

2019 update

2018-2022 Council Plan



Making a positive difference

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**What have we
done so far?**

Birmingham is an entrepreneurial city to learn, work and invest in

What we've delivered

- Youth Promise Plus providing employment support for 15-29 year olds who are Not in Education, Employment or Training (NEETs). Birmingham is one of the UK's top-performing cities in supporting NEETs, and has supported over 10,000 young people so far.
- £33 million EU funded Business Growth Programme successfully

delivering since July 2016, with £36 million of private sector investment generated and 1,461 new jobs.

- Over 10,000 local unemployed residents supported into training, employment, apprenticeships and work experience by the Employment Access Team since 2008.
- Significant progress being made

on Snow Hill, Peddimore, Paradise, Centenary Square and HS2 Curzon developments.

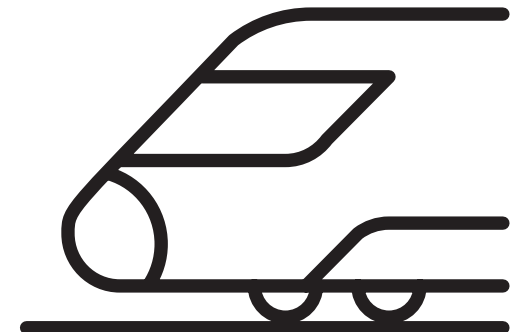
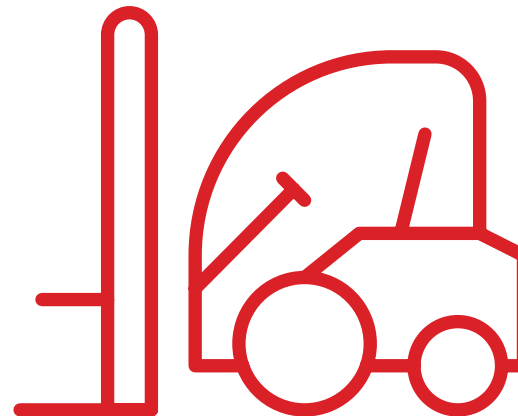
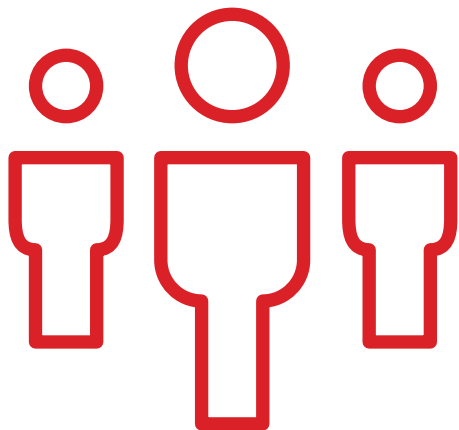
- Adult Education Ofsted rating improved from 'Requires Improvement' to 'Good' (2019).

Our continued challenges

- Closing the socio-economic gap so that everyone has access to the same opportunities.

Our focus as we go forward

- Bringing forward and expanding a range of initiatives to support employment, skills and training across the city.
- Working with businesses in the city to help them grow and ensure sustainability.
- Attracting international investment to the city.



Birmingham is an aspirational city to grow up in

What we've delivered

- Established the Children's Strategic Board.
- Children's services judgement has improved to 'Requires Improvement' in all areas after more than 10 years as 'Inadequate'.
- Adoption services rated 'Good' by Ofsted (2019).
- Birmingham disadvantaged pupils' Progress 8 performance in 2018

was significantly above the national average (-0.23 compared to -0.44).

- Birmingham Education Partnership has had a positive impact on schools, improving outcomes through initiatives including securing funding for a reading project for 40 schools.

Our continued challenges

- Primary school and Key Stage 4 performance is below national

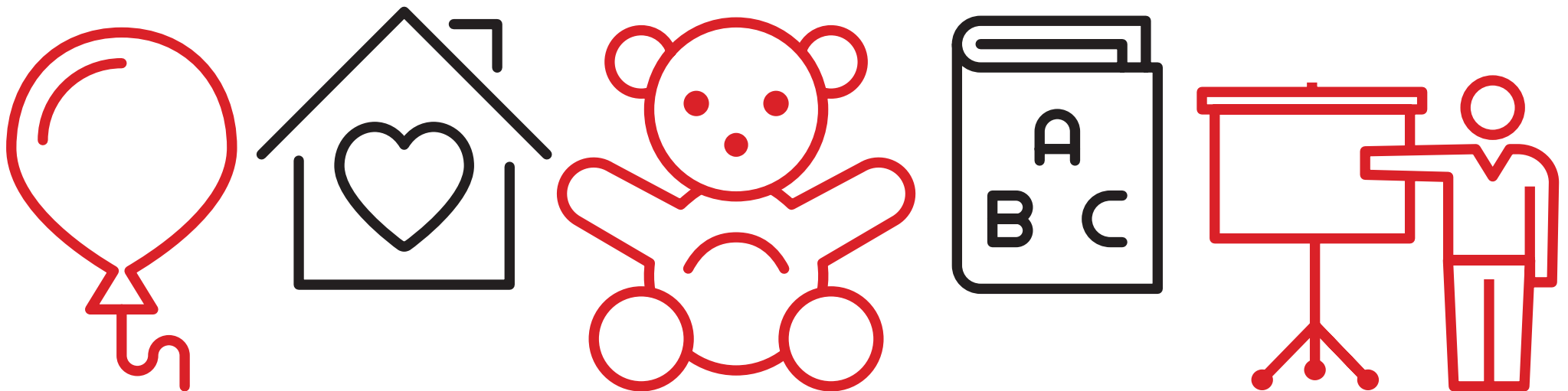
average, but we are narrowing the gap year on year.

