

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY, 04 JANUARY 2017 AT 10:30 HOURS
IN COMMITTEE ROOM 2, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING/WEBCAST

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

2 APOLOGIES

To receive any apologies.

3 - 10

3 CORPORATE RESOURCES & GOVERNANCE -ACTION NOTES 02 NOVEMBER AND 05 DECEMBER 2016

To confirm the action notes of the meetings held on 02 November 2016 and 05 December 2016

11 - 18

4 LEADER – UPDATE ON PRIORITIES

The Leader of the Council to provide an update to the Committee

19 - 32

5 ASSISTANT LEADERS-UPDATE

To provide the Committee with an update

33 - 142

6 DEPUTY LEADER - BUDGET CONSULTATION, GRANT SETTLEMENT AND FINANCE MONITORING

To discuss budget consultation proposals

7 **CORPORATE RESOURCES & GOVERNANCE WORK PROGRAMME
JANUARY 2017**

To note the work programme

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

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

9 **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.

10 **AUTHORITY TO CHAIRMAN AND OFFICERS**

Chairman to move:-

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

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES AND GOVERNANCE O&S

COMMITTEE – PUBLIC MEETING

1030 hours on 2nd November 2016, Committee Room 2 – Action Notes

Present:

Councillor Mohammed Aikhlaq (Chair)

Councillors Muhammad Afzal, Randal Brew, Ray Hassall, Changese Khan, Chaman Lal, Ewan Mackey, Yvonne Mosquito, Rob Pocock, Hendrina Quinnen and Sybil Spence

Also Present:

Iram Choudry, Research & Policy Officer, Scrutiny Office

Piali Dasgupta, Assistant Chief Executive, Change & Support Services

Angela Probert, Strategic Director

Emma Williamson, Head of Scrutiny Services

1. NOTICE OF RECORDING/WEBCAST

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2. APOLOGIES

None

3. CORPORATE RESOURCES & GOVERNANCE: ACTION NOTES 5TH OCTOBER 2016

(See document No 1)

Subject to the amendment that Cllr David Barrie was present, it was:

RESOLVED:-

To note the action notes

4. FUTURE COUNCIL UPDATE

(See document No 2)

Angela Probert, Strategic Director, took members through the slides provided. In the discussion, the following points were made:

- Members would find it useful to have a simple guide as to the role of members and officers.
- The vision for the council should include the role of the citizen within that. The different communities within Birmingham should be acknowledged as a part of this. The cohesion and equalities agenda was not clear within phase 1, and will be part of phase 2.
- Partnerships work focused on getting a handle on who are partners are, but did not move into looking at council behaviour with partners. There are very good examples but we need to consider how we can become a good partner across the organisation. A targeted approach is needed.
- The city council is an active member of Birmingham Partners; it has not chosen to be a strategic body.
- Mapping work for the Economy Directorate proved extremely time consuming and the – look at major relationships and where there are duplications with points of contact, to get more from these partnerships.
- The improvement panel returned at the end of September to see what progress has been made since March. They are likely to report in the next week. Overall the view is likely to be that lots of progress has been made and that there is a better leadership grip of the challenges, but still work to do around the budget.
- Following the member / officer workshops, a report is needed to summarise findings and next steps.
- Eleri Roberts, the new Assistant Director for Communications, is looking at communication and engagement with members. A working group has been set up to support this work.
- Cross party information sharing and consultation is critical.
- In addition, officers need clarity about what can be shared with an emphasis on being open and transparent.
- Phase 2 is based on a golden thread between vision and priorities. The full priority measures are still being worked up. The list of “Big Moves” will be available in mid-November.
- There is a gap between strategic and service delivery – there should be a fifth priority based on neighbourhoods and the matters that members face every day.
- There are good examples of bringing together officers at lower grades to share knowledge and drive improvement (e.g. the IT user group). This should be extended to other areas of the council.

- The Future Council working group will allow members to shape the second phase of the work; the next meeting is on Thursday 3rd November.

5. CORPORATE RESOURCES AND GOVERNANCE O&S COMMITTEE: WORK PROGRAMME 2016/17

(See document No 5)

RESOLVED:-

To note the work programme

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

None

7. OTHER URGENT BUSINESS

None

8. AUTHORITY TO CHAIRMAN AND OFFICERS

Agreed

The meeting finished at 1230 hours.

BIRMINGHAM CITY COUNCIL

CORPORATE RESOURCES AND GOVERNANCE O&S

COMMITTEE – PUBLIC MEETING

2.00pm hours on 5th December 2016, Committee Room 1 – Action Notes

Present:

Councillor Mohammed Aikhlaq (Chair)

Councillors Muhammad Afzal, Randal Brew, Ewan Mackey, Yvonne Mosquito, Rob Pocock and Hendrina Quinnen

Also Present:

Cllr Lisa Trickett, Cabinet Member Clean Streets, Recycling & Environment

Antony Greener, Director Waste Management

Sukvinder Kalsi, Assistant Director Finance

Emma Williamson, Head of Scrutiny Services

1. NOTICE OF RECORDING

The Chairman advised the meeting to note that members of the press/public may record and take photographs.

2. APOLOGIES

Apologies were submitted on behalf of Cllr David Barrie, Changese Khan, Chaman Lal, Ray Hassall and Sybil Spence.

3. REQUEST FOR CALL-IN: INCREASE IN CHARGES FOR GARDEN WASTE 2017

(See document No 1)

Cllr Brew stated that it was on record that the Conservatives and Liberal Democrats would scrap the charge if they could, and will make that case at the budget meeting in March.

Cllrs Brew and Mackey outlined their reasons for requesting the call-in:

- The equality impact assessment within the decisions is flawed. There should be a more comprehensive approach and, as it currently stands, it is not compliant with council reporting and statutory duties. The report refers to an associated EA should there be some loss of sales due to price increases. This information was not supplied.
- Whilst it was recognised that information had come through prior to the meeting, the decision report was missing data on the costs.
- The decision assumes the retention of the existing customer base – there has been no assessment of the impact of the rise on customer numbers, especially considered alongside a potential council tax increase.
- The report lacks information on green waste recycling to show the impact on recycling compared to the free service, nor was there any performance information;
- The potential for an increase in cost to deal with fly-tipped waste is not taken into account so it could be a false economy.
- There is no assessment of the impact on different areas of the city, nor on the capacity on household recycling centres and surrounding roads.
- There is the potential for the Council to miss out on other recycling some of which generates an income, so should not be taking actions to put people off.
- The increase in charges will at some point result in a loss of sales – increasing charges will increase revenue up to the point where people decide not to take the service – and so can become self-defeating.

The Cabinet Member, Cllr Trickett, responded:

- A number of the issues raised above were in contention when charging was introduced which is not what this call-in meeting is about.
- The increase was set by City Council as part of the budget process, and formed part of the budget consultation.
- Equality issues were one of the key matters considered when the charging was brought in, as a free garden waste service was effectively subsidised by those poorer residents who did not have gardens.
- This is an additional service, not a core service. On balance the introduction of the charge is fair.
- Discounts are available, and the only thing holding up this is the call-in, which is part of an on-going challenge to the charge.

Members of the Committee raised the following points:

- How do we benchmark across similar local authorities? Is this a reasonable figure? Anthony Greener, Director Waste Management, confirmed that £40 was around average for a garden waste charge.

- In response to a question about other ways to make the savings, the Cabinet Member responded that if there is a charge then it has to be delivered in commercially effective way.
- It was noted that garden waste collections are the most difficult to manage logistically as there is a huge variation in tonnage. As the service is charged for then the services has to react and change routes to make them as efficient as possible.
- Regarding the number of rounds, 14 rounds are budgeted for; the intention is to reduce this if possible but the service needs to know where the customers are first.
- Not included in the costs are disposal as the council must dispose of waste however presented (including at household recycling centres) nor is the financing of the vehicles costs – this is funded from the grant.
- The service has been growing: 2014/15 50,000 customers; 2015/16 57,000 customers; 2016/17 62,000 customers. Around 5% to 7% do not renew each year. It was acknowledged that it was not known at which point higher charges would result in a decrease of customers, but the Cabinet Member pointed out that that was in the same in any business scenario.

The Cabinet Member and officers then left the room. Following a discussion amongst Committee members it was

RESOLVED:-

That the decision taken by the Cabinet Member and Lead Officer on 24th November regarding the increase in charges for garden waste 2017 be not “called in”.

That the Committee Chair write to the Cabinet Member raising the following concerns:

- That the full information contained within equality impact assessments is released;
- That further work is undertaken to encourage full cost recovery, including exploring options for discounted second bins etc.

4. OTHER URGENT BUSINESS

None

5. AUTHORITY TO CHAIRMAN AND OFFICERS

Agreed

The meeting finished at 1500 hours.

REPORT OF THE LEADER TO CORPORATE RESOURCES AND GOVERNANCE O&S COMMITTEE

4th January 2017

This report provides an update on key areas of my portfolio for the year ahead as background for the meeting on 4 January.

This report covers:

- Vision and priorities for the year ahead
- Improvement Panel
- Political and managerial leadership
- West Midlands Combined Authority – including lead on economy brief
- Bereavement Services

VISION AND PRIORITIES FOR THE YEAR AHEAD

Our Vision is for Birmingham to be a city of growth where every child, citizen and place matters.

We have identified four key priorities:

- Children - a great city to grow up in
Make the best of our unique demography and create a safe and secure city for our children and young people to learn and grow.
- Housing - a great city to live in
Provide housing in a range of types and tenures, to meet the housing needs of all of the current and future citizens of the city.
- Jobs and Skills - a great city to succeed in
Birmingham will be renowned as an enterprising, innovative and green city.
- Health - a great city to grow old in
Helping people become healthier, especially relating to physical activity.

We want to address Birmingham's big challenges and, since my last report to scrutiny, we have made very clear progress in the delivery of these priorities.

HOUSING

In November we received the welcome news that the Birmingham Development Plan (BDP) setting out a 15-year strategy to deliver thousands of new homes and jobs can be formally adopted and approved by Birmingham City Council. The BDP sets out proposals to address the city's housing crisis by building 51,000 homes in Birmingham, including up to 6,000 at Langley in Sutton Coldfield.

This represented a significant milestone for the city and, subject to council approval; we can now proceed with the vital task of building homes and delivering the jobs that our fast-growing population so desperately needs.

This is an ambitious plan for growth which will deliver 51,100 new homes and significant new employment opportunities.

In September I signed an agreement with Chinese property development company Country Garden worth up to £2 billion to the Birmingham economy. The Joint Statement of Investment Commitment will initially see the Guangdong-based company:

- Explore large scale investment opportunities in Birmingham city region area with particular focus on regeneration and investment options related to the HS2 project.
- Work jointly to find areas of collaboration with regard to delivering significant new housing stock in Birmingham city and the surrounding area.

The Country Garden deal gives a clear indication that we have widened our search for shovel-ready capital to build houses at scale and pace in Birmingham. We must build an additional 80,000 homes in the next 15 years and to succeed will work with a range of partners.

CHILDREN

In May we announced our intention, as part of the children's services improvement journey, to explore a trust model. A report to Cabinet in July outlined two options for a voluntary children's trust for further development.

Further to an appraisal of 19 possible options, a wholly-owned company and an employee-owned mutual have emerged as the best options to secure sustainable improvement.

I was elected council leader on a pledge that 'every child matters', and protection for children will always be at the very top of my agenda for Birmingham. To this end, I have been instrumental in pushing forward with plans to transfer the running of children's services to a Children's Trust, crucially negotiating cross-party agreement for this new venture.

The formation of the Trust represents a unique opportunity to set Birmingham children's services on a fresh course to deliver the improvement that all of us want to see.

I am delighted that our former Commissioner for Children's Social Care, Andrew Christie, has agreed to chair the Trust.

ECONOMY

The city economy continues to show significant growth and in 2016 Birmingham recorded the highest rate of business growth of any UK city. That was double the national average, and higher than London, Manchester and Liverpool.

There are now more businesses in Birmingham than any other city outside the capital. With 9,151 new companies created in the first six months of 2016, Birmingham is set to retain its position as Britain's number one regional city for start-up creation for the fourth consecutive year.

In September we were named the most entrepreneurial city in Britain and can look forward with optimism to the arrival of the HS2 high speed rail service, now clearly on the horizon, which will deliver a game-changing economic boost not just to Birmingham but across the West Midlands.

IMPROVEMENT PANEL

Since I last reported to Scrutiny we have continued to make significant progress in addressing the recommendations of the Kerslake review.

In its latest letter to the current Secretary of State, Sajid Javid (9 November) Birmingham Independent Improvement Panel (BIIP) has acknowledged that, just two years into a five-year improvement programme, that Birmingham City Council has already made considerable progress.

The panel correctly noted that the 'new skills, insights and contributions' from additional senior management staff have made a positive difference and the council 'has made progress in addressing many of its own improvement priorities and handled effectively some unexpected external events and challenges'.

While recognising the extremely challenging circumstances facing the council as it focuses on developing a robust medium-term financial strategy, the panel acknowledged that the council is actively addressing concerns raised by the Kerslake Review and is strengthening how it manages its corporate performance by putting in place improved collaborative working between elected members and officers is also welcomed.

I was particularly pleased that the panel was fully supportive of my decision to appoint four assistant council leaders who are leading a drive towards greater devolution and developing new ways of involving and listening to the views of citizens.

I very much welcome the latest report from the Independent Birmingham Independent Improvement Panel which recognises the tangible progress the city council has made since the start of 2015, and also points to some tough challenges that ahead.

POLITICAL LEADERSHIP

In my last report to this committee I outlined my vision that 'members should lead the council, while officers should focus on the running of it.'

The BIIP has acknowledged progress here, noting: 'The Council has made progress in facilitating improved complementary and collaborative working between elected members and officers and it has strengthened how it tracks and seeks to manage its corporate performance. The Council Leader and new Cabinet have focused on re-setting the Council's vision and priorities, at the same time demonstrating improved cross-party working in this process and in other important areas of the Council's business.'

There is now a more systematic approach to cross-party working and monthly meetings between the Chief Executive and three group leaders, which started in March 2016, are still ongoing.

ASSISTANT LEADERS

In June I appointed four Assistant Leaders to oversee the next phase of devolution in Birmingham. The appointments provide an opportunity to develop a genuinely radical agenda for change.

Our ambition is to put Birmingham at the vanguard of reform and new ideas on local governance and community leadership, building on the tremendous diversity and vibrancy of our civil society and its social enterprises, community and voluntary organisations and restoring the reputation for good governance that once characterised the city.

The new roles have been welcomed by the BIIP. John Crabtree noted: 'The Council's four Assistant Leaders are taking an innovative approach to developing new ways of involving, and listening to, the city's residents. While these developments are at a very early stage they demonstrate a much-needed commitment to looking outward from the Council House and responding to the views and experiences of residents in each local area.'

MANAGERIAL LEADERSHIP

As the BIIP acknowledged in November: 'Since early 2016 additional senior management staff have joined the Council. The new skills, insights and contributions are welcome and making a positive difference. Many new arrangements and plans have been put in place. The Panel recognises that the Council has made progress in addressing many of its own improvement priorities and handled effectively some unexpected external events and challenges. Focused activity has enabled the Council to further address some of the outstanding recommendations from Lord Kerslake's review.'

WEST MIDLANDS COMBINED AUTHORITY

Since my last appearance before this committee in July, Communities Secretary Sajid Javid has transferred £36.5million directly to the new West Midlands Combined Authority (WMCA) through the region's devolution deal – the first of payments totalling £1.1 billion over the next 30 years.

Other notable WMCA milestones in recent months include:

- **West Midlands Land Commission**

An independent panel of prominent UK property and infrastructure experts was officially launched to help the newly formed West Midlands Combined Authority (WMCA) unlock hundreds of hectares of undeveloped land.

<https://westmidlandscombinedauthority.org.uk/news/west-midlands-land-commission-launched-to-help-unlock-sites-for-development>

- **The Greater Icknield and Smethwick Housing Growth Prospectus**

A blueprint to accelerate the building of more than 5,000 new homes in Birmingham and the Black Country has been unveiled.

The Greater Icknield and Smethwick Housing Growth Prospectus has been developed in conjunction with Birmingham City Council and Sandwell Metropolitan Borough Council and will drive a £400 million development of 5,160 new homes on five brownfield sites in the adjoining areas of Greater Icknield, in Birmingham, and Smethwick, in Sandwell.

<https://westmidlandscombinedauthority.org.uk/news/west-midlands-combined-authority-unveils-housing-growth-prospectus-for-greater-icknield-and-smethwick/>

- **Business Rates pilot**

The region will be able to retain all business rates generated locally from April 2017. The seven West Midlands metropolitan councils will form one of six pilot areas nationally to test out the new arrangements in advance of the scheme being introduced for the whole country in a few years' time.

<https://westmidlandscombinedauthority.org.uk/news/authority-welcomes-government-announcement-on-business-rates/>

- **Improving Lives: The Work, Health and Disability Green Paper**

A programme to support disabled people and those with long-term health conditions into employment has had a boost from Government - potentially worth millions of pounds.

<https://westmidlandscombinedauthority.org.uk/news/programme-to-boost-employment-support-for-people-with-disabilities-and-health-conditions/>

- **The Midland Metro Alliance**

A new partnership to revolutionise the £1.2 billion construction of future tram routes across the West Midlands has been formally launched.

The Midland Metro Alliance establishes a team of planning, design and construction specialists building four new tram extensions over the coming decade on behalf of the newly formed West Midlands Combined Authority (WMCA).

<https://westmidlandscombinedauthority.org.uk/news/new-era-in-public-transport-begins-as-midland-metro-alliance-is-formally-signed/>

In addition:

- **Strategic Economic Plan 2016-2030**

Greater Birmingham and Solihull Local Economic Partnership (GBSLEP) has launched a strategy to add £29bn to Greater Birmingham's economy by 2030, aiming to create 250,000 private sector jobs and make the region the major driver of the UK economy outside London.

GBSLEP's new plan, the 'Strategic Economic Plan 2016-2030' – an update on previous targets set in 2013 – outlines how the LEP is aiming to make Greater Birmingham a global city-region in line with the ambitious goals set by the newly established WMCA.

<http://centreofenterprise.com/sep2016/>

BEREAVEMENT SERVICES

Since my last report to this committee in July, progress has been made on a range of measures and initiatives to drive the service forward and meet community needs.

These include:

- Construction of the next phase development of Sutton New Hall cemetery commenced in December 2016. This is an 18 month 8 million pound contract which will provide 20400 graves serving all communities who favour burial.
- Provision of a new section for Muslim burials at Handsworth Cemetery
- Introduction of Digital Book of Remembrance onsite to enable families to access entries when the book room is closed
- Introduction of mini graves for cremated remains to provide more choice
- Refurbishment of Garden of Remembrance at Yardley Cemetery and Crematorium

Ongoing projects include:

1. Working with various community groups to meet their needs:
Provision above ground mausoleum - Chinese and Southern European communities
Discussions with a section of the Jewish community to set aside ground for burial.
2. Re-opening of Lodge Hill Cemetery for full burial by the provision of grave vaults with integral memorials
3. Digitisation of burial and cremation records to make available for viewing online
4. During January and February roadshows are to be held which highlight the services provided by the above three service areas together with input from Dr Anna Locke Palliative care consultant and Dawn Chaplin Head Nurse for Patient Experience Heart of England. The initial roadshow is to be held for members and will then be rolled out to communities within Birmingham.

CORONERS AND MORTUARY UPDATE

- Recruitment of three employees following the provision of funding by the Leader to help reduce the release times
- Reduction in release times- Average time (days) from receipt of notification to release of the deceased to the bereaved – where no PM or inquest required down from 2.6 to 1.7 days,
Average time (days) from receipt of notification to release of the deceased to the bereaved – where PM undertaken but no inquest down from 4.8 to 3.2
- Regular training conducted by the Coroner with GPs to reduce the number of necessary referrals

- Although non-invasive post mortems may be obtained at facilities in Oxford and Sandwell where appropriate, the Senior Coroner is working with the Queen Elizabeth Hospital to identify a facility within Birmingham.
- An additional phone line has been installed to improve access for service users.
- Working toward the introduction of a portal which will enable hospitals to input deaths directly onto the City's IT system.

REGISTER OFFICE UPDATE

- Introduction of an Out of England registration service at the weekend to facilitate short notice repatriation
- Change of work practices to facilitate more short notice registration appointments
- Change of work practices to reduce the waiting time for birth registrations
- Introduction of online birth appointments, there is an ongoing project to roll out online death registration appointments
- Working with faith groups to inform and advise on legal requirements to effect a death registration

Terms of Reference and Membership of Cabinet Committee Local Leadership

Terms of Reference and Role Description for Assistant Leaders (extract from City Council constitution approved on 24 May 2016)

Cabinet Committee Local Leadership

This Cabinet Committee will be established by the Cabinet with the following membership:

- The Leader
- Another Cabinet Member as deemed appropriate by the Leader
- The Leaders of the official opposition party and the next largest opposition party
- The Chairs of the District Committees
- Four Assistant Leaders (see below)
- Assistant Leaders will be able to attend meetings of Cabinet but will not have a right to vote on any item of Cabinet business.

The quorum for the Committee shall be six and this number must include one of the Cabinet Members and one of the Leaders of the opposition groups as well as one of the Assistant Leaders.

The Committee will include four Councillors designated as Assistant Leaders. These councillors will be charged with taking forward the agenda of the Cabinet Committee Local Leadership between meetings, under the management of the Leader of the Council. They will not have decision making powers independently of the Committee. They will each be responsible for an area of the city, to be specified by the Cabinet.

7.1

1. These terms of reference are subject to change by Cabinet as and when necessary to reflect the changing shape of the devolution and Future Council, agenda. The City Council is committed to the ongoing development of devolved community governance through a process of reviewing devolved

ways of working and considering new innovations; it is recognised that further devolution is necessary given the scale size and diversity of challenges, opportunities and varied needs across the city.

2. The Cabinet Committee will conduct a review of the existing devolved arrangements consulting and engaging with the community, other stakeholders and Members. During the period of review local areas will be supported in bringing forward and piloting new ways of working in relation to devolved arrangements; the Cabinet Committee with the Assistant Leaders will support, oversee and evaluate the new ways of working for potential wider use within the City.
3. The Cabinet will set out the detailed coverage of this review, but it will include assessing the effectiveness of all existing arrangements for local engagement and partnership working, preparations for the new ward arrangements to be introduced in 2018 and new ways of working such as parish councils.
4. The Assistant Leaders with the Cabinet Committee will play a leading role in taking forward the following council strategic priorities:
 - Local Leadership - conducting the review set out above at paragraphs 2 and 3 and reporting to Full Council and Cabinet as appropriate
 - Every Place Matters – overseeing the development of area focused policies and programmes to address inequalities between areas of the city
 - A Better deal for Neighbourhoods – the committee will work to improve services in neighbourhoods and responsiveness to local communities and individual service users and to support local initiatives to improve the environment and street scene
 - Supporting local councillors – through the devolution process
 - Fostering and applying new approaches to local leadership.

Assistant Leaders: Role Description

The Leader of the Council will set clear success criteria and outcome targets for the Assistant Leaders and the Cabinet Committee, for approval by the Cabinet and these will be monitored alongside officer work programmes to ensure the work remains on track and delivers a successful transition to future arrangements.

The strategic role of the Assistant Leaders will be to:

- Provide leadership to policy development as directed by the Leader and working in conjunction with Cabinet Members, with the aim of realising the full potential of city policies for Place – making a difference in all Birmingham neighbourhoods. This will include the strategic priorities of Local leadership, Every Place Matters (regeneration and investment outside the city centre) and A Better Deal for Neighbourhoods (improving local services)
- Drive forward the review of devolved arrangements within the city and the successful transition to the post 2018 environment as directed by the Cabinet and the Leader.

Within their area of the city Assistant Leaders will:

- Promote and support changes to the practice, culture and capabilities underpinning the role of “front line councillor”
- Shape and support local partnership working and engagement with communities and local stakeholders
- Shape neighbourhood governance and neighbourhood delivery plans working alongside District Chairs
- Ensure that arrangements are in place to move beyond the districts model whilst capturing the learning and the partnerships developed in previous years and supporting the role and contribution of all local councillors
- Ensure that local issues and innovations are reflected in strategic decision making with regard to Local Leadership, Every Place Matters and A Better Deal for Neighbourhoods.

