



Birmingham

Council Plan 2010+ 

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Foreword

Delivering excellence and value for money

Birmingham is a successful, confident and growing city – a global city with a local heart. We boast a diverse culture and strong, productive links to countries across the globe. Birmingham is an exciting and vibrant city with over a million residents and attracts increasing numbers of visitors. Most importantly, as the regional capital at the heart of the city region we are the driver of the region's economy.

This year we refresh our Council Plan against a challenging national backdrop. New pressures and challenges have emerged and the economic cycle has shifted.

Nevertheless, Birmingham continues its journey towards excellence. Frontline services remain paramount, and almost all of these are now rated “good” or better. We have one of the best records for fiscal discipline in England, delivering, over the past four years, the lowest average annual council tax increase of any Metropolitan District or Core City in England. This is reflected in nationally-leading levels of resident satisfaction with the council's value for money.

We continue to tackle challenges head-on, devoting time and resource to critical emerging challenges like improving Children's Safeguarding, and responding to the global economic downturn.

We have a strong reputation for developing and managing strategic transformation which will enable us to make further step improvements.

We are increasingly working with partners on cost-effective approaches to deliver key outcomes, aiming to use all Birmingham's resources in an intelligent way.

Critical to our continued success is the hard-work of all council members and officers and, in particular, the Council's overview and scrutiny function. Scrutiny, our critical friends, help us to move forward through thorough efficiency reviews, the results of which will help us implement the Council Plan in the most effective way.

We are looking forward, therefore, with confidence in our ability to deliver, yet mindful of the challenges ahead of us. I believe that our Council Plan, and the partnership working that underpins it, will help us continue to drive forward improvements for a city that we can all be proud of.



Councillor Mike Whitby
Leader of Birmingham City Council

Progress through partnership

Birmingham has faced many challenges in 2009. Against a backdrop of severe economic conditions we have worked hard to maintain frontline services and a high quality of life for everyone in this city.

Tackling the recession has been embedded in our work. Particular focus has been placed on stimulating new jobs by developing emerging innovative sectors such as the green and digital economies. Working closely with Be Birmingham, our local strategic partnership, we intend to secure over 2,000 placements through the Future Jobs Fund for unemployed people in Birmingham. As of February 2010 we have already got over 500 people into these placements. This has been successful in helping the long term unemployed off benefits and into work.

Building on the progress made in partnership working, we will aim to fully embed the Total Place approach. We will implement the lessons learnt from the recent pilot and redesign services to maximise the effectiveness of the contributions of all partners. In doing so we believe that we can protect outcomes for local people whilst at the same time save money.

December 2009 saw the launch of an area assessment where, for the first time, Government inspectors provide their view of what it is like to live in an area. Called "Oneplace", it awarded Birmingham green flags for tackling climate change and reducing CO₂ emissions and for working in partnership to meet housing need. Inspectors also reiterated the need to improve hospital discharge arrangements and children's safeguarding.

I am personally responsible for the work on climate change, and am delighted it was awarded national exemplar green flag status. Climate Change is a key issue and the green flag indicates our exceptional leadership and innovation.

This updated Council Plan demonstrates our dedication to improving performance year on year and delivering value for money for Birmingham people.



Councillor Paul Tilsley
Deputy Leader of Birmingham City Council

Background

Birmingham 2026, the Sustainable Community Strategy, sets out the future vision of the city. It was developed through extensive consultation with the people of Birmingham. Our Council Plan for 2010-2013 explains how we will help turn this vision into reality. By working with our partners towards the same goals, we plan to achieve real improvements for all our residents.

It's 2026...

Birmingham is the first sustainable global city in modern Britain. It is a great place to live, learn, work and visit: a global city with a local heart.

Birmingham people are healthy and enjoy living together.

Birmingham is a safe, clean and friendly city tackling climate change and enhancing the local environment.

Birmingham people have high aspirations, skills and the opportunities they need to succeed.

Birmingham is globally competitive, contributing fully to the thriving, prosperous and sustainable region.

We have defined our vision according to the five long-term **strategic outcomes** Birmingham people identified. We want to enable Birmingham people to:

- 1. succeed economically**
 - benefit from education, training, jobs and investment
- 2. stay safe in a clean, green city**
 - living in safe and clean neighbourhoods
- 3. be healthy**
 - enjoy long and healthy lives
- 4. enjoy a high quality of life**
 - benefit from good housing and renowned cultural and leisure opportunities
- 5. make a contribution**
 - value one another and play an active part in the community.

The Council Plan defines **sub-outcomes** that will help us to achieve the five long-term strategic outcomes. The plan gives further details about what we aim to accomplish over the next three years (page 22 onwards). It contains challenges and priority actions relating to each of the sub-outcomes. The challenges explain what might make progress difficult and the priority actions explain how we will overcome these and achieve the sub-outcomes.

Our planning framework

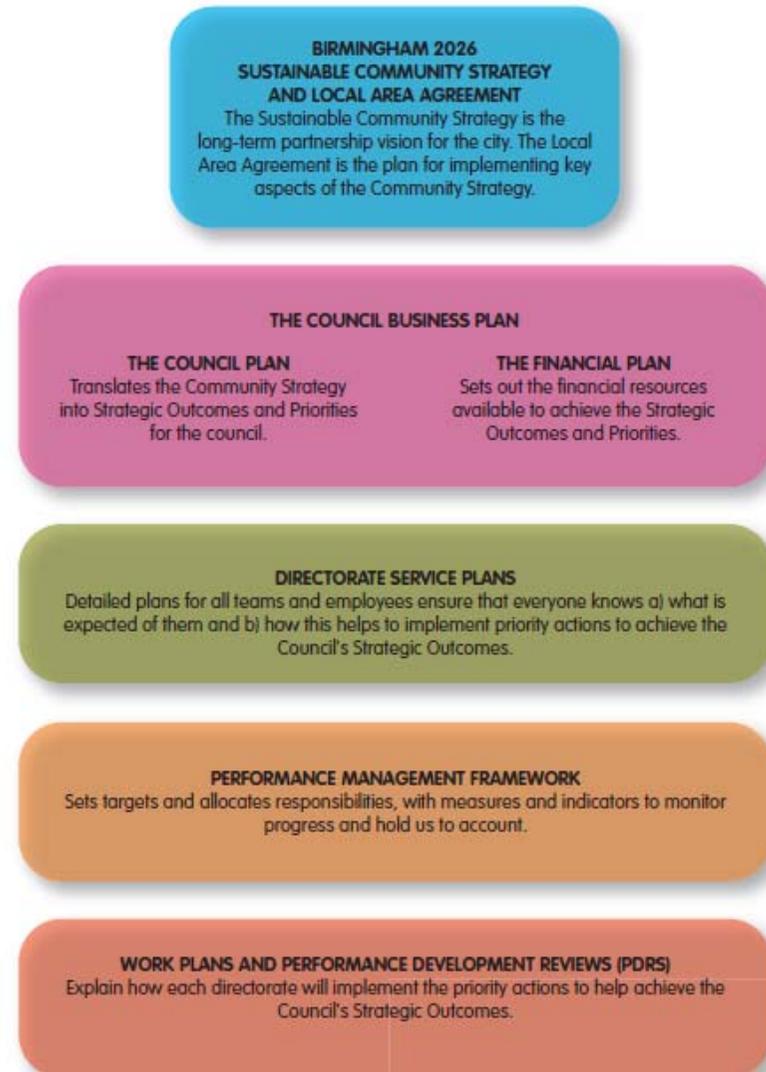
We are constantly working towards achieving Birmingham 2026, the long term vision for the city. To maintain progress, our policies, plans and processes are governed by a robust planning framework (see Figure 1). All plans and strategies within this framework relate to Birmingham 2026.

The framework gives us the means to deliver and improve local services. It also helps us to manage our performance. It covers everything from the Council Plan itself to detailed work plans for front line staff. The framework also includes Personal Development Reviews that provide day to day focus for teams and individual members of staff.

With this framework, we aim to:

- prepare for significant reductions in public spending by taking tough decisions on priorities in collaboration with Birmingham people
- shift resources to align with our priorities
- ensure all members of staff understand the expectations and behaviours needed in delivering council services (applying the BEST principles and following the Birmingham Way)
- ensure that Performance Development Reviews are completed by each manager who supervises staff. This gives consistency to supervision and work plans. It also helps link council and service aims to the work of individual employees and their development needs
- make continuous improvement and address performance gaps
- ensure our targets are SMART (Specific, Measurable, Achievable, Realistic and Timely) and are focused on achieving our strategic outcomes
- plan recovery action in areas of under performance by regularly reviewing our progress, performance, resources and the views of Birmingham people
- involve all stakeholders in managing performance.

Figure 1: Planning Framework



Transforming the way we work to deliver efficient services

We are making fundamental changes to enable Birmingham City Council to deliver better services to residents. The Council Leader, Cllr Mike Whitby, agreed with Full Council in September 2009 that future public services in the city need to be characterised by:

- systematic Business Transformation, working with partners to redesign more cost-effective services
- developing personalised public services, rather than “one size fits all”
- shifting the balance from dealing with symptoms to addressing and preventing underlying problems
- increasing cost-effectiveness through collaboration with partners: directing all of the public funding in Birmingham (some £7.5 billion) coherently to achieve our joint ambitions for the city
- people and communities able to help themselves to produce positive outcomes and reduce dependency on the state.

The first of these, **Business Transformation**, is part of our commitment to achieving excellence and is made up of nine programmes. Most of these focus on the organisational changes needed – procedures, processes, organisational structures, job roles – as well as on technology. Others focus directly on specific service areas. The goal of Business Transformation is to substantially improve services and increase efficiency. We also aim to become an employer of choice, with better job satisfaction for employees.

For a £600 million investment the complete programme will deliver £1.5 billion (gross) of cashable benefits over 10 years. Since its launch we have already achieved a great deal. We have realised in excess of £60 million per annum benefits and developed a national and international reputation as a world leader in transformation.

