

Business Plan 2015+ **Business Plan and** **Summary Budget**



CONTENTS

Foreword.....	2
Our Mission, Values and Priorities.....	5
The Future Council.....	7
What will this Look like in Practice?	8
Planning the Future.....	9
Developing a Strategic Plan for Birmingham	10
Community Governance	11
Our Approach to Developing Budget Proposals for 2015/16.....	11
Consultation on the budget proposals	13
The Process	13
Consultation Feedback – Key Concerns.....	14
Consultation Feedback - Our Response.....	14
Summary Budget.....	16
Background	16
Revenue	16
Council Tax.....	17
Housing Revenue Account (HRA).....	17
Capital	17
Further information	18
Annexe 1: The Plan on a Page.....	19

FOREWORD

Birmingham is a great city with a great future.

As a council, our goals remain the same: to work with our employees, public services, the voluntary and community sector, businesses and the people of Birmingham to create a city that is fairer, more prosperous and more democratic.

The last year has been a time of challenge and substantial progress.

In terms of 'prosperity', over the last year¹ our economy has improved faster than other cities:

- The local economy grew by over 6 per cent in cash terms² in one year – well above the rate for the other seven big cities and for the rest of the country outside London.
- Employment grew by 2 per cent - above average compared to other large cities, after eight years where Birmingham jobs fell by almost 3%. Local entrepreneurs started over 18,000 new businesses in Birmingham – an increase of over 2,000 on the previous year, and more than any other city outside the capital.
- The economic region attracted 57% more foreign investments (the highest number of any Local Economic Partnership in the country).

In terms of 'fairness', since our introduction of the Living Wage for council staff the proportion of Birmingham public sector workers below this basic income level has fallen by two-thirds, to only 2 per cent which compares to 8 per cent nationally. Our Business Charter for Social Responsibility encourages private sector companies to work with the council to adopt the Living Wage as part of their contribution to improving the social, environmental and economic wellbeing of Birmingham.

This economic progress builds on good education attainment. Last year's exam results show Birmingham is the second placed of the eight core cities in terms of achievement of good GCSEs – with pupil progress in English and Maths above the national average. Disadvantaged pupils in the city now perform 7% above the national average for such pupils.

Linking prosperity and fairness, our new Youth Offer (backed by £1m investment) aims to ensure that every young adult in the city can access education, employment or training within four months.

¹ "Last year" refers to 2014, unless the most recent published data is earlier – this applies to the local economy (GVA) and employment where the comparisons relate to 2013.

² The figure of 6 per cent is for 'cash' growth including price inflation – 'real' growth was 4 per cent.

In terms of 'democracy', we are further developing our 'triple devolution' approach to ensure that issues are dealt with at the most appropriate level:

- Combined Authority (LEP, city region) level for issues of strategic planning, transport, and economic development.
- City level for issues of integrating public services, such as health and social care.
- Local (district and ward level) for issues such as understanding and improving local areas, community engagement, and holding public services to account for local delivery.

The coming year will see major developments across Birmingham, including the completion of Birmingham New Street Station and Grand Central Birmingham, the extension of the Midland Metro and redevelopment of The Mailbox.

Despite these economic successes, the City and the City Council are facing extremely difficult times as a result of the austerity measures that have followed. The national Government has chosen to cut funding to more deprived areas (like Birmingham) by a larger percentage than less deprived areas. This has resulted in services such as those providing social care, universal public services - libraries, parks and museums having to be cut.

Moreover, the city still has severe inequalities, areas of high unemployment and low skills, and the challenges (as well as the opportunities) of a large, growing, young and highly diverse population.

These challenges need empowering, consistent and responsible leadership.

We have reached 'the end of local government *as we know it*', and we now need to work with partners to create the council that the city needs for the future. We are planning how we can achieve our aims with drastically reduced resources. This will require radical and progressive change, not just cuts.

We undertook an extensive consultation process to listen to the views of our staff and Birmingham citizens about the future role and purpose of the city, and what they think is important in delivering services. We will incorporate all these findings into the future design and working of the council.

During 2014, there has been a series of reviews across several areas of the council's activities, including child protection, school governance, and the governance and organisation of the council itself. These identified important issues which we are rigorously addressing.