Frequency of meetings

The Cabinet Committee Local Leadership will as far as is practicable and at the discretion of the Chair, meet monthly for the remainder of the 2016/17 municipal year.

Assistant Leaders Work Programme – Phase 1 (Quarter 3 2016)

Measures of Success (taken from 'Devolution: Making it Real' 2013)

- a. Services being different, better suited to the area, and more efficient
- b. Officers work for the locality first, not their service or directorate, and work together more
- c. Local councillors can have more influence on the services that are delivered
- d. Residents believe they are more in control of their services and their local area

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
Initial review and listening							
1.	Review of existing reports	ALs			Reviewed & actions from 'Transforming Place' identified		
2.	Review 'Our Place' good practice models – meet Meena Bharadwa (Locality) & Karen Cheney	ALs				9.9.16 & 16.9.16	
3.	Meet District Chairs & Lead Officers	ALs, DCs	Lead officers for	28.7.16			

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
			districts				
4.	Visit Waste Enforcement Unit • Turn briefing into document for use by active citizens, councillors, local ward teams			25.7.16			
5.	Meet Cabinet Member for Sustainability – how can we bring about measures of success a – d above	ALs, Cabinet Member				7.9.16 - 1pm	
6.	Meet Cabinet Member for Transport & Amey - how can we bring about measures of success a – d above	ALs, Cabinet Member & JC				tbc	
7.	Every Place Matters Meet SD Economy – '40 ward economic development strategy' • Local Centres Regeneration Plans • Local Skills & Employment Plans (Brett O'Reilly)	ALs & JC	WN				6.10.16

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
8.	Labour Group Briefing & Workshop Send out Better Deal for Neighbourhoods questionnaire to Labour, Conservative & Lib Dem Groups Labour Group – October – Report back a. LIF (examples of good innovation practice) b. Neighbourhood Manager c. Date for Clean Up & Enforcement Day	ALs	TS & KC		1.8.16 11.8.16		
9.	<ul style="list-style-type: none"> Briefing on Future Council Programme – Place Management Evaluation & Review Meet selection of locally based staff with SD Place	ALs	JK		11.8.16		
10.	Media <ul style="list-style-type: none"> Press release LIF training 	ALs & JC ALs	GC		tbc		
11.	Review Ward Plans	ALs		Reviewed			
12.	Opposition parties briefings	ALs				Cons Group 12.9.16	
13.	Meet with Cllrs in all Wards: Edgbaston – Bartley Green, Edgbaston, Harborne, Quinton Erdington – Erdington, Kingstanding, Stockland	ALs All				6.9.16 See list of	

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
	Green, Tyburn Hall Green – Hall Green, Moseley & Kings Heath, Sparkbrook, Springfield Hodge Hill – Bordesley Green, Hodge Hill, Shard End, Washwood Heath Ladywood – Aston, Ladywood, Nechells, Soho Northfield – Kings Norton, Longbridge, Northfield, Weoley Perry Barr – Handsworth Wood, Lozells & East Handsworth, Oscott, Perry Barr Selly Oak – Billesley, Bournville, Brandwood, Selly Oak Yardley – Acocks Green, Sheldon, South Yardley, Stechford & Yardley North Sutton Coldfield – Sutton Four Oaks, Sutton New Hall, Sutton Trinity, Sutton Vesey	councillors				dates	
14.	Input to Cabinet Theme Groups for Council Vision (devolution cross cutting perspective): Children Economy, Skills Housing Health (Invitation to session about STP document)	ALs					
15.	Initial public engagement NB: need to focus on specific proposals testing	ALs			Review recent existing engagement		Develop & test emerging

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
	suggested ways forward				and feedback. Engagement plan and resources		proposals
Initial proposals							
16.	Review findings so far & formulate initial (“quick win”) proposals	ALs	JK			20.9.16	
17.	Quick Wins discussed: <ul style="list-style-type: none"> Clean Up & Enforcement Days in Autumn & Spring Neighbourhood Managers LIF 						Autumn Day
18.	Local Innovation Fund <ul style="list-style-type: none"> Develop good practice ideas 						
19.	Cabinet Committee Meeting					20.9.16	
20.	Agree ‘sector specialists’ - develop common					By end Sept	

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
	interest area groupings						
21.	Revise initial (“quick win”) proposals and feed into Budget process as appropriate						October onwards
Longer term policy development							
22.	<p>Prioritisation and development of key areas for research and good practice elsewhere in the country (KLOEs) including:</p> <p>Better Deal for Neighbourhoods:</p> <ul style="list-style-type: none"> a. Citizen Governance (residents in the driving seat) models b. Opportunities for citizens to ‘step up & step forward’ e.g. street champions c. Place Management d. Scope for localisation/flexible service delivery e. Parishes and ‘devolution deals’ (NALC via Justin Griggs – examples of good outcomes for public as a result of neighbourhood councils) f. Power to innovate g. Local resources h. Local funding from ‘national pots’ 		Cross-directorate policy team		Policy team to meet and consider then consult with ALs	<p>Detailed work programme in place</p> <p>Quick win proposals for budget (see above)</p>	Implement research and policy development (to April 2017)

	Activity	Who – Members	Who - Officers	July	August	Sept	Next quarter
	i. Ward plans j. Neighbourhood agreements, charters, toolkits Area Working k. What is it we need to do at ward/neighbourhood level & what do we need to do at a level above the ward? Every Place Matters: l. Vehicles to address wider issues locally e.g. unemployment, health, local centres [Longer term – partnerships with external groups to deliver local needs eg DWP (jobs & skills); WMP (community safety); CCGs (health & wellbeing); BIDs]						
23.	'Science of Neighbourhoods' Conference						
24.	Trialling different models/approaches Implementation						To April 2017

Assistant Leaders Work Programme – Phase 2 (quarters 3 & 4)

Measures of Success (taken from 'Devolution: Making it Real' 2013)

- a. Services being different, better suited to the area, and more efficient
- b. Officers work for the locality first, not their service or directorate, and work together more
- c. Local councillors can have more influence on the services that are delivered
- d. Residents believe they are more in control of their services and their local area

	Action	Nov	Dec	Jan	Feb	March
Neighbourly Neighbourhoods - Ward Arrangements						
1.	Design how system works					
2.	Appoint 'Neighbourhood Managers'					
3.	Agree arrangements with Locally Accountable Officers					
4.	Local Innovation Fund – ensure LIF is implemented					
5.	Make Cleaner Streets approach happen					
6.	Explore flexible local Amey working					
7.	List & disseminate ward assets to all wards					
8.	List & disseminate ward profile information					
9.	Data – organising services round people in neighbourhoods					
Councillor Engagement in System Redesign - at ward/neighbourhood level						
10.	Review Vehicles for Making Things Happen Locally – what do they do, what value do they add? <ul style="list-style-type: none"> Community Development Trusts / Regeneration Trusts / Witton 					

	Lodge <ul style="list-style-type: none"> Community Councils 					
11.	<ul style="list-style-type: none"> Bid writing session Neighbourhood toolkit session Neighbourhood Planning session (specifically around land use planning) 					
Councillor Engagement in System Redesign - at wider/sub city level						
12.	Meet District Chairs					
13.	Housing					
14.	Jobs & Skills					
15.	Children					
16.	Health					
Chief Executive / Leader						
17.	Take forward messages from Improvement Panel					
18.	Ensure alignment with Future Council					
Learning from Elsewhere						
19.	<ul style="list-style-type: none"> Co-operative Councils Locality LGA 					

Budget Consultation 2017+

December 2016



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FOREWORD

In setting the budget for this year we are guided by our present situation – including rising demand for services, the need to invest in our children’s services and the financial pressures facing the Council. We have also taken into account the challenges laid down to us by the independent improvement panel, which we are addressing [systematically](#).

We have:

- New political leadership with a strong focus on resetting the relationship between members and officers and inviting a fresh start with city partners. We have reorganised district and committee functions and introduced new roles of assistant leaders with a local focus to make a difference throughout all of Birmingham’s neighbourhoods.
- Carried out a strengthening of the senior management team, providing better support to the Chief Executive and enabling greater expertise and capability to drive change. We have also introduced new values and behaviours giving staff a clear understanding of requirements and expectations.
- Continued to focus on children’s safeguarding, developing our understanding of the issues highlighted and delivering improvement. We have a three year improvement plan which includes significant additional investment and are working towards the introduction of a Children’s Trust.

The years ahead will see profound change in local government, not least in Birmingham and the West Midlands. The Government intends to phase out the main grant funding to local authorities completely by 2020 but will allow us to retain all the income from business rates at a local level. We will have more independence, but there are also big questions about how this will impact on the resources available in Birmingham and the additional responsibilities councils will be expected to undertake in return. The Council has to become one of the key contributors to the development of inclusive economic growth in the city and its region on top of its role as a provider of crucially needed public services. Indeed it is through that inclusive economic growth that the city’s critical services come under less strain and can be better funded and delivered.

There will be new mayoral leadership through the West Midlands Combined Authority (WMCA), with new powers devolved from central government to allow us to drive economic growth, investment and reform of public services.

The Council will become much more strategic and has already become much smaller and there will be important changes to the

BUDGET CONSULTATION 2017⁺

ways that people can engage in their local community, such as the new local council for Sutton Coldfield.

These are times of great challenge and great opportunity for the city and the City Council, starting with the difficult decisions we have to make on the budget up to 2020/21, which are set out in detail for 2017/18 later in this document. But we are also developing a refreshed vision for the future of the City Council and this will help guide our decisions over the coming years.

I would urge you to get involved in this consultation and to give us your ideas about how to make the savings we need.

Thank you for your contribution to that process.



Councillor John Clancy
Leader



Mark Rogers
Chief Executive

How you can have your say

**The formal budget consultation for 2017+ closes
on 18 January 2017**

**To let us know what you think fill in our online
survey at www.birminghambeheard.org.uk**

**Or you can join the conversation online:
#BrumBudget17**

THE PURPOSE OF THIS DOCUMENT

This is the formal consultation document for the Council's 2017/18 budget.

The consultation document sets out the overarching approach the Council is taking to meet the budget reductions and achieve the required savings for 2017/18. You can give your views on these proposals by completing the questionnaire on Be Heard (details in section five below). These views will be fed back to Council Members to inform their decision on the budget in March 2017.

Please note this document sets out broad issues for the corporate consultation and the overall budget position. There will also be consultations on specific service proposals in the new year; and implementation will be subject to the required governance process.

The rest of this document is arranged as follows:

SECTION ONE

Summarises the broad feedback we have gathered through the Council's budget consultations over the last four years.

SECTION TWO

Details the current financial position.

SECTION THREE

Details our journey so far in transforming the Council and meeting the financial challenge and the further steps we intend to take.

SECTION FOUR

Summarises the savings proposals 2017/18

SECTION FIVE

Details how you can have your say on these proposals.

ALTERNATIVE FORMAT?

If you would like a copy of this document in an alternative format, please email: budget.views@birmingham.gov.uk

SECTION 1

Feedback from previous consultations

FEEDBACK FROM PREVIOUS BUDGET PLANS AND PRIORITIES CONSULTATIONS

We have consulted about our plans, priorities and budget proposals over the last four years with our stakeholders: residents, communities, partners, organisations and businesses. We appreciate this valuable engagement and your input has informed our changing approach and our journey towards a different way of working.

Through the budget consultations over the last four years there have been some broad, consistent messages, namely:

- Prioritising supporting vulnerable people, tackling inequality and deprivation, safeguarding children and ensuring dignity for older people. You have shown concern about any potential cuts to services for vulnerable and disadvantaged people.
- Agreement on the need for greater partnership planning and working, whilst there are some concerns about outsourcing to the private sector.
- Better communication and integration of services to avoid duplication to deliver better results for the citizens of Birmingham.
- Support for targeting resources at those most in need.
- Prevention and early intervention are seen as important. Partnership needs to focus on prevention, on public education and on encouraging citizen and business responsibility and social action.
- General support for a flexible approach that sees decisions taken at locality, city and Combined Authority levels as appropriate. You have also been supportive of moves towards greater collaboration across the city region for strategic issues such as economic development, including the creation of a new West Midlands Combined Authority at city region level.

Themes that emerged most frequently in terms of a broader vision were for a city that:

- Stands up for itself where citizens have pride and dignity, have a sense of purpose and direction, and take responsibility.
- Is inclusive, with engaged communities, provides for the needs of all its residents and protects and supports the most vulnerable.
- Is fairer and more equal.
- Has a strong community spirit where residents are informed and feel that they own the city.
- Is a devolved city where citizens have a say on local issues and services are democratically accountable.
- Values and provides education, training, employment and other opportunities for its young people.
- Through its links into the Combined Authority and independent action, attracts investment and retains firms.
- Ensures investment benefits all parts of the city and not just the city centre.
- Links into the digital economy where all can access the internet.

Key roles identified for the Council included:

- Providing strong but accountable political leadership and management at both a city-wide and local level.
- Encouraging community activity particularly in areas where community organisation is weaker.
- Doing more enforcement through its own tenancies and with the private sector.
- Communicating good quality information using different methods for different groups in the city.
- Enabling not necessarily delivering services.
- Concentrating resources in areas where there was greatest need in partnership with others.
- Providing one stop shop/'one doorway in' for related requests for services in partnership with others, and investing in buildings where community groups can meet.

Reflection on the roles of other partners included:

- Businesses need to take responsibility for cleanliness and safety in the areas surrounding their workplace. Businesses also need to invest more in community organisations and share their skills and knowledge with them.
- Residents need to be more engaged, take pride in their streets and act appropriately.
- Communities should be more joined up, working to share services and facilities.
- Schools should be more engaged with their local communities.
- Trust has to be built amongst all partners and between the citizen and the Council.

SECTION 2

Current financial position

CURRENT FINANCIAL POSITION

The City Council has always been heavily dependent upon Government grants to meet the costs of services, which has made it very vulnerable to cutbacks in those grants.

The Council has taken up the Government's offer of a minimum four year grant settlement for the period 2016/17 – 2019/20. This means that there is now greater certainty about the resources which will be available in the future. Planned cutbacks in core Government grants mean that the Council expects to have to make savings of £54m per annum in four years' time for this reason alone.

At the same time as reductions in Government grant, the Council also faces pressures to spend more on services. These 'expenditure pressures' cover a range of costs, including the effects of inflation, and meeting increasing demand for adult social care services. The Council has also undertaken a rigorous assessment of its previous savings plans and, in cases where the assumptions underpinning the original proposals have changed or more detailed planning showed that there would be challenges with implementation, some of the original savings proposals have been replaced with new ones.

Despite these challenges the Council's plan is to deliver a sustainable financial position for future years. That is why the detailed information supporting this consultation includes figures associated with our proposals on a four year basis. Inevitably, due to the scale of the financial challenge 2017/18 will be a transitional year where we start to put in place necessary changes, which will not take full effect until 2018/19.

Our forecasts of future Council Tax include:

- An increase of 1.99% each year in Council Tax; and
- The continued take of the ability to raise a 'Social Care Precept' by increasing Council Tax by a further 2% each year until 2019/20 to provide extra funding to meet costs of social care.

In common with the other Metropolitan Councils in the West Midlands, we are taking up a Government offer to pilot a new system of 100% local retention of business rates from 2017/18 onwards. This means that all of the benefits of real terms business rates growth will, in future, be retained in the region.

Taking all these factors together, the further savings that we now need to make (on top of the annual savings of nearly £590m that the

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Council has already made from 2010/11 up to 2016/17) are summarised in the table on the next page.

We have previously consulted on some of the savings which are already included in the Council's financial plans. This consultation document concentrates on the newly identified proposals.

Although the total 2016/17 Council expenditure is £3.1bn, a large proportion of our funding must be spent on specific services. For

example, £782m of grant funding must be spent on school services, and another £551m is to reimburse the Council for meeting Housing Benefit costs, and income from the provision of Council housing must be spent in providing that housing and related services £287m.

Other areas of spending, such as debt financing costs, are fixed and unavoidable. This means that only around a third of expenditure is directly controllable by the Council, and savings have to be made from this much smaller budget figure.

The savings required can be summarised as follows:

	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m
Savings already included in financial plans	(27.810)	(50.535)	(75.829)	(82.072)
New savings proposals being consulted on	(50.593)	(94.328)	(96.267)	(96.542)
SAVINGS REQUIREMENT	(78.403)	(144.863)	(172.096)	(178.614)

SECTION 3

Our journey so far

OUR APPROACH TO CHANGE

Delivering the scale of cuts shown above (and those we still need to make) would not have been possible without a recognition that we need to do things in different ways – to achieve more with less. This has meant some very difficult decisions but they have been taken within a framework of values and priorities and with an eye on how the City Council will change in the years ahead.

Our values and priorities have meant that we prioritised working together for a city of growth in which every child, citizen and place matters. We have introduced a living wage and the business charter for social responsibility to promote within the city social responsibility – with residents and also with businesses and partners. We see the City Council's role as providing strategic leadership for the city and ensuring the provision of decent services for all. Within that we have a particular focus on supporting those least able to support themselves and working with partners to take a whole system approach, with citizens and neighbourhoods at the heart of our decision making.

We have recognised for several years that we need to change our organisation radically, not just to manage with far less money, but to deliver on new expectations. Over recent years a picture of a new council to play different roles and deliver new functions in the changing world around us has emerged ever more clearly.

We have not created a detailed, top-down blueprint for this new city council, but we have recognised some key drivers of change and several ways in which it will be different.

It will be:

- **Smaller and more strategic.** The role will be less about direct service delivery and more about supporting a wider range of partnerships and providers, including social enterprises and the contribution of voluntary effort and the community. At the same time it will be more effective at strategic leadership – one of the fundamental roles of the city council.
- **Partnership based.** The new role of the council will be more about empowering bottom up action and brokering partnerships between communities and organisations that contribute to the future of the city.
- **Less about structures and more about people.** Structures will be lighter touch and less defined from the top down. Bureaucracy and rules will give way to more flexibility and more ownership of issues by residents, partners and staff.
- **Better at managing demand.** This will involve actively planning to avoid unnecessary service pressures and supporting people to be more independent.

The world of local government is changing in key ways, all of which we are responding to with commitment and pace:

Devolution and a new relationship with central government

The creation of Combined Authorities has meant a new strategic economic, transport and public service role at a wider scale. We have been an enthusiastic supporter of the creation of the West Midlands Combined Authority and of the devolution of powers from central government. We have recognised that this will change the range of functions performed at the city level over time. It is also changing the way we make decisions and work with our neighbours to achieve shared objectives.

Social Care and Health

The agenda is one of integration and transformation to ensure that social care and health services are sustainable within resource constraints and deliver the outcomes that people need. This remains one of the biggest challenges for local government, but the Council has contributed strongly to this agenda and been keen to work closely with the NHS and our Combined Authority (CA) neighbours.

Schools

As schools become increasingly independent of the local authority,

our new role is to provide strategic leadership and support partnership working between schools. We see our role as being an advocate for children in whichever school they are in the city and are doing this through supporting the Birmingham Education Partnership, whilst reducing our direct service delivery and regulatory functions.

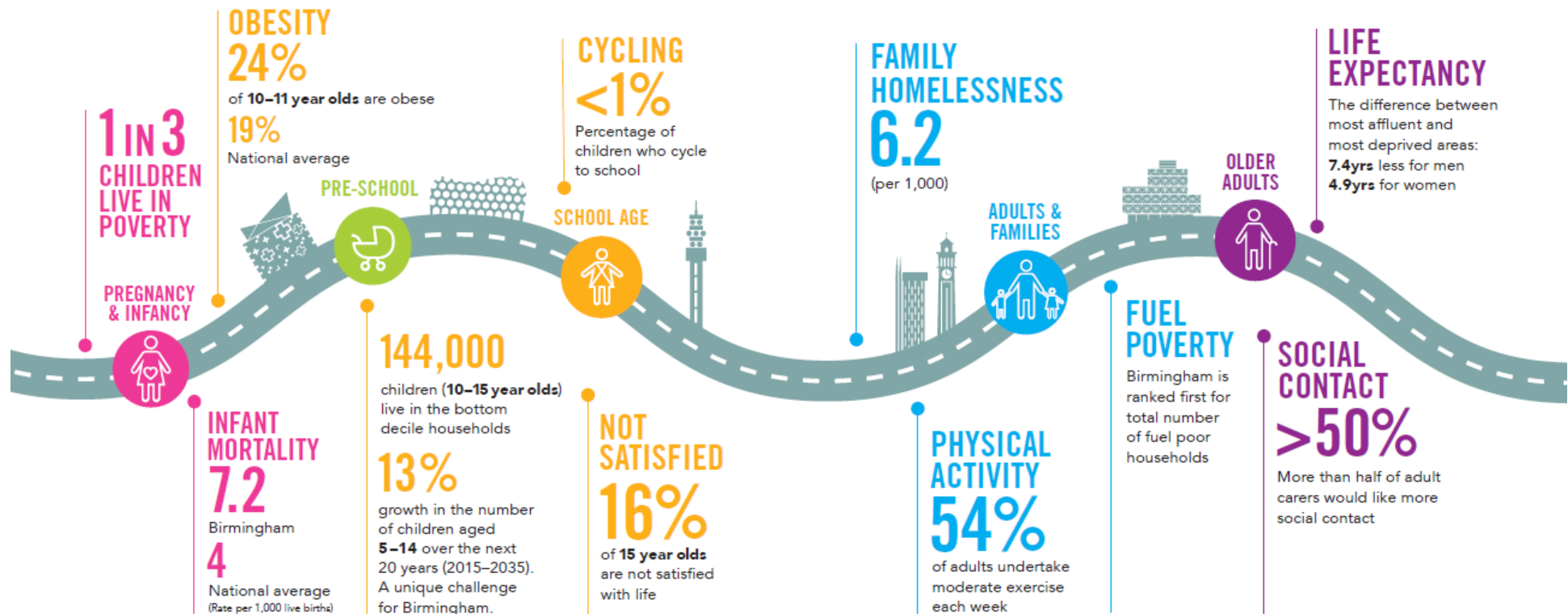
Birmingham Education Partnership is part of a whole system change with partners working collaboratively and differently to improve life chances of children and young people. The City Council works with the partnership to support collaboration across all schools and partners in Birmingham.

A focus on growth and a new approach to funding local government

By 2020 the Government intends that local authorities will retain 100% of the business rates paid in the local area. At the same time grants from central government will come to an end.

This means that in future we will gain increased income for local services when business grows, and this is why being a key member of the West Midlands Combined Authority is so important. Through collective effort the new body will help deliver more jobs and wanting to improve the opportunities available to the people of the city.

We also need to understand the life journey for many in the city



How are we responding to these challenges?

Strategic leadership

Following the Kerslake report we have put in place stronger senior management and clearer directorate structures and we are taking forward plans for better budget control, performance monitoring, information management and strategic planning. We also recognise the key role we play as a council in improving the influence and reputation of the city. We have also been creating a more streamlined decision making structure, with fewer committees and from 2018 a smaller council.

Local leadership

Birmingham has long been a city that seeks to provide services as closely as possible to local areas and to engage communities in local government. We remain committed to devolution within the city, but we have recognised that previous models of devolution are no longer viable and were not achieving their objectives. We have moved quickly to replace those with a new emphasis on people, partnerships and bottom up change. This is shifting money from administration

towards helping all councillors to engage more effectively with the local community.

More efficient administration

We will continue to reduce our back office costs and integrate support services.

Better use of assets

We will continue to reduce the number of buildings we work from and bringing together various teams to encourage cross functional working.

Changing services

We have undertaken radical transformation across many important service areas in order to ensure that we continue to support our priority outcomes within the available resources. For example, Birmingham Community Leisure Trust: Established in 2015 the trust work in partnership with Birmingham City Council to revitalise the city's sport and leisure centres and offer value for money leisure services.

However, the council will continue to need to change over the coming years and this is how we can do that:

Whole system approach

Work with partners to take a whole system approach, with citizens and neighbourhoods at the heart of our decision making.

Promote independence

Promote the independence of service users and also enable them to step up and be part of designing solutions.

Use our strategic assets

Use our strategic assets to leverage economic growth and investment across the city.

Target our resources

Target our resources on our key priorities and outcomes using evidence to inform our decision making.

Agile organisation

Operate as an agile organisation, through our workforce, commissioning, procurement and delivery models.

Work with our values

We will work in a way that aligns with our values.