The following table summarises the nine programmes and their associated milestones in the next few years.

| Programme title | Purpose | Milestones |
|--|---|--|
| 1. Transforming our business and providing value for money | Achieving significant savings through better procurement, an “Amazon.com” style of ordering, greater compliance with corporate contracts, and more consistent financial information | <ul style="list-style-type: none"> • By 2012, we will have achieved £520 million of the planned £541 million ten-year cashable benefits from the programme. • We will continue to transform our business through more integrated processes. Standards, best practices and resources will be shared across the Council at a reduced cost, delivering more consistent outputs. |

| Programme title | Purpose | Milestones |
|-------------------------------------|--|---|
| 2. Providing enhanced workspaces | Providing a better staff environment and supporting agile working to help deliver improved services to our customers | <ul style="list-style-type: none"> • By 2012, we will have 9,100 employees working in new or modernised central administration buildings. These buildings will optimise the use of space, reduce maintenance backlogs and incur lower energy costs. • Staff will have the benefit of state of the art IT and information systems. • The use of office space will be reduced by 33%, compared to the previous use of buildings. • Included in the programme are the Council House and a brand new building at Woodcock Street. |
| 3. Having a first class workforce | Making the best use of people resources, improving performance, and becoming an employer of choice | <ul style="list-style-type: none"> • By 2011, managers and staff will be equipped with new systems and tools to improve performance. Modern IT systems will have replaced old style paper- based systems. • A new payroll system, new performance management framework and “real time” management information will greatly improve planning. • Employees will be clear about how they contribute to the Council’s goals, will be motivated to succeed and be supported in their development. |
| 4. Making better use of information | Improving the way that we create, manage and use our information resources | <ul style="list-style-type: none"> • By 2011 we will have introduced new methods of using information to make services more efficient and effective. • We will introduce electronic document management systems across the Council during 2010. • A universal address system (Local Land Property Gazetteer) will be shared by all Council departments. • A single geographic information system that is available to all citizens via a web browser has already been introduced. |

| Programme title | Purpose | Milestones |
|--|--|---|
| 5. Being customer focused | Offering a choice of methods for simpler access to services; more consistent responses to customers by staff; resolving more enquiries in the first contact; tracking our performance on service requests made by customers, staff and members | <ul style="list-style-type: none"> By 2011 we will have introduced improved access to services via: <ul style="list-style-type: none"> a single telephone number, email and postal address for all services a new website with personal customer accounts which show and track all of the customer's service requests a network of service points across the city in new Customer Service Centres and refurbished Neighbourhood Offices first time resolution for 80% of enquires (by 2013) the means for people to track service request progress (by 2013) |
| 6. Providing brighter futures for our children | Improving outcomes and life chances for all children in Birmingham, especially our vulnerable children, through proven prevention and early intervention programmes | <ul style="list-style-type: none"> By 2011 we will have greatly modernised and improved the way we work in partnership with other agencies and with children and young people. We will have implemented a much more effective method of keeping records for children (Children's Integrated Case Management System). By 2012 we will have completed a comprehensive range of evidence-based pilot studies. These will determine the best way of preventing children from developing problems as they become adults. If successful, we will roll these out across Birmingham. |
| 7. Changing social care for adults | Giving adults more control to live the life they choose, and supporting them to be more independent for longer | <ul style="list-style-type: none"> An electronic social care record (replacing a paper-based system) will be in place during 2010. By 2011 we will have given service users individualised budgets to enable them to choose the care they need. |
| 8. Delivering a sustainable environment | Improving council use of energy, water, and transport services to reduce overall costs and carbon emissions in the future | <ul style="list-style-type: none"> By 2011 we will have developed a comprehensive plan for reducing carbon emissions and a sustainable approach to council services. |
| 9. Delivering a 3-star housing service | Delivering homes to be proud of by providing quality housing that meets the needs of everyone in the city | <ul style="list-style-type: none"> By December 2010 we will have achieved the Decent Homes Standard for 100% of stock. We will also achieve the Decent Homes Plus Standard and continue to improve year on year to be an excellent housing service. |

Listening to residents

Working with partners, we listen closely to Birmingham people. In October 2009 we introduced the Birmingham Be Heard Consultation Database, an online consultation portal enabling people's views to be heard more easily. We now routinely review all the feedback. We check what we've done in response to previous feedback, and plan how to respond to new issues through our service plans.

We have a new customer knowledge team. This helps us understand the needs and preferences of Birmingham people so that we can plan our services more effectively.

One of our major consultation exercises is the **Birmingham Annual Opinion Survey**. Tens of thousands of face-to-face interviews have been carried out with adult Birmingham residents since 1997. In 2008 Birmingham residents told us that their top three concerns were i) clean streets, ii) the level of crime, and iii) activities for teenagers. We have been addressing these throughout the year as can be seen below.

Clean streets

- Our street cleansing service has been working closely with the Keep Britain Tidy Group, resulting in:
 - the creation of deep cleaning squads
 - more fly-tipping and graffiti being cleared
 - ward based street cleansing teams in the majority of wards across the city
 - a joint venture with the Birmingham Environmental Partnership to recruit and train 350 volunteer residents as Street Champions. They monitor litter and environmental degradation, and organise community-based litter-picking and other events to improve the environment. Quality Inspectors have been appointed to ensure work is of a high standard
 - a commitment to reducing graffiti through intelligence, enforcement, prevention and effective cleansing.

The level of crime

- With the Safer Birmingham Partnership, we are working to keep Birmingham the safest big city. We are also investigating which aspects of crime people feel are key issues for the city.
- Birmingham has a dedicated anti-social behaviour unit. The unit works closely with the Home Office, recently offering assistance to the national anti-social behaviour squad.
- We have introduced a Bus Monitoring Scheme to reduce actual crime, fear of crime and anti-social behaviour amongst school pupils. We are now expanding it across Birmingham. We are also working through the Council's school travel plan team to increase safety at bus stops close to schools. This will include better bus stop positioning, safety barriers & CCTV.

Activities for young people

- We want to help young people to respect and be respected by each other, their parents and other people in the community. With our partners we are designing activities to reduce anti-social behaviour and encourage positive behaviour.
- The Council's Arts and Young People's Team is mapping young people's arts activities in the city to identify gaps in provision. This will help us to target resources in the future. The team has also launched the Family Friendly kite mark and twenty arts organisations have now achieved this standard.
- We have developed a 'youth offer' to support informed choices by 13-19 year olds (or up to 25 years for people with learning difficulties). This means that we will provide them with:
 - recreational, cultural, sporting and learning opportunities
 - safe and enjoyable places in which to spend time
 - information, advice and guidance about any aspect of their lives
 - opportunities to make a positive contribution through volunteering in their neighbourhood and city.
- The "ineed2know" website provides an online directory of activities, information and services for children, young people and their families. It is also used by professionals who work with these groups.
- Funding has been secured for new young people's centres in Longbridge, Aston and Stockland Green. Funding has also been found to renovate a young people's centre in Yardley.
- The Council's youth service has overseen the Youth Opportunity and Youth Capital funds, to which only young people aged 13-19 can apply. Panels of trained and supported young people make all the decisions about how funds are spent. To date, £4.2 million has been allocated.

Looking ahead

In 2009, residents identified the top three challenges facing the city as:

- Helping people to find jobs
- Dealing with crime
- Making people feel safer.

These inform many of our current priority actions listed throughout this plan.

Financing our priorities

The City Council's financial plan is driven by the priorities agreed by the Council and its partners. These directly contribute to the Local Area Agreement which delivers the city's long-term vision set out in Birmingham 2026. The plan reflects the long-term financial strategy. This aims to eliminate inefficiency and use robust processes to invest in more cost-effective front-line services for residents.

Our approach to financial planning aims to ensure:

- clear links between resource allocation and priorities
- a focus on delivering a balanced budget
- a strategic approach to efficiency savings rather than a simple annual budget allocation
- rigorous review of spending to deliver value for money.

Our Council Tax increase in 2010/11 is 1.9%. Once again this is below the rate of inflation. Our long-term plans also assume that this will be the increase in each subsequent year. The plans also include an efficiency programme to reduce waste and unnecessary bureaucracy.

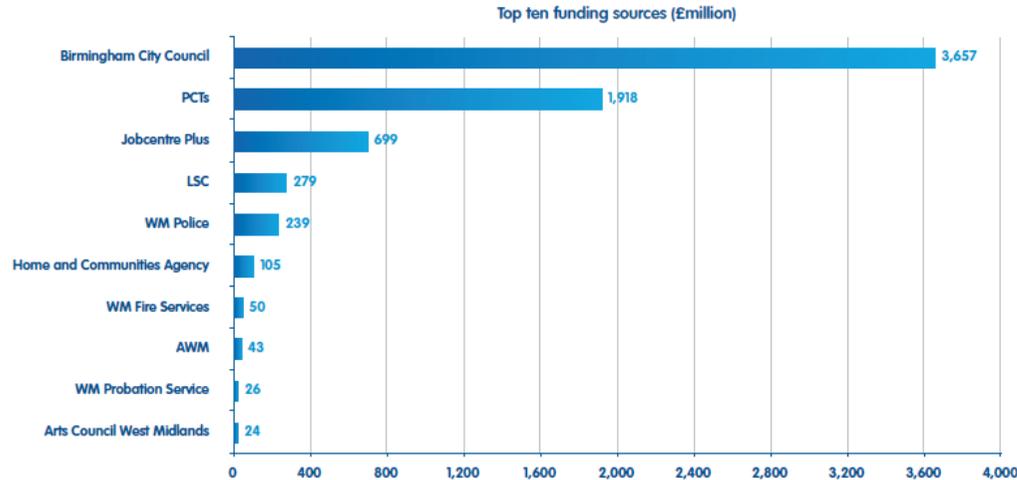
We are delighted to have achieved some of the lowest council tax increases in the country for the last four years. Our residents' perception-ratings of value for money now place Birmingham City Council in the best quarter of all metropolitan councils in the country.

Public investment in Birmingham

The Council and its partners are adopting an approach known as Total Place. This aims to invest the totality of public funding coming in to the city in the most cost-effective activities to deliver our shared priorities for Birmingham.

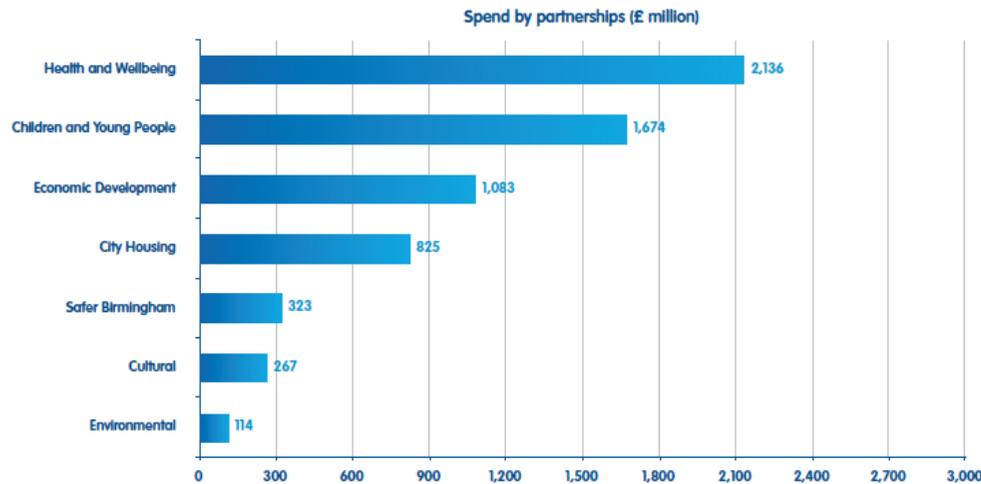
As part of this we have for the first time mapped public investment and spending across organisations in the city. We found that over £7,500 million was spent in 2008/09 in Birmingham. We are now working with partners to see how we can make best use of this whole investment pot for Birmingham.