This document starts to set out how we will deliver on our priorities. During the next year, we will be working with partners and local people to redefine local public services in the city, and the council's future role and approach.

We explain how we want to improve partnership working and the involvement of local communities to agree a clear vision for the city, and how we can work together to deliver this.

The document (Business Plan and Summary Budget) sets out our vision, context and priorities. The accompanying Budget Report and Resource Plan provides further detail on our resource plans and operational approaches.

We look forward to working with Birmingham people, elected members, our staff team, and partners across all sectors over the coming year, to plan how to deliver the positive and progressive future vision for the city.



Sir Albert Bore, Leader



Mark Rogers, Chief Executive

OUR MISSION, VALUES AND PRIORITIES

We have been open and honest with the people of Birmingham about the difficult and painful decisions we must take in the light of severe Government cuts.

During 2014, we reflected with our staff team on our shared mission and values. We will reflect on these again after our work with partners on developing a new vision and plan for the city, and agreeing shared values around partnership working.

Our mission

“Making a positive difference every day to people’s lives”

Our values

- **Putting residents first** – we are empathetic and respectful
- **Acting courageously** – we lead and manage and we tackle the difficult issues, every day for everybody
- **Being true to our word** – we make promises and we keep them
- **Achieving excellence** - there is no substitute for high performance; we will strive to achieve this

We remain firmly committed to our goals of working with partners and Birmingham people to achieve a fairer, more prosperous and more democratic city.

Within these goals, our top priority is protecting Birmingham children.

The Leader’s Policy Statement 2014 (LPS) outlined our priorities and desired long-term outcomes, summarised in the table overleaf:

Primary goal	Key Themes	Outcomes we seek
A Fair City	Safety	People are safe, especially the most vulnerable – from crime, violence and abuse.
	Health and wellbeing	Health and wellbeing, housing quality and life expectancy are at national levels for all. Older people are able to stay in their own homes and communities.
	Children and young people	Children are protected and young people are able to access opportunities regardless of background or special needs.
	Tackling poverty	Poverty amongst children and families is down to national averages – Birmingham has an ethical approach as a ‘Living Wage City’ and no social groups or local areas are blighted by extreme levels of unemployment and low incomes.
A Prosperous City	Learning, skills and local employment	People have the qualifications they need for work, including school leavers and the working age population. Young people are exposed to the world of work and career options. Skill levels are high and all young people are in employment, education or training. Everyone has access to the digital economy.
	Enterprise City	The economy is growing, business start-ups are the highest in the core cities and good jobs are being created.
	Infrastructure, development and Smart City	There is a sufficient affordable and low energy use housing supply to meet needs, provision for employment land and high levels of investment in transport and other infrastructure, including cycling and walking, digital technologies and district energy systems.
	A Green and sustainable City	Birmingham is more environmentally sustainable, with higher levels of recycling, lower energy use and cleaner neighbourhoods. There is a thriving green economy.
	Regional capital and reputation	The city fulfils its role as the regional capital and provides a quality of life that attracts more investors, visitors and also employees.
A Democratic City	Engagement, influence and contribution	Local people from all backgrounds are engaged in local democracy and have more influence on local decisions and localised services. Communities and individuals are able to make their contribution to the life of the city and governance is based on openness and transparency.
	A New Model of City Government	The government of the city will be transformed to match modern needs.
	Modern services that serve our citizens	Services work together, make use of new technologies and modern ‘hub’ facilities and are focused on ‘whole people’ and ‘whole places’. Citizens, businesses and agencies can co-create new services

We continue to refine these plans to reflect the city planning work with partners and the outcome of this work will be presented in the new Leader Policy Statement in June 2015.

THE FUTURE COUNCIL

We are in a period of unprecedented change for local government, for Birmingham City Council and its partners. This is the end of local government *as we know it*, and the start of a new form of local public services. We see Birmingham at the forefront of the development of a new model for local government. A summary of our intent is set out in Annexe 1.

As part of our planning, we've incorporated the findings of Government reviews over the last year, including:

- Ensuring Birmingham children are safe and well protected
- Improving our support to schools, including ensuring good governance
- Improving the governance and organisation of the council.

Specific 'action plans' to address the recommendations of each review have been published, are being implemented and will inform our design for the future council.³

We recognise that, taken together, these long-standing issues and others (such as the severe financial challenge facing public services) mean that we need to develop a new way of working for Birmingham in partnership with other public services, sectors and local communities and the wider region.