SECTION 4

Savings proposals

SAVINGS PROPOSALS FOR 2017/18

CROSS CUTTING							
Reference Number	Directorate	Proposal	2017/18 Saving £m	2018/19 Saving £m	2019/20 Saving £m	2020/21 Saving £m	Outline of proposal Please Note: Proposals will not be implemented until the required consultation has been undertaken and the usual necessary governance has been followed
CC1	CHANGE & SUPPORT SERVICES	Implementation of IT & D strategy to reduce spend on core IT infrastructure and development projects.	(10.020)	(9.650)	(11.770)	(11.770)	<p>Through the implementation of the Council's new Information Technology and Digital (IT & D) strategy it is expecting to realise savings in a number of areas.</p> <p>These will be achieved through tighter control and governance of its IT projects, an increase in partnership working with external organisations and by strategic investment in technologies that deliver savings to the Council.</p> <p>It will also commission an external review of its current IT service contract with Service Birmingham ahead of a re-negotiation. The aim is to reduce the cost of this contract to the Council.</p>

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CC2	CHANGE & SUPPORT SERVICES	Introduce a Corporate Future Operating Model across all support services and management structures for the Council	(5.000)	(35.000)	(35.000)	(35.000)	<p>To ensure that Birmingham City Council can deliver the Council of the Future priorities, it is imperative that the organisation adjusts its operating model to align with the council vision and outcomes. At its centre the organisation requires a streamlined, disciplined operating core that supports delivery departments to achieve their priorities.</p> <ul style="list-style-type: none"> The principles for achieving the proposed operating model are: <ul style="list-style-type: none"> New ways of doing the things we do now – in some instances this could mean enabling others. In other instances it could mean more collaboration and partnership working. A coherent, linked and established grouping of all core support services. Streamlined management structures with reduced layers between the chief executive and the citizen to support our 'local leadership' role and provide clear accountability. Retain the right people with the right skills in the right roles through talent management and succession planning. <p>The implementation of the proposed operating model is scheduled to commence in January 2017 and complete in April 2018. The model will impact on all areas of the organisation but in particular will affect those employees working in management roles and support service posts.</p>
CC3	CHANGE & SUPPORT SERVICES	Bringing Revenues and Benefits service contract back in house	(0.950)	(0.650)	(0.450)	(0.450)	<p>The Council has implemented a decision from November 2016 to bring its Revenues Service back in house. It is expected that this will deliver efficiency savings to the Council and enable it to ensure that it meets deadlines and budget expectations around the collection of Council Tax and Business Rates.</p>
CC4	CHANGE & SUPPORT SERVICES	Increase advertising income from pavement advertising	(0.500)	(1.000)	(1.000)	(1.000)	<p>The Council is seeking to generate new and incremental revenue from its existing outdoor advertising contract. It will achieve this by increasing the number of sites and types of assets included in the contract.</p>

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CC5	CHANGE & SUPPORT SERVICES	Surpluses expected to be generated on the Housing Benefit Subsidy grant	(0.500)	(0.500)	0	0	The central government roll-out of Universal Credit in Birmingham is now scheduled for November 2017. This is later than the council had anticipated and the impact of this delayed reform is that the council will have more money than initially forecast.
CC6	CHANGE & SUPPORT SERVICES	European & International Affairs - fund full cost from external / other sources	(0.350)	(0.726)	(0.726)	(0.726)	It is proposed to cover the full salary costs of the Council's European and International Affairs team. This would be achieved through identifying a contribution to the running of the office in 2017/18 with the aim of moving to a full cost recovery model by 2018/19.
CC7	CHANGE & SUPPORT SERVICES	Brussels Office - fund full cost from external / other sources	(0.060)	(0.120)	(0.120)	(0.120)	The Council is seeking to deliver savings in this area through generating income through partner organisations e.g SLA, sub-letting arrangements and reducing expenditure.
CC8	CHANGE & SUPPORT SERVICES	Website - realise annual savings from implementation of the new web site and move away from microsites	(0.105)	(0.105)	(0.105)	(0.105)	The new website has now been implemented and savings have been achieved. Further work is to be undertaken on moving from individual service based microsites to the main council website to generate further savings.
CC9	CHANGE & SUPPORT SERVICES	Increase income generation for the Human Resources service	(0.100)	(0.100)	(0.100)	(0.100)	In line with the Council's wider promotion of commercialism and income generation, its Human Resources team will seek to increase the amount of chargeable activity it undertakes. The primary target for this activity will be with new clients.

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CC10	CHANGE & SUPPORT SERVICES	Reduce spend on paper printing for meetings etc.	(0.050)	(0.050)	(0.050)	(0.050)	The Council is proposing to reduce further the amount it spends on paper printing. This would be achieved through behavioural changes such as a greater use of digital devices to view meetings papers (in line with the Council's IT & Digital strategy), using the Council's external print supplier for large print jobs and the adoption of other technologies that shift print jobs away from office photocopiers to less expensive channels.
CC11	CHANGE & SUPPORT SERVICES	To implement a range of efficiencies and channel shift initiatives across Customer Services	(0.020)	(0.020)	(0.020)	(0.020)	Customer Services is also proposing to make savings by training more of its back office staff to handle calls and other customer enquiries during periods of unexpected high demand at its contact centre.
CC12	PLACE	Equalities	(0.274)	(0.366)	(0.366)	(0.366)	Reduction of the Equalities Service to the statutory minimum. Maximise external sources of funding to support the equalities agenda, positioning the Council as an enabler rather than a direct provider of services.
CC13	FINANCE & LEGAL	Impact of reduced numbers of councillors	0.000	(0.300)	(0.300)	(0.300)	As a result of expected boundary changes in 2018 we expect the number of councillors to reduce. This will result in reduced costs.
Cross Cutting Total			(17.929)	(48.587)	(50.007)	(50.007)	

JOBS AND SKILLS							
Reference Number	Directorate	Proposal	2017/18 Saving £m	2018/19 Saving £m	2019/20 Saving £m	2020/21 Saving £m	Outline of proposal Please Note:Proposals will not be implemented until the required consultation has been undertaken and the usual necessary governance has been followed.
JS1	PLACE	Museums & Arts	(0.500)	(0.500)	(0.500)	(0.500)	<p>The Museums & Heritage service is delivered through a contract with Birmingham Museums Trust (BMT), which comprises management of the nine museums sites (Aston Hall, Birmingham Museum & Art Gallery, Blakesley Hall, Museum of the Jewellery Quarter, Sarehole Mill, Soho House, Weoley Castle, Thinktank science museum and the Museums Collection Centre) together with care of the Council's collection and maintenance of a portfolio of public artworks.</p> <p>The proposal is to reduce the contract fee by £500,000 per annum from 1st April 2017.</p> <p>The Council has historic funding agreements with Heritage Lottery Fund and other parties, as well as agreements for display and care of items in the collection, which will need to be honoured or renegotiated to allow charging or reduction in access. Premises and items in the collection which have conditions related to historic funding agreements, loans or bequests, will need to be identified and revised agreements negotiated. It is not envisaged that any assets will be disposed of.</p>
JS2	ECONOMY	Marketing Birmingham	0.000	0.000	(0.300)	(0.300)	Develop a new operating model for Marketing Birmingham that will ensure that this service is delivered on a self-financing basis.

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JS3	ECONOMY	Economy Future Operating Model	(1.265)	(1.765)	(1.765)	(1.765)	<p>The proposed Future Operating Model provides a framework that will enable the Directorate to respond to current and emerging challenges within given resources while continuing to focus its activity on supporting the core priority of 'inclusive economic growth and future prosperity'.</p> <p>The core functions of the Directorate will be maintained however there will be a reduction in headcount and associated capacity (particularly around new initiatives outside of the priorities). As a result initiatives may take longer to realise or commence as existing commitments are delivered. In addition there will be a reduction or cessation of some activities/services not deemed to be priorities or where there is deemed to be the least impact on outcomes.</p> <p>The proposed Operating Model will involve service redesign, revisions to existing structures and changes to delivery models in line with the corporate future operating model. One of the principles within the Operating Model is the implementation of a comprehensive approach on spans and layers of control including rationalising the management structure and reporting lines.</p> <p>It is proposed that Savings/Income will be achieved through reduced salary costs (estimated at 10%), synergies, an increase in income generation and a reduction in costs associated with reducing or ceasing activities/services.H26</p>
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BUDGET CONSULTATION 2017*

JS4	ECONOMY	Reduce West Midlands Combined Authority Transport Levy	(1.000)	(2.000)	(2.000)	(2.000)	<p>Currently Birmingham City Council contributes over £49m to the West Midlands Combined Authority's transport arm, Transport for West Midlands, (TfWM).</p> <p>This funds a range of front line and back office functions related to public transport provision including dedicated services for mobility impaired and concessionary travel to our older citizens and children as well as some subsidised services.</p> <p>The challenge for TfWM is to review its overall costs to ensure it delivers an efficient and affordable transport system that supports inclusive economic growth and provides access to opportunities for all communities including our most vulnerable.</p> <p>With a number of other budget reductions in other essential services we must consider, in conjunction with the other metropolitan authorities, how we can make efficiencies in the way in which public transport is planned and delivered.</p> <p>The City Council along with the other 6 metropolitan authorities will need to consider how together, each can address reducing budgets and deliver against a wide set of priorities that support our most vulnerable.</p>
JS5	PLACE	Local car park charges	(0.100)	(0.100)	(0.100)	(0.100)	<p>The Council currently operates a number of off street local car parks across the City (these are located close to local and neighbourhood shopping centres). It is proposed that the charges are reviewed with a view to generating extra income.</p> <p>This will be achieved by introducing charges for evening/night time car parking and to vary local charges to reflect local demand and usage of car parks.</p>

BUDGET CONSULTATION 2017*

JS6	ECONOMY	Parking Tariff Increase - city centre car parks	(0.500)	(1.000)	(1.000)	(1.000)	<p>The proposal relates to changes to parking tariffs, fees and charges in order to support the transport objectives of the City Council, with the associated benefit of generating increased income for reinvestment in line with legislation.</p> <p>The level of parking tariffs and charges on-street and in city car parks is used as a method of encouraging use of public transport and alternative forms of transport within the city centre and is therefore aligned to the transport objectives of the city council. In order to continue achieving this, parking tariffs within the city centre should be changed each year to ensure they are being used as one method of reducing car trips (demand) and the associated emissions those trips produce.</p>
Jobs & Skills Total			(3.365)	(5.365)	(5.665)	(5.665)	

HOMES AND NEIGHBOURHOODS							
Reference Number	Directorate	Proposal	2017/18 Saving £m	2018/19 Saving £m	2019/20 Saving £m	2020/21 Saving £m	Outline of proposal Please Note: Proposals will not be implemented until the required consultation has been undertaken and the usual necessary governance has been followed.
HN1	PLACE	Parks - 20% reduction to service	(1.800)	(2.400)	(2.400)	(2.400)	To reduce the Parks and Nature Conservation budget by 20% from 2017/18 through the following proposed key measures: 1. Reduction in the amount of highway maintenance 2. Reduction in the Park Keepers service and Ranger Hubs 4. Reduction in the amount of grass cutting in parks and public spaces 5. Reduction in the number of shrubs and flower beds in parks and on the highway 6. Stop planters and baskets in centres and on the highway - unless funding provided from other sources.

BUDGET CONSULTATION 2017*

HN2	PLACE	Local Innovation Fund	(2.000)	(2.000)	(2.000)	(2.000)	<p>The Local Innovation Fund was established via a report to Cabinet Committee Local Leadership in September 2016.</p> <p>The Fund provides £48,000 of funding to each of the 40 wards in the city to invest in local projects that are transformative/innovative and contribute to one or more of the council's priorities of Children, Housing, Jobs and Skills or Health.</p> <p>The projects are developed via members undertaking their local leadership role and engaging with their local communities over priorities in their ward forums.</p> <p>It is proposed that instead of having funding of £2m in 2016/17 and £2m in 2017/18 (£4m over 24 months) that instead a single £2m budget is available for use from December 2016 to March 2018 (£2m over 15 months). This approach will therefore deliver a £2m, one off, saving.</p> <p>After March 2018 the Local Innovation Fund will cease.H28</p>
HN3	PLACE	Waste Management Contracts - Charging for traders to access Household Recycling Centres	(0.300)	(0.225)	0.000	0.000	<p>The Council is not obliged to provide free facilities for businesses to dispose of their commercial waste and can make a charge for such provision.</p> <p>Therefore, the proposal is to introduce a charging policy for non-household waste to commercial businesses using the Household Recycling Centres (HRC) to deposit waste derived from their business activity. Currently, height restrictions apply at all sites except for the Castle Bromwich site (Tameside Drive, B35 7AG) which prevents vans from accessing them unless by prior arrangement.</p> <p>At Castle Bromwich HRCs vans will be invited to use an alternative entrance where the content of their waste will be determined. If it is found to be commercial waste they will be invited to pay a charge for disposing of the waste at the site by prearranged payment.</p>
HN4	PLACE	Selective licensing	(0.250)	(0.500)	(0.500)	(0.500)	<p>Private Rented Housing Sector - Refocus the service and use appropriate powers to target 11 wards with high proportions of private rented housing where there is high demand for services in order to improve housing standards and reduce anti-social behaviour.</p>

BUDGET CONSULTATION 2017*

HN5	PLACE	Street cleaning and refuse collection	(0.250)	(0.250)	(0.250)	(0.250)	The proposal is to redesign the management and back office structures for Street Cleansing and Refuse Collection to deliver efficiencies and economies of scale in the management of these services.
HN6	PLACE	Increase commercial income on activities	(0.200)	(0.300)	(0.400)	(0.400)	<p>These proposals comprise a number of income generating initiatives within the service and consist of the following:</p> <p>Bereavement Services</p> <ul style="list-style-type: none"> Installation of mini graves in cemeteries – below ground vaults which accommodate up to two sets of cremated remains. The scheme optimises the use of land in respect of provision of graves for cremated remains. Mini graves would be optional for citizens to purchase – alternative schemes for the deposit or burial of cremated remains are available. <p>Introduction of a grave reservation fee (£150 per reservation)</p> <ul style="list-style-type: none"> An Exclusive Right of Burial (ERB) may be purchased in advance of subsequent burial, which may take place at any time within a 75 year lease period. There is a potential loss of future income as fees and charges increase yearly. If the ERB is bought in advance there will be a loss of projected income in future years. By introducing a grave reservation fee this will minimise the impact. This is in line with the approach adopted by some neighbouring authorities. <p>Increase in memorial sales</p> <ul style="list-style-type: none"> Increase in the volume of post-cremation sales by targeting specific sites and improving marketing. <p>Markets:</p> <ul style="list-style-type: none"> Increase take up of stalls on the daily markets (Open and Rag). Increasing the trading days/ lines with improve market experience for service users <p>Increased access for low income families to purchase products.</p> <p>Trade Waste:</p> <ul style="list-style-type: none"> To increase the fees and charges for Trade Waste collections from businesses with contracts for collection with Birmingham City Council.

BUDGET CONSULTATION 2017*

HN7	PLACE	Asset and property disposal programme	(0.100)	(0.800)	(1.200)	(1.200)	<p>The Place Directorate manages a range of property assets worth approximately £3 billion as part of the delivery of services – this includes operational administration buildings and service outlets (e.g. community centres, neighbourhood offices, public open spaces).</p> <p>It is proposed to sell a small proportion of these assets on the open market where these are no longer required for service delivery (up to a total value of £8m per annum). The receipts will be used to repay debt and this will result in savings on our interest and debt repayments.</p>
HN8	PLACE	Library of Birmingham (Joint venture with the Rep)	(0.100)	(0.100)	(0.100)	(0.100)	<p>The proposal is to reduce costs by introducing jointly managed arrangements with Birmingham Rep for aspects of venue management (room booking/commercial lettings, event management, catering) at the Library of Birmingham.</p> <p>The Library of Birmingham and the Birmingham Repertory Theatre (The Rep) share a building but operate largely as separate organisations. There are efficiencies to be made by the two organisations working more closely together particularly in areas of service already common to both.</p> <p>Working more closely together will consolidate these systems and processes which will achieve financial savings and has the potential to increase income. In addition, there is an opportunity to offer an improved service and greater flexibility for visitors. A full business case will be developed with The Rep, taking into account existing contracts and renewal dates, and providing options for a delivery model.</p>
HN9	PLACE	Merge youth and careers service	(0.100)	(0.100)	(0.100)	(0.100)	<p>A further saving of £100k is also proposed by merging the Birmingham Careers Service with the Birmingham Youth Service.</p> <p>Savings will be delivered through premises, commissioning youth and careers work, management, administration and potentially income.</p>

BUDGET CONSULTATION 2017*

HN10	PLACE	Adult education (Commercial)	(0.100)	(0.100)	(0.100)	(0.100)	<p>To improve, by £100,000, the commercial income provided by Birmingham Adult Education Services (BAES) non-grant funded services. This will be achieved through efficiencies in the services of Brasshouse Translation and Interpreting Service, Brasshouse English as a Foreign Language Service and Brasshouse Language Service.</p> <p>The proposal is that these efficiencies will be achieved through a redesign of the Brasshouse Translation and Interpreting Service and the Brasshouse Language Service.</p> <p>In addition the costs of part of a management post within Brasshouse English as a Foreign Language Service will be assigned to the grant funded provision to correctly reflect where the work is being completed.H42</p>
HN11	PLACE	Extension of the INReach housing programme (up to 200 homes)	(0.303)	(0.683)	(1.093)	(1.368)	<p>The proposal is to increase the number of market rent homes by transferring vacant council properties to INReach to rent at market rent or by buying back former council homes that were purchased under right to buy legislation when they become available (up to 200 homes in total).</p> <p>Capital Receipts generated would be used to build new council homes.</p>
HN12	PLACE	Realign funding of specific housing services	(2.000)	(2.000)	(2.000)	(2.000)	<p>The Council provides a range of services for prospective and existing tenants of housing in the city – this includes Housing Options and services through the Local Advice Offices to discuss and resolve local housing issues. The cost of these services will be reviewed and funded appropriately within the overall available resources to ensure that this is fair and equitable.</p> <p>This saving will be realised by ensuring that the charges for these services are funded as appropriate by the relevant funding source.</p>
Homes & Neighbourhoods Total			(7.503)	(9.458)	(10.143)	(10.418)	

HEALTH AND WELLBEING							
Reference Number	Directorate	Proposal	2017/18 Saving £m	2018/19 Saving £m	2019/20 Saving £m	2020/21 Saving £m	Outline of proposal Please Note: Proposals will not be implemented until the required consultation has been undertaken and the usual necessary governance has been followed.
HW1	PEOPLE	Supporting people	(5.200)	(10.000)	(10.000)	(10.000)	<p>Supporting people and third sector commissioned services meet the needs (which are not personal care) of a range of people including:</p> <ul style="list-style-type: none"> • Young people including care leavers • Victims of domestic+H53c abuse and their children • Offenders and ex-offenders • Homeless including homeless families • Gypsies and travellers • Disabilities (including Mental Health, learning disabilities and physical and sensory disabilities) • Services also include day opportunities, advice, information and support. <p>As a result of dialogue with partners, stakeholders and colleagues within and beyond the City Council, work has already commenced to design a radically different approach. All Supporting People and Third Sector contracts will be reviewed over the next 6 months, which includes discussion with health partners with regards to future joint funding.</p> <p>A methodology will be developed in partnership with providers to determine the best approach in realising these savings.</p> <p>No decisions have been made on these changes but, for the purposes of this budget consultation, indicative reductions of £5.2m in 2017/18 and a further £4.8m 2018/19 have been shown.</p>

BUDGET CONSULTATION 2017*

HW2	PLACE	Review future options for wellbeing centres and community hubs	0.000	(2.200)	(2.200)	(2.200)	To review the commissioning of the service and establish clear outcomes for the future delivery. This will include reviewing the options to provide the most sustainable model with a cash limited budget. This could include Community Asset transfers, establishing a new trust or mutual, and/or using the existing Leisure Framework. There will also be a review of third sector commissioning within the Wellbeing service.
HW3	PEOPLE	Enablement efficiencies	(3.000)	(4.000)	(4.000)	(4.000)	<p>The Enablement service provides a community-based service to adult service users in their own homes for an estimated period of up to 6 weeks. They are made up of enablement teams who are tasked with assisting adults in recovering life skills and confidence following a life changing event. The service is made up of the occupational therapists service and the in-house domiciliary care service.</p> <p>The proposal is based on clearly defined outcomes for greater personal enablement.</p> <p>A fit for purpose enablement service will assist with ensuring that people are able to live more independently at home for longer and will not require residential or nursing care. It will also assist people to leave hospital quickly and safely and where possible may assist in prevention of hospital admission.</p>
HW4	PEOPLE	Integrated community social work organisations	(2.500)	(2.500)	(2.500)	(2.500)	<p>The City Council is proposing to re-organise and re-design its approach to social care assessments for adults with eligible needs.</p> <p>The new approach is based on locality areas linking to GP surgeries and building resilience back into communities. It is an asset based approach that builds on peoples strengths. The new approach will ensure that a wider network of community resources are considered to meet service users' needs before accessing health or social care and services. This approach will ensure that service user's independence is maximised and will reduce the reliance on hospital care.</p> <p>This new approach will mean that some citizens or individuals will have their assessed needs met in their locality and will require a community orientated approach.</p>

BUDGET CONSULTATION 2017*

HW5	PEOPLE	Better care at home	(2.000)	(3.000)	(3.000)	(3.000)	<p>Birmingham City Council currently provides 1,250 two-carer packages for older people and people with physical disabilities. This means that some of our service users have, following their social care assessment, received a package of care and support which includes two carers. This assessment may have been undertaken some time ago when new technology, new manual handling techniques and equipment was not known about. These new approaches may mean that the same level of support may be able to be provided by the use of one professional trained carer with additional equipment rather than the original two carers.</p> <p>The City Council has been running a small pilot with some service users in the city to utilise these new approaches to assess whether this new approach to care provision meets the needs of the service users concerned. Feedback from service users who are in receipt of the pilot project is favourable.</p> <p>The pilot project has identified that out of the 55 cases included, 75% of these could benefit from this service improvement. Although the proposal will deliver some savings, it is noted that the City Council will be required to provide one off equipment costs to enable the new ways of working to take effect.</p>
HW6	PEOPLE	Birmingham Care Wage	(2.000)	0.000	0.000	0.000	<p>The City Council Budget statement on 1st March 2016 stated that Birmingham would implement the Birmingham Care Wage for all staff who are working on adult social care contracts.</p> <p>The proposal is to delay the phased increase to the Birmingham Care Wage by one year to April 2018. This will still allow the Council to implement the Birmingham Care wage rate which is to align to a target of £9.00 per hour by 2020.</p> <p>The implications of this policy decision would have been that all care staff working in homes that Birmingham City Council have procured would be aligned with the National Living Wage of £7.50 per hour from April 2017.</p>

BUDGET CONSULTATION 2017*

HW7	PEOPLE	Public Health	(2.800)	(0.750)	0.000	0.000	<p>Public Health provides a team of health trainers who work in local areas to motivate and assist citizens to live healthier lives. The team are trained in understanding how we live our lives and how certain activities can damage our health in the longer term. Key focus areas are smoking, alcohol use, recreational drug use, poor diet and a lack of physical activity.</p> <p>The team are trained to motivate people to change and advise local people where resources are available for citizens to access to assist them in their healthier life.</p> <p>The team work in local community settings and in GP surgeries and can take referrals from community based workers. Therefore the most affected people who may miss this support are those citizens of Birmingham who may be unaware of local resources available to them or may not be in receipt of advice and support regarding how to live a healthier lifestyle.</p> <p>As a result of a Government announcement last year in relation to the future provision of the Public Health grant, a number of services were reduced or stopped this year. Unfortunately there are further reductions in 2017 and beyond and this is one of the few discretionary services left in the public health portfolio.</p>
HW8	PEOPLE	External day care centres	(1.000)	(2.000)	(2.000)	(2.000)	<p>The City Council funds external funded day care service to older adults from across Birmingham. This proposal seeks to review the way that externally funded day services are provided to these and other service users in the future with a view to identifying and delivering short term efficiencies and financial savings.</p> <p>The project will also include the development of a future model for day opportunities to ensure that any users with eligible needs, in receipt of the future provision, will have appropriate day opportunities that promote independence, choice and control. This will provide service users and their families greater freedoms in which day opportunities they, if eligible following a social care assessment, can benefit from.</p> <p>The new approach to provision of day opportunities will be procured. A detailed review, consultation and engagement plan will be undertaken in the meantime and a re-assessment of all current service users to ensure that future care and support needs are met by day opportunity provision in the city.</p>

