

BIRMINGHAM CITY COUNCIL

RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

THURSDAY, 09 SEPTEMBER 2021 AT 14:00 HOURS
IN ON-LINE INFORMAL MEETING, MICROSOFT TEAMS

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

The Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's meeting You Tube site (www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw) 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.

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4 ACTION NOTES - 22 JULY 2021

The action notes of the meeting held on 22 July 2021 are for information and will be agreed at the next formal meeting to be held on 7 October 2021.

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5 FINANCIAL MONITORING 2021/22 - MONTH 4

To consider the Month 4 Financial Monitoring Exception Report.

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6 ERP UPDATE

To receive an update on the implementation of the Council's Finance and HR Enterprise Resource Planning System.

7 **WORK PROGRAMME**

For discussion.

8 **DATE AND TIME OF NEXT MEETING**

The next meeting is scheduled to take place on Thursday, 07 October 2021 at 1400 hours.

9 **OTHER URGENT BUSINESS**

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

BIRMINGHAM CITY COUNCIL**RESOURCES O&S COMMITTEE – PUBLIC MEETING**

**1400 hours on Thursday 22 July 2021, BMI Main Hall, Margaret Street,
Birmingham**

Action Notes

Present:

Councillor Mohammed Aikhlaq (Chair)

Councillors: David Barrie, Meirion Jenkins and Majid Mahmood

Also Present:

Councillor Tristan Chatfield, Cabinet Member, Finance and Resources

Peter Bishop, Director of Digital and Customer Services

Rebecca Hellard, Director of Council Management (Interim)

Alan Layton, Interim Head of Financial Planning

Jayne Bowles, Scrutiny Officer

Emma Williamson, Head of Scrutiny

1. NOTICE OF RECORDING/WEBCAST

The Chair advised the meeting to note that this meeting will be webcast for live and subsequent broadcast via the Council's meeting You Tube site (www.youtube.com/channel/UCT2kT7ZRPFCXq6_5dnVnYlw) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

2. APOLOGIES

Apologies were received from Councillors Barbara Dring, Shafique Shah, Paul Tilsley and Lisa Trickett.

3. APPOINTMENT OF RESOURCES OVERVIEW AND SCRUTINY COMMITTEE CHAIR, DEPUTY CHAIR AND MEMBERS

RESOLVED:

- (i) To note the resolution of the City Council appointing the Committee, Chair and members to serve on the Committee for the period ending with the Annual Meeting of the City Council in 2022:

Labour (5): Cllrs Mohammed Aikhlaq (Chair), Barbara Dring, Majid Mahmood, Shafique Shah and Lisa Trickett

Conservative (2): Cllrs David Barrie and Meirion Jenkins

Liberal Democrat (1): Cllr Paul Tilsley

- (ii) To elect Cllr Barbara Dring as Deputy Chair for the purposes of substitution for the Chair, if absent, for the period ending with the Annual Meeting of the City Council in 2022.

4. DECLARATIONS OF INTERESTS

None.

5. RESOURCES OVERVIEW AND SCRUTINY COMMITTEE TERMS OF REFERENCE

(See document 1)

The Terms of Reference were noted.

6. ACTION NOTES

(See documents 2, 3 and 4)

RESOLVED:-

The action notes of the meetings held on 8 April 2021 and 1 June 2021 were agreed and the action notes of the informal meeting held on 24 June 2021 were noted.

7. FINANCIAL MONITORING 2021/22 – QUARTER 1

(See document 5)

The Chair invited Councillor Tristan Chatfield, Cabinet Member for Finance and Resources, to introduce this item and Rebecca Hellard, Director of Council Management (Interim) took Members through the presentation. In doing so, the following points were highlighted:

- This is the first quarterly report of the year and monthly exception reports will follow;
- There is a forecast overspend, however that is not unusual this early in the year;

- The process has changed - they are now doing a rolling budget for 4 years and the Medium Term Financial Plan is automatically refreshed on a quarterly basis;
- The role of the Star Chamber was emphasised in terms of Cabinet Members engaging in responsibility;
- The importance of the Programme Management Office and Chief Executive's Delivery Unit cannot be understated in terms of delivering what is in the Delivery Plan to close the gaps and deliver the change that is needed.

In the course of the discussion, and in response to Members' questions, the following were among the main points raised:

- Disposal of Lancaster Circus - Clarification was sought on the plans to dispose of Lancaster Circus into a property company owned by BCC (PropCo) and Members were told that this delivers better value to the taxpayer than disposing of the building on the open market;
- PropCo - A request was made for a report on the PropCo to be presented to a future meeting and Councillor Chatfield referred to a report which had gone to Cabinet Committee Group Company Governance which could be brought to this committee;
- Sundry Debt – Members were told that sundry debt is everything outside of council tax and business rates and given the circumstances it is not surprising that sundry debt has increased;
- The £5m Workforce Savings classed as “Red” – these have been more difficult to deliver than anticipated and more work needs to be done to find mitigations;
- Reserves – we have the strongest reserve position compared to other core cities as we have quantified all our risks and set reserves accordingly. There are a couple of other core cities finding it difficult to balance their financial position but we are nowhere near that situation and are confident of being able to balance the budget this year;
- SEND – There are challenges around SEND and the plans to address these may have financial implications;
- Housing Developments – it would be useful to have a report around the building programme to see increases in costs and what can be re-couped;
- Empty business properties – what is being done to encourage businesses into empty properties;
- Losses on car parking and impact of Clean Air Zone – the policy is to encourage people to use other forms of transport and that obviously has an effect on income from car parks. Members were told that there is Government funding for a percentage of the losses for the first quarter but it is not yet known whether that will continue and also Inclusive Growth are already doing a strategic review looking at car parks in and around the city;
- Home to School Transport – this continues to be a significant issue in terms of increased demand and costs and is something that has previously been brought to this committee which Members might want to take a look at again;
- Commonwealth Games costs – a query was raised regarding the £160m estimated gap in the Medium Term Financial Plan and whether this included

the worst case scenario in relation to the CWG. Members were told the understanding is that the council's CWG contribution is capped;

- Homelessness – Concern was expressed regarding recent news reports about exempt accommodation possibly resulting in an increase in homelessness and it was acknowledged that homelessness is a serious pressure;
- Public consultation on the budget and what that will look like – the Cabinet Member is keen to have a consultation that asks bigger questions regarding priorities for citizens. Some other councils have done web-based exercises and it would be good to do that to engage more with the electorate, however there is a need to ensure there is comms and officer availability to do that and do the analysis.

RESOLVED:-

- The report was noted.

8. ERP UPDATE

(See document 6)

Rebecca Hellard, Director of Council Management (Interim) took Members through the presentation and together with Peter Bishop, Director of Digital and Customer Services, the following points were highlighted;

- They are 58% complete, with a go-live date as previously stated of April 2022;
- There are still some ambers, although some have converted to green;
- Integrations were red last month, so showing some improvement;
- There is a downward trend in open risks (down by 44) and open issues (down by 19);
- There are delays in areas of configuration sign-off with services themselves wanting to ensure sign-off is correct;
- There is also the impact of an additional cycle of data migration;
- They are working through integration issues;
- More work is being done to see if there are more benefits that can be achieved out of implementation of the system;
- There is clearly a need to focus on configuration items, making sure change is not added to the process and they are trying to limit down the number of changes;
- Payroll is key – they need to get that right and it goes through a number of phases of testing;
- Data migration remains a risk as they have to use real data to do testing, otherwise it is not an effective test, but there are mitigations to protect security;
- User acceptance starts in August;
- They are working hard on invoice scanning – as there is such a high volume this has to be effective;
- There are a number of mitigations in place to manage the impact of Covid on the integration partner, Evosys;

- The overall position is that there are some risks and issues but they are managing within the overall envelope and the financial position remains positive.

In the course of the discussion, and in response to Members' questions, the following were among the main points raised:

- There are about 370 integrations of various types, sizes and risks;
- They are working hard to reduce the impact if risks do materialise;
- Officers to provide a response to the questions raised around the licence fee – did we negotiate a discount, is it a one-off cost or an annual fee and what is the cost?
- It was noted there is a danger if requirements emerge which we are not currently aware of and the effect they might have on the system we have built. Members were told that a review of every requirement was undertaken in the autumn period and they are pushing down on any further minor changes coming through as complexities could result in further costs;
- They have had to bring in extra people to help with the project and this is a mix of agency and permanent staff;
- A request was made for a section on lessons learnt to be included in future monthly reports.

RESOLVED:-

- The report was noted.

9. NEW WAYS OF WORKING

(See document 7)

Petr Bishop, Director of Digital and Customer Services, took Members through the presentation and highlighted the following points:

- Over the last year or so there have been some important lessons for many organisations about how they can work;
- An outline business case was taken to Cabinet in January, with a further report in March relating to Lancaster Circus and Margaret Street and an enhanced business case will be going to the next Cabinet meeting;
- There will be significant organisational benefits and personal benefits.

