reports: 13 October *Meeting cancelled*	Annual Report of the Community Safety Partnership	Cllr John Cotton, Cabinet Member for Social Inclusion, Community Safety and Equalities/Marcia Wynter, Cabinet Support Officer
	Update on Public Space Protection Orders	
	Performance Monitoring	Mira Gola, Head of Business Improvement and Support



19 November 2020 1400 hours Deadline for reports: 10 November	Performance Monitoring	Mira Gola, Head of Business Improvement and Support
	Annual Report of the Community Safety Partnership	Cllr John Cotton, Cabinet Member for Social Inclusion, Community Safety and Equalities/Marcia Wynter, Cabinet Support Officer
	Update on Public Space Protection Orders	
17 December 2020 1400 hours Deadline for reports: 8 December	Housing in Tower Blocks	Julie Griffin, Acting AD, Housing
	HMOs – Planning Enforcement	James Wagstaff, Head of Enforcement
21 January 2021 1400 hours Deadline for reports: 12 January	Petition – Handsworth Cemetery	Paul Lankester, Interim AD, Regulation and Enforcement
	Performance Monitoring	Mira Gola, Head of Business Improvement and Support
25 February 2021 1400 hours Deadline for reports: 16 February	Localisation Update	Cllr Sharon Thompson, Cabinet Member for Homes and Neighbourhoods/Chris Jordan, AD, Neighbourhoods
25 March 2021 1400 hours Deadline for reports: 16 March	TBC	
22 April 2021 1400 hours Deadline for reports: 13 April	Performance Monitoring	Mira Gola, Head of Business Improvement and Support

2 Items to be programmed

- 2.1 Begging (numbers, causes and effects)
- 2.2 Housing Repairs and Maintenance Contracts
- 2.3 HLBs
- 2.4 Housing Options Update

3 Outstanding Tracking

Inquiry	Outstanding Recommendations



4 Other Meetings

Inquiry – Reducing Fly-tipping

23 July 2020 – Informal evidence-gathering with Cabinet Member and Officers
10 August 2020 – Informal session with London Borough of Barking & Dagenham
29 September 2020 – Informal session with Nottingham City Council
5 November 2020 – Informal session to agree conclusions and recommendations
9 December 2020 – Informal session with Cabinet Member to discuss draft report and recommendations

Call in Meetings

None scheduled

Petitions

None scheduled

Councillor Call for Action requests

None scheduled

It is suggested that the Committee approves Thursday at 2.00pm as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

5 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Housing and Neighbourhoods O&S Committee's remit.

Cabinet Member for Homes and Neighbourhoods		
007902/2020	Driving Housing Growth – Building New Homes on the Pool Farm Estate	09 Feb 21
008399/2021	Housing Rent, Service Charges and Other Charges 2021/22	09 Feb 21
007291/2020	Contract Strategy for the Provision of Responsive Repairs and Maintenance Services, Gas Servicing and Capital Improvement Work Programmes for 2022-2024	16 Mar 21
007109/2020	Using off-site Manufacture to Accelerate Housing Growth – BMHT Programme Report 2020-21	20 Apr 21
007997/2020	Building Birmingham – BMHT Highgate Road Development	20 Apr 21



Cabinet Member for Street Scene and Parks		
008329/2021	Future Parks Accelerator Programme – Notification of Extension	16 Mar 21
007349/2020	Waste Vehicle Replacement Programme	20 Apr 21
Leader		
008294/2021	Building New Homes – Gressel Lane with energy saving technologies	16 Mar 21
008307/2021	Perry Barr Regeneration Scheme – Full Business Case Update	20 Apr 21



Resources O&S Committee: Work Programme 2020/21

Chair	Councillor Sir Albert Bore
Deputy Chair	Councillor Lisa Trickett
Committee Members:	Councillors Muhammad Afzal, David Barrie, Meirion Jenkins, Yvonne Mosquito, Brett O'Reilly and Paul Tilsley
Committee Support:	Scrutiny Team: Emma Williamson (464 6870) and Jayne Bowles (303 4810) Committee Manager:

1 Meeting Schedule

Date	Item	Officer contact
18 June 2020 1430 hours Deadline for reports: 9 June	Financial Outturn 2019/20	Rebecca Hellard, Interim Chief Finance Officer
	Birmingham Children's Trust Outturn 2019/20	Andy Couldrick, Chief Executive/Andrew Christie, Chair, Birmingham Children's Trust
	Budget Implications of Covid-19 Activity	Rebecca Hellard, Interim Chief Finance Officer
23 July 2020 1200 hours Deadline for reports: 14 July	Quarter 1 Financial Outturn 2020/21	Rebecca Hellard, Interim Chief Finance Officer
	Neighbourhoods Directorate (deferred)	Rob James, Acting Director, Neighbourhoods/Darren Share, AD, Street Scene
10 September 2020 1300 hours Deadline for reports: 1 September	Neighbourhoods Directorate	Rob James, Acting Director, Neighbourhoods/Julie Griffin, Acting AD, Housing/Darren Share, AD, Street Scene
	CWG Athletes Village	Rebecca Hellard, Interim Chief Finance Officer/Craig Cooper, Programme Director, CWG/Guy Olivant, Major Developments Lead
	Financial Monitoring 2020/21 – Month 4	Rebecca Hellard, Interim Chief Finance Officer



15 October 2020 1400 hours Deadline for reports: 6 October	Financial Monitoring 2020/21 – Month 5	Rebecca Hellard, Interim Chief Finance Officer
	In-Reach – Financial Issues	Colette McCann, Head of Housing Development/Aniekan Umoren, Interim AD Housing Development
12 November 2020 1000 hours Deadline for reports: 3 November	Financial Monitoring 2020/21 – Quarter 2/Month 6	Rebecca Hellard, Interim Chief Finance Officer
	Medium Term Financial Plan Refresh	
10 December 2020 1400 hours Deadline for reports: 1 December	Financial Monitoring 2020/21 – Month 7 School Deficits Risk Issues around Commercial Property	Rebecca Hellard, Interim Chief Finance Officer/Sara Pitt, AD, Service Finance
14 January 2021 1400 hours Deadline for reports: 5 January	Financial Monitoring 2020/21 – Month 8	Rebecca Hellard, Interim Chief Finance Officer
	CIPFA “deep dive” review – Neighbourhoods Directorate	Rebecca Hellard, Interim Chief Finance Officer/Rob James, Acting Director, Neighbourhoods
11 February 2021 1400 hours Deadline for reports: 2 February	Financial Monitoring 2020/21 – Quarter 3/Month 9	Rebecca Hellard, Interim Chief Finance Officer
	Engagement of Agency Workers, Consultants and Interims	Jon Lawton, Cabinet Support Officer/Tim Normanton, AD, HR (Acting)
11 March 2021 1400 hours Deadline for reports: 2 March	Financial Monitoring 2020/21 – Month 10	Rebecca Hellard, Interim Chief Finance Officer
8 April 2021 1400 hours Deadline for reports: 30 March		

2 Items to be programmed

- 2.1 Planned Procurement Activities Report to be a standing item on all meeting agendas
- 2.2 Update on Implementation of ERP System (*timing to be confirmed*)



2.3 CityServe – Review *(due to go to Cabinet in March)*

2.4 Perry Barr Regeneration Scheme - Full Business Case Update *(due to go to Cabinet in April)*

3 Other Meetings

Call in

25 August 2020	Birmingham Clean Air Zone (CAZ): Implementation of Main CAZ Infrastructure – Civil Engineering and Cameras Solution – Full Business Case (FBC)	Called in
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Petitions

None scheduled

Councillor Call for Action requests

None scheduled

4 Forward Plan for Cabinet Decisions

007927/2021	Business Plan 2021-2025	09 Feb 21
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Leader		
008157/2021	Council Tax Tax-base for 2021/22	19 Jan 21
008158/2021	Business Rates Income 2021/22	19 Jan 21
007786/2021	Financial Monitoring Quarter 3 2020/21	09 Feb 21
008303/2021	Asset Review – Capital Receipt Generation 2021/22	09 Feb 21
008321/2021	Recommendation Regarding Tenders for the Sale of Various Land and Property Interests, Birmingham	09 Feb 21
008304/2021	Covid-19 Economic Recovery Strategy	16 Mar 21
008307/2021	Perry Barr Regeneration Scheme - Full Business Case Update	20 Apr 21

Cabinet Member for Finance and Resources		
007223/2020	Cityserve – Review	16 Mar 21

Cabinet Member for Street Scene and Parks		
007349/2020	Waste Vehicle Replacement Programme	20 Apr 21

