

# **BIRMINGHAM CITY COUNCIL**

## **CABINET**

**TUESDAY, 27 MARCH 2018 AT 10:00 HOURS**  
**IN COMMITTEE ROOMS 3 & 4, COUNCIL HOUSE, VICTORIA**  
**SQUARE, BIRMINGHAM, B1 1BB**

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

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

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

### **2 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 online details of the meeting.

### **3 APOLOGIES**

To receive any apologies.

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### **4 CORPORATE REVENUE MONITORING REPORT MONTHS 9 AND 10**

Report of The Chief Executive and Corporate Director of Finance and Governance.

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### **5 CAPITAL AND TREASURY MONITORING QUARTER 3 (OCTOBER TO DECEMBER 2017)**

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- Report of Corporate Director, Economy.
- 177 - 184**      8      **PROCUREMENT CONTRACT - TENDER STRATEGY FOR THE DEVELOPMENT OF THE RESIDENTIAL ELEMENT FOR THE COMMONWEALTH GAMES VILLAGE (P0427) - PUBLIC**
- Report of the Corporate Director, Economy.
- 185 - 210**      9      **DEAL PART 2 – PROPOSED ROADMAP TO ACHIEVE ICT ACHIEVE SAVINGS, ASSOCIATED INVESTMENT REQUIRED AND CONTRACT CHANGES UP TO 2021 - PUBLIC**
- Report of the Chief Operating Officer.
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- Report of the Chief Executive.
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- Report of the Director of Commissioning and Procurement.
- 257 - 262**      12      **APPOINTMENTS TO OUTSIDE BODIES**
- Report of the City Solicitor,
- 13      **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.
- 263 - 286**      13A      **BIRMINGHAM COUNCIL HOUSING INVESTMENT PROGRAMME 2018/19 TO 2020/21**
- Report of the Corporate Director - Place.
- 14      **EXCLUSION OF THE PUBLIC**
- That in view of the nature of the business to be transacted which includes exempt information of the category indicated the public be now excluded from the meeting:-
- Exempt Paragraph 3

## **PRIVATE AGENDA**

15 **PROCUREMENT CONTRACT - TENDER STRATEGY FOR THE DEVELOPMENT OF THE RESIDENTIAL ELEMENT FOR THE COMMONWEALTH GAMES VILLAGE (P0427) - PRIVATE**

Item Description

16 **DEAL PART 2 – PROPOSED ROADMAP TO ACHIEVE ICT ACHIEVE SAVINGS, ASSOCIATED INVESTMENT REQUIRED AND CONTRACT CHANGES UP TO 2021 - PRIVATE**

Item Description

17 **PLANNED PROCUREMENT ACTIVITIES (JUNE 2018 – AUGUST 2018) - PRIVATE**

Item Description

18 **OTHER URGENT BUSINESS (EXEMPT INFORMATION)**

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





# **BIRMINGHAM CITY COUNCIL**

## **PUBLIC REPORT**

<b>Report to:</b>	<b>CABINET</b>
<b>Report of:</b>	<b>THE CHIEF EXECUTIVE AND CORPORATE DIRECTOR - FINANCE &amp; GOVERNANCE</b>
<b>Date of Decision:</b>	<b>27<sup>TH</sup> MARCH 2018</b>
<b>SUBJECT:</b>	<b>CORPORATE REVENUE BUDGET MONITORING 2017/18 MONTH 10 (UP TO 31<sup>ST</sup> JAN 2018)</b>
<b>Key Decision: Yes / No</b>	<b>Relevant Forward Plan Ref: 003679/2018</b>
<b>If not in the Forward Plan: (please "X" box)</b>	<b>Chief Executive approved</b> <input type="checkbox"/>
<b>Relevant Cabinet Member(s) or Relevant Executive Member:</b>	<b>O&amp;S Chair approved</b> <input type="checkbox"/>
<b>Relevant O&amp;S Chair:</b>	<b>Councillor Ian Ward</b>
<b>Wards affected:</b>	<b>Councillor Mohammed Aikhlaq</b>
	<b>All</b>

### **1. Purpose of report:**

- 1.1 This report forms part of the City Council's robust arrangements for controlling its revenue expenditure.
- 1.2 Each Directorate's financial performance to date is shown, together with the risks and issues identified to date in the Corporate Revenue Budget Monitoring document for Month 10, which is appended to this report.

### **2. Decision(s) recommended:**

That the Cabinet :-

- 2.1 Note the City Council's 2017/18 revenue budget position and the gross pressures identified as at 31<sup>st</sup> January 2018.
- 2.2 Note the latest monitoring position in respect of the City Council's savings programme and the present risks identified in its delivery.
- 2.3 Approve the writing off of debts over £0.025m as summarised in Appendix 4 of the report.

**Lead Contact Officer(s):** Clive Heaphy, Corporate Director – Finance & Governance  
**Telephone No:** 0121 303 2950  
**E-mail address:** clive.heaphy@birmingham.gov.uk

### **3. Consultation**

Consultation should include those that have an interest in the decisions recommended

#### **3.1 Internal**

3.1.1 Cabinet Members, Corporate Directors, the City Solicitor, Human Resources and Assistant Directors of Finance have been consulted in the preparation of this report.

#### **3.2 External**

3.2.1 There are no additional issues beyond consultations carried out as part of the budget setting process for 2017/18.

### **4. Compliance Issues:**

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

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

#### **4.2 Financial Implications (How will decisions be carried out within existing finances and Resources?)**

4.2.1 The Corporate Revenue Budget Monitoring document attached gives details of monitoring of service delivery within available resources.

#### **4.3 Legal Implications**

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

#### **4.4 Public Sector Equality Duty (see separate guidance note)**

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

### **5. Relevant background/chronology of key events:**

5.1 At the meeting on 28<sup>th</sup> February 2017, the Council agreed a net revenue budget for 2017/18 of £821.8m to be met by government grants, council tax and business rates payers.

- 5.2 The base budget forecast variations in each Directorate are detailed in Section 2 of the Corporate Revenue Budget Monitoring document, together with the actions presently proposed to contain spending within cash limits. The position is summarised in tabular form in Appendix 1 which incorporates the forecast year end pressures by Directorate.
- 5.3 Directorate risks relating to the Savings Programme and measures being undertaken to alleviate these are detailed in Section 2 of the attached report and the position is summarised in tabular form in Appendix 3.

**6. Evaluation of alternative option(s):**

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

**7. Reasons for Decision(s):**

- 7.1 To inform Cabinet of:

The City Council's 2017/18 revenue budget position and the level of gross pressures identified as at 31<sup>st</sup> January 2018.

The latest monitoring position in respect of the City Council's Savings Programme and the present risks identified in its delivery.

- 7.2 To approve:

The writing off of debts over £0.025m as summarised in Appendix 4 of the report.

**Signatures**

**Date**

Corporate Director – Finance & Governance ..... ..

Interim Chief Executive ..... ..

Leader ..... ..

**List of Background Documents used to compile this Report:**

1. City Council Financial Plan 2017+ approved at Council 28<sup>th</sup> February 2017

**List of Appendices accompanying this Report (if any):**

1. Corporate Revenue Budget Monitoring Document – Month 10

**Report Version v1**

**Dated 8<sup>th</sup> March 2018**

## **PROTOCOL PUBLIC SECTOR EQUALITY DUTY**

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in section 4.4 of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
  - (a) whether there is adverse impact upon persons within the protected categories
  - (b) what is the nature of this adverse impact
  - (c) whether the adverse impact can be avoided and at what cost – and if not –
  - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
  - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - the equality duty (as an appendix).

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) tackle prejudice, and
  - (b) promote understanding.
- 5 The relevant protected characteristics are:
  - (a) marriage & civil partnership
  - (b) age
  - (c) disability
  - (d) gender reassignment
  - (e) pregnancy and maternity
  - (f) race
  - (g) religion or belief
  - (h) sex
  - (i) sexual orientation







# **CORPORATE REVENUE BUDGET MONITORING REPORT 2017/18 MONTH 10**

**(year to 31<sup>st</sup> January 2018)**

## **Section**

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## 1. Executive Summary

- 1.1 Birmingham City Council (BCC) set its net revenue budget of £821.8m on 28<sup>th</sup> February 2017. This included a savings<sup>1</sup> programme totalling £70.9m in 2017/18, growing to £171.4m in 2020/21. In addition deferred savings from 2016/17 of £14.4m are also required to be delivered (including where they were met on a one-off basis). Total savings to be met in 2017/18 are therefore £85.3m.
- 1.2 The Month 8 Revenue Monitoring Report identified pressures on baseline budgets and the potential non-delivery of savings net of any in year use of reserves. For Month 10, the format of this report has been changed to reflect the gross position of all Directorate pressures and non-delivery of savings. The use of reserves in-year to fund pressures of saving shortfalls has been excluded as it is critical that the first option remains finding alternative savings. Any decision to use reserves is a last resort to be applied at year end. The Month 8 position within this report has been restated to reflect the change in presentation and provided a meaningful comparison.
- 1.3 The only exceptions in this report remain the use of reserves to fund pension strain (reflecting a policy decision) and the use of reserves to fund the cost of the waste strike (as this is an exceptional item).
- 1.4 At Month 10, the forecast outturn projection indicates gross overspends of £2.6m in the base budget delivery and £24.7m of savings that are not fully achieved in 2017/18, giving a combined pressure of £27.3m before the use of Corporate reserves in addition to those approved in the original budget. The gross overspend primarily relates to pressures within Place Directorate and non- delivery of FOM savings.
- 1.5 The overspend position is offset by the use of corporate reserves of £16.0m (see paragraph 1.3 above) leaving a residual forecast overspend of £11.3m. The overall position is summarised in Table 1 overleaf.
- 1.6 A summary of the expected movement in reserves, including the use of the £16m identified in paragraph 1.3 above, is shown in the table below.

Analysis of Reserves in 2017/18							
	OTR	OTR (PFS)	FRR	Capital Fund	Other Corp	Dir Res	Total
	£m	£m	£m	£m	£m	£m	£m
Balance as at 31st March 2017	69.9	0.0	0.0	49.7	34.9	257.3	411.8
2017/18 planned (use)/contribution of reserves	(12.5)	0.0	0.0	(24.9)	5.2	(14.4)	(46.6)
<b>2017/18 Planned Balance as at 31st March 2018</b>	<b>57.4</b>	<b>0.0</b>	<b>0.0</b>	<b>24.8</b>	<b>40.1</b>	<b>242.9</b>	<b>365.2</b>
2017/18 creation of reserve	(21.2)	21.2	98.3	0.0	0.0	0.0	98.3
2017/18 further est (use)/contribution to mitigate savings	(6.6)	(9.4)	0.0	0.0	0.0	0.0	(16.0)
2017/18 further est (use)/contribution other	(0.4)	0.0	0.0	17.4	3.3	(0.5)	19.8
<b>Forecast Closing Balance (31st March 2018)</b>	<b>29.2</b>	<b>11.8</b>	<b>98.3</b>	<b>42.2</b>	<b>43.4</b>	<b>242.4</b>	<b>467.3</b>

- 1.7 The month 10 position represents a worsening of the forecast outturn since month 8 of £4.9m. This relates almost solely to the Place Directorate including Waste Management of £3.9m, Parks of £0.9m and other variations of £0.1m.

<sup>1</sup> Savings refer both to cost reductions or additional income generated

- 1.8 It is recognised that funding this overspend in the current financial climate presents a significant challenge to the Council. Even this late in the year, Corporate Directors are still being asked to find areas of saving including the deferment of expenditure to future years. The position is receiving close scrutiny by the Corporate Leadership Team (CLT) and is being reported to Budget Board and to Cabinet.
- 1.9 Further analysis of the Base Budget position is shown in Appendix 1 and the Savings Programme in Appendix 3.
- 1.10 Section 2 of this report details the overall position on the Base Budget and Savings Programme by Directorate.
- 1.11 Section 3 of this report details the summary position on the Savings Programme.
- 1.12 Section 4 of this report details other corporate mitigations.

**Table 1 - Summary forecast position of base budget and risks relating to savings programme**

Directorate	Current Budget £m	Base Budget Overspend/(Underspend) as at			Savings not Deliverable (after mitigations) as at			Total Forecast Overspend/(Underspend) as at		
		Month 10	Month 8	Movement	Month 10	Month 8	Movement	Month 10	Month 8	Movement
		£m	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care & Health Directorate	351.895	(3.565)	(3.103)	(0.462)	3.565	3.103	0.462	0.000	0.000	(0.000)
Children & Young People Directorate	211.419	(0.192)	0.723	(0.915)	2.034	2.034	0.000	1.842	2.757	(0.915)
Place Directorate	142.619	15.014	9.483	5.531	1.632	1.632	0.000	16.646	11.115	5.531
Economy Directorate	72.123	(0.723)	(0.917)	0.194	1.005	1.005	0.000	0.282	0.088	0.194
Strategic Services Directorate	33.266	(0.438)	0.012	(0.450)	1.884	1.884	0.000	1.446	1.896	(0.450)
Finance & Governance Directorate	25.840	(0.973)	(1.114)	0.141	0.000	0.000	0.000	(0.973)	(1.114)	0.141
Sub-total Directorates Gross Position	837.162	9.123	5.084	4.039	10.120	9.658	0.462	19.243	14.742	4.501
Policy Contingency	(15.790)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Acivico Overspend Funded Corporately	0.000	2.013	1.772	0.000	0.000	0.000	0.000	2.013	1.772	0.241
FOM	0.000	0.000	0.000	0.000	14.610	14.610	0.000	14.610	14.610	0.000
Other Corporate Items	0.431	(8.500)	(8.500)	0.000	0.000	0.000	0.000	(8.500)	(8.500)	0.000
Sub-total Corporate Gross Position	(15.359)	(6.487)	(6.728)	0.000	14.610	14.610	0.000	8.123	7.882	0.241
Sub-total Gross Position	821.803	2.636	(1.644)	4.039	24.730	24.268	0.462	27.366	22.624	4.742
Corporately Funded Pension Fund Strain	0.000	(9.400)	(9.600)	0.200	0.000	0.000	0.000	(9.400)	(9.600)	0.200
Extraordinary Item- Use of OTR	0.000	(6.600)	(6.600)	0.000	0.000	0.000	0.000	(6.600)	(6.600)	0.000
City Council General Fund	821.803	(13.364)	(17.844)	4.239	24.730	24.268	0.462	11.366	6.424	4.942
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

## 2. Detailed Revenue Commentaries by Directorate

The following paragraphs comment on the major financial issues identified at this point in the year. Detailed figures for each Directorate are shown in Appendix 1.

### 2.1 Adult Social Care & Health

The Directorate is forecasting a gross balanced position (overall no movement since Month 8). This is made up of savings deemed to be not fully achieved in 2017/18 of £8.6m offset by additional income including the use of £5.0m from the improved Better Care Fund (iBCF), which had not been budgeted for and base budget underspends of £3.6m. The conditions for iBCF allow this funding to be carried forward to 2018/19 and this will be available to support the Directorate's Vision and Strategy development.

The pressures on the Directorate's financial position largely relate to the delivery of the savings programmes, as set out in the sections below. Packages of Care are continuing to be a source of budget pressure but appear to be stabilising. However, there are high-cost packages transferring from Children and Young People Directorate. These changes continue to be carefully monitored and mitigations implemented for the pressures identified.

Although the overall net position has remained the same since Month 8, there have been movements within the overall position. These are largely due to contributions to bad debt provision offset by underspends relating to employee costs in Assessment and Support Planning and operation costs and additional income in Specialist Services.

#### Base Budget forecast

There is a forecast year-end underspend of £3.6m at Month 10 (Month 8 £3.1m underspend). This relates to the following:

- Mental Health Joint Funding – £2.4m additional income (Month 8 £2.1m)  
This relates to Health contributions in relation to Mental Health care packages that are exceeding the budgeted level. There has been a further increase in Mental Health joint funded arrangements for Month 10
- Direct Payments (DP) – Recoupment of surplus income £1.6m (Month 8 £1.5m )  
The service has been proactive in reviewing and recouping surplus funds in individual accounts. Significant recoupment was identified at the beginning of the year and this work continues as business as usual. Levels of Direct Payment assessments are steadily increasing
- Transfer from Business Change – £0.6m underspend (new in Month 10, was in Business Change at Month 8)  
The Business Change service area has been split into three parts as a result of the changes arising from the Council Future Operating Model and the establishment of the Children's Trust. Most services have been transferred to Strategic Services Directorate as part of the consolidation of support services across the Council. Elements relating to recharges and those costs more directly related to Adult Social Care & Health (ASC&H) have been transferred to the Corporate Director services.

### Section 3

The third element continues to be shown as Business Change for 2017/18 (see below) and relates to services which will transfer to the Children's Trust with effect from 1 April 2018.

- Business Change – £0.7m underspend (Month 8 £1.2m )  
This relates to the services provided to the Early Help and Children's Social Care services which are transferring to the Children's Trust.
- Mitigation from iBCF Fund – £1.2m (no movement since Month 8)  
In addition to mitigating savings, iBCF funding of £1.2m is being used to offset the increased demand for Older Adult Services from both the Acute settings and Enhanced Assessment Beds (EAB) and Community settings
- ASC&H Commissioning – £1.2m underspend (no movement since Month 8)  
This underspend is mainly in relation to staff vacancies and third sector grants.
- Review of Non-Pay Costs – £0.4m underspend (Month 8 £0.5m)  
The Directorate is reviewing all non-pay budgets including energy, transport, training and other areas in order to mitigate the shortfall in savings delivery.
- Review of income – £0.4m underspend (Month 8 £0.5m)  
The Directorate has reviewed charging policies across the full range of service areas. The anticipated additional income is slightly less than the estimate which has been reported in previous months.
- Employee Underspends in Assessment and Support Planning – £0.7m (new underspend)  
The Social Work Assessment and Care Management service has made significant savings in 2017/18 and has been managing further reductions ahead of the planned restructure 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. In addition, the level of turnover of staff has been higher than anticipated which has led to additional underspends but has put further pressure on the service.
- Running Costs and Additional Income in Specialist Care Services – £0.7m (new underspend)  
The Directorate has reviewed operation costs including transport and supplies and services and identified a range of one off savings across day care and residential services. Also, income from Health's use of care centres has been higher than anticipated.
- Care Packages/External Placement – £2.9m overspend (Month 8 £2.8m)  
There continues to be a significant pressure on external placements budgets, particularly in relation to residential and nursing placements for older adults. This pressure appears to be stabilising. Additional pressures in recent months have been due to increasing prices for services particularly for clients with Learning Disabilities and an increase in commitments for bedded services for older adults.

Other cost pressures continue, including a higher than anticipated increase in average prices across all of Adult Social Care for all client groups.

The Directorate has been successful in mitigating some of these increases through reviewing cost sharing arrangements with health on a package by package basis.

Decisions have been made to utilise some of the iBCF funding to offset the continued growth in Older Adults placements from the Acute and EAB settings and this has been continued in Month 10.

- **Extra Care Block Contract – £1.9m overspend (Month 8 £1.8m)**  
The current arrangements for providing care where additional services are required are leading to these unbudgeted costs. The Directorate Budget Board have commissioned a review of this area. Care needs to continue to be provided through this contract and the Directorate will ensure that this pressure is mitigated going forward by some of the underspends identified in this report.
- **Contribution to Bad Debt Provision – £1.1m overspend (new pressure in Month 10)**  
Each year the Directorate makes an estimate of the amount of outstanding debt (largely from assessed client contributions to their care) which will not be recovered in future years and sets aside resources to account for this. Where debts are written off as not collectable these amounts are charged to the sum set aside. In 2017/18 the amounts written off have significantly exceeded the expected amount and this has resulted in a pressure on this contribution to the bad debt provision. The additional write-offs have arisen from an overall rise in the level of income generated by invoices, changes from the Care Act in the way legal charges on property are used in debt recovery, and a review of older debt to identify amounts which are not likely to be collected.
- **Deprivation of Liberty Safeguards (DoLS) – £0.3m overspend (no movement since Month 8)**  
The service area has changed the emphasis and prioritised cases most at risk rather than the blanket approach used previously following guidance from Association of Directors of Adults Social Services (ADASS). As a result of this the service area has been able to decommission an external service and show a reduction in costs.
- **Pension Fund Strain – £0.3m (Month 8 £0.2m)**  
As part of the corporate Voluntary Redundancy process, over 300 staff from Specialist Care Services are leaving the Council. The costs of Pension Fund Strain are largely covered by the savings arising but in the current year, due to the timing of the payments, it is projected that there will be some overall pressure which will be funded corporately.
- **Other Minor Variations – £0.2m underspend (no movement since Month 8 £0.2m)**  
There are other minor underspends of £0.2m across the Directorate.

### **Savings Programme forecast**

There is a forecast of £3.6m savings not achievable in 2017/18 at Month 10 (Month 8 £3.1m). This is made up of £8.6m of savings considered not fully achieved in 2017/18 offset by the use of £5.0m from the iBCF as identified in Appendix 3. These unachievable savings are summarised below:



### Section 3

- £1.5m Enablement (no movement since Month 8) – an implementation plan is in place on the changes to the service delivery model. The actions to deliver the in year savings have all been taken and the savings are expected to be made via the VR process. The step up savings for future years is based on efficient new ways of working. There remains a risk to delivery due to potential disruption from industrial action. Engagement with Trade Unions is ongoing.
- £4.3m Integrated Community Social Work and audit of the Carefirst system (no movement since Month 8) - The offer in its original state would not have achieved the required savings profile. As a result mitigations have been identified from the iBCF and this has allowed a review to take place.

The procurement activity for implementing the Neighbourhood Networks Model is now being planned following an agreed procurement route. In addition funding for the Local Area Coordinators have been agreed and plans are being developed. Further work is required to quantify the level of savings that can be achieved through the implementation of these models.

Via a review of the Directorate Care Management system (Carefirst) a number of cases have been identified where it appears the Council has paid providers in full for jointly funded packages. Following legal advice letters have been drafted and sent to Health partners to start the process of recovering the money owed.

Also resulting from the review of records on Carefirst letters are being sent out imminently to providers to validate details they hold against the data held on Carefirst. This will identify any discrepancies which may have led to overpayments.

- £0.9m Prevention Services (previously Supporting People) (no movement since Month 8) - The savings for 2017/18 are being met through negotiations with providers and iBCF mitigation. A wider plan is being developed as part of the iBCF to build community capacity and utilise community assets to support and enable vulnerable adults to live healthy, happy and independent lives; the implementation of which has been agreed by Cabinet
- £0.8m External Day Centres (no movement since Month 8) – A plan is in place to deliver £0.2m. Actions are being taken to explore other ways to deliver the remaining savings of £0.6m. Engagement around the future model of Day Opportunities has commenced and a paper outlining the Day Opportunities Strategy and Development Plan was agreed by Cabinet. Coproduction is ongoing with a number of engagement sessions already completed. A review of externally funded day service providers is being undertaken to understand the basis of existing payments. Once complete a new payment model will be developed. All options being considered including fixed price and bandings to ensure the Council is being charged appropriately.
- £0.2m Residential Care (Residential Block Contracts) (no movement since Month 8) – There is a risk that the project is currently £0.2m off target and there may not be sufficient time for the mitigating action to deliver in year. Therefore this is being covered by the iBCF funding. Work is continuing to identify potential savings in the Extra Care Sheltered Housing block contracts. The existing gap in the Enhanced Assessment Beds is now being funded via BCF.

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- £0.4m Internal Care Review (Care Centres) (no movement since Month 8) – Currently it is projected to deliver the £0.4m savings in future years and £0.4m contingency from iBCF is required in year. The closure of one centre has been completed and work is underway to lease the building. Further work is being carried out to generate efficiencies across the remaining care centres. Audit has identified recharge arrangements, staffing costs and review of the use of facilities as areas for further potential savings. In addition a short term lease for the closed centre has been agreed with Health Partners and this is now in place. Plans are being progressed with regards to the longer term lease arrangements. A strategy is being developed for the Care Centres and this will be in line with vision for the Directorate.
- £0.5m Younger Adult Day Care (Month 8 Nil )  
The Council outlined plans to reorganise internally provided day care so that people may choose to buy these or different community based services which meet their assessed needs. In the short term this was through making better use of spare capacity in these services.

The consultation and engagement with service users and carers have led to delays in the implementation of these proposals such that only £0.2m will be delivered in 2017/18 leaving a shortfall of £0.5m.

## 2.2 Children & Young People

The Directorate is forecasting a gross overspend of £1.8m. (Month 8 £2.7m) The favourable movement of £0.9m since Month 8 largely relates to increased income on Unaccompanied Asylum Seeking Children (UASC), reduction in adoption costs and reduced agency staff costs offset by an increase in remands and legal costs.

### Base Budget forecast

The base budget underspend of £0.2m (Month 8 £0.7m overspend) relates to the following:

- Education General Fund – £1.4m pressure (no movement since Month 8)
  - PFI / BSF contracts £0.1m (no movement since Month 8) – There is a forecast net deficit of £0.1m after taking into account mitigations from specific contingencies for inflation.
  - Travel Assist £0.6m (no movement since Month 8) – The mitigations that were put in place to manage the deficit have not had the impact expected as a result of an increase in the number of eligible young people. There is a rise in costs related to agency Guides and issues with the main contractor for transport. Any new transport provision arranged increases the cost of delivery.
  - Unattached Playing Fields £0.1m (no movement since Month 8) – Progress has been slow due to the complex legal and regulatory issues which need to be taken into account and these can vary by playing field. Resources have been identified to accelerate the work on an invest to save basis and come up with funding / cost reduction solutions. The full year benefit will only be realised in

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2018/19. As such, for 2017/18 there are anticipated unfunded net costs of approximately £0.1m

- Early Years £0.1m (Month 8 £0.3m) – There are net unfunded costs in day nurseries of £0.1m. The reduction of £0.2m since Month 8 primarily relates to non-pay savings across Early Years.
  - Education Infrastructure Team £0.1m (no movement since Month 8) – The overspend arises from a combination of less income from a reduced level of academisation than anticipated and buy back of the Education Infrastructure Team traded offer being less than expected. This has been compounded by unexpected additional recharges from Birmingham Property Services (BPS) of £0.1m.
  - Other Minor Overspends £0.3m (Month 8 £0.2m)– A net deficit of £0.3m arising from a mixture of minor variations
- Early Help & Children's Social Care - £1.6m underspend (Month 8 £0.7m)
    - No Recourse to Public Funds (NRPF) £0.7m pressure (no movement since Month 8) - In recent months there has been an increase in the number of families who are presenting as having no recourse to funds. The pressure represents the forecast costs of providing accommodation and subsistence support for 2017/18 assuming there are no changes to volumes or cost of cases. Several actions are being taken in an attempt to mitigate the position including:
      - Implementation of credit checks on presenting families (Islington model)
      - A review of families granted leave to remain but without recourse to public funds which are still being supported by NRPF team
      - Work with Children's Advice and Support Service (CASS) managers to achieve 'point of contact' savings with accommodation costs being no longer than one night
      - Work with BCC Fraud Team to undertake a review of sample cases to see what support can be provided to address any possible fraud not identified through the current assessment process.
    - Secure Remand Custody Cost £1.2m pressure (Month 8 £1.1m) - Judges and Magistrates determine if a young person is to be remanded to custody in order to protect the public or protect the young person from self-harm or suicide. Based on the vulnerability assessment of the young person the Youth Justice Board (YJB) then allocates a bed for the remand placement. There are three bed types; Youth Offending Institute (YOI), Secure Training Centres (STC) and Secure Children's Homes (SCH) with STC and SCH beds costing significantly more than YOIs. Any under 15 is remanded to a STC or SCH, as is any young person over 15 assessed as vulnerable

The forecast pressure arises due to:

- A further decrease in the YJB Secure Grant for 2017/18, with the grant for bed nights having decreased by £0.4m – 54% over the past five years
- An increase in the actual price charged by YJB for each of the three bed types

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- A shift in the profile of bed night usage with more young people being accommodated in STCs and SCHs, thus at higher costs

There has been a slight increase in the pressure at Month 10 due to an increase in YOI bed nights.

- o Legal Disbursement £1.2m pressure (Month 8 £1.0m)  
This relates to the budget allocation not being adequate to cover the actual costs of disbursements following an exercise to re-base budgets. This exercise is being revisited as part of the budget setting for 2018/19. In addition there is an increase in costs relating to several cases in court.
- o Disabled Children's Services £0.6m pressure (no movement since Month 8)  
There are cost pressures of £0.6m for placements and costs of alternative community support packages for disabled children. In April, a new formula was agreed to share residential placement with education costs with Special Educational Needs Assessment Review (SENAR). This resulted in additional costs of £1.3m previously charged to Dedicated Schools Grant (DSG) being charged to this budget

These pressures have been offset by a number of mitigations as below:

- A delay in the opening of a specialist three bedded remand home, not now expected to open until 2018, will result in an underspend of £0.4m (no movement since Month 8)
- The overall costs of all current fostering, residential, supported accommodation and secure welfare placements currently indicate a forecast underspend of £1.1m (Month 8 £1.0m underspend). Additional income of £0.4m (no movement since Month 8) will be received in respect of contributions to specific complex care packages
- There is a delay in planned staffing recruitment within the Youth Offending service which will result in an underspend of £0.6m (Month 8 £0.5m) if all vacancies are not filled for the remainder of the year. This situation will be reviewed on a month by month basis based on the emerging risks and activities within the service
- There has been a reduction in the number of externally commissioned residential and community based assessments resulting in an expected underspend of £0.2m (Month 8 £0.1m)
- There has been a reduction in the costs of commissioned training activities of £0.5m (Month 8 £0.1m)
- Additional income of £0.5m (no movement since Month 8) has been received in respect of several UASC cases which have been retrospectively approved by the Home Office following the provision of additional information. In addition forecast income has increased by £0.5m in Month 10 due to Home Office approval at the end of January 2018 for 29 national transfer cases.

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- An underspend of £0.5m (Month 8 £0.6m) is expected in relation to costs of support packages and financially assisted order payments as alternatives to care
- There has been a reduction in the number of Adoption interagency cases in January 2018 resulting in an underspend of £0.1m (Month 8 nil)
- Staffing underspends total £0.3m (Month 8 £0.1m) due to reduced costs of agency staff and a number of other small reductions on forecast spend.
- Other non-pay underspends across various services total £0.2m (no movement since Month 8 )

The service continues to review service budgets and activities in order to identify further mitigations to deliver a balanced budget.

#### Savings Programme forecast

There are forecast savings not fully achieved in 2017/18 of £2.0m (no movement since Month 8) as summarised below.

- £1.9m Travel Assist (no movement since Month 8) – There has been a delay on the delivery of the savings, in part due to a delay in the introduction of a new ICT routing system, ongoing costs related to an increase in demand and the provision of travel guides. Sickness absences and one to one transport has put increased pressure on this part of the service. A full review has been commissioned by the Assistant Director and strong action will be required to control spend.
- £0.1m Education Playing Fields (no movement since Month 8) – Progress has been slow due to the complex legal and regulatory issues which need to be taken into account and can vary by playing field. Resources have been identified to accelerate the work on an 'invest to save' basis and identify funding / cost reduction solutions. However, the full year benefit will only be realised in 2018/19. As such for 2017/18 unfunded net costs will still be incurred

### 2.3 Place (excluding Housing Revenue Account)

The Directorate is reporting a forecast gross overspend of £16.6m (Month 8 £11.1m). This includes base pressures of £15.0m (Month 8 £9.5m) and forecast non-delivery of savings of £1.6m (no movement since Month 8).

#### Base Budget forecast

A base budget pressure of £15.0m (Month 8 £9.4m) is forecast at Month 10 inclusive of Directorate mitigations identified of £0.6m:

- Waste Management Services - £12.3m pressure (Month 8 £8.4m). The position has worsened further since Month 8 by £3.9m relating to:

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- £1.0m for additional waste collections as a result of the unpredictable nature of the services that has been required recently.
- £1.0m for Landfill Tax due to higher waste volumes in relation to the above.
- £0.9m as a result of delays in implementing the new structure (£0.3m per month). This is anticipated to be in place by 1<sup>st</sup> April 2018.
- £0.6m of IT costs.
- £0.4m relating to the street cleaning service (mainly employees).
- Community Sport & Events - £1.8m pressure (Month 8 £1.3m).  
This relates to the externalisation of Alexander Stadium of £1.3m (Month 8 £1.1m) and pressures of £0.3m for Tiverton leisure centre that has not yet been closed pending the completion of the new Northfield centre. A further pressure has been identified of £0.6m relating to Serco pension costs. This has been offset by £0.4m (Month 8 £0.2m) relating to additional management fee income from Sparkhill Pool along with non-domestic rate relief.
- Parks - £0.8m pressure (£0.1m underspend at Month 8). This is due to additional maintenance and employee spend of £0.5m (including travellers' preventative measures and remedial parks' maintenance), operational IT costs of £0.2m and the loss of income of £0.2m (Landscape Practice Group and from the foreclosure of existing contracts at the Tower Ballroom) offset by £0.1m of self-funded borrowing relating to Cofton Nursery.
- Markets - £0.4m (balanced at Month 8). Mainly due to required increases for provisions for bad and doubtful debts.
- Regulatory Services- £0.1m net pressure (No Change since Month 8)  
There is a £0.2m pressure on the Coroners' Service and a Pest Control over spend of £0.6m due to lower income. These are offset by Environmental Health savings of £0.6m and an under spend of £0.1m relating to Trading Standards.
- Other variations- £0.2m pressure (Month 8 £0.3m)  
There are other variations on a range of services including Equalities and Community Cohesion of £0.1m and Shelforce of £0.1m.
- Net Mitigations - £0.6m  
A number of mitigations/underspends are anticipated to offset the above pressures relating to:
  - Bereavement Services maintenance savings plus additional income from car parking and grave sales of £0.4m (no movement since Month 8)
  - Resilience and Other Services £0.2m

The Directorate is working to find additional savings in order to mitigate the budget pressures. If this proved not to be possible it is proposing to use reserves of £1.1m as set out below:

- Use in year of non-grant reserves in Adult Education of £0.2m (no movement since Month 8)
- Use in year of Culture and Visitor Economy Reserves of £0.3m (no movement since Month 8)
- Use in year of Harborne Pool maintenance reserves of £0.5m (no movement since Month 8)

- Use in year of Clocks and Fountains reserve of £0.1m (no movement since Month 8)

**Savings Programme forecast**

The 2017/18 Savings Programme has savings of £1.6m that are not expected to be delivered at Month 10 (no movement since Month 8). These are summarised below.

- £0.1m Local Car Park Charges – Charges are implemented but there is a potential price sensitivity
- £0.7m Parks – Relating to Cofton Nursery income targets of £0.3m from 2016/17 and the disposal of unwanted / underutilised parks land of £0.4m
- £0.2m Waste Management – This is part of the proposed new operating model
- £0.1m Asset and Property Disposal Programme – There is slippage in the identification of suitable properties
- £0.2m Health and Wellbeing Centres – Decommissioning of centres is behind schedule
- £0.3m Markets – There are legal constraints on changes to leases

**2.4 Economy**

Economy is forecasting a gross pressure of £0.3m (Month 8 £0.1m). This includes base underspends of £0.7m (£0.9m at Month 8) and forecast non-delivery of savings of £1.0m (no movement since Month 8). The adverse movement of £0.2m from Month 8, primarily relates to a reduction in income relating to Birmingham Property Services (BPS).

**Base Budget forecast**

The Directorate is reporting an underspend of £0.7m on the base budget position (Month 8 £0.9m underspend) which includes:

- Planning and Development £1.2m underspend (Month 8 £0.9m underspend): The increase of £0.3m since Month 8 primarily relates to additional income from planning applications and other underspends
- Highways and Infrastructure £0.2m underspend (Month 8 £0.3m underspend): The decrease of £0.1m is in relation to a reduction in income
- Employment Services £0.2m underspend (Month 8 £0.1m): There has been an increase in project income and a reduction in forecast employee severance costs
- £0.2m Other minor underspends (no movement since Month 8)

Partly offset by:

- BPS £1.1m (Month 8 £0.4m): The adverse movement of £0.7m since Month 8 largely relates to a forecast reduction in central admin building income

### **Savings Programme forecast**

Savings not anticipated to be fully achievable in 2017/18 are set out below:

- InReach £0.8m (no movement since Month 8) for whom the responsibility has been transferred from Place to Economy Directorate.
- BPS £0.2m (no movement since Month 8) delayed implementation of the service restructure.

The Directorate is working to find additional savings in order to mitigate the budget pressures. If this proved not to be possible it is proposing to use reserves of £0.3m as set out below:

- £0.3m BPS FOM reserve (no movement since Month 8)

## **2.5 Strategic Services**

The Directorate is forecasting a gross overspend of £1.5m (£1.9m at Month 8). This includes base budget underspends of £0.4m (nil at Month 8) and forecast non-delivery of savings of £1.9m (no movement since Month 8).

### **Base Budget forecast**

A £0.4m underspend position is now forecast on the base budget comprising:

- An anticipated surplus of £0.8m relating to Housing Benefit Subsidy
- An improvement of £0.1m on Corporate Procurement Services (CPS)

Offset by a carry forward into 2018/19 as follows:

- £0.5m as one off funding for the initial transition towards Universal Credit for the Benefit Service in 2018/19

### **Savings Programme forecast**

The savings which are not expected fully achievable of £2.8m in 2017/18 are identified below (no movement since Month 8).

- £0.2m – Residual Human Resource savings undelivered
- £0.3m – Contractual Workforce proposals which required changes to terms and conditions



- £2.1m – Unallocated/undelivered efficiency savings from 2016/17
- £0.1m – Transfer of the out of hours service from Customer Services
- £0.1m – Cost recovery of Council Tax and Business Rates summons not deliverable due to legal challenges

These have been offset by £0.9m of mitigations relating to the following:

- £0.5m – Housing Benefit Subsidy
- £0.3m – Surplus in advertising
- £0.1m – Annual impact of accounting for the recoupment of legal fees plus interest as a result of Council Tax Debt being secured by charging orders

The Directorate is working to find additional savings in order to mitigate the budget pressures. If this proved not to be possible it is proposing to use reserves of £1.9m as set out below:

- £0.1m – Use of Customer Services reserves
- £0.8m – Use of Directorate carry forward balances from 2016/17
- £1.0m – Invest to Save proposals from council tax collection fund as a result of reduced single person discounts being claimed following reviews. This is being funded from Benefit reserves in 2017/18 to be repaid from the associated Council Tax surplus

## **2.6 Finance & Governance**

The Directorate is forecasting a gross underspend position of £1.0m at Month 10 (Month 8 £1.1m underspend). There is an adverse movement of £0.1m since Month 8 primarily relating to Pension Fund Strain (PFS) as a result of the current restructure.

### **Base Budget forecast**

There is a forecast gross underspend of £1.0m on the base budget (Month 8 £1.1m underspend). This primarily relates to an underspend of £1.0m on the SAP Development budget.

### **Savings Programme forecast**

The forecast savings are expected to be fully achieved (no movement since Month 8).

## 2.7 Housing Revenue Account

A balanced HRA Budget was approved for 2017/18 (expenditure of £281.7m funded by equivalent income). The budget was based on the continuing national rent policy of -1% that will be implemented in each year from 2016/17 to 2019/20.

The current budgets and the forecast year-end financial position are summarised in the table below:

**Table 2: HRA Current Budget and Forecast Position**

<b>Service</b>	<b>Current Budget</b>	<b>Year End Projection (Month 8)</b>	<b>Year End Projection (Month 10)</b>	<b>Change</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£'m</b>
Rent/Service Charges (Net of Voids)	(281.7)	-	1.2	1.2
Repairs and Maintenance	64.5	(4.1)	(6.7)	(2.6)
Contributions for Capital Investment	54.0	-	0.4	0.4
Capital Financing Costs	76.5	4.3	8.1	3.8
Local Office / Estate Services / Equal Pay	86.7	(0.2)	(3.0)	(2.8)
<b>Net Position</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

A balanced position is projected for the year-end (no change to Month 8).

The lower expenditure on repairs is entirely a reflection of strong contract management resulting in reduced performance payments (£2.5m) and savings on empty property repairs of £3.7m (due to the efficient management of the stock). The savings on operational costs are primarily a reflection of the rephasing of equal pay liabilities into 2018/19. All the savings have been used for additional debt repayment after taking into account lower projected rental income (due to additional RTB sales and provisions for debts from the continuing roll out of universal credit)

The overall strategy for debt repayment is considered appropriate as this is prudent and considered value for money (as interest payments on debt outstanding are greater than interest received on balances). It is also in line with the HRA Self-financing Business Plan for the repayment of debt (the debt repayment has already been re-profiled to take into account the new national rent policy and is expected to be significantly higher by 2025/26 compared to the original plans that were established in April 2012).

The HRA Business Plan is being reviewed and this will incorporate all new national legislation implications (rent policy beyond 2020/21, universal credit, funding for health and safety work in tower blocks). This will be reported for approval to Cabinet/City Council on the 27 February 2018

## 2.8 Dedicated Schools Grant (DSG)

Work is ongoing to make the necessary savings and cost reductions within the High Needs area of DSG. A £6.6m year-end deficit is currently forecast. This will not impact on the General Fund.

There are issues around the funding of school deficits where they convert to academies under a sponsor Trust. Allied to this are redundancy costs incurred by schools. While there is some DSG funding, it is limited and ultimately the funding responsibility will fall onto the Council. The position is being closely monitored with a strong focus on holding schools to account.

## 2.9 Collection Fund

The monitoring arrangements for the Collection Fund include reporting on the in-year position for Council Tax and Business Rates. However, for the most part, the impact on the budget is as set out in the Council Financial Plan 2017+, with any surplus or deficit being required to be carried forward and taken into account as part of the 2018/19 budget setting process.

### Council Tax

The overall net budget for Council Tax income is £310.4m in 2017/18. In addition, the Council collects the precepts on behalf of the Fire and Police Authorities. A surplus is forecast for the year of which the Council's share is £2.0m (£2.2m in year less £0.2m deficit brought forward from 2016/17), which has been taken into account in setting the budget for 2018/19. This is unchanged from the position reported previously.

£1.0m of the total surplus is planned to be used to mitigate savings delivery issues in Strategic Services in 2017/18. This assumption is reflected in the Strategic Services monitoring position elsewhere in the report.

### Business Rates

Under the 100% Business Rates Pilot that came into effect on 1st April 2017 the Council retains 99% of all business rates collected under the Business Rates Retention Scheme with 1% being paid over to the West Midlands Fire Authority. The overall budgeted level of Business Rates in 2017/18 is £403.3m (excluding the Enterprise Zone), of which the Council's retained share is £399.3m.

There is no change in the Council's anticipated share of the in year forecast position on Business Rates related resources compared with Month 8 when a surplus of £21.6m was reported (£0.2m general in year surplus plus £17.7m surplus specifically relating to appeals that will be required to be refunded in future years and a further £3.7m of additional government grants).

In addition to the in-year position, a cumulative deficit was brought forward from 2016/17 (over and above that budgeted for) which has previously been reported in the 2016/17 Outturn Report. The Council's share is £1.8m.

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The overall forecast surplus of £19.8m (unchanged since month 8) relating to the Council's share of Business Rates related resources (£21.6m in year surplus less £1.8m deficit brought forward) has been taken into account in setting the budget for 2018/19.

### 3. Corporate Summary of the Savings Programme

- 3.1 The Month 10 analysis of the current Savings Programme 2017/18 shows that Directorates consider £53.9m (63.2%) of the savings forecast will be delivered in 2017/18 and £117.7m (68.9%) is still considered to be a reasonable estimate of savings by 2020/21. At this stage, £31.4m (36.6%) is not fully achieved in 2017/18, with £6.7m of mitigations identified. The overall Directorate position at Month 10 is summarised for the Council in Tables 3 and 4.

**Table 3 – Analysis of 2017/18 Savings Programme**

	On Track £m	One Off £m	At Risk £m	Delayed £m	Undeliverable £m	Total £m
Adults Social Care & Health	5.727	2.218	1.230	0.000	8.565	17.740
Children and Young People	8.928	0.000	0.436	0.000	2.034	11.398
Economy	8.643	0.000	0.000	0.000	1.005	9.648
Place	13.630	0.000	0.000	0.000	1.632	15.262
Strategic Services	12.336	0.550	0.000	0.000	2.794	15.680
Finance & Governance	0.066	0.000	0.000	0.000	0.790	0.856
Cross Cutting	0.144	0.000	0.000	0.000	14.610	14.754
<b>Subtotal Savings</b>	<b>49.474</b>	<b>2.768</b>	<b>1.666</b>	<b>0.000</b>	<b>31.430</b>	<b>85.338</b>
Other Mitigations					6.700	
<b>Total Savings Before Use of Reserves</b>					<b>24.730</b>	
Use of Reserves					(2.130)	
<b>Net delayed and undeliverable after use of reserves</b>					<b>22.600</b>	

**Table 4 – Savings not fully achieved**

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Adults Social Care & Health	3.565	2.466	5.300	2.280	2.280
Children and Young People	2.034	1.676	11.796	10.815	10.815
Economy	1.005	0.366	0.250	0.250	0.250
Place	1.632	3.138	2.913	3.639	3.639
Strategic Services	1.884	0.000	0.000	(0.039)	(0.039)
Finance & Governance	0.000	0.000	0.000	0.000	0.000
Cross Cutting	14.610	33.021	36.813	36.740	36.326
<b>Net undeliverable savings after mitigations before use of reserves</b>	<b>24.730</b>	<b>40.667</b>	<b>57.072</b>	<b>53.685</b>	<b>53.271</b>
Use of Reserves	(2.130)				
<b>Net Savings Undeliverable</b>	<b>22.600</b>	<b>40.667</b>	<b>57.072</b>	<b>53.685</b>	<b>53.271</b>

- 3.2 The summary is based on a detailed review of each individual saving. An overview of forecast savings not fully achieved on an ongoing basis by project for each Directorate is shown at Appendix 3.
- 3.3 There are £14.6m of cross cutting savings that are considered to be not fully achieved in 2017/18. These relate to the Future Operating Model.

## **4. Resource Allocations and Other Corporate Updates**

### **4.1 General Policy Contingency**

The balance on the General Policy Contingency at Month 10 is £1.7m.

### **4.2 Other Corporate Mitigations**

Corporate mitigations on the base budget of £8.5m include:

- £3.7m for Treasury Management as a result of revised projections for the amount and level of interest rates of the borrowing requirement since the budget for 2017/18 was set.
- £1.5m underspend on Specific Policy Contingency following a detailed review of commitments.
- £3.3m of savings represented as a corporate item rather than being directly attributed to the FOM.

These have been partly offset by a £2.0m pressure relating to Acivico, which includes non-distributable profit of £1.5m, a shortfall in profit share of £0.1m, pressures relating to Highbury Hall £0.1m, Security / Portering Service £0.2m and Acivico archiving and notional interest of £0.1m. It is understood that Acivico's auditor considers that Acivico may be precluded from declaring a dividend and thereby distributing any profits, which may mean that it cannot be assumed that any return will accrue this year (budget of £0.7m income). This may also have an impact on previous years' assumptions of profit sharing through dividend distribution where there are debtor balances outstanding of £0.8m. This is because Acivico identified in its draft financial statements a significant accounting deficit on its profit and loss account.

## 5. Summary of Expected Use of Reserves in 2017/18

The summary of the expected use of reserves in 2017/18 is set out in the table below:

Directorate / Corporate	Description	31/03/2017 £m	31/03/2018 £m
Corporate	Corporate General Fund Balance	28.9	28.9
Directorate	Directorate Carry Forward Balances	2.1	2.1
Corporate	Organisational Transition Reserve	69.8	26.1
Corporate	Organisational Transition Reserve (PFS)	0.0	11.6
Corporate	Financial Resilience Reserve	0.0	98.3
<b>Total Un-earmarked Reserves</b>		<b>100.8</b>	<b>167.0</b>
Directorate	Highways PFI gross	104.5	114.2
Direct / Corp	Less Temporary borrowing	(17.5)	(23.1)
Direct / Corp	Highways PFI net	87.0	91.1
Direct / Corp	Reserves for budgets delegated to schools	42.5	43.1
Corporate	Treasury Management	1.8	1.8
Directorate	Insurance Fund	5.6	5.6
Corporate	Capital Fund	49.7	42.2
Corporate	One-off resources from previous years	13.2	14.8
Corporate	Cyclical Maintenance	6.0	8.5
Corporate	Business Rates Pilot No Detriment Contingency	0.0	3.4
Corporate	Other Corporate Reserves	(2.7)	(2.7)
Directorate	Directorate Reserves	107.8	86.4
<b>Total Earmarked Reserves</b>		<b>310.9</b>	<b>294.2</b>
<b>Overall Total</b>		<b>411.7</b>	<b>461.2</b>

Note: From 1<sup>st</sup> April 2018 Directorate Reserves not specifically earmarked will be treated as Central Resources.

## Financial Position analysed by Directorate - budget pressures (including budget savings)

Division of Service Area	FULL YEAR BUDGET			YEAR END		
	Original Budget	M'ments	Revised Budget	Base Budget Pressures / (Savings)	Savings Programme not Deliverable	Total
	£'m	£'m	£'m	£'m	£'m	£'m
Corporate Director	31.355	4.742	36.097	0.201		0.201
Adult Packages of Care	166.167	21.575	187.742	(2.705)	2.703	(0.002)
Assessment & Support Planning	37.358	(0.269)	37.089	(0.399)		(0.399)
Specialist Care Services	40.972	0.101	41.072	1.220	0.862	2.082
Adult Social Care & Commissioning	40.122	(0.032)	40.091	(1.207)	0.000	(1.207)
Business Change	9.029	0.775	9.804	(0.676)		(0.676)
Public Health	0.000	0.000	0.000	0.000	0.000	0.000
<b>Adults Social Care &amp; Health Directorate Total</b>	<b>325.002</b>	<b>26.892</b>	<b>351.895</b>	<b>(3.565)</b>	<b>3.565</b>	<b>(0.000)</b>
Education and Skills	65.455	10.125	75.580	0.808	0.088	0.896
Schools Budgets	(152.219)	(9.116)	(161.335)	0.000	0.000	0.000
Children With Complex Needs	107.589	0.692	108.280	0.654	1.946	2.600
Early Help & Childrens Soc Care	162.753	0.081	162.834	(1.653)	0.000	(1.653)
Business Change	33.571	(0.381)	33.190	(0.001)	0.000	(0.001)
Accounting Adjustment/MRP Component of Contract Payments	(7.219)	0.000	(7.219)	0.000	0.000	0.000
Birmingham Children' Trust	0.089	0.000	0.089	(0.000)		(0.000)
<b>Children and Young People Directorate Total</b>	<b>210.019</b>	<b>1.400</b>	<b>211.419</b>	<b>(0.192)</b>	<b>2.034</b>	<b>1.842</b>
Community Sports & Events	6.503	0.730	7.233	1.760	0.230	1.990
Fleet and Waste Management	57.843	0.522	58.365	12.333	0.167	12.500
Parks and Nature Conservation	12.408	0.262	12.670	0.794	0.706	1.500
Bereavement Services	(3.236)	0.042	(3.195)	(0.434)	0.000	(0.434)
Markets	(0.926)	0.451	(0.475)	0.375	0.300	0.675
Business Support	1.049	(0.004)	1.045	0.000	0.000	0.000
Equalities, Cohesion & Safety	0.413	0.001	0.414	0.123	0.000	0.123
Engineering & Resilience Services	0.888	0.006	0.894	(0.018)	0.099	0.081
Regulatory Services	7.469	0.668	8.137	0.060	0.000	0.060
Private Sector Housing	(1.239)	0.956	(0.284)	0.000	0.000	0.000
Neighbourhood Community Services	28.594	0.351	28.945	(0.179)	0.030	(0.149)
Birmingham Adult Education	(0.130)	0.020	(0.110)	0.000	0.000	0.000
Central Support Costs	15.720	(0.478)	15.242	0.070	0.100	0.170
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000
Culture & Visitor Economy	10.730	0.610	11.340	0.000	0.000	0.000
City Centre Management	0.059	0.020	0.079	0.000	0.000	0.000
Housing Options	4.987	0.057	5.044	0.030	0.000	0.030
Shelforce	(0.100)	0.000	(0.100)	0.100	0.000	0.100
Capital Financing	(2.626)	0.000	(2.626)	0.000	0.000	0.000
Other funds	0.000	0.000	0.000	0.000	0.000	0.000
<b>Place Directorate Total</b>	<b>138.405</b>	<b>4.214</b>	<b>142.619</b>	<b>15.014</b>	<b>1.632</b>	<b>16.646</b>
Planning & Development (City Centre, EZ & BDI)	2.452	0.450	2.902	(0.459)	0.000	(0.459)
Planning & Development (Strategy & Planning)	5.445	(0.291)	5.154	(1.580)	0.000	(1.580)
Business and Customer	8.782	0.510	9.291	0.876	0.000	0.876
Transportation and Connectivity	47.949	0.924	48.873	(0.073)	0.000	(0.073)
Housing Development	(0.026)	0.462	0.436	(0.229)	0.775	0.546
Highways and Infrastructure	37.831	1.295	39.127	(0.191)	0.000	(0.191)
Birmingham Property	(1.933)	(0.361)	(2.294)	1.143	0.230	1.373
Employment Services	4.005	2.316	6.321	(0.210)	0.000	(0.210)
GBSLEP Executive	0.177	(0.199)	(0.022)	0.000	0.000	0.000
Accounting Adjustment/MRP Component of Contract Payments	(37.666)	0.000	(37.666)	0.000	0.000	0.000
<b>Economy Directorate Total</b>	<b>67.016</b>	<b>5.106</b>	<b>72.123</b>	<b>(0.723)</b>	<b>1.005</b>	<b>0.282</b>

## Appendix 1

Division of Service Area	FULL YEAR BUDGET			YEAR END		
	Original Budget	M'ments	Revised Budget	Base Budget Pressures / (Savings)	Savings Programme not Deliverable	Total
	£'m	£'m	£'m	£'m	£'m	£'m
Corporate Strategy	1.731	(0.021)	1.710	0.000	(0.001)	(0.001)
Procurement	(1.643)	0.075	(1.568)	(0.150)	(0.250)	(0.400)
Human Resources	7.052	0.724	7.776	0.000	0.876	0.876
Revenues & Benefits	(1.088)	0.090	(0.998)	(0.300)	(0.743)	(1.043)
Core ICT	0.203	1.975	2.178	0.000	0.000	0.000
Charities & Trusts	0.050	0.030	0.080	0.000	0.000	0.000
Customer Services	9.606	0.789	10.394	0.012	0.102	0.114
Communications	1.763	0.054	1.817	0.000	0.000	0.000
Business Improvement	11.509	0.367	11.875	0.000	0.000	0.000
WOC 2 Efficiency Savings held at Directorate Level	0.000	0.000	0.000	0.000	1.900	1.900
<b>Strategic Services Total</b>	<b>29.183</b>	<b>4.083</b>	<b>33.266</b>	<b>(0.438)</b>	<b>1.884</b>	<b>1.446</b>
City Finance	8.053	(0.626)	7.427	(1.202)	0.000	(1.202)
Birmingham Audit	2.158	(0.056)	2.102	(0.015)	0.000	(0.015)
Business Transformation	39.740	0.182	39.921	0.000	0.000	0.000
Directorate Wide Rec	(34.146)	0.000	(34.146)	0.000	0.000	0.000
Shared Services Centre	2.119	0.000	2.119	0.023	0.000	0.023
Insurance	(0.006)	0.000	(0.006)	0.000	0.000	0.000
ACIVICO Profit Share	0.019	0.002	0.021	0.000	0.000	0.000
Legal & Democratic Services	5.330	0.010	5.340	0.000	0.000	0.000
Elections Office	1.775	0.000	1.775	0.131	0.000	0.131
Corporate Resources	1.613	0.042	1.655	0.090	0.000	0.090
Major Projects	0.063	0.000	0.063	0.000	0.000	0.000
Business Loans & Other	(0.582)	0.150	(0.432)	0.000	0.000	0.000
<b>Finance &amp; Governance Total</b>	<b>26.137</b>	<b>(0.296)</b>	<b>25.840</b>	<b>(0.973)</b>	<b>0.000</b>	<b>(0.973)</b>
<b>Total Directorate Gross Spending</b>	<b>795.762</b>	<b>41.400</b>	<b>837.162</b>	<b>9.123</b>	<b>10.120</b>	<b>19.243</b>
Policy Contingency	(1.980)	(13.811)	(15.791)	0.000	0.000	0.000
Acivico Overspend Funded Corporately	0.000	0.000	0.000	2.013		2.013
FOM	0.000	0.000	0.000	0.000	14.610	14.610
Other Corporate Items	28.020	(27.589)	0.431	(8.500)		(8.500)
<b>Corporate Gross Position</b>	<b>26.040</b>	<b>(41.400)</b>	<b>(15.359)</b>	<b>(6.487)</b>	<b>14.610</b>	<b>8.123</b>
<b>Total Gross Position</b>	<b>821.803</b>	<b>0.000</b>	<b>821.803</b>	<b>2.636</b>	<b>24.730</b>	<b>27.366</b>
Corporately Funded Pension Fund Strain	0.000	0.000	0.000	(9.400)	0.000	(9.400)
Corporately Funded Waste Management	0.000	0.000	0.000	(6.600)	0.000	(6.600)
<b>Corporate Use of Reserves</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(16.000)</b>	<b>0.000</b>	<b>(16.000)</b>
<b>Net Budget Requirement</b>	<b>821.803</b>	<b>0.000</b>	<b>821.803</b>	<b>(13.364)</b>	<b>24.730</b>	<b>11.366</b>
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000



## Policy Contingency Month 10 Monitoring to 31st January 2018

Table 1

	Original Budget 2017/18	Approvals / Adjustments in Voyager	Revised Budget 2017/18	Approvals / Allocations not yet in Voyager as at 31st Jan	Proposals awaiting approval at 31st Jan	Underspend on Policy Contingency	Remaining Contingency if proposals approved
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Park Closure Resources	252		252				252
Carbon Reduction	1,034		1,034				1,034
Auto-enrolment in Pension Fund	300		300				300
Inflation Contingency	7,542	(5,125)	2,417	(125)		(1,500)	792
Highways Maintenance	1,000	(661)	339				339
Improvement Expenditure	6,951	(206)	6,745	(6,745)			0
Apprenticeship Levy	1,303		1,303	(1,303)			0
Capital Receipts Flexibility	(8,740)		(8,740)	8,740			0
Subtotal Specific Contingency	9,642	(5,992)	3,650	567	0	(1,500)	2,717
General Contingency (see Table 2)	2,988	(1,152)	1,836	(150)		0	1,686
<b>Total Contingency excluding Future Operating Model savings</b>	<b>12,630</b>	<b>(7,144)</b>	<b>5,486</b>	<b>417</b>	<b>0</b>	<b>(1,500)</b>	<b>4,403</b>
Future Operating Model - savings to be allocated	(14,610)		(14,610)				(14,610)
<b>Total Contingency including Future Operating Model savings</b>	<b>(1,980)</b>	<b>(7,144)</b>	<b>(9,124)</b>	<b>417</b>	<b>0</b>	<b>(1,500)</b>	<b>(10,207)</b>

Table 2 - General Policy Contingency

	£'000
Budget for 2017/18	2,988
Carry forward of underspends from 2016/17	16
Less: Allocations to date	
Commonwealth Feasibility Study	(300)
Wholesale Market Relocation	(448)
Harborne BID	(20)
CITR / SITR Art Loan	(150)
Moseley Pool	(400)
<b>Sub-total revised budget</b>	<b>1,686</b>

**Directorate Savings Programme – Position at Month 10****Adults Social Care and Health savings not forecast to be achieved ongoing**

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
	Improved Better Care Fund	(5.000)	(9.300)	(2.000)	0.000
HW3	Enablement	1.500	0.000	0.000	0.000
HW5	Better Care at Home (Single handed Project)	0.000	2.700	2.280	2.280
MYR1	Integrated Community Social Work & Review and audit of Care First payments system	4.342	5.500	5.020	0.000
HW1	Supporting People	0.873	1.898	0.000	0.000
HW8	External Day Centres	0.800	0.000	0.000	0.000
HW9	Residential Care (Residential Block contracts)	0.188	0.188	0.000	0.000
HW10 & MYR6	Adults - Eligibility (Top ups) Adult Social Care High Cost Provision	0.000	1.480	0.000	0.000
MIA18*	Internal Care Review - Care Centres	0.400	0.000	0.000	0.000
<b>Grand Total</b>		<b>3.565</b>	<b>2.466</b>	<b>5.300</b>	<b>2.280</b>

**Children's and Young People savings not forecast to be achieved ongoing**

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
P22*	Step up of previous Early Years savings	0.000	(0.270)	(0.150)	(1.131)
MIA2*	Design and Implement a new approach to Transitioning children with complex needs and Disabilities [SEND] and move away from a high dependency model	0.000	0.000	10.000	10.000
MIA3 (16/17)	Promote independent travel and reduce reliance on council funded transport.	1.946	1.946	1.946	1.946
P24 (15/16)	Partial Development of Education Playing Fields.	0.088	0.000	0.000	0.000
<b>Grand Total</b>		<b>2.034</b>	<b>1.676</b>	<b>11.796</b>	<b>10.815</b>

## Place savings not forecast to be achieved ongoing

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
EGJ7*	Business Support Commercial Model	0.000	0.052	0.072	0.092
JS1 & EGJ6	Museum & Heritage Service	0.000	1.000	1.000	1.000
JS5 & PL40ga	Local Car Park Charges	0.099	0.000	0.000	0.000
SN45*	Disposal of unwanted/under utilised parks land (8 acres per year)	0.200	0.000	0.000	0.000
HN5	Street Cleaning & Refuse Collection (Waste Mgm Efficiency & Income Targets Prog)	0.062	0.000	0.000	0.000
HN3	Charging for traders to access Household Recycling Centres - (Waste Management Efficiency Savings and Income Targets Programme)	0.075	0.000	0.000	0.000
SN6*	Reduce Reuse Recycle - Reconfiguration of waste collection services including review management arrangements for waste collection service once current waste disposal contract expires in 2019 - Waste Management Efficiency Savings and Income Targets Programme (Waste Disposal Contract)	0.075	0.000	0.000	0.000
SN7*	Reduce Reuse Recycle - Reduce failures/failed waste collections - Waste Management Efficiency Savings and Income Targets Programme	0.021	0.000	0.000	0.000
SN15*	Reduce Reuse Recycle - Align Clinical Waste collections with NHS policy - Waste Management Efficiency Savings and Income Targets Programme	0.035	0.000	0.000	0.000
SN21*	Removal of Universal Superloos	(0.101)	(0.101)	(0.101)	0.605
HN7	Asset & Property Disposal Programme	0.100	0.000	0.000	0.000
HN8	Library of Birmingham (& Rep Theatre)	0.030	0.000	0.000	0.000
HW2	Review future options for Wellbeing Centres and Community Hubs	0.000	1.500	0.900	0.900
SN26*	Discontinue Non Framework Contract at Health and Wellbeing Centres	0.230	0.000	0.000	0.000
SN43*	Community leisure centres	0.000	0.071	0.426	0.426
SN32 (16/17)	Income Generation from Cofton Nursery	0.306	0.000	0.000	0.000
SN45 (16/17)	Disposal of unwanted/under utilised parks land (8 acres per year)	0.200	0.000	0.000	0.000
PL26 (16/17)	Markets	0.300	0.300	0.300	0.300
<b>Grand Total</b>		<b>1.632</b>	<b>3.138</b>	<b>2.913</b>	<b>3.639</b>

## Economy savings not forecast to be achieved ongoing

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
JS4b	Combined Authority contribution reduction	0.000	0.250	0.250	0.250
SN35	Expansion of City Centre on-street parking, concessions and restrictions	0.000	0.116	0.000	0.000
CC26	Council administrative buildings reduction	0.000	1.643	2.400	2.400
MYR4	InReach - Extension of Market Renting Scheme	0.271	0.000	0.000	0.000
HN11	Extension of the INReach housing programme (up to 200 homes)	0.204	0.212	0.447	0.587
SN40	Options for extending Council's rented property office (INReach housing programme)	0.300	0.000	0.000	0.000
CC26* Mitigation	CAB Mitigation Proposals - Specifics TBC	0.000	(1.643)	(2.400)	(2.400)
HN11 Mitigation	InReach Mitigation Proposals - Specifics TBC	0.000	(0.212)	(0.447)	(0.587)
<b>Total Gross</b>		<b>1.005</b>	<b>0.366</b>	<b>0.250</b>	<b>0.250</b>
	One off Use of Reserves	(0.230)			
<b>Total Net</b>		<b>0.775</b>	<b>0.366</b>	<b>0.250</b>	<b>0.250</b>

## Finance &amp; Governance savings not forecast to be achieved ongoing

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
E25 (16/17)	Support Services	0.700	0.700	0.700	0.700
CC22 (16/17)	Pay suppliers faster in exchange for discounts	0.060	0.060	0.060	0.060
WOC2 (16/17)*	Improving Efficiencies	0.030	0.030	0.030	0.030
MITE25GRIR	Mitigation of E25 (16/17) - GR/IR income collection	(0.500)	(0.500)	(0.500)	(0.500)
MITE25DUP	Mitigation of E25 (16/17) - Duplicate payments to suppliers recovery.	(0.200)	(0.200)	(0.200)	(0.200)
CC22 (16/17) - Mitigation	Mitigation - Pay suppliers in exchange for discounts	(0.060)	(0.060)	(0.060)	(0.060)
WOC2 (16/17)* - mitigation	Mitigation - Improving efficiencies	(0.030)	(0.030)	(0.030)	(0.030)
<b>Grand Total</b>		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## Cross cutting savings not forecast to be achieved ongoing

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
WOC1*	Workforce proposals requiring changes to terms and conditions	0.000	0.333	0.466	0.571
CC2 / WOC2 / E20/E24/E25*	Future Operating Model / Improving efficiencies - Future year step-up's yet to be allocated / ISS Savings - (excluding WOC implementation costs)	14.610	32.688	36.347	36.169
<b>Grand Total</b>		<b>14.610</b>	<b>33.021</b>	<b>36.813</b>	<b>36.740</b>

## Strategic Services savings not forecast to be achieved ongoing

Ref	Description	2017/18 Undeliverable £m	2018/19 Shortfall / (Surplus) £m	2019/20 Shortfall / (Surplus) £m	2020/21 Shortfall / (Surplus) £m
	Proposed mitigations in 2017/18	(0.650)	(0.216)	(0.216)	(0.216)
WOC1*	Workforce proposals requiring changes to terms and conditions	0.281	0.281	0.281	0.281
E22	Revenues	0.150	0.150	0.150	0.150
MIA22*	Transfer out of hours calls from the Contact Centre to housing repairs contractors and third party service providers	0.138	0.138	0.138	0.138
E20b (16/17)	Human Resources	0.156	0.000	0.000	0.000
E20d.9 (16/17)	Corporate Strategy	0.006	0.039	0.039	0.000
WOC2 (16/17)*	Improving efficiencies	1.415	1.348	1.348	1.348
WOC2 (16/17)	Improving efficiencies	0.648	0.648	0.648	0.648
MIA22* Mitigation	Proposed mitigations in 2017/18	(0.110)	(0.138)	(0.138)	(0.138)
E22 mitigation	Proposed mitigations	(0.150)	(0.150)	(0.150)	(0.150)
<b>Subtotal</b>		<b>1.884</b>	<b>2.100</b>	<b>2.100</b>	<b>2.061</b>
	Review of Single Person Discount to generate income from Council Tax Collection Fund		(2.100)	(2.100)	(2.100)
<b>Total Gross</b>		<b>1.884</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.039)</b>
	One Off Use of Reserves	(1.900)			
<b>Total Net</b>		<b>(0.016)</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.039)</b>

## 1. Write Offs

### 1.1 Sundry Debt Write-off

Cabinet is requested to approve the writing off of debts greater than £0.025m due to the Council, totalling £0.029m. Table 1 details the nature of the debt and the actions undertaken to seek its recovery.