- Engaging with, improving and communicating our Special Educational Needs and Disability (SEND) offer to our children and their families.

Our focus as we go forward

- Continuing the improvement trajectory with Birmingham Children's Trust.

- Working with Birmingham Education Partnership to improve attainment.
- Modernising and improving our SEND provision.
- Safeguarding and improving outcomes for children.
- Focusing on the mental wellbeing of our young people.
- Strengthening our partnership working through our Community Safety Partnership.



Birmingham is a fulfilling city to age well in

What we've delivered

- Replacing traditional models of social care with a new model that listens to what the citizen wants as their outcomes.
- Increased uptake in Direct Payments, allowing greater independence and control (2,521 in 2019, compared to 2,066 in 2018).
- Connecting people to their communities through Neighbourhood Network

Schemes (12,000 views).

- Raising the quality of services delivered to citizens through better commissioning.
- Partnership with NHS embedded through Sustainability & Transformation Partnership and trialling integrated intermediate care service.
- Appointed a lead member for Loneliness and Social Isolation to reduce isolation through placed based approaches.

- Mobilised Rough Sleeping Initiative, providing 52 additional emergency beds and support for physical and mental health, and substance misuse.

Our continued challenges

- Continuing to develop prevention, early intervention and ongoing personalised support with partners to improve outcomes for older people.

Our focus as we go forward

- Supporting future generations of vulnerable adults and older people by creating healthier communities and focusing on prevention.
- Helping people within their local settings to become more independent and connected.
- Working with our partners to prevent and reduce homelessness.



Birmingham is a great city to live in

What we've delivered

- Completed 3,000th home delivered through Birmingham Municipal Housing Trust in 2018.
- Housing First pilot launched to house rough sleepers directly off the streets into tenancies with wraparound support, with 11 tenancies in place in Birmingham and 55 across the region.
- Weekly bin collections retained.
- Working closely with our partners

to make our neighbourhoods safer, and strengthen community cohesion and resilience.

- Domestic Violence Hub launched.
- Reinvesting £40 million in our leisure centres and swimming pools.
- Scrapping charges for burial/cremation of children in the city.

Our continued challenges

- Ending the use of unsuitable

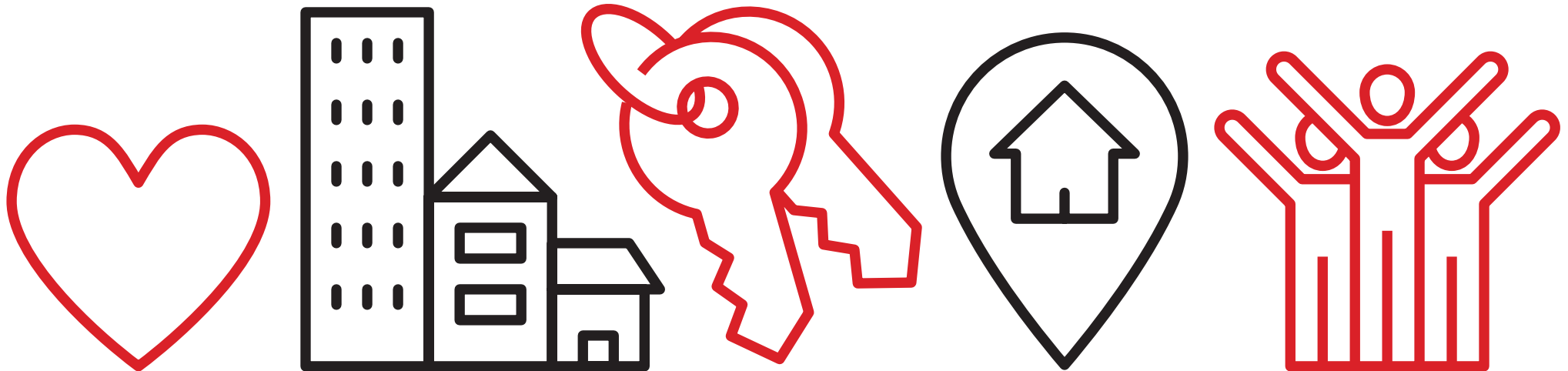
properties for temporary accommodation.

