

Leader's Policy Statement 2014

July 2014

working
together
for a
fair
prosperous
& democratic
birmingham

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Leader's introduction:

Working together for a fair, prosperous and democratic Birmingham

We have implemented much of the manifesto on which we were elected in 2012. In this year's election we set out further pledges to build on that success in the year ahead. This is a positive agenda for change at a critical time in the city's history.

We launched our Business Charter for Social Responsibility to help build Birmingham's economy and drive social responsibility in areas of the city where it is needed most. The Living Wage is a key element of the Charter and whilst we have provided it to all council staff, adoption of the Charter will help to make Birmingham a Living Wage City. We have set up our Fair Money Campaign and Welfare Reform Working Group, appointed a Victims' Champion and launched the Victims' Charter. We developed the Birmingham Baccalaureate for roll out across the city, championed by the inauguration of the Birmingham Education Partnership. We have set out a programme of transformation and investment for leisure services and doubled investment in the Be Active scheme, ensuring that physical activity is not restricted by cost.

We have established our Economic Zones and Enterprise Zone, created the Birmingham Jobs Fund, which alone has supported well over 1,000 young people into work or training. We have taken forward the New Street Gateway, Birmingham Airport and Paradise Circus developments. We have published the draft Urban Mobility Plan, extended the Metro line, secured cross-party support for High Speed Two, developed plans for the regeneration of the Curzon Station area and expanded investment in cycling. We have started the modernisation of our refuse collection service. Our Green City and Smart City Commissions, the Youth Unemployment Commission and the Social Inclusion Process have developed practical and far reaching proposals which we are now taking forward.

The citizens of Birmingham and the City Council are facing extremely difficult times as a result of the economic recession and the austerity measures that have followed. This calls for strong, consistent and responsible leadership. We have maintained our focus on the top priority of improving our child safeguarding service and we have led the city in making a calm, measured response to the governance issues that have emerged in some Birmingham schools.

Despite the difficulties we face we have a positive vision for the city. We understand that the City Council needs to change radically if we are to achieve our aims with drastically reduced resources. As we said in our manifesto, this must be a time of reform, not just cuts. We have already made enormous savings through reducing the number of buildings we use and redesigning our back office systems. We have now reshaped the City Council into just three directorates focused on the people we serve, the places where they live and the economic success of our city that underlies all our aspirations. All three will work closely together to achieve our aims.

Our goals will remain the same: to work with public services, businesses and the people of Birmingham to create a city that is fairer, more prosperous and more democratic. This encapsulates the values with which we will lead the city.

A fair city is a place where people are not excluded from education, training and jobs, good health or decent housing because of their background or where they live. It is a place in which people are safe from crime and abuse and victims receive justice. It is a place in which children are protected and older people are cared for with dignity in their own community. It is a place that celebrates its diversity and rejects all forms of discrimination.

A prosperous city is one in which local entrepreneurs can thrive, with a quality of life that attracts inward investment and individuals from around the world. It is a place for inventors, designers and creators with thriving colleges and universities and a highly skilled population. It is seeking to be a Smart, Green and Sustainable City with a transport infrastructure that provides mobility for all and easy access to national and global markets.

A democratic city is a united community in which everyone has a duty to contribute to civic life and a right to be heard as equals. It is a place where public services are accountable to their users and belong to the wider community, whoever delivers them. It is a place where services and the council are seeking to work together across the whole city region and in each neighbourhood to focus on the "whole place" and the "whole person". It is a place where citizens work together to look after and improve their local neighbourhood and offer support to their neighbours.

This is the vision for Birmingham that inspires this administration and drives everything we do as a City Council. Since 2012 we have laid some of the foundations for success, but we now need to redouble our efforts and focus even more acutely on some of the long standing areas of challenge – integrating health and social care services, transforming children's and education services (and responding to the recent government and Ofsted reports), driving forward a radically different approach to neighbourhood services, including housing and working more closely across the city region to support sustainable and inclusive growth and jobs. This is the year we must accelerate the implementation of our vision for "city government" and secure the reforms we need from central government following next year's General Election.

This year will see a new approach to Special Educational Needs and Early Years provision, as part of a broader review of the future of education services, new plans to improve our offer to young people and a new Child Poverty Commission. We will launch a new Apprenticeship Agency and a Skills Investment Plan and develop a further Enterprise Zone to attract and develop high tech businesses. We will publish the Birmingham Development Plan and accelerate plans to build new low energy homes. We will conduct a radical new review of local governance in the city.

The budget for 2015-16, upon which we will consult during this year, will be the most challenging yet, because we estimate we will need to make £159m of new cuts, beyond those we have already identified. To help us do this, an intensive service review process has now started and we plan to present the conclusions for consultation in the autumn.