**Table 1: Sundry Debt Write-off**

Directorate/ Service Area	Invoice Date(s) or Liability period	Amount (£)	Nature of the Debt
Economy/ Birmingham Property Services	Aug 2016- Apr 2017	28,920.55	Commercial rent arrears ground and 1 <sup>st</sup> floor officers

### 1.2 Write-off of Irrecoverable Housing Benefit, Council Tax and Business Rates

#### a. **Irrecoverable Housing Benefit**

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

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

In 2017/18, from 1st December 2017 up to 31<sup>st</sup> January 2018, further items falling under this description in relation to Benefit overpayments have been written off under delegated authority. The Table below details the gross value of amounts written off, which members are asked to note.

Age analysis	Up To 2011/12	2012/13 to 2014/15	2015/16 to 2017/18	Total
	£m	£m	£m	£m
Benefit Overpayments	0.021	0.051	0.333	0.405
<b>Total</b>	<b>0.021</b>	<b>0.051</b>	<b>0.333</b>	<b>0.405</b>

Section (c) of this Appendix gives a more detailed age analysis of overpayments and income written off.

## b. Irrecoverable Council Tax & Business Rates

All Council Tax and Business Rates are due and payable. However, there are certain instances where the amount of the bill needs to be either written off or reduced (e.g. where people have absconded, have died, have become insolvent or it is uneconomical to recover the debt).

If an account case is subject to this, then consideration is given to write the debt off subject to the requirement to consider all options to recover the debt, prior to submitting for write off. However, once an account has been written off, if the debtor becomes known to the Revenues Service at a later date, then the previously written off amount will be reinstated and pursued.

In respect of Business Rates, where a liquidator is appointed, a significant period of time is taken to allow for the company's affairs to be finalised and to subsequently determine if any monies are available to be paid to creditors. Once it is established this is not to happen, a final search of Companies House is undertaken to confirm the company has been dissolved.

In 2017/18, from 1<sup>st</sup> December 2017 to 31<sup>st</sup> January 2018, further items falling under this description in relation to Council Tax and Business Rates have been written off under delegated authority. The table below details the total approved gross value of these amounts written off of £2.001m for Council Tax and £2.000 for Business Rates, which Members are asked to note.

<b>Age analysis</b>	<b>Up To 2011/12</b>	<b>2012/13- 2014/15</b>	<b>2015/16- 2017/18</b>	<b>Total</b>
	£m	£m	£m	£m
Council Tax	0.504	1.497	-	2.001
Business Rates	1.982	0.018	-	2.000
<b>TOTAL</b>	<b>2.486</b>	<b>1.515</b>	<b>-</b>	<b>4.001</b>

Section (d) of this Appendix gives a more detailed age analysis of overpayments and income written off

**c. Age analysis of Overpayments and Debts written off under delegated authority by Revenues and Benefits Division**

Detail	Pre 2008	2008/09	2009/10	20010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total	No of Debtors
Housing Benefit debts written off under delegated authority	£1,705	£755	£2,366	£11,788	£5,077	£11,197	£19,558	£20,137	£44,762	£93,389	£194,409	£405,143	1007

**Debt size analysis of overpayments and debts written off under delegated authority by Revenues and Benefits Division**

Debt Size							
Small		Medium		Large		Total	
Cases	>£1,000	Cases	£1,001- £5,000	Cases	£5,000- £25,000	Cases	
921	£169,356	74	£140,902	12	£94,885	1007	£405,143



**d. Age analysis of overpayments and debts written off under delegated authority by Revenues and Benefits Division**

Detail	1997-2006/7	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Total
Council tax written off under delegated authority	£42,448	£41,413	£61,706	£76,530	£118,241	£163,413	£427,169	£543,746	£526,592	-	-	£2,001,260
Business rates written off under delegated authority	£100,981	£30,056	£130,681	£80,223	£698,998	£940,866	-	£17,741	-	-	-	£1,999,547
<b>TOTAL</b>	<b>£143,429</b>	<b>£71,469</b>	<b>£192,387</b>	<b>£156,753</b>	<b>£817,239</b>	<b>£1,104,279</b>	<b>£427,169</b>	<b>£561,488</b>	<b>£526,592</b>	<b>-</b>	<b>-</b>	<b>£4,000,807</b>

**Debt size analysis of overpayments and debts written off under delegated authority by Revenues and Benefits Division**

Grouped by value	Small (<£1,000)		Medium (£1,000 - £5,000)		Large (>£5,000)		TOTAL	
	Value	Cases	Value	Cases	Value	Cases	Value	Cases
Council Tax written off under delegated authority	£1,649,070	3,978	£352,190	281	-	-	£2,001,260	4,259
Business rates written off under delegated authority	£158,362	330	£913,057	377	£928,128	83	£1,999,547	790
<b>TOTAL</b>	<b>£1,807,432</b>	<b>4,308</b>	<b>£1,265,247</b>	<b>658</b>	<b>£928,128</b>	<b>83</b>	<b>£4,000,807</b>	<b>5,049</b>



<b>Report to:</b>	<b>CABINET</b>
<b>Report of:</b>	<b>Corporate Director Finance &amp; Governance</b>
<b>Date of Decision:</b>	<b>27<sup>th</sup> March 2018</b>
<b>SUBJECT:</b>	<b>CAPITAL AND TREASURY MANAGEMENT MONITORING QUARTER 3 (OCTOBER TO DECEMBER 2017)</b>
<b>Key Decision: Yes</b>	<b>Relevant Forward Plan Ref: 003707/2018</b>
<b>If not in the Forward Plan: (please "tick" box)</b>	<b>Chief Executive approved</b> <input type="checkbox"/> <b>O&amp;S Chair approved</b> <input type="checkbox"/>
<b>Type of decision:</b>	<b>Executive</b>
<b>Relevant Cabinet Member:</b>	<b>Councillor Ian Ward</b>
<b>Relevant O&amp;S Chair:</b>	<b>Councillor Mohammed Aikhlaq</b>
<b>Wards affected:</b>	<b>All</b>

### 1. Purpose of report:

- 1.1 The report notes developments in relation to Birmingham City Council's medium term capital programme up to 31<sup>st</sup> December 2017.
- 1.2 The report also monitors the treasury management portfolio and actions taken during the quarter under delegations.

### 2. Decision(s) recommended:

- 2.1 Cabinet is requested to:
- (i) Approve the revised multi-year capital programme of £3,119.581m.
  - (ii) Approve the reallocation of Capital Programme resources of £15.362m to support the funding of the Commonwealth Games (see Appendix 12).
- 2.2 Cabinet is requested to note that:
- (i) Forecast capital expenditure in 2017/18 is £387.805m.
  - (ii) Actual capital expenditure as at 31<sup>st</sup> December 2017 was £205.818m, representing 53.1% of the forecast outturn for 2017/18.
  - (iii) The prudential indicator monitoring is presented at Appendix 11.

<b>Lead Contact Officer(s):</b>	<b>Steve Powell, Assistant Director Corporate Finance</b>
<b>Telephone No:</b> <b>E-mail address:</b>	0121 303 4087 steve_powell@birmingham.gov.uk

<b>3.</b>	<b>Consultation</b>
	Consultation should include those that have an interest in the decisions recommended.
3.1	<u>Internal</u>  Relevant Members and officers have been consulted in the preparation of this report.
3.2	<u>External</u>  There are no additional issues beyond consultations carried out as part of the budget setting process for 2016/17.
<b>4.</b>	<b>Compliance Issues:</b>
4.1	<u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u>  The capital expenditure programme and the treasury management policy and strategy are part of the Financial Plan 2017+, and resource allocation is directed towards Council priorities.
4.2	<u>Financial Implications.</u> <u>(Will decisions be carried out within existing finances and Resources?)</u>  The corporate capital budget monitoring documents attached give details of service delivery within available resources.  The capital budget is a resource and expenditure planning tool and does not confer approval for individual budget items to proceed. Individual approvals are sought through the Business Case reports under the 'Gateway' Process.
4.3	<u>Legal Implications</u>  Section 151 of the 1972 Local Government Act requires the Chief Financial Officer (as the responsible officer) to ensure proper administration of the City Council's financial affairs. Budgetary control, which includes the regular monitoring of and reporting on budgets, is an essential requirement placed on directorates and members of Corporate Management Team by the City Council in discharging the statutory responsibility. This report meets the City Council's requirements on control of the capital budget. It also reports on the exercise of treasury management delegations and the management of treasury risks in accordance with the Council's treasury management policy and strategy.
4.4	<u>Public Sector Equality Duty</u>  There are no additional specific Equality Duty or Equality Analysis issues beyond any already assessed and detailed in the budget setting process and monitoring issues that have arisen in the year to date. Any specific assessments needed will be made by Directorates in the management of their services.

## 5. Relevant background/chronology of key events:

- 5.1 The City Council's Capital Programme and the Treasury Management Policy and Strategy for 2017/18 was approved by the City Council on 28<sup>th</sup> February 2017.
- 5.2 A Capital Programme of £1,658,559m was approved by the City Council on 28<sup>th</sup> February 2017.
- 5.3 During Quarters 1 & 2 the programme increased by a further £1,195.638m to £2,854.197m.
- 5.4 On 27<sup>th</sup> February 2018, City Council approved the capital budget for 2018/19 to 2021/22 which is reflected in the numbers contained within this report.

### 5.5 Addition / Reduction in Resources

During Quarter 3 the programme increased by a further £265.384m to £3,119.581m and is summarised in the table below.

	2017/18	2018/19	2019/20	Later Years	Total
	£m	£m	£m	£m	£m
<b>Approved Capital Budget Q2</b>	<b>506.479</b>	<b>358.804</b>	<b>230.678</b>	<b>1,758.236</b>	<b>2,854.197</b>
Addition or (Reduction) in Resources	11.718	43.132	57.000	153.534	265.384
<b>Revised Capital Budget Quarter 3</b>	<b>518.197</b>	<b>401.936</b>	<b>287.678</b>	<b>1,911.770</b>	<b>3,119.581</b>

The majority of the additional resources relate to £128m for an additional year of the HRA business plan (including £31m for the installation of sprinklers in tower blocks) , £46.0m for the Waste Management Strategy Framework 2017-2040, £44.9m for the development and site acquisition costs for the Commonwealth Games 2022 and £13.3m for Clean Air & Hydrogen Buses. Further narrative explaining the major variations is provided in Appendix 2.

### 5.6 Forecast Budget Variations

At Quarter 3 further net slippage of £(92.588)m and a net underspend of £(3.703)m is forecast for the financial year 2017/18. The forecast expenditure for the year therefore decreases to £387.805m. This is summarised in the table below.

	2017/18	2018/19	2019/20	Later Years	Total
	£m	£m	£m	£m	£m
<b>Revised Capital Budget Quarter 3</b>	<b>518.197</b>	<b>401.936</b>	<b>287.678</b>	<b>1,911.770</b>	<b>3,119.581</b>
Forecast Slippage at Quarter 2	(34.101)	35.501	(3.686)	2.286	0.000
Forecast Slippage at Quarter 3	(92.588)	39.992	29.345	23.251	0.000
Add overspends (less underspends)	(3.703)	(0.547)	1.187	(2.414)	(5.477)
<b>Forecast Outturn Q3</b>	<b>387.805</b>	<b>476.882</b>	<b>314.524</b>	<b>1,934.893</b>	<b>3,114.104</b>

The reasons for the major variations regarding forecast slippage and overspends at Quarter 3 are provided in Appendix 2.

**5.7 Expenditure to Date**

Actual expenditure on Voyager for the quarter ending 31<sup>st</sup> December 2017 is £205.818m. This represents 53.1% of the forecast outturn for 2017/18 and compares with 55.0% in 2016/17 financial year.

Capital expenditure on a scheme by scheme basis is detailed in Appendix 1.

**5.8 10 – Year Capital Programme**

The quarterly Capital & Treasury Management Monitoring report includes an additional appendix (Appendix 5) that reports the longer term 10-year view of the capital programme, which goes beyond the 4-year view currently reported on Voyager. Forecast budget figures have been included where sufficient proposals are in place and resources are reasonably certain. Many projects do not have such long term planning horizons, and the absence of forecasts does not mean that there is no spend anticipated, just that it cannot yet be reasonably quantified. A number of forecast expenditure plans are only indicative allocations and subject to further approval through the City Council's Gateway business case appraisal process. Additional projects and programmes will be added as and when planning information becomes available and resource allocations are notified.

The appendix includes programmes such as the HRA capital programme, Housing Private Sector schemes, the Transportation & Highways programme, the Enterprise Zone and the Curzon Street Master Plan (Enterprise Zone Phase 2).

**5.9 Treasury Management Monitoring**

Summaries of the City Council's borrowing and treasury investment are contained within Appendices 6 to 11.

**5.10 Prudential Indicator Monitoring**

Appendix 11 monitors the forecast position at Quarter 1 against the Council's approved prudential indicators and limits.

No prudential limits have been breached in the quarter or are forecast to be breached.

**5.11 Commonwealth Games 2022**

Appendix 12 details the re-allocation of Capital Programme resources to support the funding of the Commonwealth Games.

**6. Evaluation of alternative option(s):**

- 6.1 No alternative options are relevant for the purposes of this monitoring report. The evaluation of options is contained in individual investment proposals.

**7. Reasons for Decision(s):**

- 7.1 To inform Cabinet of the latest projected position on the City Council's capital programme against the approved budget, and to monitor treasury management activity and risks.
- 7.2 To seek approval to the revised capital budget at 31<sup>st</sup> December 2017.

**Signatures (or relevant Cabinet Member approval to adopt the Decisions recommended):**

Chief Officer(s): .....

Cabinet Member:.....

Dated: .....

**List of Background Documents used to compile this Report:**

28<sup>th</sup> February 2017 Council Report – Financial Plan 2017+  
Financial Outturn Report – 16<sup>th</sup> May 2017.  
13<sup>th</sup> September 2017 – Capital & Treasury Management Monitoring Report Quarter 1 (April to June 2017)  
14<sup>th</sup> November 2017 – Capital & Treasury Management Monitoring Report Quarter 2 (July to September 2017)  
27<sup>th</sup> February 2018 – Council Plan and Budget 2018+

**List of Appendices accompanying this Report:**

1. Appendix 1 – High level summary of the Capital Programme as at Quarter 3 2017/18
2. Appendix 2 – Review of major capital monitoring variations at Quarter 3 2017/18
3. Appendix 3 – Development and Funding of the Capital Programme at Quarter 3 2017/18
4. Appendix 4 – New Prudential Borrowing Capital Schemes in Quarter 3 2017/18
5. Appendix 5 – 10-Year Capital Programme as at Quarter 3 2017/18
6. Appendix 6 - Summary Debt and Investment Portfolio
7. Appendix 7 - Long Term Transactions in the Quarter
8. Appendix 8 - Treasury Investments Outstanding at 31<sup>st</sup> December 2017
9. Appendix 9 - Treasury Investments made in October to December 2017
10. Appendix 10 - Accountable Body Investments
11. Appendix 11 - Prudential Indicators
12. Appendix 12 – Commonwealth Games

**CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3**
**Appendix 1**

This Appendix summarises all the projects in the capital programme, showing changes in the budgets and forecasts since the previous quarter, both for the current financial year and in total for all years.

\* Ref Appendix 2 - narrative explaining the major variations (>£200k) are reported in Appendix 2 (as numbered).

		2017/18									All Years			
	Ref App 2*	Quarter 2 Budget £'000's	Qtr 3 New Schemes £'000's	Revised Quarter 3 Budget £'000's	Forecast Slippage / Acceleration Qtr 2 £'000's	Forecast Slippage / Acceleration Qtr 3 £'000's	Forecast Over/under spend Qtr 3 £'000's	Year End Forecast at Quarter 3 £'000's	Actual Spend at Quarter 3 £'000's	Actual to Date as % of Forecast %	All Years Quarter 2 Budget £'000's	New Schemes All Years £'000's	Over/under spend All Years £'000's	All Years Quarter 3 Forecast £'000's
ADULT SOCIAL CARE & HEALTH DIRECTORATE														
Property Schemes		2,052	0	2,052	(1,902)	0	0	150	6	4.0	2,352	0	0	2,352
IT Schemes	1	566	0	566	0	(546)	0	20	38	190.0	666	0	0	666
Adults Carefirst Replacement Scheme		944	0	944	(551)	0	0	393	0	0.0	1,223	0	0	1,223
Improvements to Social Care Delivery		2,736	0	2,736	(800)	(107)	0	1,829	1,397	76.4	7,822	0	0	7,822
Independent Living		4,603	0	4,603	0	0	0	4,603	2,982	64.8	9,204	0	0	9,204
TOTAL CAPITAL - ADULT SOCIAL CARE & HEALTH DIRECTORATE		10,901	0	10,901	(3,253)	(653)	0	6,995	4,423	63.2	21,267	0	0	21,267
CHILDREN, YOUNG PEOPLE & FAMILIES DIRECTORATE														
Aiming Higher for Disabled Children		183	0	183	0	0	0	183	183	100.0	183	0	0	183
Devolved Capital Allocation to Schools		2,804	0	2,804	0	0	0	2,804	1,826	65.1	4,593	0	0	4,593
Schools Condition Allowance		19,447	0	19,447	(2,953)	0	0	16,494	8,215	49.8	24,975	0	0	24,975
Additional Primary Places - Basic Needs	2	38,641	0	38,641	(8,000)	(5,600)	0	25,041	16,799	67.1	101,437	0	0	101,437
Early Years	3	2,773	0	2,773	0	(1,300)	0	1,473	462	31.4	2,773	0	0	2,773
IT Investment	4	1,989	0	1,989	0	(1,118)	0	871	574	65.9	4,223	0	0	4,223
Universal Infant Free School Meals		0	0	0	0	0	0	0	1	0.0	0	0	0	0
Other Minor Schemes		52	0	52	0	0	0	52	27	51.9	52	0	0	52
TOTAL CAPITAL - CHILDREN, YOUNG PEOPLE & FAMILIES DIRECTORATE		65,889	0	65,889	(10,953)	(8,018)	0	46,918	28,087	59.9	138,236	0	0	138,236



## CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3

Appendix 1

	2017/18										All Years			
	Ref App 2	Quarter 2 Budget £'000's	Qtr 3 New Schemes £'000's	Revised Quarter 3 Budget £'000's	Forecast Slippage / Acceleration Qtr 2	Forecast Slippage / Acceleration Qtr 3	Forecast Over/under spend Qtr 3 £'000's	Year End Forecast at Quarter 3 £'000's	Actual Spend at Quarter 3 £'000's	Actual to Date as % of Forecast %	All Years Quarter 2 Budget £'000's	New Schemes All Years £'000's	Over/under spend All Years £'000's	All Years Quarter 3 Forecast £'000's
PLACE DIRECTORATE														
Other - General Fund														
Sport & Swimming Pool Facilities	5	10,098	300	10,398	0	(887)	1,051	10,562	8,858	83.9	16,974	300	1,051	18,325
Waste Management Services	6	5,387	0	5,387	(2,502)	(228)	0	2,657	1,004	37.8	8,939	46,000	0	54,939
Parks	7	5,048	346	5,394	(1,450)	(1,281)	(35)	2,628	1,298	49.4	5,525	457	(35)	5,947
Bereavement Services		5,636	0	5,636	0	0	0	5,636	4,970	88.2	5,636	0	0	5,636
Markets		5,088	0	5,088	(440)	0	98	4,746	345	7.3	5,238	0	98	5,336
Community Initiatives	8	392	0	392	0	(392)	0	0	0	0.0	392	0	0	392
Regulation and Enforcement	9	368	0	368	0	(361)	0	7	6	85.7	368	0	0	368
Highways - Land Drainage and Flood Defences		1,105	72	1,177	(1,105)	15	0	87	100	114.9	1,105	72	0	1,177
Adult Education & Youth	10	207	550	757	0	0	0	757	531	70.1	207	551	0	758
Strategic Libraries		570	0	570	0	0	0	570	102	17.9	570	0	0	570
Museums & Arts		0	0	0	0	0	0	0	35	0.0	0	0	0	0
Community Libraries	11	1,372	110	1,482	(366)	(739)	0	377	200	53.1	1,372	120	0	1,492
Community Development & Play		48	0	48	0	(28)	0	20	3	15.0	48	0	0	48
Community Chest		1	0	1	0	0	0	1	0	0.0	1	0	0	1
Neighbourhood & Community Services Other		6	0	6	0	0	0	6	7	116.7	6	0	0	6
Total Place Other GF		35,326	1,378	36,704	(5,863)	(3,901)	1,114	28,054	17,459	62.2	46,381	47,500	1,114	94,995
Private Sector Housing														
Empty Homes		550	0	550	0		0	550	(207)	(37.6)	1,797	0	0	1,797
Housing Related Loans	12	36,584	0	36,584	0	(17,850)	270	19,004	7,189	37.8	268,128	0	270	268,398
Housing Options	13	12,868		12,868	0	(7,500)	0	5,368	1,551	28.9	12,868	0	0	12,868
Other Programmes		15	0	15	0		0	15	0	0.0	160	0	0	160
Total Private Sector Housing GF		50,017	0	50,017	0	(25,350)	270	24,937	8,533	34.2	282,953	0	270	283,223
HRA														
Housing Improvement Programme	14	58,439	0	58,439	203	4,506	1,759	64,907	32,014	49.3	587,395	83,331	1,759	672,485
Redevelopment	15	63,282	0	63,282	(6,689)	(6,721)	(236)	49,636	30,692	61.8	454,700	41,133	(431)	495,402
Other Programmes	16	4,880	0	4,880	0		752	5,632	3,193	56.7	48,355	3,428	752	52,535
Total HRA		126,601	0	126,601	(6,486)	(2,215)	2,275	120,175	65,899	54.8	1,090,450	127,892	2,080	1,220,422
TOTAL CAPITAL - PLACE DIRECTORATE		211,944	1,378	213,322	(12,349)	(31,466)	3,659	173,166	91,891	53.1	1,419,784	175,392	3,464	1,598,640

## CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3

Appendix 1

CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3											Appendix 1			
	Ref App 2	Quarter 2 Budget £'000's	Qtr 3 New Schemes £'000's	Revised Quarter 3 Budget £'000's	Forecast Slippage / Acceleration Qtr 2	Forecast Slippage / Acceleration Qtr 3	Forecast Over/under spend Qtr 3 £'000's	Year End Forecast at Quarter 3 £'000's	Actual Spend at Quarter 3 £'000's	Actual to Date as % of Forecast %	All Years Quarter 2 Budget £'000's	New Schemes All Years £'000's	Over/under spend All Years £'000's	All Years Quarter 3 Forecast £'000's
ECONOMY DIRECTORATE														
Planning & Regeneration Schemes														
Major Projects:														
Enterprise Zone - Investment Plan		0	0	0	0	0	0	0	0	0.0	0	0	347	347
Enterprise Zone - Paradise Circus		18,771	0	18,771	0	0	0	18,771	10,176	54.2	27,780	2,268	0	30,048
Enterprise Zone - Site Development & Access	17	2,500	0	2,500	0	(2,500)	0	0	0	0.0	8,045	0	0	8,045
Enterprise Zone - Connecting Economic Opportunities		0	0	0	0	0	0	0	0	0.0	9,560	0	238	9,798
Enterprise Zone - Southern Gateway Site		0	0	0	0	0	0	0	0	0.0	34,530	0	0	34,530
Enterprise Zone - LEP Investment Fund		0	0	0	0	0	0	0	0	0.0	20,000	0	0	20,000
Enterprise Zone - HS2 Interchange Site		0	0	0	0	0	0	0	0	0.0	20,000	0	0	20,000
Enterprise Zone - Snow Hill Public Realm		218	(218)	0	0	0	0	0	0	0.0	2,838	(2,838)	0	0
Enterprise Zone - Southside Links		86	0	86	0	(71)	0	15	29	193.3	392	0	0	392
Enterprise Zone - Moor Street Queensway		0	0	0	0	0	0	0	0	0.0	0	0	0	0
EZ Phase II - HS2 Station Environment		0	0	0	0	0	0	0	0	0.0	52,000	0	8,000	60,000
EZ Phase II - HS2 Site Enabling	18	1,000	0	1,000	0	(1,000)	0	0	0	0.0	101,500	0	0	101,500
EZ Phase II - Local Transport Improvements		0	0	0	0	0	0	0	0	0.0	109,800	0	(5,000)	104,800
EZ Phase II - Connecting Economic Opportunities		0	0	0	0	0	0	0	0	0.0	89,100	0	(3,200)	85,900
EZ Phase II - Connecting Economic Opportunities 2		0	0	0	0	0	0	0	0	0.0	52,900	0	0	52,900
EZ Phase II - Social Infrastructure		0	0	0	0	0	0	0	0	0.0	109,900	0	0	109,900
EZ Phase II - Metro Extension to E Bham/Solihull		0	0	0	0	0	0	0	0	0.0	183,300	0	0	183,300
Jewellery Quarter Cemetery	19	1,334	(150)	1,184	(1,034)	(100)	0	50	0	0.0	1,544	290	0	1,834
BCN Bridges - Aston		33	0	33	0	0	0	33	33	100.0	33	0	0	33
Unlocking Housing Sites		3,000	0	3,000	(93)	0	0	2,907	842	29.0	9,000	0	0	9,000
East Aston RIS	20	2,000	0	2,000	(688)	(687)	0	625	710	113.6	6,102	0	0	6,102
Life Sciences	21	1,438	0	1,438	0	(1,023)	0	415	415	100.0	1,438	0	0	1,438
Other		0	0	0	0	0	0	0	100	0.0	0	0	0	0
Public Realm:														
Metro Centenary Square	22	6,774	1,000	7,774	0	(1,000)	0	6,774	2,757	40.7	10,043	1,000	0	11,043
Making the Connection		284	0	284	0	(81)	0	203	137	67.5	514	0	0	514
Longbridge	23	3,276	(1,800)	1,476	0	(1,160)	0	316	0	0.0	3,163	(1,800)	0	1,363
Other		486	6	492	(326)	27	0	193	253	131.1	599	6	0	605
Infrastructure:														
One Station	24	251	0	251	0	(251)	0	0	7	0.0	251	0	0	251
A34 Corridor Perry Barr		200	0	200	0	(200)	0	0	0	0.0	435	0	0	435
Other		4	0	4	0	0	0	4	14	350.0	4	0	0	4
Grants / Loans:														
Grand Hotel Development		0	0	0	0	0	0	0	0	0.0	1,000	0	0	1,000
Other		0	0	0	0	0	0	0	0	0.0	0	0	0	0
Minor Projects		165	0	165	0	0	0	165	108	65.5	165	0	0	165
Total Other Planning & Regeneration Projects		41,820	(1,162)	40,658	(2,141)	(8,046)	0	30,471	15,581	51.1	855,936	(1,074)	385	855,247
Total Planning & Regeneration		41,820	(1,162)	40,658	(2,141)	(8,046)	0	30,471	15,581	51.1	855,936	(1,074)	385	855,247
Employment & Skills														
National College for HS2	25	8,521	0	8,521	0		(3,502)	5,019	4,729	94.2	8,521	0	(3,502)	5,019
ERDF Business Growth & Property Investment		5,153	0	5,153	0		0	5,153	2,607	50.6	9,964	0	0	9,964
Total Employment & Skills		13,674	0	13,674	0	0	(3,502)	10,172	7,336	72.1	18,485	0	(3,502)	14,983

## CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3

Appendix 1

	Ref App 2	2017/18									All Years			
		Quarter 2 Budget £'000's	Qtr 3 New Schemes £'000's	Revised Quarter 3 Budget £'000's	Forecast Slippage / Acceleration Qtr 2	Forecast Slippage / Acceleration Qtr 3	Forecast Over/under spend Qtr 3 £'000's	Year End Forecast at Quarter 3 £'000's	Actual Spend at Quarter 3 £'000's	Actual to Date as % of Forecast %	All Years Quarter 2 Budget £'000's	New Schemes All Years £'000's	Over/under spend All Years £'000's	All Years Quarter 3 Forecast £'000's
<b>Highways</b>														
Safer Routes to Schools		532	(15)	517	0	(200)	0	317	196	61.8	2,032	(15)	0	2,017
Section 106 & 278		(10)	83	73	0	(51)	0	22	27	122.7	(10)	83	0	73
Network Integrity		4,132	(61)	4,071	0	(71)	0	4,000	1,017	25.4	7,301	(61)	0	7,240
Road Safety	26	697	(25)	672	0	(353)	0	319	288	90.3	3,322	(25)	0	3,297
Other Minor Schemes		312	54	366	0	(198)	0	168	132	78.6	312	54	0	366
<b>Total Highways GF</b>		<b>5,663</b>	<b>36</b>	<b>5,699</b>	<b>0</b>	<b>(873)</b>	<b>0</b>	<b>4,826</b>	<b>1,660</b>	<b>34.4</b>	<b>12,957</b>	<b>36</b>	<b>0</b>	<b>12,993</b>
<b>Transportation</b>														
<b>Major Schemes:</b>														
Ashted Circus	27	2,030	0	2,030	0	(488)	0	1,542	1,380	89.5	7,531	0	0	7,531
Metro Extension	28	6,493	0	6,493	0	0	(110)	6,383	6,413	100.5	6,730	0	(347)	6,383
Iron Lane	29	2,050	0	2,050	0	(1,950)	0	100	103	103.0	12,200	0	0	12,200
Minworth Unlocking		666	125	791	0	0	0	791	855	108.1	666	125	0	791
Battery Way Extension		656	0	656	0	(196)	0	460	237	51.5	5,952	0	0	5,952
Longbridge Connectivity	30	2,856	0	2,856	0	(806)	0	2,050	728	35.5	6,486	0	0	6,486
A457 Dudley Road		300	0	300	0	(100)	0	200	51	25.5	29,555	0	0	29,555
Peddimore		330	0	330	0	(80)	0	250	210	84.0	330	0	0	330
Journey Reliability	31	1,349	0	1,349	0	(342)	0	1,007	420	41.7	1,829	0	0	1,829
Tame Valley Phase 2 & 3	32	614	0	614	0	(450)	0	164	0	0.0	86,696	0	0	86,696
Selly Oak New Road Phase 1B	33	340	(100)	240	0	(10)	0	230	96	41.7	9,413	(410)	0	9,003
Wharfdale Bridge		100	(25)	75	0	(50)	0	25	0	0.0	2,600	(25)	0	2,575
Snow Hill Station		0	218	218	0	0	0	218	139	63.8	0	2,838	0	2,838
Other		461	114	575	0	(69)	541	1,047	743	71.0	640	214	541	1,395
<b>Inclusive &amp; Sustainable Growth:</b>														
Holloway Circus	34	1,759	0	1,759	0	(1,059)	0	700	883	126.1	1,824	0	0	1,824
Bromford Gyratory		591	(22)	569	0	0	0	569	444	78.0	591	(22)	0	569
Southside / Hurst Street	35	952	0	952	0	0	(382)	570	429	75.3	952	0	(382)	570
Clean Air & Hydrogen Buses	36	0	4,540	4,540	0	(3,050)	0	1,490	0	0.0	0	13,340	0	13,340
Other	37	2,393	(71)	2,322	0	(1,360)	0	962	724	75.3	2,786	(71)	0	2,715
<b>Walking &amp; Cycling</b>	38	20,359	(7,463)	12,896	0	(4,916)	0	7,980	4,208	52.7	32,731	(4)	0	32,727
<b>Local Measures</b>		9	0	9	0	0	0	9	13	144.4	9	0	0	9
<b>Infrastructure Development</b>		565	25	590	0	(60)	0	530	405	76.4	3,290	25	0	3,315
<b>Section 106 / 278</b>		561	(5)	556	0	(14)	0	542	436	80.4	561	(5)	0	556
<b>Funding to be allocated</b>		358	(5)	353	0	0	(317)	36	0	0.0	7,394	(4)	(318)	7,072
<b>Total Transportation</b>		<b>45,792</b>	<b>(2,669)</b>	<b>43,123</b>	<b>0</b>	<b>(15,000)</b>	<b>(268)</b>	<b>27,855</b>	<b>18,917</b>	<b>67.9</b>	<b>220,766</b>	<b>16,001</b>	<b>(506)</b>	<b>236,261</b>
<b>Birmingham Property Services:</b>														
Access to Buildings	39	231	0	231	0	0	(231)	0	0	0.0	459	0	(459)	0
Business Transformation - Working for the Future		0	0	0	0	0	0	0	(608)	0.0	0	0	0	0
Attwood Green Projects	40	395	43	438	0	(216)	0	222	155	69.8	395	43	0	438
Red Rose Shopping Centre		543	0	543	0	0	(543)	0	0	0.0	543	0	(543)	0
Arena Central	41	1,364	0	1,364	0	(1,249)	0	115	115	100.0	1,364	0	0	1,364
Council House Complex Development Costs	42	370	0	370	0	0	0	370	2	0.5	370	500	0	870
NEC Hotels WOC		29,800	0	29,800	0	0	0	29,800	0	0.0	29,800	0	0	29,800
Lee Bank Business Centre		135	0	135	0	0	0	135	0	0.0	135	0	0	135
Other		10	211	221	0	0	0	221	199	90.0	10	211	0	221
<b>Total Birmingham Property Services Projects</b>		<b>32,848</b>	<b>254</b>	<b>33,102</b>	<b>0</b>	<b>(1,465)</b>	<b>(774)</b>	<b>30,863</b>	<b>(137)</b>	<b>(0.4)</b>	<b>33,076</b>	<b>754</b>	<b>(1,002)</b>	<b>32,828</b>
<b>TOTAL CAPITAL - ECONOMY DIRECTORATE</b>		<b>139,797</b>	<b>(3,541)</b>	<b>136,256</b>	<b>(2,141)</b>	<b>(25,384)</b>	<b>(4,544)</b>	<b>104,187</b>	<b>43,357</b>	<b>41.6</b>	<b>1,141,220</b>	<b>15,717</b>	<b>(4,625)</b>	<b>1,152,312</b>

CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3											Appendix 1			
	Ref App 2	2017/18									All Years			
		Quarter 2 Budget £'000's	Qtr 3 New Schemes £'000's	Revised Quarter 3 Budget £'000's	Forecast Slippage / Acceleration Qtr 2	Forecast Slippage / Acceleration Qtr 3	Forecast Over/under spend Qtr 3 £'000's	Year End Forecast at Quarter 3 £'000's	Actual Spend at Quarter 3 £'000's	Actual to Date as % of Forecast %	All Years Quarter 2 Budget £'000's	New Schemes All Years £'000's	Over/under spend All Years £'000's	All Years Quarter 3 Forecast £'000's
<b>FINANCE &amp; GOVERNANCE DIRECTORATE</b>														
Revenue Reform Projects	43	38,240	2,359	40,599	0	(20,190)	(3,005)	17,404	6,740	38.7	51,240	12,198	(3,005)	60,433
Gateway / Grand Central Residual Costs	44	1,000	0	1,000	0	500	0	1,500	1,411	94.1	4,929	0	0	4,929
Corporate Resources		104	0	104	0		65	169	130	76.9	104	0	65	169
IT Projects		184	0	184	50	40	28	302	228	75.5	584	0	28	612
Digital Birmingham		258	0	258	0	(100)	97	255	182	71.4	398	0	97	495
Capital Loans & Equity Funds	45	24,465	5,722	30,187	0	(2,600)	0	27,587	27,946	101.3	30,186	5,722	0	35,908
SAP New Developments	46	1,120	0	1,120	(455)	(517)	0	148	144	97.3	5,709	0	(1,500)	4,209
<b>TOTAL CAPITAL - FINANCE &amp; GOVERNANCE DIRECTORATE</b>														
		65,371	8,081	73,452	(405)	(22,867)	(2,815)	47,365	36,781	77.7	93,150	17,920	(4,315)	106,755
<b>STRATEGIC SERVICES DIRECTORATE</b>														
Corporate ICT Investment	47	12,577	0	12,577	(5,000)	(4,200)	(3)	3,374	1,279	37.9	40,541	11,452	(3)	51,990
Commonwealth Games Preliminary Costs	48	0	5,800	5,800	0	0	0	5,800	0	0.0	0	44,900	0	44,900
<b>TOTAL CAPITAL - STRATEGIC SERVICES DIRECTORATE</b>														
		12,577	5,800	18,377	(5,000)	(4,200)	(3)	9,174	1,279	38	40,541	56,352	(3)	96,890
<b>TOTAL CAPITAL PROGRAMME</b>														
		506,479	11,718	518,197	(34,101)	(92,588)	(3,703)	387,805	205,818	53.07	2,854,197	265,384	(5,477)	3,114,104

REF	ADULTS SOCIAL CARE & HEALTH DIRECTORATE		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
1	Adults IT Schemes	Original Budget	566	666	New and enhanced IT systems to support the delivery of Adults & Communities services.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Under) / Overspend	0	0	
		(Slippage)/Acceleration	(546)	0	The budget has been reprofiled over future years due to the re-use of existing devices rather than the purchase of new equipment. This is as a result of the reducing workforce.
		<b>Total Revised Forecast</b>	<b>20</b>	<b>666</b>	
		On Target?			No as above
	CHILDREN, YOUNG PEOPLE AND FAMILIES DIRECTORATE		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
2	Basic Need/Additional Primary Places	Original Budget	38,642	101,437	Building programme aimed at expanding school provision in order to meet pupil place requirements funded mainly by grants from the Education Funding Agency.
		Quarter 2 Forecast	(8,000)	0	Reported at Quarter 2
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(5,600)	0	<b>City of Birmingham School - slippage of £0.500m</b> because it has taken longer to finalise the scheme design than anticipated. <b>St Margaret Mary School slippage of £0.500m</b> due to scheme design changes to improve value for money. <b>Beaufort Colbourne - slippage of £1.000m</b> - additional utilities were encountered that were not captured in the original surveys. These had to be re-aligned to allow for the build to take place leading to slippage in this project. <b>Washwood Heath £0.700m slippage</b> and <b>Osborne £1.000m slippage</b> due to operating on a live site i.e. with the building works taking place at the only entrance to the school contractors have to stop work in the morning and at the end of the school day whilst pupils enter and exit safely. Originally it was not anticipated for this scheme to take as long but the timeframe has been increased to ensure that all pupils and staff are safe. <b>Maney Hill £0.750m and Stour Steet £0.200m</b> - these are complex projects with several elements of refurbishment works within a live school site. To ensure educational continuity the work pattern has varied with elements taking longer than anticipated to complete. In addition utilities were encountered which the original survey did not pick up as they were buried deeper than expected. <b>Uffculme Purchase £0.750m</b> - Chamberlain House is now occupied but the lease has not yet been finalised. Property Services are currently negotiating with the Highbury Trust. <b>£0.200m</b> other minor variations.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>25,042</b>	<b>101,437</b>	
		On Target?			No as above
3	Early Years Schemes	Original Budget	2,773	2,773	Funding for additional places in the nursery sector - mainly based at primary schools.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(1,300)	0	The planned programme is being reviewed to take into account any new building requirements arising, for example, from the new Early Years Wellbeing offer, hence the delay in spend and resultant slippage.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>1,473</b>	<b>2,773</b>	
		On Target?			No as above

4	IT Investment	Original Budget	1,989	4,223	IT Investment in Children's Services funding by identified Capital Receipts.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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		(Slippage)/Acceleration	(1,118)	0	The Cabinet Report for ICT was signed in July and the Contract for the works has recently been agreed. This has provided a more realistic profile of spend, hence the slippage into future years.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
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<b>7</b>	<b>Parks</b>	Opening Budget	5,048	5,525	Various schemes including - Cofton Nurseries replacement glasshouses; Cofton Park Pavilion; Reservoirs & Pools; Perry Park Skate Park; Highgate Park Improvements; Minworth Sports Facilities; Kings Heath Park Hub; Oakland Recreational Ground; Blackroot Pool and other schemes <£100k.
		Quarter 2 Forecast	(1,450)	0	Reported at Quarter 2
		Additional / (Reduced) Resources	346	457	£0.228m added for Allotment Improvement Programme funded by the Flo Pickering Account approved in October 2017. £0.075m other minor scheme additions.
		(Slippage)/Acceleration	(1,281)	0	£0.513m Slippage for Lordswood Girls Artificial Pitch. The delay is due to the need for the tender process to be assessed and the successful tenderer clearing the planning conditions prior to commencement of the works. £0.693m further slippage on Cofton Nurseries -due to a change in the scope of works which will now require additional design works plus a new planning application prior to the project been procured. £0.075m other minor slippage adjustments.
		(Under) / Overspend	(35)	(35)	
		<b>Total Revised Forecast</b>	<b>2,628</b>	<b>5,947</b>	
		On Target?			No as above
<b>8</b>	<b>Community Initiatives</b>	Budget	392	392	Lozells Community Development Initiative.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(392)	0	The proposal to use this funding in the Health and Wellbeing Service has been put on hold pending the review of facilities approved by Cabinet in December 2017.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>0</b>	<b>392</b>	
		On Target?			No as above
<b>9</b>	<b>Regulation and Enforcement</b>	Opening Budget	368	368	Health and Safety Works to the mortuary ventilation system and flooring.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(361)	0	A revised FBC is required due to complexities with the ventilation roof works. The budget has been slipped into 2018/19.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>7</b>	<b>368</b>	
		On Target?			No as above

<b>10</b>	<b>Other Schemes</b>	Opening Budget	207	207	Minor Schemes <£0.100m.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	550	551	£0.550m added for the purchase of a Long Leasehold interest at Saltley Learning Centre funded by Birmingham Adults Education Service reserves. The report was approved by the Deputy Leader & Strategic Director of Place.
		(Slippage)/Acceleration	0	0	
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>757</b>	<b>758</b>	
		On Target?			Yes
<b>11</b>	<b>Community Libraries</b>	Opening Budget	1,372	1,372	West Heath Library rebuild £0.456m; Self Service Community Libraries £0.828m; other minor schemes < £0.50m total £0.088m
		Quarter 2 Forecast	(366)	0	Reported at Quarter 2
		Additional / (Reduced) Resources	110	120	
		(Slippage)/Acceleration	(739)	0	West Heath Library slippage of £0.456m - resources originally earmarked to fund the rebuild of West Heath Library have been redirected to support the new tiered library model which was approved by Cabinet in February 2017. The approval required to change the use of resources delayed spend, hence the slippage into 2018/19. Community Libraries further slippage of £0.234 due to unforeseen building works required and ongoing consultation between contractors and IT providers for purchase and installation of self-services machines. £0.049m other minor schemes slippage.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>377</b>	<b>1,492</b>	
		On Target?			No as above



	PLACE DIRECTORATE - HOUSING PRIVATE SECTOR GENERAL FUND		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
12	Housing Related Loans	Opening Budget	36,584	268,128	Provision of loans to InReach (Birmingham) Limited - a wholly owned company of BCC which has been set up to develop and operate market rent accommodation in Birmingham.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(17,850)	0	Delayed drawdown of loans by InReach due to slower than anticipated progress on individual schemes: delays in obtaining SoS consent to disposal of HRA voids to InReach (17.0m); contractual negotiations relating to completion of Embankment scheme (£0.5m); delayed acquisition of Hob Moor Road by Inreach (£0.4m)
		(Under) / Overspend	270	270	Increased loan requirements from InReach due to: increased acquisition costs of land at key Hill (£0.2m) and initial site works at Smith Street (£0.1m). This will be funded by prudential borrowing.
		<b>Total Revised Forecast</b>	<b>19,004</b>	<b>268,398</b>	
		On Target?			No as above
13	Housing Options	Opening Budget	12,868	12,868	Programme of refurbishment of temporary accommodation to improve services for the homeless.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(7,500)	0	Longer than anticipated timescales for completion of works to Barry Jackson Tower (£2m) and Magnolia House (£5.5m) due to complexity of works required and contractor capacity.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>5,368</b>	<b>12,868</b>	
		On Target?			No as above

	PLACE DIRECTORATE - HOUSING REVENUE ACCOUNT		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
14	Housing Improvement Programme	Opening Budget	58,439	587,395	Capital Investment Programme - various projects to carry out improvements to stock including major structural works.
		Quarter 2 Forecast	1,925	1,722	Reported at Quarter 2
		Additional / (Reduced) Resources	0	83,331	Addition reflects new sprinkler installation programme (£31.0m between 2018/19 and 2020/21) funded from borrowing and other capital financing, plus the inclusion of an additional year (2027/28) funded from revenue contributions.
		(Slippage)/Acceleration	4,506	0	Acceleration on High-Rise block investment, including Electrical Works (£2.0m), Communal Decoration Works (£1.5m), Roofing (£1.2m) and Other Works (£0.6m); together with acceleration on the Central Heating Programme to benefit from Invest to Save (£0.7m). This is offset by slippage on the Windows Programme due to a resident's challenge of the planned works at Salisbury Tower and Canterbury Tower (£1.5m). The net acceleration is funded from additional Right to Buy (RTB) receipts.
		(Under) / Overspend	37	37	
		<b>Total Revised Forecast</b>	<b>64,907</b>	<b>672,485</b>	
		On Target?			No as above
15	Redevelopment	Opening Budget	63,282	454,700	Birmingham Municipal Housing Trust (BMHT) new build housing Stock Replacement Programme and Affordable Rent Programmes, together with related housing development, including sales and clearance.
		Quarter 2 Forecast	(6,723)	(360)	Reported at Quarter 2
		Additional / (Reduced) Resources	0	41,133	Addition reflects the inclusion of an additional year (2027/28) funded from revenue contributions, RTB receipts, capital receipts and contributions.
		(Slippage)/Acceleration	(6,721)	0	BMHT - Slippage due to delays in start on site following protracted contract negotiations (£3.1m); delays due to disputes with contractors (£1.1m) and delays in material supply, labour supply and highway works approvals (£0.2m). Clearance - slippage due to delays in acquiring owner occupier properties due to ongoing negotiations on various schemes (£0.9m); delays in rehousing due to difficulties with the introduction of the new allocations policy, delays in BMHT completions and the complexity of rehousing at some schemes (£0.3m). Slippage on the demolition programme largely due to difficulties in gaining vacant possession (£1.1m).
		(Under) / Overspend	(202)	(71)	Underspend in 2017/18 due to provisions for works not required following scheme completions. Net underspend in following years to reflect changes in scheme costs following recent approvals.
		<b>Total Revised Forecast</b>	<b>49,636</b>	<b>495,402</b>	
		On Target?			No as above
16	Other Programmes	Opening Budget	4,880	48,355	Mainly capital works to void properties and major adaptation works to HRA properties.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	3,428	Addition reflects the inclusion of an additional year (2027/28) funded from revenue contributions.
		(Slippage)/Acceleration	0	0	
		(Under) / Overspend	752	752	Overspend largely due to additional Adaptations investment carried out on Council dwellings funded from additional RTB receipts. Note that this budget is responsive / demand-led, based on medical assessment of tenants' needs.
		<b>Total Revised Forecast</b>	<b>5,632</b>	<b>52,535</b>	
		On Target?			No as above

	ECONOMY DIRECTORATE - REGENERATION		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
17	Enterprise Zone - Site Development & Access	Budget	2,500	8,045	Investment plan resourced by the LEP for projects / programmes delivering development and long term growth. This part of the scheme supports property development coming forward on EZ Sites (other than Paradise Circus).
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(2,500)	0	Completion of the funding agreement on the Eastside Locks project has been a delayed as a result of on-going issues in agreeing the legal charge with the other party's solicitors.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>0</b>	<b>8,045</b>	
		On Target?			No as per slippage above
18	Enterprise Zone - Phase II - HS2 Site Enablement	Opening Budget	1,000	101,500	Curzon Investment Plan to deliver regeneration of local infrastructure over and above the High Speed Rail 2 that will integrate the new Curzon rail terminus and unlock wider development. This is to be delivered by 2026.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(1,000)	0	Re-phasing of expenditure on the Old Curzon Building into 2018/189 due to delays in securing the legal agreement with other partners.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>0</b>	<b>101,500</b>	
		On Target?			Scheme specific budgets to be identified in the future subject to EZ affordability and EZ approval
19	Jewellery Quarter Cemeteries	Opening Budget	1,334	1,544	Improvements to Warstone Lane Cemetery including repairs, conservation and new building works, reinstatement of historical boundary railings, stones piers and entrance gates and the restoration of catacombs.
		Quarter 2 Forecast	(1,034)		Reported at Quarter 2
		Additional / (Reduced) Resources	(150)	290	£0.290m of additional S106 and Jewellery Quarter Trust contributions added as approved by Delegated Authority dated 07.12.2017.
		(Slippage)/Acceleration	(100)	0	
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>50</b>	<b>1,834</b>	
		On Target?			No as above.