In the course of the discussion, and in response to Members' questions, the following were among the main points raised:

- There was a general view expressed that this way of working is an obvious step forward and allows flexibility, however it was pointed out that staff can feel isolated working from home and there is a loss of inexperienced staff being able to talk to experienced staff, as well as the social aspect of working in an office environment;
- There was some concern around the PropCo proposal and the request for a report on this was welcomed;
- A request was made for further information regarding the cost in terms of new laptops and whether Covid funding had been secured for that;

- There were concerns around health and safety and a query as to whether there are any stats in relation to injuries sustained at home – for example, eye strain, carpal tunnel syndrome, etc – and are we providing items that mitigate any illnesses and injuries;
- Members were told that health and well-being surveys had been undertaken and that there have been some mental health issues, with some people feeling remote, and actions have been taken to improve contact with managers and colleagues;
- A request was made for the health and well-being surveys and stats in terms of injuries sustained since the first lockdown to be provided;
- There have been no significant injuries, equipment is being provided where possible and staff wanting to be permanent home workers would need to go through risk assessments;
- There was a view that legal advice should be taken on these issues and Members were told that a legal opinion has not been taken but certainly from data and work around health and well-being, mental health first aiders and online resources, there are no significant worries;
- They are working closely with Trade Union colleagues to prepare for 2nd August, to help shape how it will work, and a joint statement has been issued;
- A live on-line event had been held, with over 250 questions being asked, and there are people who want to be in an office environment, and staff are able to make a choice in line with their role;
- They are investing in officers whose role will be to help people adapt and change and signpost help with different ways of working and this is helped by being able to start physically opening buildings now;

RESOLVED:-

- The report was noted.

10. PLANNED PROCUREMENT ACTIVITIES REPORT

(See document 8)

Councillor Chatfield introduced the report, stating that this is an opportunity for Members to flag any issues before the report goes to Cabinet.

The following matters were raised:

- The Organisation and Delivery of the Great Birmingham 10k Run and the Great Birmingham Half Marathon – Members were concerned that there was no reason why this should be a Single Contractor Negotiation and were of the view that there were other suppliers who could deliver this contract.

Councillor Chatfield told Members that he had asked the same question and had been reassured that, given the scale of the event, this is the only provider who can deliver the required level of support.

Reference was also made to the statement that there had been a contract in place prior to 2020 and it was queried whether this was the same company and if so had they signed up to the BBC4SR.

- Concrete Liners for Burials – Members raised concerns about the costs and it was suggested that it might be worth talking to neighbouring authorities to see if working together could bring the costs down.
- Estate Agency Service for BMHT – it was queried why we cannot have an in-house property service to include an estate agency and whether this was something which we should be doing going forward.

Councillor Chatfield undertook to take another look at these matters and provide responses.

RESOLVED:-

- The report was noted.

11. WORK PROGRAMME

(See document 9)

The work programme was noted.

12. DATES OF MEETINGS 2021/22

The dates of meetings for the 2021/22 municipal year were noted, however following a suggestion from the Chair it was agreed that the November meeting would be moved to later in the month and the December meeting would be cancelled.

It was agreed the revised schedule of dates would be circulated and invites sent out.

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

None.

14. OTHER URGENT BUSINESS

None.

15. AUTHORITY TO CHAIRMAN AND OFFICERS

RESOLVED:

That 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 1600 hours.

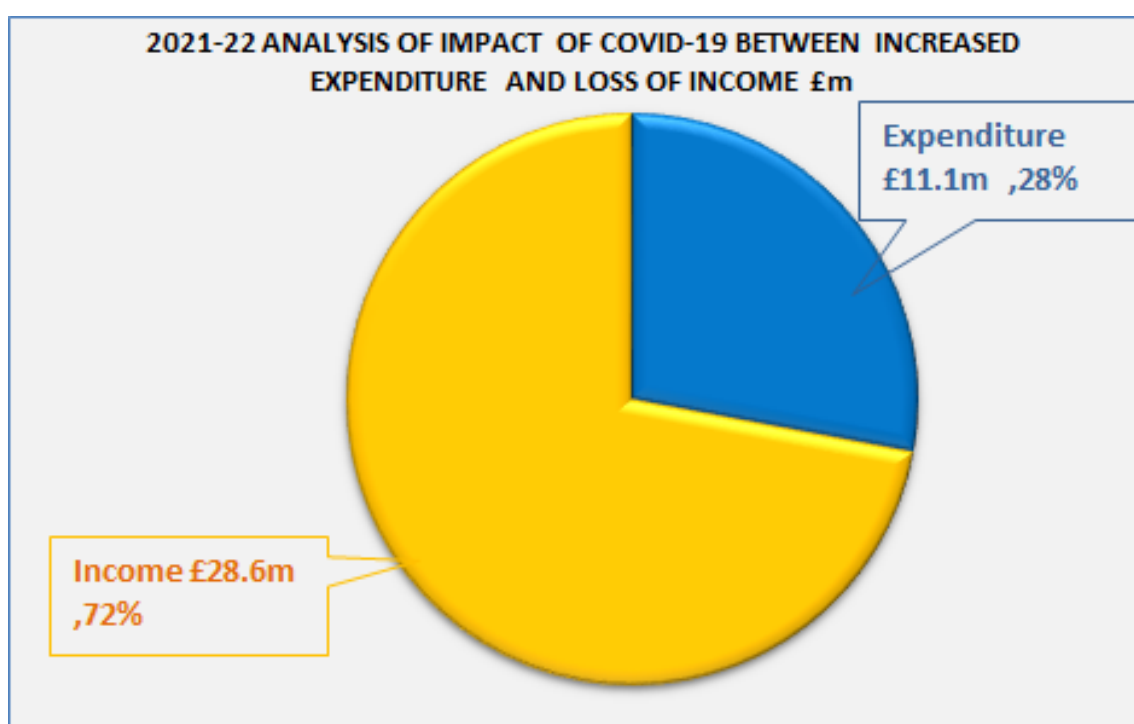
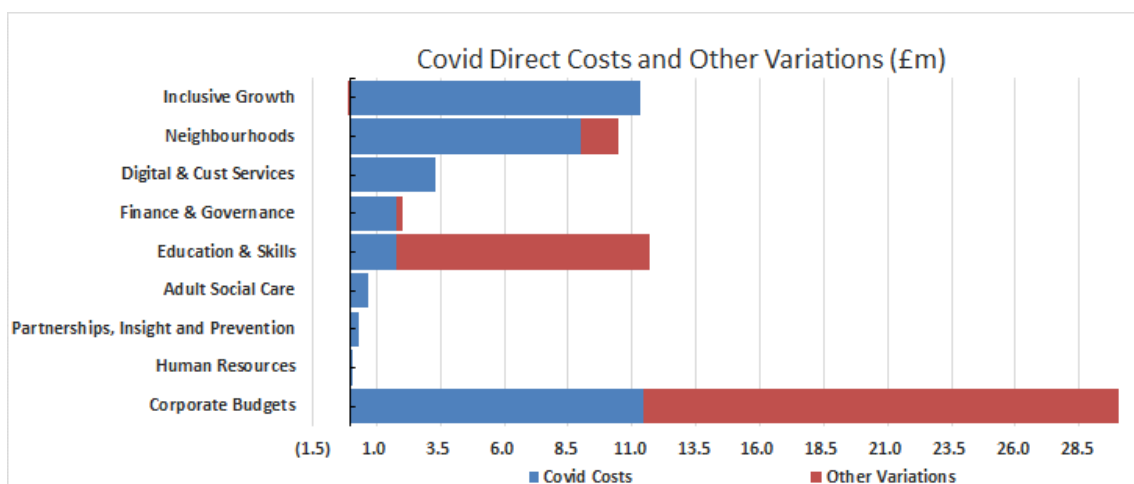
Month 4 Financial Monitoring Report 2021-22

1. High Level Summary Financial Position

- 1.1. At Month 4, the Council's General Fund is forecasting a net overspend of **£33.0m** (Column E in table1) which represents 4.0% of the £828.7m budget and a £5.6m deterioration on the quarter 1 position. There is a non-Covid issues underspend of **£7.8m** (Column D in table1) and a **£40.8m** (Column C in table1) overspend related to Covid-19.
- 1.2. The net covid-19 overspend of **£40.8m** (Column C in table1) is after applying funding; **£17.5m** of un-ringfenced Covid-19 related grant funding from the government received in 2020/21 carried forward into 2021/22, an estimate of government funding for income losses of **£4.9m**, release of **£2.0m** from specific grant funding and **£12.5m** pressures funded in the 2021/22 budget from the application of Tranche 5 government funding. It is also after applying an estimated **£38.0m** cost from the redeployment of staff on a similar basis to that reported in the 2020-21 outturn. We will continue to look to maximise the use of other specific covid funding to reduce this estimated cost. The net Covid overspend has decreased by £1.6m since quarter 1.

