

Trust Accommodation Capital Programme

August 2021



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CHILDREN'S TRUST

A decorative graphic in the bottom right corner consisting of several overlapping circles in shades of yellow and orange, creating a partial sunburst or flower-like shape.

Context

- Accommodation is central to Children, Families and staff experience
- Social work is a face to face service so while agile working enables a different portfolio, accommodation remains central to the Trusts service delivery and improvement journey
- Historical underinvestment and backlog of maintenance coupled with overall poor estate condition
- £2m one off investment in current estate has stabilised priority areas and made a significant difference to families, children and staff (see next slide)
- Therefore there is an ongoing requirement for recurring maintenance programme to ensure quality and best experience for children and families to avoid the improvements made regressing over time

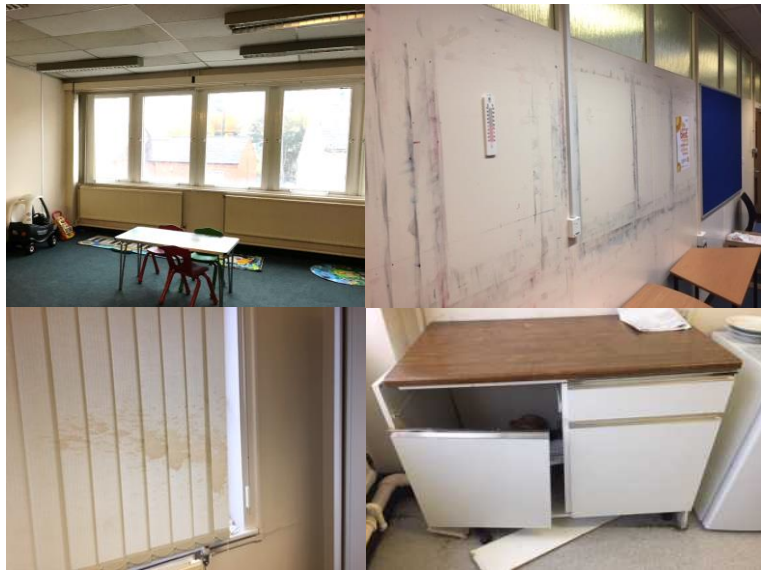


Difference investment has made

- Success in splitting family time and conference spaces, re-provision of facilities not fit for purpose and investment in homes.

Family Time Improvements

From This.....



To This.....



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Difference investment has made

Children's Homes Improvements: New Sensory Room



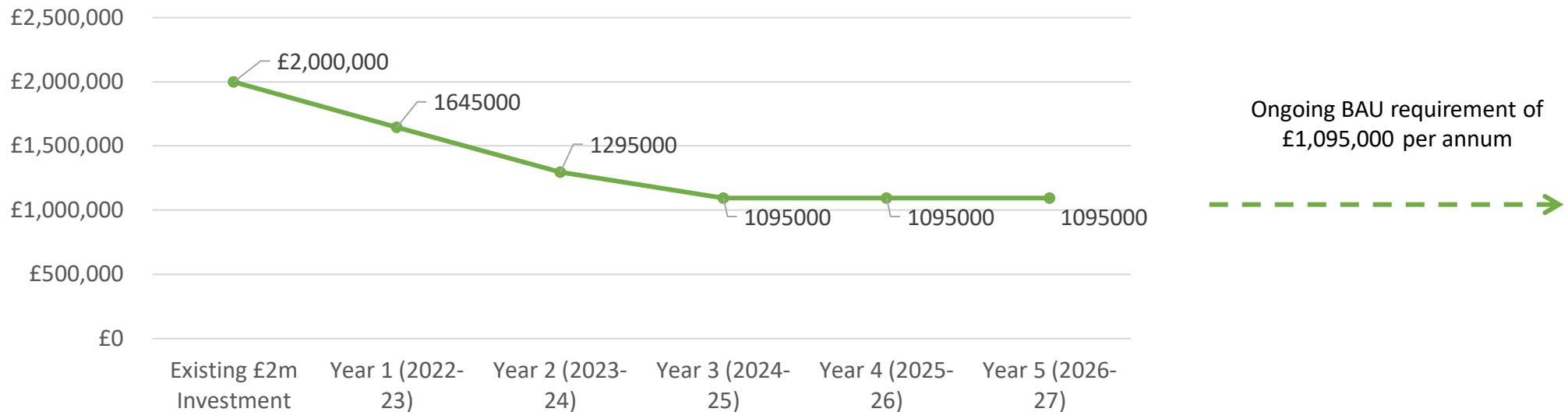
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Future requirement

- Current schemes (including new Childrens homes) forecast at £1.9m spend by March 2022. No capital investment to maintain progress or quality beyond that point.
- Current ambition of the Trust to deliver and estate fit for Children and Families will require routine capital investment and up front 'pump priming'.
- Significant programme of readjustment requires investment in new accommodation driven by Trusts Agile direction and the Councils property rationalisation programme as well as investment in new childrens homes.
- Alignment of our accommodation portfolio will continue with partners over time as they are all at different stages of redesign. While we will maximise opportunities for 'investment once' change is now the norm in the medium term.
- Trust approach is becoming increasing commercial which meaning leases likely to be full maintenance and repair leases. Also brings additional resourcing requirements within the Trust as well as increased risk and liability and dilapidations.