We are therefore radically changing how we work with local people and partners to take forward the city vision. We are developing our approach which will be delivered by the Future Council Programme.

During 2015, we will actively engage with local people and partners to develop:

- The future role of the council and its relationship with partners and local people to deliver services innovatively and cost effectively in communities
- Clarity on the purpose and vision for the council itself and a sustainable future operating model and an outcomes-driven financial plan for the next five years
- Clear values for the way all our staff and members work together and with partners and communities
- Improved alignment of resources, policy-making, service delivery, governance, roles and responsibilities
- Sufficient senior leadership capacity to transform the organisation and deliver sustainable change.

³ Note - for Sir Bob Kerslake's review our action plan is in draft at the time of writing.

The 'Future Council Programme' will be our vehicle for the development and delivery of these activities and will enable the full engagement of partners, elected members and our own staff.

What will this Look like in Practice?

This work will lead to changes for the council including:

Roles, responsibilities and culture	Recognition that our own behaviour needs to change.
	A solutions-focused, 'can do' attitude to the challenges ahead.
	Deliberately creating a more positive narrative for the council and the city.
	Transparency in decision making and willingness to listen and act on feedback.
Strategic planning	Taking a long term planning view (through to 2020/21) while recognising the detailed plans will be subject to review and refinement.
	Willingness and resolve to have one council plan and one set of priorities based on outcomes - and to make some difficult decisions.
	Openness to new ideas, creativity and innovation - a shared desire to think beyond current constraints and boundaries.
	Constructive challenge and collaboration across the senior officer and member team.
	Conscious acceptance and commitment to adjusting the Business Plan mid-year, if required.
Workforce planning	A clear purpose and operating principles to guide the workforce plan.
	Ruthless determination to address the immediate recruitment and retention issues.
	Challenge to the status quo by recognising and acting on the leadership imperative.
Devolution and local delivery	Working across parties and sectors to focus on what is best for the city and the council.
	An outward looking approach and curiosity about the opportunities from a regional model.
	Use of robust data analysis and intelligence to inform plans and decision making.
	Putting in place the right support and development that enables members to fulfil their roles and operate as community leaders.

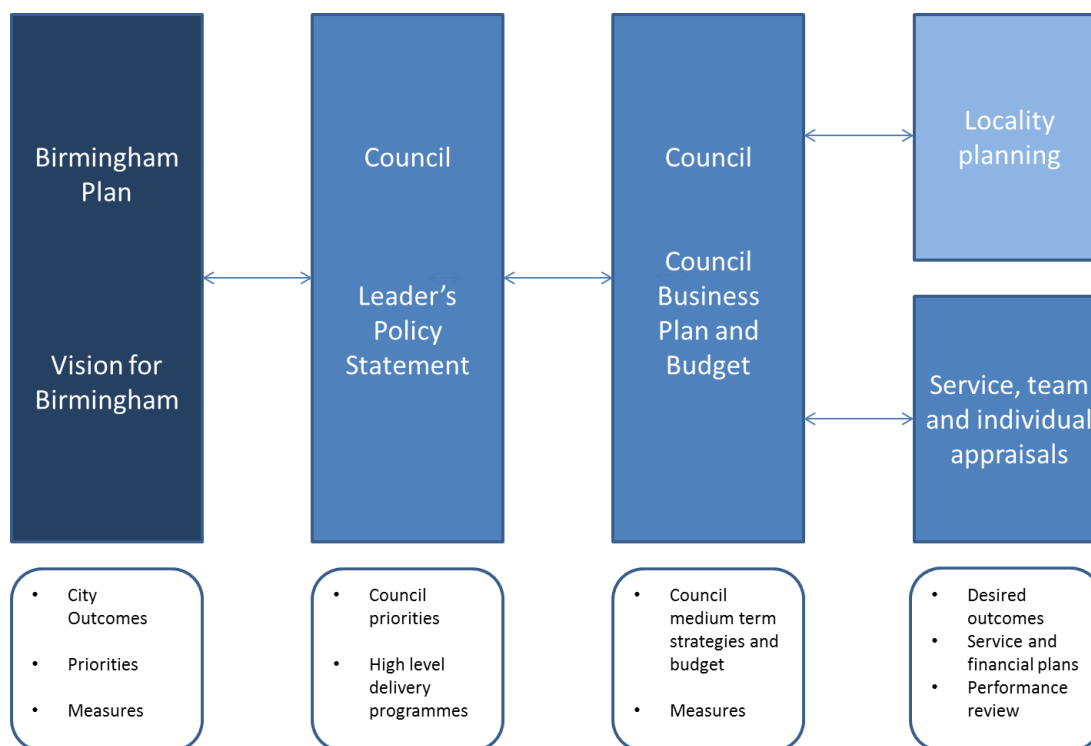
Communities and partnership	A city vision that brings together shared interests and focuses on what is best for the city and our residents in the long term.
	A concept of partnerships that goes beyond the traditional and offers equity and an open door for dialogue.
	A willingness from the council to let others take the lead where it delivers better outcomes, and to recognise what part it can best play.
	Collaboration, commitment and full engagement of partners and communities.
	Clarity and consensus on the purpose and role of the city partnership group and vision linked to the macro outcomes for the city.