Cabinet Member for Transport and Environment		
006832/2019	Highway Maintenance and Management PFI Contract	19 Jan 21
008212/2020	Birmingham Clean Air Zone (CAZ) Update to Cabinet on Digital and Physical Infrastructure, Air Quality Monitoring and Forecast Income and Expenditure	19 Jan 21



Sustainability & Transport O&S Committee: Work Programme 2020/21

Chair:	Cllr Liz Clements
Deputy Chair:	Cllrs Olly Armstrong
Committee Members:	Cllrs Muhammad Afzal, Zaker Choudhry, Eddie Freeman, Julie Johnson, Josh Jones, and Timothy Huxtable.
Officer Support:	Ceri Saunders, Acting Group Overview & Scrutiny Manager (303 2786) Scrutiny Officer: Baseema Begum (303 1668) Committee Manager: Louisa Nisbett (303 9844)

Due to changes to Committee meetings due to the Covid-19 lockdown the following dates are proposed for the 2021/22 municipal year. Areas of work previously highlighted and upcoming areas of interest are listed and have been scheduled as agreed by the Chair. Further areas of work will need to be prioritised and agreed by Members for each meeting in advance wherever possible.

1 Meeting Schedule

Date	What	Officer Contact / Attendees
8 th July 2020 1400 hours Online Meeting Report Deadline: 29 th June	Climate Change Emergency Update	Maria Dunn, Head of Development Policy;
	Emergency Birmingham Transport Plan - Update	Phil Edwards, Assistant Director, Transport & Connectivity and Mel Jones, Head of Transport Planning and Network Strategy
	Highways Management and Maintenance PFI update	Domenic De Bechi, PFI Contract Manager and Kevin Hicks, Assistant Director, Highways & Infrastructure
	Local Engineering Service re-design	Kevin Hicks, Assistant Director, Highways & Infrastructure and Ravinder Sahota, Local Highways Services Manager



Date	What	Officer Contact / Attendees
30th September 2020 1400 hours Online Meeting Report Deadline: 21 st Sept	Discussion on the Council's Climate Emergency Declaration Waste Disposal Contract – Verbal Update Tracking – Plastic Free Birmingham Inquiry Air Quality Action Plan Consultation	Committee discussion Cllr John O'Shea, Cabinet Member for Street Scene and Parks; Darren Share, Assistant Director Street Scene Darren Share, Assistant Director Street Scene Mark Wolstencroft, Operations Manager Environmental Protection
21st October 2020 1400 hours Online Meeting Report Deadline: 12 th Oct	Parking Enforcement Update on Emergency Birmingham Transport Plan schemes School Streets Pilot Project Update E-Scooters Update	Kevin Hicks, Assistant Director, Highways & Infrastructure and Stacey Ryans, Parking Services Manager Mel Jones, Head of Transport Planning and Network Strategy/Joe Green, Travel Demand Manager Joe Green, Travel Demand Manager Ioanna Moscholidou, Transport and Connectivity and John Myatt, Transport Planning & Investment Manager
18th November 2020 1400 hours Online Meeting Report Deadline: 9 th Nov	Emergency Active Travel Fund Update on Transport Schemes for the Commonwealth Games	Phil Edwards, Assistant Director, Transport & Connectivity and Mel Jones, Head of Transport Planning and Network Strategy Andy Middleton, Andy Everest, BCC Anne Shaw and Sandeep Shingadia, TfWM



Date	What	Officer Contact / Attendees
16th December 2020 1400 hours Online Meeting Report Deadline: 7 th Dec	Cabinet Member for Transport & Environment Portfolio Update Transport Capital Investment Clean Air Zone progress update Climate Emergency Action Plan update	Rose Horsfall, Cabinet Support Officer Phil Edwards, Assistant Director, Transport & Connectivity Stephen Arnold, Head of Clean Air Zone Ian MacLeod, Interim Director, Inclusive Growth and Maria Dunn, Head of Development Policy
20th January 2021 1400 hours Online Meeting Report Deadline: 11 th Jan	Clean Air Discussion: - <ul style="list-style-type: none"> Progress on action plan to tackle air pollution at New St Station Feedback from Air Quality Action Plan consultation Clean Air Strategy – Discussion on tackling air pollution across the city 	Professor John Thornes, University of Birmingham; Azhar Quaiyoom, Network Rail; West Midlands Rail Executive and Train Operators Mark Wolstencroft, Operations Manager Environmental Protection
17th February 2021 1400 hours Online Meeting Report Deadline: 8 th Feb	Smithfield Masterplan and transport connections Future parks accelerator programme (TBC)	TBC Hamira Sultan, Consultant in Public Health and Future Parks Accelerator Director
17th March 2021 1400 hours Online Meeting Report Deadline: 8 th March	Flood Risk and Management Annual Report	TBC
21st April 2021 1400 hours Online Meeting Report Deadline: 12 th April	Commonwealth Games Sustainability Strategy (TBC)	TBC