- Increasing recycling and reducing plastic waste.

Our focus as we go forward

- Reducing the city's carbon footprint by transitioning to cleaner, greener energy, and introducing a Clean Air Zone to tackle air pollution from January 2020.

- Transforming transport through the Birmingham Transport Plan, a cycle hire scheme, low-emission buses, and new train stations across the city.
- Addressing the challenges we face in delivering our waste management services, and improving this experience for our residents.



Birmingham residents gain the most from hosting the Commonwealth Games

What we've delivered

- Working as one city to maximise the legacy of the Commonwealth Games and achieve lasting and meaningful outcomes for our citizens.
- Secured commitments for the equivalent of 800,000 hours of new jobs, apprenticeships, work experience and graduate

placements through the Commonwealth Games.

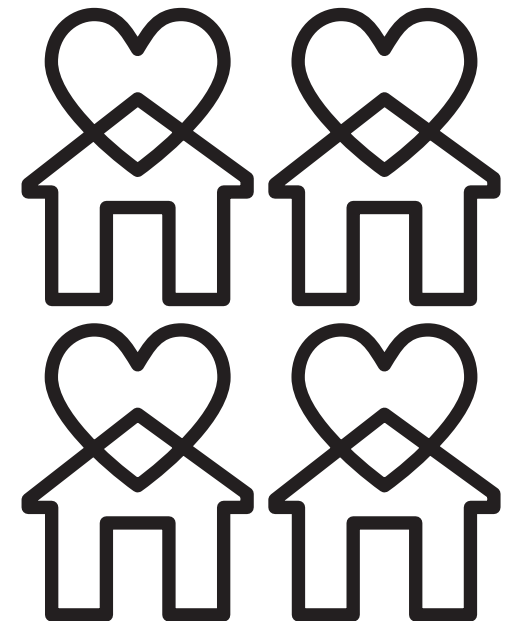
- 1,419 new homes being built by the council at Perry Barr as part of the Commonwealth Games Village, with 22% affordable homes and an extra care village.
- Majority of £57 million Birmingham Cycle Revolution delivered, with outstanding elements being

integrated into Commonwealth Games transport improvements.

Our focus as we go forward

- Making sure everyone's voice is heard, particularly our most deprived communities, to enable inclusive growth and fulfil our commitment for all citizens to benefit from the Games.

- Promoting our world-class cultural sector through the Culture Programme of the Games.
- Working with West Midlands Combined Authority to promote business opportunities through the Business Programme of the Games.



Birmingham is a city that takes a leading role in tackling climate change

What we've delivered

- Declared an aspiration for the city to be net zero carbon by 2030 or soon after; ensuring communities are engaged in the process; protecting employment; ensuring a just transition, without impoverishing deprived communities.
- A pledge to seek, with the WMCA, powers and resources from the UK Government to help Birmingham deliver the 2030 net zero carbon ambition.
- Declared a Climate Emergency and established a Climate Emergency Task Force in June 2019.
- Policies and projects including the Birmingham Development Plan and Birmingham Connected supporting the reduction of carbon emissions to mitigate against climate change in planning and development, sustainable transport, heating and powering

- the city, research and partnerships.
- All new procured buses in the city centre from 2025 to be zero-emission, as well as identifying key city areas to be zero-emission.

Our continued challenges

- Poor air quality in the city contributing to hundreds of early, preventable deaths and making many existing health conditions worse. This disproportionately affects the