But whatever challenges this year brings I am determined that we will remain true to the vision and the values set out in our 2014 manifesto and in this statement. With the support and contribution of the people, communities, public services and businesses of this great city we can work together, Stand up for Birmingham and make further progress towards our goals.

Albert Bore, Leader

Standing up for Birmingham #su4brum

The Standing up for Birmingham campaign was launched in November 2013. It asks people to help shape our long term plans to transform public services; to campaign for the reforms we need from government and to step forward and make their own contribution to improving life in our neighbourhoods. Key priorities for this year will be:

- Increasing the engagement and involvement of community organisations
- Developing time banking across the city
- Conducting a radical review of local governance which will identify ways to give more influence to local people (see page 27)

Our policy priorities and key actions for 2014-15

The key programmes that we will take forward this year

A fair city

- Transforming Children's Safeguarding
- Producing a new Special Educational Needs Strategy
- Reviewing under-fives services, children's centres and family support services
- Improving our offer to young people
- Establishing the Birmingham Child Poverty Commission
- Implementing the Sports and Physical Activity Transformation Programme
- Develop a Birmingham Promise on Service Standards

A prosperous city

- Creating a Skills and Training Investment Plan for adults and young people
- Setting up the Birmingham Apprenticeship Agency
- Creating the Tech City Enterprise Zone
- Progressing the Housing Development Plan
- Creating a modern refuse collection and recycling service

A democratic city - creating a new model of city government

- Developing city region working
- Integrating health and social care
- Transforming schools services in the city, assisted by the Birmingham Education Partnership, Early Years services and school governance initiatives
- Taking forward devolution and localisation – including the Local Governance Review and integrated neighbourhood services
- Campaigning for public sector reform and devolution for the cities – the changes we need to achieve our aims.

Our core mission and priority outcomes

The purpose and mission of the City Council

Birmingham City Council is the government of the City of Birmingham. We aspire to provide good government and promote leadership for all Birmingham citizens. The council is much more than a provider and commissioner of services, though high quality public services are a vital part of the good government we seek to provide.

In order to achieve this, the council must be an active partner in the government of the Greater Birmingham city region; we must work closely with other public agencies and we must engage with the diversity of community organisations and local service providers within the city.

Our mission is to work together with the people, businesses and organisations of Birmingham to create a city that is fairer, more prosperous and more democratic.

The table below summarises these primary goals and the outcomes we seek to achieve.

Primary goals and outcomes

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.

Primary goal	Key Themes	Outcomes we seek
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.

Primary goal	Key Themes	Outcomes we seek
	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.

The strategic planning process

All of the programmes and strategies we will take forward in the year ahead will contribute to these goals and priorities. To achieve this, we will review our strategic planning process to ensure that the City Council is focused on priorities and working together to achieve our aims. The key elements are:

- The **Council Business Plan 2014+** which sets out the annual **Budget** and long term financial strategy of the city council and plans for assets, capital investment and other resource issues to deliver the council's priorities. Approved by the City Council in March, it establishes the resources available for each service area, the spending reductions or increases to be made and how savings will be achieved
- The **Leader's Policy Statement** – set out June/July, based on the **manifesto** of the majority group, published before elections in May. It sets out the core purpose and goals of the City Council and the priority programmes and strategies to be developed or implemented in the year ahead
- Detailed **Business Plans for City Council services and directorates** – produced early in each financial year. Internal documents that show how resources will be deployed to achieve objectives we have set within each service area.

In response to the significant annual cut in income from government we have also established an annual programme of **service reviews**. This runs from spring to autumn and is followed by consultation on the proposed budget for the following year. The reviews operate within the overall priorities of the administration and are tasked with finding new ways to achieve outcomes and identifying activities that will be stopped.

Longer term thinking

In order to prepare for changed circumstances in the years ahead we also need to ensure that we are gathering data on trends and local needs, analysing feedback from citizens, understanding the direction of government policy and developing new plans. However, our internal resources for carrying out this work are now very limited. So, from this year we are also establishing a process to

ensure that policy development work is better focused on priority areas and that our internal resource is supported by closer working with external expertise and partnerships. This will include:

- The **Policy Development Plan** – an annual internal plan that identifies the key areas of policy development work we will focus on in the year ahead – based on this statement
- The **Policy Community** – a new network of internal and external experts and others with an interest in the future of the city who will collaborate on policy projects, building on existing partnerships, networks and commissions, such as the Smart City and Green City Commissions, the Social Inclusion Process and links to our universities. It will be supported by a web site and make wider use of information technology and open data.
- The **Policy Prospectus** – a discussion document setting out the potential issues that the Policy Community may wish to work together on.