20	Major Projects - East Aston RIS	Opening Budget	2,000	6,102	East Aston Regional Investment Site - Advanced Manufacturing Hub (AMH). Programme of land acquisition, demolitions, remediation and site assembly to enable developers to relocate to a strategically important manufacturing site.
		Quarter 2 Forecast	(688)	0	Reported at Quarter 2
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(687)	0	Slippage due to delays in finalising complex Compulsory Purchase Orders and agreement of land acquisition costs. The rest of the scheme remains on target.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>625</b>	<b>6,102</b>	
		On Target?			No as above.
21	Major Projects - Life Sciences	Opening Budget	1,438	1,438	Creation of a new Life Science Campus.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(1,023)	0	The City Council sold the Life Sciences Campus in October 2016 to the University of Birmingham. As part of the sale the City Council will provide a grant to the University to add infrastructure to the site i.e. road and utilities. Payment of Grant is subject to the completion of the public procurement process by the UOB for the instillation of the infrastructure and commencement of works on site. The construction works are due to start in 2018/19.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>415</b>	<b>1,438</b>	
		On Target?			Life Sciences Campus scheme now complete and sold. Residual costs are still to go through.
22	Enterprise Zone - Centenary Square	Opening Budget	6,774	10,043	This project is complementary to the Metro project and will enhance the public square in line with the new Paradise Circus and Arena Central developments. This budget relates to Phase 1 of the programme of works.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	1,000	1,000	£1m of S106 resources added as per the report of the Leader of the Council and Cabinet Member Value for Money and Efficiency jointly with the Strategic Director of Economy. The new resources are a contribution towards betterment on the highways infrastructure and drainage works on the above scheme.
		(Slippage)/Acceleration	(1,000)	0	Work on the Centenary Square project is delayed by six months due to unforeseen circumstances on site e.g. obstructions in the ground and aligning works with the Metro project.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>6,774</b>	<b>11,043</b>	
		On Target?			No as per slippage above





29	Iron Lane	Opening Budget	2,050	12,200	This project is for improvements at the Iron Lane/Stechford Road Junction. It will increase capacity so reducing congestion as well as improving safety access for pedestrians and cyclists. This will contribute to Economic Growth in there area.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(1,950)	0	Objections to a compulsory purchase order (CPO) are likely to lead to a Public Inquiry. As a result it is considered prudent to delay advance payments to utility companies until the CPO is confirmed and the progression of the project to implementation is certain. The outcome of this is expected in early 2018/19.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>100</b>	<b>12,200</b>	
		On Target?			No as per slippage above
30	Longbridge Connectivity	Opening Budget	2,856	6,486	A number of schemes at Longbridge to improve traffic management and accessibility for pedestrians and cyclists comprising seven work packages.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(806)	0	Construction works commenced June 2017, later than planned due to a protracted design and tender process. This has resulted in a delay in spend in 2017/18. The overall construction works have been reprogrammed for target completion in 2018/19.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>2,050</b>	<b>6,486</b>	
		On Target?			No as per slippage above
31	Journey Time Reliability	Opening Budget	1,349	1,829	Delivery journey time improvements at key junctions on the strategic traffic route by way of traffic signals.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(342)	0	The original plan was to deliver the works through the PFI Maintenance contract but for commercial reasons this route was not feasible. As a result the procurement of an alternative contractor was required causing a delay in the commencement of the works .
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>1,007</b>	<b>1,829</b>	
		On Target?			No as per slippage above
32	Tame Valley Phase 3	Opening Budget	614	86,696	Implementation of the strengthening works to Tame Valley Viaduct.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(450)	0	Expenditure has been reprogrammed for 2018/19 due to the complexity of the design works for the Viaduct.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>164</b>	<b>86,696</b>	
		On Target?			No as per slippage above

33	Selly Oak New Road Phase 1B	Opening Budget	340	9,413	Selly Oak New Road (SONR) Phase 1B consists of highway improvements to the Selly Oak Triangle made up of Bristol Road, Harborne Lane and Chapel Lane (a key junction between the A38 and A4040). The scheme will provide improved access to the development sites including the Life Sciences Campus on the Birmingham Battery Site. In addition the scheme provides additional traffic capacity and supports the regeneration of Bournbrook/Selly Oak local centre.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	(100)	(410)	Full schemes approval received from the Cabinet Member for Transport & Roads and Value for Money & Efficiency together with the Corporate Director for Economy and Assistance Director for Transportation and Connectivity dated 31.10.2017 resourced by a mix of Local Growth Fund Grant, Integrated Transport Block Grant, Direct Revenue Financing, Section 106 contributions and Prudential Borrowing. £0.410m is now to be funded by the Developer under a S278 agreement at their cost hence the reduction in the Council element of the scheme.
		(Slippage)/Acceleration	(10)	0	
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>230</b>	<b>9,003</b>	
		On Target?			No as per slippage above
34	Holloway Circus	Opening Budget	1,759	1,824	Project to reduce congestion on the Inner Ring Road - Holloway Circus.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(1,059)	0	In order to commence these highways improvements a large number of utility diversions are being undertaken which has presented a number of unexpected technical and co-ordination challenges. This means that the works programme has slipped as the highway work has been adjusted to accommodate various utilities working in the areas whilst maintaining traffic capacity at the junction.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>700</b>	<b>1,824</b>	
		On Target?			No as per slippage above
35	Southside/Hurst Street Enterprise Zone	Opening Budget	952	952	Delivery of civil engineering works and a permanent traffic regulation order which will prevent through traffic from Ladywell Walk to Smallbrook Queensway while still maintaining access to the area for taxis, parking and loading.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	0	0	
		(Under) / Overspend	(382)	(382)	£0.382m underspend of EZ funding on Southside/Hurst St due to costs coming in lower than expected. The underspend has been transferred back to the EZ unallocated budget.
		<b>Total Revised Forecast</b>	<b>570</b>	<b>570</b>	
		On Target?			Currently on target



36	Clean Air Hydrogen Buses	Opening Budget	0	0	Clean Air Hydrogen Bus Pilot to reduce nitrogen dioxide levels on key bus routes in the City to achieve air quality compliance standards. 22 new buses are to be built by a partner organisation and leased by the City Council to achieve the reductions in air pollution. This is a complex project involving a number of partners, procurement process and grant agreements.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	4,540	13,340	£13.340m of external grants and contributions, Local Growth Fund grant added as per the Cabinet Report dated 24th October 2017.
		(Slippage)/Acceleration	(3,050)	0	Progress is being made. However due to the complexity of the project mechanics it is felt prudent to reprofile spend into early 2018/19. There is no risk to the funding of the project.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	1,490	13,340	
		On Target?			No as per slippage above
37	Inclusive & Sustainable Growth - Other Schemes	Opening Budget	2,393	2,786	Definitive Maps; East Aston RIS; Heartlands Spine Rd; NoX Reduction; other minor schemes <£0.050m.
		Quarter 2 Forecast	0	0	Reported at Quarter 2
		Additional / (Reduced) Resources	(71)	(71)	
		(Slippage)/Acceleration	(1,360)	0	£0.180m slippage on Heartlands Spine Road due to complex legal negotiations with a third party. £0.130m Aston RIS Highway Works - there are defective surfacing works on the Highway. Discussions are ongoing with the contractors as to where the liability falls and these are unlikely to be resolved until 2018/19. £0.500m slippage on Digbeth CPZ and £0.200m on Erdington Parking Controls because there have been a significant number of objections to the schemes following initial consultation. This had led to a review and a refining of the proposals. The plan is to get Statutory Traffic Regulation Orders advertised before March 2018 but delivery will be in 2018/19. £0.350m other minor slippage adjustments across a number of schemes.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	962	2,715	
		On Target?			No as per slippage above
38	Walking & Cycling	Opening Budget	20,359	32,731	Projects to reduce congestion, improve air quality, improve access and improve health and physical fitness as part of a country-wide government initiative. This programme is made up of many smaller schemes which in total create a significant programme of works.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	(7,463)	(4)	<b>Canal Works</b> - The report of the Assistant Director Transportation & Connectivity for Phase 3 Canal Works Tranche 1 to Cabinet Member for Transport & Roads and Cabinet Members for Commercialism, Commissioning and Contract Management jointly with the Corporate Director of Economy was approved on 22nd December 2017. This report rephased the approved budget for grant payments to the Canals & Rivers Trust by the City Council for improvements to the Canal network subject to the CRT obtaining planning consent from BCC.
		(Slippage)/Acceleration	(4,916)	0	<b>A34 &amp; A38</b> - Significant slippage has occurred as a result of delays in progressing the two main corridor schemes (A38 Bristol Road & A34 Birchfield Rd). A legal challenge has been received regarding the approval of the Traffic Regulation Orders required to deliver the cycle proposals on the approved A38 Bristol Road scheme. In order to prevent this happening on the A34 Birchfield Road proposal additional works were undertaken to assess the impact on air quality. This delayed the FBC approval significantly resulting in the slippage. There is also slippage in respect of the Canal Access programme due to adjacent development preventing access to land to complete the works. The Department for Transport have confirmed that the grant funding for the programme is secure.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	7,980	32,727	
		On Target?			No as per slippage above

	BIRMINGHAM PROPERTY SERVICES		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
39	Access to Buildings	Budget	231	459	Budget to upgrade buildings to be compliant with the Equalities Act 2010.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	0	0	
		(Under) / Overspend	(231)	(459)	Budget removed from the programme to be utilised as a capital contribution towards the Commonwealth Games 2022 (see Appendix 12).
		<b>Total Revised Forecast</b>	<b>0</b>	<b>0</b>	
		On Target?			No as per slippage above.
40	Attwood Green Projects	Budget	395	395	Residual budget Attwood Green Parks £0.059m; residual budget Woodview Community Centre £0.089m; works to Holloway Head Playing fields £0.247m
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	43	43	
		(Slippage)/Acceleration	(216)	0	Slippage of <£100k on each of the three Attwood Green schemes.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>222</b>	<b>438</b>	
		On Target?			No as per slippage above.
41	Arena Central	Opening Budget	1,364	1,364	This is a commercial loan to a developer to facilitate the demolition, remediation and addition of services to bring forward developments on the Arena Central Site for which the Council partly owns the freehold. Spend is based on developer demand and cashflow requirements.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(1,249)	0	Arena Central slippage of £1.249m. This project is externally managed and funded from a number of sources including a capital loan from Birmingham City Council. Work on the project is progressing well, but loan funding will only be drawn down when necessary hence the slippage into future years.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>115</b>	<b>1,364</b>	
		On Target?			No as per slippage above.
42	Council House Refurbishment	Budget	370	370	Council House Complex Refurbishment Works
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	500	Additional £0.500m of Prudential Borrowing Resources added as per the report to Cabinet 12.12.2017. This is to progress the proposed scheme for the Council House Complex in order to reach Full Business Case to be presented to Cabinet in summer 2018. The works are predominately to mechanical and electrical infrastructure and may also include works to the Birmingham Museum and Art Gallery.
		(Slippage)/Acceleration	0	0	
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>370</b>	<b>870</b>	
		On Target?			Currently on target

	FINANCE & GOVERNANCE DIRECTORATE		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
43	Flexible Use of Capital Receipts - Revenue Reform Projects	Opening Budget	38,240	51,240	Projects to support the reshaping and downsizing of Birmingham City Council as per the Future Council Plan funded by capital receipts as part of the Governments capital receipts flexibility scheme.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	2,359	12,198	Future year budgets included following the extension of the capital receipts flexibility for a further 3 years.
		(Slippage)/Acceleration	(20,190)	0	The projections for redundancy costs have been updated following the Corporate Voluntary Redundancy Trawl. Due to the complexities of the savings programme and some difficulties in securing some of the required savings in 2017/18 the headcount reduction has been less than originally anticipated in the current year.
		(Under) / Overspend	(3,005)	(3,005)	Budget removed from the programme to be utilised as a capital contribution towards the Commonwealth Games 2022 (see Appendix 12).
		<b>Total Revised Forecast</b>	17,404	60,433	
		On Target?			No as per slippage above
45	Capital Loans & Equity	Opening Budget	24,465	30,186	Capital Equity Investments £8.322m; Loans granted in support of West Midlands Combined Authority £7.714m; £17.202m PETPS (Birmingham) Ltd - a wholly owned company for the management of the NEC Pension Fund.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	5,722	5,722	£3.053m of Prudential Borrowing Resources added for Collective Investment Fund Loans paid in support of West Midlands Combined Authority as approved by Cabinet on 22/03/2017.
		(Slippage)/Acceleration	(2,600)	0	Slippage of £2.6m relates to the Equity, Micro-Equity and Creative Industry Projects. The demand for such loans and investment is dependent on a number of factors including requests coming forward. A re-examination of the trends on these funds demonstrates a broader profile over a longer period of time (4 years) than currently assumed.
		(Under) / Overspend	0	0	
		<b>Total Revised Forecast</b>	<b>27,587</b>	<b>35,908</b>	
		On Target?			No as per slippage above
46	SAP New Developments	Opening Budget	1,120	5,709	New Developments to SAP software.
		Quarter 2 Forecast	(455)	0	Reported at Quarter 2
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	(517)	0	The strategic direction and development of the SAP estate is currently being reviewed to determine how best to deliver the Finance and HR systems solution, whether via SAP or another platform. At the same time work has continued to develop and update a SAP strategic roadmap on the assumption that the Council takes the decision to remain with a SAP solution, either Cloud based or on premise. This uncertainty has led to further delays in progressing a range of SAP developments and efficiency projects and only essential maintenance, support packs and minor developments have been implemented. In addition, the implementation of the Children's Trust on SAP requires a development change freeze in the latter part of 2017/18. As a consequence, further slippage into later years is forecast at Quarter 3.
		(Under) / Overspend	0	(1,500)	Budget removed from the programme to be utilised as a capital contribution towards the Commonwealth Games 2022 (see Appendix 12).
		<b>Total Revised Forecast</b>	<b>148</b>	<b>4,209</b>	
		On Target?			No as per slippage above

44	Grand Central Residual Costs	Opening Budget	1,000	4,929	Budget to support the residual costs of the Gateway and Grand Central schemes.
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	0	0	
		(Slippage)/Acceleration	500	0	Acceleration of 2018/19 grant resources to cover additional costs in 2017/18 relating to compensation claims by former tenants of the Pallasades Shopping Centre associated with the construction/delivery of a refurbished car park to Hammersons/Grand Central.
		(Under) / Overspend	0	0	
		Total Revised Forecast	1,500	4,929	
		On Target?			Yes
	STRATEGIC SERVICES DIRECTORATE		2017/18 £'000	All Years £'000	PROJECT OFFICER NARRATIVES
47	ICT Infrastructure	Opening Budget	12,577	40,541	A ten year programme for enhancements to the Core ICT across Birmingham City Council made up of various projects including replacement servers, infrastructure and enhancements to software.
		Quarter 2 Forecast	(5,003)	(3)	Reported at Quarter 2
		Additional / (Reduced) Resources	0	11,452	Capital investment in IT has been reduced by £30.4m in 2018/19 to 2020/21 to take account of a shift away from acquiring software and on-premises systems towards 'cloud'-based arrangements with annual licence costs. £42.0m of additional investment has been included at £6.0m p.a. from 2021/22 to 2027/28. This is funded from service prudential borrowing.
		(Slippage)/Acceleration	(4,200)	0	Cabinet approved the original Corporate Investment Plan (Strategic ICT&D Investment Programme) on the 18th October 2016. Since this date there have been significant negotiations with Service Birmingham with regards the savings challenge for this year of £10.020m. This has resulted in some of the Capital projects being put on hold whilst negotiations have taken place. These negotiations are now in the final stages and it is expected that the Capital projects will commence with a spend of £3.374m in 2017/18.
		(Under) / Overspend	0	0	
		Total Revised Forecast	3,374	51,990	
		On Target?			No as above
48	Commonwealth Games Preliminary Costs	Opening Budget	0	0	
		Quarter 2 Forecast	0	0	
		Additional / (Reduced) Resources	5,800	44,900	Initial City Council development and site preparation costs, funded from specific grants, following the award of the Commonwealth Games to Birmingham in 2022.
		(Slippage)/Acceleration	0	0	
		(Under) / Overspend	0	0	
		Total Revised Forecast	5,800	44,900	
		On Target?			

<b>Capital Monitoring as at 31st December 2017</b>						<b>Appendix 3</b>
The purpose of this Appendix is to show how the total capital programme has changed and how the programme is funded.						
		<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Later Years</b>	<b>Total Plan</b>
<b>Expenditure</b>		<b>£'000's</b>	<b>£'000's</b>	<b>£'000's</b>	<b>£'000's</b>	<b>£'000's</b>
Quarter 2 Budget 2017/18		506,479	358,804	230,678	1,758,236	<b>2,854,197</b>
New Resources Quarter 3		11,718	43,132	57,000	153,534	<b>265,384</b>
<b>Revised Budget Quarter 3</b>		<b>518,197</b>	<b>401,936</b>	<b>287,678</b>	<b>1,911,770</b>	<b>3,119,581</b>
Forecast Slippage Quarter 2		(34,101)	35,501	(3,686)	2,286	<b>0</b>
Forecast Slippage - Quarter 3		(92,588)	39,992	29,345	23,251	<b>0</b>
Forecast Overspend (Underspend)		(3,703)	(547)	1,187	(2,414)	<b>(5,477)</b>
<b>Forecast Outturn at Quarter 3</b>		<b>387,805</b>	<b>476,882</b>	<b>314,524</b>	<b>1,934,893</b>	<b>3,114,104</b>
<b>Resources</b>						
<b>Use of Specific Resources:</b>						
Grants & Contributions		117,040	205,821	95,112	106,829	<b>524,802</b>
Earmarked Capital Receipts - RTB & Revenue Reform		32,635	98,315	56,136	282,244	<b>469,330</b>
Revenue Contributions - Departmental		1,665	12,240	6,119	32	<b>20,056</b>
Revenue Contributions - HRA		81,795	37,218	40,200	537,733	<b>696,946</b>
		<b>233,135</b>	<b>353,594</b>	<b>197,567</b>	<b>926,838</b>	<b>1,711,134</b>
<b>Use of Corporate or General Resources:</b>						
Corporate Resources		0	8,155	100	20,716	<b>28,971</b>
Unsupported Prudential Borrowing - General*		15,266	0	0	0	<b>15,266</b>
Unsupported Prudential Borrowing - Corporate		17,318	1,249	0	0	<b>18,567</b>
Unsupported Prudential Borrowing - Directorate		122,086	113,884	116,857	987,339	<b>1,340,166</b>
<b>Forecast Use of Resources</b>		<b>387,805</b>	<b>476,882</b>	<b>314,524</b>	<b>1,934,893</b>	<b>3,114,104</b>
* General Prudential Borrowing to replace the use of receipts, revenue contributions and corporate resources to fund Equal Pay.						

# Prudential Borrowing - Additions or Reductions Quarter 3 (October to December) 2017

This Appendix reviews changes in the Council's proposed borrowing to finance capital expenditure to show whether the Council's underlying indebtedness increases or decreases. The Council needs to consider carefully the affordability and sustainability of any increase in debt.

	#	2017/18 £'000	2018/19 £'000	2019/20 £'000	Later Years £'000	Total £'000
<b>BORROWING NEEDING BUDGET SUPPORT</b>						
<b>Place:</b>						
Waste Management Strategy	N	0	0	46,000	0	46,000
<b>Economy:</b>						
Arena Central	A	(1,249)	1,249	0	0	0
<b>TOTAL BORROWING NEEDING BUDGET SUPPORT</b>		<b>(1,249)</b>	<b>1,249</b>	<b>46,000</b>	<b>0</b>	<b>46,000</b>
<b>SELF-SUPPORTED</b>						
<b>Economy:</b>						
Enterprise Zone - Paradise Circus	A	0	0	797	1,471	2,268
Enterprise Zone - Investment Plan	A	(144)	0	0	347	203
Enterprise Zone - Site Development & Access	A	(2,500)	2,500	0	0	0
Enterprise Zone - Connecting Opportunities	A	0	0	0	238	238
Enterprise Zone - Southside Links	A	(71)	71	0	0	0
EZ Phase II - Curzon Street	A	0	(200)	0	0	(200)
EZ Phase II - HS2 Station Environment	A	0	1,000	2,687	4,513	8,200
EZ Phase II - Site Enabling	A	(1,000)	1,000	0	0	0
EZ Phase II - Local Transport Improvements	A	0	(1,000)	(1,000)	(3,000)	(5,000)
EZ Phase II - Connecting Economic Opportunities	A	0	500	0	(3,700)	(3,200)
Public Realm - Making the Connection	A	(81)	81	0	0	0
One Station	A	(251)	251	0	0	0
Ashted Circus	A	(488)	488	0	0	0
Metro Extension	A	(110)	(237)	0	0	(347)
Selly Oak New Road	A	0	0	(762)	0	(762)
Haden Circus	A	44	100	0	0	144
Holloway Circus	A	(324)	324	0	0	0
Southside Hurst Street	A	(381)	0	0	0	(381)
Council House Refurbishment	N	0	500	0	0	500
<b>Place:</b>						
Sport - Swimming Pool Facilities	N	219	0	0	0	219
Sport - Sport & Physical Activity	N	834	0	0	0	834
Sport - Kingstanding Leisure Centre	N	100	0	0	0	100
Waste Management Services	A	(228)	228	0	0	0
Cotton Park Nurseries	A	(694)	684	10	0	0
New Wholesale Market	N	98	0	0	0	98
Mortuary Flooring & Ventilation	A	(362)	362	0	0	0
Community Libraries	A	(234)	234	0	0	0
HRA - Redevelopment	N	0	1,016	12,842	6,822	20,680
Private Sector Housing - In Reach	A	(17,580)	17,850	0	0	270
Private Sector Housing - Housing Options	A	(7,500)	7,500	0	0	0
<b>Strategic Services:</b>						
ICT Infrastructure	A	(4,200)	(19,786)	(7,838)	43,276	11,452
<b>Finance &amp; Governance:</b>						
IT Projects	N / A	50	(40)	0	0	10
Capital Loans & Equity	N	3,223	(1,000)	170	3,330	5,723
SAP Investments	A	(517)	(134)	(349)	(500)	(1,500)
<b>TOTAL SELF-SUPPORTED BORROWING</b>		<b>(32,097)</b>	<b>12,292</b>	<b>6,557</b>	<b>52,797</b>	<b>39,549</b>
<b>TOTAL ADDITIONS / REDUCTION IN PRUDENTIAL BORROWING</b>		<b>(33,346)</b>	<b>13,541</b>	<b>52,557</b>	<b>52,797</b>	<b>85,549</b>

# A - Amendment to existing project spend or resources.

N - New projects or programmes added in the quarter.

CAPITAL - CAPITAL EXPENDITURE PLAN - FORECAST 2017/18 QUARTER 3												APPENDIX 5
This appendix shows capital plans over the ten year Long Term Financial Plan period, for those projects where longer term plans have been developed. Long term plans will be subject to ongoing review to ensure that any expenditure plans are within a prudent forecast of resources. Please note that many projects do not have such long term planning horizons, and the absence of forecasts does not mean that no spend is anticipated, just that it cannot yet be reasonably quantified.												
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 & Later Years	Total
	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
ADULT SOCIAL CARE & HEALTH DIRECTORATE	6,995	8,640	2,672	2,961	0	0	0	0	0	0	0	21,268
CHILDREN, YOUNG PEOPLE & FAMILIES DIRECTORATE	46,918	64,005	25,887	1,424	0	0	0	0	0	0	0	138,234
PLACE DIRECTORATE												
Private Sector Housing	24,937	62,298	37,641	22,747	22,600	22,600	22,600	22,600	22,600	22,600	0	283,223
Other - General Fund	28,054	20,870	46,073	0	0	0	0	0	0	0	0	94,997
HRA	120,175	130,970	111,739	124,437	100,413	107,276	109,697	106,887	106,536	104,543	97,749	1,220,422
TOTAL CAPITAL - PLACE DIRECTORATE	173,166	214,138	195,453	147,184	123,013	129,876	132,297	129,487	129,136	127,143	97,749	1,598,642
ECONOMY DIRECTORATE												
Regeneration												
Enterprise Zone Investment Plan	0	0	0	0	0	0	0	0	0	0	0	0
Paradise Circus Redevelopment	18,771	8,521	1,285	1,471	0	0	0	0	0	0	0	30,048
Site Development & Access	0	2,500	0	0	0	0	0	0	0	0	5,545	8,045
Connecting Economic Opportunities	0	0	0	0	0	0	0	0	0	0	9,798	9,798
Southern Gateway Site	0	1,000	6,142	11,345	1,338	14,705	0	0	0	0	0	34,530
LEP Investment Fund	0	0	0	0	0	0	0	5,000	5,000	5,000	5,000	20,000
HS2 - Curzon Street	0	0	0	0	0	0	0	0	0	0	0	0
HS2 - Interchange Site	0	0	0	0	5,000	5,000	5,000	5,000	0	0	0	20,000
Snow Hill Public Realm	0	0	0	0	0	0	0	0	0	0	0	0
Southside Links	15	377	0	0	0	0	0	0	0	0	0	392
Moor Street Queensway	0	0	0	0	0	0	0	0	0	0	0	0
One Station	0	251	0	0	0	0	0	0	0	0	0	251
Centenary Square	6,774	4,269	0	0	0	0	0	0	0	0	347	11,390
EZ Phase - Curzon Extention	0	4,814	4,687	34,399	31,800	80,700	65,600	73,400	72,200	31,250	299,450	698,300
Other Regeneration Schemes	4,911	14,967	2,615	0	0	0	0	0	0	0	0	22,493
Total Planning & Regeneration	30,471	36,699	14,729	47,215	38,138	100,405	70,600	83,400	77,200	36,250	320,140	855,247

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28 & Later Years	Total
	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast	Quarter 3 Forecast
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Total Employment & Skills	10,172	4,343	468	0	0	0	0	0	0	0	0	14,983
Total Transportation	27,855	67,866	55,962	46,110	32,921	5,549	0	0	0	0	0	236,263
Total Highways	4,826	2,532	1,659	1,575	1,575	825	0	0	0	0	0	12,992
Total Property Services	30,863	1,965	0	0	0	0	0	0	0	0	0	32,828
TOTAL CAPITAL - ECONOMY DIRECTORATE	104,187	113,405	72,818	94,900	72,634	106,779	70,600	83,400	77,200	36,250	320,140	1,152,313
FINANCE & GOVERNANCE DIRECTORATE	47,365	33,840	16,108	9,444	0	0	0	0	0	0	0	106,757
STRATEGIC SERVICES DIRECTORATE	9,174	42,854	1,586	1,276	6,000	6,000	6,000	6,000	6,000	6,000	6,000	96,890
TOTAL CAPITAL PROGRAMME	387,805	476,882	314,524	257,189	201,647	242,655	208,897	218,887	212,336	169,393	423,889	3,114,104
<u>Resources</u>												
<u>Use of Specific Resources</u>												
Grants & Contributions	117,040	205,821	95,112	62,447	26,542	9,805	5,413	1,873	250	250	250	524,803
Use of earmarked Capital Receipts	32,635	98,315	56,136	45,476	35,647	36,068	36,499	36,942	37,398	37,867	16,347	469,330
Revenue Contributions - Departmental	1,665	12,240	6,119	32	0	0	0	0	0	0	0	20,056
- HRA	81,795	37,218	40,200	65,259	55,079	65,072	67,785	68,072	68,888	66,426	81,152	696,946
- Income Generation	0	0	0	0	0	0	0	0	0	0	0	0
Total Specific Resources	233,135	353,594	197,567	173,214	117,268	110,945	109,697	106,887	106,536	104,543	97,749	1,711,135
<u>Use of Corporate or General Resources</u>												
Corporate Resources	0	8,155	100	150	17,641	2,925	0	0	0	0	0	28,971
Unsupported Prudential Borrowing - General	15,266	0	0	0	0	0	0	0	0	0	0	15,266
Unsupported Prudential Borrowing - Corporate	17,318	1,249	0	0	0	0	0	0	0	0	0	18,567
Unsupported Prudential Borrowing - Directorate	122,086	113,884	116,857	83,825	66,738	128,785	99,200	112,000	105,800	64,850	326,140	1,340,165
Total Corporate Resources	154,670	123,288	116,957	83,975	84,379	131,710	99,200	112,000	105,800	64,850	326,140	1,402,969
Forecast Use of Resources	387,805	476,882	314,524	257,189	201,647	242,655	208,897	218,887	212,336	169,393	423,889	3,114,104



## Treasury Portfolio Summary

	16/17 Q2 30-Sep-16		16/17 Q3 31-Dec-16		16/17 Q4 31-Mar-17		17/18 Q1 30-Jun-17		17/18 Q2 30-Sep-17		17/18 Q3 31-Dec-17	
PWLB	2,255,922,000	75.5%	2,255,922,000	76.0%	2,240,922,000	73.1%	2,240,922,000	67.0%	2,220,922,000	67.2%	2,220,922,000	67.5%
Bonds	287,971,000	9.6%	327,971,000	11.0%	327,971,000	10.7%	372,971,000	11.2%	372,971,000	11.3%	372,971,000	11.3%
LOBO's (note 1)	206,350,000	6.9%	166,350,000	5.6%	166,350,000	5.4%	166,350,000	5.0%	166,350,000	5.0%	162,350,000	4.9%
Long Term Other		0.0%		0.0%		0.0%	37,200,000	1.1%	58,754,755	1.8%	58,754,755	1.8%
Quasi Loan (Salix loans)	239,459	0.0%	239,459	0.0%	215,423	0.0%	215,423	0.0%	191,388	0.0%	191,388	0.0%
Short Term	292,783,655	9.8%	277,286,049	9.3%	358,713,549	11.7%	605,965,556	18.1%	558,618,726	16.9%	541,129,025	16.5%
<b>Gross Loan Debt</b>	<b>3,043,266,114</b>	101.8%	<b>3,027,768,508</b>	102.0%	<b>3,094,171,972</b>	101.0%	<b>3,423,623,979</b>	102.4%	<b>3,377,807,869</b>	102.3%	<b>3,356,318,168</b>	102.0%
Less Treasury Investments	(54,310,206)	-1.8%	(58,672,617)	-2.0%	(29,400,679)	-1.0%	(78,649,147)	-2.4%	(74,876,226)	-2.3%	(67,070,633)	-2.0%
<b>Net Loan Debt</b>	<b>2,988,955,908</b>	100.0%	<b>2,969,095,891</b>	100.0%	<b>3,064,771,294</b>	100.0%	<b>3,344,974,833</b>	100.0%	<b>3,302,931,644</b>	100.0%	<b>3,289,247,534</b>	100.0%
Year-End Budgeted Net Debt	3,450,000,000	86.6%	3,450,000,000	86.1%	3,450,000,000	88.8%	3,787,000,000	88.3%	3,787,000,000	87.2%	3,787,000,000	86.9%
Prudential Borrowing Limit	3,780,000,000		3,780,000,000		3,780,000,000		4,200,000,000		4,200,000,000		4,200,000,000	

### Notes

#### LOBO Loan

1. A Lender's Option Borrower's Option loan (LOBO) is a market loan in which typically the lender has a periodic opportunity to offer and adjust rate, and the borrower has the option to either accept this rate or repay the loan in full at par.

2. The increase in short term debt reflects on advance payment of cashflows to the pension fund, at a discounted rate.

*This appendix shows all long term transactions in the quarter (i.e. transactions of over 1 year)*

## Appendix 7

### 1st October 2017 - 31st December 2017

#### New Long Term Loans

Date of loan	Loan	Counter Party	Interest Rate	Maturity Date
--------------	------	---------------	---------------	---------------

No new long term loans taken during the quarter.

#### Long Term Loans prematurely repaid during the quarter.

Date of repayment	Loan/ (Repayment)	Counter Party	Interest Rate	Maturity Date	Premia/ (Discounts)
-------------------	----------------------	---------------	---------------	---------------	------------------------

No long term loans were prematurely repaid during the quarter.

## Short term loan debt outstanding at 31 December 2017

Institution	Average Rate %	Amount £
local authorities	0.56%	540,182,672
other lenders	0.23%	946,353
<b>total short term loan debt outstanding</b>	0.56%	541,129,025

Short term loans are borrowed for a period of less than 12 months. The interest rate is likely to be close to bank base and will change broadly in line with base rate changes.

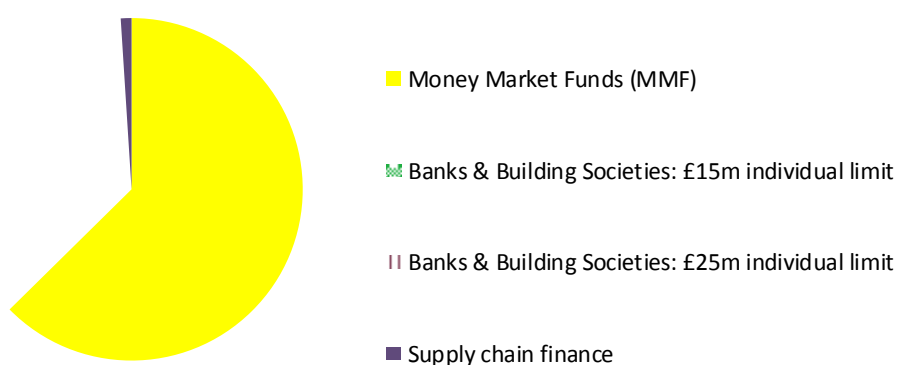
## Treasury Investments Outstanding at 31 December 2017

Investments by Institution:	Fitch Rating Short Term / Long Term	End Date	Rate %	Amount £
Amundi MMF	AAAmmf	01/01/18	0.44%	38,000,000
Federated Prime Rate MMF	AAAmmf	01/01/18	0.39%	4,000,000
Svenska Handelsbanken	F1+/AA	01/01/18	0.20%	4,000,000
HSBC	F1+/AA-	01/01/18	0.30%	11,031,155
Barclays Bank	F1/A+	01/01/18	0.30%	9,361,966
Supply chain finance	-	-	1.50%	677,513
<b>Total</b>				<b>67,070,633</b>

### Investments by type:

	Current Quarter £	%
Money Market Funds (MMF)	42,000,000	62.6
Banks & Building Societies: £15m individual limit	9,361,966	14.0
Banks & Building Societies: £25m individual limit	15,031,155	22.4
Supply chain finance	677,513	1.0
<b>Total</b>	<b>67,070,633</b>	<b>100.0</b>

### Investments as at 31 December 2017



**Treasury Management Investment Details  
1st October 2017 to 31st December 2017**

**New Investments Market Fixed Term Deposits**

<b>Date Out</b>	<b>Date In</b>	<b>Borrower</b>	<b>Amount £</b>	<b>Interest Rate</b>
No fixed term deposits in this quarter				

In addition to the above deposits with individual institutions the Council uses money market funds and other call accounts where money may be added or withdrawn usually without notice. A summary of transactions for the quarter is as follows:

**New Investments Call Accounts**

	<b><u>No of Transactions</u></b>		<b>Average Balance £</b>	<b>Average Rate Earned</b>
	<b>Investments</b>	<b>Withdrawals</b>		
Barclays Bank PLC FIBCA A/C	28	21	3,879,510	0.30%
Svenska Handelsbanken	0	1	4,000,000	0.20%
HSBC	6	6	15,398,493	0.30%

**New Investments Money Market Funds**

	<b><u>No of Transactions</u></b>		<b>Average Balance £</b>	<b>Average Rate Earned</b>
	<b>Investments</b>	<b>Withdrawals</b>		
Amundi Money Market Fund	6	8	32,120,652	0.34%
Federated Money Market Fund	12	17	17,669,837	0.31%
Standard Life (Ignis) Sterling Liquidity	7	10	5,638,043	0.21%

*This appendix shows amounts invested externally by the City Council as Accountable Body. These are separate from the Council's own investments.*

## Appendix 10

### **Accountable Body Investments - 31st December 2017**

	Growing Places Fund	Advanced Manufacturing Supply Chain Initiative	Regional Growth Fund	Total
	£000	£000	£000	£000
Goldman Sachs Money Market Fund	3,193	2,461	0	<b>5,655</b>
Black Rock Government Money Market Fund	0	0	2,210	
<b>Total Money Market Funds</b>	3,193	2,461	2,210	<b>5,655</b>
Debt Management Office	9,700	25,000	0	<b>34,700</b>
Treasury Bills	0	0	0	<b>0</b>
<b>Total Accountable Body investments</b>	<b>12,893</b>	<b>27,461</b>	<b>2,210</b>	<b>40,355</b>

**DEBT AND PRUDENTIAL INDICATORS**

WHOLE COUNCIL		17/18	17/18	18/19	18/19	19/20	19/20
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
		£m	£m	£m	£m	£m	£m
<b>Capital Finance</b>							
1	Capital Expenditure - Capital Programme	464.2	381.8	277.0	476.9	177.6	314.5
2	Capital Expenditure - other long term liabilities	27.9	27.9	30.4	30.3	36.0	35.9
3	Capital expenditure	492.1	409.7	307.4	507.2	213.6	350.4
4	Capital Financing Requirement (CFR)	4,621.7	4,688.7	4,590.8	4,635.4	4,568.5	4,596.4
<b>Planned Debt</b>							
5	Peak loan debt in year	3,845.9	3,622.2	3,766.2	3,557.9	3,623.6	3,505.7
6	+ Other long term liabilities (peak in year)	471.0	471.6	448.8	449.1	432.0	432.2
7	= Peak debt in year	4,316.9	4,093.8	4,215.0	4,007.0	4,055.6	3,937.9
8	does peak debt exceed year 3 CFR?	no	no	no	no	no	no
<b>Prudential limit for debt</b>							
9	Gross loan debt	4,200.0	3,622.2	4,120.0	3,557.9	4,040.0	3,505.7
10	+ other long term liabilities	500.0	471.6	480.0	449.1	460.0	432.2
11	= Total debt	4,700.0	4,093.8	4,600.0	4,007.0	4,500.0	3,937.9
<b>Notes</b>							
1	Forecast capital expenditure has increased since the indicator was set due to additions to the capital programme, as reported in the quarterly capital monitoring reports.						
4	The Capital Financing Requirement represents the underlying level of borrowing needed to finance historic capital expenditure (after deducting debt repayment charges). This includes all elements of CFR including Transferred Debt.						
5-7	These figures represent the forecast peak debt (which may not occur at the year end). The Prudential Code calls these indicators the Operational Boundary.						
8	It would be a cause for concern if the City Council's loan debt exceeded the CFR, but this is not the case due to positive cashflows, reserves and balances. The Prudential Code calls this Borrowing and the capital financing requirement.						
11	The Authorised limit for debt is the statutory debt limit. The City Council may not breach the limit it has set, so it includes allowance for uncertain cashflow movements and potential borrowing in advance for future needs.						

## DEBT AND PRUDENTIAL INDICATORS

## Appendix 11b

HOUSING REVENUE ACCOUNT		17/18	17/18	18/19	18/19	19/20	19/20
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
		£m	£m	£m	£m	£m	£m
<b>Capital Finance</b>							
1	Capital expenditure	137.8	120.2	115.5	131.0	105.7	111.7
<b>HRA Debt</b>							
2	Capital Financing Requirement (CFR)	1,098.2	1,097.4	1,086.9	1,058.1	1,084.2	1,045.1
3	Statutory cap on HRA debt	1,150.4	1,150.4	1,150.4	1,150.4	1,150.4	1,150.4
<b>Affordability</b>							
4	HRA financing costs	96.5	87.3	96.4	90.4	97.2	97.9
5	HRA revenues	283.8	283.8	279.9	277.2	275.7	273.1
6	HRA financing costs as % of revenues	34.0%	30.8%	34.4%	32.6%	35.3%	35.8%
7	HRA debt : revenues	3.9	3.9	3.9	3.8	3.9	3.8
8	Forecast Housing debt per dwelling	£17,722	£17,781	£17,678	£17,335	£17,786	£17,331
9	Estimate of the incremental impact of new capital investment decisions on housing rents.	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
(expressed in terms of ave. weekly housing rent)							

### Notes

- 2-3 The HRA Capital Financing Requirement (CFR) is being used by the Government as the measure of HRA debt for the purposes of establishing a cap on HRA borrowing for each English Housing authority.
- 4 Financing costs include interest and MRP (or depreciation in the HRA).
- 7 This indicator is not in the Prudential Code but is a key measure of long term sustainability. This measure is forecast to fall below 2.0 by 2026/27, which is two years later than previously forecast.
- 8 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.
- 9 The cost of borrowing for the Capital Programme represents the interest and repayment costs arising from any new prudential borrowing introduced in the capital programme since the last quarter, expressed in terms of an average weekly rent. The calculation excludes the cost of borrowing which is funded from additional income or savings. As all planned HRA borrowing is funded from additional income in this way, the impact is zero. The Prudential Code calls this the Estimate of the incremental impact of capital investment decisions on housing rents.

## DEBT AND PRUDENTIAL INDICATORS

## Appendix 11c

GENERAL FUND		17/18	17/18	18/19	18/19	19/20	19/20
		Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
		£m	£m	£m	£m	£m	£m
<b>Capital Finance</b>							
1	Capital expenditure (including other long term liabilities)	354.3	289.5	191.8	376.2	107.9	238.7
2	Capital Financing Requirement (CFR)	3,523.5	3,591.2	3,503.9	3,577.3	3,484.2	3,551.3
<b>General Fund debt</b>							
3	Peak loan debt in year	2,747.7	2,524.8	2,679.3	2,499.8	2,539.4	2,460.6
4	+ Other long term liabilities (peak in year)	471.0	471.6	448.8	449.1	432.0	432.2
5	= Peak General Fund debt in year	3,218.7	2,996.4	3,128.1	2,948.9	2,971.4	2,892.8
<b>General Fund Affordability</b>							
6	Total General Fund financing costs	265.6	161.0	273.2	274.2	266.9	270.7
7	General Fund net revenues	821.8	821.8	815.2	855.2	804.5	824.6
8	General Fund financing costs (% of net revenues)	32.3%	19.6%	33.5%	32.1%	33.2%	32.8%
9	Estimate of the incremental impact of new capital investment decisions on Council Tax.	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Expressed in terms of Council Tax (Band D equiv)  
(impact already included in Council Tax increases assumed in LTFP)

### 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 gross revenue cost of borrowing and other finance, including borrowing for the Enterprise Zone and other self-supported borrowing.
- 9 The incremental impact of new capital investment decisions represents the interest and repayment implications arising from any changes in forecast prudential borrowing in the capital programme since the last quarter, expressed in terms of Council Tax at Band D. Any implications are cumulative in later years as successive years' borrowing is added. Any impact has been funded within the Long Term Financial Plan and assumed Council Tax charges up to 2017/18. The calculation excludes the cost of borrowing which is funded from additional income or savings. At Quarter 1, all the changes in forecast prudential borrowing relate to self-funding projects, so there is no net incremental impact on Council Tax.



## PRUDENTIAL INDICATORS

Appendix 11d

### TREASURY MANAGEMENT

	17/18	17/18	18/19	18/19	19/20	19/20
	Indicators	Forecast	Indicators	Forecast	Indicators	Forecast
<b>CIPFA Treasury Management Code</b>						
1 Has the authority adopted the TM Code?	Yes	Yes	Yes	Yes	Yes	Yes
<b>Interest rate exposures</b>						
	<b>Limit</b>	<b>Forecast Maximum</b>	<b>Limit</b>	<b>Forecast Maximum</b>	<b>Limit</b>	<b>Forecast Maximum</b>
2 upper limit on fixed rate exposures	130%	91%	130%	84%	130%	86%
3 upper limit on variable rate exposures	30%	23%	30%	25%	30%	19%
<b>Maturity structure of borrowing</b>						
(lower limit and upper limit)	<b>Limit</b>	<b>Forecast Year End</b>	<b>Limit</b>	<b>Forecast Year End</b>	<b>Limit</b>	<b>Forecast Year End</b>
4 under 12 months	0% to 30%	20%	0% to 30%	20%	0% to 30%	17%
5 12 months to within 24 months	0% to 30%	2%	0% to 30%	1%	0% to 30%	1%
6 24 months to within 5 years	0% to 30%	3%	0% to 30%	6%	0% to 30%	4%
7 5 years to within 10 years	0% to 30%	11%	0% to 30%	11%	0% to 30%	11%
8 10 years to within 20 years	5% to 40%	21%	5% to 40%	22%	5% to 40%	22%
9 20 years to within 40 years	10% to 60%	35%	10% to 60%	35%	10% to 60%	39%
10 40 years and above	0% to 40%	7%	0% to 40%	5%	0% to 40%	6%
<b>Investments longer than 364 days</b>						
upper limit on amounts maturing in:	<b>Limit</b>	<b>Forecast</b>	<b>Limit</b>	<b>Forecast</b>	<b>Limit</b>	<b>Forecast</b>
11 1-2 years	200	0	200	0	200	0
12 2-3 years	100	0	100	0	100	0
13 3-5 years	100	0	100	0	100	0
14 later	0	0	0	0	0	0

### Note

2-10 These indicators assume that LOBO loan options are exercised at the earliest possibility, and are calculated as a % of net loan debt.

### **Commonwealth Games**

The award of the 2022 Commonwealth Games to Birmingham will require significant capital investment by the City Council in sports venue improvements (especially at the Alexander Stadium), capital grants to the Organising Committee, and building an athletes' Games Village which will be converted to residential housing after the Games. These will not be included in the capital programme until costs have been agreed with the newly-created Organising Committee.

However, an initial capital budget of £44.9m for City Council development costs and land acquisition has been included in the 2017/18 and 2018/19 budget funded by capital grants of £38.0m and council corporate resources of £6.9m.

The City Council's capital programme and resources have been reviewed to identify funding towards the Games costs. At this stage £15.064m of resources have been released.

The table below summarises the resources that have been re-prioritised to date to support the Games funding.

<b>Directorate</b>	<b>Details</b>	<b>£m</b>
Place	Disposals Programme – Sport & Leisure Review	1.000
	Earmarked Receipts – Empty Properties	0.800
Adults Social Care & Health	Revenue Reform – H&SC Integration	1.000
	Disposals Programme – The Laurels	0.790
	CareFirst IT Project	0.330
Economy	Earmarked Receipts – general accumulated balance	0.924
	Access to Buildings Project	0.459
Finance & Governance	Earmarked Receipts – general accumulated balance	1.774
	SAP New Development Project	1.500
	Grant contingency reserves	2.482
	Review of Disposals Programme	2.000
	Revenue Reform – Contingency	2.005
	Unapplied Grants Reserve	0.298
<b>Total</b>		<b>15.362</b>

# BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

Report to:

**CABINET**

*Exempt  
information  
paragraph number  
– if private report:*

Report of:

Chief Operating Officer

Date of Decision:

27<sup>th</sup> March 2018

SUBJECT:

Performance Monitoring

April to December 2017

Key Decision: Yes

If not in the Forward Plan:  
(please "X" box)

**Relevant Forward Plan Ref:**

**Chief Executive approved**

☐

**O&S chairman approved**

☐

Relevant Cabinet Member(s):

Councillor Brigid Jones – Deputy Leader

Relevant O&S Chairman:

Corporate Resources and Governance – Councillor

Mohammed Aikhlaq MBE

Wards affected:

All

### 1. Purpose of report:

The purpose of this report is to:

- 1.1 Provide a summary of progress against the council's Vision and Priorities Council Plan and Organisational Health targets for the period April and December 2017 (unless otherwise stated), including any issues requiring attention and remedial activity in place to deal with these.
- 1.2 Notify Cabinet of areas of particular success, any issues requiring attention and remedial activity in place to deal with these.

### 2. Decision(s) recommended:

That Cabinet:

- 2.1 Notes the progress to date, areas that have performed well against targets and any issues requiring attention.

Lead Contact Officer(s):

Wendy Griffiths

Lourell Harris

Telephone No:

0121 464 41421

0121 675 4602

E-mail address:

[wendy.x.griffiths@birmingham.gov.uk](mailto:wendy.x.griffiths@birmingham.gov.uk)

[lourell.harris@birmingham.gov.uk](mailto:lourell.harris@birmingham.gov.uk)

### **3. Consultation**

#### **3.1 Internal**

Cabinet members, directors and directorate staff have been involved in discussions around the performance against the targets contained within this report and attached appendices. Otherwise this paper is a factual report on progress and no other consultation has been required.

#### **3.2 External**

No external consultation required.

### **4. Compliance Issues:**

#### **4.1 Are the recommended decisions consistent with the council's policies, plans and strategies?**

This report provides a position statement about how well the council is performing against the key targets which were set in March 2017, towards achieving the outcomes and priorities as set out in the council's vision and forward plan.

#### **4.2 Financial Implications (How will decisions be carried out within existing finances and Resources?)**

The vision and forward plan forms a key part of the budgeting and service planning process for the City Council that takes account of existing finances and resources, and sets out the key strategic and operational outcomes that the City Council wishes to achieve. Implications on the council's budgetary position arising from issues highlighted in this report will be reported in the periodic corporate budget monitoring statements received by Cabinet.

#### **4.3 Legal Implications**

There are no legal implications arising from this report.

#### **4.4 Public Sector Equality Duty. (see separate guidance note)**

Birmingham City Council's key vision and priorities council plan and organisational health measures are designed to ensure significant improvement in service quality and outcomes for the people of Birmingham – some have a particular focus on disadvantaged groups. Non-achievement may have a negative impact on external assessments of the City Council and could put relevant funding opportunities at risk.

## 5.0 **Relevant background/chronology of key events**

### 5.1 **CONTEXT**

- 5.1.1 In line with the council's commitment to keep Cabinet and citizens informed of progress against the delivery of its key vision and priorities performance targets, this report provides the performance success and progress for the period April to December 2017.
- 5.1.2 The main focus of this report is based on those areas which have either performed exceptionally well above set targets or where there has been some difficulty in achieving them. Where the latter is the case, a summary of reasons for performance and actions being taken to bring performance back on track (where possible), is also provided. Fuller details are provided in the attached two appendices.
- 5.1.3 Following Cabinet, this report and supporting information will be made available on the council's website [www.birmingham.gov.uk/performance](http://www.birmingham.gov.uk/performance) to enable citizens to see the progress made towards achieving targets and those areas which require further work.

### 5.2 **GENERAL SUCCESSES**

- 5.2.1 Listed below are some general good news stories for Birmingham, during the period October to December 2017:
- **Ofsted's inspection of children's services** in December found that the City Council had made continued progress, recognising reductions in the number of caseloads for staff, reductions in the numbers of agency social work staff, child protection plans being outcome focused and regularly reviewed, improved completion rates for assessments, and improvements in the quality of social work practice (when compared to their previous inspection).
  - **Corporate Parenting** partners, Fortem Construction and Birmingham Wellbeing Service Team co-funded a festive party in December for 160 of our young people in care, staff, parents and carers who came together for the first time at Birmingham Wellbeing Centre. The young people were all able to attend for the first time due to joint working between the Travel Assist Team, the Birmingham Wellbeing Service and Fortem Construction, who ensured that that they were able to attend, a great example of joint working across services for the benefit of our children.
  - **Birmingham Financial Inclusion Partnership** contributed to the National Financial Capability Week 2017, supporting 1,164 Birmingham residents to access information, support and guidance in relation to digital inclusion, employment and education, affordable credit, food and fuel poverty - £10k in savings on overpriced fuel tariffs were identified.
  - A **strategic cross directorate group** led by Place directorate has been established to take forward the council's statutory obligation in respect of Modern Slavery.

- Following Cityserve's success in winning 'Best Council Service Team' at the MJ's, it was awarded 'Best Council Service: Catering' at the Association for Public Service Excellence (APSE) for the second year in a row; They were also runners-up in the Best Commercialisation and Entrepreneurship initiative category for the second consecutive year.

### **Awards and Recognitions**

- **Birmingham's successful bid to host the XXII Commonwealth Games** – confirmed by the Commonwealth Games Federation in December.
- **Birmingham named as the 'most improved city' in the UK and one of Britain's top 10 smartest cities** in the second UK Smart Cities index. Ranked as the 4<sup>th</sup> smartest city in the UK and one of 12 contender cities.
- Social Worker of the Year Awards - **Adult Social Worker of the Year (Gold Award). Overall Social Worker of the Year** – won by a member of staff working in the Enhanced Assessment Bed – North team; **Practice Educator of the Year Award** – Adult's Social Care - Students Unit; **Raising the Profile of Social Work** (Silver Award) Tri City Social Work Exchange Programme.
- External recognition for the **Register Office** which is now available for conferences. The first was held in December in association with Oxford University. Delegate feedback was positive, in relation to venue, facilities and excellent staff.
- Two awards at this year's **Insider Midlands Residential Property Awards**. One for the council's building scholarship programme and another for social housing.
- **Local Authority and Public Sector Air Quality Initiative of the Year Award** at the National Air Quality Awards in London, for the Council's NOx Reduction Champions Project, a partnership between the council, Autogas Ltd, Harborne Garage – Selly Oak, Element Energy and VRS.
- **Plain English Campaign Award** for the Council's website.
- **Social Housing Provider of the Year** for the council's ability to overcome major funding and planning restrictions to create a number of residential developments in the city.

### **Funding**

- **Neighbourhood and Communities Division:** The delivery of a **£2 million** initiative to support innovative projects across the city. Each ward has been allocated £48,000 to fund projects that link to the city's overriding priorities with an emphasis on doing things differently, strengthening communities and supporting active citizenship.
- **The Library of Birmingham** has secured **£220,000** from Enterprise for Success, part of the European Regional Development Fund. This funding will enable the Business Team at the Library to expand its Business Support and Advice services both within the Library of Birmingham and in Community Libraries across the city. Working in partnership with the Greater Birmingham and Solihull

Local Enterprise Partnership over the next 14 months the team will provide:

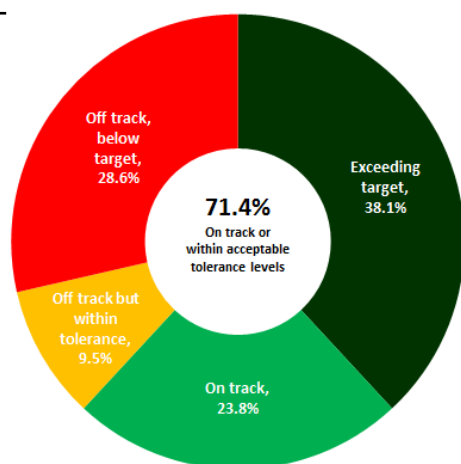
- One to one Business Advice Sessions;
- Workshops and a network of support for start-up businesses within the city; and
- The delivery of pop up advice sessions via the mobile library and the provision of targeted support within the prison library at HMP Birmingham.

The project aims to support individuals and businesses to succeed in their communities through locally delivered support.

- **Culture: £152,500** Cultural Regeneration commissioning awarded to 6 organisations to deliver high quality intergenerational cultural activities in Washwood Heath, Aston, Soho, Lozells and East Handsworth wards. These projects will engage residents, particularly from a black and minority ethnic (BME) demographic and offer progression and development opportunities for BME artists and emerging arts leaders.
- **Housing:** A development grant (from the Department for Digital, Culture, Media and Sport) of **£40,000** to develop and test the feasibility of the council's pilot work to set up a Community Social Impact Bond in the Druids Heath area of the city. The bid is focussed on designing new delivery models and support for the following themes: Drug and Alcohol Dependency; Young People; and Healthy Lives.

### 5.3 VISION AND PRIORITIES COUNCIL PLAN MEASURES – APRIL TO DECEMBER 2017

- 5.3.1 For the council plan measures, overall strategic performance analysis is made up of 28 performance indicators of which performance results are available for 21. For the other 7 measures, 2 are activity measures without a target and against which we are monitoring a trend, and 5 results are not yet due as they are reported on a less frequent basis e.g., annually or half yearly. The results for the latter will be provided as soon as they are available.



- 5.3.2 Taking the above into account, for the period April to December 2017, 15 of the 21 measures (71.4%) exceeded, met or were within acceptable tolerance levels of their target. Overall performance remains good when compared to the outturn result for 2016/17 (45%), and when compared to the same period in 2016 (63%).

- 5.3.3 For 18 measures, comparisons can be made to the performance at the end of the previous quarter (September 2017). A comparison against the previous quarter cannot be provided for the others as performance against these are not comparable

to previous results.

5.3.4 Of the 18 comparable measures, performance against:

- 8 improved.
- 2 stayed the same as the previous result, and
- 8 deteriorated, 3 of which are off track and included in the summary later in this report.

5.3.5 **COUNCIL PLAN SUCCESSES (APPENDIX 1)**

5.3.6 **Children's Priority**

- **Children and young people open to Children Social Care who were supported to live with their own family:** Close to target (80%) at the end of the previous quarter (September 2017), by the end of December 2017, performance at 87% had significantly improved, had exceeded the 80% target, and is an indication that more opportunities are being provided for children and young people to live in a family home environment, rather than in a residential setting.
- By 31<sup>st</sup> December 2017, 52 **schools had progressed a Mode Sustainable Travel Accreditation and Recognition for Schools programme**. This indicator is about fostering a life-long positive attitude to active travel in children, whilst at the same time encouraging parents and families to reconsider how they travel and get their children to school. Performance up to December 2017 has not only performed well against the December target, but exceeded the end of year target for March 2018 (50).

5.3.7 **Health Priority**

- **172,445 of Birmingham's most deprived citizens engaged with the wellbeing service, went to an active park or attended at wellbeing centre**, exceeding the cumulative target of 135,000, despite sites being closed over the Christmas period and sessions being cancelled due to adverse weather conditions.

5.3.8 **Housing Priority**

- Up to 31<sup>st</sup> December 2017, 7,572 **homelessness cases were prevented or relieved** against a target of 7,100. Working in partnership with St Basils, Trident, Let2Birmingham and the Homeless Prevention Welfare Service, is proving successful in reaching and preventing homelessness occurring.
- 348 **affordable homes** have been built against the targeted 298, demonstrating the council's commitment to providing affordable housing. This includes social rented, affordable rented and intermediate housing (homes for sale and rent provided at a cost above social rent but below market levels). The mix of new homes includes both new build and refurbished affordable rent units for the elderly.
- Another 79 **empty properties** have been brought back into use since September, bringing the quarter 3 (December) total to 246. A cost-effective and sustainable way to increase the supply of housing and make the best use of existing stock, bringing properties back into use also assists in decreasing the



risk of fear or crime, vandalism, squatting etc.

- Performance remains above target for the **percentage of available council housing as a percentage of stock**, achieving 99.51% compared to the 98.8% target.

#### 5.3.9 **Jobs and Skills Priority**

- **Reducing the unemployment gap between wards.** Latest results show that the gap between the 10 best and worst performing wards in Birmingham has narrowed from 4.6% points at Q2 (September 2017) to 4.4% points at December 2017.

#### 5.3.10 **COUNCIL PLAN MEASURES – MISSED TARGETS**

*(Results are provided in brackets)*

#### 5.3.11 **Children Priority**

- The **proportion of schools rated as good or outstanding during the term (66%)**. Good and outstanding schools are left for longer to re-inspect so weaker schools are inspected more often and have a greater likelihood of weaker judgement. It is the latter that fall within the scope of this performance measure. Of the 6 schools inspected, 3 were judged good or outstanding, 1 was a short inspection (reaffirming the standing Good/Outstanding outcome) and 2 were inadequate (1 of which was deemed to be in special measures) reflecting that Ofsted has been to school and visited and will not be returning for another 2 years). In contrast, the measure relating to **the overall proportion of all schools which are judged good or outstanding** performed well, hitting target at 81.1%.
- The **percentage of children making at least expected progress across each stage of their education – early years' foundation stage (65.9%)**. A provisional result and based on the annual collections from primary schools, although not meeting national levels (estimated at 70.7%), indications are that pupils achieving a good level of development has increased slightly on 2016 levels (64%).
- The **average progress score of Birmingham pupils compared to national pupils between Key Stage 1 and Key Stage 2 (56%)**. Final results, published by the Department for Education, show that the proportion of young people reaching the expected standard in reading, writing and maths combined rose by 9% when compared to 2016 (47%), and the gap with the national average has narrowed and is now 5%.

#### 5.3.12 **Health Priority**

- More work needs to be done to improve the **quality of care provided in the city so that more people received a standard of care that met or exceeded the quality threshold (68.6%)**. Performance is 6.4 percentage points behind the December target of 75%. The result provided is in relation to Q2 (September) performance and is an improvement on the previous quarter's result of 61.8%., demonstrates that there is further work to do in meeting the target. Cabinet has approved a new framework for commissioning care providers that will be implemented from 30<sup>th</sup> April. It is anticipated that this will increase the

percentage of clients with good providers as the Council will no longer engage with poor quality providers.

### 5.3.13 **Jobs and Skills Priority**

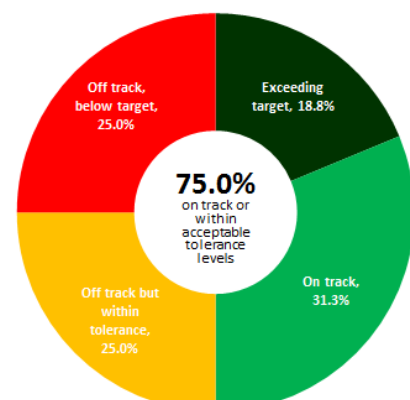
- **Increasing the number of apprenticeships within other organisations through our influence on contract management (67):** Whilst performance has not changed when compared to the previous quarter, the gap between performance and target has widened. It is important to note that this indicator is affected by the type of contracts awarded and therefore it may not be unusual for such a difference between quarters. The service area is fairly confident that this target will be achieved by year-end but this is dependent on the approval of a contract which is due to go to Cabinet in March for approval. If approved, it is expected that implementation is likely to deliver an increased number of apprentices.
- **Apprenticeships working directly within the City Council (98):** The target for this indicator is 188. This underperformance has been impacted by the prolonged delays in the publication of the Local Government Association's Apprenticeship Levy Guide affected the council's ability to procure training providers in a timely manner throughout this financial year. This has led to unexpected complexity of reviewing, commenting on, and agreeing Contracts from training providers. The guidance has now been issued and the next steps are to embed this into standard documentation to ease procurement of approved providers quickly. In the interim, work in progress to increase performance includes a pilot to identify current skills vs future skills, leading to the identification of the most appropriate development plans linked to an Apprenticeship Framework, and working with ICT and Digital Solutions staff to identify apprentice opportunities for Birmingham City Council (BCC) seconded staff.

The target is spread across 3 years of which this is year 1. Annual performance contributes to a goal of achieving the overall target set in-line with Government expectation's by March 2020. Steps being taken by Human Resources to mitigate against this year's under performance are detailed in the attached appendix 1 to this report and include a number of actions involving working with service areas to streamline processes, undertake more targeted marketing and engagement, promotional events to support personal development plans and integrating with the Talentlink project to ensure all relevant vacancies are automatically considered for conversion to an apprenticeship.

## 5.4 **ORGANISATIONAL HEALTH MEASURES (APPENDIX 2)**

5.4.1 Overall, of the 29 organisational health measures, results are available for 19. 3 of these are trend measures and do not have a target. For the purpose of this first report these have been excluded from the overall count of measures deemed as achieving or missing their target.

5.4.2 Results for the other 10 measures are



reported annually and performance against these will be made available to Cabinet as they become available.

5.4.3 Excluding the 3 trend measures, of the remaining 16 results, 12 (75.0%) exceeded, met or was within acceptable tolerance levels of their target. For 4 measures, performance missed the target.

5.4.4 Comparison against the previous quarter's performance can be provided for 17 measures. Of these, performance against:

- i. 7 improved or stayed the same as the previous result, and
- ii. 10 deteriorated.

#### 5.4.5 **ORGANISATIONAL HEALTH MEASURES - SUCCESSES**

Listed below are the Organisational Health measures successes at the end of December 2017.

#### 5.4.6 **Citizens**

- The **percentage of citizens registering satisfaction with the Council (67%)** – performance is 5 percentage points above target.