	Covid Variation	Non-Covid Variation	Total Variation
	£m	£m	£m
Directorate Sub Total	28.2	11.6	39.8
Corporate Budgets	11.5	18.7	30.1
Application of Tranche 5 Funding Budget 2021/22	(12.5)	0.0	(12.5)
Covid Funding	(17.5)	0.0	(17.5)
Specific Grant Funding	(2.0)	0.0	(2.0)
Income Loss Scheme Funding	(4.9)	0.0	(4.9)
City Council General Fund Sub Total	2.8	30.2	33.0
Transfer of Indirect Covid Costs	38.0	(38.0)	0.0
General Fund after transferring indirect costs	40.8	(7.8)	33.0

- 1.3. In terms of savings, **£16.9m** of the **£36.8m** savings targets are either delivered or on track which represents 46% (43% quarter 1) of the total savings target. The £20.1m establishment saving, now shows £10.8m achieved following a further £0.7m contribution from Adult Social Care and a further £0.1m from Finance & Governance, leaving £4.4m at risk, and £5.0m considered unachievable.
- 1.4. The non-Covid position is a net underspend of **£7.8m** (Column D in table1). This includes following Directorate overspends; **£1.5m** relating to Neighbourhoods (Housing) and **£10.0m** for Education & Skills. This represents a deterioration of £7.2m. The corporate overspend has increased by £1.3m to reflect the latest increased pay offer made to the trade unions of 1.75%.
- 1.5. Cabinet in July approved the drawdown of £5.1m from the Financial Resilience Reserve (FRR) to facilitate the further improvement to the SEND service. This is factored into the forecast.
- 1.6. The forecast corporate overspend is **£18.7m**. **£5.4m** of this is due to a shortfall in collection fund deficit support from the government expected to be received compared to the forecast when the budget was set. **£8.3m** is forecast for the cost of the latest pay offer and **£5.0m** reflects the forecast underachievement of the establishment savings.



The Pie chart shows the total Covid overspend split between income and expenditure across the directorates and including the corporate overspend.

Table 1:High Level Summary	A	B	C	D	E	F
Directorate *	Current Budget	Forecast Outturn	Covid 19 Financial Impact Included	Over/(Under) spend Non Covid costs	Total Over/(Under) Spend *	Movement since Month 3
	£m	£m	£m	£m	£m	£m
Education & Skills	292.012	303.723	1.760	9.951	11.711	6.887
Inclusive Growth	113.136	124.366	11.334	(0.104)	11.230	(0.360)
Neighbourhoods	144.479	154.917	8.982	1.456	10.438	(0.526)
Digital & Cust Services	33.017	36.337	3.320	0.000	3.320	0.000
Finance & Governance	22.905	24.942	1.775	0.262	2.037	0.286
Adult Social Care	337.410	338.083	0.673	0.000	0.673	0.051
Partnerships, Insight and Prevention	8.745	9.080	0.335	0.000	0.335	0.000
Human Resources	7.305	7.326	0.021	0.000	0.021	0.000
Directorate Sub Total	959.008	998.773	28.200	11.565	39.765	6.338
Corporate Budgets	(130.338)	(100.199)	11.470	18.669	30.139	1.300
Application of Tranche 5 Funding Budget 2021/22	0.000	(12.515)	(12.515)	0.000	(12.515)	0.000
Covid Funding	0.000	(17.471)	(17.471)	0.000	(17.471)	0.000
Specific Grant Funding	0.000	(2.000)	(2.000)	0.000	(2.000)	(2.000)
Income Loss Scheme Funding	0.000	(4.895)	(4.895)	0.000	(4.895)	0.000
Corporate Subtotal	(130.338)	(137.080)	(25.411)	18.669	(6.742)	(0.700)
City Council General Fund	828.671	861.693	2.789	30.234	33.023	5.638
Indirect Covid Costs			37.998	(37.998)	0.000	0.000
General Fund after transferring indirect costs	828.671	861.693	40.787	(7.764)	33.023	5.638
Financial Position as at M3	828.671	856.055	42.374	(14.989)	27.385	5.638
Movement from M3	0.000	5.638	(1.587)	7.225	5.638	0.000
Movement from M3 %	0.00%	0.66%	(3.75)%	(48.20)%	20.59%	0.00%

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

**This excludes Covid-19 risk, see paragraph 3.21 below

Table 2

Table 2:High Level Summary											
	A	B	C	D	E	F	G	H	I	J	K
Directorate	Current Budget	Forecast Outturn	Covid 19 Financial Impact Included	Over/(Under) spend Non Covid costs	Total Over/(Under) Spend	Covid 19 Financial Impact Included M3	Over/(Under) spend Non Covid costs M3	Total Over/(Under) Spend M3	Movement Covid 19 cost from M3	Movement in Non Covid cost From M3	Movement in Total Over/(Under) Spend From M3**
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Education & Skills	292.012	303.723	1.760	9.951	11.711	1.430	3.394	4.824	0.330	6.557	6.887
Inclusive Growth	113.136	124.366	11.334	(0.104)	11.230	11.954	(0.364)	11.590	(0.620)	0.260	(0.360)
Neighbourhoods	144.479	154.917	8.982	1.456	10.438	8.354	2.610	10.964	0.628	(1.154)	(0.526)
Digital & Cust Services	33.017	36.337	3.320	0.000	3.320	3.320	0.000	3.320	0.000	0.000	0.000
Finance & Governance	22.905	24.942	1.775	0.262	2.037	1.751	0.000	1.751	0.024	0.262	0.286
Adult Social Care	337.410	338.083	0.673	0.000	0.673	0.622	0.000	0.622	0.051	0.000	0.051
Partnerships, Insight and Prevention	8.745	9.080	0.335	0.000	0.335	0.335	0.000	0.335	0.000	0.000	0.000
Human Resources	7.305	7.326	0.021	0.000	0.021	0.021	0.000	0.021	0.000	0.000	0.000
Directorate Sub Total	959.008	998.773	28.200	11.565	39.765	27.787	5.640	33.427	0.413	5.925	6.338
Corporate Budgets	(130.338)	(100.199)	11.470	18.669	30.139	11.470	17.369	28.839	0.000	1.300	1.300
Application of Tranche 5 Funding Budget 2021/22	0.000	(12.515)	(12.515)	0.000	(12.515)	(12.515)	0.000	(12.515)	0.000	0.000	0.000
Covid Funding	0.000	(17.471)	(17.471)	0.000	(17.471)	(17.471)	0.000	(17.471)	0.000	0.000	0.000
Specific Grant Funding	0.000	(2.000)	(2.000)	0.000	(2.000)	0.000	0.000	0.000	(2.000)	0.000	(2.000)
Income Loss Scheme Funding	0.000	(4.895)	(4.895)	0.000	(4.895)	(4.895)	0.000	(4.895)	0.000	0.000	0.000
Corporate Subtotal	(130.338)	(137.080)	(25.411)	18.669	(6.742)	(23.411)	17.369	(6.042)	(2.000)	1.300	(0.700)
City Council General Fund	828.671	861.693	2.789	30.234	33.023	4.376	23.009	27.385	(1.587)	7.225	5.638

Table 3: Analysis of Non covid pressure faced by Directorates

Directorate	non delivery of savings £m	expenditure variations £m	income variations £m	one-off mitigations £m	Non Covid 19 Financial Impact Included £m
Education & Skills	0.000	9.951	0.000	0.000	9.951
Neighbourhoods	0.000	5.046	0.610	(4.200)	1.456
Finance & Governance	0.000	(0.765)	1.033	(0.006)	0.262
Digital & Cust Services	0.000	0.000	0.000	0.000	0.000
Human Resources	0.000	(0.578)	1.152	(0.574)	0.000
Partnerships, Insight and	0.000	4.055	(4.055)	0.000	0.000
Adult Social Care	0.000	(0.714)	0.714	0.000	(0.000)
Inclusive Growth	0.329	(1.036)	0.603	0.000	(0.104)
Directorate Sub Total	0.329	15.959	0.057	(4.780)	11.565
Corporate *	5.000	8.300	5.369	0.000	18.669
Total	5.329	24.259	5.426	(4.780)	30.234

1.6 **One off mitigation:** actions taken by Directorates to deliver a balanced budget for 2021-22, which also includes mitigation for non-delivery of savings target (over £0.5m):

- **Neighbourhoods:** The main mitigation is an underspend of £3.0m on borrowing costs due to delays in procurement of the new fleet. Out of a total of 74 new vehicles that have been ordered 31 vehicles were delivered and in use by the end of March 2021 with the remaining 43 received in June.
- **Human Resources:** The one-off mitigations actions are the use of reserves carried forward from previous year that will be considered as part of Outturn.