BUDGET CONSULTATION 2017*

HW9	PEOPLE	Residential care	(1.000)	(1.000)	(1.000)	(1.000)	<p>Bed Based Block contracts are for those older adults assessed with a care need under the Care Act 2014 and require residential bed based placement. Dependent upon the level of need a bed based care package is allocated with the most common being as follows:</p> <ul style="list-style-type: none"> • Residential care • Residential with nursing care • Residential with dementia nursing care • Enhanced Assessment Beds • Extra Care hours <p>Current services are either purchased through a block contracting route or where need is complex beds are acquired through a spot purchasing arrangement.</p> <p>The proposal is to review the whole system on the way we contract and purchase our bed based services to reduce cost and improve efficiencies.</p>
HW10	PEOPLE	Adult social care high cost provision	(0.750)	(1.500)	(1.500)	(1.500)	<p>We will strictly apply the national eligibility criteria and pay for assessed needs only.</p>
HW11	PEOPLE	Adults community access points	(0.750)	(1.000)	(1.000)	(1.000)	<p>Better First Time Contact is known as the Adults and Community Access Point (ACAP) and is the front door to adult social care in the city. The ACAP team provide advice and guidance to telephone callers and signpost callers to other organisations and to places of help when required. The team receive on average 5000 calls per month.</p> <p>The efficiencies proposed include utilising more on line help for service users across the city, combining switchboards with others provided by other teams in adult social care, combining activity in completion of assessments with work undertaken by other teams and great involvement of procurement of services to meet adult social care needs.</p> <p>The proposed budget saving if these efficiencies are actioned is £750,000 in 2017/18, £1,000.000 in the three subsequent years from 2018/19 – 2020/21.</p> <p>There should be no people who are negatively affected by implementation of the proposed service improvements.</p>

BUDGET CONSULTATION 2017*

HW12	PEOPLE	Support services and switchboards	(0.250)	(0.250)	(0.250)	(0.250)	<p>A considerable number of back office switchboards have been created across Professional Support Services within the People Directorate. The switchboard functions that have been created to support front line social work teams with call handling and basic administrative tasks at a local on-site level. Analysis suggests that a considerable number of calls are redirected through to the switchboard from ACAP when citizens wish to make contact with their social worker directly.</p> <p>There are 13 externally advertised telephone numbers that the 64 telephone lines link to which support 5 separate teams across adults which are Occupational Therapy, Homecare, Mental Health, Adult Assessment and Support Planning and Approved Mental Health Practitioner teams.</p> <p>There is a service charge for each telephone line that is active and a review as to whether a single switchboard function or the removal of all switchboards would be able to offer a saving to the Council.</p> <p>To enable this to be a success work with ACAP will be required to identify whether existing social care case calls, not just new case calls can be managed through 1 contact centre as opposed to requiring several back office functions. This may require a policy decision with regards to citizens being directed to their allocated social workers directly as opposed to messages being taken through a switchboard function.</p>
HW13	PEOPLE	Carers grant	(0.222)	(0.444)	(0.444)	(0.444)	<p>The City Council provides a carers grant of £250 funding which carers in the city can apply for every 18 months. There are currently 1200 carers who have applied and been assisted through the grant application process on an 18 month cycle.</p> <p>The grant is generally used for carers to purchase goods or service such as respite for the person they care for and any additional equipment required. This is offered on a first come first served basis and is not linked to any outcomes for carers who are in receipt of the grant.</p> <p>The full impact of the grant withdrawal will not be known until future provision of carer's services and support is remodelled. This withdrawal of funding has no direct impact on service provision, although City Council partners are reviewing how to support carers as a partnership approach in the future, withdrawal of this grant will impact on this approach for carers in the City.</p>
Health & Wellbeing Total			(21.472)	(28.644)	(27.894)	(27.894)	

CHILDREN							
Reference Number	Directorate	Proposal	2017/18 Saving £m	2018/19 Saving £m	2019/20 Saving £m	2020/21 Saving £m	Outline of proposal Please Note: Proposals will not be implemented until the required consultation has been undertaken and the usual necessary governance has been followed.
CH1	PEOPLE	Contact and escort	(0.100)	(0.100)	(0.100)	(0.100)	<p>The contact and escort service arranges and supervises contact sessions with parents and families for children in care. The team provide escorts to children in care to allow them to attend contact sessions with birth relatives and transport to and from each session. These sessions are recorded and the information can be used as evidence part of Family Court proceedings.</p> <p>The children who are supported through this service are generally on interim care orders and full care orders, during this current year there are 220 children and young people being supported by the team.</p> <p>The proposal is to reduce the volume of contact sessions facilitated by agency staff and review contact arrangements to determine if there are alternative and improved ways to deliver them. This review will result in a saving of £100,000 for 2017/2018 which will be recurrent to future years.</p>
CH2	PEOPLE	Residential - closure	(0.300)	(0.400)	(0.400)	(0.400)	<p>The City Council currently provides residential placements for children in care. The City has 5 homes for disabled children, which provide 27 beds for children in care and 17 beds for children who require a short break.</p> <p>The proposal is to increase the use of foster carers for disabled children rather than place children in children's homes, merge two children's homes that provide long term care for disabled children as they are not fully utilised currently and review the use of residential short breaks to look to provide alternative, more local, community based solutions.</p>

BUDGET CONSULTATION 2017*

CH3	PEOPLE	CWD - Child Protection Resources	(0.200)	(0.200)	(0.200)	(0.200)	<p>The Child Protection team provides specialist assessments of parenting capacity for the most vulnerable families in the city. The team undertakes assessments to inform future permanency planning for the children and their families.</p> <p>To ensure the service is responsive to families' needs, the assessments are undertaken at all times throughout the day – not simply during working hours. The team have specialist expertise in working with parents with learning disabilities and regularly provide additional assessment support to area based social workers with these client groups during planned assessments.</p> <p>The proposal to make financial savings from this service is to reduce the number of staff who work in the team and reallocate staff to area safeguarding teams and retain senior social work to co-ordinate activity. This may mean that the service provided is not as flexible and families may be required to wait longer for this specialist assessment.</p>
CH4	PEOPLE	Education travel	0.476	(0.824)	(1.058)	(1.058)	<p>The Travel Assist Service arranges transport between home and school for eligible children who may have a special educational need and/or disability. In addition this service supports looked after children and children who are considered vulnerable.</p> <p>The service provides transport for over 4,000 pupils across the city. The allocation of support is following an assessment of needs and includes a range of transport provision as appropriate including minibuses, pupil guides bus passes and independent travel support.</p> <p>Local authorities have a statutory duty to provide transport for eligible children of compulsory school age. Therefore these children will not be affected. However, we provide transport to some young people post 16 at our discretion in accordance with our current criteria or in exceptional circumstances. The proposal is to reduce post 16 provision to the statutory minimum level of service.</p> <p>The proposal also includes; improvements in the efficiency and quality of the service delivered; improved IT systems and changes to processes to support more young people towards greater independence.</p>

BUDGET CONSULTATION 2017*

CH5	PEOPLE	Early Help - commissioning and brokerage	(0.200)	(0.700)	(0.700)	(0.700)	<p>The Children's Commissioning and Brokerage team purchase services to support two priority groups in the city. The team purchase services to support these children and families as part of the Early Help provision. These families may be struggling with issues such as substance misuse, domestic violence or childhood sexual abuse. The early help support is designed to assist these families in addressing these issues in advance of them needing more complex support from the city council.</p> <p>The other priority area is the supply of short breaks to children with disabilities. This service enables families to get a short break from their full time caring responsibility and supports families to stay living together in the family's residence.</p> <p>The way that the services are purchased to support both of these areas is proposed to be changed to reduce duplication and create a more joined up approach for providing these services.</p> <p>Savings are proposed to be achieved by developing a more efficient model of service delivery which reduces overhead costs whilst maintaining investment in direct service delivery to the children and families who benefit from the support.</p>
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BUDGET CONSULTATION 2017*

CH6	PEOPLE	Educational psychologists	0.000	(0.050)	(0.100)	(0.100)	<p>Access to Education provides educational psychologists to work within the arrangements and procedures laid down by statute for assessing and meeting the special educational needs of early-years and school-aged children.</p> <p>Their work includes:</p> <ul style="list-style-type: none"> Psychological advice as part of the statutory assessment of a child's special educational needs. An annual review of children and young people with statements of special educational needs or Education health and Care Plans. Providing evidence for the Local Authority at SEN Tribunals where there is a dispute with parents over the outcome of a request for Statutory Assessment. <p>The training requirements for educational psychologists are very specific. New entrants to the profession are required to have completed a doctorate in educational psychology. All educational psychologists are required to be registered with the HCPC. This body provides quality assurance by verifying that those registered are appropriately qualified and that they maintain their skill levels through casework supervision and appropriate CPD.</p> <p>EPS provide a range of traded services to schools ranging from programmes of work with individual children, whole school interventions and staff training. They also provide a full programme of courses for teachers, assistants, parents and carers. This proposal is to slightly reduce the funding for the service, through operational efficiencies and potential demand management.</p>
Children Total			(0.324)	(2.274)	(2.558)	(2.558)	
Overall Total Savings Proposed			(50.593)	(94.328)	(96.267)	(96.542)	

SECTION 5

How you can have your say on these proposals

HOW TO HAVE YOUR SAY

The formal budget consultation for 2017+ closes on 18 January 2017:

To let us know what you think fill in our online survey at <https://www.birminghambeheard.org.uk>

If you would like to request a paper copy of the survey please email:
budget.views@birmingham.gov.uk

Or write to: Budget Views, Room M49, the Council House, Victoria Square, Birmingham B1 1BB

You can also attend a public meeting on:

- Tuesday 13 December 2016
6.30pm – 7.30pm in the Lighthouse Centre
St Barnabas Church
High Street
Erdington B23 6SY
- Friday 13 January 2017
2.00pm – 3.00pm
Stirchley Baths
2 – 4 Bournville Lane
Stirchley B30 2JT

To book your place, visit: birmingham.gov.uk/brumbudget17

We cannot respond individually to comments made but all views will be recorded and incorporated into a full report to be taken into consideration when councillors take their decisions on Birmingham's budget.

Please note that this document is part of the corporate consultation and the overall budget proposals. Consultation with specific groups of service users is also taking place where appropriate.

The immediate process for taking forward these proposals will be to carry out consultation with employees, members of the public and other stakeholders as appropriate whilst service led equality impact assessment will take place with reference to each proposal. All the information will be available to the Council's decision makers in order to ensure that they are fully informed of relevant concerns prior to decisions being made.

ALTERNATIVE FORMAT?

If you would like a copy of this document in an alternative format, please email: budget.views@birmingham.gov.uk

The Annual Audit Letter for Birmingham City Council

Year ended 31 March 2016

October 2016

Phil W Jones

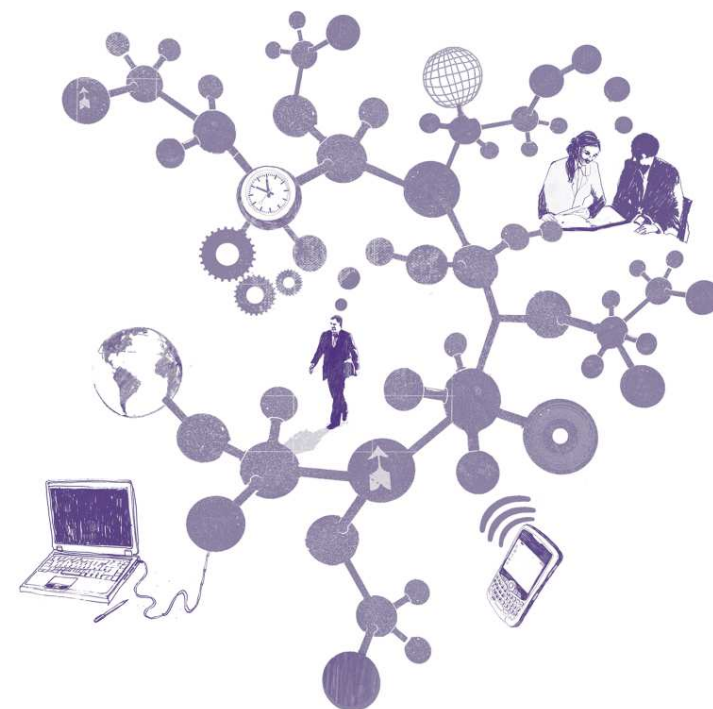
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A Reports issued and fees	
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Executive summary

Purpose of this letter

Our Annual Audit Letter (Letter) summarises the key findings arising from the work that we have carried out at Birmingham City Council (the Council) for the year ended 31 March 2016.

This Letter is intended to provide a commentary on the results of our work to the Council and its external stakeholders, and to highlight issues that we wish to draw to the attention of the public. In preparing this letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice (the Code) and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Council's Audit Committee, in our Audit Findings Report on 12 September 2016 with a final addendum on 29 September discussed with the Audit Committee chair under his delegated powers.

Our responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our responsibilities are to:

- consider whether we need to exercise any of our statutory powers under the Act (section one)
- assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section two).
- give an opinion on the Council's financial statements (section three)

In our audit of the Council's financial statements, we comply with International Standards on Auditing (UK and Ireland) (ISAs) and other guidance issued by the NAO.

Our work

Statutory recommendation

Our powers and duties under the Act include making written recommendations to the Council under section 24 of the Act. The Council is required by the Act to hold a public meeting to consider such recommendations and publicly respond to them.

We have concluded that it is appropriate for us to use our powers to make a recommendation under section 24 of the Act due to the Council's current and forecast financial position. Section one details our recommendation, the reasons why we are making the recommendation and what the Council needs to do to respond to the recommendation.

Value for money conclusion

We qualified our value for money conclusion on an 'except for' basis and issued it on 30 September 2016. This means we were satisfied that the Council had put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year ended 31 March 2016 except for the following matters.

- Savings Challenge – due to the impact of non-recurrent savings in 2015/16 and the weaknesses in the Peoples Directorate's savings plan delivery
- Services for vulnerable children – due to the concerns reported by Ofsted following their monitoring visit and the continuing need for the Council to have external oversight of its arrangements by the Children's Commissioner
- Management of schools – due to Ofsted feedback indicating that there are significant governance issues in some schools and concerns reported by Ofsted on the pace of change
- Improvement Panel – due to continuation of the Panel's appointment.

We identified five key actions the Council needs to take from our value for money conclusion work. These are:

- Effective plans are put in place to respond to the under delivery of savings plans and emergent budget pressures, particularly in the People Directorate. These need to include a realistic assessment of the use of reserves to enable sufficient lead time for the savings plans to be implemented.
- Plans for services to vulnerable children, including the options for setting up a Children's Trust, need to deliver significant and measurable improvement promptly.
- The implementation of the Birmingham Education Delivery and Improvement Plan needs to demonstrate that the issues raised by Ofsted, including the children missing from education, are being addressed promptly and effectively.
- The pace of change and the impact of new political and corporate leadership arrangements need to demonstrate to the Improvement Panel that this intervention is no longer required.
- The Council and its health partners need to decide whether to reinstitute the joint commissioning board for the learning disabilities and mental health services pooled budget, or agree and implement alternative arrangements.

Section two summarises the significant risks we considered, and our findings and conclusions.

Financial statements opinion

We gave an unqualified opinion on the Council's financial statements on 30 September 2016.

It is pleasing to report that we have seen further improvement in both the timeliness and quality of the accounts production process. We noted in particular that the information provided by group entities was delivered more promptly, enabling group accounts to be completed in line with the Council's accounts.

We worked closely with the Financial Accounts Team throughout the audit and we would like to express our gratitude and thanks for their hard work and support. From 2018 the statutory deadline for accounts production will be 31 May and the Financial Accounts Team is committed to delivering to this deadline in 2017. We will continue to work with the team to help embed the further process changes necessary to meet the earlier deadlines required in future.

The key issues we considered as part of our financial statements audit were as follows.

NEC and Grand Central - the disposal of the NEC in particular was a highly complex transaction requiring key judgements to be made about accounting treatment. We focused our attention on ensuring that the accounting treatment applied was consistent and reasonable. We agreed that a £67 million adjustment was needed to investments. This had no impact on the Council's usable reserves.

Going concern - we considered whether it was appropriate for the Council to prepare its accounts on a 'going concern' basis. We concluded that balances provide sufficient cover for the 12 months from our opinion date and there is no material uncertainty that the Council will continue as a going concern in this period.

Equal pay provision - during 2015/16 equal pay claims were settled and the value and volume of new claims reduced. The provision for equal pay claims decreased to £310 million at 31 March 2016. In previous years we have included an emphasis of matter paragraph in our opinion to draw attention to the risk of material misstatement of the equal pay provision due to uncertainty about the impact of court judgements, the potential for a high volume of claims and the outcomes of negotiating settlements. Although these are still risks, we do not now consider that these are significant enough to draw specific attention to them in our audit opinion.

Whole of government accounts

We completed our work on the Council consolidation return following guidance issued by the NAO and issued an unqualified report on 30 September 2016.

The completion of the whole of government accounts return is a significant task for the Finance Team due to the value and volume of transactions with other public bodies and the complexity of the Council's accounts. The pre-audit return was submitted by the deadline and appropriate amendments made following completion of the audit. We are grateful for the work carried out by the Finance Team on this.

Certificate

We certified that we had completed the audit of the accounts of Birmingham City Council in accordance with the requirements of the Code on 30 September 2016.

We were able to do this because:

- we had completed our audit of the financial statements and issued our audit opinion
- we had completed our value for money work and issued our value for money conclusion
- the whole of government accounts return had been submitted as we had completed our audit work on it
- there were no matters brought to our attention relating to objections to the accounts.

Certification of grants

We also carry out work to certify the Council's Housing Benefit subsidy claim on behalf of the Department for Work and Pensions. Our work on this claim is not yet complete and will be finalised by 30 November 2016. We will report the results of this work to the Audit Committee in our Annual Certification Letter.

Other work completed

We also completed audits of the 2015/16 accounts of the following Council subsidiaries.

- Acivico Limited
- NEC (Developments) PLC
- Innovation Birmingham Limited
- PETPS (Birmingham) Limited
- Finance Birmingham Limited
- Marketing Birmingham Limited

Working with the Council

We have met regularly with Strategic Directors to inform our value for money conclusion work. We have also been briefed by the Improvement Panel on their work with the Council.

We have continued to work with the Finance Team constructively throughout the year. This has included commenting on and supporting plans for earlier closedown and improvements to closedown processes. We have met regularly with the team to discuss emerging technical issues such as the impact of changes in financial reporting requirements.

We have provided a range of training and other events that officers have attended. These include technical accounting workshops as well as seminars on Better Care Fund and Joint Ventures. Three of the Council's Finance Team are currently participants in our Opportunity West Midlands programme which we are running for a number of local authorities.

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Council's staff.

Statutory recommendation

Recommendation made under section 24 of the Local Audit and Accountability Act 2014

The Council needs to:

ensure that there is Council-wide commitment to delivering alternative savings plans to mitigate the impact of the combined savings and budget pressure risks in 2016/17

demonstrate that it is implementing achievable actions to deliver its cumulative savings programme in the Business Plan 2017+, by:

- revising savings programme from 2017/18 onwards to reflect the delayed or non-delivery of savings plans in 2016/17; and
- ensuring that all savings plans are assessed for both lead time to implement and delivery risk

re-assess the impact of the combined savings and budget pressure risks on the planned use of reserves in 2016/17 and the impact of this on the reserves position from 2017/18 onwards.

Our responsibilities

As well as our responsibilities to give an opinion on the financial statements and assess the arrangements for securing economy, efficiency and effectiveness in the Council's use of resources, we have additional powers and duties under the Act. These include powers to issue a public interest report, make written recommendations, apply to the Court for a declaration that an item of account is contrary to law, and to give electors the opportunity to raise questions about the Council's accounts and to raise objections received in relation to the accounts.

We have concluded that it is appropriate for us to use our powers to make a recommendation under section 24 of the Act due to the Council's current and forecast financial position.

Reasons for making the recommendation

The scale of the Council's financial pressure and the savings delivery challenge is unprecedented. We are satisfied that there are sufficient balances to cover under delivery in the short term this capacity is limited, but are concerned that if the Council does not take effective action to bring its savings programme back in line there will be insufficient balances to manage its financial risks effectively from 2017/18 onwards.

It is essential that the Council takes prompt action to bring its savings delivery back in to line with its overall four year plan as rapidly as possible.

Statutory recommendation

Savings plan delivery in 2016/17

The Council identified in its Business Plan 2016+ an overall savings challenge of over £251 million to be delivered in the four years to 2019/20. We reviewed savings delivery as part of our value for money conclusion work and concluded that there were weaknesses in the Council's arrangements for planning finances effectively to support the sustainable delivery of strategic priorities (see section 2).

The Business Plan 2016+ savings for 2016/17 total £88.2 million. This has increased to £123.0 million due to £34.8 million of one-off savings brought forward that need to be replaced with recurrent savings in 2016/17.

When we carried out our value for money conclusion work information on financial performance up to May 2016 was available. Since we completed our work two further financial monitoring reports have been produced and reported to Cabinet, summarising the position and forecast at July and August 2016.

The latest revenue monitoring report (to August 2016) reports that of the £123.0 million required savings for the year:

- £37.9 million are not deliverable
- £26.0 million have actions in place but some risk to delivery
- £20.8 million have actions in place to achieve savings in year only.

The net forecast budget under delivery for 2016/17 is £37.6 million if no further actions are taken and the alternative savings proposals are fully delivered. The savings identified as 'actions in place but some risk to delivery' include £13.0 million of funding from Health partners predicated on delivery of their financial control totals. There is a continuing risk that the value of one-off savings will increase during 2016/17.

We have noted that the savings plan under delivery and budget pressures are most severe in the People Directorate, largely due to the non-delivery of adult social care service redesign savings and budget pressures relating to adult social care, deprivation of liberty safeguards and homelessness. We have also noted that there is a further £13 million of social care funding included in the forecast 2016/17 position which is at risk. It is clear that the People Directorate is not able to find sufficient alternative schemes to make good the shortfall in its original savings programme and absorb its budget pressures in 2016/17.

We have previously reported that budget monitoring arrangements have been strengthened and there is an intense focus from Corporate Leadership Team and Cabinet on actions to find alternative savings. This includes fortnightly 'challenge' meetings with People Directorate leads involving both the Cabinet member for Health and Social Care and the Deputy Leader. We recognise that this is a major management pressure for the Council and it is essential that there is commitment across the Council to deliver the maximum amount of alternative savings in 2016/17.

We have therefore recommended that the Council:

ensures that there is Council-wide commitment to delivering alternative savings plans to mitigate the impact of the combined savings and budget pressure risks in 2016/17.

Statutory recommendation

Savings plan delivery from 2017/18 onwards

The Business Plan 2016+ cumulative savings programme total of £251.2 million over the four year period 2016/17 to 2019/20 is equivalent to 30 per cent of the 2016/17 net revenue budget. The 2016+ savings programme has a high dependency on the People Directorate, with £120.6 million (48 per cent) of the total savings requirement coming from savings schemes within the People Directorate.

The People Directorate savings plan includes £60 million to be delivered in three years, by 2018/19. This savings programme is based on the joint re-design of adult social care services with Health partners. The first year savings of £28 million have not been delivered and there is a high level of uncertainty about how much of the cumulative savings will be delivered.

It is clear from latest 2016/17 revenue monitoring report that the People Directorate has a high value of savings not deliverable (£28.3 million) and actions in place but some risk to delivery (£26.0 million). However, other directorates also have significant savings delivery issues.

- The Place Directorate has identified £8.1 million of agreed savings as not deliverable (32 per cent of the Directorate total savings targets for 2016/17)
- The Economy Directorate has identified £4.4 million of agreed savings as actions in place to achieve savings in year only and a further £1.8 million as either some risk to delivery or not deliverable (in total 81 per cent of the Directorate's agreed savings programme)
- Corporate Resources has identified £15.3 million of savings as actions in place to achieve savings in year only (54 per cent of the agreed Corporate Resources savings programme).

We have concluded that the savings programme agreed as part of the Business 2016+ is not delivering the required level of cumulative recurrent savings, and this is a problem across the Council's Directorates. The savings programme requires re-profiling from 2017/18 onwards to identify how the overall £251 million requirement will be delivered by the end of 2019/20.