The overwhelming emphasis of our approach to strategic policy is on providing a focus for action and delivering better outcomes for people in Birmingham.

Our people

In order to deliver on the priorities of democracy, prosperity and fairness, the City Council needs to focus its energy, time, knowledge and skills on making this vision a reality.

Our people who work for the City Council, and who interact with us as partners, suppliers, professional colleagues or critical friends are at the heart of this change process. It is critically important for City Council employees to confidently lead the radical changes set out in this document and to actively work with customers and stakeholders, both internally and externally, to make it real.

We are building on a strong foundation of public service values across the Council's workforce. The newly appointed Chief Executive is leading a series of open, honest 'Big Conversation' events, which will engage our employees in setting the direction of change. This means a rethink of our values, and the behaviours we display, measure and reward, how we hold our staff accountable to do what they say they will do, and importantly how we attract and retain the most talented people for Birmingham. These conversations are exploring different ways of working in detail. This is enabling the council workforce to have influence and control over the way changes are made, as we capture the views and knowledge from staff 'on the ground' who will be taking forward policy changes.

This culture change will underpin the delivery of the new ways of working and prepare for the workforce of the future. We must plan for the future council and the mind sets, skills and technological and societal changes that will shape our workforce over the coming years. This needs to be balanced with internally focused policies to get the most out of our people, tackle poor standards and to treat people with the dignity and respect they deserve.

The detail of the organisation development strategy is currently being identified, but we will seek to ensure that the council has the right people, in the right place, doing the right things, at the right time. It will feature:

- A continued focus on the wellbeing of the workforce, including reducing sickness rates and implementing positive preventative measures to support high levels of wellbeing. This includes a refreshed focus on mental health and well being
- A continued LEAN approach to workforce processes and procedures, to simplify and streamline processes, and enable managers to carry out their responsibilities effectively
- A focus on communication and ensuring messages are consistent and well understood across the workforce.
- The launch of an employee suggestions 'Ideas Exchange' online platform – with recognition given for great ideas
- Developing competent and confident leaders – who can tackle poor performance and reward great performance
- Senior leaders will role-model behaviours and values across the workforce. They will promote Standing up for Birmingham and lead change with customers and citizens
- Enabling and welcoming challenge from all employees of all grades, and working towards a culture of transparency, honesty and integrity where risk is managed effectively and decisions are taken at all levels of the organisation.

Building on our achievements

Our plans for 2014-15 build on the steady progress we have made in implementing the 2012 plans of the majority group. Some critically important long term issues were addressed at that point, for example through establishing our commissions on Green City, Smart City and Youth Unemployment. This Policy Statement highlights some of the actions we will now take forward as a result of that work and also some new commissions and policy development programmes we will be initiating this year.

Throughout the 2012-15 period we have also been developing our plans for the future of the City Council itself and how we will transform local services in response to the challenges facing the city, including significant cuts in government funding. We set out an outline of our plans in the White Paper published last December. In the year ahead we must take those plans forward rapidly and this statement sets out in more detail the changes we will now make.

In particular, we will step up the pace of change in some key service areas, where performance must be improved, ensuring that adequate leadership and management is in place and there is investment in new technologies and rapid implementation of new ways of working:

- Transforming children's safeguarding and social care
- Improving education services and how we work with schools
- Integrating social housing and other neighbourhood services and changing how we work with other housing providers in local neighbourhoods
- Investing in environmental services and how we work with the community to maintain clean and green neighbourhoods and boost recycling.

A Fair City: challenges, achievements and plans

The challenges we face

The city faces many challenges in becoming a place of fairness.

Crime has fallen in the city over recent years and we are amongst the safest of the large English cities. However, we must still do more to support the victims of crime, tackle drug and alcohol abuse, protect young people from gang culture and challenge domestic and sexual violence. In the context of tension and conflict around the world, we must continue to promote an integrated and cohesive city in which extremism of all sorts is challenged and prevented, particularly amongst our children and young people.

One of the greatest inequalities in our city is the difference in life expectancy and people's ability to lead healthy and active lives. The crisis in obesity is a particularly urgent challenge. The challenge of protecting our children from all forms of abuse and neglect remains as critical as ever. The funding crisis in adult social care means we urgently need to create a more integrated health and social care service that will enable resources to be focused on prevention and older people to remain in their community.

We must promote the fairer use of housing to meet needs by ensuring that social housing is allocated in a fair, simple and transparent way, the private rented sector is properly regulated and supported, the most vulnerable have suitable homes and less people experience the crisis of homelessness.