2. Capital Expenditure

- 2.1. Capital expenditure for the year 2021/22 is forecast at £746.3m against the revised capital budget of £734.9m. The overspend of £11.3m is due mainly to increased works identified for the HRA Improvement programme and will be funded by additional contributions from the Housing Revenue Account.
- 2.2. Expenditure to date is £119.8m which is 16% of the year-end forecast. In comparison spend to date at Period 4 in 2019/20 (prior to Covid-19) was 14%. Historically capital spend is low in the first few months of the financial year increasing over the summer months for example when schools are closed and construction works can be carried out. There are also a number of large projects e.g. the Commonwealth Games and the Perry Barr Residential Scheme where spend is now starting to increase in line with the forecast.
- 2.3. The revised budget is a £0.9m increase from the budget approved at Quarter 1 by Cabinet in July.

Table 1: Summary 2021/22 Capital Programme Financial Position

	Spend to date	Quarter 1 Budget	Budget Changes Period 4	Revised Period 4 Budget	Forecast net overspend/ (underspend)	Forecast Outturn
	£m	£m	£m	£m	£m	£m
General Fund	89.7	623.6	0.94	624.5	(0.8)	623.8
HRA	30.1	110.4	0.00	110.4	12.1	122.5
TOTAL	119.8	734.0	0.94	734.9	11.3	746.3

3. Key Issues

Non Covid-19 Related Issues

Education and Skills

- 3.1. The Directorate is forecasting a **£10.0m overspend relating to non Covid-19 expenditure**;
- 3.2. **Inclusion and SEND** is currently forecasting an overspend on Travel Assist made up of **£3.943m** transport costs and **£1.380m** on guides. The projection for Travel Assist has increased by £1.900m due to the basis for projection being revised from modelling using 2020/21 data to modelling based on 2021/22 actual expenditure to date extrapolated for the remainder of the year. Management information on activity and costs is required for this projection to be more accurately refined. The forecast on Travel Assist assumes a successful bid of £1.7m for transformation costs funded through the Flexible Use of Capital Receipts.
- 3.3. In May 2021 Birmingham hosted Ofsted and CQC to conduct their Local Area SEND Revisit in order to establish if the partnership has made sufficient progress against the 13 areas of significant weakness identified in the 2018 inspection. The outcome of this revisit has now been published, with Birmingham making sufficient progress in 1 of the 13 areas of significant weakness. As a result of the revisit, there is a need for a SEND Improvement Programme for the city which will require significant one-off investment from the general fund, alongside ongoing investment from the HNB and General Fund to address capacity issues within the system. Cabinet has approved in July 2021 extra funds to address the capacity issues. A bid for one-off transformation costs has also been submitted to the S151 Officer.
- 3.4. Birmingham Childrens Trust is now forecasting a £4.8m overspend as follows:

The outturn position for 2020/21 highlighted a cost pressure of £3m against placements which would carry forward into 2021/22. The Month 4 position for the Trust is now forecast to overspend £4.8m and this entirely relates to placement costs, and can be broken down as follows:

- £2.4m supported accommodation
- £1.3m disabled children
- £1.1m shortfall in contributions from partners

Whilst some of this can be attributed to an increase in the care population, the rate of increase in the number of children in care has actually reduced from around 6% to less than 3%. A key reason for the increase in placement costs is that children's needs are increasing in complexity, including mental health and trauma caused by domestic abuse and exploitation. The shortfall in income contributions is also a cause for concern, particularly health given the complexity of need.

The Trust continues to promote better outcomes for children and its Stronger Families initiative is intended to place more children with their families which in turn is expected to reduce costs by £2m this year. This benefit has already been factored into the forecast for the year.

Neighbourhoods

- 3.5. The Directorate is forecasting an overspend of **£1.5m overspend relating to non Covid-19 expenditure**;
- 3.6. **Housing General Fund (projected year end £1.5m overspend):**
- The Housing Options service is forecasting a net year end overspend due to delay in the implementation of the new operating model and restructuring of the service. The number of placements requiring bed & breakfast accommodation is forecast to increase at an average rate of 10 per week over the remainder of the year. Preventative measures will not be fully operational this financial year resulting in a demand led pressure of £1.5m. The eviction ban was lifted in May 2021 and there is an expectation that numbers will start to rise from September 2021 – the forecast currently makes provision for this; however, it is difficult to predict the extent of this on presentations.
 - A business case has been developed which identifies the use of additional hostels units and potential street purchases. Once this has been approved it is expected there will be a phased use of this facility and in 2021/22 the net reduction in temporary accommodation costs will be in the region of £1.0m. This is factored into the forecast.
- 3.7. **Street Scene service** is forecasting an overspend of £0.6m, comprising pressures totalling £4.8m offset by mitigations of £4.2m. Details of major variances are below:
- The Trade Waste Service is forecasting a shortfall of income of £0.4m as a result of losing a major contract. The service is working towards securing new clients to mitigate this pressure. The Waste Vehicle Garage service is forecasting an income shortfall of £0.8m due to reduced client base compounded by servicing arrangements for new grounds maintenance fleet moving external.
 - There is a forecast overspend of £1.5m associated on maintenance and vehicle hire due to old and mechanically less reliable vehicles being past their natural life and forecast overspend of £0.3m against the Landscape Practice Group resulting from non-achievement of income.
 - The main mitigation is an underspend of £3.0m on borrowing costs due to delays in procurement of the new fleet. Out of a total of 74 new vehicles that have been ordered 31 vehicles were delivered and in use by the end of March 2021 with the remaining 43 received in June.
- 3.8. **Neighbourhoods Service (projected year end £0.7m underspend):** The main variance is an underspend £0.4m relating to running costs within Leisure and community centres, and additional income of £0.2m within Neighbourhood Advice Service to the Adults Directorate.

Adult Social Care.

- 3.9. The Directorate is forecasting a **balanced position on non Covid-19 expenditure**.
- 3.10. **Packages of Care – (projected year end £1.7m overspend)** – At Month 4 Packages of Care is reporting a forecast overspend of £1.4m for Older Adults driven by increased activity within the Sevacare budget along with decreased client income; and a forecast overspend of £0.3m for Younger Adults driven by decreased income offset by reduced Day Care expenditure, predominantly in Learning Disability. The Sevacare contract is

funded by Better Care funding and discussions are needed as to whether this overspend can be funded too.

3.11. **Community & Social Work Ops – (projected year end (£1.1m) underspend)** - The Service is currently reporting an underspend against employees of (£1.1m) and this is an adverse movement of £0.5m from Month 3. This is linked to held vacancies and is partially offset with the use of agency, and there is a recruitment campaign to fill these vacancies, together with supporting the overall Council establishment savings. There are underspends in general non pay budgets which are offsetting a staffing overspend and are linked to the phased reopening of Day Centres.

3.12. **Commissioning – (£0.4m) underspend** – The Service is reporting an underspend against employees of (£0.3m) linked to vacancies across the team and recharge income against base budget funded posts. Recruitment plans are being discussed with relevant Head of Service and assumptions are currently that these will be filled within the next few months. There is a minor underspend of (£0.1m) against the overall third sector grant budget.

Emerging Risks not included in Forecast

3.13. There are a number of risks that are not included in the forecast outturn.

3.14. The Trade Unions have been offered a pay award of 1.75% by the Employer's side, although this has not been accepted. The estimated cost of a pay award of 1.75% of £8.3m has been built into the forecast. There is a risk that a higher pay award is agreed. Each extra 0.5% increase would cost £2.3m per annum.

3.15. There is a risk that savings that are rated as amber are not achieved in full. The largest single element of the saving target is the £20.1m of the establishment savings. £10.7m has been achieved, £5.1m has been rated red and reflected in the outturn while further £4.4m is currently rated as amber and been assumed to be delivered by the end of the year, if this is not achieved it would add a further £4.4m to the outturn.

Savings Programme

3.16. The savings programme for 2021/22 totals **£36.8m**. **£19.9m** of savings is either at risk or undeliverable. **£16.9m** of the saving is either achieved or on target, which is **46%** of the target.