The funding is allocated through different organisations (2008/09) as follows:



Detailed analysis of this spending is helping partners to re-evaluate how the money is spent so that we can target this more cost-effectively.

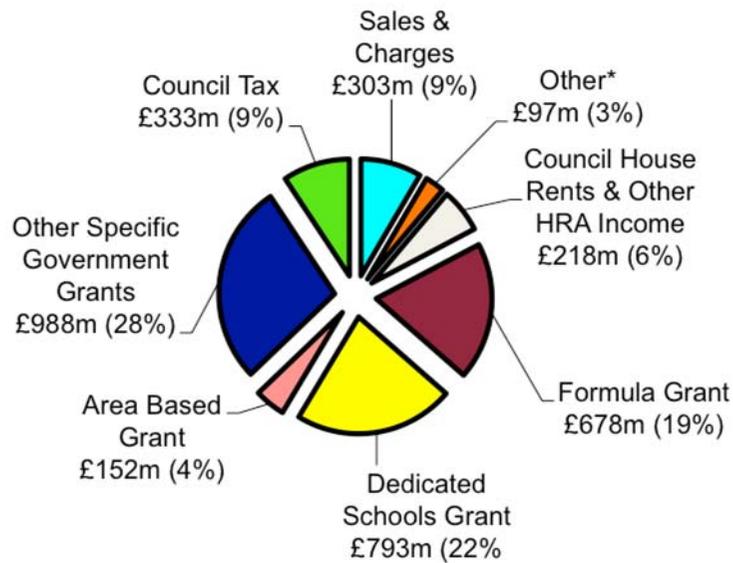
An approximate allocation to the outcomes covered by the Be Birmingham thematic partnerships (2008/09) is as follows:



Birmingham City Council's budget 2010/11

The following diagrams illustrate where the City Council's money for revenue expenditure comes from and where it will be spent. Revenue expenditure involves spending on the day-to-day running costs of the Council, for example employees, premises, supplies and services.

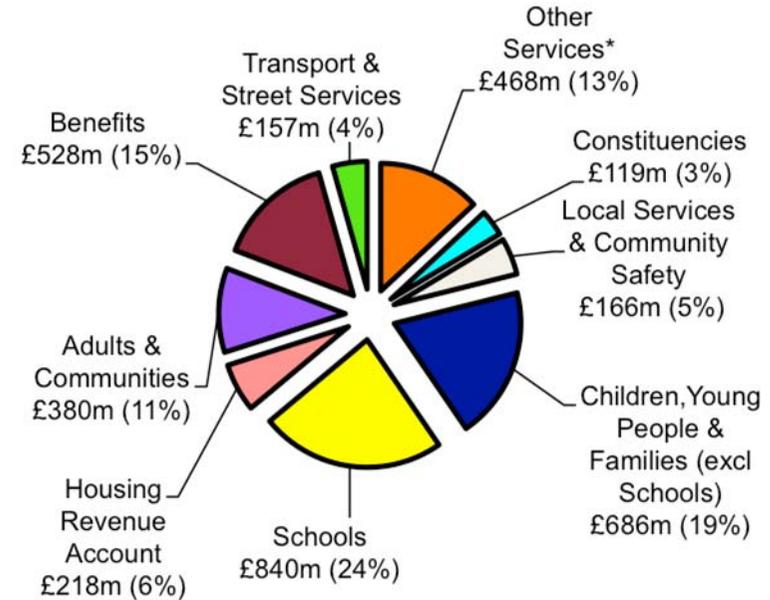
Where the money comes from - 2010/11



Total: £3,562m

*Other Rents £59m; Other Grants & Contributions £34m; Transfer from Collection Fund £3m; Application of Corporate Resources £1m.

Where the money is spent - 2010/11

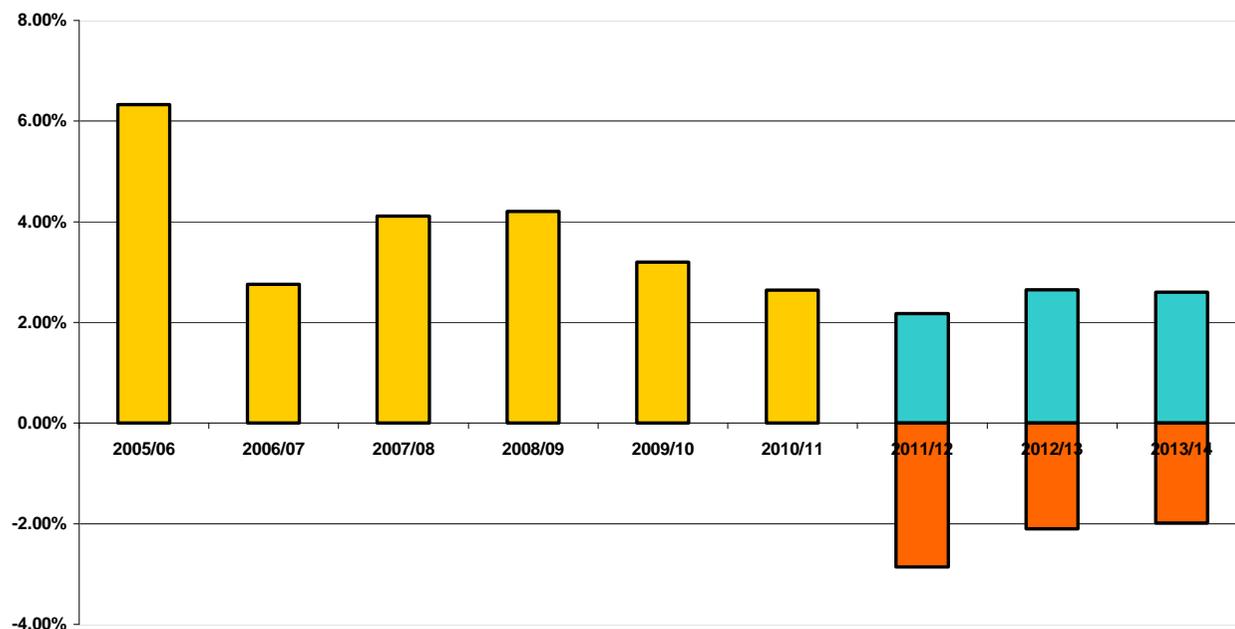


Total: £3,562m

*Other Services includes: Central departments/budgets £259m: Leisure, Sport & Culture £68m; Regeneration £66m; Housing General Fund £44m; Regulatory Committees £31m.

As the future funding position of the Council is unclear, we developed a number of different scenarios of the main resources available (formula grant and council tax). These range from the assumptions made in February 2009, based on historic increases in the Government's formula grant, to those based on an analysis of the recent national Pre-Budget Report, which suggests that resources will decline by 2 – 3% in each of the three years from 2011/12. As a prudent measure, council departments have been asked to plan on the basis of a 3% cash reduction each year from 2011/12 to 2013/14. In addition, there may well be reductions in the area based grant, currently around £150 million each year, although there is not yet any detailed information about this.

Historic and Forecast Annual Rate of Change in Available Resources (Formula Grant plus Council Tax), 2005/06 to 2013/14



Scenario A – Based on the average historic increase in formula grant, and Council Tax increases of 1.9%. These were the figures calculated by the Council in February 2009

Scenario B – Based on Formula Grant reductions of around 5% per annum, and Council Tax increases of 1.9%. These figures are based on the announcements in the Chancellor's recent Pre-Budget Report

Comprehensive Area Assessment – December 2009 results

The Audit Commission and five other inspectorates issued joint assessments of local areas on 9th December 2009.

Birmingham was one of only ten areas (out of over 150 areas assessed) to be awarded two green flags for outstanding achievements. This recognised our performance in:

- tackling climate change and reducing CO₂ emissions
- working in partnership to meet housing need.

The assessment highlighted a single red flag for significant concerns about people returning home after a stay in hospital.

The assessment confirmed progress in the way we safeguard our children, whilst recognising that partners (including the Council) need to further improve these services.

The inspection also assessed the performance of the Council as an organisation. It concluded that Birmingham City Council performs adequately. The Council continues to offer people mostly good services and the way it uses its resources is judged as adequate. There are still concerns about the quality of services to safeguard children.

The area and organisation assessment reports are available at: <http://oneplace.direct.gov.uk>

The Council and its workforce

The City Council employs a core workforce of 53,000 of which 27,000 are schools based staff. Not all employees work full time and the number of Full Time Equivalents (FTEs) is 40,100, of which 19,600 are schools based. However, due to the economic climate and cuts in public expenditure the number of people directly employed will have to fall. This reflects an assumed 3-5% budget reduction for each of the next three years.

As we move through the new decade we need the workforce to be flexible and responsive to changes in service delivery. Informed planning will ensure that the size and shape of the workforce matches service needs. We are working with Directorates to address national shortages and skill gaps in core employment areas. These include planning and social work, and in particular children's social work. As well as responding to the immediate shortfalls, this will develop long term planning and creative solutions to obtain and retain these skills in the future.

Our Human Resources strategy, "Making Birmingham the Best", will make this happen. It addresses immediate workforce priorities and ensures that longer term workforce development is built into the Council's People Plan. The following section explains the strategy.

"Making Birmingham the Best"

Building and maintaining a first-class workforce is vital to achieving our strategic outcomes and delivering service improvements and efficiencies. Our strategy "Making Birmingham the Best" has six outcomes:

- **Leadership development** – building visionary leadership in both political and managerial roles and planning for future succession
- **Performance improvement** – using excellent people management practice, measuring outcomes and celebrating success
- **Organisational design and development** – implementing large scale change successfully
- **Skills development** – developing employees' skills, knowledge and behaviour in an innovative, high performance and multi-agency context
- **Talent management** – planning for future skill shortages, promoting jobs and careers, identifying and developing talent and addressing diversity issues
- **Reward management** – new pay systems to encourage high performance, including a total rewards approach.