#### 5.4.7 **Governance**

- **Ombudsman complaints resulting in reports issued (0%).**
- **Judicial review challenges that were successfully defended (100%).**

#### 5.4.8 **ORGANISATIONAL HEALTH MEASURES – MISSED TARGETS**

#### 5.4.9 **Citizen**

- The **percentage of complaints answered within 15 working days (85%):** Reported on a monthly basis, the result for December has slipped below the 90% target. Over half of the 1,328 complaints received related to waste management as a result of missed collections - 78.8% of these were responded to within time, with the directorate itself achieving an 81% response rate. Other areas not achieving the target were Adult Social Care and Health 73% of 11 complaints received, and Children and Young People directorate 25% of 4 complaints. Escalations to Heads of Service/Assistant Directors/Corporate Directors will take place for all those Service Areas that failed to meet the 90% target. Year-to-date performance is 96% with a total of 13,906 complaints answered within time.

#### 5.4.10 **Governance**

- **Data protection act requests in 40 days- 59% (target 85%).** Performance remains off track. A new calculation methodology has been introduced during the last quarter and these measures now include holding responses. As a result, comparisons are not able to be made against the previous period. More suitable comparative data will be provided at next report.
- **Maintain/improve compliance with ICT and procurement policies and**

**governance:** Both quarantined assets (3.7%) and officers with multiple devices (1.41%), although still below target, have seen improvement in performance from the previous quarter. Quarantined Assets 4.3% improvement (from 8% to 3.7%), and officers with multiple devices 0.52% (from 1.9% to 1.41%). Improvement can also be seen in compliance to procurement procedures up 6.9% to 99.9% bringing performance for this element of the performance indicator back on track and on target.

#### 5.4.11 **Workforce**

- **Workforce sickness absence rates per full time equivalent member of staff.** The December result at 10.96 is down 0.21 days on the previous month. Year-to-date (YTD) the result is 10.32, 0.6 higher than the previous YTD result. However, attendance rates remain on track at 95%. The highest overall reason for absence remains anxiety/stress/depression (23.17%). Actions being taken to mitigate this performance focusses on preventative work including, promoting flexible working, stress questionnaires, risk assessments, mental health first aid training and enhancing the role of the Employee Assistance Programme and Occupational Health in supporting employees and looking at sickness data to identify hotspots of stress-related absence and focussing additional Occupational Health and Human Resources support on these areas.

#### 5.4.12 **Waste management measures**

Below is the update in relation to progress against the selection of waste management measures, for which, although not formally a part of the council plan set of measures, updates are provided on a quarterly basis on the Council webpage ([Birmingham.gov.uk/performance](http://Birmingham.gov.uk/performance)).

- **Percentage of waste sent to landfill 15% (target 10%):** Performance has improved compared to the previous quarter, but remains off track. The target for this indicator is profiled to take into account the scheduled closedown of the Energy Recovery Plant which takes place in April/May. Issues with the waste stream caused the Energy Recovery Plant to be unavailable for a short period in June causing extra waste to be diverted to landfill. The industrial action severely impacted the collection services in July, August and September dramatically reducing the amount of segregated recycling collected and thus increasing the residual proportion of the overall waste handled. No waste other than ash from the Energy Recovery Plant went to landfill in December and if this continues then this indicator should improve.
- **Reducing collected household waste – kg per household:** This is a measure of the success of reducing the amount of residual household waste collected directly from households, large containers as well as wheelie bins/sacks, divided by the number of households. Performance, at 408 kg, is slightly better than target (418kg).
- **Missed bin collections per 100k collections made:** Year-to-date performance, at 79 per 100k collections, is not meeting target (52 per 100k collections) but is an improvement on the previous quarter's result. The number of reported missed collections increased in December due to the disruption caused by severe weather conditions. There were high levels of missed collections in the period of July to September due to the disruption in collection services caused by the industrial action.

- **Increasing recycling, reuse and green waste:** Performance (estimated) has stayed the same as the previous quarter at 23% (the December target is 31.40%). There was an increase in the amount of composting compared to the first quarter of last year; however there was a reduction in post incineration metals due to the scheduled shutdown of the Energy Recovery Plant and a reduction in recycling from on-street banks. The industrial action severely impacted the collection services in July, August and September disproportionately affecting recycling services dramatically, reducing the amount of segregated recycling collected. Dry recycling continued to increase in December, however composting has dramatically reduced due to the end of garden waste collections.

## 5.5 **Cross-cutting measures**

- 5.5.1 Progress against the set of cross-cutting measures, which we set ourselves in June, will be reported to Cabinet alongside the 2017/18 vision and priorities outturn results, when they are reported to Cabinet in June 2018.

## 6.0 **General**

- 6.1 The attached appendices provide a more detailed breakdown of performance for all of our key performance and organisational health measures, along with commentary which explains performance, and where relevant, summarises any remedial actions that have been taken or are planned to bring performance on track.
- 6.2 The four symbol style for monitoring progress reflects the 'as at position' against targets. A 'Star' means performance has significantly exceeded the target, a 'tick' indicates performance was on, or above target (but not significantly above), the 'circle' shows performance was below target, but within an acceptable tolerance level, and the 'triangle' tells us that performance is off target and worse than agreed tolerances. This style of reporting is to enable services to better manage measures at lower risk and members to focus on those areas that require particular attention.
- 6.3 Once approved by Cabinet, information of progress against all targets in this report will be published on the Council website: [www.birmingham.gov.uk/performance](http://www.birmingham.gov.uk/performance) in line with previous practice.

## 7.0. **Evaluation of alternative option(s):**

- 7.1 This report provides progress against the council's strategic outcomes, and the measures in place to achieve them. If this report was not provided, Cabinet, in its entirety, would not have an overview of progress against the Council's key performance and organisational health measures, or actions being taken to bring performance back on track.

## 8.0 **Reasons for Decision(s):**

To advise Members of progress against outcomes, including, any actions being taken, or planned, to bring performance on track.

**Signatures****Date**

Cabinet Member: ..... ..

Chief Officer..... ..

**List of Background Documents used to compile this Report:**

- Performance Monitoring April to September 2017
- Performance Monitoring Quarter Three 2016/17 (April to December 2016)

**List of Appendices accompanying this Report (if any):**

1. **Appendix A – Council Plan Measures – Quarter 3, 2017/18**
2. **Appendix B – Organisational Health Measures – Quarter 3, 2017/18**

**Report Version****Dated**

## **PROTOCOL PUBLIC SECTOR EQUALITY DUTY**

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report at section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in the standard section (4.4) of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
  - (a) whether there is adverse impact upon persons within the protected categories
  - (b) what is the nature of this adverse impact
  - (c) whether the adverse impact can be avoided and at what cost – and if not –
  - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
  - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - The equality duty – see page 9 (as an appendix).

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - (c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) tackle prejudice, and
  - (b) Promote understanding.
- 5 The relevant protected characteristics are:
  - (a) age
  - (b) disability
  - (c) gender reassignment
  - (d) pregnancy and maternity
  - (e) race
  - (f) religion or belief
  - (g) sex
  - (h) sexual orientation



# Appendix 1

## Birmingham City Council Corporate Performance Monitoring

### Vision and Priorities 2017-2020 Council Plan Measures

#### Quarter 3 2017/18 Progress report



# Contents

Overview **2**

Overall performance against our priorities **3**

Key messages **4**

Progress against our vision and priority measures **6**

A city of growth where every child, citizen and place matters.

- **Children** – a great place to grow
- **Housing** – a great place to live in
- **Jobs and Skills** – a great place to succeed in
- **Health** – a great place to grow old in



## Overview

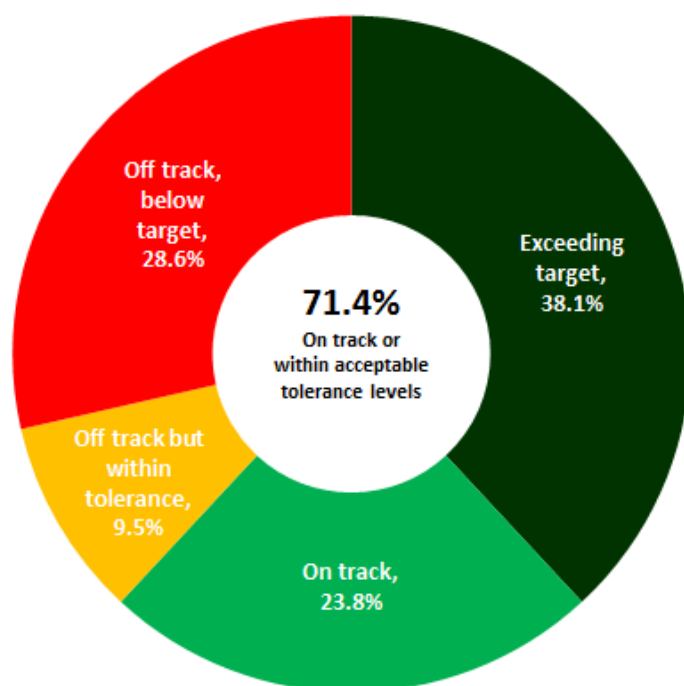
This report provides an update on performance against our Council Plan measures, at December 2017, as set out in our Visions and Forward Plan.

The key below explains the symbols and arrows we have used alongside written information to describe progress.

### Key (Symbols and abbreviations used)

★	Exceeding target	DoT	Direction of travel from the previous quarter
✓	On track	↗	Improving performance
●	Off track but within tolerance	↔	No change in performance
▲	Off track, below target	↘	Deteriorating performance
N/A	Not available		

## Overall performance against our priorities



**21 of the 28 Key Performance Measures report a result being available.**

**15 (71.4%) have exceeded, met or are within acceptable tolerance levels;**

- 8 (36.4%) exceeding target,
- 5 (22.7%) met target,
- 2 (9.1%) within acceptable tolerance levels.

**6 (28.6%) measures are off track;**

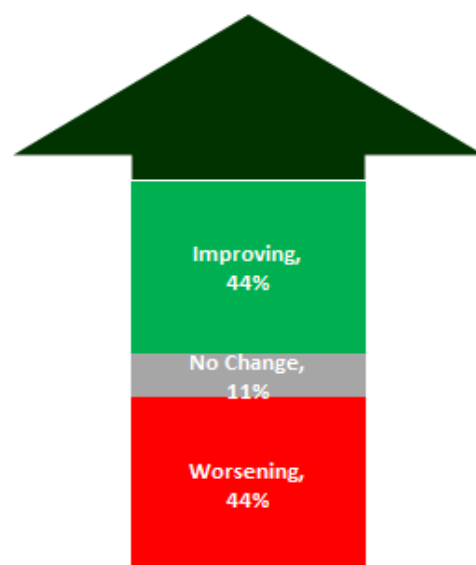
- 3 within the Children's priority,
- 1 in Health, and
- 2 in the Jobs and Skills priority.

Performance results for the remaining 7 measures are reported on a less frequent basis and are not yet due.

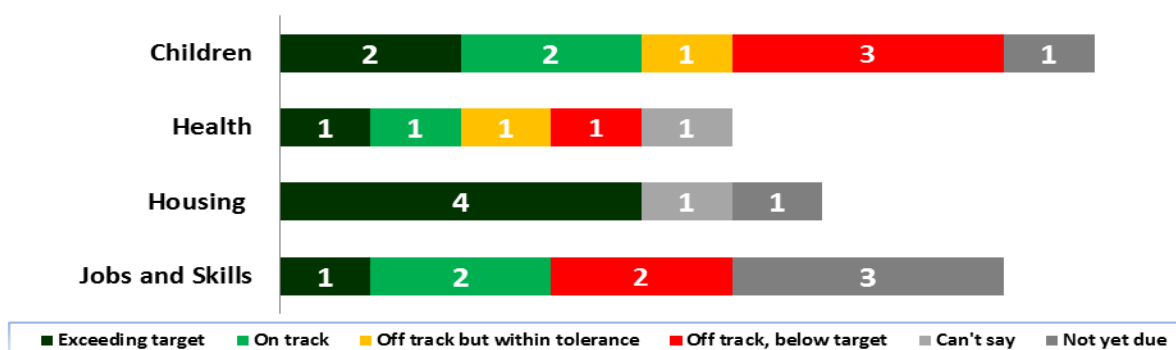
A direction of travel can be provided against the previous quarter for 18 of the 21 measures. A direction of travel is not available for the others as previous results are not comparable.

Of the 18 comparable measures:

- 8 (44%) improved,
- 2 (11%) have remained the same, and,
- 8 (44%) deteriorated.



A summary against each of our priorities, is provided below:



## Key messages

Detailed performance summary along with written information to describe progress against each measure is provided from page 6 onwards.

### Children - A great place to grow up in

- An environment where our children have the best start in life
- Our children and young people are able to realise their full potential through great education and training
- Our children and young people are confident about their own sense of identity
- Families are more resilient and better able to provide stability, support and nurture through prenatal and early health
- Our children and young people having access to all the city has to offer

**87% of children** and young people open to Children Social Care are **supported to live with their own family**.



**52 schools** have been accredited a mode 'STAR'



**Birmingham pupils average progress 8 score** Key Stage 2 and GCSE, **above national average**



**65.9% children making good level of progress** - Early Years Foundation Stage



**56% pupils achieved expected standard** in Key Stage 2 Reading, Writing and Maths combined, +9% on 2016

**1,758 Children in Care (CiC)** excluding unaccompanied asylum seeking children.



Overall **81.1% of schools in Birmingham are currently good or outstanding**. In December, 3 out of 6 schools were rated good/ outstanding and 1 school retained its rating.



### Health - A great city to grow old in

- Creating a healthier environment for Birmingham
- Increased use of public spaces for physical activity; more people walking and cycling; greater choice of healthy places to eat in Birmingham
- Leading real change in individual and community mental wellbeing
- Promoting independence of all our citizens
- Joined up health and social care services so that citizens have the best possible experience of care tailored to their needs
- Preventing, reducing and delaying dependency and maximising the resilience and independence of citizens, their families and the community



**172,445 citizens engaged with our wellbeing services** on offer - been to a park or attended a wellbeing centre or service



**23.5% citizens have control over their care** through Direct payments



**68.6% care providers** in the city meet or exceed the quality threshold.



**72.1% people receive the care they need in their own home**

## Housing - A great place to live in

- Making the best use of our existing stock
- Delivering through a range of partnerships to support a strong supply of new high quality homes in a mix of tenures
- Supporting the people of Birmingham to access good quality housing provision
- Working with our partners to reduce homelessness

246 empty properties bought back into use.



348 affordable homes built



99.51% of our **council housing** as a percentage of stock was **made available**.

7,572 prevention activities carried out to help homelessness be prevented or relieved



5.16 (per 1,000 households) are living in temporary accommodation.



## Jobs and Skills - A great city to succeed in

- Creating the conditions for inclusive and sustainable growth that delivers and sustains jobs and homes across Birmingham
- Investment in infrastructure and improved connectivity
- Growth of sectors/clusters of activity where Birmingham has competitive strengths
- The development of a modern sustainable transport system that promotes and prioritises sustainable journeys
- Birmingham residents will be trained and up-skilled appropriately to enable them to take advantage of sustainable employment



67 apprenticeships created with other organisations through our influence on contract management. 98 apprentice new starts created directly within the Council.

**Digital offer across Birmingham improved** – Govetech accelerator launched, awareness raised on digital and smart cities activities and regional 5G bid submitted.



4.4% unemployment gap between 10 best and worst wards. 0.9% lower than the 5 year average.



2.1% (564 young people) of 16/17 year olds (years 12 & 13) not in education, employment or training. Performance better than the national average.

# Progress against our vision and priority measures

## CHILDREN

## A great city to grow up in



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
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The proportion of schools rated as good or outstanding during the term

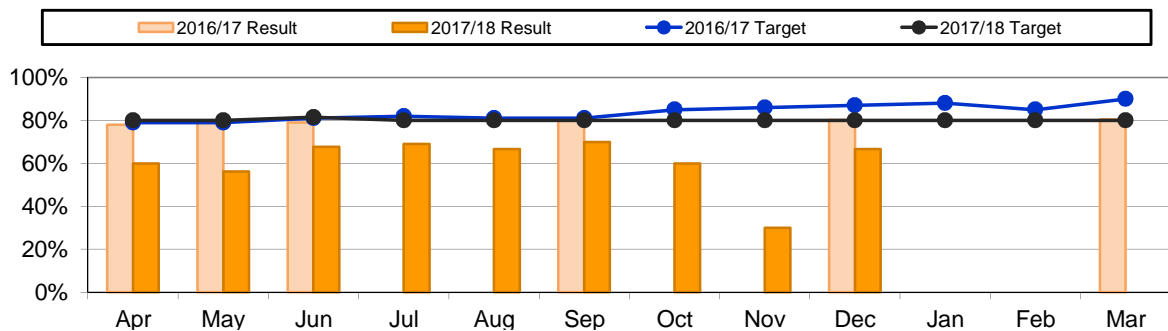
66.6% 80.0%



In December there were 6 inspections of schools by Ofsted. 3 of these judgements were Good/Outstanding, 1 was a short inspection (reaffirming the standing Good/Outstanding outcome) and 2 were Inadequate (1 of which was deemed to be in special measures).



Measure previously reported on a Termly basis now changed to monthly



Overall Proportion of schools which are good/outstanding

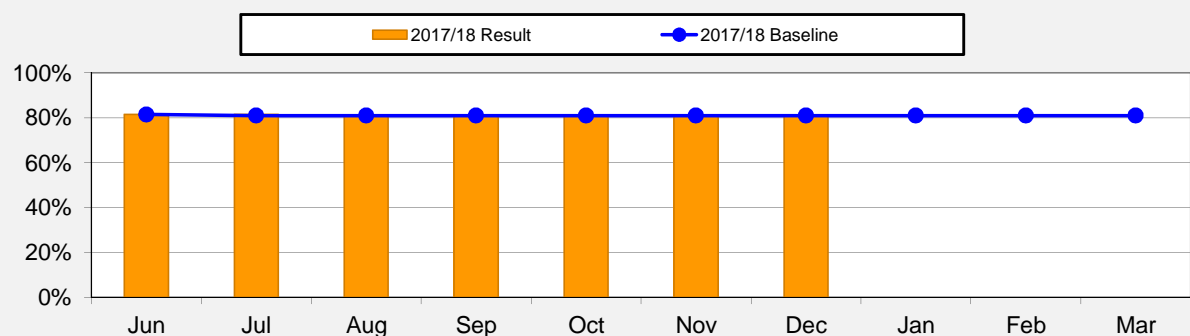
81.1% 81.0%



In December overall 81.1% of schools in Birmingham are currently Good/Outstanding. This is a slight increase from November of 80.60%



New measure reported from June 2017 with a baseline of 81% established




# CHILDREN

## A great city to grow up in



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
 <b>The average progress score of Birmingham pupils compared to National pupils between Key Stage 2 and GCSE - Progress 8</b>	-0.01	-0.03	✓	Not Comparable
<p>Amended results published in January are slightly above the national progress 8 score, (Birmingham -0.01, National -0.03) but slightly down on the previous year score of 0.</p> <p><i>No graph provided. The 2016/17 result was zero against a target of zero. The target of zero is also in place for 2017/18</i></p>				

**The percentage of children making at least expected progress across each stage of their education - Early Years Foundation Stage (good level of development)**

65.9%

70.7%

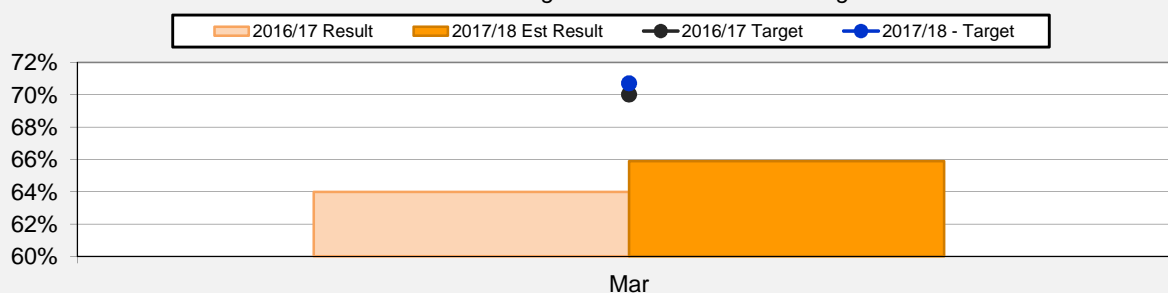


Not Comparable

The early provisional result of 65.9% is based on the annual collections from Primary Schools. We are still waiting for the Department for Education to publish final results for this measure. Early indications are that the proportion of pupils achieving a Good Level of Development has increased slightly on 2016 levels (previous year 64%). While performance looks like it has not met the national levels (currently estimated 70.7%), the gap has narrowed. Early analysis indicates that the rise in Good Level of Development is predominately based on a rise in Literacy and Maths. More in-depth analysis will be undertaken once the final results are out.



Provisional result. 2017/18 target set as the national average of 70.7%



**The average progress score of Birmingham pupils compared to National pupils between Key Stage 1 and Key Stage 2**

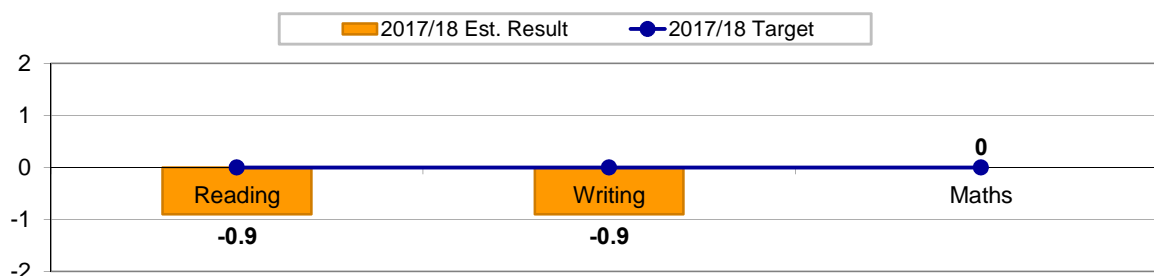
56.0%

61.0%



Not Comparable

The final Key Stage 2 results have now been published by the Department for Education and the proportion of young people who reached the expected standard in Reading, Writing and Maths combined rose by 9% from 47% in 2016 to 56% in 2017. The gap compared to National has narrowed and is now 5%.





# CHILDREN

## A great city to grow up in



Quarter 3 October to December 2017



### A reduction in the number of Children in Care (CiC)

1,758

1,690

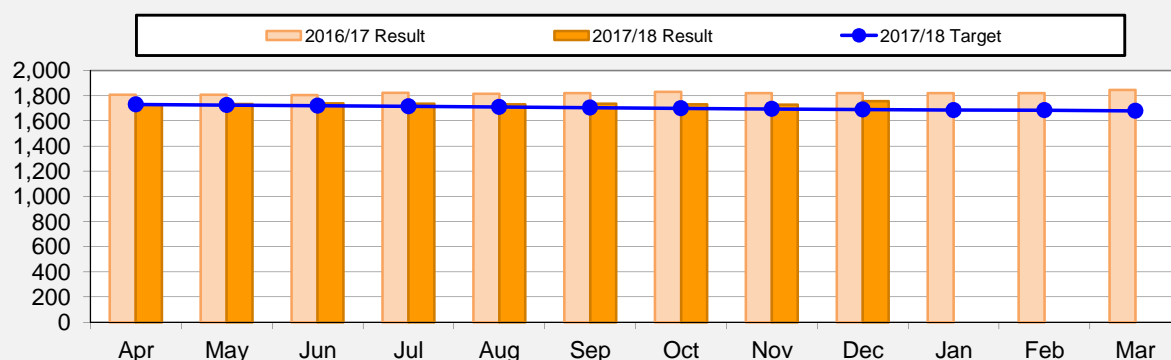


Our numbers of Children in Care (CiC) excluding Unaccompanied Asylum Seeking Children (UASC) have increased compared to the previous month and previous quarters. They remain above the target set for the year, and recent adverse events are likely to increase numbers further. Our rate per 10,000 (UASC included) at 67 is higher than the national average of 62 but lower than statistical neighbours at 74.

Since April 2015 the number of unaccompanied asylum seeking children has increased to 151 and this has caused an overall increase in numbers of CiC in recent months. We also have a number of children who came here to relatives from Calais who have subsequently come into care.



No target set in 2016/17 monitored as trend measure



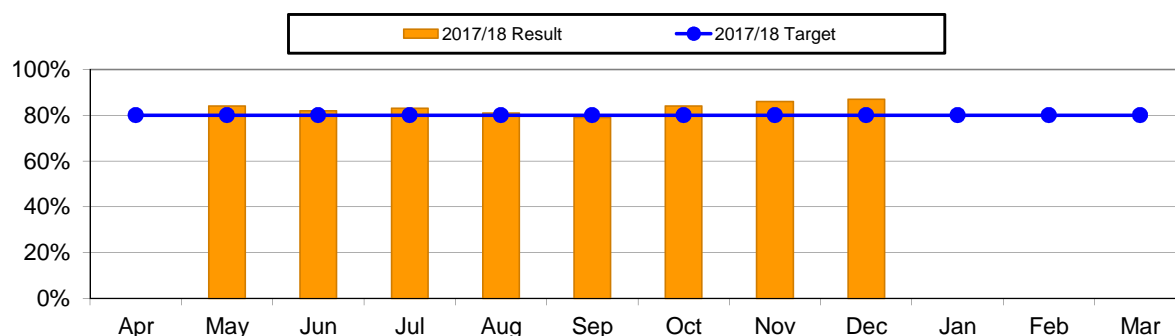
### Children and Young people open to Children Social Care are supported to live with their own family

87%

80%



Target exceeded - This measure combines the numbers of families supported through our family support service and our Troubled Families commissioned services (targeted early help) with the numbers of children who have a social worker but who are not in care to arrive at the percentage of children supported to live at home. The benefit is that the child is being supported to live safely with its family and there is a good relationship between Early Help and social care.





# CHILDREN

## A great city to grow up in



Quarter 3 October to December 2017




Measure	Result	Target	Status	DoT
<b>The number of schools progressing a Mode "STARS" (Sustainable Travel Accreditation and Recognition for Schools) programme</b>	<b>52</b>	<b>37</b>	★	↗

52 new schools have signed up to modeshift STARS, so by December we have already exceeded the year-end target of 50 and this total is likely to be added to in the final quarter January to March 2018.

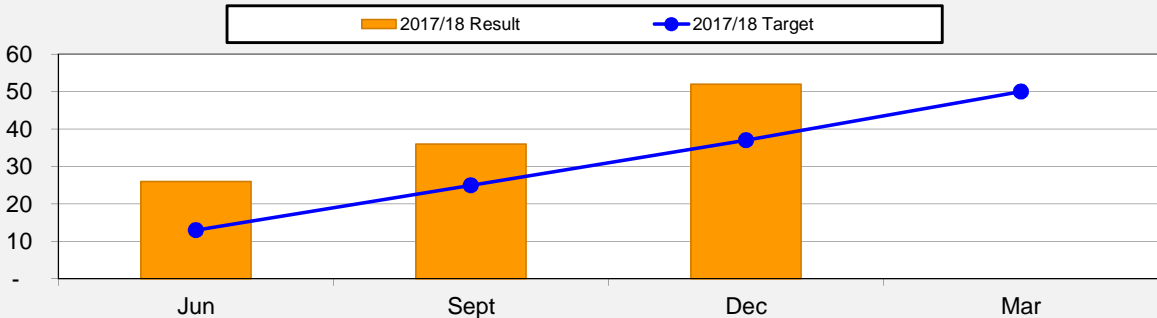
Of the 14 schools that currently hold bronze accreditations, 5 schools have completed re-survey so again excellent progress is being made here.

15 schools have moved on to Silver accreditation (a further 10 since the period July to September)  
6 of the schools have started travel/action plan.  
3 schools have completed their travel plan.  
3 schools have achieved Silver level (1 since the period July to September).  
The above figures mean that all targets for Silver have now been met or exceeded.



9 of the schools that registered in last academic year have achieved bronze (up 1 from July to September and one school has achieved silver (up one from July to September. As previously noted, this is the most challenging target, but good progress is being made.

*New measure for 2017/18. No in year target set*



Month	2017/18 Result	2017/18 Target
Jun	25	15
Sept	35	25
Dec	52	38
Mar	50	50

Perception of safety on public transport



Annual measure - update not yet due



Quarter 3 October to December 2017



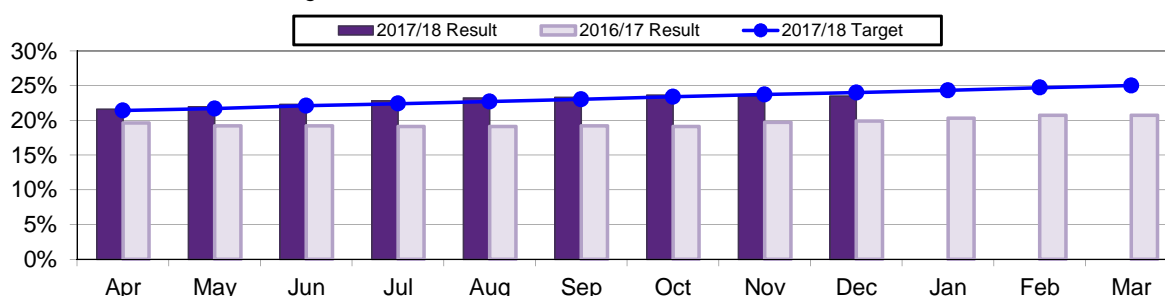
Measure	Result	Target	Status	DoT
More people will exercise independence, choice and control over their care through the use of a Direct Payment	23.5%	24.0%	<span style="color: yellow;">●</span>	<span style="color: red;">↘</span>

We have appointed an operational Lead , who is going to further look at why some teams haven't achieved the targets . The challenge work shop is ongoing



Overall the trend appears to suggest that the level of the uptake of direct payments is fairly static at present. This has been recognised by the service and a fresh effort will be made to in order to maintain progress towards the end of year target. However, with the loss of staff in the standard team Leader role (who do the direct payment work) and the restructure, there will need to be a period of readjustment. Targets have been set at an individual team level.

*No target set in 2016/17 with the aim to monitor an increase in trend*



**The quality of care provided in the city will improve so that more people receive a standard of care that meets or exceeds the quality threshold**

**68.6% (quarter 2 result)**

**75% (quarter 2 target)**

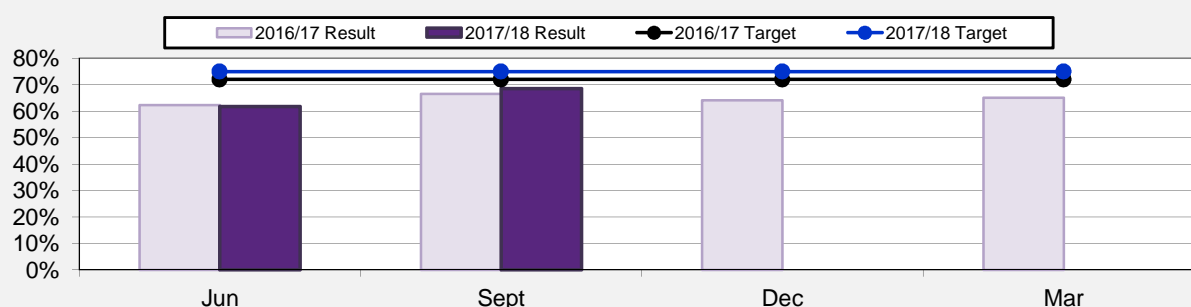


The results and commentary shown are for the period July to September (Quarter 2) this because results are not available until 6 weeks after the end of the quarter. Additionally there is a one month reporting lag.

The Council is currently reviewing the approach to commissioning of these services and ways in which quality can be improved. This is likely to include a range of incentives and support and also mechanisms for working with partners - such as health - to review quality in a more joined up way. Cabinet has approved a new framework for commissioning care providers which will be implemented from 30th April. It is anticipated that this will increase the percentage of clients with good providers as the Council will no longer engage with poor quality providers.



*Reported in arrears*



# HEALTH

## A great city to grow old in

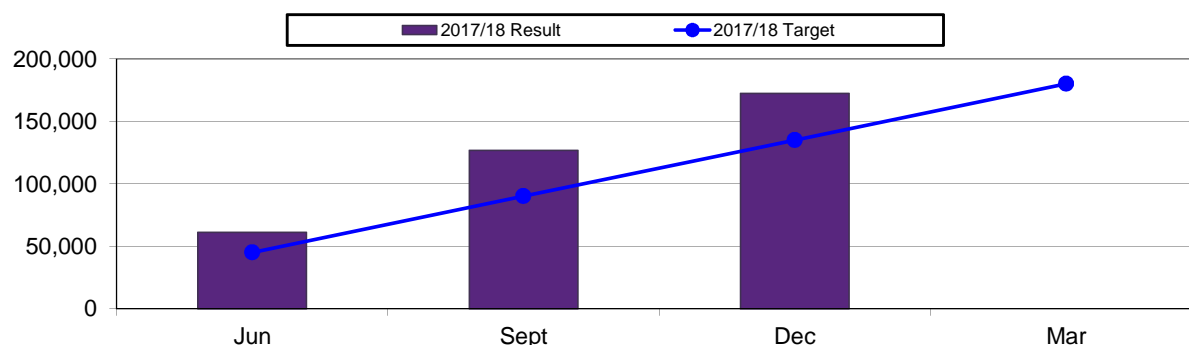


Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
Increase in the number of our most deprived citizens who have engaged with our wellbeing service, been to an active park or attend at a wellbeing centre	172,445	135,000	★	↗

We have exceeded our cumulative target of 135,000 with increases during December in Calthorpe Wellbeing Hub and Active Streets despite sites being closed over the Christmas period and in the second week of December when we had snow and a lot of outdoor sessions had to be cancelled



More people will receive the care they need in their own home

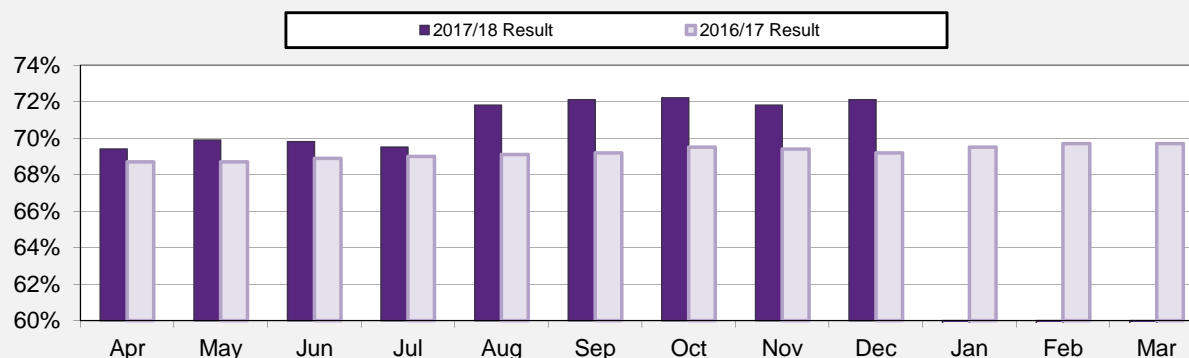
72.1%

Trend  
(Increasing)



Following a slight reduction last month, performance has returned to the established trend of an increasing proportion of citizens receiving care in their own home.

No target set. Measure to monitor an increase in trend



# HEALTH

## A great city to grow old in



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
Develop a methodology for counting the number of cycle journeys	Annual Result	Develop Methodology	N/A	N/A

We have developed a methodology for this indicator and we are about to commission the development of the software to support it. The indicator will be available as requested on 31st March.



Milestones	Jun-17	Sep-17	Dec-17	Mar-18
Establish baseline by 31st March 2018	→	→	→	

# HOUSING

## A great city to live in

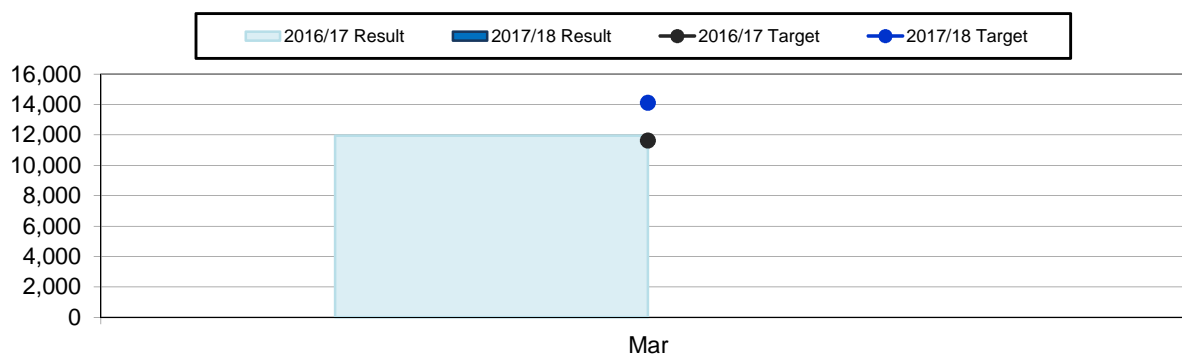


Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
The number of new homes built (to build 51,000 new build homes by 2031)	Annual Result	Cumulative 2017/18 target 14,100 homes	Not yet due	N/A

Result available at end of year.



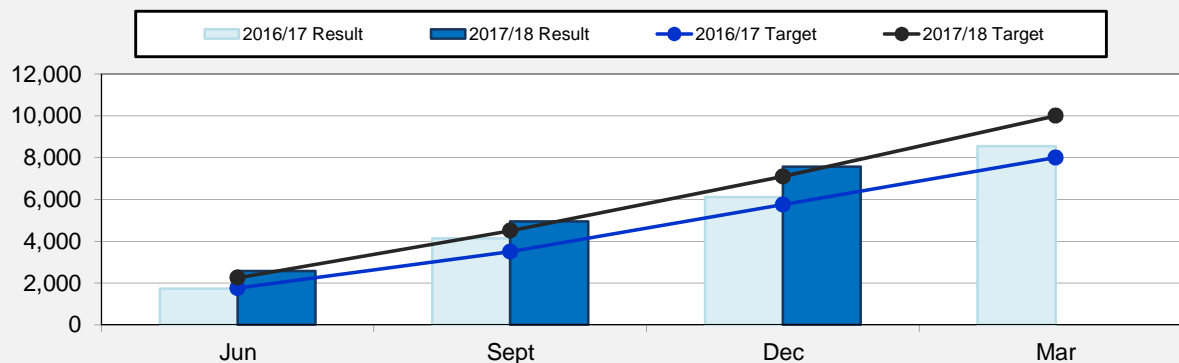
Homelessness will be prevented or relieved

7,572

7,100



The large proportion of the city's prevention activities are undertaken by third party partners (St Basils, Trident, Let2Birmingham, Homeless Prevention Welfare Service (HPWS)) Internally we now have a trailblazer team in preparation for the upcoming Homeless Reduction Act who are working in line with the new guidelines. The Trailblazer team are now reaching out to a larger numbers of households affected by potential homelessness and are having increased success in supporting those households in preventing the homelessness occurring



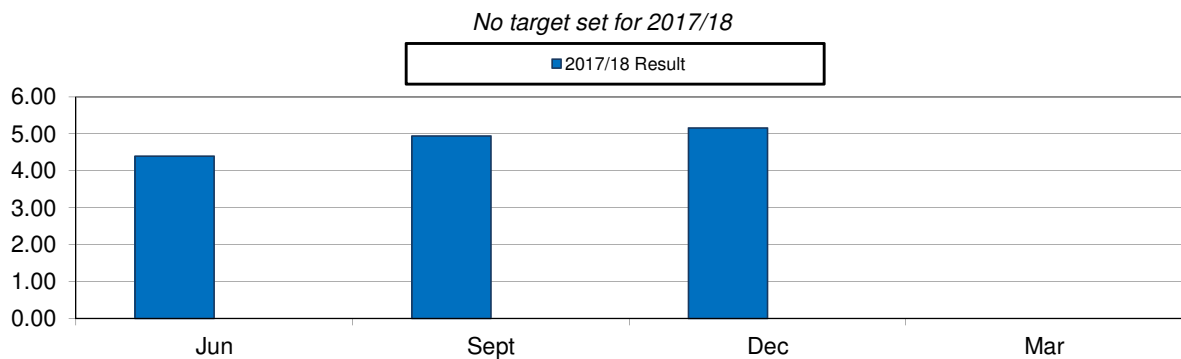


Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
Minimise the number of households living in temporary accommodation per 1,000 households	5.16	No target	No target	↘

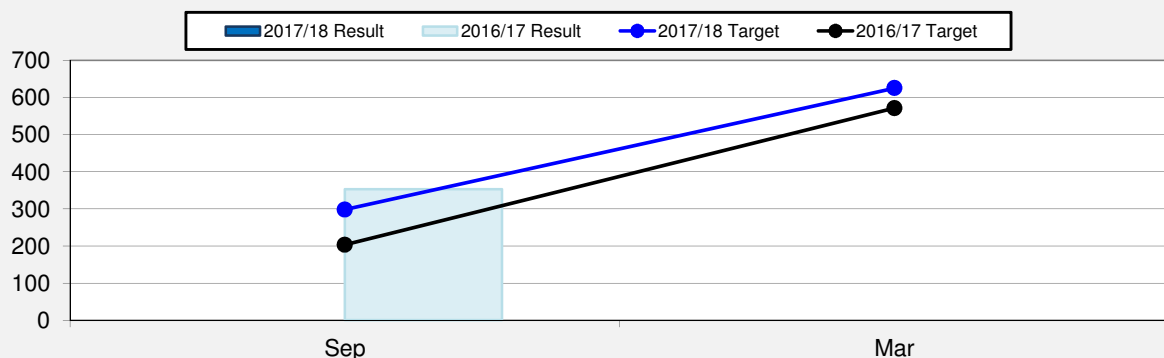
The number of households being admitted to temporary accommodation continues to exceed the number of households leaving temporary accommodation and as such, the reported measure will continue to remain static or increase until such time that admissions reduce and the number of departures increases and therefore exceeds admissions. Steps are being taken to increase preventions at the time of approach and also to make amendments to the allocations scheme and delivery of this to try and increase move on from temporary accommodation.



Number of homes built that are affordable.	348	298	★	N/A
--	-----	-----	---	-----

It was predicted that 298 new homes would be delivered in the first half of 2017-18, however 348 new homes have been created using a number of funding regimes. The mix of new homes include a range of tenure and property types including 52 new build affordable rent units for the elderly and a further 33 affordable rent units for the elderly comprising of both new build and refurbished properties.

*Measure reported a quarter in arrears due to data availability*



# HOUSING

## A great city to live in

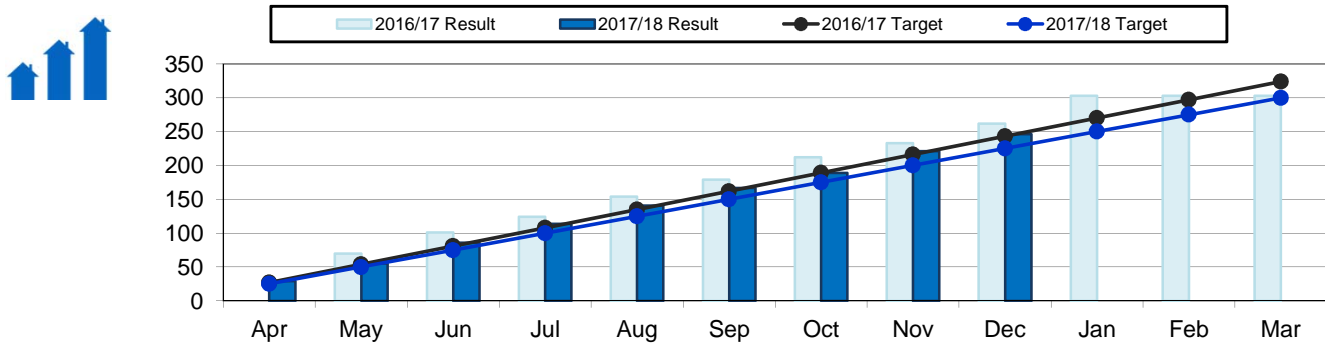


Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
The number of empty properties brought back into use (cumulative)	246	225	★	↗

Very good month of returning long term empty properties back into use.



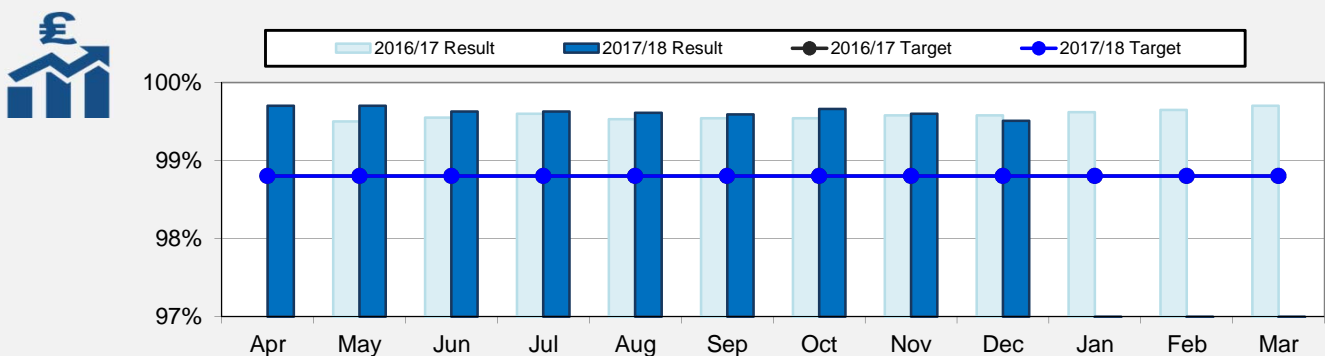
Available Council Housing as a percentage of stock

99.51%

98.80%



Performance remains above target reflecting the priority given to returning void properties into use.



# JOBS AND SKILLS

## A great city to succeed in



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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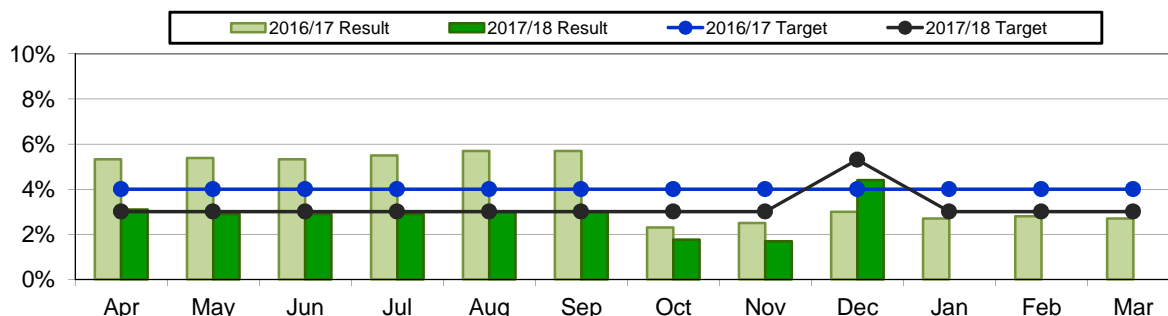
**The proportion of years 12 to 13 not in employment, education or training**

2.1%

3.0%



The Department for Education (DfE) have released the December 2017 figures by local authority, as reported via National Client Caseload Information System (NCCIS). The proportion of young people aged 16-18 who are NEET remains lower than the national average at 2.1% compared to 2.6% in England and 3.9% for Core Cities. This equates to 564 young people. Significant work to reduce the proportion of young people, whose participation status is 'Not Known' continues. In this period it remains high at 8.3% when compared to the England average of 4.1% and the Core City average of 4.6%. This equates to 2,189 young people. However, compared to the same period last year it was 9.2%, showing the progress that is being made to reduce it further. When the NEET and NK figures are combined for December 2017, under the new DfE methodology, the NEET figure is 10.5% compared to 6.7% for England.



**Reducing the unemployment gap between Wards**

4.4%

5.3%

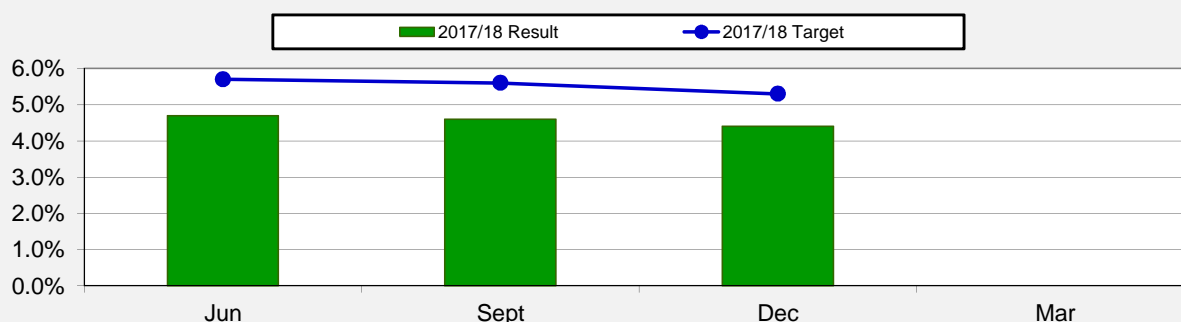


In the period October to December 2017/18 the average unemployment proportion across the 10 Birmingham wards with the highest unemployment levels stood at 6.4%. The corresponding figure for the 10 Birmingham wards with the lowest unemployment proportions was 2.0%. Therefore, the gap between the 10 best and worst performing wards stood at 4.4% points. The baseline uses the long term average gap for the corresponding quarter to avoid any issues with seasonal variation. Over the last 5 years the average gap in the period October to December between the best and worst performing wards was 5.3% points. The gap in 2017/18 is 0.9% points lower than the 5 year average.

The average level of unemployment in the 10 wards with the highest unemployment proportions has declined when compared to Q2 2017/18 (falling from 6.7% to 6.4%) and the gap with the 10 wards with the lowest unemployment proportions has narrowed from 4.6% points in Q2 2017/18 to 4.4% points in Q2 2017/18. When compared with the long run average for the corresponding quarters the differential fell from 1.0% point in Q2, to stand at 0.9% points in Q3.



*No target set for September 2017 to March 2018 as these are currently being calculated*





# JOBS AND SKILLS

## A great city to succeed in



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

**Proportion of the population aged 16 to 24 qualified to at least level 1 (see commentary for list of eligible qualifications)**

Annual Result

Improving Trend

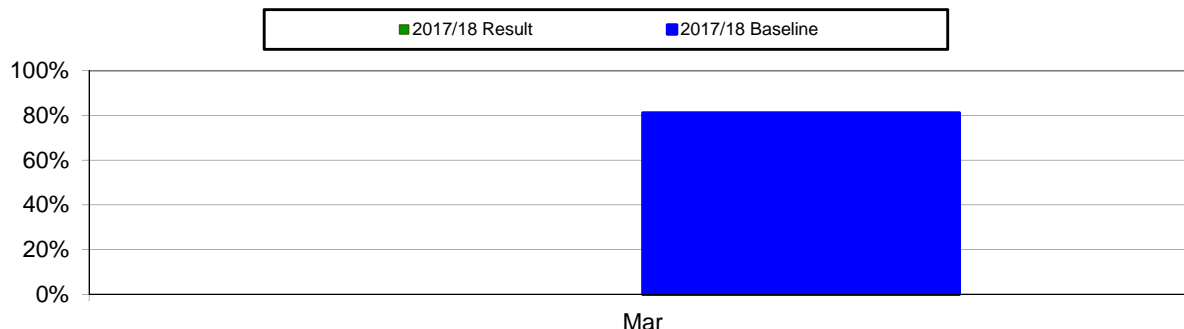
Not yet due

N/A

This is an Increasing Trend Annual Measure - currently waiting for calculation of result  
Level 1 qualifications are: first certificate; GCSE grades D,E,F or G; Music grades 1,2 & 3; Level 1 award, certificate, diploma, English for Speakers of other Languages (ESOL); Level 1 essential skills and functional skills; Level 1 National Vocational Qualification (NVQ).



*New measure reported for 2017/18. Baseline of 81% established*



Mar

**Proportion of the population aged 16 to 24 qualified to at least level 3 (see commentary for list of eligible qualifications)**

Annual Result

Improving Trend

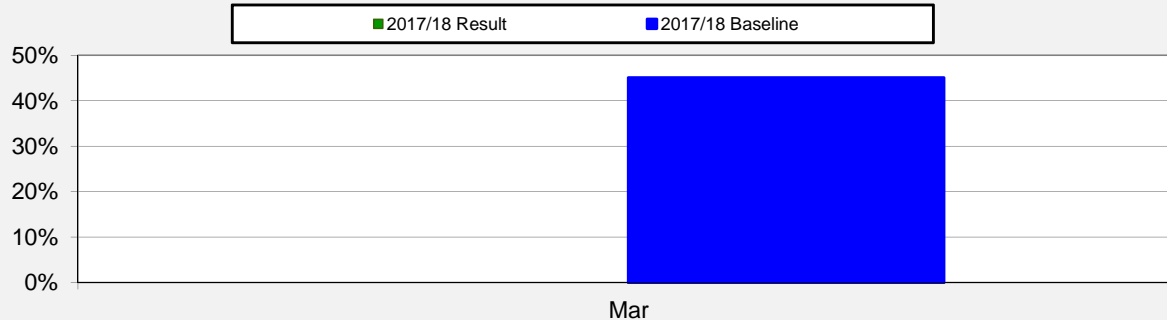
Not yet due

N/A

This is an Increasing Trend Annual Measure - currently waiting for calculation of result  
Level 3 qualifications are: A level grades A,B,C,D or E; Music grades 6,7 & 8; access to higher education diploma; advanced apprenticeship; applied general; AS level; international Baccalaureate diploma; tech level; Level 3 award, certificate, diploma, English for Speakers of other Languages (ESOL), national certificate, national diploma; Level 3 National Vocational Qualification (NVQ).



*New measure reported for 2017/18. Baseline of 45% established*



Mar

# JOBS AND SKILLS

## A great city to succeed in



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

Land developed (hectares), jobs created and new employment floor space created as a result of investment in infrastructure and development activity

Annual Result

As set out in the Birmingham Development Plan

Not yet due

N/A



Result available at end of year.

Milestones	Jun-17	Sep-17	Dec-17	Mar-18
As set out in the Birmingham Development Plan	→	→	→	

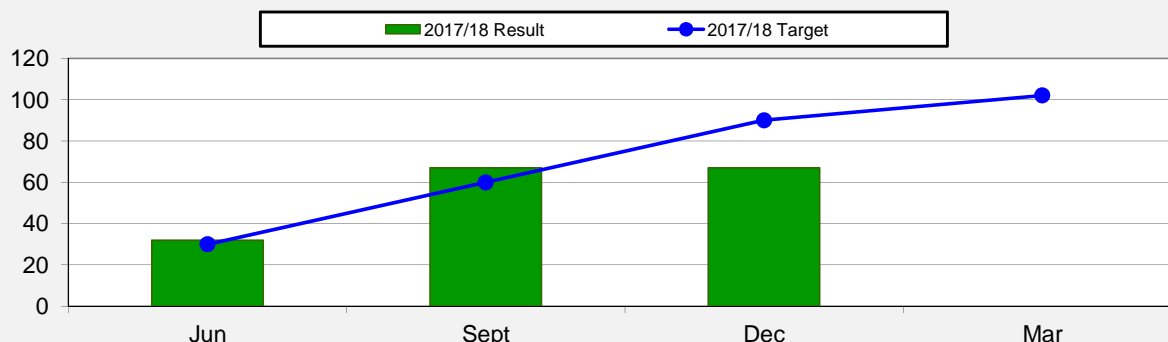
Increase the number of apprenticeships within other organisations through our influence on contract management

67

90



5 suppliers accredited in Quarter 3 resulted in one apprenticeship being offered. Number can depend on the category of contracts being awarded for example goods against services.



# JOBS AND SKILLS

## A great city to succeed in



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
The number of Birmingham City Council apprenticeships directly within the City Council	98	188	▲	↘

Up to the end of January 2018, 98 apprenticeships have been created year to date against the target of 240. In December alone there were 38 new start. Reasons for this underperformance include:

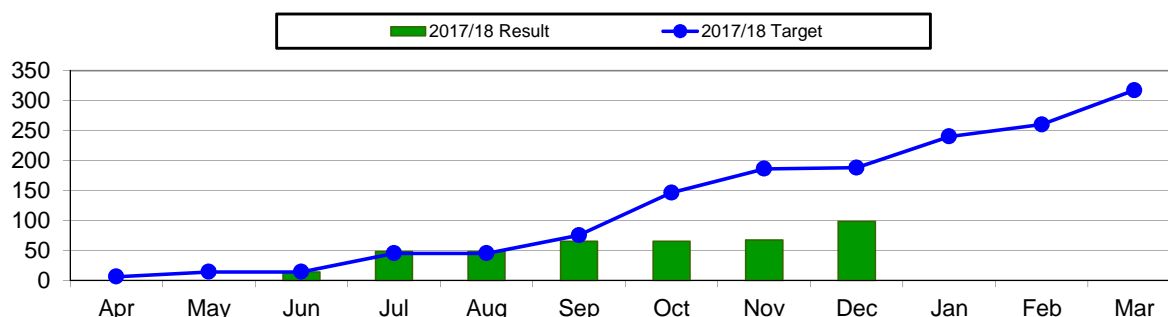
- Prolonged delays in the publication of the Local Government Association's (LGA) Apprenticeship Levy Guide which has affected our ability to procure training providers in a timely manner throughout this financial year. This led to unexpected complexity of reviewing, commenting on, and agreeing Contracts from training providers. The guidance has now been issued (December 2017). The next step is to embed this into standard documentation to ease procurement of approved providers quickly.

The target is set over 3 years (in line with national expectations) up to March 2020. Steps being taken to mitigate this year's underperformance, and bring us back on track in year's 2 and 3, include:



- A pilot to identify current skills vs future skills; leading to the identification of the most appropriate development plans linked to an Apprenticeship Framework. Work is underway with Housing Services and the Economy Directorate with a view to have early plans in place for Spring 2018, linked to the development of a more comprehensive Workforce Strategy across the Council.

- Working with ICT and Digital Solutions to identify apprenticeship opportunities for Birmingham City Council seconded staff.
- Continuing to work with Procurement to streamline the process to enable simple and effective procurement of Training Providers.
- Aligning organisational development resource to Directorates to better understand workforce needs and opportunities for apprenticeships across various service delivery specialisms.
- Undertaking more targeted marketing and engagement with directorates to ensure a broader awareness of available frameworks for existing staff.
- Undertaking closer working at the point of a Service Redesign to embed the use of apprenticeships into emerging structures, to both attract and retain talent.
- Designing a series of promotional events to demonstrate how apprenticeships can be used to support personal development plans e.g., "myth" busting and promotion of alternative delivery models including e/learning.
- Integrating with the Talent link project to ensure all vacancies Grade 3 and below are automatically considered for conversion to an Apprenticeship.



# JOBS AND SKILLS

## A great city to succeed in



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

**Improved digital offer across Birmingham - work more closely with the Greater Birmingham & Solihull LEP and West Midlands Combined Authority to develop a digital and Smart City approach**

Achieved

Attract events into the City to increase awareness of digital investment and opportunities to improve digital and smart city skills.

Launch the Govtech Accelerator to support SME growth in line with the WMCA digital plan

support the preparation and submission of a 5G bid



A number of events have been held in Birmingham to increase the awareness of digital and smart cities activities. For example the WMCA Smart City event held in Birmingham attracted over 100 delegates to promote the region.

The Govtech accelerator was successfully launched and has already attracted 70 businesses to further development new applications and solutions for the region.

A regional 5G was submitted involving a number of external partners

Milestones	Jun-17	Sep-17	Dec-17	Mar-18
Establish role	Achieved			
Ensure BCC have a formal role in developing the WMCA Digital Strategy	→	Achieved		
Attract events into the City to increase awareness of digital investment and opportunities to improve digital and smart city skills.				
Launch the Govtech Accelerator to support SME growth in line with the WMCA digital plan	→	→	Achieved	
support the preparation and submission of a 5G bid				
	→	→	→	

# Appendix 2

## Birmingham City Council Corporate Performance Monitoring

### Organisational Health Measures

#### Quarter 3 2017/18 Progress report



# Contents

Overview **2**

Overall performance against our health measures **3**

Key messages **4**

Progress against our health measures **5**

## Overview

This report provides an update on performance against our Organisational Health measures, as at December 2017.