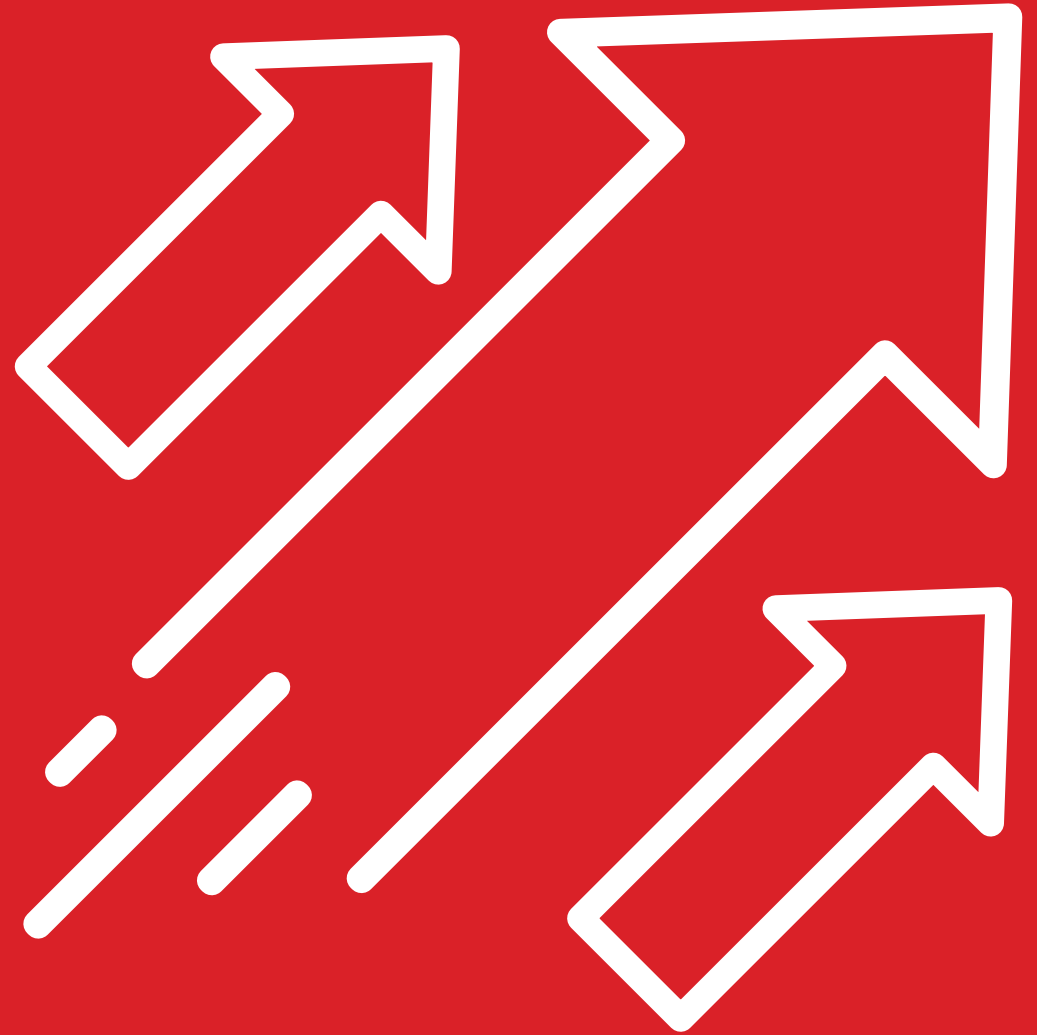
poorest and most vulnerable in our communities.

Our focus as we go forward

- Introducing a Clean Air Zone within the city centre that supports the transition from carbon-intensive diesel and petrol vehicles to ultra-low and zero-emission vehicles.
- Climate Emergency Task Force will support the council to move to a low-carbon future.



**What do we
want to achieve?**



WHAT DO WE WANT TO ACHIEVE?

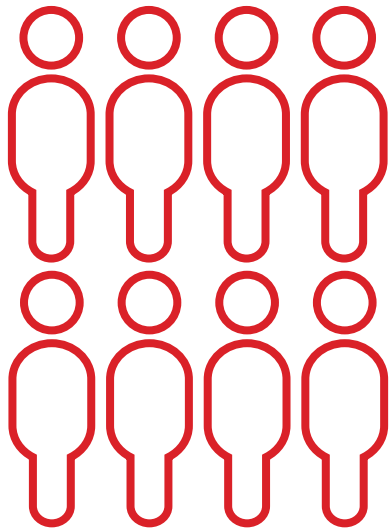
Outcome	Why is this important?
Birmingham is an entrepreneurial city to learn, work and invest in	We want a city that invests in its people, so that everyone can have opportunities to realise their potential through lifelong learning, skills and good jobs. We want to invest in the buildings and transport connections of our city to provide better places to live and work, and to enable businesses to prosper. HS2 will be a key milestone in the city's development and we must make the most of this opportunity to boost our economy and key growth sectors, and enable our citizens to access employment.
Birmingham is an aspirational city to grow up in	We want to respond to our unique profile as one of the youngest cities in Europe to give all children from every background and community the best start in life, with clear pathways to achieve success and realise their full potential.
Birmingham is a fulfilling city to age well in	We want citizens to live more active, longer, healthier and independent lives. We want to reduce social isolation so that people can make positive choices and take control of their wellbeing.
Birmingham is a great, clean and green city to live in	We want Birmingham to be a sustainable city of vibrant culture and flourishing neighbourhoods, with good quality housing. A city with clean air, safe and clean streets, and green spaces. We want to be a city where our citizens have pride in where they live, have a strong sense of belonging, and a voice in how Birmingham is run.
Birmingham residents gain the maximum benefit from hosting the 2022 Commonwealth Games	Hosting the Commonwealth Games gives us a global stage to use the transformational power of sport and culture to project a positive image of our city, promote growth, and provide a long-lasting legacy to the citizens of our city.
Birmingham is a city that takes a leading role in tackling climate change	Climate change is an urgent issue with a global reach that directly impacts upon Birmingham residents. We will work with our partners to tackle this issue to make Birmingham a city in which all of our residents, including those from our most deprived communities, can lead healthy, safe, fulfilling lives.