Planning the Future

We are starting to work with partners to develop a new approach aligning functions and activities with our shared ambitions, values and priorities to ensure we will deliver tangible outcomes for citizens.

Our future strategic planning framework is likely to include:

- Vision for Birmingham: a long term vision and aspirations for the city, expressed through the Birmingham Plan.
- Strategic Plan for Birmingham: the outcomes and priorities to be delivered by partners (including BCC) over the next few years, including a set of indicators to measure progress.
- Council Leader’s Policy Statement: sets out the political priorities for the council, and the main high-level programmes and initiatives to deliver these in the context of the Birmingham Plan.
- Council Business Plan and Budget: sets out the outcomes-based strategy for our contribution to the Birmingham Plan, making it easier for people to do business with the council, and for achieving the savings and efficiencies required over the next few years.
- Annual service plans, team plans and individual appraisals: set out what each service is seeking to achieve including contribution to the delivery of above plans.
- Locality planning: a range of plans which bring together priorities based on specific local needs of an area.



Developing a Strategic Plan for Birmingham

Birmingham's last Community Strategy was developed through extensive public and partner engagement prior to the 2008 recession. We are now working with partners on a new long-term strategic plan for Birmingham which will require a new approach.

In the last three years, the council, partners and stakeholders have jointly developed strategic approaches to a wide range of issues in the city, including:

- Health and wellbeing
- Social inclusion
- Neighbourhood working
- Economic growth
- Youth unemployment
- Developing a Smart and a Green City

We will work with partners and the local community to agree the priority outcomes we all want to achieve for Birmingham, and how best to deliver these. The University of Birmingham's Public Service Academy will be working with us to review what has already been developed, improve our approach and ensure coherence.

Community Governance

We have long recognised that Birmingham's diversity and differing communities requires a local approach to the design and delivery of services. Therefore, we are committed to our 'triple devolution' approach where matters are dealt with at the appropriate geographic level, whether that's the city-region; the whole city; or the local area. We believe local areas should have much more influence over local public services.

We are working across political parties and with the local community to develop future arrangements for how best to govern Birmingham.

Districts will have a powerful new role in understanding and improving their local areas – aiming to bring together the local community and agencies on shared objectives, and to enable local people to hold services to account for delivery.

Districts will help drive a transformation in our focus on local places – redesigning services with communities and partnerships in mind, rather than internal city council organisation and budgets. This will be a key driver within the council as we redesign services.

Local wards will be encouraged to develop new, more inclusive approaches to engage with local people – moving beyond formal committee meetings and being open to new approaches. Elected councillors and our local staff will be the 'front line' of this engagement, and will be supported to do this effectively.

Our Approach to Developing Budget Proposals for 2015/16

Our December 2014 White Paper, *'Responding to the challenge, looking to the future'*, explained how we developed this year's budget proposals. Because of the decreasing amount of money available for us to spend we will be able to deliver fewer services to fewer people and will need to further reduce the number of people we employ to deliver the services that remain. These uncomfortable and critical decisions must obviously be planned and considered carefully.