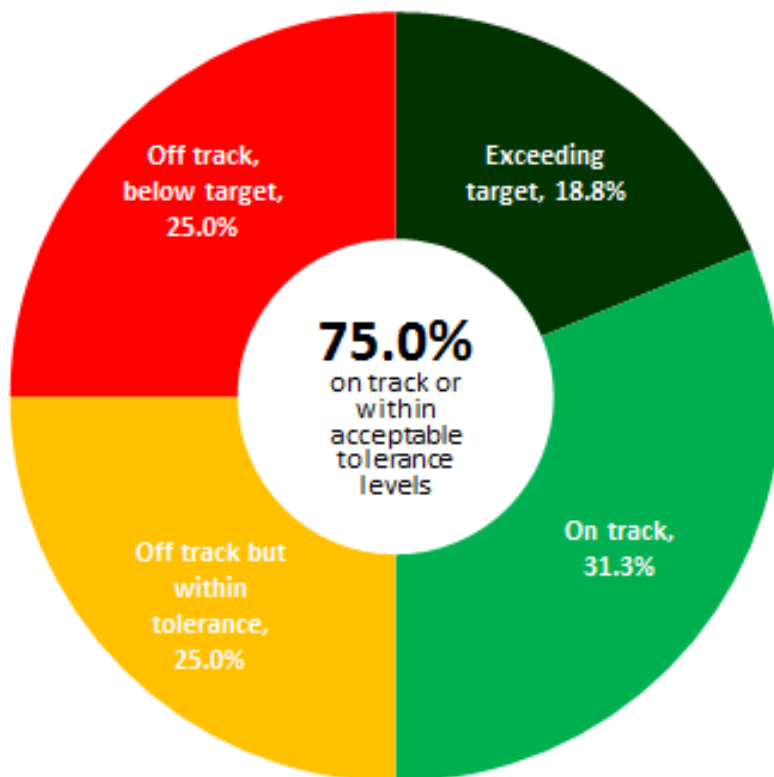
The key below explains the symbols and arrows we have used alongside written information to describe progress.

### Key (Symbols and abbreviations used)

★	Exceeding target	DoT	Direction of travel from the previous quarter
✓	On track	↗	Improving performance
●	Off track but within tolerance	↔	No change in performance
▲	Off track, below target	↘	Deteriorating performance
N/A	Not available		

# Organisational performance against our health measures

Making the most of our assets and ensuring we have a healthy organisation.



**Results are available for 19 (16 targeted and 3 trend) of the 29 Organisational Health measures.**

**11 (75.0%) of the 16 measures with a target or baseline have exceeded, met, or are within acceptable tolerance levels.**

- 3 (18.8%) exceeding target,
- 5 (31.3%) on track,
- 4 (25.0%) within acceptable tolerance levels.

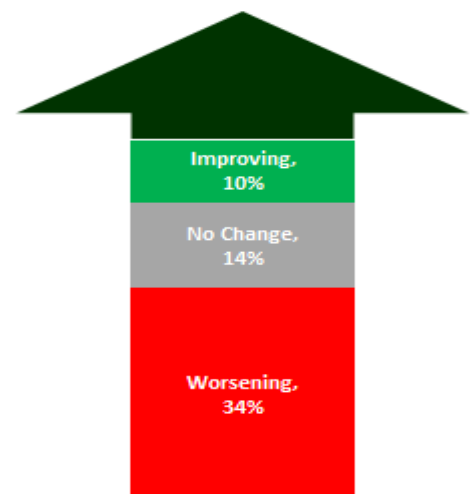
**4 (25.0%) measures are off track;**

- 1 in Citizens,
- 2 in Governance, and,
- 1 in Workforce.

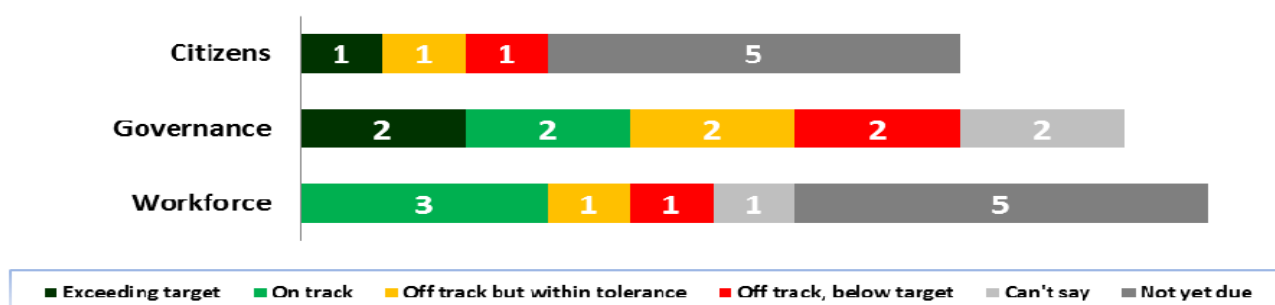
Results for the remaining 10 measures are reported on a less frequent basis and are not yet due.

A direction of travel can be provided against the previous quarter for 17 of the 19 measures. A direction of travel is not available for the others as previous results are not comparable.

3 (10%) improved,  
4 (14%) remained the same, and,  
10 (34%) deteriorated.



The Organisational Health measures are separated into three areas; Workforce, Citizens and Governance. The performance position as at December 2017 for each of these areas is summarised below.



# Key messages

Detailed performance summary along with written information to describe progress against each measure is provided from page 5 onwards.

## Citizens



**85% of complaints answered within 15 days** during December



**67.0% citizens registering satisfaction** with the Council in December

**34.0% citizens transacting digitally with the Council** during December



## Governance

**46% whistleblowing requests received** that progressed under the boundaries of the policy.



**No ombudsman complaints resulting in reports being issued**



**23 Final audit reports issued** for December



**100% of Judicial review challenges successfully defended.**

**99.9% compliance with procurement procedures**

**90% of our ICT Assets have Owners.**

**1.41% quarantined assets.**

**3.7% of officers have multiple devices.**



**Collection of business rates is 0.50% above target** at 86.60%



**79.20%, Council tax collected**

**81% (provisional) of Freedom of Information requests responded to within deadline**



**59% (provisional) Data Protection Act requests responded to in 40 days**



**68.2% Council Plan Measures achieved, 5.2% better than 2016/17**

## Workforce



**Workforce attendance rate stands at 95.13%, 0.13% above target**



**Sickness absences rate 10.32 days per FTE.** Long term sick is up 8.29% and short term down 10.52%

**37.44 (per 1,000 employees) accidents/incidents**



**“Other Known Cause” highest reason for referrals (30%) made to Occupational Health.** Volume of referrals stands at 66.07 (per 1,000 employees)



**Workforce expenditure as at month 9 is £39.1m spent.** Current workforce expenditure forecast is £2.3m underspend by year-end



# Progress against our health measures

## Citizens



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Not yet due

Measure	Result	Target	Status	DoF
---------	--------	--------	--------	-----

### The percentage of complaints answered within time

85%

90%

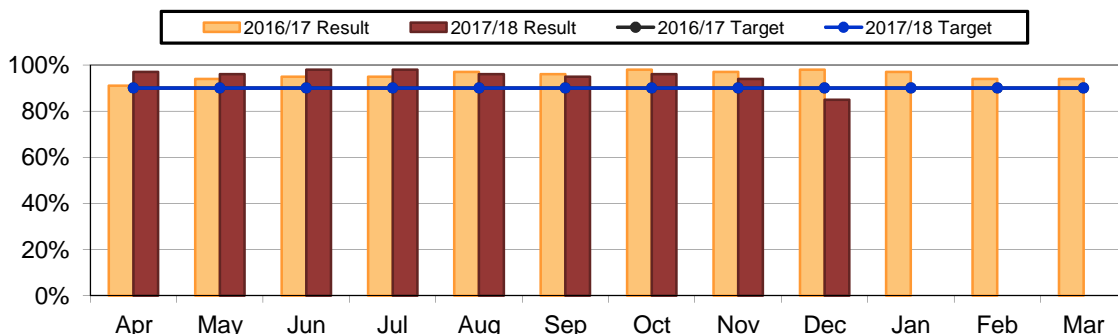


Performance for responding within 15 working days was 85% citywide which is below the corporate target of 90%. A total of 1,328 complaints were received in Dec-17. Waste management achieved a 78.8% answer rate having received 765 complaints. This was a result of missed collections resulting from poor weather earlier in the month and continued issues over the Christmas period. Overall Place Directorate achieved 81% with other areas including Sports and Events (14.3%); Regulation and Enforcement (80%); Landlord Services (83.8%); Housing Finance (0%) and Housing Options (86.4%) not achieving target.

Other areas that did not achieve target were Adult Social Care and Health 73%, a total of 11 complaints were received; Children and Young People's performance was 25%, against 4 complaints; Finance and Governance performance was 0%. There were 3 complaints received across DSO Legal Services (0%) and Resources (0%).



Escalations to Heads of Service/Assistant Directors/Corporate Directors will take place for all those Service Areas that failed to meet the 90% target.



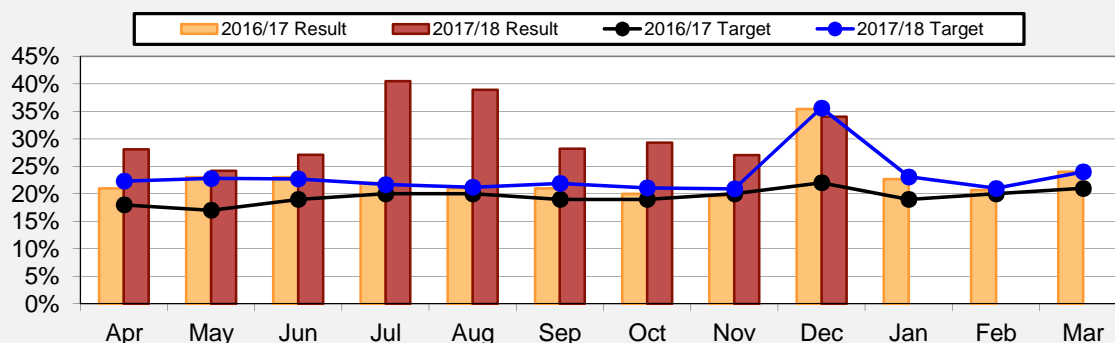
### The percentage of citizens transacting digitally with the Council

34.0%

35.6%



The target of 35.6% was set in the expectation that Garden Waste sales would open in December as they have done since the service went live. Approximately 70% of these sales are usually made via the web channel. However, due to operational challenges the opening of the sales period was delayed until January 2018. The impact therefore should only be an in month variance with the yearend performance unaffected.





## Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Not yet due

Measure	Result	Target	Status	DoF
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**The percentage of citizens registering satisfaction with the Council**

67.0%

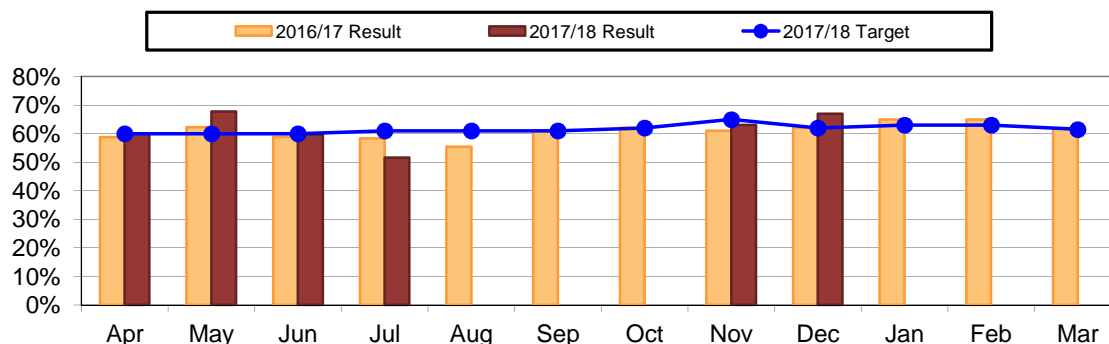
62.0%



N/A

Customer satisfaction rates show improvement against the in month target this month.

*Due to technical issues no figures are available to report during August to October*



	<b>Increase in people trusting the Council to make right decisions</b>	Annual Result	N/A	Not yet due	N/A
The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.					

	<b>Increase in people feeling they can influence decision making</b>	Annual Result	N/A	Not yet due	N/A
The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.					

	<b>Increase in people feeling satisfied with the Council</b>	Annual Result	N/A	Not yet due	N/A
The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.					

	<b>Increase in people feeling informed by the Council</b>	Annual Result	N/A	Not yet due	N/A
The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.					

	<b>Increase in people feeling involved in making decisions affecting their local area</b>	Annual Result	N/A	Not yet due	N/A
The Birmingham Citizen's Survey is currently being carried. Results available to report in March 2018.					

# Governance



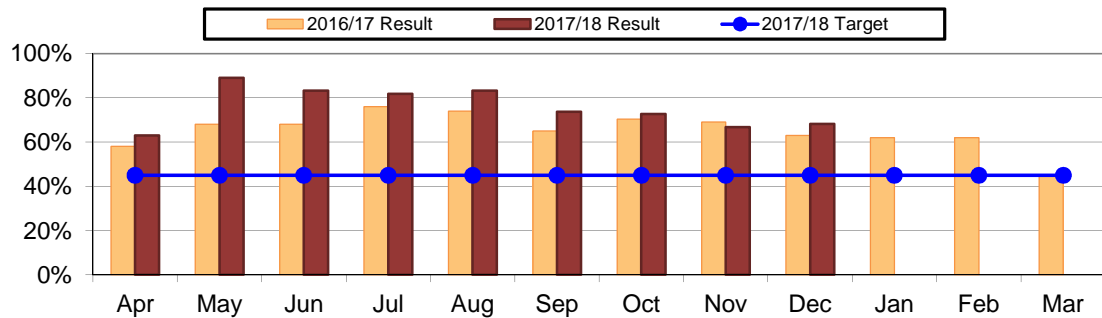
## Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
The percentage of council plan measures achieved	68.2%	45%	✓	➔

Compared to the previous quarter (September 2017), performance at 68.2% has decreased by 5.5 percentage points. When compared to the end of quarter three in 2016/17 performance is 5.2 percentage points better than that achieved at the end of December 2016 (63%).



**Whistleblowing requests received that progress under the boundaries of the policy (% by directorate)**

46%

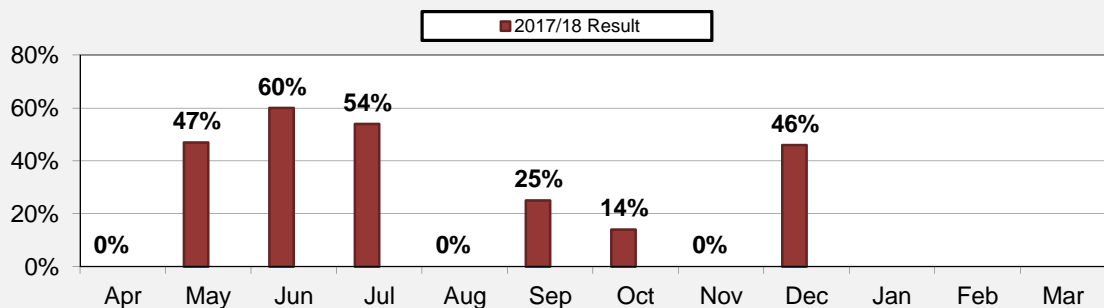
Trend

N/A

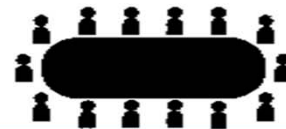


A total of 6 complaints received that were progressed under the boundaries of the policy.

*No target set, measure to monitor trend*



# Governance



## Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
Freedom Of Information requests responded to within deadline (% by directorate)	81%	85%		↔

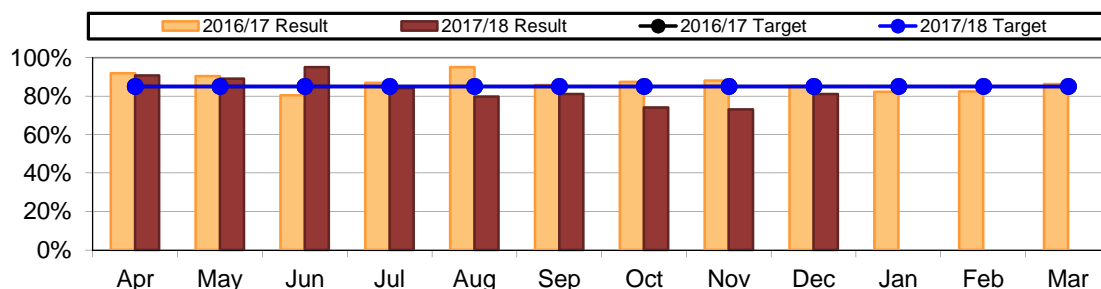
Provisional results.

Due to the implementation of a new system this is how we are able to report on the performance figures each month. Please note the figures (29 for DPA and 29 for FOI) will indicate one of the following:

- Hold on the request as further information is requested before we can process the request
- Have not reached the due date i.e. DPA's have 40 days and FOI's 20 working days, therefore information is still being collated
- DPA figures for December (above) are showing non are out of time in December – the service areas are still working on these requests and is reflected as high in the pending figure.



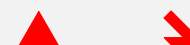
### Provisional result



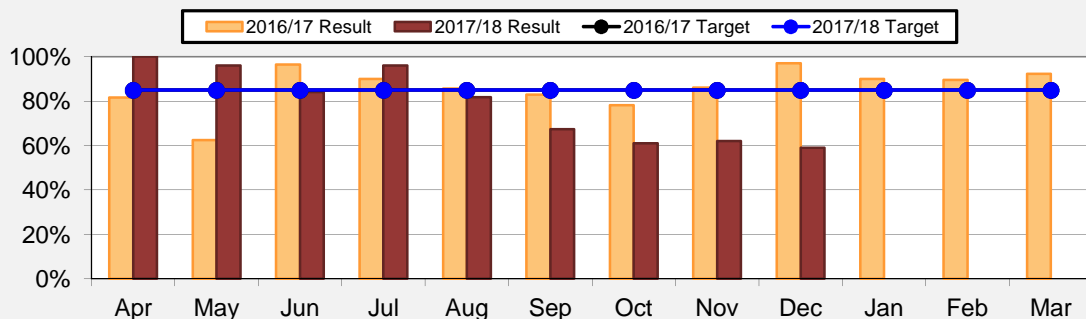
### Data Protection Act requests in 40 days

59.00%

85.00%



### Provisional result



# Governance



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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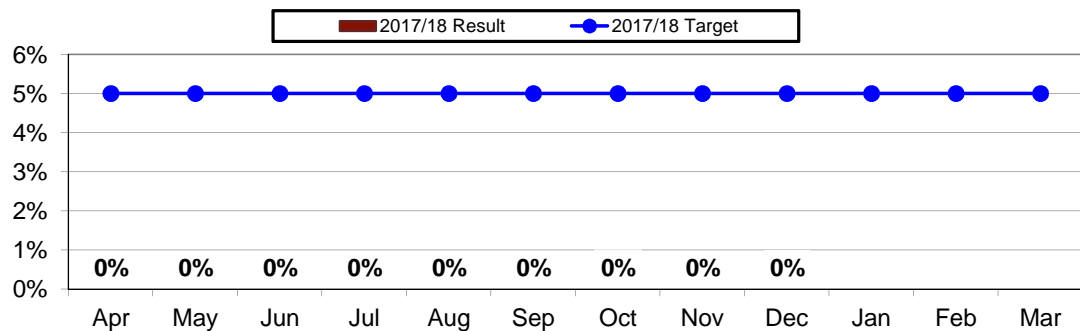
**Ombudsman complaints resulting in reports issued**

0%

5%



There were no Local Government Ombudsman reports issued against the Council.



**Number of final audit reports issued per month**

High - 0  
Medium - 4  
Low - 17  
N/A - 2

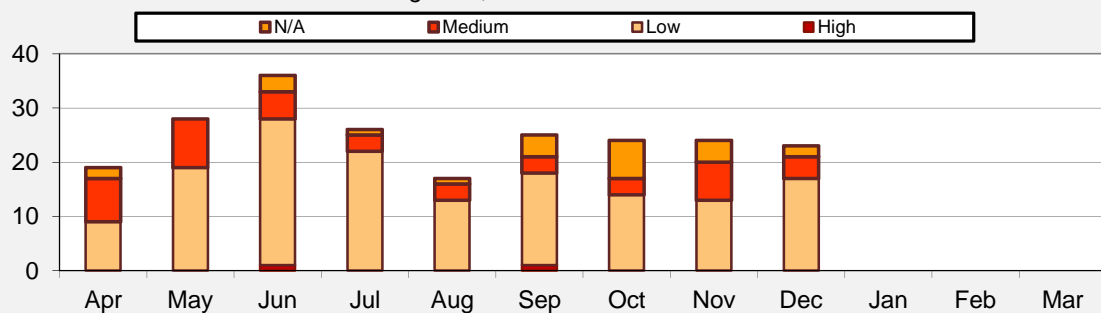
Trend

N/A

N/A



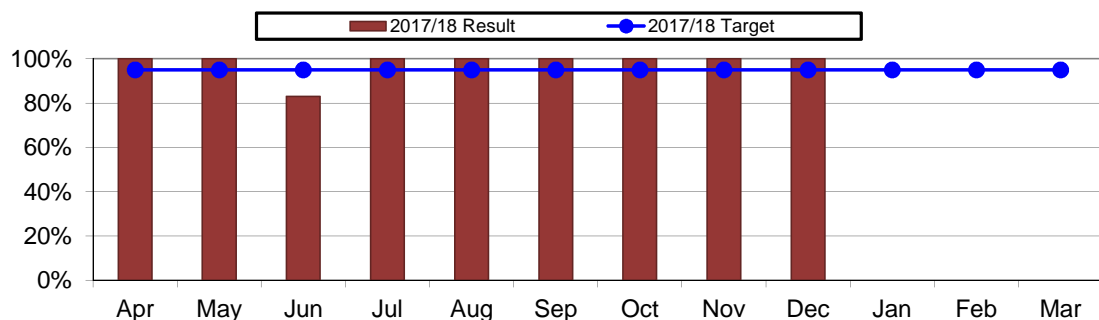
*No target set, measure to monitor trend*



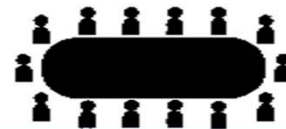
**Judicial review challenges successfully defended**

100%

95%




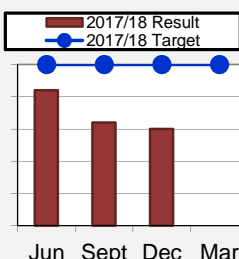
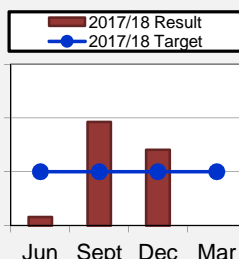
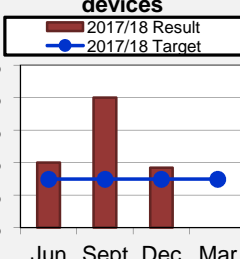
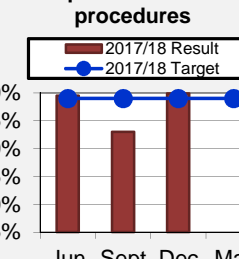
# Governance



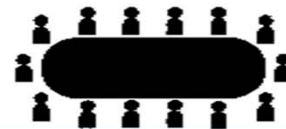
Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
 <b>Maintain/improve compliance with ICT and procurement policies and governance</b>	<b>Asset Owners</b> 90%	<b>Asset Owners</b> 100%		
	<b>Quarantined Assets</b> 1.41%	<b>Quarantined Assets</b> <1%		
	<b>Officers with multiple devices</b> 3.7%	<b>Officers with multiple devices</b> 3%	▲	➔
	<b>Compliance to procurement procedures</b> 99.9%	<b>Compliance to procurement procedures</b> 99%		
<p>Number of areas within Economy have no asset owners. This will be progressed through Economy group end of January</p> <p>Procurement &amp; ICT Operational Group is being made aware of the importance of ensuring assets are in use/logged onto network or disposed in a timely manner</p> <p>Directorates are working hard to reduce the number of Officers with multiple assets, with each asset costing £67.60 a year in support.</p>				
<div> <div> <b>Asset Owners</b>  </div> <div> <b>Quarantined Assets</b>  </div> <div> <b>Offices with multiple devices</b>  </div> <div> <b>Compliance with procurement procedures</b>  </div> </div>				

# Governance



## Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
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Collection of council tax in year

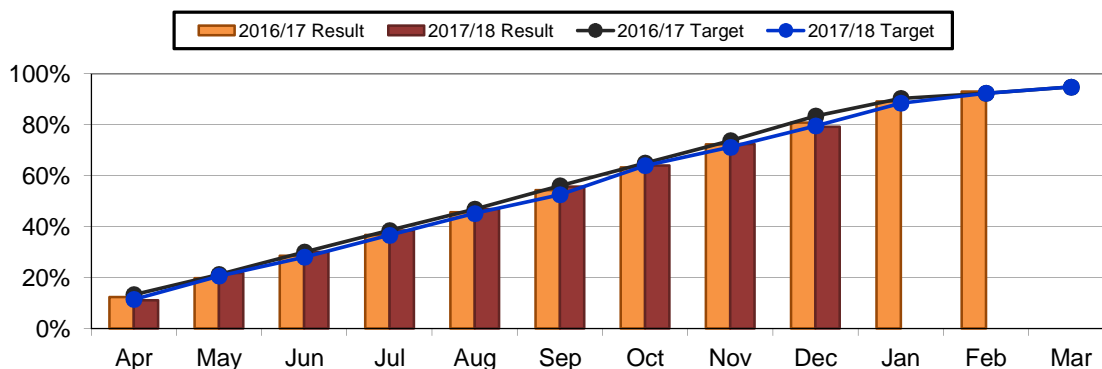
79.20%

79.55%



The monthly collection rate is marginally down against target in month factors impacting upon this include the Christmas period. It is anticipated this will be recovered in January 2018. With no impact upon the year end performance.

*Note: In-year targets re-profiled to take into account payments now made over the 12 month period*



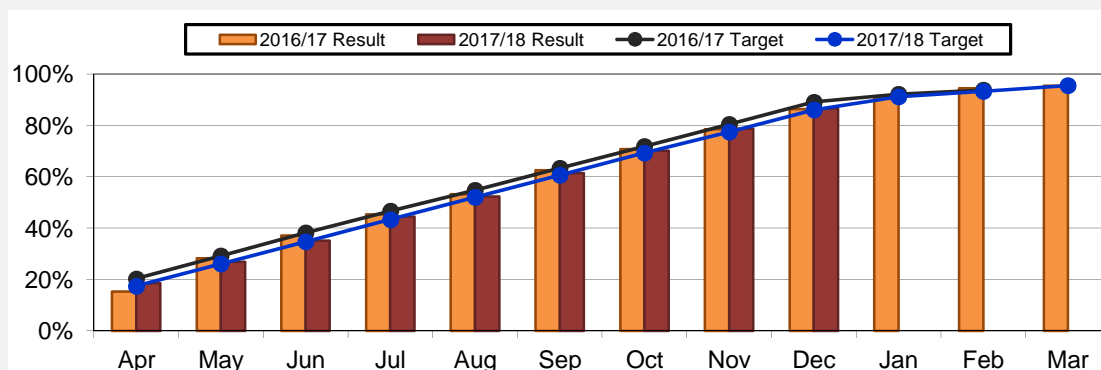
Collection of business rates in year

86.60%

86.10%



Business Rates remain on track above profile.



# Workforce



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

**Workforce expenditure i.e. within budget**

39,100,000.00

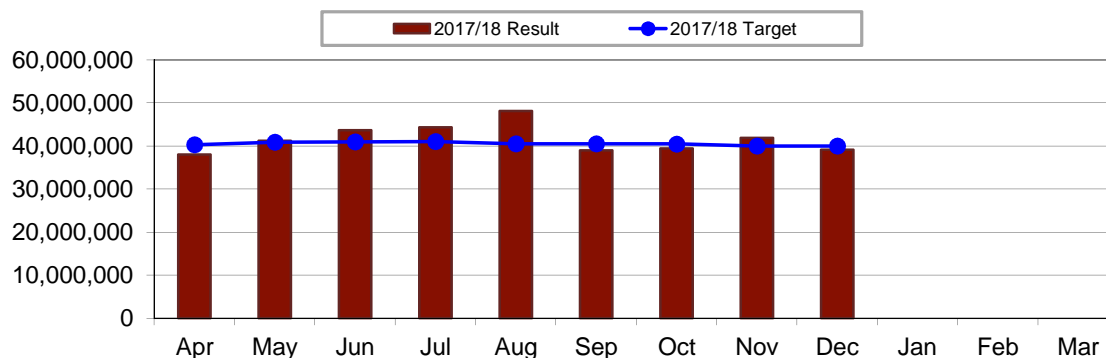
40,000,000.00



The current forecast for workforce expenditure for period 9 is an end of year underspend of £2.3m, an increase of £3.4m since the last reporting period (forecasted underspend of £5.7m in Period 8). The agency budget for 17/18 is £2.4m. Agency spend in period 9 was £2.7m and agency spend collectively in Periods 1 - 9 is £25.8m. Based on actual agency spend by period 9, the projected end of year forecast is £34.4m.

Actions

- The workforce strategy report has been produced and submitted to CLT to agree and set a policy framework going forward in respect of agency usage, overtime, interims, consultants etc.





# Workforce



## Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

### Workforce sickness absence rates

10.32

9.25



Year to date absence levels are 0.06 days per FTE (0.59%) higher than in the same month last year.

However, they are also 0.24 days per FTE (2.15%) lower than last month. While sickness absence usually reduces in December for seasonal reasons (so many employees being on annual leave for much of the month), this metric looks at a rolling 12 month period, so seasonal differences have no impact on it.

- Sickness days, absence incidents, and days lost per FTE, due to coughs/colds/flu, are effectively unchanged since November 2017,

- Sickness days per FTE, and absence incidents due to stress/anxiety/ depression, have decreased, by round 1%. However the overall number of sickness days and proportion of absences becoming over 14 weeks due to stress/anxiety/depression, has increased - stress absences are becoming longer.

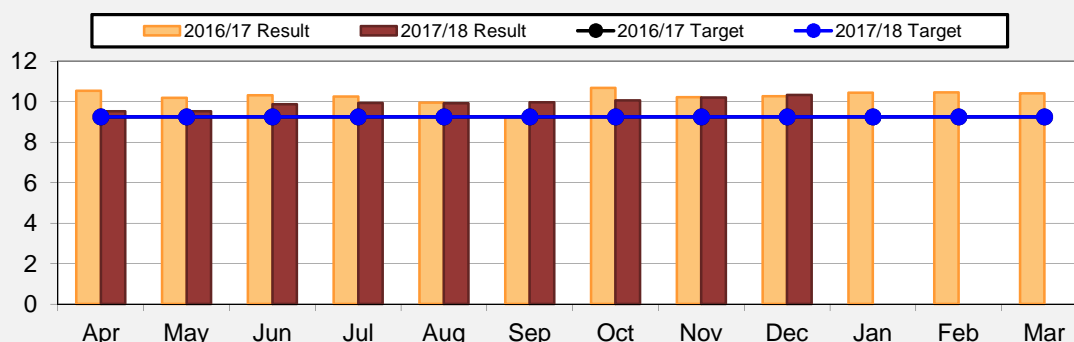
Total sickness days have increased by 0.1% (70 days) since November, although the workforce taking this absence is also now 0.13% larger. Long term sickness days increased by 507 days (8.29%), but short term sickness days have decreased by 437 days (10.52%), suggesting that employees could be returning more slowly from absence.

Compared with November 2017, there has been a decrease in gastro-intestinal absence days lost, of 320 days (24.6%).

A comparison between sickness reasons in December 2016 and December 2017 shows that

- the greatest reduction in absence incidents have been in relation to other musculoskeletal (2.44% reduction);
- the number of working days lost due to anxiety/stress/depression in a rolling 12 month period decreased (by 444 days) in December 2017, for the first time in 5 months. The number of days lost for this reason has decreased by 39 days (1.75%) since December 2016, while the number of FTE employees has decreased by 2.68% in the same period.

### Year to date per full time equivalent



# Workforce



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
---------	--------	--------	--------	-----

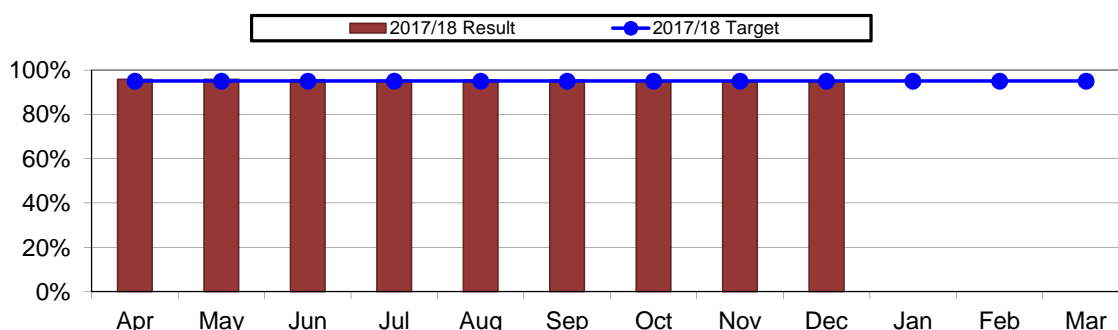
Workforce attendance rates

95.13%

95.00%



Attendance has increased this month and continues to be above target. The year to date figure of 95.41% is 0.04% lower than this time last year.



Number of accidents/incidents per 1,000 employees

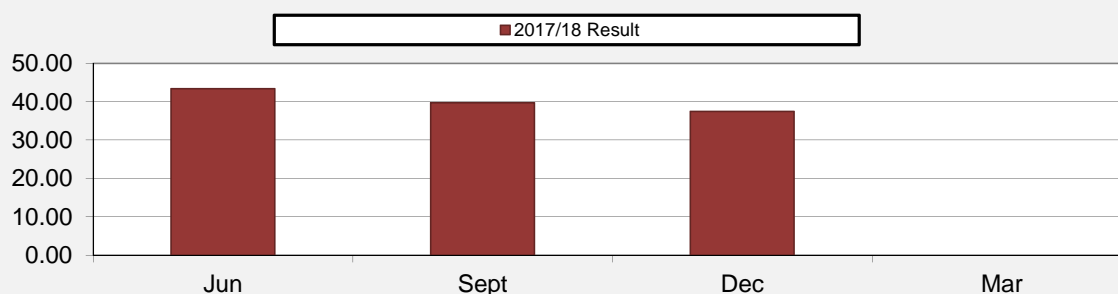
37.44

Trend



Accidents and incidents per 1000 employees remain at a reduced rate. Zero preventable accidents / incidents continues to be the objective. Preventable is an important factor within this objective because following review there are many which either cannot be prevented or those that have to be considered to be at a tolerable level associated to activities which the council are involved in whereby withdrawal of such a service on the grounds of Health and Safety would have a wider more negative social impact. There are no trends or spikes within any areas this month which would benefit from the implementation of a safety campaign.

*No target set, measure to monitor trend*



# Workforce



Quarter 3 October to December 2017



Measure	Result	Target	Status	DoT
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**Volume of referrals to Occupational Health per 1,000 employees**

66.07

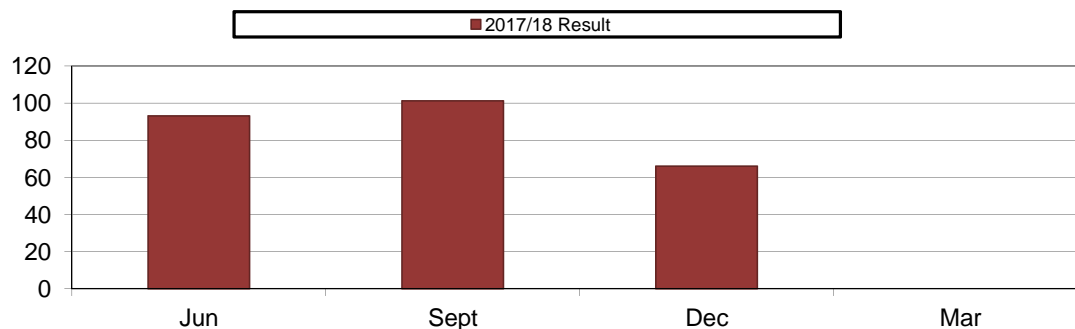
Trend



The rate has slightly decreased, due to an expected reduction in referrals from the business over the holiday period in December, and other services offered by Organisational Health being less in demand, during the winter months, physiotherapy in particular.



No target set. Baseline being established



**Type of referrals to Occupational Health**

**Other Known Causes**

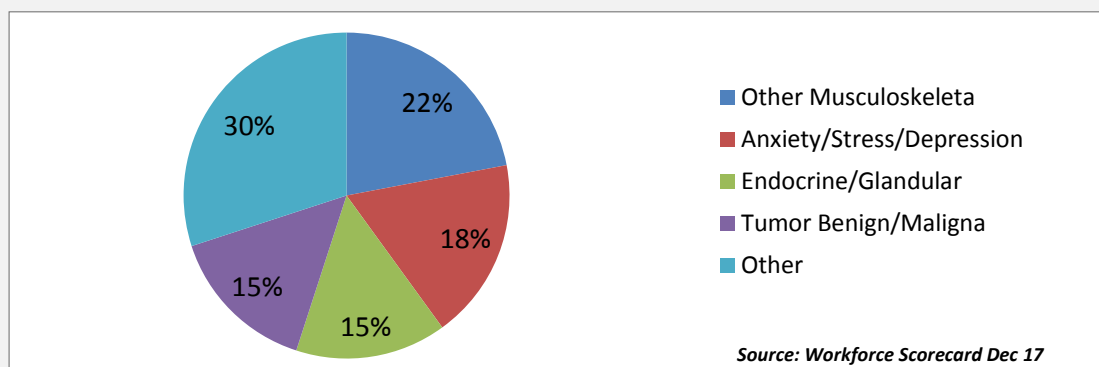
**Refer to commentary**

N/A



The 30% "Other" reasons cover issues such as ear nose and throat problems, and post-surgical recovery. "Other musculo-skeletal" includes pain in limbs, neck and back alongside tendon and pulled muscle incidents. "Anxiety/stress/depression" also includes psychosis. "Endocrine/glandular issues" include e.g. immunity problems, thyroid issues, and diabetes.

*BCC Top 5 Reasons for Occupational health Referrals during Qtr 3 of 2017-18*



Source: Workforce Scorecard Dec 17






# Workforce



Quarter 3 October to December 2017



■ Exceeding target ■ On track ■ Off track but within tolerance ■ Off track, below target ■ Can't say ■ Not yet due

Measure	Result	Target	Status	DoT
 Increase in the number of people completing the staff survey	Annual Result	N/A	Not yet due	N/A
 Increase in the feeling of engagement	Annual Result	N/A	Not yet due	N/A
 Increase in the trust rating	Annual Result	N/A	Not yet due	N/A
 Increase in confidence in the Council to implement changes	Annual Result	N/A	Not yet due	N/A
 Increase level of pride for working for the Council	Annual Result	N/A	Not yet due	N/A

## BIRMINGHAM CITY COUNCIL

### PUBLIC REPORT

**Report to:** CABINET  
**Report of:** CORPORATE DIRECTOR, ECONOMY  
**Date of Decision:** 27<sup>th</sup> MARCH 2018  
**SUBJECT:** PROJECT DEFINITION DOCUMENT – SNOW HILL PUBLIC REALM PROGRAMME  
**Key Decision:** Yes  
**Relevant Forward Plan Ref:** 002864/2017  
**If not in the Forward Plan:** Chief Executive approved ☐  
**(please "X" box)** O&S Chair approved ☐  
**Relevant Cabinet Member(s) or** Councillor Stewart Stacey – Cabinet Member for  
**Relevant Executive Member:** Transport and Roads  
Councillor Majid Mahmood – Cabinet Member for  
Commercialism, Commissioning and Contract  
Management  
**Relevant O&S Chair:** Councillor Zafar Iqbal – Economy, Skills and Transport  
Councillor Mohammed Aikhlaq – Corporate Resources  
and Governance  
**Wards affected:** Ladywood

#### 1. Purpose of report:

- 1.1 To seek approval to the Project Definition Document (PDD) for the Snow Hill Public Realm Programme, as set out in Appendix 1, at a total estimated capital cost of £16.1m.
- 1.2 To approve the release of funding to complete the detailed design for the Programme and to develop the Full Business Cases (FBCs).
- 1.3 To delegate future FBC approvals for projects contained within the Programme to the appropriate Cabinet Members jointly with officers.
- 1.4 To delegate virement of funds between elements of the Programme to the appropriate officers.
- 1.5 To approve the proposed procurement strategy.

#### 2. Decision(s) recommended:

That Cabinet:-

- 2.1 Approves the Project Definition Document (PDD) (Appendix 1) for the programme of projects detailed in the Snow Hill Public Realm Programme at a total estimated capital cost of £16.1m.
- 2.2 Approves the release of development funding up to a value of £1.25m to complete detailed design and development of the Full Business Cases for each of the projects within the Programme.
- 2.3 Delegates the approval of Full Business Cases for projects contained within Phase 1 and Phase 2 of the Programme, subject to the relevant funding providers confirming the budget allocations, to the Cabinet Member for Transport and Roads and the Cabinet Member for Commercialism, Commissioning, and Contract Management, jointly with the Corporate Director Economy.
- 2.4 Approves the procurement strategy set out in Appendix 6 and delegates the contract awards for the main works delivery for projects contained within Phase 1 and Phase 2 of the Programme, subject to the relevant funding providers confirming the budget allocations, to the Corporate Director Economy in conjunction with the Director of

Commissioning and Procurement, the Corporate Director Finance and Governance (or their delegates) and the City Solicitor (or their delegates).

- 2.5 Delegates authority to the Assistant Director of Transportation and Connectivity to vire funds between projects within Phase 1 and Phase 2 of the Programme up to a maximum of £1.0m per project and within the funding available for these projects.
- 2.6 Subject to approval of the funding applications, authorises the Corporate Director, Economy to accept grant funding from the Greater Birmingham and Solihull Local Enterprise Partnership Local Growth Fund, the Enterprise Zone, and the Colmore Business Improvement District.
- 2.7 Delegates authority to the Corporate Director, Economy to accept future grant funding from the Colmore Business Improvement District relating to this Programme as necessary.
- 2.8 Authorises the Corporate Director, Economy to agree to and settle the terms of a licence to complete works on private land as necessary.
- 2.9 Authorises the City Solicitor to negotiate, execute, and complete all necessary agreements and documentation to give effect to the above recommendations.

**Lead Contact Officer(s):** Claire Steiner – Principal Infrastructure Delivery Officer  
**Telephone No:** 0121 303 7478  
**E-mail address:** claire.steiner@birmingham.gov.uk

### **3. Consultation**

#### **3.1 Internal**

- 3.1.1 Ward Members for Ladywood have been advised of the project and will continue to be consulted for each of the projects. The Cabinet Member for Clean Streets, Recycling and Environment has been briefed and supports the project.
- 3.1.2 Officers from City Finance, Procurement, and Legal and Governance have been involved in the preparation of this report.

#### **3.2 External**

- 3.2.1 The Snow Hill Public Realm Project Board has overseen the development of the programme and support progression as set out in this report. The board is a tri-partite arrangement between the City Council, Transport for West Midlands (TfWM), and Colmore Business Improvement District (Colmore BID).
- 3.2.2 Key Stakeholders and the public will be consulted for each project by the City Council and Colmore BID and the details reported in the individual FBCs.

### **4. Compliance Issues:**

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

- 4.1.1 The Snow Hill Public Realm project supports the Council's Vision and Forward Plan priorities, specifically growing the creation of "Jobs and Skills" through investment in transport infrastructure and improved connectivity that supports new developments being built in Birmingham. The project is aligned with the policies set out in Birmingham Connected, West Midlands Strategic Transport Plan, the Big City Plan, and the Snow Hill Masterplan.
- 4.1.2 The project aligns with the Greater Birmingham and Solihull Local Enterprise Partnership Strategy for Growth and Strategic Economic Plan.

- 4.1.3 The project proposals will support the Council's actions to improve air quality through enhancing the pedestrian environment and making the area less desirable for vehicles. An air quality impact assessment will be carried out and reported in the project FBCs.
- 4.1.4 Birmingham Business Charter for Social Responsibility (BBC4SR)
- Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of the contracts. The contractors undertaking the works for this project under the Council's Highways and Infrastructure Framework Agreement are certified signatories to the BBC4SR and will provide additional actions proportionate to the value of each contract awarded. The actions will be monitored and managed during the contract period.
- 4.2 Funding Implications
- 4.2.1 The estimated capital cost of the programme is £16.1m (inclusive of development funding). The project funding currently identified is £9.99m and consists of £4.66m Local Growth Fund, £2.98m Enterprise Zone, £1.4m Colmore BID Grant, and £0.95m from other private sector contributions including Section 106 monies. Development funding of £1.059m was previously approved to commence the development work and identify the projects to take forward. This approved funding was split between Local Growth Fund (£0.326m), Enterprise Zone (£0.275m), and Colmore BID Grant (£0.458m).
- 4.2.2 This currently identified funding will be used to complete the detailed design and development of the FBCs for all the projects within the programme and to deliver the projects contained within Phase 1 and Phase 2 of the programme. The project board will seek further funding to enable Phase 3 of the programme to be delivered. If sufficient funding becomes available, the progression of Phase 3 will be subject to further approvals.
- 4.2.3 The LGF funding is subject to approval of the Full Business Case by the GBSLEP with approval expected in May 2018. The Enterprise Zone (EZ) funding is also subject to approval by the EZ board with approval expected in June 2018. These budgets will not be committed until the approvals are granted.
- 4.2.4 A risk management schedule is attached as Appendix 4.

#### Revenue Implications – Maintenance

- 4.2.5 The Snow Hill Public Realm programme will create assets that form part of the highway upon completion of each project; as such they will need to be maintained within the overall highway maintenance regime. The estimated net cost of including these newly created assets for the programme within the highway maintenance regime is £50,000 pa. This additional cost will be funded from the provision for Highways Maintenance within Corporate Policy contingency.
- 4.2.6 Project 2.4 (Station Square) will be constructed wholly on private land and will be subject to planning permission being granted and consents being agreed with the relevant landowners. Project 1.1 (Colmore Row East and Livery Street) requires accommodation works to be completed on private land subject to agreement with the relevant landowners. Responsibility for future operation and maintenance will be subject to agreement with, and remain with the private landowners.
- 4.2.7 Details of the maintenance implications for each project will be reported in the project specific Full Business Cases.
- 4.3 Legal Implications
- 4.3.1 The City Council carries out transportation, highways and infrastructure works under the relevant primary legislation including the Town and Country Planning Act 1990, Highways Act 1980, Road Traffic Regulation Act 1984, Traffic Management Act 2004, Transport Act 2000, and other related regulations, instructions, directives, and general guidance.
- 4.4 Public Sector Equality Duty

- 4.4.1 An initial Equality Assessment (EA002721) was carried out in March 2018 for the programme and currently concludes that a full EA is not required, with no adverse impacts on protected groups. Further assessments will be carried out as part of the development of each scheme within the programme and will be reported at FBC stage.
- 5. Relevant background/chronology of key events:**
- 5.1 In 2014, the Snow Hill Interchange Plan (SHIP) was undertaken by Systra on behalf of Birmingham City Council, Transport for West Midlands, and Colmore Business Improvement District (Colmore BID). The SHIP sets out a programme of projects to be delivered over a 15 year timeframe to improve interchange, connectivity, and economic performance around Snow Hill Station. The SHIP has informed the Snow Hill Masterplan (SHM) which has been jointly developed with Colmore BID and other key stakeholders. The transport proposals within the SHM sit in the context of Birmingham Connected, Birmingham's long term strategy for its transport system.
- 5.2 The SHM was adopted by Birmingham City Council in October 2015 and sets out an approach to maximise the development of the Snow Hill district and transform its environmental quality and overall offer. Covering a 20 year period, the SHM builds upon the vision and broad principles set out in the Big City Plan, which sets out a strategic framework for the growth of the city centre underpinned by a series of development principles. One of these principles includes connectivity and improving the walkability of the city centre with a network of streets and spaces that, through public realm improvements, will contribute to the creation of a high quality environment attracting investors, visitors, businesses, and residents to the centre. High quality connections contribute to the economic performance and success of an area and help to maintain a competitive edge that is fundamental to the ability of the city centre to compete against other major cities.
- 5.3 On 16th March 2015, Cabinet approved the Local Growth Fund Transport and Connectivity Projects: Programme Definition Document which included the Snow Hill Public Realm project and the approval of development funding to progress the overall project. A Project Board was set up for the Snow Hill project to oversee the development and support the progression of the proposals. The board is a tri-partite arrangement between the City Council, Transport for West Midlands (TfWM), and Colmore Business Improvement District (Colmore BID).
- 5.4 Some of the projects were already defined (originally known as Tranche 1) and some of them were not (originally known as Tranche 2). The development work undertaken identified a programme of nine projects that would achieve the vision set out in the SHM. In March 2017 the Cabinet Member for Transport and Roads jointly with the Strategic Director of Economy approved the release of additional funding to conclude the development and outline design of the nine projects.
- 5.5 The project board has prioritised the programme into three phases for delivery. Phase 1 contains Project 1.1, Phase 2 contains Projects 2.1, 2.2, 2.3, and 2.4, and Phase 3 contains Projects 3.1, 3.2, 3.3, 3.4. The prioritisation criteria was based upon the local support for delivery, which projects would make the biggest impact in delivering the vision set out in the SHM, currently available funding, and deliverability taking into account land ownership issues yet to be resolved. Each of the nine projects can be delivered independently without affecting the others. The nine projects contained within the programme are listed below and shown on the plan attached as Appendix 2. The outline design proposals for each project are shown in Appendix 3.

### Phase 1



Project 1.1 – Colmore Row East and Livery Street

Phase 2

Project 2.1 – Cornwall Street

Project 2.2 – Edmund Street

Project 2.3 – Steelhouse Square

Project 2.4 – Station Square

Phase 3

Project 3.1 – Newhall Street / Colmore Row Junction

Project 3.2 – Colmore Row West

Project 3.3 – Snow Hill Queensway

Project 3.4 – Newhall Street North

- 5.6 All of the projects above will be subject to a specific FBC approval to enable delivery. This report recommends that approval of individual projects contained within Phase 1 and Phase 2 of the Programme be delegated to the Cabinet Member for Transport and Roads, jointly with the Corporate Director, Economy. All approvals will be subject to the confirmation of funding from various providers and will be detailed in the individual FBCs.

5.7 Procurement Strategy

The external design fees required at this stage will be provided through a previously approved contract award. The procurement of external fees outside of the current contractual arrangements will be in accordance with the Procurement Governance Arrangements. It is proposed to procure the works through the existing City Council's Highways and Infrastructure Works Framework Agreement under Lot 4. Details of the procurement strategy are contained in Appendix 6.

- 5.8 The progress of the Programme will be reported monthly to the Snow Hill Public Realm Project Board to monitor progress and spend against the planned programme and budget.

- 5.9 Subject to future approvals, it is anticipated that all development work will be complete by March 2019. It is expected that Phase 1 will commence on site in October 2018 and that the first project from Phase 2 will commence on site in April 2019.

**6. Evaluation of alternative option(s):**

- 6.1 Alternative options have been explored as part of the PDD provided as Appendix 1 to this report, with the preferred option enabling the programme to be confirmed and the projects to continue to Full Business Case.

**7. Reasons for Decision(s):**

- 7.1 To approve the three Phases of the Snow Hill Public Realm programme and confirm the approval processes to ensure effective and efficient implementation.
- 7.2 To release development funding to progress these proposed projects to Full Business Case stage.

**Signatures****Date**

Councillor Stewart Stacey Cabinet Member for Transport and Roads	.....	.....
Councillor Majid Mahmood Cabinet Member for Commercialism, Commissioning and Contract Management	.....	.....
Waheed Nazir Corporate Director, Economy	.....	.....

**List of Background Documents used to compile this Report:**

1. Local Growth Fund Transport and Connectivity Projects Project Definition Document – Report of the Deputy Chief Executive to Cabinet – 16<sup>th</sup> March 2015.
2. Snow Hill Public Realm Programme: Additional Development Costs – Report of Assistant Director of Transport and Connectivity to the Cabinet Member for Transport and Roads jointly with the Strategic Director of Economy – 24<sup>th</sup> March 2017.
3. Snow Hill Interchange Plan
4. Snow Hill Masterplan

**List of Appendices accompanying this Report (if any):**

1. Project Definition Document
2. Snow Hill Public Realm – Programme
3. Project Summary Document
4. Risk Management Schedule
5. Equality Analysis
6. Procurement Strategy

## **PROTOCOL PUBLIC SECTOR EQUALITY DUTY**

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in section 4.4 of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
  - (a) whether there is adverse impact upon persons within the protected categories
  - (b) what is the nature of this adverse impact
  - (c) whether the adverse impact can be avoided and at what cost – and if not –
  - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
  - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - the equality duty (as an appendix).

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) tackle prejudice, and
  - (b) promote understanding.
- 5 The relevant protected characteristics are:
  - (a) marriage & civil partnership
  - (b) age
  - (c) disability
  - (d) gender reassignment
  - (e) pregnancy and maternity
  - (f) race
  - (g) religion or belief
  - (h) sex
  - (i) sexual orientation

PROJECT DEFINITION DOCUMENT (PDD)			
1. General Information			
Directorate	Economy	Portfolio/Committee	Transport and Roads
Project Title	Snow Hill Public Realm	Project Code	CA-03007
Project Description	<p><b><u>Summary</u></b></p> <p>This Project Definition Document (PDD) seeks approval to release development funding to progress the preferred option for the Snow Hill Public Realm Programme to Full Business Case (FBC) stage. The Programme is made up of nine projects, each of which will have separate FBCs, contained within three phases as described below.</p> <p><b><u>Background</u></b></p> <p>In 2014, the Snow Hill Interchange Plan (SHIP) was undertaken by Systra on behalf of Birmingham City Council, Transport for West Midlands, and Colmore Business Improvement District (Colmore BID). The SHIP sets out a programme of projects to be delivered over a 15 year timeframe to improve interchange, connectivity, and economic performance around Snow Hill Station. The SHIP has informed the Snow Hill Masterplan (SHM) which has been jointly developed with Colmore BID and other key stakeholders. The transport proposals within the SHM sit in the context of Birmingham Connected, Birmingham's long term strategy for its transport system.</p> <p>The SHM was adopted by Birmingham City Council in October 2015 and sets out an approach to maximise the development of the Snow Hill district and transform its environmental quality and overall offer. Covering a 20 year period, the SHM builds upon the vision and broad principles set out in the Big City Plan, which sets out a strategic framework for the growth of the city centre underpinned by a series of development principles. One of these principles includes connectivity and improving the walkability of the city centre with a network of street and spaces that, through public realm improvements, will contribute to the creation of a high quality environment attracting investors, visitors, businesses, and residents to the centre. High quality connections contribute to the economic performance and success of an area and help to maintain a competitive edge that is fundamental to the ability of the city centre to compete against other major cities for investment.</p> <p>On 16<sup>th</sup> March 2015, Cabinet approved the Local Growth Fund Transport and Connectivity Projects: Programme Definition Document which included the Snow Hill Public Realm project and the approval of development funding to progress the overall project. A Project Board was set up for the project to oversee the development and support the progression of the proposals. The board is a tri-partite arrangement between the City Council, Transport for West Midlands (TfWM), and Colmore Business Improvement District (Colmore BID).</p> <p>Some of the projects were already defined (originally known as Tranche 1) and some of them were not (originally known as Tranche 2). The development work undertaken identified a programme of nine projects that would achieve the vision set out in the SHM. In March 2017 the Cabinet Member for Transport and Roads jointly with the Strategic Director of Economy approved the release of additional funding to conclude the development and outline design of the nine projects.</p> <p>The project board has prioritised the programme into three phases for delivery. Phase 1 contains Project 1.1, Phase 2 contains Projects 2.1, 2.2, 2.3, and 2.4, and Phase 3 contains Projects 3.1, 3.2, 3.3, 3.4. The prioritisation criteria was</p>		

based upon the local support for delivery, which projects would make the biggest impact in delivering the vision set out in the SHM, currently available funding, and deliverability taking into account land ownership issues yet to be resolved. Each of the nine projects can be delivered independently without affecting the others. The nine projects contained within the programme are listed below and shown on the plan attached as Appendix 2. The outline design proposals for each project are shown in Appendix 3.

#### Phase 1

Project 1.1 – Colmore Row East and Livery Street

#### Phase 2

Project 2.1 – Cornwall Street

Project 2.2 – Edmund Street

Project 2.3 – Steelhouse Square

Project 2.4 – Station Square

#### Phase 3

Project 3.1 – Newhall Street / Colmore Row Junction

Project 3.2 – Colmore Row West

Project 3.3 – Snow Hill Queensway

Project 3.4 – Newhall Street North

This report seeks the approval to take forward the programme of nine projects identified in the development work to Full Business Case for each.

#### **Consultation**

Ward Members for Ladywood have been advised of the scheme and will continue to be consulted for each project. The Cabinet Member for Clean Streets, Recycling and Environment has been briefed and supports the programme. The Snow Hill Public Realm Board has overseen the development of the project and supports progression as set out in this PDD. Key Stakeholders and the public will be consulted for each project during the preparation of its FBC. Once the individual projects gain FBC approval, the necessary statutory consultations will take place to enable changes to permanent TROs.

#### **Financial Implications**

The estimated capital cost of the programme is £16.1m, including works, contingency, statutory undertakers, and fees.

The funding currently identified for the project is as shown below:

Funding	Funding Already Approved	Additional Funding Identified	Total Funding Available
	£000's	£000's	£000's
LGF	326	4,334*	4,660
EZ	275	2,705**	2,980
Colmore BID	458	942	1,400
Other Private Sector Funding	0	950	950
Total	1,059	8,931	9,990

\*subject to approval expected in May 2018

\*\*subject to approval expected in June 2018

The budgets will not be committed until the approvals are granted.