Savings plans included in the 2016+ Business plan have either taken longer to deliver than anticipated and/or have failed to deliver the anticipated level of savings. The revised 2017+ savings plan needs to include a reassessment of delivery lead times for current and revised savings plans and savings delivery profiled in line with this. In our view the risk of non-delivery of savings schemes needs to be clearly assessed as part of the overall savings programme development to enable a clearer view to be taken on the likelihood and nature of alternative actions that might need to be taken.

We have therefore recommended that the Council:

demonstrates that it is implementing achievable actions to deliver its cumulative savings programme in the Business Plan 2017+, by:

- ***revising savings programme from 2017/18 onwards to reflect the delayed or non-delivery of savings plans in 2016/17 ;and***
- ***ensuring that all savings plans are assessed for both lead time to implement and delivery risk***

Statutory recommendation

Impact on reserves

As at the 31 March 2016 the Council had a General Fund balance of £110.9 million. This included an 'Organisational Transition Reserve' balance of £72.8 million. The Business Plan 2016+ identifies that £12.7 million of this balance is planned to be utilised against the 2017/18 budget, leaving £60.1 million available as a risk contingency against delays in transformational change.

It is now highly likely that some of this risk contingency will be needed in 2016/17 to balance the under delivery of savings programmes and unplanned budget pressures. We have also noted that:

- one off savings brought forward in to 2016/17 need to be converted to recurrent savings
- there is £13 million of social care funding included in the forecast 2016/17 position which is at risk
- the revised forecast deficit position for 2016/17 of £37.6 million assumes that all alternative savings plans will be fully delivered in year.

Under delivery of any of these will have an adverse impact on the amount of reserves utilised in 2016/17.

There is limited capacity for the Council to use balances in future years and every effort needs to be made to minimise the use of balances in 2016/17.

We have therefore recommended that the Council:

re-assess the impact of the combined savings and budget pressure risks on the planned use of reserves in 2016/17 and the impact of this on the reserves position from 2017/18 onwards.

What does the Council need to do next?

The Act requires the Council to:

- consider our recommendation at a meeting held within one month of the recommendation being sent to the Council; and
- at that meeting the Council must decide:
 - (a) whether the recommendation is to be accepted, and
 - (b) what, if any, action to take in response to the recommendation.

Following the meeting the Council needs to notify us, as the Council auditors, of its decisions and publish a notice containing a summary of its decisions which have been approved by us.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice (the Code), following the guidance issued by the NAO in November 2015 which specified the criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

Overall VfM conclusion

We issued an 'except for' qualified value for money conclusion in our audit opinion on 30 September 2016.

We concluded that we were satisfied that, in all significant respects, except for the matters we identified below, the Council had proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2016.

The qualification issues we identified were:

- Savings Challenge – due to the impact of non-recurrent savings in 2015/16 and the weaknesses in the Peoples Directorate's savings plan delivery
- Services for vulnerable children – due to the concerns reported by Ofsted following their monitoring visit and the continuing need for the Council to have external oversight of its arrangements by the Children's Commissioner
- Management of schools – due to Ofsted feedback indicating that there are significant governance issues in some schools and concerns reported by Ofsted on the pace of change
- Improvement Panel – due to continuation of the Panel's appointment.

Key findings and recommendations

Our first step in carrying out our work was to perform a risk assessment and identify the key risks where we concentrated our work. The key risks we identified and the work we performed are set out in table 2 overleaf.

We made the following recommendations to address our findings.

The Council needs to ensure:

- Effective plans are put in place to respond to the under delivery of savings plans and emergent budget pressures, particularly in the People Directorate. These need to include a realistic assessment of the use of reserves to enable sufficient lead time for the savings plans to be implemented.
- Plans for services to vulnerable children, including the options for setting up a Children's Trust, need to deliver significant and measurable improvement promptly.
- The implementation of the Birmingham Education Delivery and Improvement Plan needs to demonstrate that the issues raised by Ofsted, including the children missing from education, are being addressed promptly and effectively.
- The pace of change and the impact of new political and corporate leadership arrangements need to demonstrate to the Improvement Panel that this intervention is no longer required.
- The Council and its health partners need to decide whether to reinstitute the joint commissioning board for the learning disabilities and mental health services pooled budget, or agree alternative arrangements.

Value for Money conclusion

Risk identified	Findings and conclusions
<p>Savings challenge</p> <p>The Council has identified an overall savings challenge of over £251 million to be delivered in the four years to 2019/20. The five largest savings schemes proposed over the period account for just under half of the savings target. They are challenging and include health and social care service redesign, efficiency improvements and workforce changes. The key risk is that these schemes will not deliver the required recurrent savings, or will take longer to implement than planned.</p>	<p>We concluded that there were weaknesses in the Council's arrangements that relate to the adequacy of the financial planning VfM criteria as part of sustainable resource deployment.</p> <p>The Council reported a 2015/16 revenue budget underspend of £2.8 million on a net revenue budget of £874.5 million. This included the delivery of a £110.3 million savings programme. Delivery of the budget and a savings programme of this scale was a notable achievement. There was however a significant dependence on non-recurrent savings to do this.</p> <p>The Council's Business Plan 2016+ identifies continuing savings pressures, with a requirement of £251.2 million of savings to be delivered by the end of 2019/20; 2016/17 (£88.2 million) and 2017/18 (£75.1 million) are the two years with the greatest savings demand. The Business Plan includes a detailed analysis of savings schemes across the four year period. We focused our work on the delivery risks for the major savings schemes.</p> <p>We reviewed financial performance reported to Cabinet in July 2016. This identified more severe financial pressures than anticipated due to £51.6 million of savings actions not in place and the emergence of £11.6 million of budget pressures.</p> <p>The largest savings programme is £60 million relating to health and social care service redesign and Better Care Fund funding. Of this, £28 million was due to be delivered in 2016/17. This savings programme assumed that funding would be released by central government and health partners would direct this to the Council. This has not happened for 2016/17 and there is uncertainty about how much of this funding the Council will receive in the following two years.</p> <p>Savings of £14.8 million were also planned from the redesign of adult social care packages which are not being realised and budget pressures of £7.1 million identified for adult social care provision.</p> <p>We identified in our initial risk assessment that the key risk was that the major savings schemes will not deliver the required recurrent savings, or will take longer to implement than planned. The £34.8 million shortfall in recurrent savings brought forward from 2015/16 and the delivery difficulties with the largest savings scheme in 2016/17 means that this risk is not sufficiently mitigated. In our view savings planning arrangements did not sufficiently take into account the impact of the level of non-recurrent savings or adequately assess the vulnerability of the largest proposed savings scheme.</p>

Value for Money conclusion

Risk identified	Findings and conclusions
<p>Services for vulnerable children</p> <p>The Council's services for vulnerable children are assessed as inadequate by Ofsted and subject to an Improvement Notice. The Secretary of State has appointed a second Children's Commissioner. The key risk is that the service does not show demonstrable improvement and continues to be subject to external intervention.</p>	<p>We concluded that there were weaknesses in the Council's arrangements for managing risks effectively and maintaining a sound system of internal control, demonstrating and applying the principles and values of good governance, and planning, organising and developing the workforce effectively to deliver strategic priorities</p> <p>The Secretary of State appointed Andrew Christie as the Council's Children's Commissioner in December 2015. He is the second post holder and was appointed as the Council was not performing to an adequate standard and meeting all of its responsibilities under the Education Act 1996 and the Children's Act 2004.</p> <p>The Council was subject to an Ofsted monitoring visit in early June 2016 which focussed on safeguarding arrangements in schools, children missing from education, children being educated at home and the application of the Prevent agenda in schools. The inspector identified 13 areas where the Council was found to be underperforming. Ofsted's full inspection is likely to report by December. It is clearly important that the Council can demonstrate sufficient improvement to be assessed as adequate.</p> <p>The Council announced in May 2016 its intention to investigate a children's trust model as part of its improvement planning. A report was presented to Cabinet in July 2016 supported by a 'case for change' analysis. An appraisal process and timetable was agreed at that meeting. At its September 2016 meeting Cabinet agreed the draft scope of the proposed Trust and agreed that both the wholly owned company and employee owned mutual would proceed to the design phase. The Trust service scope and delivery option and its governance arrangements will be reported to Cabinet in January 2017.</p> <p>We identified in our initial risk assessment that the key risk was that services for vulnerable children do not show demonstrable improvement and continue to be subject to external intervention. The findings of the Ofsted monitoring report and the continuation of external intervention by the Children's Commissioner means that this risk is not sufficiently mitigated.</p>

Value for Money conclusion

Risk identified	Findings and conclusions
<p>Management of schools</p> <p>The Council's management of the governance of schools was found to be weak and an Education Commissioner was appointed by the Secretary of State. This appointment is continuing and the Birmingham Education Partnership (BEP) has responsibility for implementing the improvement plan. The key risk is that plan implementation will be slower than envisaged and underlying issues will not be effectively addressed.</p>	<p>We concluded that there were weaknesses in the Council's arrangements to manage risks effectively and maintain a sound system of internal control, demonstrating and applying the principles and values of good governance, as part of informed decision making and planning, organising and developing the workforce effectively to deliver strategic priorities as part of strategic resource deployment.</p> <p>The Birmingham Education and Schools' Strategy and Improvement Plan (2015-16) was subject to an LGA peer challenge which reported to the Council in December 2015. The peer challenge considered five work streams. Its findings included the following.</p> <ul style="list-style-type: none"> • The Council has made good progress across the five work streams • There is confidence amongst members, officers and partners that the basics for strong effective city wide system of school improvement • Stronger professional leadership is making a significant impact and governance is now high on the agenda • The Birmingham Education Partnership (BEP) is widely regarded as the right vehicle for school improvement and has good buy-in from schools. <p>These findings are not wholly consistent with the Ofsted monitoring visit findings, which indicated that there are continuing and serious weaknesses in the management of schools. In particular, arrangements for ensuring children with special educational needs receive full time education, weak links with independent schools and ensuring appropriate suitability checks are carried out for potential governors of schools not maintained by the Council.</p> <p>As part of the assessment of schools governance improvement Birmingham Audit (internal audit) have been commissioned to carry out a programme of audits over a two year period. Their findings so far have shown that there are a range of governance issues to address across the schools visited (approximately a third of all Birmingham schools).</p> <p>We identified in our initial risk assessment that the key risk was that plan implementation will be slower than envisaged and underlying issues will not be effectively addressed. Although it is clear that progress has been made with the establishment of the BEP and the implementation of the improvement plan there is still work to do. The pace of school improvement is the key issue affecting our judgement.</p>

Value for Money conclusion

Risk identified	Findings and conclusions
<p>Improvement Panel</p> <p>The Improvement Panel has been in place since January 2015, following the publication of Lord Kerslake's report on the Council's governance. The Panel has reported to the Secretary of State on the progress made by the Council, but has also noted its concerns. The key risk is that the Panel will conclude that the Council is not making sufficient progress in implementing the changes needed.</p>	<p>We concluded that the Panel's continuing engagement is evidence of significant failings in governance arrangements as part of Informed Decision Making.</p> <p>The Panel wrote to the Secretary of State in November 2015, January 2016 and March 2016.</p> <p>The Panel's March 2016 letter referred to the positive improvement that the change in political leadership was having, the strengthening of corporate leadership and the Council's gap analysis of what it needs to do in the next six months. The Panel noted that:</p> <p>"....., much has been done, progress continues to be made, the pace of change is picking up, but the required impact is not yet sufficient. The Panel is hopeful about the prospects for further improvement, but the robustness, resilience and sustainability of the Council's progress is yet to be evidenced."</p> <p>The Panel's letter also refers to the development of the long term financial strategy and raises concerns about the scale and nature of the 2017/18 savings plans in particular. The letter concludes:</p> <p>"....., the Panel believes it would now be appropriate for the political and managerial leadership to be given the chance to work together and demonstrate the Council's ability to deliver the actions outlined in the Council's recent gap analysis, without the current level of intervention. The Panel therefore considers it should stand back for a period, undertaking a review of further progress in the autumn, drawing again on feedback from residents, partners, elected members and staff."</p> <p>The Secretary of State agreed to this course of action in his response.</p> <p>We identified in our initial risk assessment that the key risk is that the Panel will conclude that the Council is not making sufficient progress in implementing the changes needed. We have considered whether the stepping back of the Panel is sufficient for us not to qualify our VfM conclusion. In our view it is not. The Panel was fully engaged with the Council during 2015/16 and it is yet to conclude that sufficient progress has been made in implementing the changes needed.</p>

Value for Money conclusion

Risk identified	Findings and conclusions
<p>Health and Social Care funding</p> <p>The Council has a good track record of controlling health and social care spend and has extensive partnership arrangements with Health bodies. Delivery of service outcomes is dependent on effective partnership working with Clinical Commissioning Groups. The key risk is that partnership arrangements do not fully deliver service outcomes and improvements.</p>	<p>We concluded that the risk was sufficiently mitigated and the Council has adequate arrangements to deliver service outcomes and improvements.</p> <p>We considered the governance arrangements for the Better Care Fund and other pooling agreements. In particular, the clarity of lines of accountability to the Council. We also considered the risk sharing arrangements in place and the partnership arrangements.</p> <p>The Birmingham Better Care Fund totals £100 million for 2015/16 with contributions from the Council and its Health partners. The main decision making forum for the Better Care Fund is the 'Commissioning Executive'. Whilst our work has shown that the governance of the fund is operating effectively and appropriately it is clear that the partnership has not achieved the forecast efficiencies. This is indicative of the weaknesses nationally in the fund implementation.</p> <p>The Council also works with its Health partners through the Learning Disabilities and Mental Health pooled budget. The Council contributed £93.0 million of the total pooled spending of £259.3 million in 2015/16. We found that the joint commissioning board ceased operating in April 2015. This means that there has been inadequate reporting of performance or financial information to all pooled budget members collectively. We are not aware of any plans to address this.</p> <p>We identified in our initial risk assessment that the key risk is that partnership arrangements do not fully deliver service outcomes and improvements. We have noted that the Better Care Fund has not fully delivered due to weaknesses in national implementation. We have also considered the impact of the failure maintain the joint commissioning board for the pooled budget. The lack of oversight has resulted in ineffective working with third parties and needs to be rectified. However, we have seen no evidence that service outcomes and improvements have not been delivered</p>

Value for Money conclusion

Risk identified	Findings and conclusions
<p>Future Council</p> <p>The programme is ambitious and extensive. It has five work streams and it is essential that delivery is effectively managed. The key risk is that deliverables are not clearly identified, project and risk management arrangements are not effective, and as a result changes are not implemented as intended.</p>	<p>We concluded that the risk that deliverables are not clearly identified, and that project and risk management arrangements are not effective was sufficiently mitigated by the arrangements in place during phase one of the programme.</p> <p>The Future Council programme has now moved to its second phase. A Programme Transition Report was presented to Corporate Leadership Team in June 2016. This identified the key outcomes of the first phase and the objectives and approach for the second phase. The report highlights the outcomes achieved, but also notes that there is outstanding activity to be carried forward to phase two. It also notes that the programme governance was thoroughly thought through and generally worked well. Performance against 134 key actions derived from the Kerslake report were tracked and the report identifies that 109 of these were delivered by June 2016. There is also a clear focus on risk management.</p> <p>A briefing document was sent to all staff on the 26 July 2016, providing an outline of the progress made with the Future Council Programme and how it is being developed. This includes five key outcomes from phase one and eight areas where improvements are still needed. Four supporting programmes for phase two; creating an improvement hub, developing the people strategy, implementing the IT and digital strategy and designing services from a citizen perspective through the citizen access strategy.</p> <p>A clear project management structure is outlined, with the establishment of a programme management office. This will have a key role in ensuring that the Council's leadership is clearly sighted on progress and risk management.</p>
<p>Equal Pay</p> <p>The Council has a settlement plan for Equal Pay claims that is dependent on utilising capital receipts. The key risk is that there will be insufficient resources available to meet these commitments.</p>	<p>We concluded that the receipt of funds from asset sales and the continuing fall in the Council's equal pay liability contribute to sufficient resources being available to meet the Councils equal pay commitments.</p> <p>We reviewed the settlement plan and are satisfied that the capital receipts generated are sufficient to meet the Council's anticipated equal pay commitments. During 2015/16 over £200 million of claims have been settled resulting in a reduced provision in the 2015/16 financial statements of £310 million.</p> <p>In previous years there has been greater uncertainty about the extent of the Councils liabilities for the claims as this is dependent on complex law against the particular circumstances at each authority. As more local cases have been settled and information about claims has become clearer, the extent of the Councils liability can be determined with greater certainty.</p>

Audit of the accounts

Audit opinion

We gave an unqualified opinion on the Council's accounts on 30 September 2016.

There were further improvements in the production of the accounts. We received draft financial statements on 13 June 2016 more than two weeks in advance of the statutory deadline. The draft accounts were well presented. The delivery of working papers was also improved compared to previous years. Most were available at the commencement of our audit, and the remainder were delivered in accordance with the agreed timetable.

From 2018 the statutory deadline for accounts production will be 31 May and the Financial Accounts Team is committed to delivering to this deadline in 2017. We will continue to work with the team to help embed the further process changes necessary to meet the earlier deadlines required in future.

Issues arising from the audit of the accounts

We reported the key issues from our audit of the accounts of the Council to the Council's Audit Committee on 12 September 2016 and provided an updated addendum to the Audit Findings Report to the chair of the audit committee under delegated powers on the 29 September 2016. The addendum concerned the accounting treatment of the Council's investment in NEC (Developments) PLC, and is summarised below.

The key comments arising from our audit of the Council's financial statements concern:

- the accounting and disclosures relating to the disposal of the NEC and Grand Central
- our consideration of the going concern assessment
- the equal pay provision

NEC and Grand Central - the disclosures relating to these disposal transactions have been challenging for the Council due to the sensitive nature of these commercial transactions. Our initial review of the draft accounts concluded that there were insufficient disclosures of these two highly material transactions to meet the requirements of the Local Authority Accounting Code and IFRS (International Financial Reporting Standards). We discussed our concerns about the disclosures and amendments were made to both the narrative report, notes to the accounts and the group accounts. Our review of the amended accounts identified an issue with the accounting treatment of the Council's £67 million investment in NEC (Developments) PLC. We concluded that this should be impaired and the accounts were adjusted to reflect this. These changes did not have any impact on the Council's General Fund reserves as at 31 March 2016, or on the Council's continuing obligation with respect to the £73 million loan debt.

Going concern - we considered whether it was appropriate for the Council to prepare its accounts on a 'going concern' basis. In forming this view we consider the Council's forecast financial position for 12 months from the date of our audit opinion. We concluded that:

- the capital receipts generated by asset sales, including the NEC and Grand Central are sufficient to meet current equal pay obligations
- balances provide sufficient cover for any shortfall in savings delivery in the 12 month period but we emphasise that we are not expressing an opinion that balances should be used for this purpose and stress the importance of the actions currently being taken by the Council to respond to the savings challenge.

Audit of the accounts

Equal pay provision – the provision for equal pay claims decreased to £310 million at 31 March 2016 due to the settlement of existing claims and a reduction in the value and volume of new claims reduced. In previous years we have included an emphasis of matter paragraph in our opinion with regard to the Council's equal pay liability, due to the difficulties in accurately estimating equal pay liabilities. We did not include this in this year's audit opinion. Although these are still risks with regard to equal pay claims and settlement, we do not consider that these are significant enough to draw specific attention to them in our audit opinion.

Annual Governance Statement and Narrative Report

We are also required to review the Council's Annual Governance Statement and Narrative Report.

Both documents were prepared in line with the relevant guidance and were consistent with the supporting evidence provided by the Council and with our knowledge of the Council. We noted in our Audit Findings Report that:

- the management of schools had not been included as a significant governance issue in this year's Annual Governance Statement; and
- group governance arrangements were not referred to in the Annual Governance Statement.

Both the Annual Governance Statement and the Narrative Report were published on the Council's website with the draft accounts in line with the national deadlines.

Whole of Government Accounts

We completed our work on the Council consolidation return following guidance issued by the NAO and issued an unqualified report on 30 September 2016.

The completion of the whole of government accounts return is a significant task for the Finance Team due to the value and volume of transactions with other public bodies and the complexity of the Council's accounts. The pre-audit return was submitted by the deadline and appropriate amendments made following completion of the audit. We are grateful for the work carried out by the Finance Team on this.

Our audit approach

Materiality

In our audit of the Council's accounts, we use the concept of materiality to determine the nature, timing and extent of our work, and in evaluating the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for our audit of the Council's accounts to be £45,126,000, which is 1.5 per cent of the Council's gross revenue expenditure. We used this benchmark, as in our view, users of the Council's accounts are most interested in how it has spent the income it has raised from taxation and grants during the year.

Audit of the accounts

We also:

- set a lower level of specific materiality for certain areas such as cash and senior officer remuneration-and exit packages and auditor remuneration; and
- set a threshold of £2,256,000, above which we reported errors to the Audit Committee in our Audit Findings Report.

The scope of our audit

Our audit involves obtaining enough evidence about the amounts and disclosures in the financial statements to give reasonable assurance that they are free from material misstatement, whether caused by fraud or error.

This includes assessing whether:

- the Council's accounting policies are appropriate, have been consistently applied and adequately disclosed;
- significant accounting estimates made by management are reasonable; and
- the overall presentation of the financial statements gives a true and fair view.

We also read the Narrative Report and Annual Governance Statement to check they are consistent with our understanding of the Council and with the accounts on which we give our opinion.

We carry out our audit in line with ISAs (UK and Ireland) and the NAO Code of Audit Practice. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Council's business and is risk based. We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the accounts

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

Risks identified in our audit plan	How we responded to the risk
<p>The revenue cycle includes fraudulent transactions</p> <p>Under ISA (UK&I) 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition.</p>	<p>Having considered the risk factors set out in ISA240 and the nature of the revenue streams at Birmingham City Council, we determined that the risk of fraud arising from revenue recognition could be rebutted, because:</p> <ul style="list-style-type: none"> • there is little incentive to manipulate revenue recognition • opportunities to manipulate revenue recognition are very limited; and • the culture and ethical frameworks of local authorities, including Birmingham City Council, mean that all forms of fraud are seen as unacceptable <p>We did not identify any issues to report</p>
<p>Management over-ride of controls</p> <p>Under ISA (UK&I) 240 it is presumed that the risk of management over-ride of controls is present in all entities.</p>	<p>We:</p> <ul style="list-style-type: none"> • reviewed entity level controls • tested journal entries • reviewed accounting estimates, judgements and decisions made by management • reviewed unusual significant transactions <p>We did not identify any evidence of management over-ride of controls and our review of journal controls and testing of journal entries did not identify any significant issues</p>
<p>Sale of the NEC and Grand Central</p> <p>Risk that complex accounting entries are not correctly posted in the accounts</p>	<p>We:</p> <ul style="list-style-type: none"> • gained an understanding of the transactions including a review of supporting documentation • tested transactions in the financial statements to ensure they were consistent with our understanding including the elimination of lease/investment arrangements and sale proceeds • reviewed accounting entries including the treatment of sale proceeds to ensure they complied with the requirements of the CIPFA Code of Practice <p>We concluded that the Council's investment in NEC (Developments) PLC should be impaired and a £63 million adjustment from long term investments to unusable reserves was made. We also concluded that further disclosures relating to the sale of both the NEC and Grand Central were needed and these were included in the final version of the accounts. We considered the Grand Central profit share payment of £72.9 million, disclosed as an exceptional item and concluded that the payment was in accordance with the agreement with Network Rail.</p>

Audit of the accounts

Risks identified in our audit plan	How we responded to the risk
<p>Actuarial Valuation of LGPS pension liability Under ISA 540 (Accounting Estimates and Related Disclosures), the auditor is required to make a judgement as to whether any accounting estimates with a high degree of estimation uncertainty give rise to a significant risk.</p>	<p>We:</p> <ul style="list-style-type: none"> documented the key controls put in place by management to ensure that the pension fund liability was not materially misstated walked through these key controls to assess whether they were implemented as expected and mitigated the risk of material misstatement in the financial statements reviewed the professional competence, expertise and objectivity of the actuary who carried out the Council's pension fund valuation gained an understanding of the basis on which the IAS 19 valuation was carried out, and carried out procedures to confirm the reasonableness of the actuarial assumptions made reviewed the consistency of the pension fund asset and liability and disclosures in notes to the financial statements with the actuarial report from your actuary <p>We did not identify any issues that we need to bring to your attention.</p>
<p>Equal Pay Provision Under ISA 540 (Auditing Accounting Estimates, including Fair Value Accounting Estimates and Related Disclosures), the auditor is required to make a judgement as to whether any accounting estimates with a high degree of estimation uncertainty give rise to a significant risk.</p>	<p>We:</p> <ul style="list-style-type: none"> reviewed of the assumptions on which the equal pay provision estimate was based considered events or conditions that could change the basis of estimation checked the calculation of the estimate confirmed that the estimate was determined and recognised in accordance with accounting standards considered how management assessed estimation uncertainty and the potential impact of subsequent transactions <p>On the basis of our work, we concluded that the level of estimation uncertainty does not present material estimation uncertainty to the provision included in the accounts.</p>
<p>Valuation of property, plant and equipment The Council revalues its assets on a rolling basis over a five year period. The Code requires that the Council ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements.</p>	<p>We:</p> <ul style="list-style-type: none"> reviewed management's processes and assumptions for the calculation of the valuation estimate, including the instructions issued to valuation experts and the scope of their work discussed with the valuer the basis on which the valuation was carried out tested revaluations made during the year to ensure they were input correctly into the Council's asset register evaluated the assumptions made by management for those assets not revalued during the year <p>The valuer's report for both HRA and General Fund land and buildings was as at 1 April 2015. To ensure that the valuation was not materially misstated as at 31 March 2016 the valuer reviewed the potential movement in values during the year. This resulted in an increase of £38.5 million for assets revalued in 2015/16, and £164.3 million for assets not revalued during 2015/16.</p>

Audit of the accounts

Risks identified in our audit plan	How we responded to the risk
Better Care Fund Risk that transactions are not accounted for correctly	<p>We:</p> <ul style="list-style-type: none">• obtained an understanding of the nature of any Better Care Fund agreements in place, and documented the control environment.• reviewed the accounting treatment of significant agreements• agreed the accounting entries and disclosures in the financial statements <p>Our audit work did not identify any issues regarding accounting treatment that we wished to bring to your attention.</p>

Working with the Council

Our work with you in 2015/16

We are really pleased to have worked with you over the past year. We have established a positive and constructive relationship with key officers and the Audit Committee. Some of the ways we have worked together are summarised below.