The strategy reflects the Council's guiding principles of Belief, Excellence, Success and Trust (BEST) by aiming to:

- involve, consult and promote good communication amongst staff
- encourage innovation, creativity and leadership
- share responsibility for the work environment and for increased productivity.

The strategy also reflects outcomes of the Pay and Grading review, the roll-out of Performance Development Reviews (PDRs) and the citywide implementation of workforce planning. It means that for the first time, the City Council:

- has a performance framework that links each staff member's objectives to outcomes and priorities within the Council Plan. This is known as the 'Golden Thread'
- is developing a picture of its future workforce needs
- is proactively working with partners to address areas of skills shortages
- is using the People Solutions IT system as the key communication mechanism for people management.

Our human resources service provides:

- a clear and modern approach to workforce, financial and service planning, which will help us create a flexible and competent workforce
- an accessible framework for learning and development, with strong links between individual learning, business objectives and performance, and demonstrable outcomes
- talent and succession planning that will improve the leadership in the organisation
- strong employee engagement policies and practices which help us to deal with change
- a recognition system that supports the City Council objectives and is crowned by the Chamberlain award for outstanding employees.

Accelerating economic recovery

The impact of the recession

When we update our plans for the City Council, we are always considering government policy and the economic and social changes affecting the city. These often create new needs, opportunities or pressures that we must address. The recession is creating a very challenging economic and social environment. Unemployment throughout the city has risen considerably, and experience from past recessions suggests that it will continue to rise in 2010-11. This makes it harder for us to reduce worklessness and increase the city's employment rate.

The country's finances have been hit hard by the recession. It is clear that over the coming years the government will expect public services to do more with less money. The recession is reducing the Council's income, which puts new pressures on services. Planning applications have fallen leading to lost income from associated fees and charges and from the construction industry. Council tax income is falling as more people become unemployed. Fewer people are paying to use our leisure services, people are using car parks less and it is becoming harder to get private sector sponsorship for events.

We are seeing more demand for services such as:

- debt advice
- housing and benefits advice
- homelessness services
- housing benefits
- free school meals
- neighbourhood offices.

This means we have to work even harder to save money through greater efficiency, and find new ways of giving people even greater value for money. To this end, Birmingham has participated in the national Total Place pilot programme. This aims to deliver better value for money by working in partnership to make services more cost effective.

The Council faces a number of specific challenges which include:

- making sure we have a full and up to date understanding of the city's needs
- ensuring that mitigating the impact of the recession and positioning the city for the upturn is, and remains, the key priority
- co-ordinating and monitoring cost-effective and sustainable interventions across the city
- getting the balance right between long term and short term interventions
- raising the profile of the various interventions and effectively communicating what is happening.

Our response

Our response to the recession is focused in two strategic ways:

1. immediate actions to help businesses, residents and communities affected by the recession
2. medium to long-term measures to invest in the future and ensure that the city can take advantage of the upturn when it comes.

Funding: funding has been targeted to tackle the impacts of the economic downturn. It will also address the long-term issues that have resulted in significant unemployment in parts of the city over a number of decades. Overall the City Council and its partners are spending more than £120m through:

- Working Neighbourhoods Fund (WNF) to tackle worklessness
- Support to businesses, including help with business rates and loans for projects where alternative finance is unavailable
- The Future Jobs Fund which aims to directly help over 2,000 people who are currently unemployed
- Investment from the European Social Fund and the European Regional Development Fund linked to the Multi Area Agreement for Employment and Skills.

Co-ordination: we have put in place arrangements across the Council and partners to:

- collate intelligence on the economic downturn
- plan and track the response to the recession
- brief the city's leaders
- co-ordinate internal and external communications on the impact of and responses to the recession
- focus on short and medium-term plans, considering any additional responses and interventions the Council could make.

Further development includes:

- bringing forward public sector infrastructure projects which will create jobs in Birmingham, including the Library of Birmingham and New Street Station
- attracting investment into the city through the Big City Plan and Area Investment Prospectus, and improved marketing of the city
- supporting innovation and enterprise in key growth sectors
- supporting businesses in local centres to sustain local economic regeneration
- capturing major employment and apprenticeship opportunities from new investments and developments in the city and connecting local people to these
- maximising the Council's procurement resources to support the development of local enterprise and encourage suppliers to open up more employment and training opportunities

- collaborating with neighbouring local authorities and other partner organisations, particularly in financing schemes through Accelerated Development Zones (and other options). This will make a positive difference to improving the economic, social and environmental well-being of the citizens of Birmingham and neighbouring authorities. It will also improve the effective use of public resources and help to promote the city and the region.

Delivering our priorities

For 2010-11 the Council's most immediate priorities are:

- A clean and safe city
- Helping people into work
- Improving education and skills (employability)
- Protecting vulnerable people (children and adults).

The subsequent year, 2011-12, marks the end of the current Comprehensive Spending Review period and is likely to see a significant reduction in resources for public services. It also coincides with both the three-year review of the Sustainable Community Strategy and the negotiation of the next Local Area Agreement. Therefore we anticipate the 2011+ Council Plan to be a fundamental and radical review of priorities, funding, and delivery approaches.

The outcomes

The following sections explain how we will continue to deliver the Council and its partners' five long-term strategic outcomes:

- **Succeed economically** (in particular improving skills and education, and helping people who are unemployed)
- **Stay safe in a clean, green city** (in particular protecting vulnerable people and improving cleanliness of local areas)
- **Be healthy** (in particular improving the health of the least healthy communities)
- **Enjoy a high quality of life** (in particular modernising social housing)
- **Make a contribution** (in particular increasing the scope of community and voluntary activity).

For each outcome we have first listed achievements from the past year. In the tables that follow, we list sub-outcomes, with related challenges and priority actions. This shows what we aim to accomplish over the next three years.

Outcome 1: Succeed economically

Succeed economically is about benefiting from education, training, jobs and investment

Achievements in the last year

More support and opportunities for job seekers and businesses

- Formal adoption of the 15 year Longbridge Area Action Plan which may create up to 10,000 new jobs
- £10.5 million Business Loan Fund delivered in partnership with Investbx, offering loans of £50k-£1 million to larger companies
- 250 construction jobs set aside for unemployed people from priority neighbourhoods through the construction of the new Library of Birmingham in February 2010
- 7 neighbourhood and 10 constituency employment and skills plans have been approved. These address worklessness and direct the investment of the Working Neighbourhoods Fund to proven cost-effective interventions in the areas of greatest need
- Showcased the business opportunities and benefits of digital technologies and social media for economic growth to over 350 Small and Medium Enterprises and entrepreneurs
- Secured the Birmingham Business Support Package, made up of some £31 million of projects and programmes. This aims to stimulate enterprise and business activity within the city (amongst large businesses, SMEs, start-up businesses, entrepreneurs, individuals, inward investors and retailers)
- Developed the 'finditinbirmingham' website, with a rolling programme of marketing activities, to improve awareness, access and take up of public sector procurement opportunities
- Launched the Enterprise City High Growth Programme, providing in-depth one-to-one coaching, mentoring, peer group learning and networking.

More opportunities for young people not in education, employment or training

- 276 trainee places (two year housing traineeship programme) for young people who are not in education, employment or training, focussing on priority neighbourhoods and estates
- Numbers of young people aged 16-18 not in education, employment and training remain relatively low despite the economic recession
- Ofsted has acknowledged the effectiveness of our work in this area

Learning successes

- The success rate for qualifications in Adult Education has improved by 10%

- The proportion of pupils gaining good GCSEs and A-levels increased again in 2009. 72% of pupils gained 5 or more A*– C grades at GCSE and 67% gained one or more A - B grades at A-level. Both are higher than the national average
- The Computers for Pupils project has given pupils access to 18,858 new computers for using online learning tools. This is nearly twice the government target

Birmingham chosen as a prime location

- Our cultural sector has seen a 12% increase in annual turnover in the past three years. Birmingham's current visitor spend is £4.6 billion
- Film Birmingham's work has involved over 22,000 people in filming activity and associated events in the city since April 2009. Two prime-time BBC television drama series have re-located to Birmingham from London
- The American Track and Field representatives have signed an official contract to site their Olympic training camp in Birmingham ahead of the 2012 games. The economic impact of this commitment is estimated at £9 million
- Birmingham was established as a place for creative industries through the regional launch of the Digital Britain report and the Hello Digital Business conference. These were organised by the Digital Birmingham partnership
- Birmingham rose seven places to reach 14th in Cushman & Wakefield's European Cities monitor. It has been recognised as offering the best value for money office space, ranked joint first with Leeds. It is in the top ten for availability of qualified staff and office space, ease of access to markets and for having a network of external transport links

A more sustainable city

- Reduced 103,000 tonnes of carbon emissions
- Secured the 110 electric cars demonstration project for Birmingham
- The city's Combined Heat and Power (CHP) schemes provided low cost and sustainable energy solutions to several of its major organisations. In the last year alone, CHP schemes have cut 12,000 tonnes of carbon in the city centre
- Signed up to the Eurocities Green Digital Charter. This recognises the key role of digital technologies in carbon reduction as part of the city's carbon management programme