Table 4

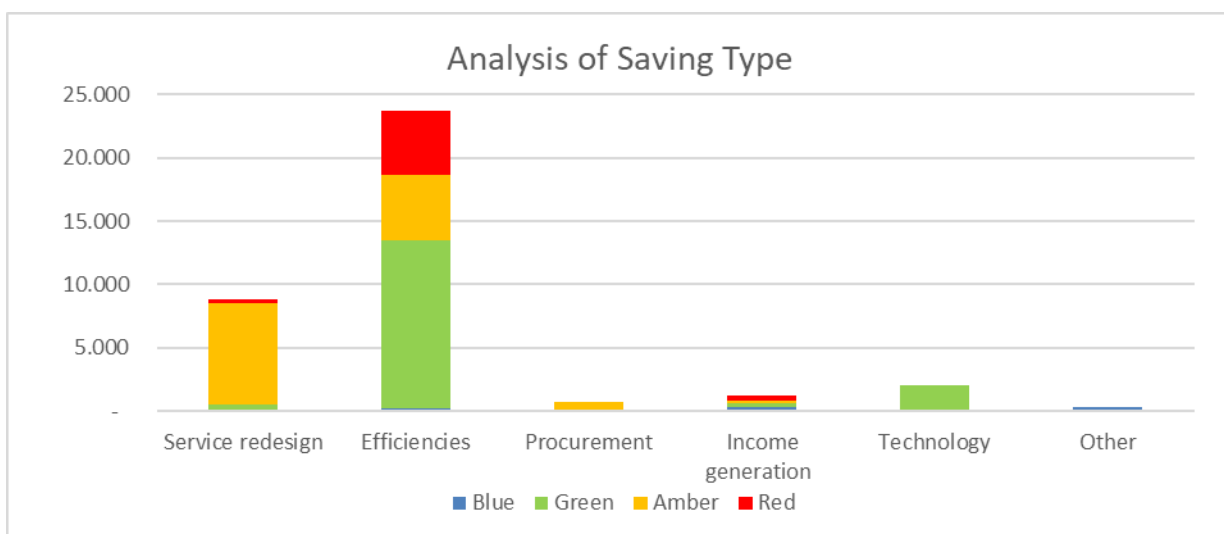
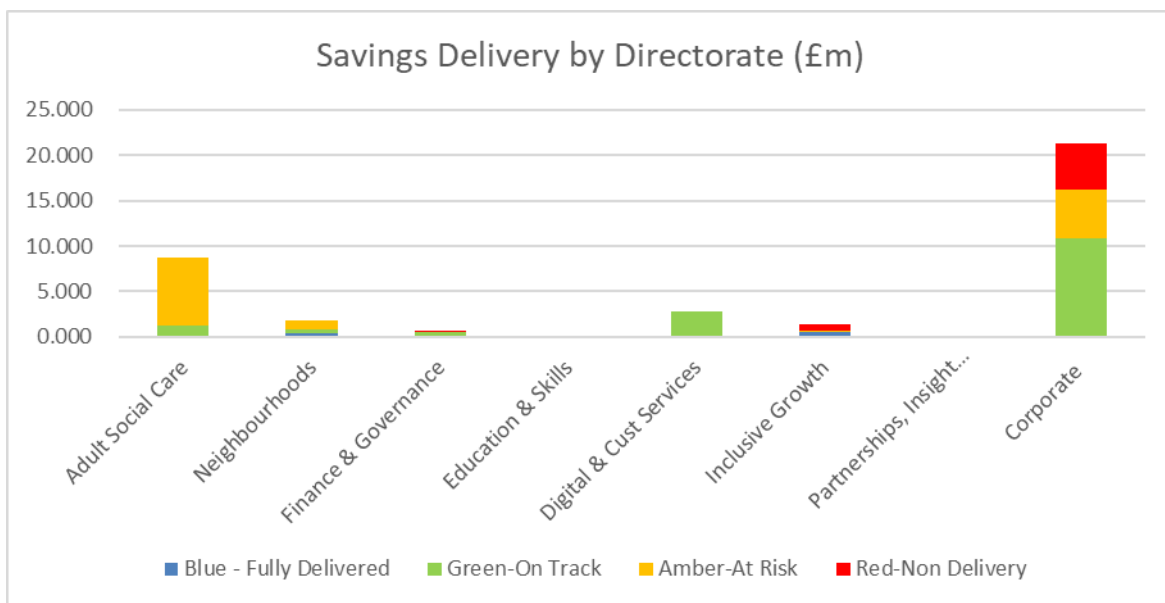
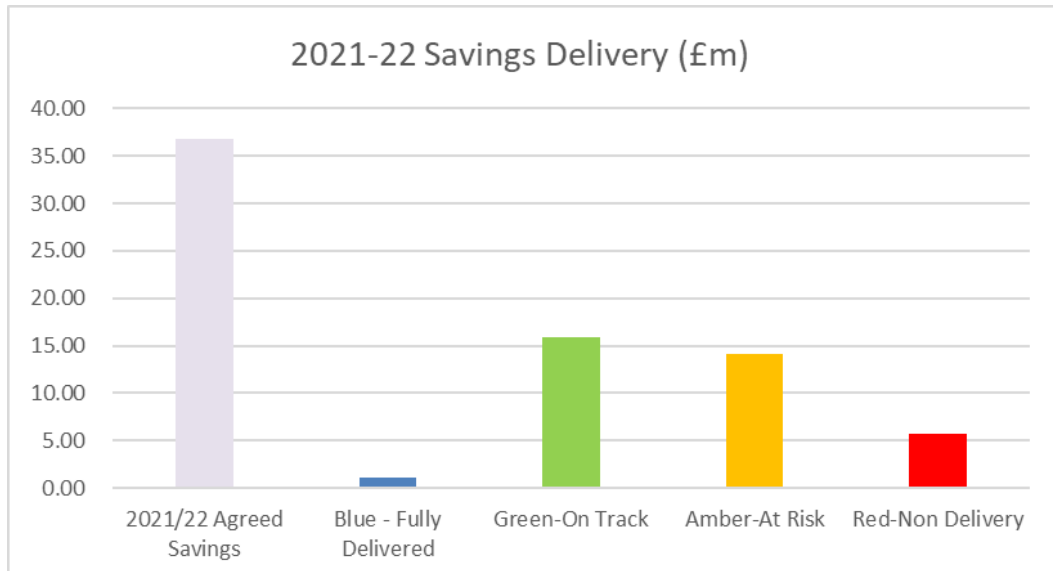
Directorate	Non-Delivery of Saving				
	Delayed Because of Covid-19	High Risk & Undeliverable	Saving at Risk	Saving Delivered and on Track	Total Saving
	£m	£m	£m	£m	£m
Neighbourhoods	0.000	0.000	(1.008)	(0.850)	(1.858)
Adult Social Care	0.000	0.000	(7.500)	(1.293)	(8.793)
Inclusive Growth	(0.322)	(0.329)	(0.156)	(0.547)	(1.354)
Education & Skills	0.000	0.000	0.000	(0.050)	(0.050)
Finance & Governance	(0.116)	0.000	0.000	(0.544)	(0.660)
Digital & Cust Services	0.000	0.000	0.000	(2.825)	(2.825)
Partnerships, Insight and Prevention	0.000	0.000	0.000	(0.014)	(0.014)
Human Resources					
Corporate	0.000	(5.000)	(5.492)	(10.787)	(21.279)
Directorate Sub Total	(0.438)	(5.329)	(14.156)	(16.910)	(36.833)

3.17. The key highlights are:

- **Corporate** has the largest saving target of £21.2m, of which 50% has been achieved, £10.8m achieved is from the £20.1m establishment saving. The reminder of the saving has currently been assessed as at risk or unachievable in the current financial year. Further details of how much of the establishment savings have been achieved are shown below. Adults Social Care has delivered a further £0.723m of establishment savings.
- **Adult Social Care** has a saving target of £8.8m of which 15% of the saving has been achieved. The £7.5m of saving is currently been assessed as being at risk due to uncertainty around demand in community and hospital settings. The increased demand from hospital discharges is currently being analysed.
- **Inclusive Growth** has £1.4m savings target of which £0.5m has been achieved and the rest has been assessed as at risk or undeliverable. £0.2m Capital receipts from disposals of ring-fenced commercial portfolio properties to mitigate future CAB savings are being monitored for deliverability. Due to Covid, £0.3m rental growth assumptions proposed under the Property Strategy have been delayed and £0.3m savings related to the Public Hub Programme have been delayed until the full programme of New Ways of Working can be implemented for non-Central Admin Buildings properties.
- **Neighbourhoods** has £1.9m savings target. The current assessment is that £1.0m of savings are at risk due to delay in implementation of various programmes, street service redesign, car parks commercialisation. However, there are no savings that are unlikely to be achieved.