Audit efficiency – we worked closely with the Finance Team throughout the year and this enabled us to carry out more work at the interim stage of our audit before the accounts are produced. We had regular briefing meetings with the team throughout the audit, making sure that they were fully aware of any audit issues. We recognise that we still have work to do to further improve our audit efficiency and two key actions are to bring more audit work forward to our interim visits and ensure the prompter clearance of technical issues.

Understanding your operational health – through the value for money conclusion work we provided you with a clear statement on your operational effectiveness and highlighted the key actions you need to take on:

- savings plan delivery
- improving services for vulnerable children
- responding effectively to issues raised by Ofsted
- demonstrating to the Improvement Panel that they can fully disengage
- re-establishing effective governance arrangements for joint commissioning through pooled budgets.

In forming our view we have consulted widely with the Chief Executive, Strategic Directors, other key officers, and the Leader and Deputy Leader. We have also had regular discussions with the current and former Audit Committee Chairs. It is also important that we take into account the views of other external agencies. We have had meetings with the Council's Children's Commissioner and regular briefings with the Vice Chair of the Council's Improvement Panel.

Sharing our insight – we provided regular audit committee updates covering best practice. Areas we covered included Innovation in public financial management, Knowing the Ropes – Audit Committee effectiveness review, Making devolution work, Reforging local government. We have shared our publication on Building a successful joint venture and officers attended the supporting workshops which provided insights from a range of practitioners. We will continue to support you as you consider greater use of alternative delivery models for your services.

Providing training and supporting development – we provided your teams with training on financial accounts and annual reporting. We also hosted a Better Care Fund workshop which enabled your Finance Team to work with colleagues in partner organisations and implement a consistent approach.

Providing information – we provided you with a demonstration of CFO insights, our online analysis tool. This gives you insight on the financial performance, socio-economy context and service outcomes of councils across the country.

Working with the Council

Working with you in 2016/17

Operational issues - responding to our statutory recommendation

The Council is in a challenging position and we have made clear in our statutory recommendation the actions needed. We will review your progress with delivering these and report on progress to the Audit Committee.

We will continue to meet frequently with senior management, members and the Improvement Panel to ensure that we understand the key issues you are tackling and the progress you are making.

Accounts and audit delivery - change in the statutory deadline

The statutory deadlines for accounts and audit delivery change in 2018 to the end of May for accounts and the end of July for the audit. We will continue to work with the Financial Accounts team to help embed the further process changes necessary to meet the earlier deadlines required in future.

Accounting issues - Highways Network Asset

The Code of Practice on Local Authority Accounting requires authorities to account for Highways Network Asset (HNA) at depreciated replacement cost (DRC) from 1 April 2016. This is a major change from the current approach of accounting on a depreciated historic cost basis.

The Code sets out the key principles but also requires compliance with the requirements of the recently published Code of Practice on the Highways Network Asset, which defines the assets or components that will comprise the HNA. This includes roads, footways, structures such as bridges, street lighting, street furniture and associated land. These assets have always been recognised within Infrastructure Assets.

The Code includes transitional arrangements for the change in asset classification and the basis of measurement from depreciated historic cost to DRC. This is expected to have a significant impact on the Council's 2016/17 accounts, both in values and levels of disclosure, and may require considerable work to establish the opening inventory and condition of the HNA as at 1 April 2016.

The nature of these changes means that finance officers need to work closely with colleagues in the highways section and potentially also to engage other specialists to support this work. Some of the calculations are likely to be complex and will involve the use of external models, a combination of national and locally generated rates and a number of significant estimates and assumptions.

We have been working with the Council on the accounting, financial reporting and audit assurance implications arising from these changes. We have issued two Client Briefings which we have shared with you. We will issue further briefings during the coming year to update the Council on key developments and emerging issues.

Appendix A: Reports issued and fees

We confirm below our final fees charged for the audit and provision of non-audit services.

Fees

	Planned £	Actual fees £	2014/15 fees £
Statutory audit of Council	314,168	314,168	418,890
Audit of subsidiaries			
Acivico Limited	37,500	37,500	Nil
Innovation Birmingham Limited	22,500	22,500	19,000
NEC (Developments) PLC	10,000	10,000	Nil
PETPS (Birmingham) Limited	7,500	7,500	Nil
Finance Birmingham Limited	6,800	6,800	6,600
Marketing Birmingham Limited	13,750	13,750	10,550
Subsidiaries total	98,050	98,050	36,150
Housing Benefit Grant Certification	17,594	TBC	29,600
Total fees (excluding VAT)	429,812	TBC	484,640

Fee variations are subject to approval by Public Sector Audit Appointments Ltd.

Fees for other services

Service	Fees £
Audit related services:	
Certification of grant claims (outside PSAA requirements)	16,700
Non audit related services:	
Finance Birmingham – operational support	22,215
Innovation Birmingham – tax advice	6,400
Marketing Birmingham – tax advice	1,315

Reports issued

Report	Date issued
Audit Plan	March 2016
Audit Findings Report	September 2016
Annual Audit Letter	October 2016



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BIRMINGHAM CITY COUNCIL

PUBLIC REPORT

Report to:	CABINET	
Report of:	THE CHIEF EXECUTIVE AND THE STRATEGIC DIRECTOR FINANCE & LEGAL	
Date of Decision:	15th November 2016	
SUBJECT:	CORPORATE REVENUE BUDGET MONITORING 2016/17 MONTH 6 (UP TO 30TH SEPTEMBER 2016)	
Key Decision: Yes	Relevant Forward Plan Ref: 001930/2016	
If not in the Forward Plan: (please "X" box)	Chief Executive approved	
	O&S Chairman approved	X
Relevant Cabinet Member(s):	Councillor Ian Ward	
Relevant O&S Chairman:	Councillor Mohammed Aikhlaq	
Wards affected:	All	

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 6, which is appended to this report.

2. Decision(s) recommended:
2.1 Note the City Council's 2016/17 revenue budget position and the gross pressures identified as at 30 th September 2016.
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 movement of budgets relating to the transfer of services as identified in Section 3 of the report.
2.4 Note the inclusion of grants in the budget as identified in Section 3 of the report.
2.5 Approve the writing off of debts over £0.025m as summarised in Appendix 4 of the report.

Lead Contact Officer(s):	Jon Warlow, Strategic Director Finance and Legal
Telephone No:	0121-303-2950
E-mail address:	jon.warlow@birmingham.gov.uk

3.	Consultation
	<p>Consultation should include those that have an interest in the decisions recommended.</p> <p>3.1 <u>Internal</u></p> <p>Cabinet Members, Strategic Directors, the Acting City Solicitor, Human Resources and Assistant Directors of Finance have been consulted in the preparation of this report.</p> <p>3.2 <u>External</u></p> <p>There are no additional issues beyond consultations carried out as part of the budget setting process for 2016/17.</p>
4.	Compliance Issues:
	<p>4.1 <u>Are the recommended decisions consistent with the Council's policies, plans and strategies?</u></p> <p>The budget is integrated with the Council Business Plan, and resource allocation is directed towards policy priorities.</p> <p>4.2 <u>Financial Implications</u> <u>(Will decisions be carried out within existing finances and Resources?)</u></p> <p>The Corporate Revenue Budget Monitoring document attached gives details of monitoring of service delivery within available resources.</p> <p>4.3 <u>Legal Implications</u></p> <p>Section 151 of the 1972 Local Government Act requires the Strategic Director Finance & Legal (as the responsible officer) to ensure the 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 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.</p> <p>4.4 <u>Public Sector Equality Duty (see separate guidance note)</u></p> <p>There are no additional Equality Duty or Equality Analysis issues beyond any already assessed in the year to date. Any specific assessments needed will be made by Directorates in the management of their services.</p>

5.	Relevant background/chronology of key events:
5.1	At the meeting on 1 st March 2016, the Council agreed a net revenue budget for 2016/17 of £835.281m to be met by government grants and council tax 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. The position is summarised in tabular form in Appendix 3.
6.	Evaluation of alternative option(s):
6.1	Strategic 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	<p><u>To inform Cabinet of:</u> The City Council's 2016/17 revenue budget position and the level of gross pressures identified as at 30th September 2016.</p> <p>The latest monitoring position in respect of the City Council's Savings Programme and the present risks identified in its delivery.</p> <p>The inclusion of grants in the budget as identified in Section 3 of the report.</p> <p><u>To approve:</u> The movement of budgets relating to the transfer of services as identified in Section 3 of the report.</p> <p>The writing off of debts over £0.025m as summarised in Appendix 4 of the report.</p>

Signatures	Date
Strategic Director Finance & Legal
Chief Executive
Deputy Leader

List of Background Documents used to compile this Report:
City Council Business Plan 2016+ approved at Council (1 March 2016).

List of Appendices accompanying this Report (if any):
1. Corporate Revenue Budget Monitoring Document – Month 6 2. 3. 4. 5.

Report Version	V1.0	Dated	4 th November 2016
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CORPORATE REVENUE BUDGET MONITORING REPORT 2016/17 MONTH 6

(up to 30th September 2016)

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1. **Executive Summary**

- 1.1 The City Council has a General Fund net revenue budget of £835.281m. The City Council Business Plan 2016+ recognised that in order to accommodate resource losses and fund budget pressures, savings of £88.210m would be required from Directorates in 2016/17. In addition, there are savings from 2015/16 of £34.814m, where delivery still needs to be monitored, including where they were met on a one-off basis and £0.214m of costs identified relating to the implementation of savings. Total savings to be met in 2016/17 are therefore £123.238m.
- 1.2 Latest projections indicate a pressure of £10.979m in the base budget delivery at year-end and £27.222m of risks relating to the savings programme (after corporate mitigations of £22.796m), giving combined pressures and undeliverable savings of £38.201m at year end. This is a net increase of £0.708m since Month 5. The overall position is summarised in Table 1.
- 1.3 There are three main changes since Month 5. Firstly, an assumption of a £13m transfer from the NHS had been made on the basis of discussions within the STP at meetings in July. In the final meetings with the NHS before the STP was finalised last month, the STP System Board reviewed this assumption and recommended we remove the assumption. Secondly, there have been continuing pressures in Adult Social Care as described in Section 2 of the report. Thirdly, as outlined in Section 3 of the report, following a review of the level of expenditure on redundancies in 2016/17, and subject to the approval by the City Council of a revised Flexible Use of Capital Receipts Strategy, it is now anticipated that there will be a corporate underspend of £14m.
- 1.4 As has been recognised in previous budget monitoring reports to Cabinet, this is an exceptional level of challenge at this stage in the year and the position is receiving the full attention of the Corporate Leadership Team and the Cabinet. A comprehensive mid-year review was carried out as part of the Month 4 Revenue Monitoring report. This identified those areas within the Savings Programme that were considered no longer deliverable and the extent to which these could be offset by one-off mitigations. As part of this review, a number of new savings proposals were also agreed. Directorates are currently working to ensure that the necessary actions are being put in place to ensure these savings are delivered in 2016/17 and future years. They are also developing and implementing plans to further manage the financial issues that the City Council faces in 2016/17. Progress will be reported upon further in future monitoring reports.
- 1.5 The Corporate Leadership Team have taken steps to ensure that their Directorates are conforming to robust governance arrangements with regard to staffing and budget expenditure to reduce the year end projected pressures and undeliverable savings, and have taken decisive action to control all costs going forward for the remainder of this year. These additional measures are being implemented and will strengthen the day to day operational management in reducing workforce and other expenditure. This includes introducing additional management processes for vacancies, freezing recruitment where necessary, reviewing the overtime levels and a robust review of other non-workforce expenditure across the business areas, e.g. non-essential travel. There is also an ongoing review of the usage of agency,

interims and consultants focusing on outcomes, performance management and the need for the expenditure.

- 1.6 Despite this, it should be recognised that the risk of a 'Council-wide' overspend at year end is substantially higher than in recent years. As identified in the Month 4 report, the Council has an unallocated balance of £60m in the Organisational Transition Reserve "available as a contingency to provide a level of safeguard". This unallocated balance is available, if necessary, to address any residual year end overspend. The potential impact on this reserve will be taken into account in the preparation of the 2017+ Business Plan.
- 1.7 A review of the position on each of the savings initiatives is undertaken each month, and the overall Directorate position at Month 6 is summarised for the City Council in Table 2 (and detailed on a Directorate basis in Appendix 3). After mitigations, £96.016m (77.9%) of the required savings total of £123.238m are on course to be delivered.
- 1.8 Section 2 of this report details budget pressures on the net revenue budget and savings not deliverable by Directorates.

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

Directorate	Current Budget	Net Base Budget Pressures			Savings Programme not Deliverable			TOTAL		
		as at			as at			as at		
		Month 6	Month 5	Movement	Month 6	Month 5	Movement	Month 6	Month 5	Movement
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
People Directorate	481.992	7.367	5.371	1.996	42.404	28.252	14.152	49.771	33.623	16.148
Place Directorate	135.433	3.612	4.312	(0.700)	7.614	8.064	(0.450)	11.226	12.376	(1.150)
Economy Directorate	68.064	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Corporate Resources	36.085	0.000	0.000	0.000	0.000	0.290	(0.290)	0.000	0.290	(0.290)
Sub-total Directorates	721.574	10.979	9.683	1.296	50.018	36.606	13.412	60.997	46.289	14.708
Policy Contingency	34.316	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Other Corporate Items	79.391	0.000	0.000	0.000	(22.796)	(8.796)	(14.000)	(22.796)	(8.796)	(14.000)
City Council General Fund	835.281	10.979	9.683	1.296	27.222	27.810	(0.588)	38.201	37.493	0.708
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Table 2 - Summary of Directorate Savings Programme delivery

	Position as at Month 6 £m	Position as at Month 5 £m
Actions in place to fully achieve savings (in line with Policy Decision)	37.803	38.520
Actions in place to fully achieve savings (new Policy Decision required)	0.024	0.024
Actions in place to achieve savings in year only	22.604	22.064
Actions in place but may be some risk to delivery	12.789	26.024
Savings not deliverable	50.018	36.606
Total Directorate Savings Programme	123.238	123.238

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 People Directorate

The Directorate is forecasting a variation of £49.771m (Month 5 £33.623m). This is made up of pressures of £7.367m (Month 5 £5.371m) on the base budget and £42.404m (Month 5 £28.252m) of net savings deemed to be not deliverable in 2016/17.

The increase of £16.148m since Month 5 relates mainly to a change in the assumption regarding the receipt of funding from Health, continued growth in the numbers of agreed Adult Care Packages despite a range of initiatives to reduce service commitments, continued pressure on homelessness costs (particularly relating to temporary accommodation) and additional pressures in Education Services associated with home to school issues.

Base Budget

The base budget pressure of £7.367m forecast at Month 6 relates to the following:

Adults - £8.530m pressure

- **Adult Social Care Packages - £4.544m pressure (Month 5 £5.309m pressure)**

This represents the gap between the estimated budget requirements for packages of care and the forecast commitment based on current packages of care.

The demand for placements based on assessed needs continues to rise and is now at unprecedented levels. Numbers of service users supported following hospital discharges is increasing. The experience of recent years has been that the rate of increase in packages is less in the second half of the year, and as such the forecast does not make any allowance for further net increases in the number of packages beyond that already allowed for in the demography resources already included in the budget.

The Directorate is implementing a number of actions to mitigate the pressures, including:

- the tightening of controls on care related contracts to ensure best value is achieved from care providers
- ensuring application of national frameworks by Clinical Commissioning Groups (CCGs) to secure health related contributions, thereby expediting joint working and decision making

- reviews of current practice, uses of certain care approaches and the use of panels to enhance the value and effectiveness are under consideration and development
- robust challenge of existing and planned care including those clients being transferred from the NHS
- reviewing workforce prioritisation
- ensuring all available income to the service is realised
- ensuring care data is cleansed to improve accuracy and hence commitments and forecasting is in line with expected care requirements

Further initiatives being considered are associated with gaining full cost recovery for facilities used by other parties and reviewing the emergency and short-term placements regarding value for money. In time this is likely to include assessing structural change opportunities through the relationship with the Sustainable and Transformation Programme (STP).

- **Assessment and Support Planning - Deprivation of Liberty Safeguards**

‘The Cheshire West Judgement’ increased considerably the number of people who may be deprived of their liberty and therefore subject to the statutory scheme contained in the Mental Health Act 2005.

The Government provided a one-off grant of £0.597m in 2015/16 to cover the initial cost implications of this decision. The number of cases meant that costs quickly exceeded this amount. The Directorate’s budget was increased by £0.625m in 2016/17 to assist in mitigating these pressures. No additional funding has been made available from Government.

The Directorate has trained and recruited additional Best Interest Assessors for this work and has commissioned additional resource to support the in-house provision. Progress is reported on a monthly basis to the Cabinet Member.

This is a significant national issue and lobbying continues through the Association of Directors of Social Services. A class action against the Government has been raised by four local authorities arguing that there has been a failure to fund the new burden and that this has caused thousands of people to be unlawfully detained. Other current and potential legal cases may extend this issue to include a wider range of cases, including in Children’s services, and may result in a further increase in the projected overspend in this area.

The latest forecast reflects the additional costs of £1.500m. As agreed in the Month 2 Corporate Revenue Monitoring report, this pressure has been met corporately.

- **Homelessness - £4.672m pressure (Month 5 £3.359m pressure)**

The projected pressure includes additional Temporary Accommodation costs of £3.992m which is an increase of £1.513m from Month 5. The numbers of homelessness cases continues to rise and the pressure on temporary accommodation increases. The numbers in Bed and Breakfast accommodation have increased from an average of 161 per week in Month 1 to an average of

288 in Month 6. Average costs per household have also increased by around 50%. Following a review of bad debts, early indications show an in-year increase in bad debts of £0.680m in 2016/17 (a reduction of £0.200m from Month 5).

The Council has a statutory duty to homeless people which includes a duty to provide temporary accommodation. The Council meets this duty through providing a range of different temporary accommodation options for households including hostels, bed and breakfast accommodation (B&B), Council housing stock and properties procured from the private rented sector. The number of people presenting to the Council as homeless has increased significantly during the past 12 months and the availability of suitable property has become scarce and more expensive. Indications are that this is a national problem and may continue to increase in the foreseeable future.

The Homelessness service will transfer from People Directorate to Place Directorate as agreed in the Month 5 report. Future reports will provide more information with regard to how the Homelessness pressure is being managed.

- **Other net variations - £0.686m underspend (Month 5 £1.757m underspend)**
This relates to other net variations including reductions in the use of both agency staff and employee costs. In addition, savings have been made on Supporting People and other non-care contracts. Further mitigations are being made through the release of non-essential agency staff.

Children - £1.163m underspend

- **Education Service Grant (ESG) - £0.711m pressure (no change from Month 5)**
Reductions of £2.400m were required in 2016/17 to offset the impact of changes in ESG grant. Various mitigations have been identified and applied but there is still a residual amount of £0.711m for which mitigations have not been identified.
- **Early Help & Children's Social Care - £2.787m underspend (Month 5 £2.503m underspend)**
There has been a £0.510m underspend on staffing budgets within the Family Support Service due to vacancies held pending the service implementing a revised structure and £0.155m underspend on employee budgets for the five children's homes that have now transferred to an external provider. This has been offset by an increase of £0.300m in other net pressures and these largely explain the movement since Month 5.

There is a projected £1.660m underspend in internal foster care. The service has undertaken a review of current internal foster care capacity in readiness for implementation of the next phase of the improvement plan to grow the in house service.

There is a projected underspend of £1.300m due to a longer mobilisation period on the phased go live of the residential block contract due to securing planning permission and OFSTED registration for individual properties.

The reduction in the number of externally commissioned residential and community based assessment has resulted in a further underspend of £0.417m.

These have been offset by pressures relating mainly to:

- Secure Remand beds with additional costs of £0.425m as a result of decrease in the Youth Justice Board Secure Grant and an increase in bed nights at Secure Training Centres and Secure Children's homes.
- Increased costs of £0.530m relating to accommodation and support to No Recourse to Public Fund families.
- **Travel Assist - £0.500m pressure (no movement since Month 5)**
A forecast budget pressure of £0.500m is reported on pupil guides arising from factors such as increased demand for Guiding hours and increase of casual cover for additional routes not covered by permanent Guides.

Further work is being undertaken by the service to review the existing forecast, including a detailed review of actual transport hire costs. This will enable the service to better understand and explain the factors behind the increase in costs and to improve the overall level of monitoring and management information which in turn may require major system and process changes. The outcome of this will be included in future monitoring reports.

- **Other net variations- £0.413m pressure (Month 5 £0.248m underspend)**
These include pressures on Other Education, Unattached Playing Fields and Disabled Children Social Care as a result of increased placements offset by savings in CityServe as a result of reduced agency costs and generation of additional income.

The Directorate will continue to work to identify other appropriate actions that can be taken.

Savings Programme

People Directorate are forecasting net savings not deliverable of £42.404m.

Following on from the Future Council programme, initiatives in the Maximising Independence of Adults (MIA) work-stream have been brought together as an overall change programme. This will have connections with the Better Care Fund (BCF) and the Sustainability and Transformation Plan (STP). The Programme will work to deliver key offers to support vulnerable adults by helping them to help themselves, offering help when it is needed, and providing ongoing support for those who need it. It has three Sub-Programmes: Assessment and Support Planning Customer Journey, Market Shaping, and Prevention. The Programme is responsible for delivering a number of savings initiatives. However not all original planned savings are deliverable.

The explanations are as follows:

Adults - £12.528m

- **Adult Care Packages - £9.784m (Month 5 £9.362m)**

The Adult Social Care Service has delivered significant savings in recent years whilst tackling the continued increases in demand. Savings were achieved against the Younger Adults re-provisioning programme up to the end of 2015/16 through re-assessments of younger adult clients and moves to more appropriate care settings or through changes to the arrangements commissioned from some providers. However, the scale and pace of the savings targets have proved to be very challenging and there continues to be a shortfall against the figures included in the budget.

- **Supporting People (SP)- balanced position (no change since Month 5)**

The commissioning of new SP contracts for Disabilities was delayed by three to four months due to the complexity of introducing new arrangements together with the commissioned services from the Third Sector. It has been agreed that this pressure of £1.054m will be covered in 2016/17 by a transfer from the Supporting People reserve.