Challenges and opportunities



BIRMINGHAM HAS

1,141,000
CITIZENS
46%
UNDER 30



Our population is expected to rise to 1.31 million by 2039 (15% rise from now) and 24% predicted rise in adults aged 85+ by 2028.

90



DIFFERENT
LANGUAGES

ARE SPOKEN

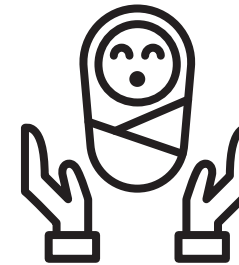
Birmingham has a young and richly-diverse population with 25% of the population under-18 and 42% from black and minority ethnic communities.

OUTSIDE OF LONDON

OUR CITY IS THE
MOST
ETHNICALLY &



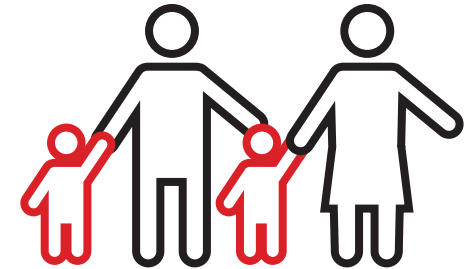
CULTURALLY
DIVERSE



1,789
CHILDREN
IN CARE
(UNDER 18)

1 in 3 children live in poverty and there is a gap in life expectancy between the wealthiest and poorest wards. **English** is not the first language for 42% of school children.

1,836
FAMILIES
SUPPORTED BY
FAMILY SERVICES*



(*THINK FAMILY – A NEW WAY OF WORKING TO MEET THE NEEDS OF THE WHOLE FAMILY)

Unemployment is higher than the UK average – 6.4% in Birmingham compared to 2.6% in the UK.

Unequal employment rates across Birmingham – e.g. Hodge Hill at 46% compared to 78% in Sutton Coldfield.

Air pollution causes up to 900 premature deaths (before the age of 75) per year.

HOME TO OVER

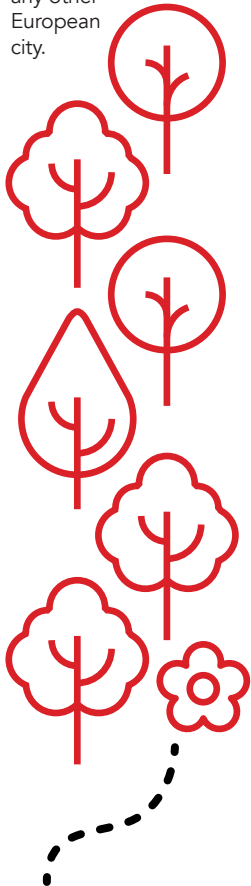
20
MUSEUMS



571 PARKS

MORE THAN

any other European city.



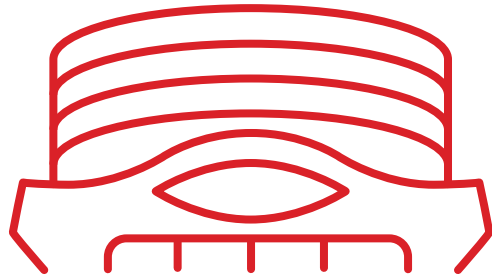
61,818

COUNCIL HOUSES

89,000 new homes are needed by 2023: street homelessness is on the rise and 1 in 88 people (12,785) is homeless.



HOME TO
5
UNIVERSITIES
with 87,400 students (aged 16-64).



MOST RAPIDLY IMPROVING CITY

to live and work in with exciting new developments in Birmingham city centre, delivering almost 13,000 new homes, over 40,000 jobs and adding £2 billion to the local economy.

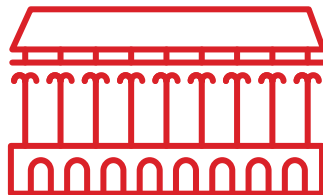
COMMONWEALTH GAMES

will reposition Birmingham globally,

GENERATING

£526m

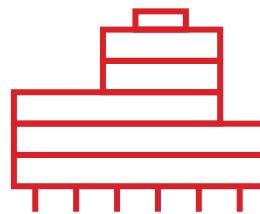
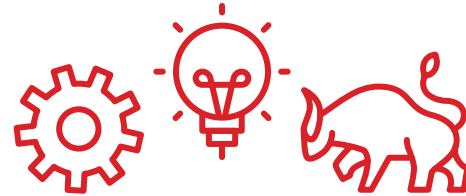
for the regional economy, creating **1,000** new homes.



Wide-ranging and lively cultural offer, including world-class theatres, Town Hall and Symphony Hall and a rich tapestry of festivals.