Table 5: Achievement of Establishment Savings

	Savings achieved at Qtr 1	Further Savings estimated at P4	Total
Directorate	£m	£m	£m
Adult Social Care	2.353	0.723	3.076
Education & Skills	0.455		0.455
Inclusive Growth	1.252		1.252
Neighbourhoods	1.302		1.302
Digital & Customer Services	0.000		0.000
Finance & Governance	1.100	0.100	1.200
Partnerships, Insight & Prevention	0.503		0.503
Total Directorates	6.965	0.823	7.788
Unallocated Increment Budget remaining	2.999		2.999
Total	9.964	0.823	10.787



Covid-19 Major Incident Financial Impact

- 3.18. In terms of Covid resources, the Council carried forward £17.5m of un-ringfenced government Covid-19 grant funding from 2020/21. There is an estimated £4.9m of income that can be reclaimed from the government Income loss scheme through to the scheme end on the 30th June. The Council also funded £12.5m of Covid pressures in the 2021/22 budget through the use of tranche 5 of the governments un-ringfenced grant funding.
- 3.19. The government has also announced several ring-fenced grants for additional reliefs and support schemes which are being spent on the additional measures set out in government guidance.
- 3.20. The summary below sets out the forecast Covid-19 financial position at Month 4.

Table 6: Forecast Covid Position

Forecast Covid-19 financial position	Covid cost £m
Directorate covid overspend	28.200
Corporate budgets overspend	11.470
Indirect Covid costs	37.998
Total Covid-19 overspend	77.668
Application of Tranche 5 Funding Budget 2021	(12.515)
Covid grants carried forwards	(17.471)
Specific Grant Funding	(2.000)
Income compensation	(4.895)
Total Covid income	(36.881)
Net deficit	40.787

- 3.21. There are further Covid-19 financial risks which have been quantified at £5.0m which relate to Adult Social Care.

Balance Sheet Section

There are no exceptional balance sheet issues to report.

1B Programme Update

Resources Overview & Scrutiny Committee

September 2021



1B Programme Dashboard September 2021

SRO:

Becky Hellard

Prog Director:

James Couper

Overall RAG
(August)

Overall RAG
(September)



3 Month Forward Plan

Sep

Oct

Oct

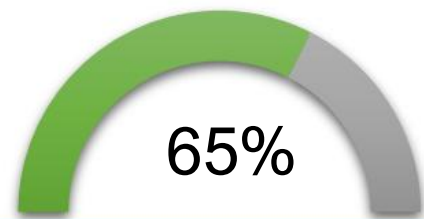
DM2

SIT 2

KUT

UAT/PCT

Completion percentage



Programme controls

Previous RAG

Current RAG

Time

Costs

Resources

Benefits

Previous

Red

Amber

Green

1

5

8

Current

0

4

11

Workstream

Previous RAG

Current RAG

Outbound integrations

Reporting

Build & Config

Testing

Payroll

NEW

Data Migration

HR & Schools HR

P2P

Inbound Integrations

Commercial & Procurement

Finance

Business Change

Infrastructure

Architecture

Service Transition (TOM)

Summary Update

- Programme is amber due to remaining issues across outbound integrations and reporting workstream as well as high risk to timeline of DM2. Good progress has been made on agreeing report specifications. Resourcing is being secured to move into production of custom reports.
- DM2 is underway, all tranche 2 defect fixes resolved and remaining tranche 3 defects being worked on. Master data (tranche 1) loading is complete. Tranche 2 & 3 for transactional data validation windows must be kept to in order to protect the contingency in the plan. Daily stand-ups have been put in place and will continue to track progress.
- Key User Training sessions are underway with good participation so far.
- UAT planning and preparation is underway in order to support the revised timeline.
- Planning for service transition and cutover is beginning to take place. Adoption and communications activity is increasing as the programme engages with the wider user community.

Return to Green Plan

- Close out of invoice scanning solution (Sep '21)
- Data Migration 2 to complete within revised timeline in support of UAT & PCT (Sep '21)
- Integration development complete for SIT2 (mid Oct 21)
- Conclude approach to Invoice scanning solution (mid Sept 21)

Management Support Required

R

At risk

A

On target

G

Improving

↗

Worsening

↘

Stable

→

Making a positive difference every day to people's lives

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PAGE 2



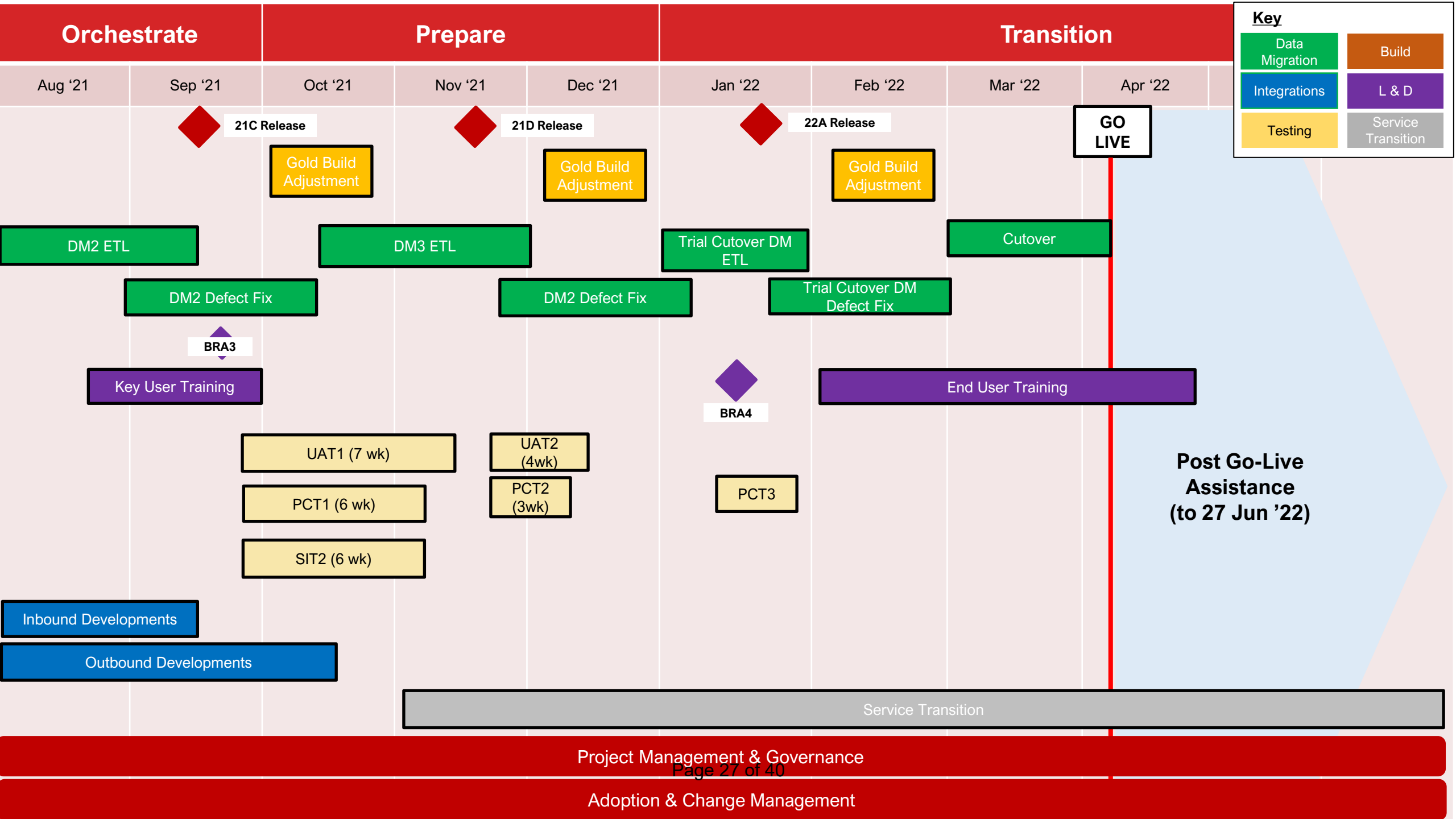
Workstream updates

Please note there are separate updates on the agenda for Data Migration, Testing, Build & Config, Business Change, Commercial & Procurement

Workstream	Previous RAG	Current RAG	Update
Outbound interfaces (Graham O'Reilly)			AP: All (4) requirements shared, reviewed and accepted by Evosys. Development underway AR: 4 of 7 requirements shared, reviewed and accepted by Evosys GL: All 9 GL Outbounds put temporarily on hold due to impact of CoA mapping solution
Reporting (Amruta Dabke)			Evosys Reports <ul style="list-style-type: none"> All specs signed off. Top 5 reports across all 3 areas are shared with Evosys for UAT Custom Reports <ul style="list-style-type: none"> Finance – Rationalization and specs submission is in progress, revised due dates is 10/09 for all areas. HR spec development is underway with considerable work in rationalising HR letters requirement. HR area requires significant further work and must now be prioritised. 54 specs signed off from 144 total
Procure to Pay (Zaki Patel)			<ul style="list-style-type: none"> DM2 validation and reconciliation Reporting Specifications development Outbound integration Specifications development Key User Training P2P : Good progress made on closing out invoice scanning solution discussions with Oracle Consultancy Finance: CoA mapping solution is risk to timelines
HR & Schools HR (Pam Riley/ Fidelma Mulheir)			
Finance (Vikas Ghai)			
Inbound interfaces (Sundar Ganesh)			<ul style="list-style-type: none"> Completed development of 40 Interfaces as of Sep 27th Plan is to complete 95% of Inbounds development by Sep 17th Demo on Object Storage is scheduled for 27/8 and the plan is to incorporate Object Storage before SIT2 starts