Child poverty is at an unacceptably high level, with some parts of the city having over 40% of children in households with a poverty level of income. Unemployment amongst young people also varies around the city and excludes too many people from life chances at a young age. Low wages and changes to benefits policies have led to crises for many individuals and families in the city, exposing them to financial exploitation and reliance on food banks.

The city also faces the challenge and the opportunity of its incredible diversity – making the most of the creativity and economic vibrancy it can bring whilst managing the tensions that can arise between different cultures.

Some of our achievements

Since 2012 we have put in place the foundations for a comprehensive approach to social inclusion, health and wellbeing. This includes initiatives to equip young people for the workplace, joint working to support those affected by welfare reform policies, our Victims' Champion and Victims' Charter. The Social Inclusion Process engaged a wide network of supporters and set out a far-reaching but practical agenda. We have a committed Health and Wellbeing Board working collaboratively to reduce the stark health inequalities that still scar too many parts of our city.

In the last year we launched a Victims' Directory of Services and established a Community Safety Small Grants Programme to help community groups respond to environmental anti-social behaviour. We launched the Domestic Violence Zero Tolerance Campaign and awareness programme targeted at young people. The Community Safety Partnership Executive Board broadened its membership to include community lay members and a wide range of voluntary organisations.

We have implemented a marketing strategy based on robust customer knowledge, to improve the take up of adoption and fostering and created dedicated teams for assessment and matching. Adoption Monitoring Panels, which help to speed up the adoption process, now operate in all areas of the city. We developed an Employment Charter for Care Leavers, launched our Corporate Parenting Pledge and started the Care Leavers Apprenticeship Initiative.

The Sports and Physical Activity Transformation Programme was agreed, with proposals to transform the leisure service including six new facilities, a new Health and Wellbeing Service, Community Sports Hubs and the Active Parks programme. All of this was channelled through District Committees to ensure proposals fit with local priorities. We also doubled investment in the Be Active programme, which contributes to the health and wellbeing of communities across the city.

We have developed Ageing Well Plans to identify priority health and care issues in each district and local "scorecards" for health performance indicators that will be published on the public health website, to help drive efforts to improve outcomes.

We have developed 'floor targets' for social inclusion and the first annual "Closing the Gap" report to monitor performance against these measures is in preparation. The Fair Money Manifesto, launched in December 2013 set out a clear commitment to challenging high cost loans and to ensuring that Birmingham residents are able to access fairly priced and ethical financial services. We also supported the establishment of 17 Places of Welcome for newcomers across the city – an example of how we will work with community and faith organisations to make a practical difference on the ground.

Our plans for 2014-15

Safety

We will:

- Introduce the Mobilising Communities Community Safety Small Grants Programme to help local community groups take an active role in responding to community safety problems, including environmental anti-social behaviour
- Continue to work with the Police Commissioner to implement the Birmingham Police and Crime Plan reinforcing the commitment to retain a neighbourhood focus to policing
- Incorporate our Troubled Families Programme into our early help duty to support the most vulnerable families in the city
- Implement the priorities identified by the Community Safety, Police and Crime Board, including key themes of domestic violence, youth violence, mobilising communities, vulnerable people and business related crime
- Complete implementation of the Anti-Social Behaviour Strategy and develop the "Community Safety and Anti-Social Behaviour Promise" to set standards and report to district committees on performance.

Health and wellbeing

We will:

- Develop a Charter for Public Health, to show how we will lead by example and help organisations improve the health of the population. We will develop a number of standards which will lead to tangible benefits in wellbeing and can be used by others in the city, including how we use our assets and manage our people.
- Commission a new service which supports people with serious drug and alcohol problems to get back to work
- Change our sexual health service to ensure that people suffering from sexual violence or exploitation are identified and helped
- Maximise the impact of the investment in Free School Meals, ensuring all young people enjoy the benefits
- Drive quality improvements and end duplication through the Better Care programme, pooling health and social care resources. We will also integrate services better at community level, improving falls prevention and combatting loneliness and social isolation
- Implement our Ageing Well Plans for each district, to ensure that services that enable older people to stay in their own homes are better planned and recognise the importance of support from neighbours and the community
- Create a more transparent Housing Allocation Scheme, which will provide clear information on tenancy choices, with full implementation due to be completed by autumn 2015
- Improve support for those who are homeless through improving our Homeless Centres and continue to implement the action plan on reducing the use of Bed and Breakfast accommodation. Increase the use of the new Social Lettings Agency Let2Birmingham.