We conducted in-depth reviews and analysis of all council services during 2014, to inform plans to redesign services and reduce costs and staff. Every council service has been reviewed and tested against our fairness, prosperity and democracy outcomes, the top priority being to protect the most vulnerable children.

This process reviewed all council services against our priorities and aims, taking account also of statutory duties, value for money and 'regional and capital reputation'. We undertook the very difficult task of splitting services up into the following categories: very high, high and medium/low priority.

The resulting prioritisation was summarised in the Green Paper which we published in October. It reflects existing commitments and the opportunities for other organisations to fund specific activities.

Birmingham people told us that they want the council to focus resource on those most in need. So in developing our proposals we sought, as far as possible, to protect the services which we feel contribute most to our key outcomes (a fairer, more prosperous and democratic city) and those services which are beneficial to those most disadvantaged and in need.

Individual proposals had to take into account a huge range of issues (such as statutory duties, external income, and contractual conditions). Overall, however, our proposals delivered these objectives:

- The proposed percentage cuts to ‘very high’ priority services overall were lower than ‘high’ and much lower than ‘medium/low’ priority services; and
- The proposed percentage cuts to services which we know are particularly relied on by poorer and disadvantaged residents were lower than average and much lower than those services which are used primarily by wealthier residents.

We recognise that the speed, scale and aggregation of cuts risk increasing social and health inequalities and social exclusion. Disadvantaged people tend to have a greater reliance on the wide range of public services, compared with affluent households who have the capacity to supplement public with other forms of provision.

The White Paper budget proposals were subject to robust equality assessment (reported more fully in the accompanying *Budget Report and Resource Plan*), and detailed corporate budget consultation. This year’s budget consultation process reached more people and elicited more responses than in the previous three years.

This year we also piloted research in Birmingham to begin to understand better the cumulative impact of (welfare and service) cuts on some of the most disadvantaged citizens. A series of 16 focus groups were conducted across Birmingham between August and October 2014. A total of 128 residents were involved in the focus groups, all of whom were parents, elderly people or adults with specialist support needs. The focus groups targeted some of those most likely to be affected by future council service changes.

This research demonstrated the importance to residents of services for young people, which many parents described as “life savers”. Amongst adult services, users emphasised the importance of support workers, carer support, services for people with mental health needs, and activities for children with specialist needs. Participants also stressed the importance of places to get advice and guidance on benefits, financial, housing and legal issues. We intend to develop this research further this year.

CONSULTATION ON THE BUDGET PROPOSALS

The Process

The corporate consultation on the council's White Paper ran from 10 December 2014 to 12 January 2015. Almost 8,000 people viewed on-line webcast question and answer sessions with cabinet members, over 200 people attended public meetings, we received nearly 1,300 individual responses; we met with 120 business representatives, and over 50 delivery partners and third sector groups. Over 40 people attended a specific disability forum event. Other activity included:

- Open access on line 'Be Heard' survey with 1,108 responses
- 629 comments made through submissions to 'Budget Views' via emails (354), letters (142), texts (117) and social media/other means (16) and two petitions
- A three-hour workshop of 43 members of the Birmingham's People's Panel
- Consultation meeting for voluntary organisations through Third Sector Assembly organised in partnership with Birmingham Voluntary Services Council (BVSC)
- Two webcast question and answer sessions, each lasting two hours, with the Cabinet covering 73 questions and comments and viewed live by 1,735 people, with a further 6,157 views of the archive on the council's website and 20,000 views of the budget web page.
- 26 ideas submitted by 21 people for saving money or raising revenue on the new 'Birmingham Speaks' section of the council's website
- A white board campaign with young people
- Cabinet Member roundtable discussions with Third Sector advice services
- All channels of social media reached almost 254,000 people

The feedback received in the consultation process, together with analyses of the potential impacts of proposals on different equalities groups and the 'impact of cuts' research summarised above, were considered in detail by cabinet members in refining the final proposals for Full Council. Specific proposals will be subject to further user and staff consultation as appropriate. The full consultation report and meeting notes can be found on www.birmingham.gov.uk/brumbudget15

The council undertook initial equality assessments where appropriate on the savings proposals in line with the Public Sector Equality Duty, identifying emerging impacts and possible mitigations. Further details can be found in appendix 2 (Equalities) of the Budget Report and Resource Plan which accompanies this document.