Workstream updates continued

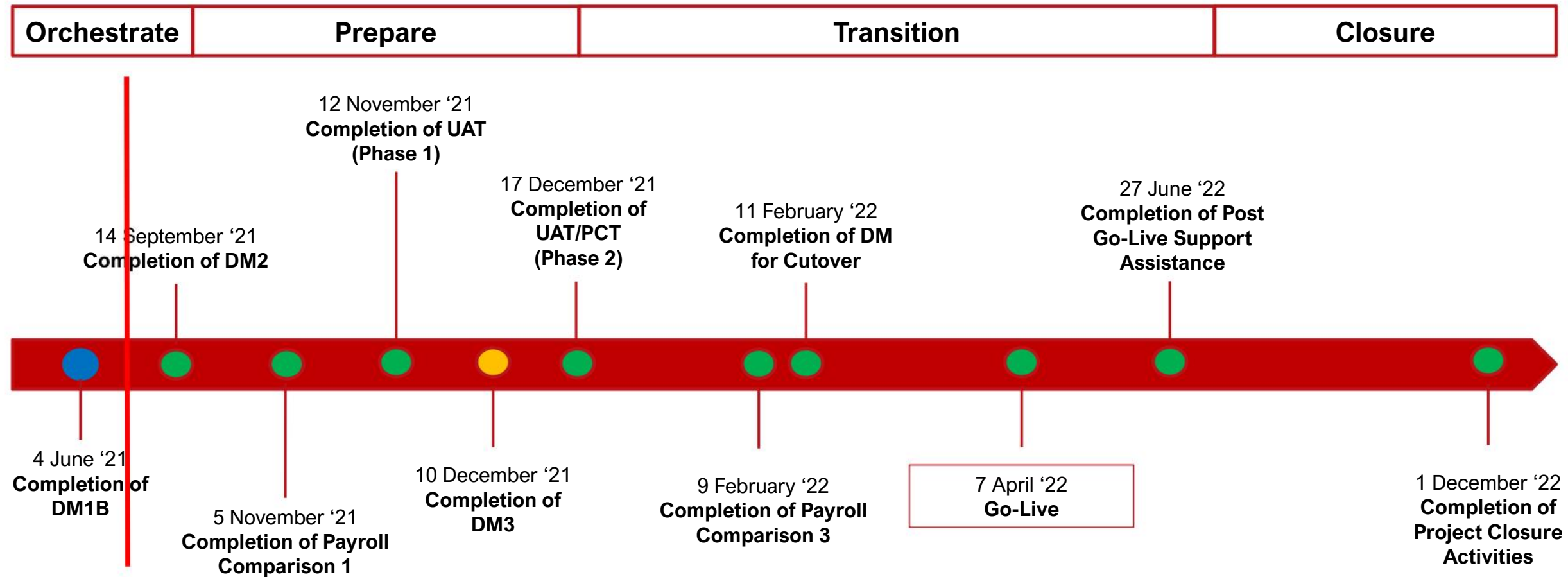
Workstream	Previous RAG	Current RAG	Update
Transition (Bill Gayler)			<ul style="list-style-type: none"> First wave of ERP support processes signed off with IT&D, second wave started for report management, access management, interfaces & extensions, PBCS, Projects First draft of ServiceNow requests issued to review Service Design Package rationalisation kicked off
Infrastructure & SAP Business Continuity (Nazim Younis)			<ul style="list-style-type: none"> Oracle Add-ins deployed to ITD&S, P2P, Finance & BCT user lists. Whitelisting: 2 requests submitted to have IP addresses whitelisted REF1302060 & Ref1302130 Cody Park SAP Data Center Move to take place in mid- September, final dates TBC.
Architecture (Alf Nayee)			<ul style="list-style-type: none"> DevOps Solution – produce solution roadmap in order for BCC to own all code and config from Evosys post Gold Build Data Archiving & DoR - Draft vendor requirements completed; workshop held with BCC Procurement. PPAR underway Oracle Helpdesk solution - DKIM and Outbound email deliberations underway with Oracle. RMJ & SFTP end to end workshops commenced in order to integrate all the interface points.
Payroll (Vidya Gurusamy)	NEW		<ul style="list-style-type: none"> Pre-UAT completed on time DM load data checking in progress as planned UAT planning in progress as planned Evosys reports that were delivered in progress or passed to UAT



Programme milestones for reporting

Ref	Milestone description	Baseline completion date	Actual or forecast date	RAG	Commentary
ERPM004	Delivery of Design Phase (CRP 1&2) Contract commercial milestone	15/06/20	01/02/21	C	
ERP MS01	Completion of Data Migration 1b	19/05/21	04/06/21	C	
ERP MS02	Completion of Data Migration 2	14/09/21	14/09/21	G	
ERP MS03	Completion of Data Migration 3	10/12/21	10/12/21	A	• Replanning underway for a Payroll cut off date rather than month end
ERP MS04	Completion of Validation Testing (UAT) – Phase 1	12/11/21	12/11/21	G	
ERP MS05	Completion of Validation Testing (UAT) – Phase 2	17/12/21	17/12/21	G	• Amended to align to PCT and Christmas holiday period
ERP MS06	Completion of Payroll Comparison 1	05/11/21	05/11/21	G	
ERP MS07	Completion of Payroll Comparison 2	17/12/21	17/12/21	G	
ERP MS08	Completion of Payroll Comparison 3	09/02/22	09/02/22	G	
ERP MS10	Completion of Data Migration for Cutover	11/02/22	11/02/22	G	
ERPMS11	Go-Live – Finance and Procurement, HR and Payroll (PPR, Go-Live)	07/04/22	07/04/22	G	
ERPMS12	Completion of Post Go Live Assistance	27/06/22	27/06/22	G	
ERPMS13	Completion of Project Closure Activities	01/12/22	01/12/22	G	

1B ERP Milestone Plan



1B Programme Risks & Issues

James Couper



1B RAID Dashboard

September 2021

Summary Update

- The current volume of Risks & Issues has decreased due to PMO working with functional leads to assist in getting resolution to close these off. There are a high volume of testing risks but low severity and impact with appropriate mitigations plans in place.
- The PMO will continue hold risk review sessions with HR, Testing and Service Transition to support the resolution of these.
- Next phase:** In preparation for UAT a programme risk review session will be held and a review of organisational risks where SteerCo will need to support the programme tabled.

	Open Risks	Open Issues
Previous (August)	51	22
Current (September)	49	18

Risks	Assumptions	Issues	Dependencies
49	15	18	21
LEVEL			
4 Very High	0 High	4 Very High	2 High
11 High		6 High	
25 Medium	0 Medium	5 Medium	7 Medium
9 Low		3 Low	
1 Very Low	15 Low	0 Very Low	12 Low
TREND		TREND	
11 ▼ Declining		4 ▼ Declining	
28 ◀▶ Stable		11 ◀▶ Stable	
11 ▲ Improving		3 ▲ Improving	
94% Mitigated			

Function	Open Risks	Open Issues	Total
HR	7	2	9
Testing	6	2	8
Service Transition	5	3	8
Programme	2	4	6
Data Migration	4	1	5
Architecture	4	0	4
Inbound Integrations	3	1	4
Business Change	4	0	4
Infosec	3	1	4
P2P	3	0	3
Infrastructure	2	0	2
Contracts & Commercials	0	2	2
Evosys	2	0	2
Reporting	2	0	2
Outbound Integrations	2	0	2
Finance	2	0	2
Steer Co	0	1	1
Data Cleansing	0	0	0
TOM	0	0	0
Total	49	18	67
Key on Total	10 +	5 to 10	0 to 5