Children, young people and families

We will:

- Make further progress with the transformation of the Children's Safeguarding service, including establishing more devolved and local arrangements for delivery of safeguarding and social care
- Launch the Multi Agency Assessment Hub (MASH) with a staff of sixty to improve our front door service and provide an integrated approach to safeguarding
- Launch a new Strategy for Special Educational Needs, to make sure that we better address the needs of the one in four children in the city with some form of special educational need
- Carry out a comprehensive Review of Early Years, Children's Centres and Family Support. This will find ways to ensure every child gets the best start in life by re-focusing provision on the under-fives in line with our objectives for a Fair City. It will link to our Child Poverty Commission (see below).
- Further develop our Corporate Parenting Pledge to our children in care, identifying how council employees can add wider value to the delivery of our priorities
- Expand the Care Leavers Apprenticeship scheme, following the progress made last year, to provide more opportunities for young people leaving care to benefit from a wider range of work experience and training
- Deliver the online tools and systems for carers (professional and informal) to access new skills and learning to support the most vulnerable in our community.

Tackling poverty

We will:

- Set up a Birmingham Child Poverty Commission that will work with the city's schools, social care, health services and employers to tackle the poverty that blights the lives of a third of our children
- Continue to work with our partners to support the most vulnerable members of society – further develop our Fair Money Manifesto, promoting responsible lending and tackling fuel poverty through good energy advice
- Bring together a single Equality Strategy for the city to re-energise delivery partnerships.

Fairness in public services

- Develop the Birmingham Promise to set service standards which the people of Birmingham can expect from the City Council and ensure access to services and fair treatment for all citizens.

A Prosperous City: challenges, achievements and plans

The challenges we face

There are encouraging early signs of recovery in the West Midlands economy, following the financial crisis and lengthy recession. Manufacturing is currently particularly successful and the region is leading the country on exports, including to key economic partners such as China, with world beating large businesses supported by a thriving local supply chain. Inward investment is also at record levels and running ahead of most other parts of the country. Long term infrastructure investments already being developed will support future growth, with 2015 looking to be an exciting year for the city though there is much more to be done to modernise our transport infrastructure. Birmingham is also the cultural capital of the Midlands, with a quality of life that is attracting record numbers of recreational and business visitors and supporting inward investment. The city's great youth and diversity are also a huge economic asset and the city is becoming a centre for new media and digital enterprises.

However, we also face acute economic challenges. Our schools have improved overall, but we need to ensure standards are high in all schools and colleges and raise the level of skills so that we can attract the well paid jobs that people need. To achieve this we need to link schools and colleges more closely to businesses and support local firms in mentoring students and creating apprenticeships. We must also equip all young people with access to new technologies and help businesses benefit from broadband. Business start-ups are also low in the city and we need to support small firms to grow more effectively and support our young generation of entrepreneurs.

Whilst unemployment has fallen in the last year, there remains a high level of long term and youth unemployment. We must do more to ensure young people leaving school are in training, education or employment and to retain the thousands of young graduates who leave the city after university. We must also aspire to be a higher wage city in which business invests in training to create quality jobs and increase productivity.

There is also a severe housing shortage in the city and pressures on rents and house prices. The city will need 80,000 new homes of all types over the next 15 years. We also need to maintain the other aspects of the quality of life that attract investors and employees to the city – arts, culture and the environment. The challenge of climate change and the need to reduce energy consumption and carbon emissions at a time of growth remains critical. There are major opportunities arising from the "green growth" industries, which can accelerate investment and job creation.

Finally, we face the political challenge of working together with business and our other partners across the city region to create the strong governance structures necessary to lead economic investment and recovery.

Our overall aim will be to support sustainable growth with an emphasis on helping to create higher skilled, well paid jobs, promoting "green growth" and ensuring that all communities in the city benefit from recovery.