Achieving Excellence – linking resources to priorities

- Our strategic housing inspection result was 2-stars, with excellent prospects for improvement. This is one of the highest gradings yet given by the Audit Commission. Our housing CPA score increased from 2 to 3 (out of 4)
- A Comprehensive Area Assessment green flag has been issued to Birmingham's City Housing Partnership by the Audit Commission. This recognises outstanding improvement in delivering better sustainable outcomes, demonstrating best practice from which other local authorities could learn

| An economically successful Birmingham will mean: | Challenges | Priority Actions |
|---|--|---|
| 1. Accelerating the economic recovery of the City | <ul style="list-style-type: none"> i) Connecting the unemployed to job opportunities, particularly those who have experienced long-term unemployment ii) Securing and retaining investment for the city in the face of a global recession iii) Supporting businesses and residents to lessen the effects of the credit crunch iv) Ensuring a cross-city, multi-agency approach to reducing child poverty | <ul style="list-style-type: none"> i) Manage delivery of the 40 contracts for locally commissioned employment and skills interventions ii) Work with developers to ensure local unemployed people have access to job opportunities through major projects/developments iii) Implement a programme of activity through the Working Neighbourhoods Fund to tackle long term worklessness iv) Manage the £10.5 million Business Loan Fund to help local companies v) Implement the Retail Development Programme, supporting local centres and independent retailers vi) Develop a framework for addressing child poverty (ahead of the statutory requirement) explicitly concerning the contribution of all services and partners |
| 2. Educational performance will continue to improve and more young people will be in education, employment and training | <ul style="list-style-type: none"> i) The impact of the economic climate on training and employment opportunities for young people ii) Ensuring the right skills are available to support business growth and diversification | <ul style="list-style-type: none"> i) Sustain improvement in educational achievement and reducing worklessness through <ul style="list-style-type: none"> ➤ the Local Authority's new responsibilities for 14-19 provision ➤ the Transforming Education programme ➤ focused School Improvement Programmes in line with national expectations and requirements ii) Raise skill levels and improve job chances of the most vulnerable and disadvantaged iii) Implementation of the Future Jobs Fund to provide jobs, placements or training for 18-24 year olds iv) Work with the Learning and Skills Council to direct regional co-financing funds to skills development for young people not in education, employment or training |
| 3. Adult educational performance and skills will continue to improve | <ul style="list-style-type: none"> i) Increasing adult basic skills during a period of recession ii) Levels of higher adult skills (levels 3 and 4, and graduates) are below | <ul style="list-style-type: none"> i) Build on our position as a 'national pathfinder' in English for Speakers of Other Languages (ESOL) ii) Work with regional partners to set a binding strategy for skills funding through the Multi Area Agreement |

| An economically successful Birmingham will mean: | Challenges | Priority Actions |
|---|--|--|
| | national averages | iii) Work with local universities to increase graduate retention in Birmingham and capitalise on the available research capacity |
| 4. The city's carbon footprint will be reduced and we will become a low carbon economy, safeguarding our environment for future generations | <ul style="list-style-type: none"> i) Tackling climate change ii) Creating sustainable developments through green and digital technologies | <ul style="list-style-type: none"> i) Implement the actions contained in the Climate Change Action Plan ii) Establish planning policies through mechanisms such as the Core Strategy to support the delivery of sustainable development iii) Continued development of the Combined Heat and Power (CHP) scheme iv) Continue to promote the use of electric vehicles in Birmingham v) Develop and implement plans to deliver the pledges contained in the Birmingham Declaration on Climate Change vi) Support environmental developments and urban living through green and digital technologies and contribute to energy efficiency |
| 5. Innovation and business enterprise are stimulated and supported | <ul style="list-style-type: none"> i) Creating opportunities to attract new high-value, knowledge-based activity ii) Ensuring the right skills are available to support business growth and diversification iii) The limited digital infrastructure for supporting business innovation and growth iv) 40% of SMEs still not online | <ul style="list-style-type: none"> i) Work with partners to deliver enterprise and innovation support to businesses ii) Continue to support the regional Birmingham Science City initiative that uses science and technology to support economic prosperity throughout the region iii) Help Birmingham businesses to undertake profitable change through business innovation iv) Work with businesses and partners to maximise the opportunities of public sector procurement and spending in Birmingham v) Working in partnership, develop the economic benefits of digital technology to help the city succeed economically |
| 6. People choose to live and work in Birmingham and skilled workers are retained to support a strong and sustainable economy | <ul style="list-style-type: none"> i) Fostering innovation to help diversify the economy ii) Attracting investment which creates skilled employment opportunities iii) Attracting and retaining skilled people | <ul style="list-style-type: none"> i) Implement the Core Strategy. Continue working with Advantage West Midlands, the Homes and Communities Agency and other partners to deliver sustainable population and economic growth. (Please also see sub-outcomes 1, 2, 3, 5, 7 & 8) ii) Further develop and improve internationally recognised facilities - such as the NEC, NIA and ICC. This is to enhance their standing, attract inward investment and strengthen transport links within the City and |

| An economically successful Birmingham will mean: | Challenges | Priority Actions |
|---|--|--|
| | | the wider region |
| 7. Pedestrian, road, rail and air access to and within the city will improve and congestion will be managed | i) Tackling congestion, and developing and promoting sustainable travel including walking ii) Ensuring the city remains globally relevant with appropriate connectivity | i) Continue projects that produce significant change in the city centre and local centres and neighbourhoods. These include associated transport improvements ii) Implement actions contained in Steps to the Future, the city council's walking strategy. These include: <ul style="list-style-type: none"> • More pedestrianisation within the city centre • Giving pedestrians greater priority within residential areas iii) Progress major transportation projects |
| 8. Investment for the city is secured and retained | i) Securing and retaining investment for the city in the face of increasing international competition | i) Support the relocation of high profile, high skill employers to the city ii) Raise the profile of inward investment activity in Birmingham iii) Increase the number of participants at the Hello Digital Festival iv) Increase the number of filming requests through Film Birmingham |

Outcome 2: Stay safe in a clean, green city

Staying safe in a clean, green city is about living in safe and clean neighbourhoods.

Achievements in the last year

Continuous decline in crime levels

- Serious violence reduced by 9% since May 2009. All 'violence against the person' fell by 6% in the last 12 months
- Gun crime has continued to decline (9% reduction)
- Serious acquisitive crime (burglary, vehicle crime and robbery) has reduced by 15% in the last 12 months

More people feeling safer

- More people feel that crime has reduced and more people feel safer in the daytime (69%, up from 64% last year)
- 67% of bus users feel that Police and Community Support Officer patrols are making a difference
- Trading standards introduced 'no cold-calling zones' in three areas with high levels of distraction burglary. In these zones the levels of distraction burglary fell. 92% of residents said that they felt safer because of the zones and 99% support their continued use
- Birmingham is regarded as the safest of the eight core cities, with the lowest total recorded crime figures for 2008/09

Improvements for young people

- There is evidence of improvement in safeguarding children and young people
- The number of young offenders re-offending has reduced in the last year by 27% compared to 2005. This is a greater reduction than in other core cities
- The number of under-18s becoming victims has reduced by 2.6% this year (53 fewer victims)
- 98.6% of young offenders have been housed in suitable accommodation, exceeding the 2008/09 target of 95%
- School exclusions have been reduced by 32.5%

Safer roads

- The number of people killed or seriously injured (KSI) as a result of road traffic collisions has continued to reduce. 257 KSIs were recorded up to the end of August 2009, compared to 299 for the same period in 2008

A cleaner Birmingham

- We put 14.3% of our municipal waste into landfill, making us one of the UK's best performing authorities in this measure
- Over 97% of sites surveyed for litter were found to be satisfactory
- We have worked with our partners to tackle graffiti across the city on four fronts – prevention, enforcement, intelligence and removal. This has had excellent results. In Selly Oak, for example, the percentage of unsatisfactory (graffiti-defaced) sites fell from 24% to 3% and in Hodge Hill from 36% to 8%

Protecting vulnerable adults

- We successfully established the Birmingham Safeguarding Adults Board and implemented the safeguarding action plan following inspection

| A cleaner, greener and safer Birmingham will mean: | Challenges | Priority Actions |
|--|--|---|
| 1. Vulnerable people are safeguarded effectively. This includes children, young people, older people, people with mental health problems or a learning disability and victims of domestic violence | i) Safeguarding vulnerable children, young people and vulnerable adults in Birmingham | i) Implement a multi-agency approach with all partners and providers. This will ensure vulnerable children, young people and adults in Birmingham are safeguarded and empowered as citizens ii) Strengthen prevention and family support services iii) Test preventative and early intervention approaches iv) Improve children's social care and corporate parenting |
| 2. Fewer children and young people will be victims of crime and more will choose not to engage in criminal and anti-social behaviour | i) Reducing the number of young people within the Youth Justice System being given a custodial sentence ii) Eradicating gang violence iii) Countering violent extremism of all forms within communities | i) Work with partners to develop our approach and contribution to tackling youth crime ii) Understand better and address anti-social behaviour in the city iii) Work directly with Local Delivery Groups to improve engagement with stakeholders and partners iv) Extend the network of agencies providing support services to those deemed at risk of engaging with gangs |
| 3. Birmingham will feel a safer place with less fear of becoming a victim, especially after dark | i) Tackling key concerns such as robbery and serious violent crime ii) Communicating our performance effectively to the public. iii) Adverse impact of the night time economy and alcohol on public perceptions of the city and of violent crime iv) Improving perceptions of the way public services deal with crime and anti social behaviour | i) Work with partners to improve feelings of safety; tackle the issues that matter to the community in their neighbourhoods; improve road and transport safety ii) Tell people how we are making the city safer |

| A cleaner, greener and safer Birmingham will mean: | Challenges | Priority Actions |
|--|---|--|
| 4. Violent crime will continue to fall and there will be fewer victims of crime. Fear of crime will be reduced | i) Tackling key areas of concern such as robbery and serious violent crime, and the impact of the night time economy and alcohol ii) Monitoring the impact of the recession on increases in acquisitive crime, anti-social behaviour and prostitution; also on increases in domestic violence arising from home drinking | i) Work with partners to tackle anti-social behaviour and neighbourhood nuisance, and reduce gang related crime ii) Improve our tension-monitoring systems in order to anticipate, prevent and respond to disorder |
| 5. Facilities and activities for children and young people will continue to improve | i) Young people benefiting from high quality and accessible facilities which offer a wide range of services and activities | i) Build on and extend Birmingham's 'youth offer' to other ages to support informed choices for 13-19 year olds (or up to 25 years for people with learning difficulties). This includes: <ul style="list-style-type: none"> ➤ recreational, cultural, sporting and learning opportunities ➤ safe and enjoyable places in which to spend time ➤ information, advice and guidance about any aspect of their lives ➤ opportunities to make a positive contribution through volunteering in their neighbourhood and in the city |
| 6. Concern about hate crime will remain low or decrease further | i) Reducing crime in hot spot areas | i) Implement tension-monitoring through Constituency Local Delivery Groups ii) Implement the Hate Crime Reduction Strategy and a national pathfinder geared to promoting cohesion and tackling extremism |
| 7. Litter, rubbish and graffiti will be reduced and residents will enjoy a better environment | i) Maintaining high standards of cleanliness and preserving our green open spaces ii) Keeping all parts of the city free of litter and graffiti | i) Deliver the anti-graffiti strategy and action plan ii) Manage cost efficient street cleansing services to agreed service levels |
| 8. Satisfaction with, and cost-effectiveness of, recycling and waste management services will improve. The | i) Encouraging all residents to reduce waste, re-use or recycle instead of throwing away ii) Resident satisfaction is below average | i) Increase doorstep recycling provision to 99% of all Birmingham households ii) Manage household waste collection services to agreed service levels |

| A cleaner, greener and safer Birmingham will mean: | Challenges | Priority Actions |
|--|--|------------------|
| amount of domestic waste recycled will be increased, landfill reduced and service for residents further improved | <p>in national indicators</p> <p>iii) Low resident satisfaction with waste collection services relative to other Metropolitan Borough Councils</p> | |

Outcome 3: Be healthy

'Be Healthy' is about enjoying long and healthy lives.