IN 2017, MORE THAN

12,000 NEW COMPANIES OPENED THEIR DOORS FOR NEW BUSINESS IN BIRMINGHAM



4 MILLION VISITORS TO

CITY'S 37 LIBRARIES ANNUALLY



12,373 ADULTS (18+) RECEIVING

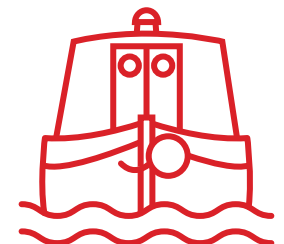
LONG-TERM SUPPORT

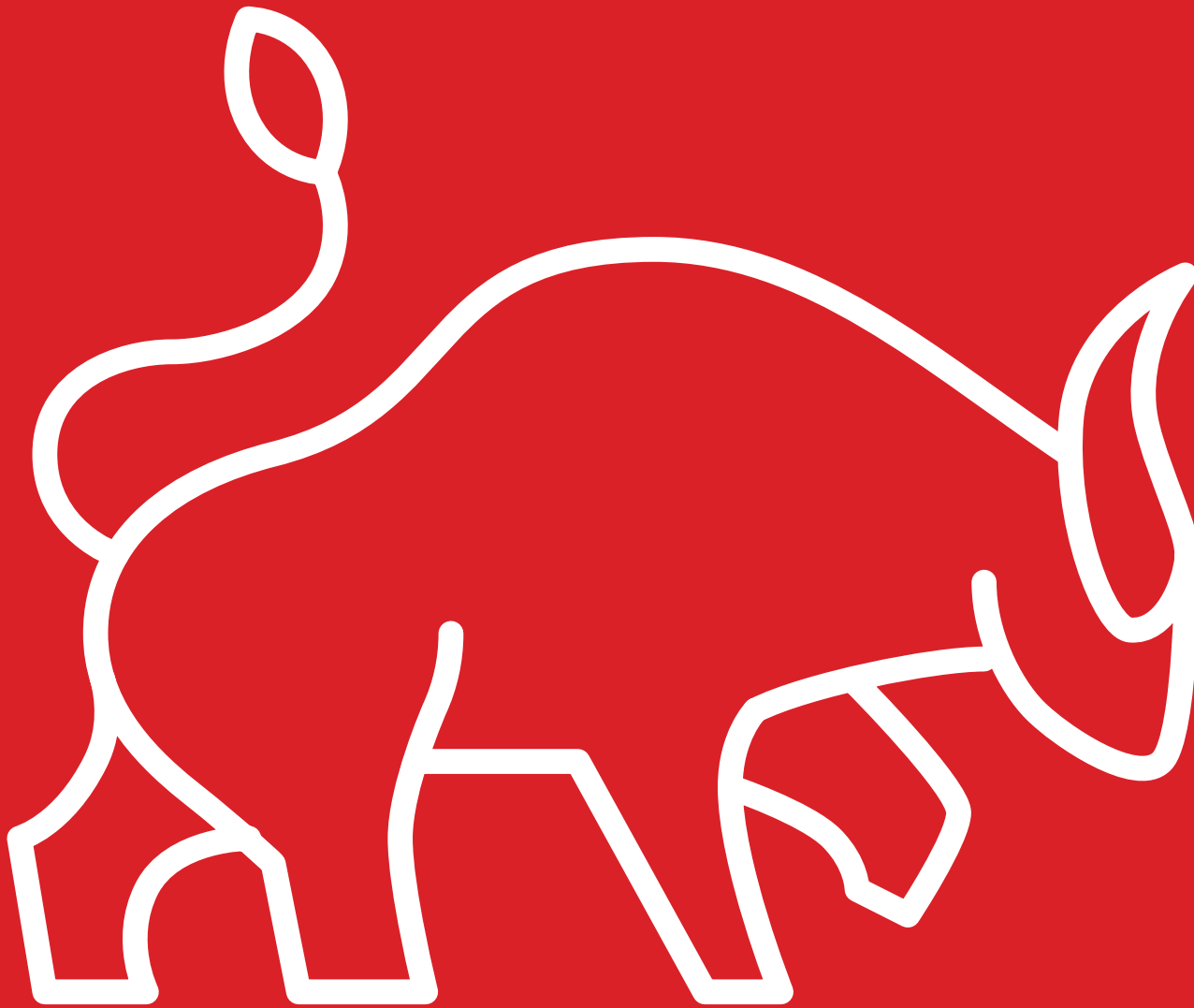
CITIZENS' TOP PRIORITIES

- #1 Clean Streets (57%) 
- #2 Refuse Collection (55%) 
- #3 Child Protection and Safeguarding (37%) 
- #4 Road and Pavement Repairs (37%) 
- #5 Care and Support for Older and Disabled People (36%) 

35 MILES OF WATERWAYS MORE CANALS

THAN VENICE





**What are we
going to do?**

Outcomes and priorities

OUTCOME 1: Birmingham is an entrepreneurial city to learn, work and invest in

Priority 1

We will create opportunities for local people to develop skills and make the best of economic growth.

Priority 2

We will strive to maximise the investment in the city and engage local employers to create quality

jobs and opportunities for citizens, especially for those in the most deprived circumstances.