People with no qualifications

Proportion of people aged 16-24 with NO QUALIFICATIONS

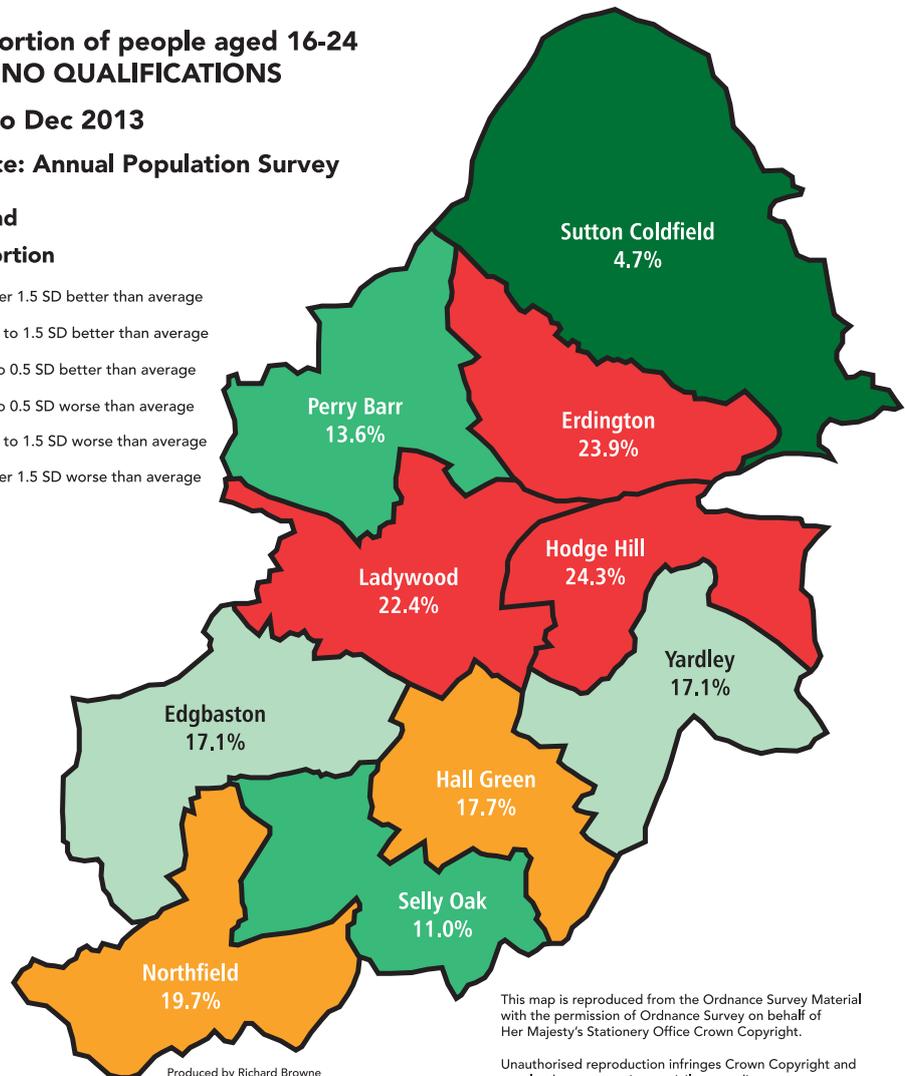
Jan to Dec 2013

Source: Annual Population Survey

Legend

Proportion

- Over 1.5 SD better than average
- 0.5 to 1.5 SD better than average
- 0 to 0.5 SD better than average
- 0 to 0.5 SD worse than average
- 0.5 to 1.5 SD worse than average
- Over 1.5 SD worse than average



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Produced by Richard Browne
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Young people not in employment, education or training

Young people not in employment, education or training

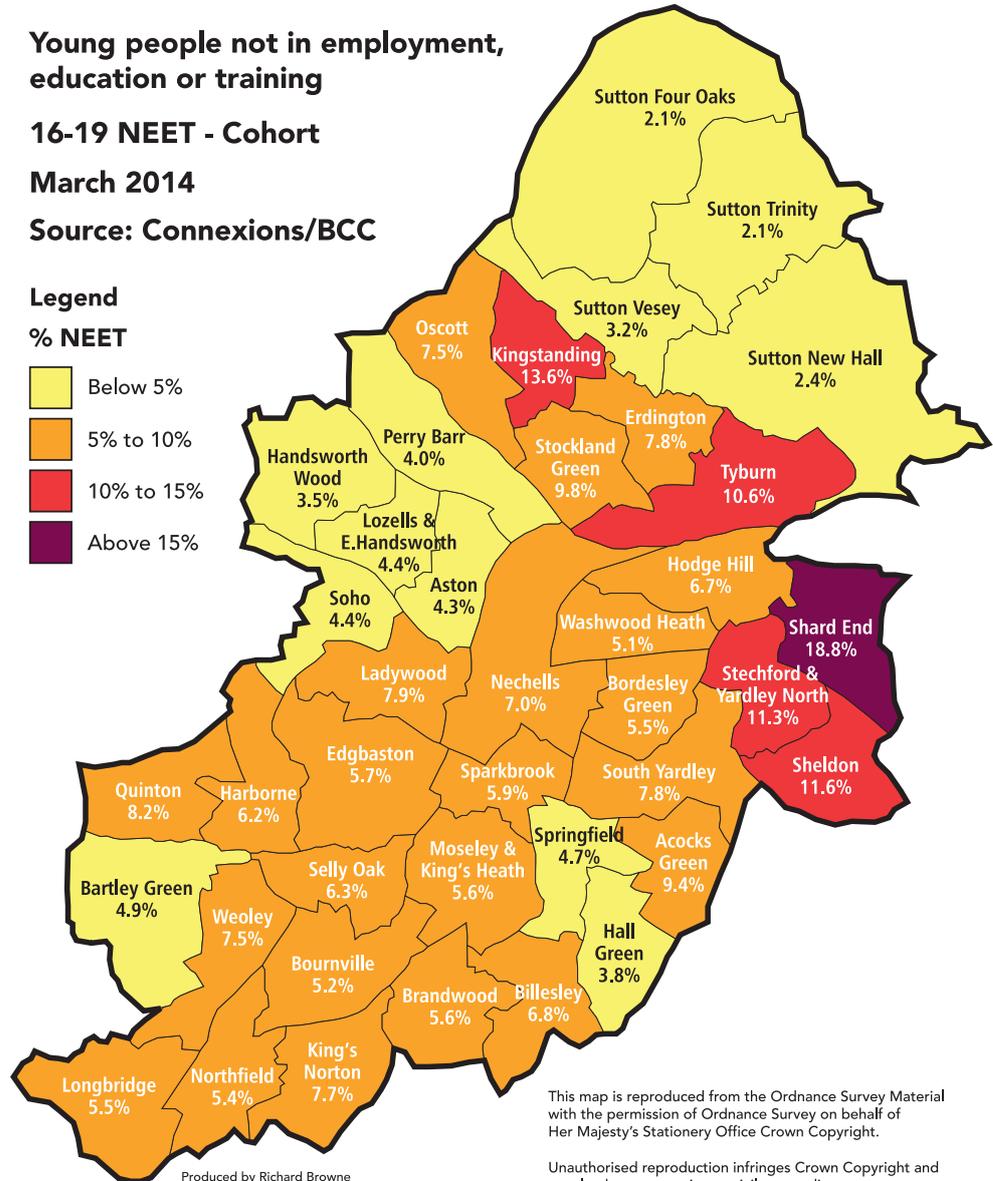
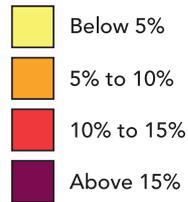
16-19 NEET - Cohort