Achievements

Living independently

- The city's first retirement village in New Oscott is nearing completion. Work has also started on two new extra-care housing developments in Turves Green, Northfield and The Meadway, Yardley
- Assisted over 1,100 people and reduced average waiting times for major adaptations by 24% (56 weeks)

Keeping fit & healthy

- The "Be Active" scheme has had ½ million attendances since its launch in April 2009, in the Heart of Birmingham (teaching PCT) area
- Around 65,000 people have registered for the scheme. The "Gym for Free" scheme in Constituencies covered by the Heart of Birmingham (teaching PCT) won the LGC Best Public Health Award. Following the city-wide launch in September 2009, an additional 16,000 new customers have signed up
- The World and Birmingham EDF Half Marathon took place in October 2009, with new championship records being set for both the men's and women's races. Entries increased from the previous year, from 9,000 to 12,300
- Around 14,000 people have participated in The Walks programme. Twenty nine 2-kilometre and 4-kilometre walking groups take place each week. There are also seven additional 5-kilometre routes
- Obesity levels have fallen amongst 4 to 5 year olds
- The number of teenage conceptions in the city is falling faster than the regional rate
- Use of allotment plots has increased, encouraging more local produce and healthy eating
- Birmingham City Council Golf Roots and England Golf Partnership Project 2009 linked schools to their local golf course and promoted a summer holiday programme in parks. The Golf Roots and England Golf Partnership encouraged a greater participation amongst disabled pupils, women and pupils from the BME groups

| A healthy Birmingham will mean: | Challenges | Priority Actions |
|---|---|---|
| 1. Health inequalities across the city will be reduced. The gap in life expectancy between the least healthy wards and the city average will narrow | <ul style="list-style-type: none"> i) Reducing Health inequalities across the city ii) 10 year difference in healthy life expectancies across the city | <ul style="list-style-type: none"> i) Develop and implement a shared prevention framework and principles with the NHS ii) Develop and implement a Health Inequalities Strategy for the City Council iii) Develop council wide interventions to promote health and well being iv) Develop a health planning statement to inform and support the Core Strategy v) Ensure the Health Inequalities Champions in Directorates continue to deliver their aspects of the Council's plan for health inequalities vi) Develop and roll out a model for health interventions at neighbourhood level vii) Continue to develop the infrastructure and delivery of the Joint Strategic Needs Assessment and its assurance processes |
| 2. More people choosing healthy lifestyles. This includes reduced levels of smoking, improved control of tobacco, lower levels of obesity and higher levels of healthy eating | <ul style="list-style-type: none"> i) Reducing circulatory diseases, particularly coronary heart disease ii) Reducing the burden of ill-health and death due to smoking iii) Increasing life expectancy and promoting healthy lifestyles iv) Changing behaviours and attitudes that discourage healthy living | <ul style="list-style-type: none"> i) Develop a healthy workforce strategy ii) Work as part of the Birmingham Health and Well-Being Partnership to ensure those most at risk are channelled into prevention initiatives to improve healthy living iii) Deliver the Be Healthy programme in partnership with NHS Primary Care Trusts iv) Work with the Health and Well-Being Partnership to further reduce coronary heart disease, levels of obesity and smoking v) Promote healthy lifestyles across all council services and through locally targeted programmes in constituencies and schools vi) Lead the formation of a tobacco control alliance for the City |
| 3. Improved mental, physical and emotional well being | <ul style="list-style-type: none"> i) Growing health inequalities between some communities and in some areas of the city ii) Inequalities in access to, use of and representation in mental health | <ul style="list-style-type: none"> i) Develop the quality and range of services for vulnerable adults and older people ii) Bring together the resources of the City Council and partners to improve services for people with learning disabilities and mental health issues (and at better value) |

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| | systems | |
| 4. More people maintain independent living in a home of their own | <ul style="list-style-type: none"> i) Increasingly older population ii) Growing older population needs a wider range of quality housing options, including the option of support in their own homes iii) Ensuring that people do not stay in hospital longer than necessary | <ul style="list-style-type: none"> i) Develop extra-care housing for older people ii) Help people to live independently through a range of schemes to provide aids and adaptations to homes iii) Help people to live independently through the handy person scheme commissioned through the Supporting People programme iv) Develop the quality and range of services for vulnerable adults and older people v) Harness the existing resources of all partners to prevent admissions to hospital and reduce delays in transfers of care |
| 5. Reduced levels of infant mortality | <ul style="list-style-type: none"> i) Reducing rates of infant mortality, especially among some black and minority ethnic groups, teenage mothers and 'new-arrival communities' | <ul style="list-style-type: none"> i) Continue partnership working with the Primary Care Trusts (PCTs) via the Health and Well-Being Partnership to deliver the Action Plan for infant mortality |
| 6. Reduced levels of teenage conception | <ul style="list-style-type: none"> i) Reducing teenage conception rates in "hotspot" areas | <ul style="list-style-type: none"> i) Continue partnership working with the Primary Care Trusts (PCTs) via the Health and Well-Being Partnership to better understand and reduce levels of teenage conception in Birmingham |
| 7. More people taking up sport or active recreation | <ul style="list-style-type: none"> i) The need to improve the condition of our leisure and sports facilities ii) Resident satisfaction with some leisure and sports services is lower than other metropolitan councils | <ul style="list-style-type: none"> i) Improve our leisure and sports facilities and services ii) Increase satisfaction and participation in our leisure and sports services |

Outcome 4: Enjoy a high quality of life

'Enjoy a high quality of life' is about benefiting from good housing and renowned cultural and leisure opportunities.

Achievements

More new and affordable homes

- Investment (£100 million in Public Finance Initiative credits) to transform the Lyndhurst estate and surrounding areas
- £17.8 million for Urban Living to continue creating successful housing markets in parts of Sandwell and North West Birmingham. This has been supplemented by a further £1.7 million which will help accelerate activities in the areas of greatest need. The Government has also confirmed an additional £11 million to the end of March 2011
- £15 million to deliver the major renewal and remodelling of Kings Norton Three Estates as part of the Big Change plan
- £20 million Government Kickstart funding to restart stalled housing developments to provide 540 new homes
- Adoption of the 15 year Longbridge Area Action Plan, which is intended to result in 1,400 new homes
- Funding and land for our council home building programme through the Birmingham Municipal Housing Trust (£6.7 million from the Homes and Communities Agency (HCA), £6.26 million of council funding and contribution of our own land for free)
- 3,280 new dwellings completed in 2008-09, 975 being new affordable homes, a considerable excess over the target of 600. 824 dwellings were demolished during the year
- £1.3 million investment to the Larger Homes programme for increasing the supply of larger affordable homes

Better housing and accommodation

- Worked with partners to introduce the Sanctuary scheme to help victims of domestic violence remain in their own homes
- Reduced the length of time a single person under the age of 25 remains in temporary accommodation (from 50 days to 7 days in the last eight months)
- On target for all council homes to meet the Decent Homes standard by 2010. At the end of 2008-09, 90% of the Council's homes met the standard
- We have also started a new investment programme to replace kitchens and bathrooms in the city
- On target for all Registered Social Landlords (RSL) homes to meet the Decent Homes standard by 2010. At the end of 2008-09, 97% of RSL homes met the standard
- Four modern Care Centres, and additional extra-care accommodation for older people, have been opened across the city

Keeping warm

- Worked in partnership with national programmes to assist over 9,500 households with affordable warmth measures
- A combined heat and power scheme has been implemented, providing cheaper and more efficient energy to 224 households
- Completed 100% gas servicing across all of the Council's homes for the second year running

Attractive parks and open spaces

- Seven of Birmingham's Parks have been awarded the coveted Green Flag award
- Birmingham's parks and nurseries team have won a number of awards which include:
 - a gold medal for the City Centre Floral Trail at the National Britain In Bloom awards
 - a gold in the Urban Community category at the Heart of England in Bloom awards
 - a silver gilt medal in the Urban Gardens category at Chelsea
 - a silver gilt medal at Gardeners World
- Aston Park has been refurbished, including a brand new state-of-the-art sports pavilion to serve the new all-weather pitch and the new cricket facilities

Amazing cultural services

- We have launched the Family Friendly Kite Mark, and 300 arts awards have been achieved
- Birmingham Opera Company achieved the Royal Philharmonic Society award in 2008 for audience development
- We have provided 2,000 free events in the city centre and 37,000 arts events overall
- Arts organisations provided over 10,000 workshops in the city
- The Hello Digital Arts Festival attracted almost 400 people
- The Birmingham Museum and Art Gallery had a total of 64,775 people visitors, 40,000 of whom went to see the Staffordshire Hoard exhibition between 25 September to 13 October 2009
- Aston Hall and Park reopened to the public in July 2009 with over 29,000 visitors in the following 3 months
- Birmingham arts organisations' turnover has grown to £67m
- Birmingham proudly hosted the greatest number of events in the country over the past year - for example, with over 220,000 people attending ArtsFest
- 3 million people enjoyed Birmingham's Christmas programme – the largest such programme in the country
- Communities continue to come together each year to celebrate St Patrick's Day, Vaisakhi, the Birmingham Carnival and Eid

Achieving Excellence – linking resources to priorities

- We have started to undertake joint commissioning and intelligence sharing with strategic partners