2 Further work areas of interest/Work to be programmed

2.1 The following items could be scheduled into the work programme if members wish to investigate further:



- Implementation of climate change action plan (TBC)
- Tracking – Birmingham Tree Policy Inquiry Report (previously tracked in November 2019)
- Travel Demand Management (including traffic management issues)
- Managing Developments & Events, (Including transport technology & data)
- Sustainable Energy and the Veolia Contract - *5-year contract extension (terms & exit strategy)
- Cabinet Member for Transport & Environment – Annual report (April 2021)
- Tracking – Plastic Free Birmingham Inquiry (September 2021 TBC)
- Highways Management & Maintenance PFI – update (TBC)

3 Other Meetings

3.1 Members have previously received a private briefing on the Waste Disposal Contract.

Call in Meetings

Petitions

*None
scheduled*

Councillor Call for Action requests

*None
scheduled*

It is suggested that the Committee approve Wednesday at 1400 hours as a suitable day and time each week for any additional meetings required to consider 'requests for call in' which may be lodged in respect of Executive decisions.

Contact Officers

Ceri Saunders, Acting Group Overview and Scrutiny Manager, ceri.saunders@birmingham.gov.uk – 0121 303 2786

Baseema Begum, Research & Policy Officer, baseema.begum@birmingham.gov.uk – 0121 303 1668

4 Forward Plan for Cabinet Decisions

The following decisions, extracted from the Cabinet Office Forward Plan of Decisions, are likely to be relevant to the Sustainability & Transport O&S Committee's remit. **Please note this is correct at the time of publication. Highlighted rows show a change to the previously listed cabinet proposed date.**



Reference	Title	Portfolio	Proposed Date of Decision
007927/2021	Business Plan 2021-2025	n/a	09 Feb 2021
008403/2021	Everybody's Battle Everybody's Business – Tackling Inequalities	n/a	09 Feb 2021
008421/2021	Covid-19: Update on Evaluation of Impact	n/a	09 Feb 2021
007926/2020	Snow Hill Station Regeneration – Strategic Outline Business Case	Leader	09 Feb 2021
008290/2021	East Birmingham Inclusive Growth Strategy	Leader	09 Feb 2021
006832/2019	Highway Maintenance and Management PFI Contract	Transport & Environment	09 Feb 2021
008192/2021	Contribution to Decarbonising Construction of HS2	Transport & Environment	09 Feb 2021
006361/2019	Wharfdale Road Bridge Project	Transport & Environment	09 Feb 2021
008190/2021	Transportation and Highways Capital Programme 2021/22 to 2026/27	Transport & Environment	09 Feb 2021
008294/2021	Building New Homes – Gressel Lane with energy saving technologies	Leader	16 Mar 2021
008305/2021	Major Modifications to the 'Development Management in Birmingham' Development Plan Document	Leader	16 Mar 2021
008314/2021	Further Consultation on the Parking Supplementary Planning Document	Leader	16 Mar 2021
005048/2018	Moor Street Queensway Public Realm Improvements Outline Business Case	Transport & Environment	16 Mar 2021
007750/2020	HS2 Curzon Station Integrated Metro Stop	Transport & Environment	16 Mar 2021
008401/2021	A457 Dudley Road Improvement Revised Scheme – Western Road Junction Full Business Case	Transport & Environment	16 Mar 2021
008402/2021	A457 Dudley Road Improvement Revised Scheme Full Business Case	Transport & Environment	16 Mar 2021
008307/2021	Perry Barr Regeneration Scheme – Full Business Case Update	Leader	20 Apr 2021
005491/2018	Digbeth Public Realm Improvements Full Business Case	Transport & Environment	20 Apr 2021