Consultation Feedback – Key Concerns

The key concerns expressed in the consultation feedback included:

- Community based support services for people with disabilities and mental health problems
- Children’s safeguarding and children and young people services
- Cuts to welfare and advice services
- Reductions in open air sports and play facilities
- The Library of Birmingham and community libraries
- Birmingham Museums Trust (and Art Gallery)

Consultation Feedback - Our Response

The council has thoroughly reviewed all of the responses to the consultation. The full report on the consultation can be found on the budgetviews page of the council’s website. In response, we are undertaking the following measures:

- **Services for people with disabilities and mental health problems:** consultees were concerned about these proposals, and in particular the risks of reducing preventative and early intervention services (see above). We have responded to the concerns raised through the consultation by reducing the savings proposal to Third Sector Commissioning by £618K and the savings proposal to Supporting People by 400K.
- **Home adaptations:** responses on BeHeard (our on-line consultation portal) stressed the importance of the support provided to people in arranging these. In response, we have removed the proposal for cuts to this team.
- **Child protection:** consultees strongly supported our priority of protecting vulnerable children. We are increasing our further investment in these services to £21.5m from 2015/16.
- **Young people and careers:** consultees were concerned about youth unemployment and access to training and education opportunities. We are implementing a new ‘youth offer’ to ensure that every young person in the city has the opportunity of a job, training or education within four months.
- **Welfare and advice:** consultees emphasised the importance of advice services, particularly given the cuts and complications introduced by central government changes. We are now proposing a lower cut to these services, to give us time to develop a new joint ‘advice service offer’ with Third Sector partners from the start of 2016.

- **Pitches and sports playing fields** – there was concern about plans to reduce city-wide cricket and football pitches and the possibility of unattached school playing fields being sold. With cricket pitches the savings will be achieved through increased fees and charges and a contributions from the English Cricket Board, the Birmingham Cricket League and the Football Association.
- **Libraries:** there was significant public concern about the proposals around the Library of Birmingham. Whilst the scale of Government cuts means that we do need to reduce substantially the opening hours of this service, we have changed the proposals to mitigate the impacts on specialist collections and to increase support to child literacy compared to the initial proposals. We are proposing to introduce charges for the music service, to enable us to keep some of the specialist staff in this area. We will also be pursuing opportunities for additional funding from partners.
- **Museums:** an online petition and comments in the consultation process emphasised public support for the Birmingham Museums. Whilst the Museum Trust is independent of BCC, we are committed to helping them restructure to enable a financially sustainable future with a one year reduction in proposed cuts to assist with this transformation.
- **Business Improvement Districts:** we recognise the importance of these collaborations with business in local areas, and have amended our proposals to modify the collection charges to BIDs to reduce the cost of administration to BIDs with lower levels of income.
- **Car parks:** there was some concern at public meetings about proposals around disposing of some car parks and starting to charge for parking at some parks. In response we are now introducing more modest charges and planning to phase their introduction.
- **CCTV:** partners including the Police expressed concern about the budget proposals. We have therefore deferred the planned saving in this area whilst we explore the potential for new arrangements with partners.
- **School Crossing patrols:** in light of late representations, it has been decided not to proceed with this saving.
- **City-region working:** almost all consultation comments supported greater collaboration and the creation of new decision-making structures at a city region level for strategic issues, such as economic development. We are continuing to develop a Combined Authority with partners in the Black Country, Greater Birmingham and elsewhere.

SUMMARY BUDGET

Background

The City Council's Financial Plan continues to be set in the context of reducing resources available to fund the provision of services and investment in its assets. This is largely a result of the continuing cutbacks in grant funding as a result of the Government's policy of reducing public expenditure in order to address the deficit in the public finances.

Birmingham is more dependent on Government grants than many local authorities, both because of the need to fund a higher level of expenditure on services (as assessed under the Government's previous Formula Grant regime) and also because the relatively low taxbase constrains the ability to raise funds locally through Council Tax. This means that the City Council is experiencing disproportionate cuts in its revenue resources.

Revenue

Excluding those grants which are ring-fenced to be spent on specific services and projects, the City Council will be subject to a cash reduction in corporate grant funding of £100.1m (18.6%) in 2015/16. This is the largest ever cut. After taking account of income from the local share of business rates and from Council Tax, total corporate funding will reduce by £84.9m (8.6%).