The funding identified to date will mean that the design and development of the

	<p>full programme and delivery of Phases 1 and 2 can be completed at an estimated cost of £9.9m. The delivery of Phase 3 is estimated to cost £6.2m and further funding will be sought to enable this delivery. If funding becomes available, the progression of Phase 3 will be subject to further approvals.</p> <p><b><u>Revenue Implications</u></b></p> <p>This project will create assets that will form part of the highway upon completion of the project; as such they will need to be maintained within the overall highway maintenance regime. The estimated cost of including these newly created assets within the highway maintenance regime is estimated at £50,000. These costs will be funded from the provision for Highways Maintenance held within the Corporate Policy Contingency. Details of the maintenance implications for each project will be reported in the project specific Full Business Cases.</p> <p>Project 1.1 (Colmore Row East including Livery Street) requires accommodation works to be completed on private land subject to consents being agreed with the relevant landowners. Project 2.4 (Station Square) will be constructed wholly on private land, subject to planning permission being granted and consents being agreed with the relevant landowners. Responsibility for future operation and maintenance will be subject to agreement with, and remain with the private landowners.</p> <p><b><u>Procurement</u></b></p> <p>The City Council has entered into a contract with Broadway Malyan Ltd, approved on 29<sup>th</sup> March 2016 under the Delegated Procurement Route, to provide design and support services to completion for the programme.</p> <p>Surveys and Ground Investigation works will be procured using the West Midlands Transportation Professional Services Framework via the Council's e-tender portal or via the Find it in Birmingham website in accordance with the City Council's Standing Orders and Procurement Governance Arrangements.</p> <p>The proposed highway works will be procured in accordance with the strategy set out in Appendix 6.</p>
<b>Links to Corporate and Service Outcomes</b>	<p><b><u>City Council Objectives</u></b></p> <p>The Snow Hill Public Realm project supports the Council's Vision and Forward Plan priorities, specifically growing the creation of "Jobs and Skills" through investment in transport infrastructure and improved connectivity that supports new developments being built in Birmingham. The project is aligned with the policies set out in Birmingham Connected, West Midlands Strategic Transport Plan, the Big City Plan, and the Snow Hill Masterplan.</p> <p>The project proposals will support the Council's actions to improve air quality through enhancing the pedestrian environment and making the area less desirable for vehicles.</p>
<b>Project Benefits</b>	<p>The project will improve interchange, connectivity, and economic performance around Snow Hill Station and transform this gateway into the city.</p>
<b>Project Deliverables</b>	<p>This programme will deliver:</p> <ul style="list-style-type: none"> <li>• Public realm improvements such as enhanced paving materials and hard landscaping features.</li> <li>• Alternative routes for vehicles to move around the area, such as Livery Street becoming two way.</li> <li>• Changes to parking provision in some streets</li> <li>• Shorter crossing points to assist pedestrians.</li> </ul>

## APPENDIX 1

	<ul style="list-style-type: none"> <li>• More crossing areas designed to give pedestrians a greater presence in the area and remove the dominance of the private car.</li> <li>• New public squares to provide areas for the public to stop and enjoy.</li> </ul> <p>Specific details for each project will be reported in the individual FBC's.</p>
<b>Key Project Milestones</b>	<b>Planned Delivery Dates</b>
Approval of PDD	March 2018
Approval of Full Business Case (FBC) – Project 1.1	May 2018
Approval of Full Business Case (FBC) – Projects 2.1 to 2.4	From November 2018
Start on site – Project 1.1	October 2018
Completion on site – Project 1.1	May 2019
Start on site – Other Projects	April 2019
Completion on site – Other Projects	December 2020
Post Implementation Review	November 2021
<b>Dependencies on other projects or activities</b>	<ul style="list-style-type: none"> <li>• Completion of public consultation</li> <li>• Completion of detailed design</li> <li>• Appointment of Contractors</li> <li>• Availability of road space for delivery</li> <li>• Approval of required TROs</li> <li>• Planning consent granted (Project 2.4)</li> <li>• Agreement of private landowners (Projects 1.1 and 2.4)</li> </ul>
<b>Achievability</b>	The project has appointed a specialist design team led by a global architectural and place design team including traffic modelling experts, engineering experts, and lighting experts to carry out the development and detailed design work on the projects. Birmingham City Councils in-house delivery team (Infrastructure Delivery) are leading the project.
<b>Project Manager</b>	Claire Steiner – Principal Infrastructure Delivery Officer <a href="mailto:claire.steiner@birmingham.gov.uk">claire.steiner@birmingham.gov.uk</a> 0121 303 7478
<b>Project Accountant</b>	Andy Price – Finance Manager <a href="mailto:andy.r.price@birmingham.gov.uk">andy.r.price@birmingham.gov.uk</a> 0121 303 7107
<b>Project Sponsor</b>	Phil Edwards – Assistant Director – Transportation and Connectivity <a href="mailto:philip.edwards@birmingham.gov.uk">philip.edwards@birmingham.gov.uk</a> 0121 303 6467
<b>Proposed Project Board Members</b>	Phil Edwards – Assistant Director – Transport and Connectivity Richard Cowell – Assistant Director – Planning Sandeep Shingadia – Transport for West Midlands Jon Hayes – Transport for West Midlands Mike Mounfield – Colmore Business Improvement District Philip Singleton – Colmore Business Improvement District  Claire Steiner – Project Manager
<b>Head of City Finance (HoCF)</b>	Simon Ansell
	<b>Date of HoCF Approval</b>
	15/03/2018
<i>Other Mandatory Information</i>	
<ul style="list-style-type: none"> <li>• <b>Has project budget been set up on Voyager?</b></li> </ul>	Yes
<ul style="list-style-type: none"> <li>• <b>Issues and Risks updated</b> (Please attach a copy to the PDD and on Voyager)</li> </ul>	Yes



## 2. Options Appraisal Records

The following sections are evidence of the different options that have been considered in arriving at the Project Definition. All options should be documented individually.

<b>Option 1</b>	End the Project
<b>Information Considered</b>	Existing site conditions, constraints, aspiration of the SHM, available funding
<b>Pros and Cons of Option</b>	Advantages <ul style="list-style-type: none"> <li>• None</li> </ul> Disadvantages <ul style="list-style-type: none"> <li>• LGF and EZ funding would have to be returned and where already spent would have to be funded from revenue resources</li> <li>• Reputational damage with private sector partners which may reduce opportunities for funding in the future.</li> </ul>
<b>People Consulted</b>	Snow Hill Public Realm Project Board members
<b>Recommendation</b>	Do not proceed with this option
<b>Principal Reason for Decision</b>	Does not adhere to City Council objectives, loses an opportunity to improve this area of the city centre, and the City Council will have to find revenue funding to cover capital funding that would be returned.

<b>Option 2</b>	Continue the overall project but with different projects included
<b>Information Considered</b>	Existing site conditions, constraints, aspiration of the SHM, available funding
<b>Pros and Cons of Option</b>	Advantages <ul style="list-style-type: none"> <li>• Selecting different projects may mean that additional funding is not required to be found.</li> </ul> Disadvantages <ul style="list-style-type: none"> <li>• The development work completed to date has indicated that the projects selected by the Project Board will provide the biggest impact towards achieving the vision of the SHM.</li> <li>• Further development work will need to be undertaken to identify alternative projects meaning work done to date will be abortive.</li> </ul>
<b>People Consulted</b>	Snow Hill Public Realm Project Board members
<b>Recommendation</b>	Do not proceed with this option
<b>Principal Reason for Decision</b>	The selected projects will achieve the vision set out in the SHM. If a different set of projects are selected then the vision will not be achieved.

<b>Option 3</b>	Continue the overall project with the nine projects identified in Phases 1 to 3.
<b>Information Considered</b>	Existing site conditions, constraints, aspiration of the SHM, available funding
<b>Pros and Cons of Option</b>	Advantages <ul style="list-style-type: none"> <li>• The development work has already been completed and the projects identified meet the vision set out in the SHM.</li> <li>• The projects and phases of the programme can be delivered independently of each other without detrimental impact.</li> </ul> Disadvantages <ul style="list-style-type: none"> <li>• There is not currently enough funding available to deliver all three phases of the project therefore further funding will need to be found to enable full delivery of the programme.</li> </ul>
<b>People Consulted</b>	Snow Hill Public Realm Project Board members
<b>Recommendation</b>	Proceed with this option
<b>Principal Reason for Decision</b>	The selected projects will achieve the vision set out in the SHM and are deliverable independently of each other in the Phases shown.

<b>4. Option Recommended</b>	Option 3
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5. Budget information					
	<i>Voyager Code</i>	<i>Previous Years £'000</i>	<i>2018/19 £'000</i>	<i>Later Years £'000</i>	<i>Totals £'000</i>
<b>Capital Costs &amp; Funding</b>					
<u>Expenditure</u>					
Development and Design costs to proceed to Full Business Case		1,059.0	1,250.0	0.0	2,309.0
Implementation Costs – Phases 1 and 2		0.0	1,661.2	5,899.4	7,560.6
Implementation Costs – Phase 3		0.0	0.0	6,205.6	6,205.6
<b>Total</b>		<b>1,059.0</b>	<b>2,911.2</b>	<b>12,105.0</b>	<b>16,075.2</b>
<b>Funding</b>					
Local Growth Fund		326.0	1,000.0	3,334.0	4,660.0
Enterprise Zone		275.0	921.2	1,783.8	2,980.0
Colmore BID Grant		458.0	942.0	0.0	1,400.0
Other Private Sector Contributions		0.0	48.0	781.6	829.6
<b>Funding Total Identified to Date</b>		<b>1,059.0</b>	<b>2,911.2</b>	<b>5,899.4</b>	<b>9,869.6</b>
Funding Yet to be Identified				6,205.6	6,205.6
<b>Total Capital Funding Required</b>		<b>1,059.0</b>	<b>2,911.2</b>	<b>12,105.0</b>	<b>16,075.2</b>
<b>Revenue Costs &amp; Funding</b>					(Full Year)
Highway asset maintenance costs				50.0	50.0
<b>Total</b>				<b>50.0</b>	<b>50.0</b>
<b>Funded By:</b>					
Provision for Highways Maintenance held within Corporate Policy contingency				50.0	50.0
<b>Total</b>				<b>50.0</b>	<b>50.0</b>

## Notes – Revenue Consequences

### Asset Management / Maintenance Implications

As part of the City Council's obligations under the HMMPFI contract, Highways have been formally notified of the proposed changes to the highway inventory arising from this scheme (SSD 5270). The maintenance costs have been estimated by the Project Manager, a maintainability assessment of each scheme will be obtained from Amey when the design has been developed to detail stage to identify the revenue implications for the modifications to the highway proposed.

Consultation with Amey will be carried out to enable coordination of the proposed works with other programmed activities on the highway network.

### Maintenance Costs

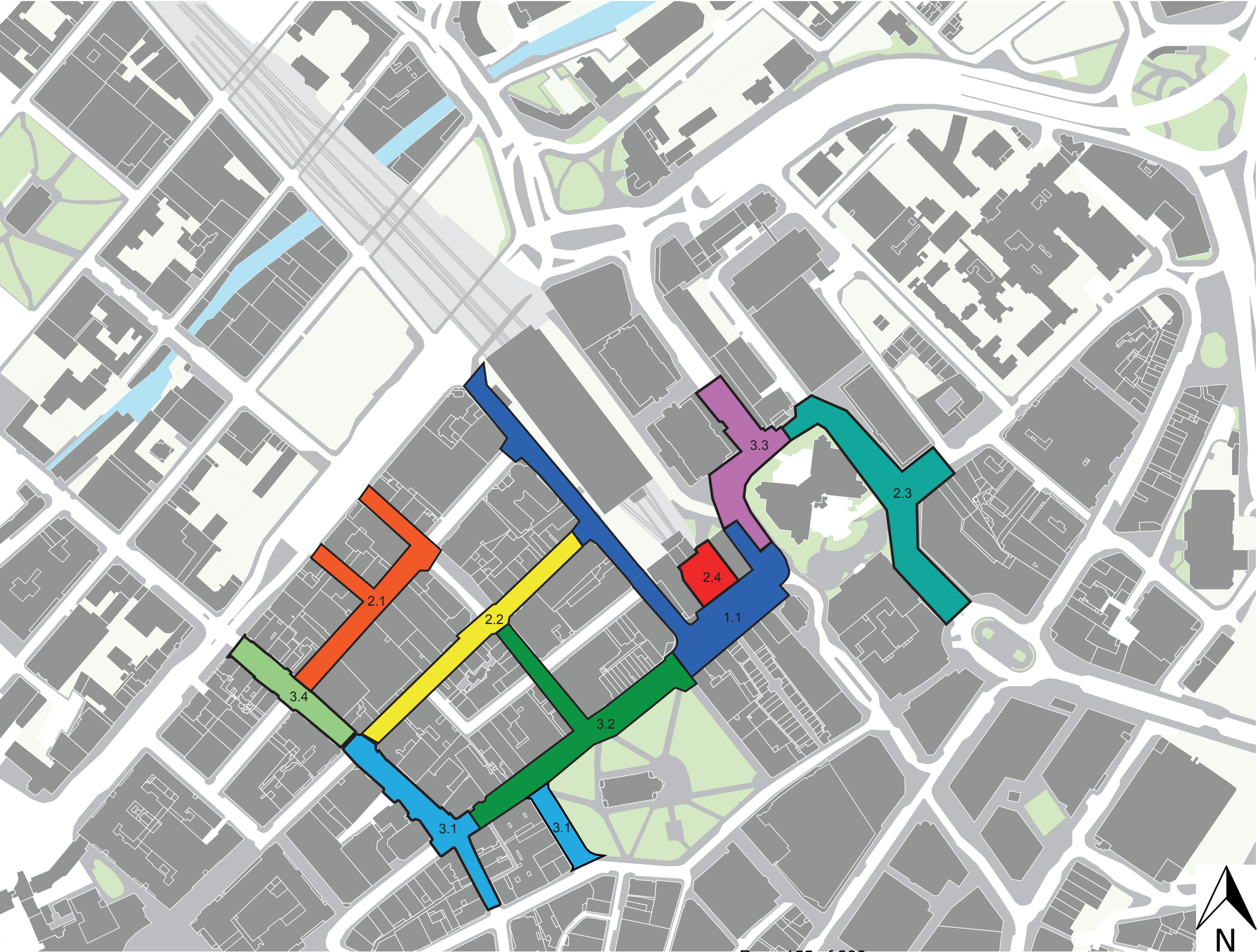
Each project contained within the programme will create assets that will form part of the highway upon completion of the project; as such they will need to be maintained within the overall highway maintenance regime. The total estimated cost of including these newly created assets within the highway maintenance

regime is estimated at £50,000 across all of the projects, mainly due to the proposal to use enhanced materials and features. These costs will be funded from the provision for Highways Maintenance held within the Corporate Policy Contingency.

<b>6. Project Development Requirements/Information</b>			
<b>Products required to produce Full Business Case</b>	Internal liaison with key City Council Officers; Public Consultation and stakeholder liaison; Site Investigations; Liaison with external funding providers; Detailed design and drawings; Detailed estimates; Highways Change Notification; Traffic Management Protocol 1; NRSWA Notification; Equalities Analysis; Network Integrity Assessment; Road Safety Audit 1 and 2.		
<b>Estimated time to complete project development</b>	Project 1.1 – 2 months Projects 2.1, 2.2, 2.3, 2.4 – 8 months Projects 3.1, 3.2, 3.3, 3.4 – 12 months		
<b>Estimated cost to complete project development</b>	£1.25 million		
<b>Funding of development costs</b>	Local Growth Fund, Enterprise Zone, Colmore BID		
<b>Planned FBC Date</b>	Project 1.1 – May 2018  Other Projects to follow in 2019	<b>Planned Date for Technical Completion</b>	Project 1.1 – May 2019  Other projects to follow in 2019 and 2020.



# Snow Hill Public Realm - Programme



Phase 1	
Project Reference	Area Location
1.1	Colmore Row East & Livery Street

Phase 2	
Project Reference	Area Location
2.1	Cornwall Street
2.2	Edmund Street
2.3	Steelhouse Square
2.4	Station Square

Phase 3	
Project Reference	Area Location
3.1	Newhall St/Colmore Row
3.2	Colmore Row West
3.3	Snowhill Queensway
3.4	Newhall Street North





# Snow Hill Projects

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## Project Summary Document

## Contents

Phase 1 – Project No. 1.1 – Colmore Row East and Livery Street .....	2
Phase 2 – Project No. 2.1 – Cornwall Street .....	3
Phase 2 – Project No. 2.2 – Edmund Street .....	4
Phase 2 – Project No. 2.3 – Steelhouse Square .....	5
Phase 2 – Project No. 2.4 – Station Square .....	6
Phase 3 – Project No. 3.1 – Newhall St / Colmore Row Junction .....	7
Phase 3 – Project No. 3.2 – Colmore Row West .....	8
Phase 3 – Project No. 3.3 – Snow Hill Queensway .....	9
Phase 3 – Project No. 3.4 – Newhall Street North .....	10

## Phase 1 – Project No. 1.1 – Colmore Row East and Livery Street

This project will reduce traffic flows along Colmore Row and the City Centre and deliver an aesthetically pleasant urban environment.

The key interventions will be:

- a) Banning the existing right turn from Livery Street onto Colmore Row so that Livery Street traffic turns onto Colmore Row eastbound only;
- b) Measures on Lionel St and surrounding roads to provide an alternative bus route for buses that currently turn right into Colmore Row from Livery Street.
- c) Removing the central reservation to reduce the carriageway width to single lane in each direction and shorten the existing controlled crossing on Colmore Row;
- d) Swapping the bus stop and taxi rank adjacent to the square on Livery Street and Colmore Row;
- e) Changing the current one-way traffic to two-way traffic between Livery Street's junctions with Cornwall Street and Barwick Street, to enable exit from Snowhill car park and Livery Street via either Barwick Street or Cornwall Street;
- f) Introducing high quality paving materials and hard and soft landscaping features.
- g) Introducing a Restricted Parking Zone on Colmore Row to minimise road markings; and
- h) Preserving the right turn lane for cyclists from Colmore Row into Bull Street.



## Phase 2 – Project No. 2.1 – Cornwall Street

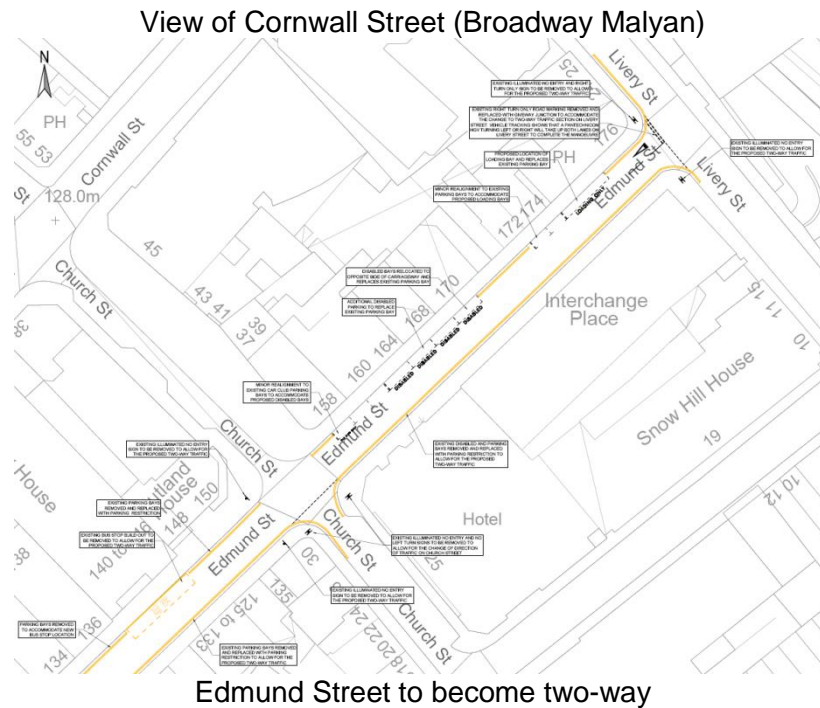
This project will transform Cornwall Street into a quiet road focusing on urban realm proposals to encourage businesses to spill out and use of the road where the traffic will be reduced as much as possible.



View of Cornwall Street (Broadway Malyan)

## Phase 2 – Project No. 2.2 – Edmund Street

This project will change the vehicular travel on Edmund Street from one-way to two-way to allow vehicles exiting the Snow Hill car park alternative routes within the area behind Colmore Row.



## Phase 2 – Project No. 2.3 – Steelhouse Square

This project will create an open, uncluttered public space for pedestrians closing Steelhouse Lane to traffic between Colmore Circus Queensway and Printing House Street. The carriageway will be realigned to remove the mini roundabout and enlarge the pedestrian crossing on Colmore Circus Queensway. Access for emergency vehicles will be retained.





## Phase 2 – Project No. 2.4 – Station Square

This project will deliver a first class public square within private land at the front of Snow Hill Railway Station.

The proposals include High Quality Natural Stone Paving appropriate to the character and use, hard wearing and robust; landscaping features, features to provide seating, resting and orientation, enhanced lighting.

The proposals require agreements with the private landowners to enable deliver therefore it has been separated from the Project 1.1 for delivery.



### Phase 3 – Project No. 3.1 – Newhall St / Colmore Row Junction

This project will change the movement through the area by changing the one way stretch of Newhall Street into two way to enable better access into the area. This will help to remove traffic in the Colmore Row area as part of the long term ambitions of the masterplan.

The project will also change the Colmore Row / Newhall Street junction from the existing signal controlled junction to a priority junction with give way on Colmore Row, change the direction of traffic on Bennetts Hill, and change the two way traffic on Temple Row West to become one way northbound.



View of Newhall Street between Edmund Street and Colmore Row Junctions



### Phase 3 – Project No. 3.2 – Colmore Row West

This project will provide an aesthetically pleasant urban environment with high quality paving materials, more vegetation and bespoke design seating features. There is an opportunity for cafes and restaurants to 'spill out' onto the footway.

It is proposed to deliver this project as one of the last out of the programme, once the other projects have been delivered and the traffic then using Colmore Row West will be significantly reduced.



### Phase 3 – Project No. 3.3 – Snow Hill Queensway

This project will improve the performance of Colmore Circus Queensway/Snow Hill Queensway/Colmore Row junction by removing the traffic signals and giving priority to traffic movements around Colmore Circus and into Snow Hill Queensway and vice versa. The lanes will be narrowed at the existing controlled pedestrian crossing in Snow Hill Queensway to shorten its length.



### **Phase 3 – Project No. 3.4 – Newhall Street North**

This project will provide an aesthetically pleasant urban environment matching the palette of materials proposed for the other Snow Hill projects to complete the programme of improvements.





## APPENDIX 4 – Risk Management Schedule

No	Programme Component	Probability	Potential Impact	Managed By*	Key Milestones
1	External funding not secured	Low	Scheme is unable to be delivered with abortive costs incurred. LGF and EZ funding provided and spend to date may have to be returned and funded from City Council revenue sources. This includes scheme development costs and design costs incurred prior to approval being withheld.	Programme entry approval from the LGF and EZ funds has been agreed in principle. Ongoing liaison with both fund providers is required to secure funding.	March 2018
2	Land needed for the scheme not secured	Medium	Project 2.4 cannot be delivered without agreement from private landowners.	BCC and Colmore BID in discussions with landowners to secure agreement to deliver scheme on private land.	March 2019
3	Project costs exceed the available budget	Medium	Additional resources would be required to deliver the programme	Project has been split into individual projects to mitigate. Projects will only be let for delivery when the appropriate level of funding is secured.	Ongoing
4	Poor performance by the Contractor	Low / Medium	Cost and time overruns.	Ensuring Contract Management processes are appropriate and properly applied. Liquidated damages are included within the contract. Only Project 1 secured initially for delivery, the remaining works are subject to satisfactory performance	Ongoing
5	Unidentified Statutory Undertakers equipment.	Medium	Cost and time overruns.	Close liaison with the Statutory Undertakers to ensure accurate information is available to the Contractor. Allowance made for site investigations to be undertaken to establish if utilities present at key locations.	Ongoing
6	Objections to the scheme received as a result of the advertisement of Traffic Regulation Orders.	Low / Medium	Potential delay, omission or amendment of scheme proposals.	On-going dialogue with Ward Councillors, key stakeholders and members of the public.	Ongoing
7	Network Occupancy; i.e. access to the highway to complete the works.	Medium	Delay to elements of the scheme being constructed.	Early discussions already held with Traffic Management Services (TMS) to secure access to the network. TMS to continue involvement during the detailed	Ongoing

				design phase.	
8	Increase in Maintenance Revenue Costs	Medium	Additional annual costs to BCC for maintenance of highway infrastructure	The projects will be effectively managed through the design and construction phases to address any issues related to the escalation of highway maintenance costs	Ongoing
9	Traffic disruption in Birmingham during the construction phase	High	Delays to transport on the highway network	Early discussions already held with Traffic Management Services (TMS). TMS to continue involvement during the detailed design phase.	Ongoing
10	Project costs exceed the budget during delivery on site	Low	Additional resources would be required to deliver the programme or number of projects taken to delivery phase reduced	Project has been split into individual projects to mitigate this risk by letting works contracts for smaller elements of work. Projects in Phase 2 will contain an element of ECI to ensure any lessons learnt from Project 1 are taken forward.	Ongoing
11	Compensation requests from local traders during and after the works	Medium	Additional resources would be required to provide any compensation deemed appropriate	Ongoing liaison with traders to ensure any concerns raised are appropriately dealt with including sympathetic traffic and pedestrian management during the works to minimise disruption to businesses.	Ongoing

\* The Project Manager is responsible for managing the project risks.

# Equality Analysis

## Birmingham City Council Analysis Report

<b>EA Name</b>	Snow Hill Public Realm - Programme
<b>Directorate</b>	Economy
<b>Service Area</b>	Economy - Transport And Connectivity
<b>Type</b>	New/Proposed Function
<b>EA Summary</b>	This EA is for the Programme of delivery for a number of projects that will provide significant enhancements to the urban realm in the vicinity of Snow Hill Station and the Colmore Business District area.
<b>Reference Number</b>	EA002721
<b>Task Group Manager</b>	sajeda.mahmud@birmingham.gov.uk
<b>Task Group Member</b>	
<b>Date Approved</b>	2018-03-08 00:00:00 +0000
<b>Senior Officer</b>	philip.edwards@birmingham.gov.uk
<b>Quality Control Officer</b>	janet.l.hinks@birmingham.gov.uk

### Introduction

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

#### **Initial Assessment**

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

#### **Relevant Protected Characteristics**

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

- Impact
- Consultation
- Additional Work

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

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

## 1 Activity Type

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

## 2 Initial Assessment

### 2.1 Purpose and Link to Strategic Themes

#### **What is the purpose of this Function and expected outcomes?**

To approve the development programme of proposed projects for the Snow Hill Public Realm scheme:

Phase 1 comprises of Colmore Row East and Advances Works on Lionel Street and Metro Mediation Works;

Phase 2 comprises of Cornwall Street, Edmund Street, Steelhouse Square and Station Square; and

Phase 3 comprises of Newhall Street/ Colmore Row, Colmore Row West, Snow Hill Queensway and Newhall Street North.

To delegate future Full Business Case approvals for projects contained within Phase 1 and Phase 2 of the programme to the appropriate Cabinet Members and officers.

To delegate virement of funds between elements of the programme to the appropriate officers.

To approve to the proposed procurement strategy.

To approve to release the remaining budget for development expenditure to complete the detailed design of all the projects.

**For each strategy, please decide whether it is going to be significantly aided by the Function.**

Children: A Safe And Secure City In Which To Learn And Grow	No
Health: Helping People Become More Physically Active And Well	No
Housing : To Meet The Needs Of All Current And Future Citizens	No
Jobs And Skills: For An Enterprising, Innovative And Green City	Yes

### 2.2 Individuals affected by the policy

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

### 2.3 Relevance Test

Protected Characteristics	Relevant	Full Assessment Required
Age	Not Relevant	No
Disability	Not Relevant	No
Gender	Not Relevant	No
Gender Reassignment	Not Relevant	No
Marriage Civil Partnership	Not Relevant	No
Pregnancy And Maternity	Not Relevant	No
Race	Not Relevant	No
Religion or Belief	Not Relevant	No
Sexual Orientation	Not Relevant	No



## **2.4 Analysis on Initial Assessment**

All proposals for the Snow Hill Public Realm Scheme are provided as a public good and are available for all members of the community and visitors alike to use.

It is considered that there are no aspects of this Programme that could contribute to inequality. The facilities and measures proposed are for all users and none are excluded. No measures are considered to discriminate against protected groups in terms of age, race, religion or belief, marriage or Civil Partnership, gender, gender reassignment, sexual orientation, pregnancy or maternity, or disability.

Individual scheme proposals will be further screened for equalities analysis as part of standard Council governance and approval processes, and EAs will be completed at FBC stage for individual projects and programmes.

### **3 Full Assessment**

The assessment questions below are completed for all characteristics identified for full assessment in the initial assessment phase.

#### **3.1 Concluding Statement on Full Assessment**

It is considered that there are no aspects of this Programme that could contribute to inequality. The facilities and measures proposed are for all users and none are excluded. No measures are considered to discriminate against protected groups in terms of age, race, religion or belief, marriage or Civil Partnership, gender, gender reassignment, sexual orientation, pregnancy or maternity, or disability.

Ward Members for Ladywood have been advised of the scheme and will continue to be consulted for each of the projects. The Cabinet Member for Clean Streets, Recycling and Environment has been briefed and supports the project.

Officers from City Finance, Procurement, and Legal and Governance have been involved in the preparation of the Programme.

The Snow Hill Public Realm Project Board has overseen the development of the project and support progression as set out in the report for the Programme. The board is a tri-partite arrangement between the City Council, Transport for West Midlands (TfWM), and Colmore Business Improvement District (Colmore BID).

Key Stakeholders and the public will be consulted for each project by the City Council and Colmore BID. The details will be reported in the individual FBCs.

Individual scheme proposals will be further screened for equalities analysis as part of standard Council governance and approval processes, and EAs will be completed at FBC stage for individual projects and programmes.

### **4 Review Date**

31/08/18

### **5 Action Plan**

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

## APPENDIX 6 – Procurement Strategy

The programme of works will be procured using the Council's Highways and Infrastructure Works Framework Agreement under Lot 4.

A project briefing session was held with the Lot 4 contractors with 5 expressions of interest being received subsequently. Based upon the nature of the works, the interested contractors have already shown that they have the appropriate skills, efficiency, experience and reliability to deliver the projects. The initial procurement process has been designed so all interested contractors are invited to proceed to the next stage of the process and this will be used to identify a preferred contractor for Project 1.1 but also which of the other contractors will be selected to compete against them for future phases of work in accordance with the call-off protocol under the Framework Agreement.

The process will be:

- An invitation to tender will be issued to the interested contractors. All projects will be included in the tender with Project 1.1 at a detailed design stage and the remaining projects at an outline design stage. The evaluation criteria for the further competition exercise will be in line with the Framework Agreement as 60% price, 30% quality, and 10% social value.
- Following the evaluation of tenders, the first ranked provider will be recommended to be awarded the contract to deliver Project 1.1.
- The remaining projects will continue to be developed until they reach the detailed design stage.
- In order to maintain a competitive tension in the delivery of the remaining projects, the first and second ranked contractors for Project 1.1 will be sent tender documentation for the works for each further project through a further competition based upon the same evaluation of 60% price, 30% quality, and 10% social value.
- It is proposed that an element of Early Contractor Involvement will be included within the later projects using any lessons learnt from the Project 1.1 delivery.

This report seeks to approve the delegation of the contract awards for the main works delivery for projects contained within Phase 1 and Phase 2 of the programme, subject to the relevant funding providers confirmed the budget allocations to the Corporate Director, Economy in conjunction with the Director of Commissioning and Procurement, the Corporate Director, Finance and Governance (or their delegate), and the City Solicitor (or their delegate).

The contractors' performance in delivery of the works will be monitored through the use of Key Performance Indicators (KPIs). It will be made clear in the tender documents that the above process does not guarantee any work to any contractor except for the award of Project 1.1 as subsequent projects may not proceed.



# BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

**Report to:** CABINET  
**Report of:** CORPORATE DIRECTOR, ECONOMY  
**Date of Decision:** 27<sup>TH</sup> MARCH 2018  
**SUBJECT:** TENDER STRATEGY FOR THE DEVELOPMENT OF THE RESIDENTIAL ELEMENT FOR THE COMMONWEALTH GAMES VILLAGE (P0427)  
**Key Decision:** YES  
**Relevant Forward Plan Ref:** 003938  
**If not in the Forward Plan:** Chief Executive approved ☐  
**(please "tick" box)** O&S Chair approved ☐  
**Relevant Cabinet Member(s) or** Cllr Ian Ward, Leader  
**Relevant Executive Member** Cllr Majid Mahmood, Commercialism, Commissioning and Contract Management  
**Relevant O&S Chair:** Cllr Mohammed Aikhlaq, Corporate Resources and Governance  
**Wards affected:** Perry Barr

### 1. Purpose of report:

- 1.1 This public report provides details of the tender strategy and of the procurement process for the development of the residential element of the Commonwealth Games Village. The private agenda report contains any confidential market information which could impact on the tender process.

### 2. Decision(s) recommended:

That Cabinet

- 2.1 Notes the report.

**Lead Contact Officer (s):** Clive Skidmore, Head of Housing Development, Economy Directorate  
**Telephone No:** 0121 303 1667  
**E-mail address:** [clive.skidmore@birmingham.gov.uk](mailto:clive.skidmore@birmingham.gov.uk)

**Lead Contact Officer (s):** Charlie Short, Procurement Manager, Corporate Procurement Service, Strategic Services Directorate  
**Telephone No:** 0121 303 1667  
**E-mail address:** [charlie.e.short@birmingham.gov.uk](mailto:charlie.e.short@birmingham.gov.uk)

### **3. Consultation**

#### **3.1 Internal**

- 3.1.1 The Cabinet Member for Housing and Homes has been consulted and is in agreement with the recommendation for this to proceed to executive decision.
- 3.1.2 Consultation has taken place with the Leader of the Conservative Group, the Leader of the Liberal Democrats Group and both are supportive of the proposal. The Scrutiny Chair for Resources and Governance and The Scrutiny Chair for Health, Wellbeing and the Environment have also been made aware of the proposal.
- 3.1.3 Officers from Legal and Governance Services, City Finance and Procurement have been involved in the preparation of the report.

#### **3.2 External**

- 3.2.1 Relevant Ward Council Members will be consulted as part of the planning process. Perry Barr Councillors will also be consulted on an on-going basis as the proposals evolve and prior to submission of the Final Business Case to Cabinet.
- 3.2.2 Opportunities will be available for residents from the Perry Barr Ward to be consulted as part of the planning application process and thereafter by notification of the contractor mobilising for a start on site.
- 3.2.3 Homes England is represented on the Project Board.

### **4. Compliance Issues:**

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

- 4.1.1 The proposed development at Perry Barr is in line with the Council's plans for growth as set out in the Birmingham 2031 Development Plan, and as such the activity proposed is not contingent upon the approval of Birmingham as 2022 Host City. The Village forms the first phase of significant proposals for Perry Barr.
- 4.1.2 This proposal is also consistent with the Council's Vision and Forward Plan 2017 key priorities by;
  - **Children** – the redevelopment of Perry Barr will lead to a step change in the local Neighborhood and ensure a safe, warm, sustainable and connected environment in which our children can thrive;
  - **Housing** – the Council is committed to the development of enough high quality new homes to meet the needs of a growing city, and the proposals within this report seek to support housing growth in the city;
  - **Jobs and Skills** – activity within the construction sector will create jobs and apprenticeships in the city, and activity in the supply chain industries, supporting the local economy through the Birmingham Business Charter for Social Responsibility;
  - **Health** – the links between health and housing are well recognised. The scheme will see the construction of new thermally efficient, economical to run new homes which are designed to high standards of quality and internal space standards will be more affordable for residents and will offer a higher quality of life leading to better health outcomes.

#### 4.1.3 Birmingham Business Charter for Social Responsibility (BBC4SR)

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of this contract. Tenderers will be required to submit an action plan with their tender that will be evaluated in accordance with 5.5.4.2 and the action plan of the successful tenderer will be implemented and monitored during the contract period. In addition, in recognition of the Council's policy to support sheltered workshops and its commitment to promote such firms who employ People with Disabilities, the tender invitation will include a requirement for contractors to seek a competitive quotation from Shelforce for the supply of windows and doors. Whilst this does not mandate contractors to use Shelforce, it will ensure they have the opportunity to price for these opportunities.

#### 4.2 Financial Implications

4.2.1 The cost will be funded from the overall budget for the CWG Village. Whilst precise funding arrangements are still being developed, funding will be from a combination of grants and prudential borrowing.

4.2.2 Commencing the procurement process does not oblige the Council to enter into any contracts, and contract award for the construction of the residential scheme will be subject to confirmation of funding and Cabinet approval anticipated in September 2018.

#### 4.3 Legal Implications

4.3.1 Under Section 1 of the Localism Act 2011, the Council has the power to enter into the arrangements set out in this report, which are within the remit and limits of the general power of competence Section 2 and 4 of the Localism Act 2011.

#### 4.3.2 Pre-Procurement Duty under the Public Service (Social Value) Act 2012

Although the Public Service (Social Value) Act 2012 does not apply to works contracts that are, in accordance with Council policy, tenderers will be asked how their bid addresses social value as part of the overall evaluation.

#### 4.4 Public Sector Equality Duty

4.4.1 The equalities implications were set out in the report to Cabinet dated 14<sup>th</sup> November 2017.

### 5. **Relevant background/chronology of key events:**

#### 5.1 Background and Service Requirements

5.1.1 Birmingham was awarded the honour of hosting the 2022 Commonwealth Games in December 2017. This privilege brings with it a number of obligations as the host city, one of which is the provision of sufficient residential accommodation to house around 6,500 athletes during the Games period.

5.1.2 A number of options have been considered for the athletes' accommodation, and the preferred option is the development of a new purpose built residential development on the site of the former BCU campus in Perry Barr.

5.1.3 On 14<sup>th</sup> November Cabinet approved officers' recommendation that the residential scheme would be developed by the Council acting as developer, given the significant in house

expertise which has led the Council to become the biggest housing developer in the city through the BMHT and InReach programmes.

- 5.1.4 Significant progress has been made to bring this project forward at pace, as clearly the primary driver is to ensure that the athletes' accommodation is constructed by the time the Games commence in June 2022. Post Games the accommodation will be converted to general needs housing, some of which will be retained by the Council, and some will be sold on for other tenures including affordable housing, private rent and owner occupation. The disposal strategy will be the subject of a future report to Cabinet.
- 5.1.5 Site assembly is well advanced, and following the appointment of Arcadis as the Council's Employers Agents, two Birmingham architects firms, Glancy Nicholls Associates and Glenn Howells Associates, are developing the design of the residential quarter. It is anticipated that a Planning Application will be submitted in June 2018.
- 5.1.6 The development of the athletes' village will create a transformational legacy for Perry Barr by the creation of a high quality residential neighbourhood, providing in excess of 1,200 new homes with an improved environment for residents.
- 5.1.7 This report seeks approval to commence the procurement process for the appointment of a building contractor for the development of the residential element of the scheme. Due to the scale of the project and the length of a full and transparent procurement process, it is essential that potential contractors are engaged through a procurement process at the earliest opportunity.

## 5.2 Outcomes Expected

- 5.2.1 The following outcomes are anticipated as a result of the proposed procurement process to be carried out:
- The development of sufficient high quality accommodation for the athletes during the period of the games
  - The creation of a high quality aspirational neighbourhood in the heart of Perry Barr;
  - Regeneration of the wider Perry Barr area through complementary investment in transport infrastructure, and the development of adjacent sites

## 5.3 Market Analysis

- 5.3.1 This is a major project that only a small number of construction companies have the size, capacity, financial resilience and experience to deliver a project of this complexity and prestige. There will be significant interest in the project from all sections of the market. However, there will be a robust evaluation criteria in place to ensure that only capable organisations proceed to the further assessment stage. A market engagement event will be held to interested companies to explain the Council's vision for the project.

## 5.4 Strategic Procurement Approach

- 5.4.1 The detailed Options Appraisal with scoring is in the Private Report. A summary of the evaluation of the options that were considered are:
- To split the development into small work packages potentially developed by different suppliers – this is not an option as it is likely to lead to inconsistencies with timescales and build quality. Also, this option does not lend itself to the demolition and land remediation strategy for the site.
  - To tender for a Birmingham only contract. This is the preferred option on the basis that it will allow for all suppliers to express an interest in tendering for the opportunity, costs will



be reflective of the current market position and all of the Council's priorities can be incorporated into the tender documentation.

- To use a collaborative framework agreement – There are a number of collaborative framework agreements in place that may be suitable for use that have benefits for a project of this size. When considering the various framework agreements, this option was discounted for a variety of reasons including the lack of breadth of the suppliers, cost of accessing and reduced timescales do not add significant benefit.

## 5.5 Procurement Approach

### 5.5.1 Duration and Advertising Route

The contract will be awarded for an indicative period of up to 6 years. This is a works contract and will be advertised in the OJEU, Contracts Finder and [www.finditinbirmingham.com](http://www.finditinbirmingham.com).

### 5.5.2 Procurement Route

The requirement will be tendered using the 'OJEU' route on the basis that:

- There are sufficient suppliers in the market place that can provide all the required services
- The service can be clearly defined
- Tenderers' prices will be fixed for the term of the contract

### 5.5.3 Scope and Specification

The scope and specification is:

- The development of residential accommodation with all associated infrastructure in accordance with the Council's approved scheme and specification to provide housing for 6,500 athletes by June 2022;
- The conversion of the accommodation to general needs housing after the Games period.

### 5.5.4 Tender Structure (Including Evaluation and Selection Criteria)

#### 5.5.4.1 Evaluation and Selection Criteria

The quality / social value / price balances below were established having due regard for the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided. The tender documents will include the form of contract based on the *JCT design and build contract* with appropriate revisions to incorporate corporate policies.

#### 5.5.4.2 Tenders will be evaluated against the specification in accordance with a pre-determined evaluation model.

#### 5.5.4.3 The evaluation of tenders will be assessed as detailed below:

The assessment will be divided into the following stages:

Stage 1 – Company Information

Stage 2 – Invitation to Tender

## Stage 1 – Company Information

In accordance with PAS 91:2013+A1:2017 for construction, the following assessment will be used for this stage:

- Question C.1 – Information about the Applicants (Pass / Fail)
- Question C.2 – Financial Information (including Insurance) (Pass / Fail)
- Question C.3 - Business and Professional Standing (including exclusion grounds) (Pass / Fail)
- Question C.4 - Health and Safety (Pass / Fail)
- Question O.1 - Equal Opportunity and diversity policy (Pass / Fail)
- Question O.2 - Environmental Management (Pass / Fail)
- Question O.3 - Quality Management (Pass / Fail)
- Question O.4 - Compliance with BBC4SR (Pass / Fail)
- Question O.5 – Experience and Ability to Deliver (Scored) demonstrable experience in delivering schemes of similar size, value and nature. Contractors proposed supply chain, and proposed methodology for delivering the athletes village, assurances on availability of labour.
- Declaration (Pass / Fail)

Tenderers that pass the pass/fail elements and score above 60% will progress to Stage 2.

## Stage 2 – Invitation to Tender Stage

### Evaluation and Selection Criteria

Tenders will be evaluated using the indicative quality / social value / price balance in accordance with a pre-determined evaluation model. The quality element will account for 40%, social value 20% and price 40%. This quality / social value / price balance has been established having due regard to the corporate document 'Evaluating Tenders' which considers the complexity of the services to be provided and the degree of detail contained within the contract specification.

Tenders will be evaluated against the specification in accordance with the pre-determined evaluation model described below:

### Quality (40% Weighting)

Criteria	Overall Weighting	Sub-Weighting
Technical Competency	100%	15%
Design / Build Quality and Specification		25%
Management of the Programme		30%
Organisational Management & Resources		25%
Health & Safety		5%

Tenderers who score less than 70% of the quality threshold i.e. a score of 70 out of a maximum quality score of 100 will not proceed to the next stage of the evaluation.

### Social Value (20% Weighting)

Criteria	Overall Weighting	Sub-weighting
Local Employment	<b>100%</b>	20%
Buy Local		15%
Partners in Communities		20%
Good Employer		20%
Green and Sustainable		15%
Ethical Procurement		10%

Tenderers who score less than 40% of the social value threshold i.e. a score of 40 out of a maximum quality score of 100 will not proceed to the next stage of the evaluation.

### **Price (40% Weighting)**

Tenderers will be required to price on the basis of a JCT design and build contract.

### **Overall Evaluation**

The evaluation process will result in comparative quality, social value and price scores for each tenderer. The maximum quality score will be awarded to the bid that demonstrates the highest quality. The maximum social value score will be awarded to the bid that demonstrates the highest social value. The lowest price will be given the maximum score. Other tenderers will be scored in proportion to the maximum scores in order to ensure value for money and the proposed framework agreement will be awarded to the first ranked tenderer.

#### **5.5.5 Evaluation Team**

The evaluation of tenders will be undertaken by officers from Housing Development, Planning, the Council's Employers Agent and Homes England, supported by Corporate Procurement Services.

#### **5.6 Risk**

- 5.6.1 The CPS approach is to follow the Council Risk Management Methodology and the Procurement Team is responsible for local risk management. CPS maintains a risk management register and documentation relevant for each contract. The risk register for the development has been jointly produced and owned by the Project Board with arrangements being put in place to ensure operational risks are appropriately mitigated.

#### **5.7 Indicative Implementation Plan**

Cabinet Approval (Strategy)	27 <sup>th</sup> March 2018
ITT Issued	April 2018
ITT Return	June 2018
Evaluation Period	July 2018
DPR Approval (Award)	August 2018
Contract Award	September 2018
Commencement on Site	January 2019

5.8 Service Delivery Management

5.8.1 Contract Management

The contract will be managed operationally by the Head of Housing Development.

6. Evaluation of alternative option(s):

- 6.1 Not to build the development – this is not an option as it is a requirement of the Commonwealth Games Federation to provide accommodation for the athletes
- 6.2 Alternative procurement options are detailed in paragraph 5.4

7. Reasons for Decision(s):

- 7.1 To enable the commencement of the procurement activity for the development of housing for the athletes village.

**Signatures:**

**Date:**

.....  
Waheed Nazir – Corporate Director, Economy

.....

.....  
Councillor Ian Ward – Leader of the Council

.....

.....  
Councillor Majid Mahmood - Commercialism, Commissioning and Contract Management

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**List of Background Documents used to compile this Report:**

Report to Cabinet 14<sup>th</sup> November 2017.

**List of Appendices accompanying this Report (if any):**

None

**BIRMINGHAM CITY COUNCIL**  
**PUBLIC REPORT**

**Report to:** CABINET  
**Report of:** Chief Operating Officer  
**Date of Decision:** 27 March 2018  
**SUBJECT:** Outcome of final stage negotiations between BCC and Capita – proposed IT and Digital Service Transition Roadmap to 2020/21, with associated investments and benefits  
**Key Decision:** Yes  
**Relevant Forward Plan Ref:** 004112/2018  
**If not in the Forward Plan:** Chief Executive approved ☐  
**(please "X" box)** O&S Chair approved ☐  
**Relevant Cabinet Member(s) or** Councillor Jones – Deputy Leader  
**Relevant Executive Member:** Councillor Mahmood - Cabinet Member for Commercialism, Commissioning and Contract Management  
**Relevant O&S Chair:** Councillor Councillor Mohammed Aikhlaq – Chair of Corporate Resources and Governance  
**Wards affected:** All

**1. Purpose of report:**

- 1.1 To inform Cabinet of the findings from further due diligence work conducted since the report approved by Cabinet on 14 November 2017 i.e. for Part 1 of the deal with Capita, to deliver the budgeted ICT savings for 2017/8 and the ending of the Joint Venture arrangement on 1st January 2018 through the 10th Deed of Variation to the Service Delivery Agreement (SDA).
- 1.2 To inform Cabinet on the outcome of the third phase of negotiations with Capita to deliver the budgeted ICT savings up to 2020/21.
- 1.3 To seek Cabinet approval of a roadmap of change that balances the optimum use of available ICT project investment to deliver the maximum benefits, with a revised approach that engages directly with the market for various projects and services
- 1.4 To seek authority for the Chief Information Officer (CIO) to incur spend of up to £1m to progress the proposed projects to Full Business Case stage and for the CIO to approve those Full Business Cases.
- 1.5 To update Cabinet on the progress made on the delivery of the Council's Information and Communications Technology and Digital Strategy (ICT&D Strategy 2016-2021).
- 1.6 The accompanying private report contains commercially confidential information.

**2. Decision(s) recommended:**

**That Cabinet:**

- 2.1 Notes the progress made and future plans for continued delivery of the ICTD Strategy (2016-2021).

**Lead Contact Officer(s):** Peter Bishop, Chief Information Officer and Assistant Director for Information, Technology and Digital Services, Strategic Services  
07864 926819  
**Telephone No:** peter.bishop@birmingham.gov.uk  
**E-mail address:**

**Lead Contact Officer(s):** Nigel Kletz, Director of Commissioning & Procurement  
Corporate Procurement Services, Strategic Services  
**Telephone No:** 0121 303 6610  
**E-mail address:** nigel.kletz@birmingham.gov.uk

### **3. Consultation**

#### **3.1 Internal**

Senior officers in Finance, Legal, HR and Procurement have been involved in detailed negotiations since June 2017 with Capita.

The Cabinet Member for Commercialism, Commissioning and Contract Management, the Chair of Corporate Resources Overview and Scrutiny Committee, the Deputy Leader of the Conservative Party, the member with responsibility for ICT matters from the Liberal Democratic Party and the Council Directors of Service Birmingham have been consulted regarding the contents of this report and support it progressing to an executive decision.

Capita ICTDS (formerly Service Birmingham Ltd) has continued to undertake informal and formal communication with the council staff seconded to the existing service supported by the Councils CIO. On-going engagement with trade union colleagues is also being undertaken by the Councils CIO.

#### **3.2 External**

A number of advisors have been advising the Council since negotiations started in 2017. PWC were appointed to review and provide external financial advice to the council on the negotiations with Capita on ending the Joint Venture and 2017-18 savings proposals.

Gowling WLG are externally appointed legal advisors who have reviewed the original SB contract and its various schedules in support of the development of the various negotiation options and advised on the process, issues and risks around ending the JV contract.

Socitm Advisory has provided commercial negotiation support, technology and services advice and guidance, programme management and assisted with the financial support.

### **4. Compliance Issues:**

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

The Council's objectives and priorities as detailed in the Vision and Forward Plan approved by Cabinet on the 16 May 2017 will be supported by the adoption of this proposal which is consistent with the ICT & Digital Strategy (2016 - 2021) approved by Cabinet in October 2016.

#### **4.2 Financial Implications (How will decisions be carried out within existing finances and Resources?)**

The Financial Plan 2017+ identified new savings within ICT of £43.210m between 2017/18 and 2020/21 - £10.020m in 2017/18, £9.650m in 2018/19, and £11.770m in 2019/20 and 2020/21.

The sale of the Council stake in Service Birmingham agreed by Cabinet in November 2017 delivered one off resources which are being used to deliver the savings in 2017/18 and contribute to savings in 2018/19. After taking account of other savings already achieved and other adjustments in the Long Term Financial Plan, savings still to be delivered amount to

£4.608m in 2018/19, £11.353m in 2019/20 and £12.854m in 2020/21. The transition process recommended in this report is needed to deliver these further savings.

Table 1 below shows the difference between savings that still need to be delivered to meet the targets in the approved Financial Plan and indicative savings to be realised under recommended Option B. Overall indicative savings are £0.5m more than required but there is a shortfall of £3.5m in 2018/19. Measures are being taken to reduce the shortfall in 2018/19. These include reviewing the funding required to meet the costs of the investment programme in 2018/19 in the light of a revised split between revenue and capital costs within the programme; and identifying further tactical savings that can be achieved in 2018/19. Indicative savings of £16.611m from 2020/21 onwards are in excess of those currently included in the Long Term Financial Plan although at this stage no account has been taken of savings that may fall outside the General Fund (i.e. to the HRA and Children's Trust).

**Table 1 - difference between savings required and indicative savings under Option B**

<b>Description</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>Total £m</b>
Savings required from Transition Programme	4.608	11.353	12.854	<b>28.815</b>
Indicative savings under recommended option	1.083	11.589	16.611	<b>29.283</b>
<b>Difference – shortfall(+), surplus (-)</b>	<b>3.525</b>	<b>-0.236</b>	<b>-3.757</b>	<b>-0.468</b>

Costs that will be incurred in delivering the transition programme include:

1. A proposed investment plan totalling £27.608m over the period 2018/19 to 2020/21, this will be funded from a mixture of capital and revenue resources. This involves repurposing funds allocated to the Technical Refresh and Investment Plan (TRIP) agreed in October 2016. Funding of the costs is from prudential borrowing budgets allocated to fund the original TRIP programme.
2. A delivery team estimated to cost £4.664m over the period 2017/18 to 2020/21. This team will be funded from the Organisational Transition Reserve in 2017/18 (£547k). The balance of funding is within the approved ICT budget for 2018/19 to 2020/21.
3. Staff transition costs. Redundancy costs will potentially be incurred as staff transition to the Council. Costs associated with redundancy of Council secondees will be met from the corporate redundancy fund. Pension fund strain costs of Council secondees are not currently provided for and will be met over three years which will mean that some of the costs can be set against additional savings made in 2020/21 and 2021/22. In addition, potential redundancy costs for Capita staff TUPE'd to the Council are not provided for. Detailed business cases are to be developed on each of the schemes within the transition plan and these will need to identify the extent to which additional savings can be generated to meet staff transition costs not met in other ways.
4. Contractual payments to Capita. There are certain payments that have to be made to Capita as services transition back to the Council. These costs, which will be incurred in 2019/20, are not currently provided for in the LTFP. Their funding will have to be assessed in the light of the delivery of savings through the transition process.

The overall financial position of the programme will be monitored and reviewed at the Deputy Leaders ICT Strategy Board and a highlight report will be brought back to Cabinet on an annual basis.

Further details are provided in the private report.

### 4.3 Legal Implications

The Council are under a duty under Section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The implementation of the Savings Plan will deliver economy.

### 4.4 Public Sector Equality Duty

In October 2016 Birmingham City Council Cabinet approved the ICT & Digital Strategy for the period 2016 -2021. The work to implement the strategy has two major projects:

1. An Investment Programme - implementing replacement and new, enabling ICT assets in line with the strategy and in support of the Council's new Business Architecture.
2. An ICT Transition Programme to take BCC up to and beyond the end of the Service Birmingham partnership with Capita and the ending of the Joint Venture with Service Birmingham.

An Equality Analysis was completed during the development of the ICT & Digital Strategy (2016-2021 and for the Cabinet report of the 27<sup>th</sup> June (see Appendix 1). There has been no change to that analysis.

## **5. Relevant background / chronology of key events:**

- 5.1 The Council's contract with Capita for ICT services from Service Birmingham commenced in 2006 for a ten-year period with an option to extend for a maximum of a further five years. This extension was exercised in 2011 as the 4<sup>th</sup> Deed of Variation.
- 5.2 In March 2014 the Council agreed a series of savings for the remaining seven years of the contract to the total value of £140m. These savings have been achieved or plans are already in place to deliver the savings over the life of the contract.
- 5.3 In October 2016 Cabinet approved the Information & Communications Technology & Digital Strategy (2016 - 2021) to guide the prudent use, maintenance and development of the Councils ICT assets to and beyond the end of the existing Service Birmingham contract in 2021. The strategy described the need for investment and to transition to a new ICT Operating Model to enable the Council to deliver the savings associated with the service between 2017 and 2021. In January 2017 the Council formed the "SB Transition Programme" and initiated contract negotiations with Capita, with key objectives to:
  - Save £10.02M revenue from the Core ICT Contract cost in 2017-2018 and deliver revenue savings totalling £43M in total across 4 years as set out in the Financial Plan 2017+
  - Reach a negotiated position with Service Birmingham that;
  - Allows the Council moving forward to gradually take back full control of its ICT & Digital from Capita/Service Birmingham.
  - Allows the Council to deliver the ICT & Digital projects in a manner that represents value for money and meets the needs of the Directorates and the wider Council.
  - Gives the Council flexibility to deliver an ICT & Digital Service and future Operating



- Model that can flex as the wider Council transforms.
  - Gives the Council the right to go to the market as it selects solutions or implements new capability to test that it always getting real value for money.
  - Potentially allows the Council to select multiple suppliers, and in doing so avoid penalty charges.
  - Avoids extending the current contract for any further additional years.
- 5.4 Appendix 2 gives an overview of what has been achieved since the Council approved the ICTD strategy and associated technology refresh programme. During the development of the transition roadmap, the technical refresh programme has been reviewed in detail from a VFM perspective and with greater understanding of the opportunities derived from the IT&D Strategy, the TRIP programme has been re-purposed using the remaining budget to deliver critical TRIP outcomes, but in a more cohesive, strategic approach delivering more benefits.
- 5.5 A joint team between Capita, Service Birmingham and the Council under the leadership of the Chief Operating Officer were tasked to work together to agree how these savings could be delivered in a manner consistent with the ICT&D Strategy.
- 5.6 In April 2017 substantive agreement was achieved between the Council, Capita and SB on how to deliver the savings, which was confirmed in a Without Prejudice Letter from Capita dated 2nd May 2017 and attached to the June Private report. Since 27 June 2017 to October 2017, negotiations to translate the Without Prejudice Letter of Intent into a formal contractual Agreement were concluded.
- 5.7 Capita and the Council also agreed principles in November 2017 for working together to deliver savings required in the LTFP over the remaining term of the contract. An implementation plan was prepared to deliver the actions required which included:
- Detailed legal, HR and financial due diligence of the offer leading to a new set of contractual arrangements being put in place.
  - Assessing any potential employment issues and impact on staff . No change is planned immediately but as the services are proposed to be changed any workforce impact will be consulted on with trade union colleagues and staff in the normal way.
  - External communication for the Council, Capita and supporting partners.
  - Establishment of new Terms of Reference for the SB Transition Programme to implement the desired changes and mobilise the necessary programme structure, project governance and required resources.
- 5.8 Cabinet approved in November for Capita/Service Birmingham to buy the Council's stake in Service Birmingham, which ended the Joint Venture Agreement at the end of December 2017 and an agreed set of behaviours, working practices and contract changes which will be negotiated as part of part 2 of the deal.
- 5.9 Cabinet also agreed to receive a final report covering the final negotiations, including a detailed breakdown of the Transition Roadmap, investments and benefits. The subsequent third phase of negotiations has been built on the 'principles' agreed between BCC and Capita in November 2017. These focused on mechanisms to assure Council savings and the treatment of potential contractual penalties for Capita's loss of profit. This will be via the reduction of core cost over the life of the programme, which is the primary source of savings in the LTFP. More details are available in the private report.
- 5.10 A revised governance framework was approved by Cabinet in June 2017 and this has

been implemented to maintain oversight to ensure:

- Strategic Alignment: Linking the Council and ICT & Digital services so they work together.
- Maintaining Control: Identifying business requirements correctly, choosing the right ICT solution, reusing what we have and working against a roadmap towards a future design.
- Value Delivery: Making sure that the Council's ICT& Digital service delivers the benefits promised at the beginning of a project or investment using the council business case methodology.
- Resource Management: Manage resources effectively, deploying resources on a demand driven basis.
- Risk Management: Instituting a formal risk framework that manages and reports risk
- Performance Measures: Measuring business performance against achieving business goals.
- The new governance framework is under the leadership of the Deputy Leader and the ownership of the Chief Operating Officer.

5.11 The proposed future ICT& Digital service is based around a multi supplier Service Integration and Management (SIAM) model which will be progressively implemented over the next three years. More details are provided in the private report. The shape and objectives of the Council are changing and the ICT& Digital service needs to support and lead in achieving those objectives, whilst providing flexibility, added value and having the ability to continue delivering a 'day-to-day' Information, Technology & Digital service whilst making this transition. The Council have already recognised that the Service Birmingham Transition programme will be a major undertaking for the Council and have allocated resources to support it.

5.12 Each major project or service migration will be covered via a business case. Other costs such as termination costs of third-party contracts or redundancy/pension strain costs will be considered by the Council via the ICT&D governance to ensure robustness in planning, financial support and execution.

5.13 Each project or service migration will be covered via an individual Procurement Strategy. Each strategy will detail the procurement approach, route to market and evaluation criteria, and will follow agreed governance arrangements. To help inform the Procurement Strategies early and active market engagement will take place to;

- Allow for innovative solutions to be explored with market leaders
- Leverage expertise within the market place to inform procurement decisions
- Create interest and competition within the market, and
- Ensure a robust market tested approach for each procurement

The level and type of market engagement will be established on a case by a case basis.

## **6. Evaluation of alternative options:**

Refer to Private Report.

## **7. Reasons for Decision(s):**

To authorise officers to proceed with the execution of the detailed transition roadmap and continue to deliver the ICT savings for 2017/18 – 2020/ 2021.

**Signatures****Date**

Councillor Brigid Jones  
Deputy Leader

.....

Angela Probert  
Chief Operating Officer , Strategic Services

.....

Councillor Majid Mahmood  
Cabinet Member for Commercialism,  
Commissioning and Contract Management

.....

**List of Background Documents used to compile this Report:**

1. Report to Cabinet October 2016 - Birmingham City Council Information & Communications Technology & Digital Strategy (2016 - 2021)
2. Report to Cabinet October 2016 - Birmingham City Council Strategic ICT & Digital Investment Programme (2016 - 2021)
3. Report to Cabinet of 27 June 2017 Delivery of Savings against Service Birmingham ICT Contract
4. Report to Cabinet of 14 November 2017 - Budget savings proposals, ending the Joint Venture (JV) with Capita for Service Birmingham and proposing new contractual arrangements up to 2020 / 2021

**List of Appendices accompanying this Report:**

1. Equality Impact Analysis
2. What has been delivered since the ICT strategy was approved

**Report Version**

**Dated**

## **PROTOCOL PUBLIC SECTOR EQUALITY DUTY**

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in section 4.4 of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
  - (a) whether there is adverse impact upon persons within the protected categories
  - (b) what is the nature of this adverse impact
  - (c) whether the adverse impact can be avoided and at what cost – and if not –
  - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
  - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - the equality duty (as an appendix).