March 2014

Source: Connexions/BCC

Legend

% NEET



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Some of our achievements

Since 2012 we have established and developed the Economic Zones and City Centre Enterprise Zone, to support longer term investment and the growth of new business clusters. We have developed targeted support for young people and for women entrepreneurs and set out the Business Charter for Social Responsibility to take forward our ambition of being a Living Wage City. The Smart City and Green City Commissions have developed a clear vision of a modern, sustainable and prosperous city. We are working effectively with our Local Enterprise Partnership and building stronger relationships across the Greater Birmingham area.

In the last year we have made significant progress in our Economic Zones including site acquisition and securing planning approval to bring forward delivery of the Life Sciences Campus (Selly Oak), securing over £5m funding for site assembly and access improvements at the Advanced Manufacturing Hub (Aston) as well as supporting greater investment through permitted development rights with the introduction of a number of Local Development Orders.

The City Centre Enterprise Zone (EZ) is also moving significantly forward. £61.3m of EZ funding has been approved to help unlock the redevelopment of Paradise Circus and we have launched a £15m Site Development and Access Fund to provide grants and loans to accelerate site delivery.

We have resolved the long-term future of the Wholesale Markets by approving their relocation to the Hub at Witton, which will open up the development of the Southern Gateway, providing a major opportunity to expand the city centre and deliver a vibrant new destination in the heart of the city.

We are now consulting on a strategy to support the vitality of the city centre retail core which will be launched in the summer. We also launched the Digbeth Social Enterprise Quarter.

We have embedded the Business Charter for Social Responsibility into our procurement processes to maximise social investment return on our procurement spend and modernised our commissioning approach to include social value principles through Centres of Excellence.

The Birmingham Education Partnership was launched by our schools in November 2013 to strengthen collective leadership and support for our schools. We have also concluded the pilot of the Birmingham Baccalaureate for roll-out across the city. Plans to build over 1,000 new school places have been put in place through the Education Development Plan and Schools Capital Programme 2013-17. We established the Birmingham Jobs Fund and Youth Employment Partnership, with well over 1,000 young people starting jobs and apprenticeships.

We published and consulted on the Draft Birmingham Mobility Action Plan. We have shown that we are ahead of the game with our plans for the city centre HS2 station with the launch of the Birmingham Curzon HS2 Masterplan in February - a 25 year vision for what will be one of the biggest urban regeneration schemes in Britain transforming over 140 hectares of the city centre, creating 600,000 square metres of new business space and 2,000 new homes as well as providing 14,000 new jobs and generating £1.3 billion in economic uplift.

We approved plans for the introduction of 20mph speed limits on residential roads. We have implemented a programme of works to improve our off-road cycling network and developed programmes to support people to be more active and sustainable in the way they choose to travel.