At the same time, there is the need to increase funding for some services, most notably child protection services (an extra £21.5m) and also to reflect the growth in the number of older people and younger adults needing social care services (an extra £6.5m).

Other pressures and adjustments offset one another and, therefore, in order to balance the revenue budget in 2015/16, it will be necessary for further savings of £112.9m to be made which, after not allocating resources to fund general inflationary pressures, means that specific savings initiatives of £105.4m will be needed. Following the publication of the budget consultation White Paper and in the light of the responses received, a number of the savings proposals have been amended.

Based on Government announcements, grants are expected to continue to decline in the medium-term. In addition to the savings of £112.9m in 2015/16, further savings of £253.3m will be required by 2017/18. Of these further required savings, the City Council has plans for saving £55.1m, leaving £198.2m still to be identified.

Even though the City Council has reduced the level of savings needed by rescheduling its provision for loan repayments (it's MRP), it is still expected that total savings of £821m will be required over the 7 year period from 2010/11 – 2017/18. The position is also now expected to deteriorate still further until 2019/20.

Council Tax

In order to maintain an appropriate level of income from Council Taxpayers, and to mitigate the need to make savings as much as possible, a Council Tax increase of 1.99% is again proposed for 2015/16. This would take the amount for a Band D property to £1,158.43 for City Council services, an increase of £22.61 per year, or 43p per week.

Housing Revenue Account (HRA)

Proposals have been developed for a balanced budget in 2015/16, with a rent increase of 2.2% in line with the new national rent policy; this is linked to CPI +1% (as at September 2014).

In addition to revenue expenditure on day-to-day repairs and maintenance, the Council will be investing in a Council Housing capital programme of £309m over the three years 2015/16 – 2017/18, including £129m investment in new homes and regeneration.

Capital

Capital investment is also constrained by reductions in Government grant funding. However, some grants continue to be made available, particularly those earmarked for specific projects/programmes. Taken together with a prudent level of new borrowing, a capital programme of £1,046m is proposed from 2015/16 onwards.

After taking account of the on-going annual provision for debt repayment, total outstanding debt is forecast to increase slightly over the next 3 year period. Of the projected gross loan debt (including PFI) of £4.03bn at the end of this period, £1.12bn will relate to the Housing Revenue Account and £2.91bn to the General Fund.

FURTHER INFORMATION

The accompanying document 'Budget Report and Resource Plan sets out further details of the council's approach to managing its resources (financial, human, information and communications technology, property, etc.) and its strategic approach to equalities, employees, risk and performance management.

ANNEXE 1: THE PLAN ON A PAGE

Our Mission and Approach

Our mission is “making a positive difference every day to people’s lives”.

Our approach in civic leadership is to work together with the people, businesses and organisations of Birmingham.

Our Key Outcomes

Our key outcomes are a fair, prosperous and democratic city.

Our top priority for 2015/16 is protecting vulnerable children.

Our Objectives and Priorities for 2015+

A fair city

Where people are safe; people are not excluded from opportunities or services because of their background or where they live; older people are cared for with dignity in their own community.

With a focus on:

- Improving children’s safeguarding
- A living wage for more people
- Support private rental tenants

A prosperous city

Where local entrepreneurs can thrive; inward investment is attracted; there is a highly skilled workforce. A smart, green and sustainable city with excellent connectivity.

With a focus on:

- A new Youth Promise for 14-25 year-olds
- Developing a skilled city workforce
- Attracting inward investment
- Major physical regeneration

A democratic city

Where everyone has a duty to contribute to civic life and a right to be heard as equals; where Public services are accountable and focus on the ‘whole place’ and the ‘whole person’; where citizens work together to look after each other.

With a focus on:

- Forming the Combined Authority
- Integrated working with partners
- Renewing our localisation approach
- Updating the City vision and Plan

BCC in the future

A sustainable, future-proof model of local public services, focussed on supporting the needs of people; partnership working; empowered staff; and community engagement.

With a focus on:

- Maximising impact from the ‘Birmingham Pound’ of public spending
- The Future Council Programme
- The Birmingham Promise on service standards

Our values: underpinning all that we do

Putting residents first

Acting courageously

Being true to our word

Achieving excellence