Risk Update

Risk description	Cause/Impact	Likelihood/Impact	Mitigation plan & Update
Invoice Scanning Should the 1B P2P Programme choose a 3rd Party rather than adopt the Oracle capability there is a risk that the delivery of it will not user acceptance testing (UAT) phase.	Cause: Oracle have not yet demonstrated their service offering meets the business requirement. Impact: A full procurement exercise will need to be run risking delivered before testing under UAT. The solution would also incur increased costs to BCC (>£1M)	M/VH	1. PoC completed and awaiting final SteerCo decision before closure 2. Procurement approach for each option has been developed
Roles Design Roles and security design and build contains potential gaps and conflicts and will impact effective operation management.	Cause: Roles and security has been developed within silos within each functional area. There has not been one individual appointed to manage the design holistically Impact: <ul style="list-style-type: none"> • There are potential SoD risks • It is not possible to present a design to go through security assessment pre-go live • A single view of roles design is not available • The team that will own the integrated roles and security catalogue/design are unable to receive adequate KT 	H/H	1. Identify person(s) who will own roles and security under BAU and who can take on role until Go-Live 2. Appoint person(s) to work alongside the team resolving the issue, undertaking KT as they do so 3. Prioritise resources to review designs, integrate solution and apply a consistent design across the whole service and as a design document for formal programme approval 4. Design SoD tests and schedule time to test before cutover
CoA mappings solution Clarity required by COA mapping team to deliver robust solution to allow this to be translated in detail to technical ask.	Cause: Inability of current solution to cater for any Chart of Account data coming out of Oracle due to how SAP to Oracle mapping has been designed. Impact: If solution not reached, all systems (Schools and non School based) may be required to urgently move to the Oracle 8 segment Chart of Account structure. Or some in between solution where simple 1:1 mappings are delivered from Oracle and a process solution is put in place.	H/H	1. Finance have been given a deadline of 27/8 to provide a solution 2. If this is not feasible, Oracle 8 segment solution will be adopted or another solution found

Issue Update

Issue description	Cause	Severity	Mitigation plan & Update
Changes being requested of solution There have been a number of changes requested to designs, requirements or configurations after agreed dates for sign-offs which impacts the delivery timeline and if it continues will impact the critical path plan. This has an impact on ability to test solution and resource allocation.	A combination of new personnel, late changes to processes and lack of timely review of programme documentation is driving change.	VH	1. Change freeze dates have been shared with stakeholders to manage this. For DM3, 1 st October. 2. A change control process has been put in place for both business changes, configuration updates and contract changes which will be tightly managed by the Programme Team. 3. Change Advisory Board put in place to prioritise and manage Requests for Change
Outbound interface developments There remain a large volume of outbound interfaces without specifications signed off and an agreed plan in place for their development to enable them to be tested in the window.	The requirements were not properly assessed in the outset and functional areas have not had an understanding of how these will be developed.	VH	1. Daily stand ups with functional leads to address the gaps. 2. Planning sessions with Evosys to agree development plan 3. All new interfaces will require approval via programme change control process.
GAID items outstanding in functional areas Gaps, Actions, Issues and Decision Logs held for each functional area have and are worked on by Evosys and BCC have a high number of areas which need to be closed out.	These have not been given the focus they require across the functional areas and may have items in them which will effect the configuration of the build and how it is tested.	VH	1. A review of all GAIDs has been undertaken and a target for close out by the end of September put in place 2. Areas with an impact on testing have been prioritised. 3. Reporting on GAID progress is now part of

1B Programme Budget

James Couper



Budget position

Activities	21/22 Forecast		22/23 Forecast		Total
Resources					
PMO	£	4,026,908	£	887,772	£ 4,914,680
ITDS	£	1,428,965	£	120,118	£ 1,549,083
BCT	£	475,000	£	-	£ 475,000
Providers					
SOCITM	£	929,840	£	232,460	£ 1,162,300
Egress					
Extension	£	826,000	£	126,000	£ 952,000
Evosys/Insight					
CCN	£	55,350			£ 55,350
Extension	£	1,219,873	£	926,127	£ 2,146,000
SAP	£	1,216,000	£	-	£ 1,216,000
Licences					
Oracle Fusion	£	1,609,938	£	804,969	£ 2,414,908
Evosys Workforce Scheduler	£	-	£	-	£ -
OTL	£	192,683	£	-	£ 192,683
PS Live	£	16,500	£	-	£ 16,500
BDA	£	2,837,373	£	-	£ 2,837,373

Activities	21/22 Forecast		22/23 Forecast		Total
BDA	£	2,837,373	£	-	£ 2,837,373
Other					
Training	£	-	£	-	£ -
Procurement	£	-			£ -
Audit	£	-			£ -
Backfilling staff	£	1,350,000			£ 1,350,000
Miscellaneous	£	10,000			£ 10,000
Totals	£	16,194,431	£	3,097,447	£ 19,291,878
Contingency	£	708,122			£ 708,122
Total Requested in MTFS	£	16,902,553	£	3,097,447	£ 20,000,000
Reserves					
19/20 Contribution	£	1,450,255			£ 1,450,255
20/21 Contribution	£	1,920,844			£ 1,920,844
Total	£	3,371,099			£ 3,371,099



Resources O&S Committee: Work Programme 2021/22

Chair	Councillor Mohammed Aikhlaq
Deputy Chair	Councillor Barbara Dring
Committee Members:	Councillors David Barrie, Meirion Jenkins, Majid Mahmood, Shafique Shah, Paul Tilsley and Lisa Trickett
Committee Support:	Scrutiny Team: Emma Williamson (464 6870) and Jayne Bowles (303 4810) Committee Manager: Mandeep Marwaha (303 5950)

1 Terms of Reference

To fulfil the functions of an Overview and Scrutiny Committee as they relate to any policies, services and activities concerning finance (including strategic finance, budget setting and financial monitoring); revenues and benefits; treasury management; council land use and property assets; human resources; contracting, commissioning and commercialisation.

2 Meeting Schedule

Date	Item	Officer contact
24 June 2021 1400 hours Informal Online Meeting Deadline for reports: 15 June 2021	Financial Outturn 2020/21	Rebecca Hellard, Interim Director of Council Management
	Implementation of the Council's Finance and HR Enterprise Resource Planning (ERP) System	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
	CityServe Update	Alison Jarrett, AD, Development and Commercial
22 July 2021 1400 hours Deadline for reports: 13 July 2021	Financial Monitoring 2021/22 - Quarter 1 / Month 3	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
	New Ways of Working	Peter Bishop, Director of Digital and Customer Services/Robin Burton, Programme Manager – New Ways of Working



9 September 2021 1400 hours Informal Online Meeting Deadline for reports: 31 August 2021	Financial Monitoring 2021/22 – Month 4	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
7 October 2021 1400 hours Deadline for reports: 28 September 2021	Financial Monitoring 2021/22 – Month 5	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
25 November 2021 1400 hours Deadline for reports: 16 November 2021	Financial Monitoring 2021/22 – Quarter 2/Month 6	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
20 January 2022 1400 hours Deadline for reports: 11 January 2022	Financial Monitoring 2021/22 – Month 8	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
10 February 2022 1400 hours Deadline for reports: 1 February 2022	Financial Monitoring 2021/22 – Quarter 3/Month 9	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director



24 March 2022 1400 hours Deadline for reports: 15 March 2022	Financial Monitoring 2021/22 – Month 10	Rebecca Hellard, Interim Director of Council Management
	ERP Update	Rebecca Hellard, Interim Director of Council Management/Peter Bishop, Director of Digital and Customer Services/James Couper, ERP Programme Director
28 April 2022 1400 hours Deadline for reports: 19 April 2022		

3 Items to be programmed

- 3.1 Planned Procurement Activities Report to be a standing item on all meeting agendas
- 3.2 Long Term Debt Strategy
- 3.3 Report on PropCo

4 Other Meetings

Inquiry: Procurement and Contract Management

9 September 2021 Informal Session

Call-in

Petitions

None scheduled

Councillor Call for Action requests

None scheduled



5 Forward Plan for Cabinet Decisions

009211/2021	Human Resources and Organisational Development Transformation	07 Sep 21
009010/2021	MTFP Refresh	12 Oct 21
009031/2022	Draft Financial Plan 2022-2026	08 Feb 22

Leader		
008894/2021	Sale of land at Lawson Street, Birmingham B4 7AT	07 Sep 21
008303/2021	Asset Review – Multi-storey car park, Brunel Street, Birmingham	12 Oct 21
007884/2020	Proposed Compulsory Purchase Order – Digbeth & Allison Street, Birmingham for the Beorma Quarter Development	09 Nov 21
009034/2021	Financial Monitoring Report Quarter 2 2021/22	09 Nov 21
008971/2021	Sale of 1 Lancaster Circus, City Centre	09 Nov 21
009239/2021	Disposal of Murdoch and Pitman, 153-161 Corporation St, Birmingham	09 Nov 21
009030/2022	Business Rates Income 2022/23	18 Jan 22
009035/2022	Financial Monitoring Report Quarter 3 2021/22	08 Feb 22

Cabinet Member for Finance and Resources		
009141/2021	New build depot for the relocation of Montague Street and Redfern Road Depots (Atlas Works)	12 Oct 21

Cabinet Member for Street Scene and Parks		
007349/2020	Waste Vehicle Replacement Programme	14 Dec 21

Cabinet Member for Transport and Environment		
009037/2021	Highway Maintenance and Management PFI Contract	12 Oct 21