Proposed 5 Year Capital Investment Programme



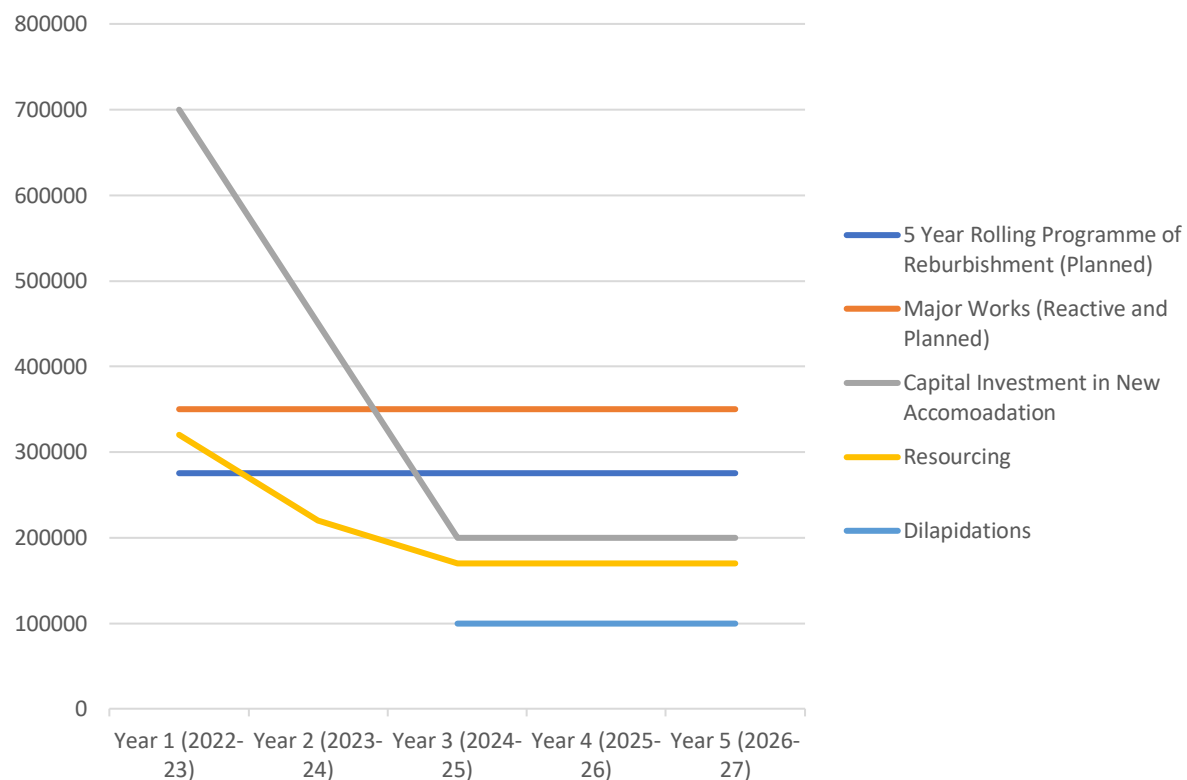
* Years 1&2 are indicative of upfront investment requirement to redesign the estate. Year one could represent 2021/22 given requirement to relocate Lancaster although this date is to be agreed.

** Year 3-5 position of annual £1,095,000 budget is likely to be ongoing Business as Usual requirement to maintain rolling programme of accommodation maintenance. Suggest this is reviewed in year 4/5 to define the following 5 year requirement.

*** Assumes underspends are carried forward possibly reducing year on year investment.



Capital Programme Breakdown



Capital Expenditure	Definition
5 Year Programme of Refurbishment (Planned)	Routine replacement of bathrooms and kitchens at the homes, redecoration programme across all Trusts sites.
Major Works (Reactive and Planned)	Roof, boiler repairs/ replacement across estate assuming increase in current requirement as a result of 'full maintenance and repair' leases for new accommodation.
Capital Investment in New Accommodation	Response to estate reconfiguration, agile working and requirement for new children's homes. Acquisition programme of 2 buildings a year across five years to modernise estate.
Resourcing	Front loaded resourcing profile (Project Managers) to enable CAB relocation and Agile readjustment. Reduces to BAU level in year 3 including Programme Manager Costs.
Dilapidations	Assumes a more commercial property portfolio with increased building dilapidations requirements on vacating accommodation.



Interdependencies

- Conversations ongoing about aligning / reusing Council estate where appropriate
- Investment in the capital portfolio will help balance the existing revenue overspend
- Investment will support delivery of savings against rationalised property estate already included in the Trust medium term financial plan.



Recommendations

- Members are asked to support the proposals outlined in this presentation.