- **Specialist Care Services - £3.536m (Month 5 £2.014m)**

- Enablement £1.500m (no change since Month 5): A review of the enablement service is being undertaken. Efficiency gains within the service require a number of further stages of planning, consultation and approval, and hence the saving will now be delivered from 2017/18
- Care Centres £0.534m (Month 5 £0.514m): Cabinet on 26th July 2016 agreed to consult on changes in the use of two of the four Care Centres. The outline Business Case identified that the preferred option would not deliver the savings target of £0.300m in 2016/17 and that there are likely to be one-off costs of £0.214m which would lead to a higher overall pressure
- Day Care provision £0.702m (Month 5 nil): Changes to the internal day care provisions are currently subject to consultation. The Directorate is also considering a wider review of Day Care opportunities across both internal and external provision. A report will be presented to a future Cabinet meeting, discussing the findings of the consultation and making recommendations
- Telecare £0.800m (Month 5 nil): This is an interim assessment of the likely impact. A report was received by Cabinet on 18th October 2016 outlining the way forward for the Telecare service. There are currently a number of outstanding issues being dealt with as part of the changeover to the new arrangements.

- **Other mitigations – (£0.792m)**

The net position has been reduced by £0.792m as a result of new savings proposals agreed as part of the Month 4 Revenue Monitoring and Mid-Year review report.

Health - £28.400m (Month 5 £15.400m)

Given the update on the assumption of the £13m transfer from the NHS, the figures below have been amended to reflect the removal of this.

- **Better Care Fund (BCF) - £8.400m**

In early 2016, the Council and health partners submitted a Better Care Fund Plan in line with Government Guidance. The BCF contained funding transferred from the Department of Health's NHS budget through the Department of Communities and Local Government (DCLG) to local government to allow local care and health communities to share investment in sustaining and improving their local system. The Plan included a collective vision for the Birmingham health and care system by 2019.

The priorities set out in the Better Care Fund Plan and a wide range of work supporting this aimed to produce cost savings. As part of the BCF Plan it was originally assumed that the City Council will receive £8.400m in 2016/17. Due to a revision by Government of the performance element of the BCF these savings will not be delivered in the way originally envisaged in the Plan. We are therefore working closely with health colleagues to develop detailed plans to mitigate this change and this will form part of the wider discussions referred to in the Sustainability and Transformation Plan mentioned below.

- **Sustainability and Transformation Plan (STP) - £20.000m**

The STP is a Government requirement to make wide reaching changes to the national health and social care system. Sustainability and Transformation Plans are being prepared by 44 areas across the country including the Birmingham and Solihull area. This offers the opportunity to build a place based collaborative care and health system that moulds itself around the needs of local people. A System Board has been established in order to oversee the preparation of the STP, and manage its subsequent delivery. The City Council's Business Plan 2016+ has assumed £20m of efficiency savings resulting from whole system change on adult social care and NHS spend. This and later year assumptions, combined with the BCF savings described above, have been incorporated into the STP gap analysis. An updated position will be reported in due course as part of future monitoring reports.

Children - £1.476m

- **Early Help and Children's Social Care (Month 5 nil)**

The service has a savings target of £0.705m in 2016/17, rising to £10.600m in 2019/20. The savings are to be achieved from a combination of reduced numbers of looked after children and more children in internal foster care. At Month 6 it is forecast that the 2016/17 savings will be achieved.

- **Travel Assist - £1.388m (no movement since Month 5)**

The service has a £2.463m savings target for 2016/17. An approach was initially identified that would involve three implementation phases. During 2016/17, it was recognised that full delivery would be over two years, resulting in an expected shortfall of £1.388m in year.

Events over the summer term regarding the appeals to proposed changes have prompted a more thorough top down review of Travel Assist's operational capacity. This will need to be addressed through fundamental changes in support and practice. The ability of the service to deliver the full saving of £2.463m is at risk, resulting in further potential undeliverable savings of £1.075m. Work is ongoing to assess this and the outcome will be reported on in future monitoring reports.

- **Unattached Playing Fields - £0.088m (no movement since Month 5)**

The total saving of £0.268m has been brought forward from 2015/16 as the action plan for savings progressed slowly during last year due to complex legal issues. This covers 31 unattached playing fields with a number of different solutions. Options are being considered ranging from transfer to schools, renegotiation of leases and disposal of sites. There is expected to be an in year shortfall against delivery of £0.088m due to the complexities around delivery of the saving.

- **Private Finance Initiative (PFI) / Building Schools for the Future (BSF) - balanced position (no movement since Month 5)**

Work has been undertaken by the service to reduce the costs and affordability gap associated with the PFI / BSF contracts. For 2016/17 this is expected to yield total savings of £1.863m, of which approximately £1.000m is non recurrent. This will be used to fully meet the savings target of £0.700m in year and the balance of £1.163m will be used to offset the ongoing PFI pressure from 2015/16 and Education Services Grant base budget shortfall.

2.2 Place Directorate (excluding Housing Revenue Account)

The Directorate is reporting a forecast variation of £11.226m (Month 5 £12.376m), made up of pressures of £3.612m on the base budget and a net £7.614m of Savings Programme deemed to be not deliverable in 2016/17. The reduction of £1.150m since Month 5 largely relates to realignment of charges for central support costs (CSC's) to Adult Education Services, additional savings in Business Support and savings on prudential borrowing due to slippage in capital projects for Bereavement Services.

Base Budget

A base budget pressure of £3.612m is forecast at Month 6 relating to the following:

- **Waste Management Services - £2.634m pressure**

A Service Improvement Plan has been developed and is being implemented to stabilise the service following the completion of the roll out of the wheeled bins. A number of projects and management actions are being implemented including: performance management framework, optimising the route planning, reducing missed collections, waste prevention and enforcement, rebalancing the workforce and reducing agency staff and completing the re-structuring of the back office support. This base budget pressure relates primarily to employees and other operational costs in the delivery of the new service and this is expected to reduce as the Service Improvement Plan continues to be implemented.

- **Sport and Events - £1.000m pressure**

The Directorate has previously reported a pressure of £1m relating to the externalisation of the Alexander Stadium – this was due to delay in implementing the initial strategy following concerns expressed during the consultation with the market. A new strategy was approved by Cabinet on 20th September 2016 and this will now be implemented as soon as practicable. It is unlikely that the reported pressure in 2016/17 will be reduced but it is expected to be mitigated in 2017/18 providing the externalisation is successfully completed by April 2017.

- **Other Services - £0.022m underspend**

This relates to:

- £0.150m for Markets, due in part to the on-going legal lease negotiations and the impact from the relocation of the existing traders to the new Wholesale Market in Witton
- Regulatory Services of £0.152m. These relate to a range of services including Registrars, Coroners, Licensing and Bereavement Services
- Adult Education Services £0.400m underspend as a result of re-alignment of charges for corporate services
- Other minor pressures of £0.076m

Savings Programme

Place Directorate is forecasting net savings that are considered not deliverable of £7.614m

The explanation of the savings considered not deliverable is as follows:

- **Community Safety and Equalities - £0.922m**

This saving includes the re-organisation of the Equalities Team of £0.322m, securing some potential resources from the Local Police and Crime Panel for the public CCTV of £0.300m and the Safer Places Team of £0.500m, offset by £0.200m use of reserves. Alternative long term proposals will be developed by the Council for the CCTV and Safer Places Team. In addition, a review of the Equalities Team is in progress following the recent

retirements within the Equalities Team and it may be possible to partially deliver some savings in 2016/17. The latter will be reported in future reports.

- **Neighbourhood and Community Services - £2.066m**

This relates primarily to the Community Libraries Services due to delays in the development of a new operational model. There are also delays in the decommissioning of the Community Play and Development Service and the programme to redesign and rationalise local assets to deliver services in the future with fewer separate buildings.

- **Waste Management Services - £4.366m**

The major savings not deliverable include the transfer of the Queslett Site to private ownership, the partial delivery of the three R's project to Reduce, Reuse and Recycle waste, the redesign of street cleaning and the proposal to pass costs of new bins on to the developers of new estates. A number of management actions (as part of the Service Improvement Plan) continue to be implemented including the rigorous control of non-essential expenditure to reduce spend as far as possible without impacting of important health and safety issues including development of and consultation on a proposed whole service workforce re-organisation to ensure that service is delivered in the most effective and efficient manner. This is expected to deliver savings in 2017/18.

- **Other Services - £0.260m**

This relates to a range of services including Licensing, Coroner and Mortuary, Markets and Parks. This has been offset by additional savings in Business Support, use of reserves and other technical adjustments.

Additional work continues to be undertaken by the Directorate to identify further necessary management actions and mitigations needed to be implemented to improve the position.

2.3 **Economy**

Economy is forecasting a break-even position at Month 6 (no movement since Month 5).

Base Budget

There are no base budget pressures being forecast within Economy.

Savings Programme

Economy is reporting a break-even position at Month 6 after corporate mitigations (as agreed as part of the Month 2 Corporate Revenue Monitoring report).

2.4 Corporate Resources

Corporate Resources is reporting a break-even position on base budget and savings programme (Month 5 £0.290m).

2.5 Housing Revenue Account

A balanced HRA Budget was approved for 2016/17 (expenditure of £283.4m funded by equivalent income). The budget was based on the new national rent policy of -1% that will be implemented in each year from 2016/17 to 2019/20.

A balanced year-end position is projected. The current budgets and the forecast year-end financial position are summarised in the table below:

Service	Current Budget £m	Year End Variation Projection £m
Rent/Service Charges (net of Voids)	(283.4)	2.4
Repairs and Maintenance	65.6	(0.5)
Contributions for Capital Investment	75.2	-
Capital Financing Costs	54.8	1.4
Local Office / Estate Services / Equal Pay	87.8	(3.3)
Net Position	-	-

The strategy of utilising any underspends for the repayment of debt 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 re-payment has already been re-profiled to take into account the new national rent policy and as reported to City Council on 1st March 2016 as part of the City Council Business Plan 2016+).

2.6 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 Business Plan and Budget 2016+, with any surplus or deficit being required to be carried forward and taken into account as part of the 2017/18 budget setting process.

Council Tax

The overall net budget for Council Tax is £289.8m in 2016/17. In addition, the Council collects the precepts on behalf of the Fire and Police Authorities. A surplus was forecast and reported in the Month 4 report of which the Council's share was £5.051m (£3.716m in year plus £1.335m brought forward). This position is unchanged for Month 6.

Business Rates

Currently the Council retains just under half of all business rates collected under the Business Rates Retention Scheme. The overall budgeted level of Business Rates in 2016/17 is £420.1m (excluding the Enterprise Zone), of which the Council's retained share is £205.8m. An in-year deficit was forecast and reported in the month 4 report of which the Council's share was £1.626m. As with Council Tax, this position is unchanged for month 6.

In addition to the in-year position, a cumulative deficit was brought forward from 2015/16 (over and above that budgeted for) which has previously been reported in the 2015/16 Outturn Report. The Council's share is £2.710m.

An overall forecast deficit of £4.336m (£1.626m in year plus £2.710m brought forward) relating to the Council's share is therefore still anticipated.

Taking the position on Council Tax and Business Rates together a total surplus of £0.715m (£5.051m Council Tax Surplus less £4.336m Business Rates Deficit) relating to the Council's share is anticipated to be carried forward and taken into account in the 2017/18 budget setting process.

In addition, aspects of the Business Rates regime also impact on the General Fund in the form of grants as compensation for specific types of reliefs awarded introduced by the government, such as small business relief. There is a forecast increase in this income of £0.261m compared with the budget. This is an increase of £0.075m on the position previously reported at Month 4.

3. **Resource Allocations and Other Corporate Updates**

3.1 **General Policy Contingency**

The unallocated balance on the General Policy Contingency is £2.904m.

3.2 **Other Corporate Mitigations**

The expected level of expenditure on redundancies in 2016/17 has been reviewed and it is now anticipated that this will be lower than originally envisaged. It is intended that a revised Flexible use of Capital Receipts Strategy for 2016/17 will be submitted to the City Council which, if approved, will identify alternative eligible revenue expenditure. It is therefore expected that there will be a corporate budget saving of £14m.

3.3 **Grants**

Corporate Resources is expected to receive the following revenue funding for 2016/17 which has been allocated by the Government rather than being bid for by the service. These new grants will be matched by additional revenue expenditure. These amounts will be built into the revenue budget.

- Elections: £1.231m and £0.811m for the holding of the European Referendum and the Police and Crime Commissioner election respectively and £0.603m for supporting the introduction of Individual Electoral Registration (IER).
- Benefit Service - £0.676m allocation of funding from the Department of Works and Pensions (DWP) to meet new burdens as a result of the implementation of welfare reform relating to the lowering of the benefit cap, allocated on the basis of expected number of households in scope for the benefit cap within each Local Authority. Additional responsibilities and initial costs relate to the processing of Housing Benefit claims and support on all capped cases together with staff training & awareness, plus on-going costs associated largely with new claims and change of circumstance. Approval is sought to utilise the grant within the Benefit Service to fund the resources to carry out these activities.
- Housing Benefit – The government contribution to BCC for Discretionary Housing Payments (DHP) has increased by £0.749m, compared to the budget, to assist with the transition of Housing Benefit claimants to new entitlement following welfare reform changes affecting Local Housing Allowance, removal of the spare room subsidy, and the benefits cap. Approval is sought to increase DHP expenditure in 2016-17 in line with the funding allocation.
- Revenues & Benefits – The Department for Communities & Local Government allocates funding to Local Authorities for the administration of Localised Council Tax Support schemes based on benefit caseload data split by pensioner and working age claimants, and factors in labour and accommodation costs. The allocation for Birmingham exceeds the budget estimate by £0.371m in 2016-17. Approval is sought to increase the revenue budget to reflect this change.

3.4 Transfer of service areas

The Council continues to periodically review the Directorate Service responsibilities with the aim of securing the most appropriate service delivery arrangements to ensure that these are delivered effectively in a co-ordinated manner. It is proposed to transfer the following budgets at Month 6 (in addition, all reserves and balances and future approved savings will transfer):

- Digital Birmingham from the Economy Directorate to Corporate Resources, to be included under the Assistant Director for ICT Strategy. The net revenue budgets that will transfer are £101.852m

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
Adults with Mental Health Needs	14.588	(0.144)	14.444	1.243	0.895	2.138
Older Peoples Services	83.668	13.862	97.530	0.671	(0.447)	0.224
Persons with No Recourse to Public Funds	0.104	0.000	0.104	0.011	0.000	0.011
Homelessness	2.877	(0.060)	2.817	4.672	0.000	4.672
Adults with a Physical Disability	22.613	0.878	23.491	1.760	1.537	3.297
Service Strategy	67.294	(5.120)	62.174	2.935	2.736	5.671
Adults with a Learning Disability	90.765	(2.156)	88.609	2.834	5.683	8.517
Housing Strategy	1.952	(0.100)	1.852	(0.918)	0.000	(0.918)
Other Adult Services	3.755	2.269	6.023	(4.678)	1.324	(3.354)
Supporting People	24.666	0.000	24.666	0.000	0.800	0.800
Public Health	(0.006)	0.006	0.000	0.000	0.000	0.000
Subtotal Adults	312.276	9.434	321.709	8.530	12.528	21.058
Education and Skills	53.974	11.323	65.296	0.711	0.000	0.711
Schools Budgets	(143.014)	(12.926)	(155.940)	0.000	0.000	0.000
Commissioning & Performance	5.143	(0.742)	4.401	0.076	0.000	0.076
Children With Complex Needs	104.497	1.756	106.253	0.590	1.388	1.978
Early Help & Childrens Soc Care	152.064	1.135	153.199	(2.787)	0.000	(2.787)
Business Support	21.065	1.039	22.103	0.248	0.088	0.336
Accounting Adjustment/MRP Component of Contract Payments	(6.491)	0.000	(6.491)	0.000	0.000	0.000
Subtotal Children	187.238	1.584	188.821	(1.163)	1.476	0.313
Health	(28.539)	0.000	(28.539)	0.000	28.400	28.400
Subtotal Health	(28.539)	0.000	(28.539)	0.000	28.400	28.400
People Directorate Total	470.974	11.017	481.992	7.367	42.404	49.771
Community Sports & Events	6.916	(0.005)	6.911	1.000	0.000	1.000
Fleet and Waste Management	52.041	0.836	52.877	2.634	4.366	7.000
Parks and Nature Conservation	14.424	(0.253)	14.171	0.130	0.276	0.406
Bereavement Services	(2.782)	(0.014)	(2.796)	(0.200)	0.000	(0.200)
Markets	(1.908)	(0.099)	(2.008)	0.150	0.150	0.300
Business Support	2.479	(0.029)	2.450	(0.100)	(0.200)	(0.300)
Equalities, Cohesion & Safety	0.217	0.481	0.698	(0.222)	0.922	0.700
Engineering & Resilience Services	0.292	0.241	0.533	0.000	0.000	0.000
Regulatory Services	5.393	0.045	5.438	0.152	0.234	0.386
Private Sector Housing	0.098	(0.543)	(0.445)	0.300	0.000	0.300
Neighbourhood Community Services	12.134	1.850	13.984	0.504	2.066	2.570
Birmingham Adult Education	0.227	(0.213)	0.014	(0.400)	0.000	(0.400)
Central Support Costs	11.210	2.035	13.245	(0.336)	(0.200)	(0.536)
Culture & Visitor Economy	33.099	(0.115)	32.984	0.000	0.000	0.000
City Centre Management	0.007	(0.005)	0.002	0.000	0.000	0.000
Accounting Adjustment/MRP Component of Contract Payments	(2.625)	0.000	(2.625)	0.000	0.000	0.000
Place Directorate Total	131.219	4.213	135.433	3.612	7.614	11.226
Development Management Services	4.250	4.002	8.252	0.000	0.000	0.000
Planning & Regeneration	4.588	(0.243)	4.344	0.000	0.000	0.000
Highways Services	33.041	(0.212)	32.829	0.000	0.000	0.000
Transportation and Connectivity	49.146	0.309	49.455	0.000	0.000	0.000
Shelforce	(0.101)	0.000	(0.101)	0.000	0.000	0.000
Employment Services	1.117	4.260	5.377	0.000	0.000	0.000
GBSLEP Executive	0.226	0.000	0.226	0.000	0.000	0.000
Accounting Adjustment/MRP Component of Contract Payments	(32.319)	0.000	(32.319)	0.000	0.000	0.000
Economy Directorate Total	59.947	8.116	68.064	0.000	0.000	0.000

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
City Finance	6.833	1.313	8.146	0.000	0.000	0.000
Birmingham Audit	2.377	0.000	2.377	0.000	0.000	0.000
Elections Office	1.732	0.000	1.732	0.000	0.000	0.000
Legal & Democratic Services	5.822	0.010	5.831	0.000	0.000	0.000
Shared Services Centre	2.198	0.000	2.198	0.000	0.000	0.000
Business Transformation Legacy Costs	39.267	(0.873)	38.394	0.000	0.000	0.000
Charities & Trusts - Support	0.050	0.045	0.095	0.000	0.000	0.000
Directorate Wide Recharges	(28.346)	(0.460)	(28.806)	0.000	0.000	0.000
Insurance	0.014	(0.013)	0.000	0.000	0.000	0.000
Corporate Resources Other Services	1.708	0.052	1.760	0.000	0.000	0.000
Building Consultancy	1.164	0.001	1.165	0.000	0.000	0.000
Urban Design	(0.533)	0.000	(0.533)	0.000	0.000	0.000
Catering & Building Cleaning	(0.100)	0.000	(0.100)	0.000	0.000	0.000
Facilities Management	(0.631)	0.000	(0.631)	0.000	0.000	0.000
Business Loans & Other Investments	(0.727)	0.976	0.249	0.000	0.000	0.000
Subtotal Finance & Legal	30.829	1.049	31.878	0.000	0.000	0.000
Corporate Strategy	(0.096)	(0.035)	(0.131)	0.000	0.000	0.000
Procurement	(0.338)	0.133	(0.205)	0.000	0.000	0.000
Human Resources	7.437	1.407	8.844	0.000	0.000	0.000
Revenues & Benefits Division	(2.548)	0.048	(2.500)	0.000	0.000	0.000
Core ICT	(10.132)	0.000	(10.132)	0.000	0.000	0.000
Customer Services	8.629	0.268	8.897	0.000	0.000	0.000
Subtotal Integrated Support Services and Change	2.952	1.821	4.772	0.000	0.000	0.000
Birmingham Property Services	(1.337)	0.719	(0.618)	0.000	0.000	0.000
Major Projects	0.000	0.053	0.053	0.000	0.000	0.000
Subtotal Major Projects	(1.337)	0.772	(0.565)	0.000	0.000	0.000
Corporate Resources Total	32.443	3.642	36.085	0.000	0.000	0.000
Total Directorate Spending	694.584	26.989	721.573	10.979	50.018	60.997
Policy Contingency	54.469	(20.153)	34.316	0.000	0.000	0.000
Other Corporate Items	86.228	(7.837)	79.391	0.000	(22.796)	(22.796)
Centrally Held Total	140.696	(27.989)	113.707	0.000	(22.796)	(22.796)
Proposed Transfers to / (from) reserves				0.000	0.000	0.000
Net Budget Requirement	835.281	0.000	835.281	10.979	27.222	38.201
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000

Policy Contingency Month 6 Monitoring to 30th September 2016

	Original Budget 2016/17	Approvals / Adjustments in Voyager	Revised Budget 2016/17	Approvals / Allocations not yet in Voyager as at 30th September	Proposals awaiting approval at 30th September	Remaining Contingency if proposals approved
	£'000	£'000	£'000	£'000	£'000	£'000
Redundancy Costs			0			0
Car Park Closure Resources	350	(98)	252	(252)		0
Carbon Reduction	1,020		1,020			1,020
Inflation Allowance	15,641	(1,240)	14,401			14,401
Highways Maintenance	750		750			750
Provision for unachievement of savings	10,750	(750)	10,000			10,000
Youth Strategy	1,000	(1,000)	0			0
Birmingham Jobs Fund	2,000	(2,000)	0			0
Business Charter for Social Responsibility	6,539	(6,539)	0			0
Improvement Expenditure	11,395	(7,133)	4,262			4,262
Combined Authority	500		500			500
Subtotal Specific Contingency	49,945	(18,760)	31,185	(252)	0	30,933
General Contingency	4,524	(1,393)	3,131	(180)	(47)	2,904
Total Contingency	54,469	(20,153)	34,316	(432)	(47)	33,837

Directorate Savings Programme – Position at Month 6

Directorate	Description	Savings 2016/17 £m	Actions in place to fully achieve Savings (in line with Policy Decision) £m	Actions in place to fully achieve Savings (new Policy Decision required) £m	Actions in place to achieve savings in year only £m	Actions in place but some risk to delivery £m	Savings not deliverable £m	Savings not deliverable - last month £m
	Improving efficiencies. We want to make sure that all services have clear plans regarding how they spend money on workforce costs.	5.209	5.209	0.000	0.000	0.000	0.000	0.000
People	Reduction in Adult Running Costs.	1.111	1.111	0.000	0.000	0.000	0.000	0.000
	Step up of savings re: Third Sector Commissioning and Supporting People.	3.400	2.346	0.000	1.054	0.000	0.000	0.000
	Adults and Communities Transformation programme.	10.631	0.000	0.000	0.000	2.945	7.686	6.606
	Joint Adults and Children's approach to transitions	1.000	0.000	0.000	0.000	0.000	1.000	1.000
	Redesign and integrate services at scale across the health and social care economy.	20.000	0.000	0.000	0.000	0.000	20.000	15.400
	Better Care Fund	8.400	0.000	0.000	0.000	0.000	8.400	0.000
	Public Health – Commissioning.	1.250	1.250	0.000	0.000	0.000	0.000	0.000
	Public Health – Decommissioning.	3.315	3.315	0.000	0.000	0.000	0.000	0.000
	Public Health. Recommission of contracts and change of specifications for 'lifestyle services'.	1.200	0.000	0.000	0.000	1.200	0.000	0.000
	Step up of previous Early Years savings.	1.000	0.000	0.000	0.000	1.000	0.000	0.000
	Promote independent travel and reduce reliance on council funded transport, underpinned by clear policy.	2.463	0.000	0.000	0.000	1.075	1.388	1.388
	Assistive Technology	1.600	0.800	0.000	0.000	0.000	0.800	0.800
	Expansion of internal services – Shared Lives.	1.785	0.000	0.000	0.000	0.000	1.785	1.785
	Changes in internal services – Home Care Enablement.	1.480	0.000	0.000	0.000	0.000	1.480	1.480
	Further reduction in Younger Adults Care Packages (additional support).	1.068	0.000	0.000	0.000	0.000	1.068	1.068
	Further reduction in Younger Adults Care Packages (BAU).	7.638	0.000	0.000	0.000	0.000	7.638	7.538
	Joint Adults and Children's approach to transitions.	1.000	0.000	0.000	0.000	0.000	1.000	1.000
	Expansion of Internal Services - Shared Lives	1.707	0.000	0.000	0.000	0.000	1.707	1.707
	Changes to Internal Services - Home Care Enablement	1.050	0.000	0.000	0.000	0.000	1.050	1.050
	Internal Care Review - Home Care Enablement.	1.500	0.000	0.000	0.000	0.000	1.500	1.500
	Other	(16.145)	(5.319)	0.000	0.100	3.172	(14.098)	(14.070)
People Total		61.662	8.712	0.000	1.154	9.392	42.404	28.252
	Markets	1.000	0.850	0.000	0.000	0.000	0.150	0.150
	Redesign street cleansing and a combination of enforcement, education and community marketing to encourage residents and businesses to keep streets/footpaths tidy.	1.500	0.000	0.000	0.000	0.000	1.500	1.500
	SN7 Reduce Reuse Recycle - Reduce failures/failed waste collections.	3.082	1.400	0.000	0.000	0.000	1.682	1.682
	Other	12.916	8.760	0.024	0.250	0.000	3.882	4.332
Place Total		25.328	17.440	0.024	0.250	0.000	7.614	8.064