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) tackle prejudice, and
  - (b) promote understanding.
- 5 The relevant protected characteristics are:
  - (a) marriage & civil partnership
  - (b) Age
  - (c) disability
  - (d) gender reassignment
  - (e) pregnancy and maternity
  - (f) Race
  - (g) religion or belief
  - (h) Sex
  - (i) sexual orientation



# Equality Analysis

## Birmingham City Council Analysis Report

<b>EA Name</b>	ICT & Digital Strategy (2016 - 2021)
<b>Directorate</b>	Corporate Resources
<b>Service Area</b>	Information Technology - Change And Support Services
<b>Type</b>	New/Proposed Policy
<b>EA Summary</b>	<p>Birmingham City Council is in the process of developing a new/refreshed ICT &amp; Digital Strategy for the period 2016 -2021. The work to implement the strategy has two major projects:</p> <ol style="list-style-type: none"> <li>1. An Investment Programme - implementing replacement and new, enabling ICT assets in line with the strategy and in support of the council's new Business Architecture.</li> <li>2. An ICT Transition Programme to take BCC up to and beyond the end of the Service Birmingham partnership with Capita.</li> </ol>
<b>Reference Number</b>	EA001412
<b>Task Group Manager</b>	simon.hall@birmingham.gov.uk
<b>Task Group Member</b>	
<b>Date Approved</b>	2016-09-29 01:00:00 +0100
<b>Senior Officer</b>	Jackie.Woollam@birmingham.gov.uk
<b>Quality Control Officer</b>	Helen.Burnett@birmingham.gov.uk

### Introduction

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

### **Overall Purpose**

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

### **Relevant Protected Characteristics**

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

- Impact
- Consultation
- Additional Work

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

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

## 1 Activity Type

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

## 2 Overall Purpose

### 2.1 What the Activity is for

What is the purpose of this Policy and expected outcomes?	This Equalities Analysis is being carried out to support the development of Birmingham City Council's ICT & Digital Strategy (2016 - 2021). The aim of the strategy is to provide a set of guiding principles and plans that steer the ICT & Digital support services of the council so that they: > Are aligned with the needs of the Future (Birmingham City) Council > Can make the transition past the end of the current Service Birmingham Contract > Continue to deliver new and improved replacement services in to the business -as-usual environment over the next five years
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For each strategy, please decide whether it is going to be significantly aided by the Function.

Public Service Excellence	Yes
A Fair City	Yes
A Prosperous City	Yes
A Democratic City	Yes

### 2.2 Individuals affected by the policy

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

### 2.3 Analysis on Initial Assessment

Our analysis has identified that two out of nine protected characteristics are potentially affected by this ICT & Digital Strategy. We can't see any direct impact on:

1. Gender
2. Gender Re-assignment
3. Marital Status
3. Pregnancy & Maternity
5. Religion
6. Sexual Orientation
7. Age - but see (age-related) Disability below:

However - we are looking at the following characteristics from these perspectives:

8. Disability      Accessibility of services: The ability to easily read digital interfaces on screens of computers, tablets and smartphones: interface design: font sizes, colour schemes, colour-blindness, ability to use text readers, etc.
9. Race            Less race - more specifically - language and exclusion of non-English speakers and readers



### 3.1 Disability

#### 3.1.1 Disability - Differential Impact

Disability	Relevant
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#### 3.1.2 Disability - Impact

Describe how the Policy meets the needs of Individuals with a disability?	The strategy will primarily affect people with disabilities as a result of their use and possible exclusion through the use of ICT & Digital services - specifically: "screens" (User Interface designs) and keyboards and pointing devices (Mice). People with visual impairment will be the most commonly affected group. Wherever practicable, the council will ensure that these user interfaces meet, or can be user-configured to meet usability standards. Specifically to quote the council website: "We comply with the W3C/WAI AA standard for accessibility as a minimum." We provide the most widely/easily used input devices, with large lettering where necessary.
Do you have evidence to support the assessment?	Yes
Please record the type of evidence and where it is from?	Consultation via the Be Heard website asked specific questions of individuals about their disability status and whether they thought their disability would be a barrier to accessing council services via ICT channels. 19% of respondents said they were registered disabled and 10% of respondents thought that their disability would be a possible barrier. The reasons for this were cited as: "Ageing process" "Phone calls can make me very tired as I suffer from chronic fatigue syndrome" "They tend to be very difficult to use and hard to get to the right person or department a lot of older people are not that up to date with the technology know available."
Have you received any other feedback about the Policy in meeting the needs of Individuals with a disability?	No
You may have evidence from more than one source. If so, does it present a consistent view?	Not applicable
Is there anything about the Policy and the way it affects Individuals with a disability which needs highlighting?	No

#### 3.1.3 Disability - Consultation

Have you obtained the views of Individuals with a disability on the impact of the Policy?	Yes
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If so, how did you obtain these views?	Be Heard Consultation - publicised to over 100,000 people through: > Your Weekly News > Keep in Touch > Birmingham Bulletin > Social media: corporate accounts on: >> Twitter >> Facebook >> LinkedIn
Have you obtained the views of relevant stakeholders on the impact of the Policy on Individuals with a disability?	Yes
If so, how did you obtain these views?	Be Heard Consultation - publicised to over 100,000 people through: > Your Weekly News > Keep in Touch > Birmingham Bulletin > Social media: corporate accounts on: >> Twitter >> Facebook >> LinkedIn
Is there anything about the Policy and the way it affects Individuals with a disability which needs highlighting?	No

### 3.1.4 Disability - Additional Work

Do you need any more information to complete the assessment?	No
Please explain how individuals may be impacted.	Poor design of citizen interfaces via phones (contact centre call handling software) and websites. NOTE: The council Web Team do use industry design standards to comply with disability accessibility requirements. (We comply with the W3C/WAI AA standard for accessibility as a minimum).
Is there any more work you feel is necessary to complete the assessment?	No
Do you think that the Policy has a role in preventing Individuals with a disability being treated differently, in an unfair or inappropriate way, just because of their disability?	Yes
Do you think that the Policy could help foster good relations between persons who share the relevant protected characteristic and persons who do not share it?	No
Do you think that the Policy will take account of disabilities even if it means treating Individuals with a disability more favourably?	No
Do you think that the Policy could assist Individuals with a disability to participate more?	Yes
Do you think that the Policy could assist in promoting positive attitudes to Individuals with a disability?	Yes

## 3.2 Race

### 3.2.1 Race - Differential Impact

Race	Relevant
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### 3.2.2 Race - Impact

Describe how the Policy meets the needs of Individuals from different ethnic backgrounds?	The ICT & Digital Strategy (2016 -2021) has no specific relation to ethnicity - rather it can support inclusion of people who do not have English as a first language.
Do you have evidence to support the assessment?	Yes
Please record the type of evidence and where it is from?	From the council website: "You can translate our website into 60 different languages using Google Translate".
Have you received any other feedback about the Policy in meeting the needs of Individuals from different ethnic backgrounds?	No
You may have evidence from more than one source. If so, does it present a consistent view?	Not applicable
Is there anything about the Policy and the way it affects Individuals from different ethnic backgrounds which needs highlighting?	No

### 3.2.3 Race - Consultation

Have you obtained the views of Individuals from different ethnic backgrounds on the impact of the Policy?	Yes
If so, how did you obtain these views?	Be Heard Consultation - publicised to over 100,000 people through: > Your Weekly News > Keep in Touch > Birmingham Bulletin > Social media: corporate accounts on: >> Twitter >> Facebook >> LinkedIn
Have you obtained the views of relevant stakeholders on the impact of the Policy on Individuals from different ethnic backgrounds?	No
If not, why not?	There are no plans to consult relevant stakeholders
Is there anything about the Policy and the way it affects Individuals from different ethnic backgrounds which needs highlighting?	No

### 3.2.4 Race - Additional Work

Do you need any more information to complete the assessment?	No
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Is there any more work you feel is necessary to complete the assessment?	No
Do you think that the Policy has a role in preventing Individuals from different ethnic backgrounds being treated differently, in an unfair or inappropriate way, just because of their ethnicity?	No
Do you think that the Policy could help foster good relations between persons who share the relevant protected characteristic and persons who do not share it?	No

### **3.3 Concluding Statement on Full Assessment**

#### Disability

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78% of respondents said they were not registered as disabled

19% of respondents said they were registered as disabled

3% preferred not to say

Those that gave reasons as to why disability might be a barrier to accessing the council's services via ICT & Digital channels cited age (and a lack of capability based on age), as well as chronic fatigue syndrome (a barrier to contact via telephony). These concerns are largely cultural and governed by individual attitude and choice, rather than based on disability. Age is not necessarily a barrier (viz. the phenomenon of the "Silver Surfer") and we have demonstrated that the council's website(s) comply with the appropriate visual design standards for use by people with visual impairment.

With regard to the comments around disability and telephony (above) and the reluctance to use ICT & Digital channels provided by the council - if people choose to not use these, they have stepped outside the scope of the strategy. For those that would like to be included in the Digital arena, but can't participate due to a lack of capability, the strategy is clear about council support for those people:

#### "3.2.1 Digital Agenda

We will ensure that individuals or groups are not unfairly disadvantaged by the "Digital Divide created by technology, by committing to deliver all of our services in a fair and equitable manner."

ALSO:

"Digital City - we will help, mentor and advise communities and businesses with the technology they need to enhance their lives, enabling stakeholders and businesses in the City to use Digital technologies to improve their lives, providing them with access to our business services / ICTD via expected supported devices, as well as developing their Digital skills, from the children and young people in our schools to our elderly and vulnerable residents."

#### Ethnicity

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81% of respondents said they were White British

10% of respondents said they were White

3% of respondents preferred not to say

3% of respondents said they were Indian

3% of respondents said they were Chinese

None of respondents thought the strategy would present a barrier to them due to their ethnicity.

For the concerns over language rather than ethnicity, we would repeat the text for [www.birmingham.gov.uk](http://www.birmingham.gov.uk) that states:

"You can translate our website into 60 different languages using Google Translate."

From <https://www.birmingham.gov.uk/accessibility>

### **4 Review Date**

18/09/17

### **5 Action Plan**

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



# **BIRMINGHAM CITY COUNCIL**

## **PUBLIC REPORT**

### **Appendix 2: Update on the delivery of the ICT&D Strategy**

#### **1. Purpose of report:**

- 1.1. To update Cabinet on the progress made on the delivery of the Council's Information & Communications Technology and Digital Strategy (ICT&D Strategy) and set out the delivery against the Technical Refresh and Investment Programme (TRIP)

#### **2.0. ICT& D Strategy**

- 2.2. ICT is a key enabler for the Council of the Future, and the delivery of the ICT&D Strategy will provide the Council with effective, efficient reliable services in support of the Councils vision. It is important that the Council has a clear approach to the improvement and delivery of ICT&D to meet the increasing expectations of citizens and can emulate the current trends in digital interaction and communications. The strategy, with other portfolio documents form a Governance and Assurance framework for the design and implementation of ICT and will help ensure that there is an evidence based approach to the choice of technologies the City council can use.

- 2.3. In October 2016 Cabinet approved the Council's ICT&D Strategy, and this created a new framework for ICT services to operate in. The Strategy is written around 6 themes:

- Integrated ICT and Digital Services
- Digital facilitation
- Insight
- Commissioning
- Governance
- Innovation

These themes will focus on achieving positive outcomes:

- improving the way we work as employees, e.g. using Office 365 tools
- improving how we use data and information, with better data quality, improved access to information, and improved data security
- improving how we collaborate and communicate e.g. using Skype and Yammer
- improving our digital infrastructure to support economic growth e.g. improved broadband access, 4G and 5G
- improving the skills of our staff and citizens through better access to technology and IT training
- delivering effective and efficient IT and digital services, with improved governance and control of IT spend, projects and service performance
- improving delivery of services to citizens, including channel shift to online service access and supporting adult social care to keep people independent for longer

Its overarching principle: Simplify, Standardise and Share ensures that all the City Council achieves maximum benefit from the investment it makes in technology and digital services. Key achievements against each theme are noted below:

#### **3.0. Theme 1 Integrated ICT and Digital Services**

The following projects/activity have supported the delivery of this theme outcomes over the last

12 months:

- Signing of the **Microsoft Enterprise Agreement (MEA) and the BCC partnership with Microsoft**. The MEA delivers greater value for the Council from: a lower unit cost per software licence procured individually, ability to deploy software products that will allow it to reduce the footprint of the ICT estate leading to lower cost through for example: Fewer machines, licences, upgrades, network connections and reduced backup facilities, support effort, future upgrade costs. The TRIP programme also funded an independent company to assess its licensing agreement to ensure that it obtained best value for money.
- **Skype** is a key tool in supporting the Council of the Future with better collaboration and increased agile working supporting the creation of a more engaged workforce. Skype will facilitate the councils work from the most appropriate location available whilst reducing the need for unnecessary travel, thus ensuring appropriate service delivery and efficiencies of time spent, resulting in increased productivity opportunities. It will also improve efficiency from reduced emails, lower subsistence costs by using the video and conference call facilities and ability to contact anyone, anywhere.
- **Yammer** is a business communication and collaboration tool will help support staff on a range of topic areas, what's on events information, and training and careers advice. It will support a more agile approach across the council as teams and group of staff use it to discuss and support new work, projects and areas of professional interest.
- The implementation of the new **Carefirst** system will improve services both internal and externally and replace an out dated system. A new system will enable direct improvement in Social Care delivery, reduce the administrative burden on Social Workers and allow more time to be spent doing social work with people and families. A précis of the improvement includes;
  - Improved and simplified workflow processes and forms
  - Removal of duplication of effort.
  - Consolidation of multiple systems, processes and workarounds.
  - Provide additional facilities such as recording the voice of the child – a key requirement that the present system cannot do.

This is now entering its integration and design change following a supplier selection process.

A number of technical refresh projects have been delivered, a summary is provided below:

- SCCM,SCOM and AD (or Systems Centre Configuration Manager) this is a Microsoft program that allows computers across the network to be remotely managed. This means that computer programs used by officers and members can be upgraded, uninstalled, or new programs deployed without anyone needing to visit the computer itself.
- Secure Web Gateway replacement, this application acts as the Councils' filtering system and security check on the internet.
- Cisco 6509 upgrade project is in delivery with a planned closure date. This replaces and upgrades existing switches in Council buildings ensuring that connections to the



network remain at their optimum performance level.

- Citrix upgrade, this supports the delivery of applications and servers to remote devices and desktops.
- Enterprise vault refresh provided the Council with extra storage capacity for emails.
- Virtualisation of email extenders servers, this project secured and stabilised data on existing older servers.
- Secure Application Delivery Platform, has replaced the existing network load balancers (which manage the application traffic on the Councils' network) and remote connectivity solution (Unified Access Gateway) that were near end of life. Network Load balancers are devices that triage the data moving around the council's network and coming in from the Internet. Without them, segments of the BCC network and certain computers would become overloaded and fail. This project is in the last stages of delivery.
- A number of design and analysis projects have started. The Windows 10 Upgrade and SharePoint analysis will provide the Council with knowledge on best to fully deploy these two tools. A cloud optimisation analysis project has also started that will review how the Council can make best use of cloud based systems. A firewall review has also started that will assess the Councils' network security needs for the future.
- In addition as TRIP is an extensive programme of work a programme manager was financed from the budget.

#### 4.0. Theme 2 Digital Facilitation

The following projects/activity have supported the delivery of this theme's outcomes over the last 12 months:

- The **BRUM Account** is a key priority of a modern Council from increased efficiency and modernisation of digital services for the council, its citizens and partners. In August 2016 the Birmingham.gov.uk website was replaced. This replacement was the first step in a journey to improve the online experience for citizens and businesses interacting with the council. The new website has improved the journey through the web by enabling a new approach to writing content and delivering a mobile responsive site. The replacement of "My Account" (Brum Account) will provide easy access to council services through low cost channels, with no deterioration to customer satisfaction, ultimately reduced service area operational costs and reduced contact centre operational costs. This support the digital citizen outcome of the strategy.
- The Council receives approximately 2,000 Freedom of Information (FOI) requests each year. To continue to increase transparency of its activities, the Council has invested in a **new FOI solution** that is now live. This will enable the automated publication of responses to requests. This will improve citizen's access to requesting and receiving Council information and support the strategy outcome of digital citizen. This system is a module within the Brum Account ensuring the Council maximises the use of its ICT systems.
- **Wifi in public buildings project** – The original contract to provide free wifi in 200 public buildings expired on 18<sup>th</sup> February 2018. We have worked with directorates and external organisations to refresh the contract for a further 3 years and are pleased that the directorates continue to value the service and have decided to maintain it where budgets allow. This further supports the Digital citizen outcomes.
- **Google Garage** - We have built on the relationship with the Google Garage after successfully getting them to locate in Birmingham. We have negotiated a 3 month contract with them that extends their stay in Birmingham until at least March 2018 and

ensures that digital skills training is being made available to a wider range of citizens, communities, businesses as well as the Council's. This latter project also supports the Digital facilitation and the strategy outcome Digital workforce, Digital Culture.

- **Digital Inclusion** - The St Georges Community digital and financial inclusion project is the first of a series of digital projects set out in the Financial Inclusion Strategy to support citizens to gain a better understanding of how they can manage their finances and budgeting capabilities using digital tools and skills. This demonstrates how the Council has empowered a local community group to take control of the issues in their locality and deliver targeted training for their citizens to address these and supports the strategy outcome Digital citizen. The project is on target to deliver its outcomes. We will continue to work with the Community group to identify further funding opportunities to enable this approach to be replicated in other communities
- **West Midlands Combined (WMCA) Digital Board** - We are supporting the development of the WMCA digital strategy and roadmap to ensure the Birmingham takes advantage of the opportunities of regional funding for digital skills, infrastructure and innovation

## 5.0. Theme 3 Insight

The following projects/activity have supported the delivery of this theme's outcomes over the last 12 months

- An updated Information Management Strategy is being developed. This strategy will set out how the council will gather and best-use information to provide services to the citizens, businesses and visitors to Birmingham in the most intelligent and insightful manner. The consultants have also been engaged to deliver a roadmap document, as a means of transferring their knowledge to the Council, on how we might best implement this strategy. A third, key, product of this work will be examples that demonstrate how implementing the strategy will drive up the efficiency and the economy of the Council – allowing us to deliver more cost-effective services. This work needs to be completed before other deliverables in this theme can start.
- Project Disc is a collaborative project between Birmingham City University, Future City Catapult and Birmingham City Council. This proof of concept project has developed a prototype application that pulls together data from various parts of the city council and external partners, much of which is currently siloed, to provide planners and developers with digital modelling, visualisation and predictive tools to assist decision making with regard to large scale regeneration and construction activities. Discussions are being held with staff within the Economy Directorate to explore how this application aligns to other applications such as 3D visualisation and Local View which are currently being developed with the directorate
- City4age – This is an innovative project working in collaboration with European partners that uses wearable technologies such as smart watches linked to smart phones and sensors to support elderly and frail people to live more independently and longer in the community. It uses artificial intelligence and algorithms to monitor their behaviour and movement and provides a dashboard for service providers to monitor patterns of behaviour so that they can provide targeted real time intervention to support the citizens. This project is being piloted in Sutton Coldfield and Yardley

## 6.0. Theme 4 Commissioning

The following projects/activity have supported the delivery of this theme's outcomes over the last 12 months:

- The introduction of new ICT project governance (that provides approval and advice for all ICT procurements) seeks to reduce tactical purchasing and increase strategic commissioning in line with the ICT&D Strategy. This governance supports an improved approach to commissioning ICT projects.
- The Procurement Strategy outlining the approach to provide the most optimum sourcing strategy is included in this report as Appendix 4
- The development of a transition roadmap has been completed supporting the planning, resourcing and delivery the procurement activity required to deliver the transition. This will provide operational oversight for the management of procurement work to the required timescales. Additional work is required for each tower, and the projects/services under each tower, to analyse and plan the individual procurements which will collectively deliver the transition.
- Tactical savings initiatives have been scoped and services reviewed to identify efficiencies and improvements to support the savings target. This has produced a number of work-streams will continue to develop as further analysis is undertaken

## 7.0. Theme 5 Governance

The following projects/activity have supported the delivery of this theme's outcomes over the last 12 months:

- The Council is investing in its own IT capability and as an initial step a new senior officer to provide the leadership and drive to deliver the objectives set out in the ICT&D Strategy has been recruited and started in June. Existing IT functions across the council came together in June 2017 to form a team with new leadership. As part of the change to take more ownership of our own future enabled by Technology the team has been renamed to Information, **Technology and Digital Services**. The name was chosen because:
  - Information – because we need to help the organisation turn data into information into insight into better services, safely and securely
  - Technology – because these are the tools we use that underpin everything the council does (including the tools for communication)
  - Digital – because we need to embrace change and help the council re-design services using new ways of designing, deploying and implementing technology to really improve the Customer and employee's experience of the services the Council uses

This team's primary purpose is to deliver cost effective and efficient services through leading, shaping and delivering change enabled by technology. It's vision and purpose is to become the Council's strategic business partner delivering the value and innovation that technology and digital services can offer

- New strengthened governance, through an Enterprise Architecture Function, has been

introduced for all ICT projects to ensure that they support the delivery of the ICT&D Strategy and present the best value for money for the Council. This is a new concept to the Council, but will provide a technical, commercial and information governance assurance for all ICT projects. This governance includes a combined Council and Service Birmingham solution design team.

## **8.0. Theme 6 Innovation**

There are a number of ideas in support of this theme outcome, this is still early days and these potential projects are in a developmental stage. They include:

- City as a Platform, this builds on the concept of the data platform but builds on it to include city assets in order to create a commercial market place for use of city's physical as well as data assets. It needs to be developed in collaboration with technology partners as well as academia.
- Digital Innovation for Public Sector (DIPS Centre). The concept is to identify city challenges and work with external innovators/ entrepreneurs/SMEs to identify potential solutions to these challenges to reduce the burden on the council services. There is a strong link between this and the Improvement hub. This is not necessarily a physical centre.
- Birmingham City Council has established an open data portal, the "Birmingham datafactory". The portal hosts approximately 73 data topics and over 350 datasets licensed for re-use by data enthusiasts, developers and entrepreneurs for the creation of new applications and solutions that support economic growth. A review has been commissioned to look at the long term future for this important resource.

## **9.0. Service Birmingham Performance**

Birmingham City Council's Information, Technology & Digital Services Division are responsible for measuring Service Birmingham's performance against contractual obligations, customer feedback and national benchmarking.

During the past year contractual service performance has been met with little exception, and where exceptions have occurred service improvements have been implemented. The Annual Customer Survey 2017 received an overall satisfaction score of 65% excellent or good with service improvements introduced based on feedback received. Service Birmingham has recently received a certificate from SAP for Customer Centre of Expertise and value for money has been evidenced on new goods and services.

## **10.0. Next steps : Future ICT delivery**

The work to deliver the ICT&D Strategy will continue in the next year and beyond. Transformation maps have been developed and show the high level 3 year plans for how technology and digital can help the Council achieves its strategic objectives. The service will be developing critical responses in the following areas:

- Improving the strategic use of data and information to drive better services ("Information Management Strategy")
- Improving information assurance, maturity, risk management and safety of personal data

(including GDPR)

- Improving Manager and Employee agility, productivity and collaboration (e.g. Skype, Yammer, intranet)
- Improving how Managers and Employee's create, develop and manage employee and financial information (HR & Finance Systems)
- Implementing better self-service for Customers re-engineering our service delivery to take maximum advantage of new technology e.g. Brum Account
- Implementing new service models that take advantage of digital developments e.g. Health & Social Care.



# BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

**Report to:** CABINET  
**Report of:** CHIEF EXECUTIVE  
**Date of Decision:** 27<sup>th</sup> March 2018  
**SUBJECT:** DISSOLUTION OF WEST MIDLANDS JOINT COMMITTEE

**Key Decision:**

**If not in the Forward Plan:**  
(please "X" box)

**Relevant Cabinet Member(s) or**

**Relevant Executive Member :**

**Relevant O&S Chair:**

**Wards affected:**

Chief Executive approved ☐

O&S Chairman approved ☐

COUNCILLOR IAN WARD, LEADER

N/A

NONE

### 1. Purpose of report:

- 1.1 This report seeks authority from Cabinet to sign a unifying Resolution to dissolve the West Midlands Joint Committee ("WMJC" or the "Committee") and to approve the new arrangements for managing the remaining residual business of the Committee once the Committee is dissolved.

### 2. Decision(s) recommended:

That Cabinet:-

- 2.1 Resolves to dissolve the WMJC
- 2.2 Authorises the seven recommendations to transfer the WMJC's previous functions and responsibilities to the parties as set out in Appendix 3.
- 2.3 Notes that the City Solicitor and Monitoring Officer will set out all relevant changes to the Council's Constitution at a future meeting of the Council Business Management Committee and Full Council in order to enact the recommendations at 2.1 and 2.2.
- 2.4 Authorises the City Solicitor to negotiate, execute and complete all legal documents necessary to support and deliver the above recommendation.

### Lead Contact Officer(s):

Stella Manzie, Chief Executive

**Telephone No:** 0121 464 5655 **Email Address:** stella.manzie@birmingham.gov.uk

Tracey Murray, Senior Policy Officer

**Telephone No:** 0121 464 5718 **Email Address:** tracey.murray@birmingham.gov.uk

### 3. Consultation:

#### 3.1 Internal

- 3.1.1 Both the Chief Executive and the Leader have contributed to the proposals via their regular meetings with other Metropolitan Borough Council Chief Executives and Metropolitan Leaders Group.

### 3.2 External

- 3.2.1 As above. A brief update was also provided at the last WMJC meeting on 26 January 2018.
- 3.2.2 The unifying Resolution is being submitted to Cabinet in each of the other six constituent Councils for approval.

## 4. **Compliance Issues:**

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

- 4.1.1 The impact of the changes will have minimal, if any, effect on the Council's policies, plans and strategies.

### 4.2 Financial Implications (Will decisions be carried out within existing finances and Resources?)

- 4.2.1 Birmingham City Council's contribution to the WMJC in 17/18 was £192,560.00. Future costs are likely to remain very similar since although WMJC responsibilities will be dealt with differently the financial obligations remain the same.
- 4.2.2 An outline of future costs are included at Appendix 1 of this report.

### 4.3 Legal Implications

- 4.3.1 There are no inherent provisions with the revised Constitution of WMJC dated 28 January 2015 which provide for its dissolution. The WMJC was established by the District Councils of the County of West Midlands on 24 July 1985 under the provisions of Part VI of the Local Government Act 1972.
- 4.3.2 Its Constitution was updated to reflect changes as set out in the Localism Act 2011 in relation to strategic planning and cross boundary infrastructure matters which must now be dealt with via the Duty to Cooperate ("the duty").
- 4.3.3 Section 9KB Executive arrangements states: other variation of arrangements within the Local Government Act 2000 c. 22 as added by Localism Act 2011 c. 20 Schedule 2(1) paragraph 1 provides a statutory authority to a local authority which operates executive arrangements to vary those arrangements so that differ from the existing arrangements in any respect, but still provide for the same form of executive.
- 4.3.4 The unifying resolution as set out in Appendix 2, once signed by all the constituent Councils will dissolve the West Midlands Joint Committee.

### 4.4 Public Sector Equality Duty (see separate guidance note)

- 4.4.1 No adverse effects have been identified from the actions recommended in this report.

## 5. **Relevant background/chronology of key events:**

- 5.1.1 WMJC was established in 1985 for the purpose of discharging the residual County Council functions that were deemed inappropriate to pass on to individual Metropolitan Borough Councils (MBCs). Lead responsibilities for different functions across the region were allocated eg support to Fire Authority; support to Passenger Transport Authority etc. .



- 5.1.2 Initially meetings of the WMJC took place 3 to 4 times a year and dealt with a wide range of matters; Birmingham Airport has always been a substantial item of business but previously many transport-related matters were covered as well as more ad hoc items including waste landfill agreements, spatial planning, Environment Agency Levy.
- 5.1.3 Over more recent years, as other regional bodies have been introduced, particularly the West Midlands Combined Authority (WMCA), the responsibilities of WMJC have diminished. Only two short meetings per year are held now, often with few items of interest to Members. This has been commented on by voting and non-voting members recently.
- 5.1.4 Birmingham City Council, Coventry City Council, Dudley MBC, Sandwell MBC, Solihull MBC, Walsall Council and City of Wolverhampton Council are member authorities of WMJC with each having one voting and two non-voting members. Birmingham City Council's members are Councillor Ian Ward (voting Member), Councillor Brigid Jones and Councillor Robert Alden (non-voting Members).
- 5.1.5 Appendix 3 sets out the existing functions of the WMJC with recommendations on how they could be carried out in the future. These proposals were discussed and agreed by Metropolitan Chief Executives at their meeting on 27 October 2017 and again on 26 January 2018 and by Metropolitan Leaders at their meeting on 9 February 2018.
- 5.1.6 Since the majority of the existing business of WMJC is airport related, it is proposed that a WM Shareholders Airport Committee be established to deal with all Birmingham Airport matters. This would allow for more appropriate detailed discussion on issues related to the Districts' shareholding in Birmingham Airport. The new Committee will be administered by the Birmingham-based Airport Adviser. Appendix 4 sets out the proposals for the Airport Committee in more detail.

## **6. Evaluation of alternative option(s):**

- 6.1. When developing proposals, consideration has been given to:
- The nature and frequency of occurrence of each area of WMJC business;
  - Existing formal and informal regional meetings;
  - Arrangements in other regions.
- 6.2 Having taken into account the above, the proposals outlined were deemed to be the most practicable by both the Metropolitan Chief Executives and Metropolitan Group Leaders at their respective meetings as referred to at paragraph 5.1.5

## **7. Reasons for Decision(s):**

- 7.1 To approve the unifying resolution to dissolve WMJC. The unifying resolution, if agreed by all 7 MBCs, will be taken to the next WMJC meeting on 22 June 2018 for final approval.

**Signatures****Date**

Councillor Ian Ward, Leader

.....

.....

Stella Manzie,  
Chief Executive

.....

.....

**List of Background Documents used to compile this Report:**

WMJC Constitution

Report to Met Chief Executives

Report to Met Leaders

**List of Appendices accompanying this Report (if any):**

1. Outline of future costs
2. Unifying Resolution
3. Proposals on how existing WMJC functions will be carried out in the future
4. Proposals for Airport Committee

**Report Version****Dated**

## **PROTOCOL**

### **PUBLIC SECTOR EQUALITY DUTY**

- 1 The public sector equality duty drives the need for equality assessments (Initial and Full). An initial assessment should, be prepared from the outset based upon available knowledge and information.
- 2 If there is no adverse impact then that fact should be stated within the Report at section 4.4 and the initial assessment document appended to the Report duly signed and dated. A summary of the statutory duty is annexed to this Protocol and should be referred to in the standard section (4.4) of executive reports for decision and then attached in an appendix; the term 'adverse impact' refers to any decision-making by the Council which can be judged as likely to be contrary in whole or in part to the equality duty.
- 3 A full assessment should be prepared where necessary and consultation should then take place.
- 4 Consultation should address any possible adverse impact upon service users, providers and those within the scope of the report; questions need to assist to identify adverse impact which might be contrary to the equality duty and engage all such persons in a dialogue which might identify ways in which any adverse impact might be avoided or, if avoidance is not possible, reduced.
- 5 Responses to the consultation should be analysed in order to identify:
  - (a) whether there is adverse impact upon persons within the protected categories
  - (b) what is the nature of this adverse impact
  - (c) whether the adverse impact can be avoided and at what cost – and if not –
  - (d) what mitigating actions can be taken and at what cost
- 6 The impact assessment carried out at the outset will need to be amended to have due regard to the matters in (4) above.
- 7 Where there is adverse impact the final Report should contain:
  - a summary of the adverse impact and any possible mitigating actions (in section 4.4 or an appendix if necessary)
  - the full equality impact assessment (as an appendix)
  - the equality duty – see page 9 (as an appendix).

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

- 1 The Council must, in the exercise of its functions, have due regard to the need to:
  - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 2 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
  - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
  - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - (a) tackle prejudice, and
  - (b) promote understanding.
- 5 The relevant protected characteristics are:
  - (a) Marriage & civil partnership
  - (b) Age
  - (c) Disability
  - (d) Gender reassignment
  - (e) Pregnancy and maternity
  - (f) Race
  - (g) Religion or belief
  - (h) Sex
  - (i) Sexual orientation

**Estimate of future costs**

	<b>Airport Committee</b>	<b>Pension Fund</b>	<b>Administration</b>
Aeronautical adviser	24,000		
SASIG subscription	6,000		
Finance & Admin Support	32,000		24,000
Pensions	45,000 (former airport employees)	387,000 (former WMCC, WMRB and Other Employees without a Successor Authority)	
Miscellaneous (catering, room bookings etc)	3000		4000
<b>Total</b>	<b>110,000</b>	<b>387,000</b>	<b>28,000</b>

**RESOLUTION OF ALL THE CONSTITUENT LOCAL AUTHORITIES TO DISSOLVE THE  
WEST MIDLANDS JOINT COMMITTEE FROM THEIR RESPECTIVE GOVERNANCE  
ARRANGEMENTS**

We the undersigned Local Authorities ALL hereby determine to dissolve the West Midlands Joint Committee (the "Committee").

On the dissolution, the powers and functions of the Committee will be determined in a manner agreed by each constituent local authority.

Signed

Proposals for remaining WMJC functions

<b><u>FUNCTION</u></b>	<b><u>RECOMMENDATIONS</u></b>
1. To make nominations or appointments to the 5 balancing places of the West Midlands Police and Crime Panel.	<p>That nominations to the Panel are reviewed at Met Leaders Group meeting.</p> <p>(Nominations will be formally made by each of the Councils and through ABCA; Leaders will be asked to review the nominations and political balance on the panel)</p>
2. Matters relating to Birmingham Airport.	<p>That WM Shareholders Airport Committee be established with responsibility for all those airport related functions which currently sit with WMJC. This to include:</p> <ul style="list-style-type: none"> <li>• The exercise of the Districts powers and rights as shareholders of the Airport Company including the manner in which the Districts' block shareholder vote is to be exercised pursuant to the Shareholders' Agreement</li> <li>• The appointment and removal of District Directors of the Airport Company</li> <li>• The determination of the manner in which the District Directors block vote is to be cast pursuant to the Shareholders' Agreement</li> </ul> <p>The 7 Mets will need to make contributions to cover airport related costs.</p>
3. To consult and co-operate as respects matters affecting the District Councils (including the Duty to Cooperate and as appropriate with each District Council and the Joint Authorities).	That relevant items requiring a formal decision go to WMCA Board (eg planning) and any remaining items go to Met Leaders Group meeting.
<p>4. To oversee the work of and payment of the Joint Data Team contract with Mott Macdonald Ltd dated 27 March 2008.</p> <p>The JDT contract with Mott MacDonald provides services to the seven metropolitan authorities, the Highways Agency and Centro as was,</p>	Responsibility to transfer to WMCA Board. (Existing contract expires in 2018).

<p>comprising of two main elements:</p> <ul style="list-style-type: none"> <li>• Transportation and Planning Services; and</li> <li>• Transportation Modelling (PRISM).</li> </ul> <p>The contract currently runs until March 2018, costs being covered by the 7 District Councils, split according to population. (A paper was presented to WMJC in June 2015 outlining full details of the work of the team).</p>	
<p>5. To receive reports from any partnership.</p>	<p>That items go to either Met Leaders Group meetings or WMCA Board meetings as appropriate.</p>
<p>6. Approval of nominations to West Midlands Arts Trust.</p> <p>The principal activity of the Trust is, having received grant aid from West Midlands County Council, to provide a building at a peppercorn rent to the Arts Council England in order to further the arts in the West Midlands.</p>	<p>Historically Birmingham and Sandwell Councils have provided a Trustee to sit on this Board, this has been managed through WMJC. It is proposed that this is now dealt with by the Met Leaders Group.</p>
<p>7. Payment of pension costs relating to former employees of WMCC, WMRB and other employers without a successor authority.</p>	<p>That responsibility for collection of contributions remains with Wolverhampton Finance. Financial reports presented at Met Leaders Group meeting for information.</p>



## Proposals for Airport Committee

### Structure

- It is suggested that the Airport Committee schedules six meetings each year.

### Functions

- Appoints officers to advise the Districts and Airport Committee on Birmingham Airport Holdings Limited (the “Company”).
- Exercises the powers and rights of the Districts as shareholders of the Company including the manner in which the Districts’ block shareholder vote is to be exercised.
- Appoints and removes District directors.
- Determines the manner in which the block vote is to be cast by any of the Districts’ directors.

### Membership

- One voting Member from each District.

In order to ensure that the current non-voting members of WMJC retain knowledge of airport related issues, it is suggested that two non-voting members from each District are invited to attend one of the scheduled meetings of the Airport Committee each year.

### Voting

- All resolutions passed by a majority of the members present who between them represent Districts who hold at least 51% of the Districts’ total shareholding.

The Districts currently hold the following shareholding in the Company:

<b>Birmingham</b>	<b>38.1%</b>
<b>Coventry</b>	<b>11.8%</b>
<b>Dudley</b>	<b>11.4%</b>
<b>Sandwell</b>	<b>11.5%</b>
<b>Solihull</b>	<b>7.6%</b>
<b>Walsall</b>	<b>10.0%</b>
<b>Wolverhampton</b>	<b>9.6%</b>
<b>Total District Shareholding</b>	<b>100%</b>

### Urgent decisions between meetings

- It is suggested that the Airport Committee may arrange for the discharge of their functions by each of the Districts’ Chief Executives or anyone authorised by any District to act in the Chief Executive’s absence acting in consultation with the Chair or vice Chair of Airport Committee.



## BIRMINGHAM CITY COUNCIL

### PUBLIC REPORT **AMENDED VERSION**

**Report to:** CABINET  
**Report of:** CHIEF EXECUTIVE  
**Date of Decision:** 27<sup>th</sup> March 2018  
**SUBJECT:** DISSOLUTION OF WEST MIDLANDS JOINT COMMITTEE

**Key Decision:**

**If not in the Forward Plan:**  
(please "X" box)

**Relevant Cabinet Member(s) or  
Relevant Executive Member :**

**Relevant O&S Chair:**

**Wards affected:**

**Chief Executive approved** ☐

**O&S Chairman approved** ☐

**COUNCILLOR IAN WARD, LEADER**

**N/A**

**NONE**

#### **1. Purpose of report:**

- 1.1 This report seeks authority from Cabinet to recommend to Full Council the approval of a unifying Resolution to dissolve the West Midlands Joint Committee ("WMJC" or the "Committee") and the new arrangements for managing the remaining residual business of the Committee once the Committee is dissolved. In addition, it seeks Cabinet approval to establish a Joint Executive Committee with the other six Councils within the West Midlands for the purpose of airport decisions known as West Midlands Shareholders Airport Committee

#### **2. Decision(s) recommended:**

That Cabinet:-

- 2.1 Agrees to recommend to Full Council on 12 June 2018 the approval of the dissolution of the West Midlands Joint Committee, for the reasons set out in this report.
- 2.2 Agrees to set up a Joint Executive Committee with the other six Councils within the West Midlands for the purpose of airport decisions known as West Midlands Shareholders Airport Committee in accordance within the terms of reference set out at Appendix 4 of this Report.
- 2.3 Agrees to recommend to Full Council the proposals for managing the remaining residual business of the WMJC once it is dissolved as set out in Appendix 3 of this Report be approved.
- 2.4 Notes that the City Solicitor and Monitoring Officer will set out all relevant changes to the Council's Constitution at a future meeting of the Council Business Management Committee and Full Council in order to enact the recommendations at 2.1 and 2.2.
- 2.5 Authorises the City Solicitor to negotiate, execute and complete all legal documents necessary to support and deliver the above recommendation.

**Lead Contact Officer(s):**

Stella Manzie, Chief Executive

**Telephone No:** 0121 464 5655 **Email Address:** stella.manzie@birmingham.gov.uk

Tracey Murray, Senior Policy Officer

**Telephone No:** 0121 464 5718 **Email Address:** tracey.murray@birmingham.gov.uk

**3. Consultation:****3.1 Internal**

- 3.1.1 Both the Chief Executive and the Leader have contributed to the proposals via their regular meetings with other Metropolitan Borough Council Chief Executives and Metropolitan Leaders Group.

**3.2 External**

- 3.2.1 As above. A brief update was also provided at the last WMJC meeting on 26 January 2018.
- 3.2.2 The unifying Resolution is being submitted to Cabinet in each of the other six constituent Councils for approval in each of the other six constituency councils.
- 3.2.3 Each of the other six constituency Councils have agreed through their respective Executive governance arrangements to set up a Joint "Executive" Committee with the other six councils.

**4. Compliance Issues:****4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?**

- 4.1.1 The impact of the changes will have minimal, if any, effect on the Council's policies, plans and strategies.

**4.2 Financial Implications  
(Will decisions be carried out within existing finances and Resources?)**

- 4.2.1 Birmingham City Council's contribution to the WMJC in 17/18 was £192,560.00. Future costs are likely to remain very similar since although WMJC responsibilities will be dealt with differently the financial obligations remain the same.
- 4.2.2 An outline of future costs are included at Appendix 1 of this report.

**4.3 Legal Implications**

- 4.3.1 There are no inherent provisions in the revised Constitution of WMJC dated 28 January 2015 which provide for its dissolution. The WMJC was established by the Full Councils

of the District Councils of the County of West Midlands as a Joint Committee on 24 July 1985 under the provisions of Part VI of the Local Government Act 1972.

4.3.2 Its Constitution was updated to reflect changes as set out in the Localism Act 2011 in relation to strategic planning and cross boundary infrastructure matters which must now be dealt with via the Duty to Cooperate ("the duty").

4.3.3 Where local authorities are jointly discharging functions they must work within the statutory framework that governs this. The Local Government Act 1972 S101(5) requires the authorities to appoint a joint committee consisting of councillors from each authority.

4.3.4 The unifying resolution as set out in Appendix 2, once signed by all the constituent Councils will dissolve the West Midlands Joint Committee.

#### 4.4 Public Sector Equality Duty (see separate guidance note)

4.4.1 No adverse effects have been identified from the actions recommended in this report.

### **5. Relevant background/chronology of key events:**

5.1.1 WMJC was established in 1985 for the purpose of discharging the residual County Council functions that were deemed inappropriate to pass on to individual Metropolitan Borough Councils (MBCs). Lead responsibilities for different functions across the region were allocated eg support to Fire Authority; support to Passenger Transport Authority etc. .

5.1.2 Initially meetings of the WMJC took place 3 to 4 times a year and dealt with a wide range of matters; Birmingham Airport has always been a substantial item of business but previously many transport-related matters were covered as well as more ad hoc items including waste landfill agreements, spatial planning, Environment Agency Levy.

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**6. Evaluation of alternative option(s):**

6.1. When developing proposals, consideration has been given to:

- The nature and frequency of occurrence of each area of WMJC business;
- Existing formal and informal regional meetings;
- Arrangements in other regions.

6.2 Having taken into account the above, the proposals outlined were deemed to be the most practicable by both the Metropolitan Chief Executives and Metropolitan Group Leaders at their respective meetings as referred to at paragraph 5.1.5

**7. Reasons for Decision(s):**

7.1 To approve the unifying resolution to dissolve WMJC. The unifying resolution, if agreed by all 7 MBCs, will be taken to the next WMJC meeting on 22 June 2018 for final approval.

**Signatures**

**Date**

Councillor Ian Ward, Leader

.....

.....

Stella Manzie,  
Chief Executive

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**Report Version**

**Dated**



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**Estimate of future costs**

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# Proposals for remaining WMJC functions

<b><u>FUNCTION</u></b>	<b><u>RECOMMENDATIONS</u></b>
1. To make nominations or appointments to the 5 balancing places of the West Midlands Police and Crime Panel.	<p>That nominations to the Panel are reviewed at Met Leaders Group meeting.</p> <p>(Nominations will be formally made by each of the Councils and through ABCA; Leaders will be asked to review the nominations and political balance on the panel)</p>
2. Matters relating to Birmingham Airport.	<p>That WM Shareholders Airport Committee be established with responsibility for all those airport related functions which currently sit with WMJC. This to include:</p> <ul style="list-style-type: none"> <li>• The exercise of the Districts powers and rights as shareholders of the Airport Company including the manner in which the Districts' block shareholder vote is to be exercised pursuant to the Shareholders' Agreement</li> <li>• The appointment and removal of District Directors of the Airport Company</li> <li>• The determination of the manner in which the District Directors block vote is to be cast pursuant to the Shareholders' Agreement</li> </ul> <p>The 7 Mets will need to make contributions to cover airport related costs.</p>
3. To consult and co-operate as respects matters affecting the District Councils (including the Duty to Cooperate and as appropriate with each District Council and the Joint Authorities).	That relevant items requiring a formal decision go to WMCA Board (eg planning) and any remaining items go to Met Leaders Group meeting.
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<p>comprising of two main elements:</p> <ul style="list-style-type: none"> <li>• Transportation and Planning Services; and</li> <li>• Transportation Modelling (PRISM).</li> </ul> <p>The contract currently runs until March 2018, costs being covered by the 7 District Councils, split according to population. (A paper was presented to WMJC in June 2015 outlining full details of the work of the team).</p>	
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<p>6. Approval of nominations to West Midlands Arts Trust.</p> <p>The principal activity of the Trust is, having received grant aid from West Midlands County Council, to provide a building at a peppercorn rent to the Arts Council England in order to further the arts in the West Midlands.</p>	<p>Historically Birmingham and Sandwell Councils have provided a Trustee to sit on this Board, this has been managed through WMJC. It is proposed that this is now dealt with by the Met Leaders Group.</p>
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## Proposals for Airport Committee

### Structure

- It is suggested that the Airport Committee schedules six meetings each year.

### Functions

- Appoints officers to advise the Districts and Airport Committee on Birmingham Airport Holdings Limited (the “Company”).
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- Appoints and removes District directors.
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### Membership

- One voting Member from each District.

In order to ensure that the current non-voting members of WMJC retain knowledge of airport related issues, it is suggested that two non-voting members from each District are invited to attend one of the scheduled meetings of the Airport Committee each year.

### Voting

- All resolutions passed by a majority of the members present who between them represent Districts who hold at least 51% of the Districts’ total shareholding.

The Districts currently hold the following shareholding in the Company:

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<b>Walsall</b>	<b>10.0%</b>
<b>Wolverhampton</b>	<b>9.6%</b>
<b>Total District Shareholding</b>	<b>100%</b>

### Urgent decisions between meetings

- It is suggested that the Airport Committee may arrange for the discharge of their functions by each of the Districts’ Chief Executives or anyone authorised by any District to act in the Chief Executive’s absence acting in consultation with the Chair or vice Chair of Airport Committee.

16. Statutory Rates Consultation

Your Committee have authorised their Chairman and Vice-Chairman to undertake the statutory rates consultations with industry and commerce in respect of the budget for 1986/87.

17. Walsall Small Firms Advice Unit

Your Committee have approved the decision of the Land and Property Committee that the financial support for the Walsall Small Firms Advice Unit should be maintained at a level which is equal to or exceeds the direct support from the private sector. They also expressed their preference that the Unit should, if possible, remain in their present premises and have authorised that a scheme for continued financial support to the Unit be included in the designation programme for 1986/87 or by application under appropriate alternative schemes of Government support.

18. Walsall Football Club

Your Committee were informed of the submission by the Severn-Trent Water Authority of an outline planning application for residential development at Brockhurst Sewage disposal works prior to the Authority marketing the land. They noted that the Authority also owned further land adjacent to the works site and have resolved that this area is an appropriate site for the relocation of Walsall Football Club as part of a comprehensive development. The Committee have therefore invited the Club and its chosen developer to submit an outline planning application for such a comprehensive development.

19. Policy and Resources (Local Government Reorganisation) Sub-Committee

Your Committee have had submitted to them, for information, the Minutes of the meetings of the Policy and Resources (Local Government Reorganisation) Sub-Committee held on the 16th September and 17th October, 1985 from which they noted that the Sub-Committee had:-

16th September, 1985

- (a) agreed that the public be permitted to attend future meetings of the Sub-Committee during consideration of the public part of the agenda;
- (b) agreed to the principle approved by the West Midlands Districts Committee of Lead Authorities being appointed to administer the various functions being maintained;
- (c) agreed:-
  - (i) that Dudley Metropolitan Borough Council should be appointed the administering authority for capital debt management of the West Midlands County Council under the Local Government Act, 1985 and approved an application being made to the Secretary of State under Section 66 of the Act;



- (ii) the proposals to apportion debt;
- (iii) that Dudley Metropolitan Borough Council should be appointed the administering body for the leasing liabilities of the West Midlands County Council;
- (d) agreed that as a general principle all land in Walsall currently owned by the County Council should pass to the Council or to the appropriate Joint Authority with as little land as possible passing to the Residuary Body as surplus or residuary land;
- (e) agreed (1) to the formation of a Joint Committee by the seven Districts to take responsibility for the Airport functions of the West Midlands County Council; asked the West Midlands Joint Committee to seek the necessary approval of the Secretary of State; and authorised the Chief Executive and Town Clerk to take such other necessary steps to give effect to this decision, (2) the share in which the Airport property is to be held (based on population Walsall will have a 10% share).
- (f) agreed the constitution of the Committee to be set up by the Joint Committee to exercise the provisions relating to Trading Standards and related functions;
- (g) received and approved a report of the West Midlands Waste Management Technical Officers' Group and approved the constitution of the Sub-Committee to be set up to exercise the functions of Waste Disposal with Walsall as the Co-ordinating District;
- (h) agreed the arrangements for administering the West Midlands County Council Superannuation Fund and authorised the taking of all necessary steps including making an application to the Secretary of State under Section 66 of the Local Government Act, 1985 to enable the administration of the Superannuation Fund to be vested in Wolverhampton Metropolitan Borough Council instead of the Residuary Body;
- (i) approved arrangements relating to the West Midlands County Council computer installation and authorised the necessary representations to the Secretary of State and the Residuary Body to enable the County's computer installation to be transferred to Birmingham City Council;
- (j) approved the attendance at a properly convened meeting of any Committee, Sub-Committee or Shadow Authority called in connection with the Local Government Act, 1985 where such attendance is not an approved duty of another Authority of which the Councillor is a Member being regarded as an approved duty.
- (k) approved of the institution of a Chairman's Book in respect of the functions delegated to the Sub-Committee and delegated all appropriate powers to the Chairman in accordance with General Instruction No.12.



17th October, 1985

- (a) concurred with the decision of the West Midlands Joint Committee that the costs of the Joint Committee (e.g. servicing the Committee) should be shared between the Districts on the basis of population for the period to April 1986 - arrangements for 1986/87 to be reviewed nearer to April 1986;
- (b) received a report on the Rent Officer Service and noted that the Secretary of State is still considering the recommendation of the Joint Committee to designate Walsall as the Lead Authority for the Rent Officer Service;
- (c) noted that the scheme submitted by the Joint Committee in respect of the Waste Disposal function had now been approved by the Secretary of State with a number of amendments, many of which would assist Walsall in carrying out the function of co-ordinating authority for this function;
- (d)
  - (i) received a report on the Probation Service of the West Midlands and reaffirmed the concept of the Joint Committee that Walsall Metropolitan Borough Council should be the Lead Authority for the provision of support services to the West Midlands Probation Committee. In the event of the main support services being provided "in house" under the direction of the Chief Probation Officer, the Committee considered that the whole of the services including computer and central purchasing should be provided by the Probation Committee and authorised the Chief Executive and Town Clerk to make appropriate representations to the Home Office, the Department of the Environment and the Association of Metropolitan Authorities;
  - (ii) noted that Councillor Douglas-Maul had been accepted as the Council's representative on the Probation Committee and that his appointment would continue until the Committee's Annual Meeting in December 1986.
- (e)
  - (i) approved the allocation of Chief Officer responsibilities in respect of the additional functions to be carried out by Walsall under the Local Government Act, 1985;
  - (ii) noted the arrangements proposed to be made with regard to the Revenue Estimates in respect of the additional responsibilities to be taken over on the 1st April, 1986;
  - (iii) noted that a review of the Committee structure (in the light of the additional responsibilities) is taking place and that a report will be submitted in due course;
- (f)
  - (i) received a report on grants currently made by the West Midlands County Council to voluntary organisations in the Walsall borough or to organisations operating projects for the benefit of Walsall and approved in principle of the submission of a bid for a transitional grant allocation on the understanding that there will be no commitment to support individual schemes at the present time;

- (ii) informed the Department of the Environment that Walsall Metropolitan Borough Council will be willing to continue as from 1st April, 1986 the contribution of 25% for the traditional Urban Programme scheme in respect of the Caldmore Housing Association - Asian Community Worker and also their proportion in respect of the Day Activity Centre Development Project West Midlands Probation and After Care Service, subject to agreement of the joint contributions by Sandwell, Dudley, Solihull and Coventry;
- (g) approved of the adoption of a Joint Team approach in respect of the Black Country Route and authorised the officers to have discussions with Wolverhampton Metropolitan Borough Council upon the matter;
- (h) requested the West Midlands Joint Committee to recommend the West Midlands Police Joint Board to undertake responsibility for the School Crossing Patrol Service as from the 1st April, 1986;
- (i) agreed to accept the maintenance responsibilities in the landscaping and footpath scheme for the Barns Lane Reclamation Site, Aldridge as from 1st April, 1986;
- (j) approved proposals of the County Planning Department of the West Midlands County Council with regard to the Bentley Lane Landfill Site restoration: proposed seeding works and completion of site and noted the financial implications from the 1st April, 1986;
- (k) confirmed the action of their Chairman in making no comments on the following projects, pursuant to the Local Government (Interim Provisions) Act, 1984:-
  - (1) Moathouse Lane, Neighbourhood project: Adult Training Centre.
  - (2) Programme of Glass Collection - Waste Disposal.
  - (3) Wolverhampton Incineration Plant Chimney
  - (4) Clothing Resource Centre
- (l) accepted in principle responsibility for the operation of the Urban Traffic Control Centre at Bankfield House on a joint basis to be negotiated with the adjoining Boroughs and authorised the officers to prepare the necessary information for submission to the Secretary of State;
- (m) re-affirmed the decision of the Council of the 15th July, 1985 that Walsall Metropolitan Borough Council are prepared to accept the Trunk Road Maintenance Agency offered by the Department of Transport;
- (n) approved of temporary payments being made to certain officers in respect of additional work arising from reorganisation;



- (o) received and approved a report on the requirements for additional office accommodation as a result of the implementation of the Local Government Act, 1985, subject to the exclusion of any reference at this time to the accommodation currently occupied by NALGO; agreed to the appropriate provision being included in the Capital Programme for 1985/86; requested that a detailed programme of costs and progress be submitted to an early meeting; and requested the officers to consider the question of security arrangements for the building and to bring forward proposals to a future meeting.
- (p) asked the Chief Executive and Town Clerk to ascertain details of the facilities provided for Members of the Council by neighbouring authorities and any other information available and to furnish the Leaders of the three political groups on the Council with such information following which a meeting will be held between the Leaders to discuss the information and put forward recommendations.
- (q) deferred consideration of reports with regard to the staffing structures of the Treasurer's and Chief Executive and Town Clerk's Departments to a further meeting of the Sub-Committee on the 29th October;
- (r) received a report on the staffing structure of the Environmental Health Department and approved of:-
  - (i) the present Assistant Chief Environmental Health Officer, (at present acting Deputy Chief Environmental Health Officer) being declared redundant with effect from 1st April, 1986 and receiving the appropriate payments;
  - (ii) approved the following revised staffing structure of the Environmental Health Department with effect from 1st April, 1986:-
    - (1) the existing post of Chief Environmental Health Officer being redesignated Director of Environmental Health and Consumer Services;
    - (2) the existing post of Deputy Chief Environmental Health Officer being redesignated Deputy Director of Environmental Health and Consumer Services;
    - (3) the existing vacant post of Assistant Chief Environmental Health Officer being redesignated Assistant Director (Consumer Services);
    - (4) the creation of an additional post to be designated Assistant Director (Wastes Management);
    - (5) the posts of Deputy Director Environmental Health and Consumer Services, Assistant Director (Consumer Services) and Assistant Director (Wastes Management) being filled as soon as possible within the Staff Commission procedures using the dual appointments facilities wherever practicable;

(6) the proposed Senior Management Structure of the  
Department of Environmental Health and Consumer Services;

- (s) decided that in view of the fact that Walsall Metropolitan Borough Council have already adopted a Race Relations and Equal Opportunities Policy, no arrangements be made for a meeting between representatives of Walsall and the West Midlands County Council to discuss this matter.

## PART II - Recommendations to Council

### 20. Financial Administration and Control

Your Committee have no comments to make from the standpoint of financial administration and control on the recommendations appearing on the Summons for the meeting of the Council to be held on the 4th November, 1985.

### 21. Provision of facilities for the disabled

The officers have submitted a report to your Committee with regard to the continuation in 1985/86 of the programme of adaptations to public buildings in order to provide facilities for the disabled. Your Committee have approved a programme of works for the provision of further facilities in priority order to enable the disabled to make use of community facilities at the following premises:-

1. Sneyd Reservoir Community facility
2. Forest Comprehensive Community School annex
3. Pool Hayes Community School
4. Alumwell Community School
5. Pelsall Community School
6. Sheffield Community School

Your Committee noted that dependent upon the precise works required it may not be possible to carry out all the improvements at the above sites.

The appropriate recommendation of your Committee to raise the requisite loan of £15,000 in respect of works and fees in connection with the 1985/86 programme appears as Item No.10(1) on the Summons for this meeting.

(Note: This paragraph will be dealt with in conjunction with  
Item No.10(1) on the Council Summons.)

### 22. Designation Programme 1985/86

Your Committee have been informed that following an invitation from the Department of the Environment, and with the approval of the Chairman of your Committee, an application for additional Designation Programme capital allocation for 1985/86 was submitted in respect of schemes totalling £350,535. The officers have now informed your Committee that an additional allocation of £150,000 has been approved by the Department of the Environment in respect of the undermentioned schemes:-



West Midlands Fire and  
Civil Defence Authority Councillor Hayward

West Midlands Strategic  
Transportation Authority Councillor H. Smith

2. That nominations (if any) by the Labour Group on the Joint Authorities shall be notified to the Chief Executive and Town Clerk in writing by Councillor B.D. John, Leader of the Labour Group.

143. AMENDMENT moved by Councillor I. Shires and duly seconded -

That the name of Councillor Mrs. Pitt be added to the list of Members to serve on the Police Authority.

144. The amendment upon being put to the vote was declared carried - 29 Members voting in favour and 20 Members voting against.

145. The motion was thereupon put to the vote and declared carried - 29 Members voting in favour and 21 Members voting against.

In view of the fact that it was not envisaged that any other Joint Boards would be established under the Local Government Act, 1985 the recommendation of the Policy and Resources Committee for the appointment of nominees to any other Joint Authorities was not proceeded with.

It was thereupon -

146. Resolved

That the Special Report of the Policy and Resources Committee re Local Government Reorganisation dated 10th July, 1985 be received and taken as read and that the Council confirm the following recommendation of the Committee:-

(a) That this Council agree to the West Midlands Districts Committee acting as the Preparatory and Co-ordinating Committee for the West Midlands in connection with the reorganisation of Local Government.

(b) That this Council confirm its agreement in principle to the Council acting as a "Lead Authority" and providing the required services.

(c) That this Council accept the trunk road maintenance agency offered by the Department of Transport.

(d) (i) That the Council approve the establishment by the Policy and Resources Committee of a Policy and Resources (Local Government Reorganisation) Sub-Committee with full delegated powers to act on behalf of the Council on all matters relating to Local Government Reorganisation;

(ii) That the following Members be appointed to serve on the Policy and Resources (Local Government Reorganisation) Sub-Committee:-

Councillors Musgrove, Moorman, I. Shires and H. Smith (or their nominees) and 1 nominee of the Labour Group.



147.5 + 147.5 + 147.5  
writes houses

(e) That the Council determine that the following shall be the distribution of seats on the Joint Authorities:-

Conservative and Independent Members	-	4 seats
Labour Members	-	4 seats
Liberal Members	-	1 seat

and that the following be nominated to the Joint Authorities:-

West Midlands Police  
Authority

Councillors Moorman, Mrs. Pitt and Tunley.