Priority 3

We will invest in growth sectors where Birmingham has competitive strengths to diversify the economic base of the city.

Priority 4

We will develop our transport infrastructure, keeping the city moving through walking, cycling and improved public transport.

How will we measure success?

We will measure our success by

the number of people accessing training opportunities and getting into employment; by the level and type of investment we attract into the city; by development of our transport infrastructure to provide connectivity and encourage healthy lifestyle choices; and by the gap between our most deprived and most affluent wards.

OUTCOME 2: Birmingham is an aspirational city to grow up in

Priority 1

We will improve the wellbeing of vulnerable children and young people (including those with Special Educational Needs and Disability).

Priority 2

We will work with early years services and all schools to improve educational attainment and standards.

Priority 3

We will inspire our children and young people to be ambitious and achieve their full potential.

Priority 4

We will improve early intervention and prevention work to secure healthy lifestyles and behaviours.

How will we measure success?

We will measure our success by the outcomes we deliver for

our vulnerable young people; by boosting educational attainment; and by the healthiness of our children and young people.

OUTCOME 3: Birmingham is a fulfilling city to age well in

Priority 1

We will work with our citizens and partners in neighbourhood network services to prevent social isolation, loneliness, and develop active citizenship.

Priority 2

Working with our partners, we will

continue to improve the quality of care delivered to adults with disabilities and older people.

Priority 3

Citizens and communities will have choice and control over their care and improved resilience and independence.

How will we measure success?

We will measure success by the level and quality of social contact our older people get, and the number of older people who continue to live independently within their communities, and by

the quality of care provided to those older people who can no longer live in the community.

OUTCOME 4: Birmingham is a great, clean and green city to live in

Priority 1

We will work with our residents and business to improve the cleanliness of our city.

Priority 2

We will have the appropriate housing to meet the needs of our citizens.

Priority 3

We will work with partners to tackle roughsleeping and homelessness.

Priority 4

We will improve the environment and tackle air pollution.

Priority 5

We will work with partners to ensure everyone feels safe in their daily lives.

Priority 6

We will foster local influence and involvement to ensure that local people have a voice in how their area is run.

Priority 7

We will work with our partners to reduce inequalities and build a fair, tolerant and inclusive city for all.

Priority 8

We will enhance our status as a city of culture, sports and events.

How will we measure success?

We will measure success by the cleanliness of the city's environment,

including streets and air quality; by the level and quality of appropriate housing in the city; by the extent to which all individuals and communities benefit from improvements to the city; by satisfaction levels with the city council; and by the pride of our citizens in their local area and in Birmingham as a whole.

OUTCOME 5: Birmingham residents gain the maximum benefit from hosting the Commonwealth Games

Priority 1

We will seek to maximise the opportunities for Birmingham businesses and the Birmingham economy as a result of the Commonwealth Games to stimulate economic and employment growth.

Priority 2

We will encourage citizens of all abilities and ages to engage in

physical activity and improve their health and wellbeing.

Priority 3

We will use the Games as a catalyst for the development and promotion of apprenticeships, volunteering and leadership opportunities to enhance the skills of our workforce and communities.

Priority 4

We will deliver high-quality housing, sporting facilities and transport infrastructure for the benefit of our citizens.

Priority 5

We will work with our diverse communities to ensure that we deliver a Games for Birmingham that connects communities and fosters civic pride.

How will we measure success?

We will measure success by the opportunities created for local people and businesses; by the legacy of skills development, housing, infrastructure, and civic engagement created through our hosting of the Commonwealth Games; and by the pride of our citizens in their city.

OUTCOME 6: Birmingham is a city that takes a leading role in tackling climate change

Priority 1

We have declared a Climate Emergency on a cross-party basis, and we will progress our activity for this through our Climate Emergency Task Force.

Priority 2

We will continue to deliver, report and positively promote the council's extensive climate change and carbon reduction activity, with additional

initiatives undertaken in line with leading national and peer practice.

Priority 3

We will develop an evaluation framework to monitor the climate impact of all project and policy decisions undertaken.

Priority 4

We will influence our partners and lobby government.

How will we measure success?

We will measure success by monitoring and reporting on CO₂ emissions compared (or set) against 1990 levels – and develop and collate other monitoring indicators on measures that support the reduction of CO₂ emissions and measures that help adapt to climate change.



**How will
we work?**

How will we work? 2019 update

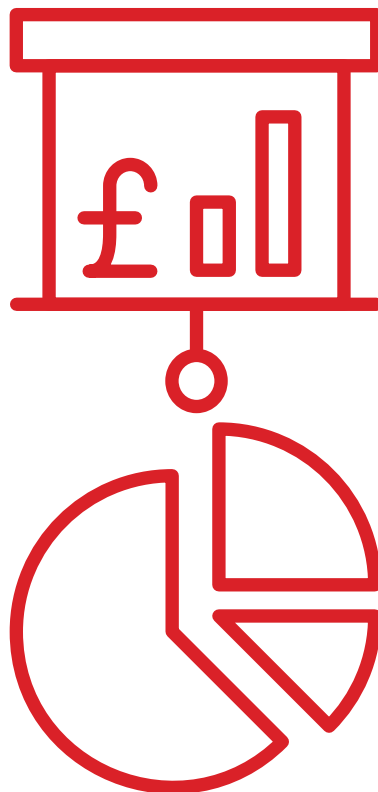
We want to proactively strengthen our partnerships with key institutions and businesses to create a strong civic family to lead the city. As part of this family, we will endorse a 'Made in Birmingham' approach – with the city council playing a stronger role in directly delivering services, enabling partners and leading the community.