Appendix 3

Directorate	Description	Savings 2016/17 £m	Actions in place to fully achieve Savings (in line with Policy Decision) £m	Actions in place to fully achieve Savings (new Policy Decision required) £m	Actions in place to achieve savings in year only £m	Actions in place but some risk to delivery £m	Savings not deliverable £m	Savings not deliverable - last month £m
Economy	Highways Maintenance. Refinance of the PFI contract, review capital expenditure, review routine and reactive maintenance.	1.500	0.000	0.000	1.500	0.000	0.000	0.000
	Highway Maintenance & Management Services (Private Finance Initiative)	1.000	0.000	0.000	1.000	0.000	0.000	0.000
	Other	5.166	1.563	0.000	3.139	0.464	0.000	0.000
Economy Total		7.666	1.563	0.000	5.639	0.464	0.000	0.000
Corporate Resources	Improving efficiencies. We want to make sure that all services have clear plans regarding how they spend money on workforce costs.	2.360	0.000	0.000	2.187	0.173	0.000	0.000
	Reduce Local Welfare Assistance Provision Scheme.	1.600	1.600	0.000	0.000	0.000	0.000	0.000
	Service Birmingham	6.800	0.500	0.000	6.300	0.000	0.000	0.000
	Service Birmingham. We are proposing to reduce our ICT costs.	2.800	0.000	0.000	2.800	0.000	0.000	0.000
	Targeted net improvement in the housing benefit subsidy by reclaiming Housing Benefit Grant overpayments.	2.000	2.000	0.000	0.000	0.000	0.000	0.000
	To reduce the amount the Council spends on Information and Communication Technology (ICT) over the next few years.	2.500	2.500	0.000	0.000	0.000	0.000	0.000
	Acceleration of savings.	1.500	1.500	0.000	0.000	0.000	0.000	0.000
	Other	4.476	1.842	0.000	1.074	1.560	0.000	0.290
Corporate Resources Total		28.436	9.942	0.000	15.561	2.933	0.000	0.290
Cross Cutting	Other	0.146	0.146	0.000	0.000	0.000	0.000	0.000
Cross Cutting Total		0.146	0.146	0.000	0.000	0.000	0.000	0.000
Grand Total		123.238	37.803	0.024	22.604	12.789	50.018	36.606

MONTH 5

123.238

38.520

0.024

22.064

26.024

36.606

Notes:

1. Corporate mitigations of £22.796m have been identified against the Savings Programme. These would result in total net savings not deliverable of £27.222m.

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 returned 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 2016/17, from 1st August 2016 to 30th September 2016, further items falling under this description in relation to Benefit overpayments have been written off under delegated authority. The table below details the total approved gross value of these amounts written off of £0.447m, which Members are asked to note.

Age analysis	Up to 2010/11	2011/12 – 13/14	2014/15 -16/17	Total
	£m	£m	£m	£m
Benefit Overpayments	0.021	0.066	0.360	0.447
Total				0.447

Section (d) 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 for Service Birmingham Revenues 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 by 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.

Cabinet are requested to approve the writing off of business rates debts to the Council which are greater than £0.025m, totalling £1.336m as detailed in Section (c) of this Appendix. Further information in respect of these is available on request.

In 2016/17, from 1st August 2016 to 30th September 2016, further items falling under this description in relation to Council Tax have been written off under delegated authority. The table below details the total approved gross value of these amounts written off of £1.119m, which Members are asked to note.

Age analysis	Up to 2010/11	2011/12 - 13/14	2014/15 -16/17	Total
	£m	£m	£m	£m
Council tax	0.359	0.286	0.474	1.119
Business rates	-	-	-	-
TOTAL	0.359	0.286	0.474	1.119

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

c. **Business Rates Write Offs**i) **Business Rates**

Case No.	Supporting Information Further information in respect of the Business Rates Write Offs listed below is available on request.	Total Debt
1	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for period 01/04/2008 to 26/03/2009 – (6003152296) - £7,714.31 Property 2 - Business Rates due for period 01/04/2008 to 26/03/2009 – (6003647372) - £15,073.27 Property 3 - Business Rates due for period 01/04/2008 to 02/03/2009 – (6004251943) - £10,665.41 Property 4 - Business Rates due for period 01/04/2008 to 02/03/2009 – (6004077029) - £2,653.96 Property 5 - Business Rates due for period 01/04/2008 to 02/03/2009 – (6004077030) - £9,212.98 Property 6 - Business Rates due for period 01/04/2008 to 02/03/2009 – (6003680220) - £15,696.88 Property 7 - Business Rates due for period 01/04/2008 to 02/03/2009 – (6003662853) - £3,841.39	£64,858.20
2	Liability Period(s)/Account Ref Number(s) Business Rates due for period 23/07/2007 to 06/04/2009 – (6004216135)	£32,079.55
3	Liability Period(s)/Account Ref Number(s) Business Rates due for period 01/04/2008 to 14/06/2009 - (6004328356)	£74,870.38
4	Liability Period(s)/Account Ref Number(s) Business Rates due for period 29/07/2008 to 15/10/2009 - (6004359986) - £34,920.36	£34,920.36
5	Liability Period(s)/Account Ref Number(s) Business Rates due for period 28/07/2008 to 27/11/2009 – (6004365364)	£70,974.88
6	Liability Period(s)/Account Ref Number(s) Business Rates due for period 12/09/2008 to 02/06/2009 – (6004384676)	£30,955.72
7	Liability Period(s)/Account Ref Number(s) Business Rates due for period 01/10/2008 to 31/01/2010 – (6004388565)	£33,638.01
8	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for period 23/10/2008 to 30/12/2009 – (6004393462) - £25,874.69 Property 2 - Business Rates due for period 20/09/2008 to 24/01/2009 – (6004441994) - £26,456.11	£52,330.80

9	Liability Period(s)/Account Ref Number(s) Business Rates due for period 30/09/2008 to 25/11/2008 – (6004393962)	£27,689.59
10	Liability Period(s)/Account Ref Number(s) Business Rates due for period 25/10/2008 to 13/09/2009 – (6004394545)	£44,252.26
11	Liability Period(s)/Account Ref Number(s) Business Rates due for period 07/11/2008-31/03/2009 – 6004405956	£54,346.35
12	Liability Period(s)/Account Ref Number(s) Business Rates due for period 22/8/08-25/6/09 - 6004410773	£52,559.44
13	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for period 27/10/08-06/01/09 – 6004415881 - £16,952.84 Property 2 - Business Rates due for period 07/01/09-23/08/09 – 6004468620 - £28,497.48 Property 3 - Business Rates due for period 07/01/09-14/06/10 – 6004635163 - £66,873.86	£112,324.18
14	Liability Period(s)/Account Ref Number(s) Property 1 - Business Rates due for period 01/04/2007 to 01/03/2009 – (6004403518) - £22,899.30 Property 2 - Business Rates due for period 01/04/2008 to 01/03/2009 – (6004403494) - £15,357.99	£38,257.29
15	Liability Period(s)/Account Ref Number(s) Business Rates due for period 19/05/2008 to 29/04/2009 – (6004423936)	£26,479.68
16	Liability Period(s)/Account Ref Number(s) Property 1: Business Rates due for period 12/11/08 to 21/2/12 (6004430588) - £111,509.54 Property 2: Business Rates due for period 12/11/08 to 21/2/12 (6004430599) - £22,038.99	£133,548.53
17	Liability Period(s)/Account Ref Number(s) Business Rates due for period 1/4/08 to 30/9/11 - (6004435856)	£51,224.84
18	Liability Period(s)/Account Ref Number(s) Business Rates due for period 01/11/2008 to 15/05/2011 - (6004455569)	£74,541.58
19	Liability Period(s)/Account Ref Number(s) Property 1: Business Rates due for period 1/3/09 to 31/3/10 (6004437749) - £3,293.00 Property 2: Business Rates due for period 1/3/09 to 6/10/10 (6004437783) - £22,560.01	£25,853.01
20	Liability Period(s)/Account Ref Number(s) Business Rates due for period 1/4/09 to 8/12/11 (6003575168)	£39,349.45

Appendix 4

21	Liability Period(s)/Account Ref Number(s) Business Rates due for period 22/6/07-14/1/10 - 6004205898	£33,489.08
22	Liability Period(s)/Account Ref Number(s) Business Rates due for period 3/8/09-9/2/10 - 6004493672	£48,821.55
23	Liability Period(s)/Account Ref Number(s) Business Rates due for period 1/4/10-31/10/11 – 6004569457	£30,069.29
24	Liability Period(s)/Account Ref Number(s) Business Rates due for period 05/12/2008 to 22/11/2010 – 6004416511	£94,739.27
25	Liability Period(s)/Account Ref Number(s) Business Rates due for period 19/5/10-7/7/11 - 6004583071	£53,331.92
	Total Debt	£1,335,505.21

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

Detail	2003-2005/6	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Total	No of Debtors
Housing Benefit debts written off under delegated authority			£1,137	£1,380	£12,983	£5,846	£7,743	£24,246	£33,702	£125,583	£153,499	£81,149	£447,268	728
TOTAL	£0	£0	£1,137	£1,380	£12,983	£5,846	£7,743	£24,246	£33,702	£125,583	£153,499	£81,149	£447,268	728

Debt Size	Small		Medium		Large	Total	
Cases	>£1,000	Cases	£1,001-£5,000	Cases	£5,000-£25,000	Cases	
624	£162,808	96	£197,510	8	£86,950	728	£447,268

e. 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	£77,505	£31,089	£30,386	£128,173	£91,744	£70,810	£84,847	£130,222	£186,850	£201,445	£85,552	£1,118,623
Business rates written off under delegated authority	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	£77,505	£31,089	£30,386	£128,173	£91,744	£70,810	£84,847	£130,222	£186,850	£201,445	£85,552	£1,118,623

Total number of council tax debts: 1,985

Total number of business rates debts: 0

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	£459,163	318	£604,559	1660	£54,901	7	£1,118,623	1985
Business rates written off under delegated authority								
TOTAL	£459,163	318	£604,559	1660	£54,901	7	£1,118,623	1985

Provisional Local Government Finance Settlement 2017/18 – 2019/20

This note summarises the key points to come out of the Provisional Local Government Finance Settlement announced on 15 December 2016 and an initial indication of the impact for Birmingham.

Headlines:

- Ability to raise an extra £3.1m in 17/18 and £6.3m in 18/19 from Social Care Precept but no extra in the long term
- Reductions in New Homes Bonus and introduction of Adult Social Care Support Grant cancel one another out in 17/18
- Adult Social Care Support Grant one off in 17/18 only
- Net loss of £1.8m in 18/19 from changes in New Homes Bonus
- Improved Better Care Fund allocations confirmed, as per our financial plans
- 100% Business Rates Retention Pilot in the West Midlands announced

A summary of the main financial impacts of the announcement are shown in the table below:

(Increase)/Reduction in Grant from Current Financial Plans	2017/18 £m	2018/19 £m	2019/20 £m
SFA	(0.3)	(1.2)	(2.4)
Adult Social Care Support Grant	(5.6)	0.0	0.0
New Homes Bonus	5.6	3.0	2.8
Subtotal	(0.3)	1.8	0.4
Additional 1% Adult Social Care Precept	(3.1)	(6.3)	(0.0)
Net Position from Announcements	(3.4)	(4.5)	0.4

Further Detail

- This is the 2nd year of the multi-year settlement accepted by Birmingham, which includes Revenue Support Grant and Business Rates Top up Grant.
- The table overleaf shows the figures announced for Birmingham in today's settlement which, although it wasn't expected that these would be different from those signed up to earlier this year, they are showing favourable variations. The reason for the difference is unclear and it is hoped that further information will become available over the next few weeks.

	2017/18 £m	2018/19 £m	2019/20 £m
Settlement Funding Assessment (SFA) (LGFS Dec 2015)	512.0	488.1	464.9
Settlement Funding Assessment (SFA) (LGFS Dec 2016)	512.3	489.3	467.3
Variation	(0.3)	(1.2)	(2.4)

NB. Figures have been adjusted to take into account business rates revaluation with a net neutral effect.

- New Homes Bonus - A growth baseline of 0.4% of the council tax base will be introduced for 2017/18, which means that no New Homes Bonus grant will be paid on any housing growth up to that level, whereas previously it has been paid on all growth. The Government may adjust the baseline in future years if housing growth increases significantly. The scheme is also being revised so that grant is being paid for 5 years instead of 6 in 2017/18. The combined effect of these changes is to reduce the grant Birmingham will receive in 2017/18 by £6.4m. The Government has said that any reduction in NHB funding will be retained by local government, as a whole, to fund adult social care. Local authorities will receive this in 2017/18 only as the Adult Social Care Support Grant. From 2018/19, the Government will have the ability to withhold NHB grant if they feel that an authority is not planning effectively for housing growth. At present it is thought that the 0.4% growth baseline will only be in place for 2017/18 and therefore the grant will be paid on all growth from 2018/19 onwards. However, the number of years for which payments will be made will reduce further to 4 years. This is expected to reduce NHB by £3m less than what is in the current plan.
- New Homes Bonus – Returned Funding –The Government topsliced funding from local government to fund New Homes Bonus. However, any funding that is not needed for NHB is returned to local authorities. The Council will receive £0.8m of returned funding in 2017/18.
- A summary of the changes in New Homes Bonus funding is shown in the table below:

New Homes Bonus Funding	2017/18 £m	2018/19 £m	2019/20 £m
Current Assumptions	20.6	13.8	13.2
LGFS Dec 2016	15.0	10.8	10.4
Variation	5.6	3.0	2.8

- Adult Social Care Support Grant – This new grant is being funded from the reductions in NHB funding. £240m is available nationally. Allocations to local authorities have been made based on relative need. Birmingham is expected to receive £5.6m. **However, this grant is only being paid in 2017/18.**
- The Improved Better Care Fund allocations announced in last year's settlement have now been confirmed. With Birmingham receiving £6.7m in 2017/18, increasing to £52.4m

by 2019/20. It is disappointing that this has not been brought forward, as repeatedly lobbied for, to meet cost pressures in adult social care that are happening now.

- Adult Social Care Precept – local authorities have been granted the ability to increase council tax to fund adult social care by up to 3% in 2017/18 and 2018/19 but by no more than 6% in total over the three year period. Local authorities will need to demonstrate that this is spent on adult social care including how the additional 1% is being planned to improve social care. The Government will write to local authorities with the conditions of the scheme in the near future. The table below shows the additional income, over and above that already in our financial plans, that would be generated by the additional 1% increase in 2017/18 and 2018/19 but this would mean that the 2019/20 increase for adult social care would have to be reduced from 2% to 0%. This also includes a revised tax base calculation taking into account the estimated impact on council tax support.

	Additional Council Tax Income from additional 1% increase
2017/18	£3.1m
2018/19	£6.3m

- Council Tax Referendum Principles – A local authority's council tax increase is deemed excessive if it is 5% or more than its relevant basic amount of council tax for 2016/17. This increase comprises a 3% increase for adult social care expenditure and 2% for other expenditure).
- 100% Business Rates Pilot – It was announced in the settlement that the West Midlands would be piloting 100% retention of Business Rates from April 2017. Figures (net neutral) will be revised in the final settlement to reflect this.



Corporate Resources and Governance O&S Committee: Work Programme 2016/17

Chair: Cllr Mohammed Aikhlaq

Committee Members: Cllrs: Muhammad Afzal, David Barrie, Randal Brew, Ray Hassall, Changese Khan, Chaman Lal, Ewan Mackey, Yvonne Mosquito, Rob Pocock, Hendrina Quinnen, Sybil Spence

Committee Support: Scrutiny Team: Emma Williamson (464 6870), Iram Choudry (303 8263)
Committee Manager: Victoria Williams (303 7037)

1 Meeting Schedule

Date	Item	Officer contact
15 June 2016 10am Committee Room 1	<i>Informal:</i> Work Programme Discussion <i>Outcome:</i> to determine the work programme priorities for the year	Emma Williamson/Iram Choudry, Scrutiny Office
18 July 2016 2.30pm Committee Room 2	1) Report of the Leader of the Council <ul style="list-style-type: none">Priorities for the year in relation to corporate leadership;Improvement Panel and next phase of Future Council;Evolution of Devolution: Cabinet Committee Local Leadership and Local Innovation Fund;West Midlands Combined Authority update;Update on Bereavement Services	Ceri Saunders, Head of Cabinet Office / Tony Smith, Policy Executive
	2) Work Programme	Scrutiny Office
	3) Call In: Disposal of Land at Great Charles Street, Birmingham	Basit Ali, Birmingham Property Services
1 st September 2016	Call In: Strategy/Award Report - Consultancy for Contract Negotiations - Revenues Service (PQ135)	Jon Lawton, Cabinet Support Officer



Date	Item	Officer contact
7 th September 2016 10.30am Committee Room 2	Deputy Leader update: <ul style="list-style-type: none"> <i>Tracking</i>: Refreshing the Partnership – Service Birmingham Financial Monitoring: 2015/16 year outturn and latest monitoring report; and to discuss with the Committee their input into budget setting <i>Tracking</i>: Customer Journey including update on website and on-line forms Member Development 	Nigel Kletz, Assistant Director, Procurement/Tony Lubman, Chief Executive, Service Birmingham Jon Warlow, Strategic Director, Finance and Governance Chris Gibbs, Service Director, Customer Services Shauna Posaner, AD Organisational Development
5 th October 2016 10.30am Committee Room 2	1) Cabinet Member for Value for Money and Efficiency <ul style="list-style-type: none"> Priorities for the year Update on Commissioning and Procurement Strategy Update on business charter, including outcome of consultation To explore how the City Council engages local supplier and businesses through our contractors <i>Tracking</i>: Council Commissioning and Third Sector Organisations 	Jon Lawton, Cabinet Support Officer
	2) Cabinet Member for Transparency, Openness and Equality <ul style="list-style-type: none"> Priorities for the year in relation to transparency and openness 	Marcia Wynter, Cabinet Support Officer
	3) Call In: Acquisition of Private Sites and Empty Homes	Marcia Wynter, Cabinet Support Officer
2 nd November 2016 10.30am Committee Room 2	Future Council Phase 2 (including update on partnership working)	Angela Probert and Piali Dasgupta
4 th January 2017 10.30am Committee Room 2	Leader – Update on priorities	Ceri Saunders, Head of Cabinet Office / Tony Smith, Policy Executive
	Assistant Leaders – Update on priorities	
	Deputy Leader – Budget Consultation	Rebecca Grant, Cabinet Support Officer
1 st February 2017 10.30am Committee Room 2	Proposal to discuss either Sutton Town Council-Lessons Learnt Or Bereavement Services	



Date	Item	Officer contact
1 st March 2017 10.30am Committee Room 2	Deputy Leader	Rebecca Grant, Cabinet Support Officer
	Financial monitoring: Latest Revenue Monitoring Report	Jon Warlow, Strategic Director, Finance & Governance
	Briefing on Council Tax	Chris Gibbs, Service Director, Customer Services
5 th April 2017 10.30am Committee Room 2	1) Cabinet Member for Value for Money and Efficiency <ul style="list-style-type: none"> Report on delegations of decisions to officers, to include case study examples Update on Priorities 	Jon Lawton, Cabinet Support Officer
	2) Cabinet Member for Transparency, Openness and Equality <ul style="list-style-type: none"> Update on Priorities 	Marcia Wynter, Cabinet Support Officer

2 Working Groups

Future Council – to receive regular updates on the progress of the Future Council programme and to advise the Committee on areas it should be considering/potential areas for in-depth work (Membership: Cllrs Pocock (Chair), Aikhlaq, Brew and Quinnen).

3 To be Scheduled

- Centenary Square Public Realm Improvement Scheme: programme of milestones to be received and a series of information reports to the Committee to be agreed;
- Update on Council's Highway Maintenance and Management Services contract with Amey;
- Tracking:* Are Ward Committees fit for purpose?
- Briefing on the transition to universal credit
- Service Birmingham – performance indicators (September 2017)

4 Other Meetings

Call in

18 th July 2016	Disposal of Land at Great Charles Street, Birmingham	Decision Called-In
1 st September 2016	Strategy / Award Report – Consultancy for Contract Negotiations – Revenues Service (PQ135)	Request for Call In
5 th October 2016	Acquisition of Private Sites and Empty Homes	Decision Called-In
5 th December 2016	Increase in Charges For Garden Waste 2017	Request for Call In



Petitions

None scheduled

Councillor Call for Action requests

None scheduled

5 Forward Plan

ID	Decision	Date
Deputy Leader		
000288/2015	ICT Investment and Strategy – PUBLIC	24 Jan 17
001931/2017	Corporate Revenue Monitoring Report Months 7 and 8	24 Jan 17
002712/2017	Business Rates Income 2017/18	24 Jan 17
002713/2017	Council Tax Tax-base for 2017/18	24 Jan 17
002854/2017	Sustainable Urban Development (SUD) Fund - Acceptance of Integrated Body Status	24 Jan 17
002918/2017	Urban Innovative Actions – Approval to Accept Grant	24 Jan 17
002921/2017	Community Library Service - Future Delivery Model	14 Feb 17
001865/2016	The Future Council work – a review and next steps	21 Mar 17
001927/2017	Capital and Treasury Monitoring Quarter 3 (October to December 2016)	21 Mar 17
001932/2017	Corporate Revenue Monitoring Report Months 9 and 10	21 Mar 17
002162/2017	Performance Monitoring - April to December 2016	21 Mar 17
Leader		
001943/2016	Peddimore - Implementation of site disposal and development strategy	24 Jan 17
001429/2016	Disposal of Surplus Properties	24 Jan 17
001585/2016	Disposal of Prospect Place Industrial Estate at Clifton Road, Balsall Heath	24 Jan 17
002517/2016	Disposal of land at Dawberry Fields, Kings Heath, Birmingham and the provision of new BMHT dwellings	24 Jan 17
002755/2016	Disposal of land at Redditch Road, Kings Norton, Birmingham	24 Jan 17



ID	Decision	Date
002864/2017	Snow Hill Square Improvement Scheme (Tranche 1)	24 Jan 17
002899/2017	Disposal of land at Brindley Drive, Birmingham	24 Jan 17
002861/2017	Renewal of City Council Housing Stock	24 Jan 17
000318/2015	Discharge of Accountable Body Arrangements for AMSCI - Standing Item	14 Feb 17
000812/2015	Winning Resources for Birmingham City Council Priorities -Standing Item	14 Feb 17
001780/2016	Innovation Birmingham Ltd (IBL) Site Development and Expansion	14 Feb 17
2301/2016	T23 – Provision of Transport Services PUBLIC	14 Feb 17
002536/2016	Former Curzon Street Station Refurbishment	14 Feb 17
002498/2016	HS2 Birmingham Interchange - update	21 Mar 17
Transparency, Openness and Equality		
002732/2016	Migration – Birmingham’s City of Sanctuary Offer	24 Jan 17
Value for Money and Efficiency		