West Midlands Fire and  
Civil Defence Authority

Councillor Hayward (2 vacancies)

West Midlands Strategic  
Transportation Authority

Councillor H. Smith (2 vacancies)

(f) That nominations (if any) by the Labour Group on the Joint Authorities shall be notified to the Chief Executive and Town Clerk in writing by Councillor B.D. John, Leader of the Labour Group.

#### NOTICE OF MOTION RE LOCK COTTAGE, SNEYD

147. The following motion, notice of which had been duly given was MOVED by Councillor Wood and seconded by Councillor M.A. Bird:-

That notwithstanding any decisions of the Education Committee to the contrary, that this Council directs that no action be taken to remove the tenant of the premises known as Lock Cottage, Sneyd, until either:-

- (a) Suitable alternative premises have been offered to him to accommodate both him and his business, or
- (b) Discussions have taken place with him in order to establish mutually agreed new boundaries to the property.



APPENDIX 'A'

WALSALL METROPOLITAN BOROUGH COUNCIL

REPORT OF THE CHIEF EXECUTIVE & TOWN CLERK  
TO THE POLICY & RESOURCES COMMITTEE  
3RD JULY, 1985

Local Government Reorganisation

1. Purpose of Report:

To update members on the progress of the Local Government Bill and to recommend the taking of appropriate action in response.

2. Present Situation

The Bill is to receive its Third Reading in the House of Lords on 2nd July, 1985 and return to the House of Commons on 8th July, 1985. It is understood that the Bill is still programmed to receive the Royal Assent before the end of July.

The main amendments made to the Bill by the House of Lords are as follows:

1. The Passenger Transport Authority is to exercise:  
strategic highway functions in relation to principal roads;  
functions relating to construction and maintenance of bridges;  
road safety functions.
2. A Waste Disposal Joint Board is to be responsible for waste disposal and regulation throughout the Country.
3. Civic Defence functions shall be exercised by the Fire Joint Board.

It is not known how the Government will react to these amendments but it is understood that there will be no public statements until the beginning of July at the earliest.

3. Preparatory Committee:

Under the terms of the Bill the District Councils in each Metropolitan County shall not later than 1st September, 1985 establish a joint Committee to co-ordinate the making of preparations for the transfer of functions; to consider whether any of those functions could be discharged jointly; to consult and co-operate with the residuary bodies and joint boards; and to consider requesting information from the County Council.

This Joint Committee shall consist of such number of members of each of the District Councils and shall meet at such time and place as determined in accordance with the wishes of a majority of those Councils. It is considered that the already constituted West Midlands District Committee should serve as



the Preparatory Committee for the West Midlands. The Council's representatives on the District Committee are Councillors H. Smith, Tunley and John.

4. Lead Authorities:

It is apparent that the Secretary of State will push to ensure that each of the Joint Authorities appoints one of the District Chief Executives as its Clerk with that District providing, as lead authority such of the following central functions as are deemed necessary: financial, administrative, legal and personnel. The Committee is asked to consent in principle to the Council acting as lead authority for a Joint Authority (perhaps for Waste Disposal in view of its particular importance to the Borough) and providing all appropriate central services. It should be recognised that this will have some manpower implications.

5. Establishment of Sub Committee:

It is clear that if the Royal Assent is given to the Bill in late July there will be particular pressure upon the Council to act speedily and effectively in response. Major decisions will need to be taken. To demonstrate the complexity and range of issues involved I would point out that I am presently receiving, on average, one piece of correspondence a day from Government Departments. Often these ask for a response to draft arrangements being proposed. It is critical that this Council has the mechanism to respond speedily and effectively.

It is therefore recommended that a small Policy and Resources (Local Government Reorganisation) Sub-Committee be established with full delegated powers to deal with all matters arising from the reorganisation issue.

6. Membership of Joint Authorities:

Each of the Joint Authorities will consist of 27 district members with this Council providing 3 members. The Bill requires the Council to appoint its members before "the appointed day" which is understood to be 1st September, 1985. It is recommended that nominations are made for membership to the Police Authority; Fire and Civil Defence Authority; Passenger Transport Authority; and at present the Waste Disposal Authority, although this is clearly subject to further government consideration. I will place on the Council Summons an item relating to the appointment to such Authorities as are contained in the Bill at the time it goes to press. The Bill requires each District Council to make such appointments to a joint Authority as to ensure that the balance of parties prevailing in the Council is reflected thereby. The Bill contains no provisions for appeal by any members aggrieved in this respect.

7. Arrangements for the debt of the Metropolitan County Council:

The Secretary of State has confirmed that after carefully considering the proposal made by this Council that the servicing of the County Council's outstanding debt should be distributed in accordance with the number of relevant schemes in each of the districts no change could be made to the general rule that debt should be attributed pro rata to population.

8. Replacement Arrangements for Motorway and Trunk Road Maintenance:

The Department of Transport has indicated that, following Royal Assent, the Council will be offered a trunk road agency to maintain the A452 and has asked that the Council confirm that it will accept this agency. (Staffordshire County Council are to undertake the maintenance of those stretches of the M6 and A5 within the Borough apart from the elevated sections of the M6 which will be under the supervision of Consultants).



9. Staff Commission

The London and Metropolitan Government Staff Commission have announced detailed arrangements for ring-fencing of posts. These came into effect on 10th June, 1985 and have been accepted by the Personnel Committee.

10. Recommendations:

1. That the Committee recommend Council to:-
  - (a) agree to the West Midlands District Committee acting as the Preparatory Committee for the West Midlands;
  - (b) confirm its agreement in principle to the Council acting as "lead authority" to a joint Authority and providing the required services;
  - (c) accept the trunk road maintenance agency offered by the Department of Transport.
2. (a) That the Committee agree to the establishment of a Policy and Resources (Local Government Re-organisation) Sub-Committee with full delegated powers to act on behalf of the Council;
- (b) that the Committee make nominations to the Sub-Committee.
3. To note that I shall place on the Council Summons an item to enable the Council to make its Joint Authority nominations.

A.V. ASTLING  
Chief Executive & Town Clerk

MAF/SM  
June, 1985



Council 16/12/85

22. Policy and Resources (Local Government Reorganisation) Sub-Committee

Your Committee have had submitted to them for information the Minutes of the meetings of the Policy and Resources (Local Government Reorganisation) Sub-Committee held on the 29th October and 19th November, 1985 from which they noted that the Sub-Committee had:-

29th October, 1985

- (a) made the following comments on projects submitted pursuant to the Local Government (Interim Provisions) Act, 1984:-
  - (1) Midland Oakskills and Technology Limited, Dudley - informed the County Economic Development Unit that the proposal to make a capital grant should be referred to the Enterprise Board for consideration.
  - (2) Restoration of Queslett Landfill Site, Birmingham - made no comments on the proposals.
  - (3) Castle Bromwich Plant - animated model - approved proposals of the County Waste Disposal Department with regard to the commissioning of an animated model of the Castle Bromwich Waste Reclamation plant.
  - (4) Advanced landscaping for the Black Country Route Willenhall Keyway St. Thomas More Comprehensive School, Willenhall - approved the proposals submitted by the County Planning Department and noted the financial implications from the 1st April, 1986.
- (b) approved the terms of the West Midlands County Waste Disposal Agreement and authorised the Chief Executive and Town Clerk to sign the agreement on behalf of the Council.
- (c) approved proposals of the West Midlands Joint Committee with regard to:-
  - (1) establishment of Joint Airport Committee;
  - (2) apportionment of capital debt;
  - (3) planning and transportation co-ordination;
  - (4) grants to voluntary bodies and the establishment of the West Midlands Collective Funding Committee;
  - (5) establishment of specialist teams throughout the County area;
- (d) noted the contents of LMGSC Circular No.9 with regard to minimising redundancies;
- (e) authorised the Chief Executive and Town Clerk to make appropriate representations to the Association of Metropolitan Authorities with regard to staff compensation and early retirement and agreed that the operative date for payment of compensation for detriment should be the Royal Assent date (16th July);



- (f) agreed that whenever matters relating to functions delegated to Standing Committees of the Council are considered by the Sub-Committee the Chief Executive and Town Clerk be authorised to arrange for the appropriate documents and decisions of the Sub-Committee to be submitted to the appropriate Committees;
- (g) received a report with regard to the establishment of a Black Country Route Design Team to undertake the section of the Black Country Route which falls within the Borough of Walsall; approved of the establishment of the necessary posts and that such posts be added to the establishment of the Department of Engineering and Town Planning with effect from the 1st April, 1986 and that following agreement between the West Midlands County Council, Walsall Metropolitan Borough Council and Wolverhampton Metropolitan Borough Council the team be transferred to the District and financed by the West Midlands County Council until 31st March, 1986.
- (h) approved of the creation of 5 additional posts in the Treasurer's Department and 4 additional posts in the Chief Executive and Town Clerk's Department required in connection with reorganisation;

19th November, 1985

- (a) noted that the Education Committee are prepared to make available the Skillbank premises for the Archives Service subject to alternative premises being identified and converted for the use of Skillbank and agreed to all the costs of the transfer of Skillbank to new premises being met from the funds allocated for reorganisation subject to the new premises being approved by the Manpower Services Commission.
- (b) approved the proposals for the West Midlands (West) Valuation Panel 1985 and authorised the officers to take all necessary action to give effect to the proposed arrangements;

(Note: An item relating to the appointment of the 8 Walsall representatives to serve on the Valuation Panel is included on the Summons for this meeting of the Council.)

- (c) received a report of the Chief Executive and Town Clerk with regard to the identification of "lead" officers for each of the new Joint Authorities or Joint Committees who will be responsible for briefing Members appointed to the bodies on the functions of such bodies whenever required;
- (d) approved a draft scheme for the Rent Officer Service and authorised the officers to take all necessary action in connection therewith and subject to the Secretary of State making the scheme appointed the Head of Legal Services as the "Proper Officer" for the Rent Officer Services;
- (e) authorised the officers to prepare an appropriate response to the consultative document received with regard to staff transfer orders;

- (f) nominated the Chief Executive and Town Clerk of Walsall as the Co-ordinating Officer for Waste Disposal and the Chief Environmental Health Officer of Walsall as the deputy Co-ordinating Officer;
- (g) received the comments of the Personnel Committee on the report submitted with regard to the staffing structures of the Treasurer's and Chief Executive and Town Clerk's Departments (referred to in paragraph 19(q) of your Committee's report dated 29th October, 1985) and approved the redesignation, regrading and creation of new posts in both the Treasurer's and Chief Executive and Town Clerk's Departments in connection with the reorganisation;
- (h) received a report of the Chief Recreation and Amenities Officer with regard to the staffing of the Countryside Management Programme and recommended that no action be taken on the proposals;
- (i) recommended to the West Midlands Waste Disposal Joint Committee the establishment for the Waste Disposal Co-ordinating function to be undertaken by Walsall following the abolition of the West Midlands County Council on the 1st April, 1986 and also the filling and gradings of the posts in accordance with the establishment procedures of the Co-ordinating Authority;
- (j) approved the establishment of posts and regradings for staff undertaking the new functions in the Environmental Health Department with effect from 1st April, 1986;
- (k) approved temporary payments being made to certain officers in respect of additional work arising from reorganisation for the period from 1st November to 31st December, 1985.

## PART II - RECOMMENDATIONS TO COUNCIL

### 23. Financial Administration and Control

Your Committee have no comments to make from the standpoint of financial administration and control on the recommendations appearing on the Summons for the meeting of the Council to be held on the 16th December, 1985.

### 24. Investigations of limestone workings

Your Committee have been informed by the Policy and Resources (Limestone) Sub-Committee that they have approved of the establishment of a small contingency fund to assist in connection with the investigation of limestone workings and the appropriate recommendation of your Committee to raise the requisite loan appears as Item No.11(1) on the Summons for this meeting.

(Note: This paragraph will be dealt with in conjunction with Item No.11(1) on the Council Summons.)





# BIRMINGHAM CITY COUNCIL

## PUBLIC REPORT

<b>Report to:</b>	<b>CABINET</b>
<b>Report of:</b>	<b>DIRECTOR OF COMMISSIONING &amp; PROCUREMENT</b>
<b>Date of Decision:</b>	<b>27TH MARCH 2018</b>
<b>SUBJECT:</b>	<b>PLANNED PROCUREMENT ACTIVITIES (JUNE 2018 – AUGUST 2018)</b>
<b>Key Decision:</b>	<b>No</b>
<b>Relevant Forward Plan Ref:</b>	<b>n/a</b>
<b>If not in the Forward Plan:</b>	<b>Chief Executive approved <input type="checkbox"/></b>
<b>(please "tick" box)</b>	<b>O&amp;S Chair approved <input type="checkbox"/></b>
<b>Relevant Cabinet Member(s) or</b>	<b>Cllr Majid Mahmood – Commercialism, Commissioning</b>
<b>Relevant Executive Member</b>	<b>and Contract Management</b>
<b>Relevant O&amp;S Chair:</b>	<b>Cllr Mohammed Aikhlaq, Corporate Resources and Governance</b>
<b>Wards affected:</b>	<b>All</b>

### 1. Purpose of report:

- 1.1 This report provides details of the planned procurement activity for the period June 2018 – August 2018. Planned procurement activities reported previously are not repeated in this report.

### 2. Decision(s) recommended:

That Cabinet

- 2.1 Notes the planned procurement activities under officer delegations set out in the Constitution for the period June 2018 – August 2018 as detailed in Appendix 1.

### Lead Contact Officer (s):

Nigel Kletz  
Corporate Procurement Services  
Strategic Services Directorate

**Telephone No:**

0121 303 6610

**E-mail address:**

[nigel.kletz@birmingham.gov.uk](mailto:nigel.kletz@birmingham.gov.uk)

### **3. Consultation**

#### **3.1 Internal**

This report to Cabinet is copied to Cabinet Support Officers and to Corporate Resources and Governance Overview & Scrutiny Committee and is the process for consulting with relevant cabinet and scrutiny members. At the point of submitting this report Cabinet Members/ Corporate Resources and Governance Overview & Scrutiny Committee Chair have not indicated that any of the planned procurement activity needs to be brought back to Cabinet for executive decision.

#### **3.2 External**

None

### **4. Compliance Issues:**

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

4.1.1 Details of how the contracts listed in Appendix 1 support relevant Council policies, plans or strategies, will be set out in the individual reports.

#### **4.1.2 Birmingham Business Charter for Social Responsibility (BBC4SR)**

Compliance with the BBC4SR is a mandatory requirement that will form part of the conditions of the contracts. Tenderers will submit an action plan with their tender that will be evaluated in accordance with the agreed evaluation criteria and the action plan of the successful tenderers will be implemented and monitored during the contract period. Payment of the Living Wage, as set by the Living Wage Foundation, is a mandatory requirement of the BBC4SR and will apply for all contracts in accordance with the Council's policy for suppliers to implement the rate.

#### **4.2 Financial Implications**

Details of how decisions will be carried out within existing finances and resources will be set out in the individual reports.

#### **4.3 Legal Implications**

Details of all relevant implications will be included in individual reports.

#### **4.4 Public Sector Equality Duty**

Details of Risk Management, Community Cohesion and Equality Act requirements will be set out in the individual reports.



## **5. Relevant background/chronology of key events:**

- 5.1 At the 1 March 2016 meeting of Council changes to procurement governance were agreed which gives Chief Officers the delegated authority to approve procurement contracts up to the value of £10m over the life of the contract. Where it is likely that the award of a contract will result in staff employed by the Council transferring to the successful contractor under TUPE, the contract award decision has to be made by Cabinet.
- 5.2 In line with the Procurement Governance Arrangements that form part of the Council's Constitution, this report acts as the process to consult with and take soundings from Cabinet Members and the Corporate Resources and Governance Overview & Scrutiny Committee.
- 5.3 This report sets out the planned procurement activity over the next few months where the contract value is between the EU threshold (£181,302) and £10m. This will give members visibility of all procurement activity within these thresholds and the opportunity to identify whether any procurement reports should be brought to Cabinet for approval even though they are below the £10m delegation threshold.
- 5.4 It should be noted that the EU threshold has changed from £164,176 to £181,302 and will apply from 1<sup>st</sup> January 2018 for a period of 2 years.
- 5.5 Individual procurements may be referred to Cabinet for an executive decision at the request of Cabinet, a Cabinet Member or the Chair of Corporate Resources and Governance Overview & Scrutiny Committee where there are sensitivities or requirements that necessitate a decision being made by Cabinet.
- 5.6 Procurements below £10m contract value that are not listed on this or subsequent monthly reports can only be delegated to Chief Officers if specific approval is sought from Cabinet. Procurements above £10m contract value will still require an individual report to Cabinet in order for the award decision to be delegated to Chief Officers if appropriate.
- 5.6 A briefing note including financial information is appended to the Private report for each item on the schedule.

## **6. Evaluation of alternative option(s):**

- 6.1 A report approved by Council Business Management Committee on 16 February 2016 set out the case for introducing this process. The alternative option is that individual procurements are referred to Cabinet for decision.

## **7. Reasons for Decision(s):**

- 7.1 To enable Cabinet to identify whether any reports for procurement activities should be brought to this meeting for specific executive decision, otherwise they will be dealt with under Chief Officer delegations up to the value of £10m, unless TUPE applies to current Council staff.

**Signatures:**

**Date:**

.....  
Nigel Kletz – Director of Commissioning & Procurement

.....

.....  
Councillor Majid Mahmood - Commercialism, Commissioning and Contract Management

**List of Background Documents used to compile this Report:**

**List of Appendices accompanying this Report (if any):**

Appendix 1 - Planned Procurement Activity June 2018 – August 2018

**Report Version**    1                    **Dated**    14/03/2018

## APPENDIX 1 – PLANNED PROCUREMENT ACTIVITIES (JUNE 2018 – AUGUST 2018)

Type of Report	Title of Procurement	Ref	Brief Description	Contract Duration	Directorate	Portfolio Commercialism, Commissioning and Contract Management Plus	Finance Officer	Contact Name	Planned CO Decision Date
Approval to Tender Strategy	Supply of Doors, Windows and Associated Hardware for Shelforce	TBC	Shelforce manufacture and supply a range of doors and windows predominately supplying contractors as part of the supply chain when major Housing Capital refurbishment programmes are undertaken.	4 years	Place	Deputy Leader	Guy Olivant	Jas Claire	01/05/2018
Approval to Tender Strategy	Employer's Agent Service for the Development of Housing on Pool Farm and Shannon Road sites in Kings Norton	P0452	An Employer's Agent is required to deliver full project management services for the development of housing at Pool Farm and Shannon Road sites.	8 Years	Economy	Deputy Leader	Guy Olivant	Debbie Husler	01/05/2018
Approval to Tender Strategy	Professional & Technical Services for the Refurbishment of the Alexander Stadium	TBC	For the refurbishment of the Alexander Stadium in preparation for the Commonwealth Games 2022 and the post-games legacy.	5 Years	Place	Deputy Leader	Martin Easton	Charlie Short	10/04/2018
Approval to Tender (SCN)	Supply of Cleaning Products and Hygiene Paper Products	TBC	The supply of: <ul style="list-style-type: none"> <li>• non-specialist cleaning supplies (general cleaning chemicals and reagents),</li> <li>• paper hygiene products and cleaning consumables (e.g. cloths, mops, toilet rolls, paper towels etc)</li> <li>• specialist cleaning products (concentrated cleaning chemicals linked to dosing systems and will include the provision of associated dosing equipment).</li> </ul>	1 year	Strategic Services	Deputy Leader	Thomas Myers	Adele Rawlins	05/04/2018



## BIRMINGHAM CITY COUNCIL

### PUBLIC REPORT

**Report to:** CABINET  
**Report of:** City Solicitor  
**Date of Decision:** 27 March 2018  
**SUBJECT:** APPOINTMENTS TO OUTSIDE BODIES

**Key Decision:** No  
**If not in the Forward Plan:** Relevant Forward Plan Ref:  
(please "X" box) Chief Executive approved ☐  
O&S Chairman approved ☐  
**Relevant Cabinet Member(s):** Cllr Ian Ward, Leader of the Council  
**Relevant O&S Chairman:** Cllr Mohammed Aikhlaq, Chairman of Corporate  
Resources and Governance Overview and Scrutiny  
Committee  
**Wards affected:** City Wide

#### 1. Purpose of report:

The report seeks the approval of the Cabinet to the appointment of representatives to serve on outside bodies detailed in the appendix to this report.

#### 2. Decision(s) recommended:

That Cabinet agrees to appoint representatives to serve on the Outside Bodies detailed in the appendix to this report.

**Lead Contact Officer(s):** Celia Janney  
Committee Services  
**Telephone No:** Tel: 0121 303 7034  
**E-mail address:** e-mail: [celia.janney@birmingham.gov.uk](mailto:celia.janney@birmingham.gov.uk)

### **3. Consultation**

#### **3.1 Internal**

Councillor Ian Ward, Leader of the Council.

For appropriate items, the Secretaries to the Political Groups represented on the Council.

#### **3.2 External**

There has not been a requirement to consult with external parties in respect of matters set out in this report.

### **4. Compliance Issues:**

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

The appointments are consistent with the legal and constitutional requirements of the City Council.

#### **4.2 Financial Implications (Will decisions be carried out within existing finances and Resources?)**

There are no additional resource implications.

#### **4.3 Legal Implications**

As set out in paragraph 4.1 above.

#### **4.4 Public Sector Equality Duty**

The main risk of not making appointments might lead to the City Council not being represented at meetings of the bodies concerned. It is always important in making appointments to have regard to the City Council's equal opportunities policies.

**5. Relevant background/chronology of key events:**

At a meeting of all Councillors on 11 July 2017, the City Council approved changes to the Constitution that set out those appointments that are reserved to the full City Council to determine. All other appointments of Members and officers to outside bodies shall be within the remit of Cabinet to determine and the proportionality rules will not automatically apply.

**6. Evaluation of alternative option(s):**

These appointments are a matter for the Cabinet to determine, in accordance with the City Council's current Constitution.

**7. Reasons for Decision(s):**

To approve the appointment of representatives to serve on Outside Bodies.

**Signatures**

**Date**

Leader of the Council .....

City Solicitor .....

**List of Background Documents used to compile this Report:**

1. Report of the Council Business Management Committee to City Council on 11 July 2017 "Revised City Council Constitution"; along with relevant e-mails/ file(s)/correspondence on such appointments.

**List of Appendices accompanying this Report (if any):**

1. Appendix to Report to Cabinet 27 March 2018 – Appointments to Outside Bodies





**APPENDIX TO REPORT TO CABINET 27 March 2018**  
**APPOINTMENTS TO OUTSIDE BODIES**

**1. Summary of Decisions**

On 15 August 2017, Cabinet resolved under decision number 004096/2017 that the practice be continued of contacting each representative when their term of office is due to expire to ascertain whether they are willing to be re-appointed and that, unless indicated otherwise in the report to Cabinet, it will be understood that such representatives are not willing to be re-appointed.

**2. Birmingham Voluntary Service Council - Board of Management**

Mr Guy Hordern (Con) does not wish to continue as Representative.

Therefore, it is

**RECOMMENDED:-**

That Cabinet agrees to the appointment of Cllr Ken Wood (Con) for the remainder of the period i.e. from 27 March 2018 until 26 June 2018.

**3. Alderson Disabled Ex-Servicemen's Homes Trust**

Honorary Alderman Jim Whorwood does not wish to continue as Representative Trustee. The appointment expired 1 March 2018. The other Representative Trustees are: - Cllr Mike Sharpe (Lab), Cllr John Lines (Con), Hon. Ald. Anita Ward (Lab) and Lord Mayor (ex officio).

**RECOMMENDED:-**

That Cabinet agrees to the appointment of Cllr Sue Anderson (Lib Dem) from 27 March 2018 until 26 March 2022.



**Report to:** CABINET  
**Report of:** Corporate Director Place  
**Date of Decision:** 27 March 2018  
**SUBJECT:** BIRMINGHAM COUNCIL HOUSING INVESTMENT PROGRAMME 2017/18 to 2019/20  
**Key Decision:** Yes Relevant Forward Plan Ref: 004665/2018  
**If not in the Forward Plan:** Chief Executive approved ☐  
 (please "X" box) O&S Chairman approved ☐  
**Relevant Cabinet Member(s):** Councillor Peter Griffiths – Cabinet Member for Housing and Homes  
 Councillor Majid Mahmood – Cabinet Member for Commercialism, Commissioning and Contract Management  
**Relevant O&S Chair** Councillor Victoria Quinn – Housing and Homes  
 Councillor Mohammed Aikhlaq – Corporate Resources and Governance  
**Wards affected:** All

## 1. Purpose of report:

- 1.1 In February 2017, Cabinet approved the three year Capital Investment Programme for 2017/18 to 2019/20. Included in this report is an update on the successful achievements of the 2017/18 Capital Investment Programme. Due to the requirement to retrofit fire suppression systems (sprinklers) it is necessary to now seek approval for these works to be included in the existing full business case for the scope of work to be included in the Council Housing Investment Programme 2018/19 to 2019/20 of £129.890 million and adaptations of £6.905 million within a total Public Sector Housing Capital budget of £242.708 million, including clearance and redevelopment costs.
- 1.2 To inform Cabinet that this programme will deliver improvements to around 19,121 property elements and will include the provision of new kitchens and bathrooms, upgraded central heating systems, door, window, roof replacements and structural works to traditional/non-traditional construction type properties including electrical and thermal efficiency works, replacement double glazed PVCU windows, replacement heating system, roof replacement works and external/internal improvements and the installation of fire suppression system (sprinklers) to high rise dwellings. These works to be delivered through existing contracts.
- 1.3 To inform Cabinet that a sum of £0.800 million per annum has been identified in Appendix 2 for capital environmental works in neighbourhoods. It is proposed that this sum be allocated based on housing stock in that locality and that local elected Members will be consulted and involved in the decisions..
- 1.4 The proposals are consistent with the Budget for 2018/19 approved by Council on 27<sup>th</sup> February 2018.

## 2. Decision(s) recommended:

That Cabinet:

- 2.1 Notes the update against 2017/18 programme delivery.
- 2.2 Approves the Full Business Case **Appendix 1** for the scope of works to be included in the Council Housing Improvement Programme 2018/19 to 2019/20 including fire suppression systems at an estimated capital cost of £129.890 million, together with adaptations at an estimated cost of £6.905 million over the same period.
- 2.3 Authorises the Service Director, Housing and Head of Capital Investment to allocate the Housing Investment works and place orders with the recently procured service providers in accordance with the scope of those contracts.
- 2.4 Notes the allocation of £105.913 million for clearance and new build activity included within the Public Sector Housing Capital budget of £242.708 million, with specific scheme details to be the subject of further reports as appropriate sites are identified
- 2.5 Authorises the City Solicitor to negotiate, execute, seal and complete all necessary documents to give effect to the above recommendations.

### Lead Contact Officer(s):

Robert James – Service Director –Housing  
0121 464 7699  
[Robert.james@birmingham.gov.uk](mailto:Robert.james@birmingham.gov.uk)

**Telephone No:**  
**E-mail address:**

Martin Tolley – Head of Capital Investment  
0121 303 3974  
[martin.tolley@birmingham.gov.uk](mailto:martin.tolley@birmingham.gov.uk)

## 3. Consultation

### 3.1 Internal

The proposals for the Housing Investment Programme for 2018/19 to 2019/20 are consistent with the budget report presented to Cabinet. The following members have been consulted previously and supported the proposals going forward for Executive decision.

Councillor Brigid Jones	Deputy Leader of Birmingham City Council
Councillor Victoria Quinn	Chair of Housing and Homes Overview & Scrutiny Committee

- 3.2 We will continue to work with local residents, housing management teams and elected members in relation to Environmental Works Investment Projects.
- 3.3 Officers in Legal Services and City Finance have been involved in the preparation of this report.
- 3.4 External

The City Housing Liaison Board has been consulted about the programme as outlined in this report. TMOs and Leaseholders will be consulted prior to works being undertaken in accordance with the terms of MMAs / leases respectively.

## **4 Compliance Issues**

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

Improving the Council owned housing stock directly contributes to the strategic outcomes of the Sustainable Community Strategy, the proposed Council Business Plan and Budget 2018+. In particular there is a specific target under the theme of securing a high quality of life for residents. Stock improvements will also impact upon the other strategic outcomes, most notably on the aspiration for healthier communities and carbon reduction.

The Council will upgrade its stocks thermal performance by energy efficient measures that may include whole property retrofit in line with the City's wider sustainability strategy set by Birmingham's Green Commission through the Carbon Roadmap. These works will include the replacement of existing older inefficient heating systems, external insulation, hard to treat cavity wall and loft insulation and any other innovative energy efficiency works. This will further contribute to targets within the Commission's Carbon Roadmap to reduce carbon dioxide emissions by 60% by 2027 and alleviate fuel poverty. The Council's approach will be to identify additional funding routes such as Energy Company Obligation (ECO), Renewable Heat Incentive (RHI) and any other funding routes that may become available in the future.

### **4.2 Financial Implications (Will decisions be carried out within existing finance and Resources?)**

The total capital funding for these schemes is contained within the Housing Public Sector Capital Budget 2018+ and summarised in **Appendix 1**. The programme will be funded in line with the anticipated resources set out in the Council's Business Plan and Budget 2018+, as approved at the Council Meeting on 27<sup>th</sup> February 2018.

This capital expenditure will ensure that the properties remain available for letting, hence protecting the net rental income to the Housing Revenue Accounts (HRA) in line with the Council's proposed Business Plan and Budget 2018+.

In the event that capital resource availability for these purposes is changed, the programme will be amended to reflect such changes through the existing quarterly review process with detailed approval to be sought through Cabinet Member and Corporate Director, as appropriate.

The investment programme includes £19m of planned expenditure relating to the retrofit of fire suppression systems (sprinklers) as a part of an overall 3 year programme anticipated to cost £31m, in relation to which Central Government have been approached for a contribution of £19.4m towards these costs. In the event that this funding is not forthcoming, the costs will be funded through prudential borrowing.

It is anticipated that the 2017/18 expenditure will exceed the approved budget of £63.619m by up to £7.220m. This will be funded from a combination of slippage in other aspects of the Public Sector Housing capital programme and additional resources available for Housing Capital Investment in 2017/18 such as increase Right to Buy Receipts, with full details to be confirmed as a part of the annual closedown of account process.

#### 4.3 Legal Implications

The proposed allocation of work is consistent with the effective management of the Council's housing stock under Part II Housing Act 1985.

#### 4.4 Public Sector Equality Duty

In relation to the programme, due regard has been paid to the requirements of the Equality Act 2010 and an Equality Assessment has been carried out which has shown that the programme will not have any adverse effects due to the resulting extended lifecycles of the housing stock, improvements to the thermal comfort, installation of fire suppression systems (sprinklers) and the quality of life for the Council's tenants. **Appendix 4A/4B**

The requirements of Standing Order No. 9 in respect of the Council's Equal Opportunity Policy will be incorporated in the contracts for projects carried out within the programme.

#### 4.5 Public Services (Social Value) Act 2012

The Public Services (Social Value) Act has been considered. The existing service providers have signed up to the Birmingham Business Charter for Social Responsibility and have all provided action plans. Any sub-contractors/new suppliers will be required to comply with the Birmingham Business Charter for Social Responsibility. The existing suppliers will be developing apprentices as part of their Social Value Commitment.

### 5. **Relevant background/chronology of key events:**

#### The Council's Stock

- 5.1 The City Council currently owns and manages a portfolio of over 62,000 residential properties. This includes a high proportion of non- traditionally built homes and the average age of our properties is approaching 70 years.

- 5.2 To safe-guard the condition/asset value of our stock achieved through previous capital investment programmes, all future investment programmes will be targeted on the principle of expired component lifecycles. This is achieved by holding detailed stock condition information within the asset management database (Apex). In an effort to ensure that the initial programme identified by Apex is targeted and appropriate, all properties proposed to be included will be pre surveyed. If the lifecycle of the component can be extended the property will not be included in the programme and will be re-inspected in future years. In essence, the housing stock will self-select for inclusion in the programme based upon the expired lifecycle rule. All programmes are shared across the Place and Economy Directorates to ensure the appropriateness of the investment.

#### HRA Business Plan Budget 2018+ and Asset Management Principles

- 5.3 The HRA Business Plan Budget 2018+ is included in the overall Council Business Plan and Budget which sets out the long term service and financial strategy. The key asset management principles are set out below:

Continued maintenance to protect the investment already undertaken as to avoid impairment/disrepair charges and to allow retention of affordable future debt levels. This will include the lifecycle replacement of major property components (e.g. windows, heating, kitchens, bathrooms, roofs, electrical and structural works). The outcome of this expenditure is detailed in **Appendix 2**. This fits with the theme of providing a healthy happy city.

- To deliver bespoke structural investment packages including, external wall insulation, roofing, windows, heating, lighting and the installation of fire suppression systems (sprinklers) to tower blocks across the city.
- To provide an ongoing programme of adaptations to Council dwellings to promote independent living.
- Clearance of obsolete and unviable dwellings together with a new build programme to provide replacement affordable housing.

#### Delivery of the Investment Programme for 2018/19 to 2019/20

- 5.4 The Investment Programme will be delivered through the existing contracts for Responsive Repairs & Maintenance Services, Gas Servicing, Capital Improvement Work Programmes including Major Adaptations and Lifts to Council Housing Stock in the North, South, West-Central and East areas of Birmingham.
- 5.5 A yearly sum of £0.800 million has been identified in Appendix 2 for capital environmental works to HRA assets in neighbourhoods. It is proposed that this sum be allocated based on housing stock in that locality and that local elected Members will be consulted and involved in the decisions.

#### Performance of 2017/18 Investment Programme

- 5.6 The 2017/18 investment programme budget allocation is projected to achieve 110% budget spend. Further details are set out in Appendix 1.

**6. Evaluation of alternative option(s):**

- 6.1 The option of not investing in the improvement of our housing stock is discounted as it would result in an increasing number of properties becoming unlettable and increasing levels of disrepair litigation.
- 6.2 The allocation of resources between different components within the programme is derived from detailed stock condition information. Whilst it would be possible to allocate resources differently between priorities within the proposed programme, the current arrangement represents the best fit in terms of value for money and protecting the Council's assets.

**7. Reasons for Decision(s):**

- 7.1 To progress the Council Housing Investment Programme 2018/19 to 2019/20 of £129.890 million within a total Public Sector Housing Capital budget of £242.708 million.

**Signatures**

**Date**

**Cabinet Members**

.....  
Cllr Peter Griffiths  
Cabinet Member for Housing and Homes

.....

.....  
Cllr Majid Mahmood  
Cabinet Member for Commercialism, Commissioning  
and Contract Management

.....

**Chief Officer**

.....  
Jacqui Kennedy, Corporate Director  
of Place

.....

**List of Background Documents used to compile this Report:**

Council's Business Plan and Budget 2018+.

**List of Appendices accompanying this Report (if any):**

1. Appendix 1 Full Business Case
2. Appendix 2 Public Sector Housing Capital Investment 2018/19 to 2019/20
3. Appendix 3 Risk Assessment
4. Appendix 4A Public Sector Equality Duty Statement and 4B Equality Assessment

<b>Report Version</b>		<b>Dated</b>	
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<b>Full Business Case (FBC)</b>			
<b>1. General Information</b>			
<b>Directorate</b>	Place	<b>Portfolio/Committee</b>	Housing and Homes
<b>Project Title</b>	Birmingham Council Housing Investment Plan 2018/19 to 2019/20	<b>Project Code</b>	Various
<b>Project Description</b>	<p>The investment set out in this report represents the detailed proposals for improvements in the condition of Council housing in 2018/19 to 2019/20 as a part of the ongoing programme of capital investment as outlined in the HRA Business Plan and Budget 2018+.</p> <p>The annual programme for 2018/19 to 2019/20 forms a part of a continued programme of investment in Council housing in Birmingham, which has been under way for many years and that is expected to continue for as long as the Council retains ownership of Council housing. The HRA Business Plan sets out an overall financial plan for ongoing housing investment over a 30-year period, showing the continuation of this programme throughout that period, with the investment fully funded throughout the Business Plan period.</p> <p>With 62,171 homes currently held within the HRA (as at January 2018), many of which are over 70 years old, it is inevitable that there is an extremely high demand for capital works to the properties, to such an extent that it would not be possible to address all needs in any single year, either from an affordability or a delivery perspective. For each annual investment programme, it is therefore important that the properties to benefit from investment are prioritised to ensure maximum benefit across the City.</p> <p>The City's estates are prioritised according to investment need driven by expired lifecycle elements derived from detailed stock condition information held for each property. Investment is then directed to the appropriate areas within each District. Individual elements for renewal are identified from a combination of urgent need to ensure properties are at a lettable standard and overall investment need as identified from the stock condition data, taking account of any plans for regeneration of estates or other investment being undertaken.</p> <p>Financial and non-financial delivery of the overall investment programme is reported to the Housing Transformation Board (chaired by the Service Director of Housing Transformation) as an integral part of the established reporting process.</p> <p>As the annual programme is delivered, and resource availability changes (whether through identification of additional funding opportunities or changes in levels of generation of capital receipts etc.), changes to the approved programme and associated outputs will be reported through the existing capital budget reporting structure, including quarterly reports to Cabinet.</p> <p>As a part of this programme, it is anticipated that around 19,121 property elements will be improved during 2018/19 to 2019/20. The key elements to be improved include kitchens, bathrooms, central heating systems, doors, windows, roofs, fire suppression systems and fire protection works as set out in the Benefits Quantification section below. Actual performance against these targets will be reported annually.</p> <p>The installation of fire suppression systems (sprinklers) and fire protection works are being taken to ensure the safety of tenants in the council's managed high rise accommodation are in line with the Council's vision of</p>		

	<p>“Birmingham – a city of growth where every child, citizen, and place matters” and support the key priority of “Housing – a great place to live”.</p> <p>For the 2018/19 programme, the following programmes show an indicative level of completion. Key outputs as compared to the approved Full Business Case for 2017/18 are summarised in the following table.</p> <table><tr><td></td><td>FBC Target</td><td>Actual completions December 2017</td><td colspan="2">Estimated Completions 31 March 2018</td></tr><tr><td>Kitchens</td><td>690</td><td>885</td><td colspan="2">1556</td></tr><tr><td>Bathrooms</td><td>690</td><td>558</td><td colspan="2">1028</td></tr><tr><td>Central Heating/Boilers</td><td>1,135</td><td>1217</td><td colspan="2">3357</td></tr><tr><td>Windows</td><td>845</td><td>600</td><td colspan="2">1209</td></tr><tr><td>Doors</td><td>1,151</td><td>1039</td><td colspan="2">1071</td></tr><tr><td>Roofs</td><td>320</td><td>423</td><td colspan="2">492</td></tr><tr><td>Fire Protection</td><td>986</td><td>550</td><td colspan="2">425</td></tr><tr><td>Soffits and Facia Replacement &amp; External Painting (Estate Makeover)</td><td>100</td><td>71</td><td colspan="2">100</td></tr></table>						FBC Target	Actual completions December 2017	Estimated Completions 31 March 2018		Kitchens	690	885	1556		Bathrooms	690	558	1028		Central Heating/Boilers	1,135	1217	3357		Windows	845	600	1209		Doors	1,151	1039	1071		Roofs	320	423	492		Fire Protection	986	550	425		Soffits and Facia Replacement & External Painting (Estate Makeover)	100	71	100									
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Links to Corporate and Service Outcomes	<p>Improving the Council owned housing stock directly contributes to the strategic outcomes of the Sustainable Community Strategy, the Council Business Plan and Budget 2018+. Stock improvements will also impact upon the other strategic outcomes, most notably on the aspiration for healthier communities. The report is also consistent with the policy priorities for Housing as set out in the Housing Business Plan and Budget 2018+. The replacement of existing older heating systems with new condensing boilers, installation of external insulation, cavity wall and loft insulation will contribute to targets within the Council’s Climate Change Strategy to reduce carbon dioxide emissions and fuel poverty.</p>																																																									
Project Definition Document Approved by	N/A	Date of Approval	N/A																																																							
Benefits Quantification- Impact on Outcomes	Measure		Impact (units)																																																							
	<p>The housing improvement programme is delivered to improve/replace as individual elements reach the end of their useful lives, and is focused on ensuring that our stock is fit for purpose and maintains its asset value for future years with investment targeted to further reflect tenant aspirations as to which aspects of property improvements are most valued.</p> <p>Key elements of properties to be renewed / improved are set out in the table below: <b>(Please note the total number for kitchen and bathrooms does not include Major Works Voids)</b></p>																																																									
	<table><tr><th>2018/19 Measures</th><th>North</th><th>South</th><th>East</th><th>Central west</th><th>Total</th></tr><tr><td>Kitchens</td><td>207</td><td>205</td><td>177</td><td>144</td><td>733</td></tr><tr><td>Bathrooms</td><td>207</td><td>205</td><td>177</td><td>144</td><td>733</td></tr><tr><td>Central Heating/Boilers</td><td>216</td><td>455</td><td>327</td><td>327</td><td>1,325</td></tr><tr><td>Windows</td><td>184</td><td>315</td><td>253</td><td>89</td><td>841</td></tr><tr><td>Doors</td><td>183</td><td>462</td><td>326</td><td>180</td><td>1,151</td></tr><tr><td>Roofs</td><td>146</td><td>62</td><td>130</td><td>58</td><td>396</td></tr><tr><td>Fire Protection</td><td>88</td><td>903</td><td>186</td><td>404</td><td>1,581</td></tr><tr><td>Fire Suppression Systems (sprinklers)</td><td>201</td><td>884</td><td>227</td><td>1413</td><td>2725</td></tr></table>					2018/19 Measures	North	South	East	Central west	Total	Kitchens	207	205	177	144	733	Bathrooms	207	205	177	144	733	Central Heating/Boilers	216	455	327	327	1,325	Windows	184	315	253	89	841	Doors	183	462	326	180	1,151	Roofs	146	62	130	58	396	Fire Protection	88	903	186	404	1,581	Fire Suppression Systems (sprinklers)	201	884	227	1413
2018/19 Measures	North	South	East	Central west	Total																																																					
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	Soffits and Facia Replacement & External Painting (Estate Makeover)	25	25	25	25	100
	<b>2019/20 Measures</b>	<b>North</b>	<b>South</b>	<b>East</b>	<b>Central west</b>	<b>Total</b>
	Kitchens	231	229	201	168	829
	Bathrooms	231	229	201	168	829
	Central Heating/Boilers	247	520	373	373	1,513
	Windows	181	312	250	86	829
	Doors	181	461	325	179	1,146
	Roofs	163	79	147	76	465
	Fire Protection	231	229	201	168	829
	Fire Suppression Systems (sprinklers)	391	1217	293	2507	4408
	Soffits and Facia Replacement & External Painting (Estate Makeover)	25	25	25	25	100
	To deliver bespoke structural investment packages including, external wall insulation, roofing, windows, heating change and lighting to high-rise and low-rise properties across the city as well as the installation of fire suppression systems (sprinklers) to high rise dwellings.					
<b>Project Deliverables</b>	The investment set out in this report will ensure the continued replacement/improvement of expired elements ensuring a lettable standard with improvements focussed on those aspects most valued by our tenants and identified through our asset management software as being in need of renewal.					
<b>Scope</b>	Capital works to Council housing, including structural works, kitchen and bathroom renewals and modernisation of heating systems. Installation of fire suppression systems (sprinklers). Adaptations to Council housing to enable independent living.					
<b>Scope exclusions</b>	<ul style="list-style-type: none"> <li>• Site Clearance &amp; Acquisitions Activity</li> <li>• New Build</li> <li>• Revenue / Responsive Repairs</li> <li>• Complementary works to non-HRA assets</li> <li>• Procurement of contractors</li> </ul>					
<b>Dependencies on other projects or activities</b>	Capacity of repairs contractors to undertake work Planning permission – particularly for structural works Consultation with / agreement from key stakeholders including tenants, freeholders, Ward Members					

<b>Achievability</b>	<p>The detailed proposals covered by this report represent the continuation of an ongoing investment programme to maintain the physical condition of Birmingham's Council Housing.</p> <p>There is significant in-house expertise in managing and delivering a successful programme of this nature and size; although it should be noted that slippage/acceleration of certain elements of the programme can occur.</p> <p>The existing contractors have successfully tendered to deliver programmes of this size and it is therefore considered to be reasonable to expect that the programme as set out in this report can be delivered within the existing framework.</p> <p>There is a well-developed tenant engagement structure in place for delivering capital improvement programmes, as have been delivered for a number of years. It is anticipated that this will continue to be effective for 2018/19 to 2019/20 through ongoing consultation.</p>		
<b>Project Manager</b>	<p>Martin Tolley – Head of Capital Investment 0121 303 3974 <a href="mailto:Martin.tolley@birmingham.gov.uk">Martin.tolley@birmingham.gov.uk</a></p>		
<b>Budget Holder</b>	<p>Martin Tolley – details as above</p>		
<b>Sponsor</b>	<p>Robert James – Service Director 0121 464 9819 <a href="mailto:robert.james@birmingham.gov.uk">robert.james@birmingham.gov.uk</a></p>		
<b>Project Accountant</b>	<p>Nick Ward – Finance Manager 0121 464 4282 <a href="mailto:Nick.ward@birmingham.gov.uk">Nick.ward@birmingham.gov.uk</a></p>		
<b>Project Board Members</b>	<p>As above, plus members of the Place Directorate Senior Management Team.</p>		
<b>Head of City Finance (HoCF)</b>	Guy Olivant	<b>Date of HoCF Approval:</b>	16/3/18

	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>Total 2018/19- 2019/20 £'000</b>
<b>Council Housing Investment</b>			
Central Heating	3,500	4,000	7,500
Windows	2,000	2,000	4,000
Soffits & Fascias / External Painting ,Estate Makeover	1,000	1,000	2,000
Front Doors Secure by Design	1,000	1,000	2,000
Electrical programmes	5,700	4,200	9,900
Structural Works – High-rise and Low-rise and Advanced design fees.	22,330	10,006	32,236
Kitchens	5,450	5,950	11,400
Bathrooms	5,450	5,950	11,400
Roofing	2,500	3,000	5,500
DDA and Door Entry	2,000	2,000	4,000
Communal Decorations	1,000	1,000	2,000
Fire Protection Chutes and Soil Stacks	4,000	3,500	7,500
Lift Refurbishments	1,500	1,500	3,000
Concierge / Caretaker Rooms	300	300	600
Structural Investigations	700	700	1,400
District Environmental Works	800	800	1,600
Contingency Fund	1,000	1,000	2,000
Fire Suppression Systems (Sprinklers)	7,000	12,000	19,000
Desktop Refresh	250	250	500
Internal Fees	350	360	710
Garage Investment	772	772	1544
<b>Housing Investment Programme</b>	<b>68,602</b>	<b>61,288</b>	<b>129,890</b>
New Build Programme	49,217	34,440	83,657
Clearance and Acquisitions Programme	9,733	12,523	22,256
<b>Redevelopment</b>	<b>58,950</b>	<b>46,963</b>	<b>105,913</b>
Adaptations – Council Tenants	3,418	3,487	6,905
<b>Adaptations</b>	<b>3,418</b>	<b>3,487</b>	<b>6,905</b>
<b>Total Expenditure</b>	<b>130,970</b>	<b>111,738</b>	<b>242,708</b>
<b>Funding of Capital Programme</b>			
Revenue Contributions	(35,605)	(39,530)	(75,135)
Receipts and Grants	(49,439)	(36,680)	(86,119)
Sales to InReach	(38,500)	(22,000)	(60,500)
New Borrowing	(1,018)	(12,842)	(13,860)
Slippage from 2017/18	(6,408)	(686)	(7,094)
<b>Total Funding</b>	<b>(130,970)</b>	<b>(111,738)</b>	<b>(242,708)</b>

**Note:**

The revenue implications of the proposed programme are accounted for in the HRA Business Plan and Budget 2018+ as part of the HRA dwellings repair costs which will be delivered on a fixed price per property basis through the existing contractual arrangements.

**Risk register key**

IMPACT	PROBABILITY	SCORE
1 – Insignificant	1 – Unlikely	1-4
2 – Minor	2 – Possible	5-8
3 – Moderate	3 – Likely	9-12
4 – Major	4 – Almost Certain	13-16

Description of Risk	Responsibility owner	Impact	Probability	Score	Mitigation Measures	impact	Probability	Score
Contractor Capacity	Senior Service Manager	4	2	8	Early discussion with contractors about programme of works.	2	2	4
Planning Approval Delays	Contract Team Manager	4	1	4	Early engagement with Planners. This only applies to structural works.	2	1	2
Delays Due to Site Conditions	Contractors	4	2	8	Outdoor work is planned during summer periods to avoid snow, heavy rain and inclement weather	2	1	2

Costs of Programme Delivery exceed available Resources	Senior Service Manager	3	3	9	Existing contracts include fixed prices for most elements of the planned investment programme. Programme performance will be monitored through the year and works accelerated or slipped to future years to fit resource availability.	3	1	3
Programme of Works not Delivered Within Timescale	Senior Service Manager	4	2	8	Monthly contractor performance meeting and financial reviews. Service Improvement notice and performance Related Payment processes within the contract.	2	1	2
No Access to Properties/Refusals of Work	Contract Team Manager	3	4	12	Extensive consultation with tenants and robust procedures in place to deal with legal requirements (e.g. gas / electrical testing)	3	2	6
Possible Disrepair Litigation	Contract Team Manager	4	4	16	Specific programmes to prevent successful challenge (reducing court & legal costs to allow focus of investment on improvements to properties) – key elements include soil stacks, heating & windows replacement programmes.	4	1	4



Customer satisfaction/expectations undeliverable	Contract Team Manager	4	4	16	Successful delivery of programme in previous years has been reflected in consistently high levels of customer satisfaction. In forthcoming years a new programme of customer involvement for those that have had Capital Investment Works will be centred on reality checks, Customer Service User Panels and collation of Partners' satisfaction data.	4	1	4
Unforeseen additional works arise in course of undertaking improvements	Contract Team Manager	3	3	9	Re-profile delivery programme as required. Also capacity is built within the programme running order and all foreseen risks are checked at programme issue.	2	2	4

## Equality Act 2010

The Executive must have due regard to the public sector equality duty when considering Council reports for decision.

The public sector equality duty is as follows:

1	<p>The Council must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none"> <li>(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act;</li> <li>(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</li> <li>(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul>
2	<p>Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> <li>(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;</li> <li>(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;</li> <li>(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.</li> </ul>
3	<p>The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.</p>
4	<p>Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:</p> <ul style="list-style-type: none"> <li>(a) tackle prejudice, and</li> <li>(b) promote understanding.</li> </ul>
5	<p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> <li>(a) Marriage &amp; civil partnership</li> <li>(b) Age</li> <li>(c) Disability</li> <li>(d) Gender reassignment</li> <li>(e) Pregnancy and maternity</li> <li>(f) Race</li> <li>(g) Religion or belief</li> <li>(h) Sex</li> <li>(i) Sexual orientation</li> </ul>

# Equality Analysis

## Birmingham City Council Analysis Report

<b>EA Name</b>	Capital Investment Programme 2017-2020
<b>Directorate</b>	Place
<b>Service Area</b>	Place - Asset Management
<b>Type</b>	New/Proposed Function
<b>EA Summary</b>	This Document describes the function of the capital Investment Programme including how it relates to the Cabinet Report.
<b>Reference Number</b>	EA002745
<b>Task Group Manager</b>	paul.mcgrath@birmingham.gov.uk
<b>Task Group Member</b>	
<b>Date Approved</b>	2018-03-13 00:00:00 +0000
<b>Senior Officer</b>	michelle.bache@birmingham.gov.uk
<b>Quality Control Officer</b>	placeequalitycontrol@birmingham.gov.uk

### Introduction

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

### **Initial Assessment**

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

### **Relevant Protected Characteristics**

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

- Impact
- Consultation
- Additional Work

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

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

## **1 Activity Type**

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

## **2 Initial Assessment**

### **2.1 Purpose and Link to Strategic Themes**

#### **What is the purpose of this Function and expected outcomes?**

The Housing Capital Investment Plan is part of Birmingham City Councils (BCC) budget approval process for maintaining and improving the condition of the City Councils stock, i.e. residential properties.

A 3 year Cabinet report has been completed by the Asset Management and Maintenance Divisions' Capital investment Team and submitted to Cabinet. In previous years this has been a 1 year report.

The Cabinet report seeks approval for the scope of work to be included in BCC Housing Investment Programme which includes clearance and redevelopment costs.

We also seek authority from the Service Director for Housing Transformation and the Head of Capital Investment to allocate the Investment Programme between the repairs and maintenance partners and other specialist providers.

Repairs and maintenance partners have demonstrated through recent procurement that they comply fully with the City Council's aims and objectives. To assist to deliver a thriving local community we carry out improvements and repairs to customers' homes making the local environment a pleasant place to live.

This investment process helps to deliver a strong economy through using local companies through Find It In Birmingham. We consult with residents about their priorities to ensure that the local community is a healthy and happy place to live.

The report also contains an outline proposal as to how the budget will be allocated to the different type of works to be carried out. Once approved, the identified programme of work, e.g. stock improvement to windows, doors, kitchens, bathrooms, roofs etc., along with the allocated budget will form the framework for delivery known as the Capital Investment Programme.

The Capital Investment Programme is essentially driven by stock data that targets expired building elements (e.g. windows, doors, kitchens, bathrooms, roofs etc.) that have reached the end of their design life cycle.

The Capital Investment Programme determines where and how the actual scheme of works should be delivered. The focus is on how to improve the actual property and does not take into account who the occupant is or what their circumstances may be.

Customers experience an improvement in the quality of their lives directly proportionate to the improvement to their property.

The work that is required for each property is prioritised according to expired element life cycles. The Capital Investment Programme work that is required falls into three headings:

Expired Lifecycles will include.

Roofs flat & pitched, Kitchen & Bathrooms, structural works to all stock, rewires, Complete the work to the common areas in the sheltered schemes, Central

Heating Systems & boilers, Secure By Design Doors, Window replacement.  
 Essential Capital Investment works and statutory obligations include:  
 D.D.A, Fire Protection Work, Lift Refurbishment, Door Entry systems, Environmental work,  
 Legionella, Communal area electrical testing, Refuse Chutes / Soil Stacks, insulation and energy  
 upgrades Smoke detectors and internal decoration of communal areas in tower blocks.

Additional Programme works include:

The installation of fire suppression sprinklers in high rise flats over a three year programme.  
 Adaptations to customers properties

The proposed environmental works will be consulted upon with Housing management, customers,  
 and development and joint venture officers.

**For each strategy, please decide whether it is going to be significantly aided by the Function.**

Children: A Safe And Secure City In Which To Learn And Grow	No
Health: Helping People Become More Physically Active And Well	Yes
Housing : To Meet The Needs Of All Current And Future Citizens	Yes
Jobs And Skills: For An Enterprising, Innovative And Green City	Yes

## **2.2 Individuals affected by the policy**

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

## **2.3 Relevance Test**

Protected Characteristics	Relevant	Full Assessment Required
Age	Not Relevant	No
Disability	Not Relevant	No
Gender	Not Relevant	No
Gender Reassignment	Not Relevant	No
Marriage Civil Partnership	Not Relevant	No
Pregnancy And Maternity	Not Relevant	No
Race	Not Relevant	No
Religion or Belief	Not Relevant	No
Sexual Orientation	Not Relevant	No

## **2.4 Analysis on Initial Assessment**

It is not anticipated that any aspects of this proposal will directly or indirectly contribute to inequality on the grounds of age, disability, gender, gender reassignment, race, religion or belief, sexual orientation, marriage and civil partnership, pregnancy and maternity or human rights.

However, there may be times when we are unable to meet our Customers additional non-standard requirements, due to the nature of the dwelling or the design or construction:

Our aim is to meet specific needs where possible and also accommodate individual requirements across all of our programmes.

We usually offer Customers the choice on whether they require electrical cables to be chased in or hidden behind trunking. If a property is constructed from concrete then we have no choice but to use trunking. Therefore technically we cannot offer the customer a choice as it is not feasible.

If the layout of the customers property allows, we will install radiators where the customer requires them. Where this is not possible the customer is provided with alternative options to meet the layout of their property.

When providing a Secured by Design door the customer chooses from a pre determined range of styles and colours. The standard specification meets most needs; however, sometimes we work outside of these constraints to meet any additional needs. Please note low level threshold is standard to comply with current building regulations.

During preparation for Kitchen and Bathroom programme delivery or where works are intrusive our team of Contract Works Officers will work closely with our customers to determine their individual needs.

During programme delivery contractor appointed, Tenant Liaison Officers will assess customers needs and support any individual arrangements needed to allow the works to be completed.

To aid communication:

We give visually impaired customers the option of having a Braille thermostat control to assist them in operating the central heating. Large font and Braille scheme signage upgrades are used and language line as a translation service is available for all customers.

All BCC officers, contractors and operatives have been briefed to record, on our computer database, any specific requirements identified which can also help improve the service delivered.

Additional support:

Additional support is provided to customers where required for example; offering to remove carpets and furnishings and assistance with packing to enable improvements to customers homes to be delivered.

Where residents have specific health needs, which have been assessed, we will provide any Aids and Adaptations. This may include:

Hand rails

Walk in showers

Stair and vertical lifts

### **3 Full Assessment**

The assessment questions below are completed for all characteristics identified for full assessment in the initial assessment phase.

#### **3.1 Concluding Statement on Full Assessment**

The Capital Investment report informs Cabinet of improvements to be delivered to Council properties based on priorities identified in this equality assessment.

Equality assessment has considered the impact of the programme on protected characteristics. Through this process we have determined that no persons are adversely affected because investment is based on property condition and not the customer.

Consideration has been given to take account of disabled persons disabilities, even where that involves treating disabled persons more favourably than other persons;  
Improvements are carried out based on the property expired life cycle. Once a property has been identified and included in our programme, detailed assessment of a customer's needs is undertaken. This means that some customer groups may receive additional support based on their appropriate needs.

The consultation process is through City HLB who represent all Council tenants.  
Cabinet members have been provided with the relevant information on this proposal, prior to decision making.

The relevant Cabinet Members have been consulted:

Councillor Peter Griffiths - Cabinet member for housing and homes  
Councillor Majid Mahmood - Cabinet Member for value of money and efficiency.  
And overview and scrutiny chair persons:  
Councillor Victoria Quinn - Housing and Homes.  
Councillor Mohammed Aikhlaq - Cooperate resource and governance  
Consideration has been given on how to mitigate the impact;

There has been no adverse impact identified on any group determined with the protected characteristic.

### **4 Review Date**

13/03/18

### **5 Action Plan**

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





## **PUBLIC REPORT**

<b>Report to:</b>	<b>CABINET</b>
<b>Report of:</b>	<b>Corporate Director - Place</b>
<b>Date of Decision:</b>	<b>27 March 2018</b>
<b>SUBJECT:</b>	<b>BIRMINGHAM COUNCIL HOUSING INVESTMENT PROGRAMME 2017/18 to 2019/20</b>
<b>Key Decision: Yes</b>	<b>Relevant Forward Plan Ref: 004665/2018</b>
<b>If not in the Forward Plan: (please "X" box)</b>	<b>Chief Executive approved</b> <input type="checkbox"/>
	<b>O&amp;S Chair approved</b> <input type="checkbox"/>
<b>Relevant Cabinet Member(s)</b>	<b>Councillor Peter Griffiths – Cabinet Member for Housing and Homes</b>
	<b>Councillor Majid Mahmood – Cabinet Member for Commercialism, Commissioning and Contract Management</b>
<b>Relevant O&amp;S Chair:</b>	<b>Councillor Victoria Quinn – Housing and Homes</b>
	<b>Councillor Mohammed Aikhlaq– Corporate Resources and Governance</b>
<b>Wards affected:</b>	<b>All</b>

## **REPORT**

**\* To be completed for all late reports, ie. which cannot be despatched with the agenda papers ie. 5 clear working days' notice before meeting.**

### **Reasons for Lateness**

This was due to the necessary changes to reflect the acceptance of the City Council's budget and the update required on the capital works programme.

### **Reasons for Urgency**

To authorise expenditure to enable works to be undertaken without delays.