BUDGET FOR 2019/20

£851.6m

SAVINGS DELIVERED

£775m
OVER 12 YEARS



We want everyone to benefit from the city's success and have therefore set out a long-term approach to achieve our priorities. This includes improving our services by promoting innovation, learning from good practice and collaborating with our partners across all sectors and all communities.

Improving the way we work

- **Greater Efficiency** – we are committed to a culture of continuous improvement. Our journey of modernisation and change will build a more flexible and agile organisation.
- **More Transparency** – we will work openly and publish information on decisions and spending.
- **Greater Equality** – we will promote the needs of all our

citizens; tackle disparities between neighbourhoods; and ensure our workforce reflects the diversity of our city.

- **Engaging with Communities** – we will change the way we work with citizens and communities and promote active citizenship

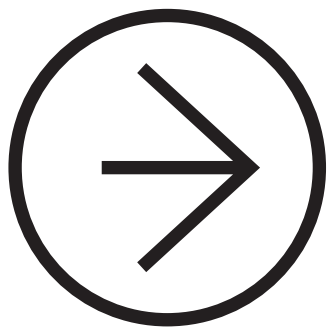
Achieving the outcomes set out in this plan requires a wide range of resources and funding. By having a clear set of priorities we are able to work effectively in partnership to maximise the city's resources for the residents of Birmingham.

We are changing the way we work to ensure we are making the best use of our resources whilst continuing to deliver improved outcomes for residents:

- We have developed a sustainable financial plan which does not rely on the use of reserves.
 - We will focus on outcomes-based budgeting to ensure our resources are used where they are most needed.
 - We will seek to use innovative models to deliver better outcomes at lower cost.
- We will continue to strengthen our partnership working, building on the creation of the City Board and Children’s Strategic Board, and our work in the Sustainability and Transformation Partnership and Community Safety Partnership.
 - We will make better use of our assets.
 - Following the stepping down of the Birmingham Independent Improvement Panel, we will continue to draw on external, independent challenge to further our progress in key areas.
- We will develop our current and future workforce with the right skills, environment and culture to succeed by ensuring we are a modern and healthy place to work.

By having a clear purpose, understanding our ongoing role in the city, and listening to citizens, partners and communities, we will continue to make a positive difference every day to people’s lives.

We want to improve service delivery in neighbourhoods and have a greater focus on neighbourhood priorities and needs.



'Working Together in Birmingham's Neighbourhoods'

We recognise that the city council has changed over recent years and we cannot go back to previous devolved structures and ways of working which are no longer affordable. However, our commitment to localism and strengthening communities remains unchanged. We must get better at working more closely with neighbourhoods to understand priorities and develop solutions together that are financially sustainable.

We understand that each neighbourhood will have different priorities and that a 'one size fits all' approach won't bring the results we all want to see. We need to be flexible and adapt our approach to ensure the

right arrangements are introduced in each ward and neighbourhood.

Most of the things that need to be done in neighbourhoods will be delivered by other organisations and in partnership. We know that there are many neighbourhood organisations across Birmingham who deliver – or have the potential to deliver – excellent services to their communities. We want to encourage and provide support to those organisations, enabling them to take more control and deliver their own solutions to challenges in their areas.

We want to see more neighbourhoods contributing to the identification of local needs and priorities in their ward plans, developing their own services to meet them. Neighbourhood groups could even create a neighbourhood

or community council and consider taking on the delivery of a range of local services and assets.

We have set out our approach in a policy paper published in February 2019, which provides a framework for the way forward. It sends a clear message that the council is committed to changing the way it works and enabling a bottom-up approach to that change.

We are delivering this message across all the council – to our officers and members – and our expectations are high. We expect our services to be responsive to the needs and aspirations of local communities, engaging communities at the start of policy or service redesign rather than as a final consideration. Senior managers and service areas must

have a clear focus on neighbourhoods and residents, building stronger relationships with them and growing confidence and trust within those relationships.

Measuring our success

We will know when we've made progress when:

- Services are different, more effective and better suited to the area
- Residents feel they are more in control of their services and their local area
- Council officers are putting shared outcomes and local places first, not their individual service or directorate
- Local councillors have more influence on services.

**We want to proactively
strengthen our partnerships
with key institutions and
businesses to create a strong
civic family to lead the city**