- Birmingham Museums and Art Gallery, Library and Archive Service and the Sport and Leisure Service were recognised with the Customer Service Excellence Award

| A high quality of life for people in Birmingham will mean that: | Challenges | Priority Actions |
|--|--|---|
| 1. The city's social housing is modernised to meet people's aspirations for decent homes | <ul style="list-style-type: none"> i) All social housing has to meet the Decent Homes standard by the end of December 2010 ii) Financial resources being under pressure from land sales, right to buy sales and capital review of all projects iii) The emerging standards of a new regulator, the Tenant Services Authority (TSA) iv) Major inspection of the Council's landlord service in March 2010, the largest test of a local authority housing provider since 2005 | <ul style="list-style-type: none"> i) Ensure all social housing meets the Decent Homes Standard within timescales ii) Secure reforms to the existing housing financial rules to allow local authorities to retain all land and right to buy capital receipts iii) Review all potential disposals to develop specific marketing strategies for sites iv) To review our 2/3 year capital receipt projections v) To ensure that the projections reflect the current economic climate and adjust our planned expenditure accordingly vi) Provide new kitchens and bathrooms in council homes vii) Improve the environment and safety on council estates viii) Ensure council tenants receive an excellent service |
| 2. More older people will remain active and involved in the community | <ul style="list-style-type: none"> i) Understanding the future needs of older citizens to offer a better range of services | <ul style="list-style-type: none"> i) Bring together the resources of the City Council and all its partners to improve the range of support available to older citizens |
| 3. There are more new and affordable homes in Birmingham | <ul style="list-style-type: none"> i) Downturn in the housing market, reduced levels of house building and house sales, and falling house prices ii) Increase in Regional Spatial Strategy targets for new affordable housing from 50,600 to 57,000 by 2026; this at a time when housing completions are at their lowest levels iii) High level of people in Birmingham excluded from work. The West Midlands has by far the highest unemployment rate in the UK, up 4.2 points in a year | <ul style="list-style-type: none"> i) Develop new council housing and properties for sale through our Birmingham Municipal Housing Trust ii) Develop the public land initiative for new housing with the Homes and Communities Agency iii) Create innovative models with private sector partners and pension funds to develop new affordable housing for sale and renting iv) Increase the number of new and affordable homes in Birmingham v) Address housing needs and worklessness through a range of measures vi) Implement the Core Strategy; continue working with Advantage West Midlands, the Homes and Communities Agency and other partners to deliver sustainable population and economic growth |

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| 4. More people will be satisfied with their neighbourhood as a better place to live | <ul style="list-style-type: none"> i) Impact of recession on satisfaction with area and on community cohesion ii) Collaborative working across a broad range of partner agencies and service delivery points | <ul style="list-style-type: none"> i) Implement Priority Neighbourhood programme ii) Consolidate the Neighbourhood Management model for localities iii) Support transformational change in important regions of the city iv) Continue with projects that produce significant change in the city centre and local centres and neighbourhoods |
| 5. Household overcrowding in council homes is reduced | <ul style="list-style-type: none"> i) Shortage of large family houses (4 bedrooms plus) in the city ii) Level of empty properties | <ul style="list-style-type: none"> i) Increase the supply of large family homes through the Larger Homes Programme ii) Build larger family homes through council direct build iii) Bring empty properties back into use |
| 6. More people are able to heat their homes | <ul style="list-style-type: none"> i) Increase in fuel prices ii) Increasingly older population iii) Potential reduction in funding from regional housing allocations iv) Increasing residents' take up of benefits to which they are entitled | <ul style="list-style-type: none"> i) Maximise take up of Warm Front grants ii) Maximise take up of affordable warmth area-based grants via Community Energy Savings programmes iii) Continue to maximise benefits take up through Neighbourhood Offices |
| 7. The number of households living in temporary accommodation is reduced | <ul style="list-style-type: none"> i) Downturn in the economic climate leading to increase in households presenting as homeless ii) Increase in households presenting as homeless requiring large family houses (4 bed plus) | <ul style="list-style-type: none"> i) Increase people's access to social housing tenancies through Birmingham Home Choice ii) Prevent homelessness through a range of targeted measures iii) Remodel the housing options and advice service to (a) prevent homelessness and (b) move people more quickly out of temporary accommodation and into wider social or private housing sectors iv) Implement the Large Homes Programme and Wisemove scheme |
| 8. All people entitled to Adult Social Care will have personal budgets enabling them to choose the services they need | <ul style="list-style-type: none"> i) Underdeveloped market place not currently in a position to provide a better range of services ii) Outdated care services are in need of modernisation and/or decommissioning | <ul style="list-style-type: none"> i) Improve individual choice and control by increasing the number of people receiving a personal budget ii) Develop and modernise the range of services and support options available iii) Understand the future needs of our citizens |

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| <p>9. Better support will be given to people providing informal care to relatives and dependants</p> | <p>i) Addressing the needs of the huge numbers of unpaid carers in the city. There are thought to be almost 100,000 'hidden carers' (10 per cent of our population)</p> | <p>i) Develop services and support for carers and ensure that they can be accessed by the most vulnerable carers</p> |
| <p>10. Raise Birmingham's profile and attract more people through renowned facilities, activities and events across the leisure and culture sectors</p> | <p>i) Increasing the take up of the cultural offer (including a range of internationally significant venues and companies, smaller companies, individual artists and designer makers, and amateur arts activities)</p> | <p>i) Strengthen Birmingham's cultural offer ii) Work with our cultural partners to deliver the Cultural Strategy and secure the City of Culture 2013 iii) Roll out a cultural entitlement for 0-19s across the Council's and its partners' services</p> |
| <p>11. More Birmingham people enjoy culture</p> | <p>i) The need to improve the condition of some of our cultural facilities ii) Resident satisfaction with some cultural facilities is lower than in most other metropolitan councils</p> | <p>i) Improve our cultural facilities and services ii) Increase satisfaction and participation with leisure and culture services</p> |
| <p>12. Local centres will be clean and attractive, and ready to thrive as the economy recovers</p> | <p>i) Impact of the recession on local centre success</p> | <p>i) Implement Connecting with Communities Programme ii) Implement the Retail Development Programme, supporting local centres and independent retailers iii) Enhance town centre management iv) Completion of local centre public realm enhancement works</p> |

Outcome 5: Make a contribution

'Make a contribution' is about valuing one another and playing an active part in the community.

Achievements

Greater contribution from young people

- Engagement mechanisms such as youth forums, school councils and the Children and Young People's Parliament led to positive developments and activities for young people
- Attracted funding for the Government's MyPlace initiative to build new and modern young people's centres in areas of need across the city
- A large number of young people were involved in the Overview and Scrutiny Review of Education on Relationships and Sexual Health. This included a young person chairing the review

More opportunities for volunteers

- 3,245 volunteers worked with the professional arts sector and 2,000 volunteer days were spent on planned site maintenance in parks

Engaging with people from different backgrounds

- Established community networks, leading to wider representative engagement with BME communities
- Roll out of a major community dialogue programme in Handsworth and Lozells
- A substantial increase to 85% in the number of people who feel they can influence local decisions according to the 2008 Annual Opinion Survey (up by 7% from last year)
- Supporting the Birmingham LiNk, giving people and organisations a forum for raising their views on health and social care in the city
- The launch of the award winning Welcome to Birmingham website, a multi-language guide to public services for newcomers

Improving the way we consult, involve and feed back

- Launched the online Birmingham Be Heard Consultation Database and Annual Statement of Consultation. These enable the public and partners to find out about hundreds of past or planned consultations in the city, their outcomes and actions taken
- Published the new statutory Duty to Inform, Consult and Involve, which gives robust guidance on how we must involve people
- Delivered a wide range of activities during Local Democracy Week. This included a Local Hearts awards ceremony acknowledging the work of some of the city's many volunteers
- Published Be Involved which informs staff and public about opportunities for getting involved and influencing decision-making

Achieving excellence – linking resources to priorities

- Successful second year of a reinvigorated Local Democracy Week – one of the largest in the region
- Creation of a new Third Sector Team in the Chief Executive's Directorate to further develop our approach with the voluntary and community sector

| Birmingham people valuing one another and playing an active part in the community will mean: | Challenges | Priority Actions |
|---|--|---|
| 1. The community and voluntary sector will increase the scope of their activities | <ul style="list-style-type: none"> i) Removing barriers so that the voluntary and community sector can be more effectively involved in delivering services ii) Developing and delivering services jointly with local people iii) Meeting the requirements of the local indicator about ensuring support for a thriving third sector | <ul style="list-style-type: none"> i) Improve the council's work with the third sector, including assessing the value of the third sector's contribution ii) Develop opportunities for local people to work with the council in jointly delivering services and give them more control to manage council buildings iii) Re-commission Third Sector Advice Programme |
| 2. People feel that they get on well with people from different backgrounds in their local area | <ul style="list-style-type: none"> i) Providing appropriate forums to enable Birmingham residents to actively influence and engage with the City Council | <ul style="list-style-type: none"> i) Host a series of Community Cohesion Forum workshops with a focus on integrating new communities ii) Engaging the established Community Networks in order to support the development of the Council's priority equality outcomes |
| 3. Council service users feel satisfied that the City Council has treated them with dignity and respect | <ul style="list-style-type: none"> i) Understanding and meeting the aspirations of our diverse communities | <ul style="list-style-type: none"> i) Develop our customer knowledge to improve our understanding of communities and map socio-economic inequality at a local level ii) Use customer intelligence to inform and influence how we deliver efficient and equitable services |
| 4. More people will feel they belong to their neighbourhood | <ul style="list-style-type: none"> i) Encouraging greater community cohesion and tackling the causes of community dissatisfaction | <ul style="list-style-type: none"> i) Build in community engagement as a key priority in 31 Neighbourhood Plans |
| 5. More people will engage in community activities and civic participation in their local area | <ul style="list-style-type: none"> i) Providing new and effective ways of engaging with hard-to-reach and disengaged groups ii) Enabling and encouraging less active groups such as some older people, young and disabled people to take part in community activities | <ul style="list-style-type: none"> i) Roll out the Street Champions scheme across the city bringing in 1,000 extra volunteers ii) Open an access and resource facility which will enable all people with physical disabilities to use the city centre and still meet their own personal care needs iii) Promote volunteering and seek to maximise the opportunities for young people to engage in volunteer activity |

| Birmingham people valuing one another and playing an active part in the community will mean: | Challenges | Priority Actions |
|--|--|--|
| 6. More people will feel they can influence decisions in their locality | <ul style="list-style-type: none"> i) Providing ways and opportunities for citizens to influence local decision-making ii) Motivating young people to engage and providing appropriate opportunities to be engaged iii) 11 neighbourhoods have significantly lower percentages of people believing they can influence decisions in their locality iv) Although there have been improvements in the numbers of people believing they can influence local decisions, people are less satisfied with opportunities to get involved than in previous years v) Consultation fatigue vi) Digital exclusion acts as a barrier to engagement and participation. With more and more online services, the digital divide is deepening and creating greater exclusion | <ul style="list-style-type: none"> i) Review, simplify and improve methods for engaging citizens and communities ii) Create new opportunities including virtual engagement iii) Develop a plan to focus involvement activities across the 11 neighbourhoods identified iv) Develop the role of the Children and Young People's Parliament v) Roll out of the Be Heard consultation database to reach the voluntary and community sectors and people not often reached. Aim for 18,000 people registered on the database to receive email alerts vi) Provide a range of training for staff, community activists and Councillors on consultation standards, methods and evaluation techniques vii) Work towards digital participation by supporting partnerships, programmes and projects viii) Develop wider online access initiatives for citizens and digital inclusion opportunities |

Glossary

Action Plan

A specific series of steps taken to accomplish a particular goal. Generally includes steps, milestones, measures of progress, responsibilities, assignments, specified resources and a time line.

Annual Statement of Consultation

This draws together the views the public have given as part of consultation exercises. It highlights the key messages and concerns under each Strategic Outcome. It then identifies what has happened as a result and what still needs to be done to respond to these concerns.

Area Investment Prospectus

Captures the key strategic development and investment opportunities around the city. Also outlines Birmingham's plans to improve the economic environment and infrastructure necessary for supporting the growth generated by these opportunities.

Audit Commission

An independent organisation responsible for ensuring that public money is spent economically, efficiently and effectively to achieve high-quality local services for the public.

Be Birmingham

The local strategic partnership that brings together partners from the business, community, voluntary, faith and public sectors to deliver a better quality of life in Birmingham. See Local Strategic Partnership on page 55.

Link: <http://www.bebirmingham.org.uk/>

BEST (Belief, Excellence, Success, Trust)

The set of values that Birmingham City Council and its employees aspire to when providing council services.

Big City Plan

A 20-year vision for the future of Birmingham City Centre.

Birmingham Be Heard Consultation Database

A web-based resource which brings together views, comments and opinions collected through public consultation undertaken by Be Birmingham partners.

Link: <https://www.birminghambeheard.org.uk>

Birmingham Children and Young People's Parliament

A forum open to all young people in Birmingham aged 10 – 19 years. The Birmingham Youth Parliament is made up of young people who are elected to represent the views of Birmingham's young people.

Birmingham Health and Wellbeing Partnership

A group made up of the three Birmingham primary care trusts (South Birmingham, Birmingham East and North, and Heart of Birmingham), Birmingham City Council and other partners from the voluntary and community sector. Its purpose is to reduce health inequalities and enable people to experience the best quality of life.

Birmingham Sports Partnership

A partnership bringing together key sectors involved in sport and physical activity in Birmingham. The partnership aims to deliver a strategy for getting more people more active more often, and more people starting, staying and succeeding in sport.

Birmingham Way

A set of behaviours that is important to the Council achieving its aim of excellence. It shows staff clearly the behaviours we recognise and value as we jointly move the organisation forward.

BME groups

Black and Minority Ethnic voluntary and community organisations and groups.

Brighter Futures

Our strategic approach to changing the way we think about planning and commissioning services for children and young people. Brighter Futures focuses on outcomes to be achieved. It is based on reliable evidence-based data about needs, relates to all children and those in need, and embraces system-wide change.

Business Transformation

A set of programmes making fundamental changes to the way the Council works. It will help us deliver better services to citizens first time every time. It is not simply looking at how we do things, but reviewing what we actually do.

Carbon Footprint

A measure of overall contribution of carbon dioxide and other greenhouse gases to the atmosphere. It can relate to individuals, families, communities, companies, industries, products or services. It takes into account energy use, transportation methods, consumption of products and services and procurement.

Climate Change

Changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather. It is commonly attributed directly or indirectly to human activity.

Community organisers and activists

People working at the local level to create positive social change. They help communities come together to solve problems.

Community cohesion

What happens within communities to enable different groups of people to get on well together. A key contributor to community cohesion is integration, enabling new and existing residents to adjust to one another.

Community engagement

Informing, consulting, involving, listening and responding to communities. It builds relationships of trust between agencies and communities, and allows communities to influence services and neighbourhood improvements.

Community Support Officer patrols

Police Authority support staff, used on high-visibility foot patrol, providing a strong anti-crime presence and reassuring the communities they serve.

Comprehensive Area Assessment (CAA)

A new way of assessing local public services in England. It examines how well councils are working with other public bodies to meet the needs of the people they serve.

Constituencies

Birmingham is divided into 10 constituencies. Each has four wards with three councillors who sit on the constituency committee. Constituency committees enable local residents to influence the shape and quality of the services they receive, and participate fully in running their local community.

Core Cities

The core cities group is a network of England's eight major regional cities - Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. They work in partnership with each other and with the Government to enable each city to improve economic performance and to be regarded positively as places to live, work, visit and do business.

Core Strategy

A framework for new development and land-use change in Birmingham up to 2026. The Core Strategy is expected to be adopted by 2011 and will be central to delivering the Growth Agenda. It is a statutory plan and will be subject to extensive public consultation and involvement, including an independent examination.

Connecting with Communities programme

A plan to reinvigorate and connect with those communities that are most acutely feeling the pressure from recession. It will ensure they are well placed to share fully in future prosperity and emerge stronger and more cohesive.

Corporate Management Team (CMT)

The senior (officer) management team of the council. It consists of lead senior officers including the Chief Executive Officer and all Strategic Directors and all Corporate Directors.

Cushman & Wakefield's European Cities Monitor (a privately held commercial real estate services firm)

Conducting surveys on Europe's major business cities. The European Cities Monitor studied a number of key issues that cities need to address, the business performance of each European city and where improvements have been seen to be made over the last year.

Customer knowledge

A way of working that helps us understand customers' needs and preferences. Data and customer information from throughout the Council is analysed to provide an in-depth knowledge of our customers. This can then be used to help us make decisions about the way we plan and provide services.

Decent Homes Standard

A legal minimum standard for social housing. 95% of all social housing will need to meet this standard by 2010.

Economic climate

The current and anticipated economic situation of the country.

Equality and diversity

The way an organisation complies with anti-discrimination legislation as well as emphasising the positive benefits of diversity. This includes drawing on a wider pool of talent, positively motivating all employees and meeting the needs of a wider customer base.

Family Friendly Kitemark

An awarded designation of quality relating to activities for children, young people and their families.

Film Birmingham

The film office for Birmingham. Run by Birmingham City Council it aims to attract filming to the city. It provides a one-stop shop for filming requests, including a locations service.

Golden Thread

A performance framework that links each staff member's objectives to outcomes and priorities within the Council Plan.

Green Flag awards

The national standard for parks and green spaces in England and Wales, awarded to organisations for their high-quality green space.

Green Flag – Corporate Area Assessment (CAA)

Green flags represent exceptional performance or outstanding improvement resulting in proven delivery of better outcomes for local people. Performance or improvement must be sustainable and an example to others.

Hate Crime

When a perpetrator targets a victim because of their association to a certain social group (usually defined by racial group, religion, sexual orientation, disability, class, ethnicity, nationality, age, gender, gender identity, or political affiliation).

Hate Crime Reduction Strategy

A framework of partnership working to reduce hate crime in Birmingham.

Independent Living

A programme of support helping people to overcome problems in daily living and live independently at home. It includes information and advice as well as practical solutions such as aids and adaptations in the home.

Local Area Agreement

A three-year delivery framework for helping to deliver Birmingham 2026, the Sustainable Community Strategy. It is a set of targets agreed with local partners and with central government. It allows local flexibility and freedom to use new ideas and schemes to achieve the city's vision.

Local Government Commission (LGC)

A membership organisation committed to making communities more equitable and social, prosperous, and resource-efficient. It assists local government in developing policies and programmes.

Local Services

Services like libraries and neighbourhood offices, run from a constituency level.

Local Strategic Partnership

A group of public, private, voluntary and community sector organisations that are working together to achieve the long-term vision for the city. See Be Birmingham on page 50.

Longbridge Area Action Plan

The framework and proposals for the regeneration of the former MG Rover plant site at Longbridge.

Metropolitan councils

Single-tier authorities with responsibility for the delivery of all services in their area.

Partnership working

Working with different organisations towards a given cause.

Priority Neighbourhood programme

A programme to improve service delivery and overall quality of life for residents of Birmingham's most deprived areas. 31 geographic neighbourhoods have been identified for the delivery of intensive neighbourhood management support.

Procurement

Planning, obtaining and purchasing the best services, supplies and construction work to meet the needs of citizens and service users.

Regional Spatial Strategy

Along with Local Development Frameworks, part of a two-tier system to determine how the regional planning system will help to shape communities. It sets out the broad spatial planning strategy of how a region should look in 15-20 years' time.

Recession Taskforce

Oversees a review of services to seek new and imaginative ways of providing help and support to those under pressure.

Registered Social Landlord (RSL) homes

Government-funded, not-for-profit organisations that provide affordable housing. They include housing associations, trusts and cooperatives. They work with local authorities to provide homes for people meeting the affordable homes criteria.

Safer Birmingham Partnership

Ensures the delivery of a range of community safety activities aimed at making Birmingham safer. It is a joint partnership between West Midlands Police, Birmingham City Council, West Midlands Fire Service and many different agencies that work together to tackle difficult problems that affect communities.

Serious Acquisitive Crime

Theft and robbery including street crime, business and retail crime and vehicle crime. This can be theft from the person or from vehicles, theft of vehicles and cycles, vehicle interference and domestic burglary.

Strategic Outcomes

The city's priorities, aims and objectives to improve the quality of life for people in Birmingham.

Strategy

A framework showing priorities and desired outcomes. It is different from a plan, which sets out the practical steps needed to put a strategy into practice.

Street Champions

Engaging with and supporting volunteers to take responsibility for cleanliness and safety within their immediate locality.

Sustainable communities

Communities where people want to live and work now and in the future.

Sustainable Community Strategy – Birmingham 2026

The long-term partnership vision for the city.

Small, Medium Enterprises (SME)

Businesses that employ 250 employees or less.

Tenant Services Authority (TSA)

A new regulator for social housing, dedicated to raising the standard of housing services.

Third sector

Includes charities, voluntary, community and faith organisations and social enterprises.

Total Place

A new initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost.

Value for Money (VFM)

A process for assessing whether an organisation provides goods and services that are effective, efficient and economic.

Wards

Each ward is represented by three councillors who are elected by local people to represent the area they live in. In Birmingham there are 40 wards.

Warm Front grants

A government scheme that helps owners-occupiers and private tenants make improvements to the heating and insulation of their home.

Worklessness

The Department for Work and Pensions defines a workless household as 'a household where no adults are in paid employment'. Worklessness refers to 'the unemployed (people of working age who are not in formal employment but who are looking for a job) and the economically inactive (people of working age who are neither formally employed nor looking for formal employment)'.

Working Neighbourhood Fund

Part of the Government's drive to tackle worklessness and low levels of skills and enterprise, focusing on areas of high deprivation.