We significantly increased delivery of new homes through our Birmingham Municipal Housing Trust programme, providing 324 new homes in 2013-14 with a further 1,000 new homes now on site. We adopted a Housing Growth Plan to improve long term housing supply and developed a scheme to incentivise private sector rental supply.

We published the Green Commission's Carbon Road Map and prepared Supplementary Planning Guidance as part of the Birmingham Development Plan to encourage green development, jobs and investment; adopted the Green Living Spaces Plan and secured funding for energy assessment and an Energy Plan for the city. We have begun the modernisation of the refuse collection service.

We published our Smart City Roadmap and Action Plan; signed the contract to accelerate 3G and 4G deployment and the roll-out of free wi-fi in the city centre; received Urban Broadband and EU funding to provide broadband to SMEs; agreed funding for a BCC Open Data Catalogue; and implemented a Digital Log Book for tenants of the City Council and other social landlords. We hosted the Young Rewired State Festival of Code that brought together over 800 young people from across the UK to showcase their digital skills.

We established our Festivals Birmingham unit and supported the new Four Squares Festival, attended by 42,000 people. We secured funding from the Government and the Arts Council for our Cultural Co-Design work in districts. We secured key sporting events such as the All England Badminton Championships until 2020, the Diamond League and National Finals and the 2018 World Indoor Athletics Championships.

Our plans for 2014-15

Learning, skills and jobs

We will:

- Develop a new Birmingham “offer” to young people to foster and promote youth engagement in education, training and employment. We will work with young people to provide more joined up services, potentially making better use of information technology to provide skills training and employment pathways and establish an annual citizenship and careers week with schools
- Work with schools to rapidly develop the Birmingham Education Partnership so that it can commission a comprehensive range of support services and support strong improvement partnerships between schools
- Publish the results of our review of education and early years services and take forward the recommendations so that we can secure more effective services at lower cost. We will also implement agreed changes resulting from recent Ofsted, Department for Education and our own inquiries into specific Birmingham schools.
- Continue the development of the Birmingham Baccalaureate
- Set up a Birmingham Apprenticeship and Internship Agency, building on the successful work of the Youth Unemployment Commission to create more high quality apprenticeship opportunities for young people
- Publish a Birmingham Skills Investment Plan to set out the key investment priorities with a focus on closing the skills gap, building skills training and employment pathways and increasing the number of jobs and training opportunities available to young people and adults
- Invest in the Birmingham Jobs Fund for a second year
- Develop District Skills Training and Jobs Plans
- Expand the take up of the Business Charter for Social Responsibility and Living Wage – working with businesses and social enterprises, we will encourage investment in skills to provide greater productivity alongside higher wages
- Establish a series of open data coding centres for young people to gain new digital and entrepreneurial skills for social and economic gain, working with partners to develop the future workforce, starting with a pilot centre.

Enterprise City

We will:

- Create a Birmingham Tech City Enterprise Zone to bring together science and industry in the heart of the city
- Open the Women’s Enterprise Hub, which will encourage new business start-ups and the growth of existing businesses owned by women.

Infrastructure, development and Smart City

We will:

- Develop a strategic plan for HS2 connectivity across the city region, to ensure that Birmingham and the whole city region is able to benefit from the full economic potential of the project
- Set up the Birmingham Curzon Regeneration Company to implement the master plan for the HS2 station we published last year
- Adopt a 10-year Investment Plan for the City Centre Enterprise Zone to invest in site development, infrastructure, jobs and skills, launch a masterplan for the development of the Wholesale Markets as one of the largest transformational sites in the city and publish a strategy for the city centre retail core to support the vitality of a key economic asset and visitor attraction
- Launch a prospectus to promote our major housing opportunities to developers and investors
- Roll out the public wi-fi network across Birmingham city centre and deliver a voucher scheme to help businesses with the costs associated with ultrafast connectivity
- Establish organisational arrangements and funding streams for the Smart City Commission Board, to begin delivery of the Smart City Roadmap in the next three years
- Procure and establish an open data portal and identify and start the release of open data sets
- Complete the process for the adoption of the Birmingham Development Plan
- Publish the final Birmingham Mobility Action Plan which will support the growth and development set out in the Birmingham Development Plan and provide a framework to deliver a range of transport investments that will improve opportunities to walk, cycle and use public transport.
- Deliver the Birmingham Cycle Revolution project, providing £24.3m of investment in cycling facilities and promotional activities to encourage active travel
- Implement 20mph speed limits in residential areas and publish a Road Safety Strategy to make the city's roads even safer.

A Green City

- Invest in our parks and green spaces and adopt an entrepreneurial approach to the use of our parks for events and other commercial activity
- Continue the roll-out of a modern refuse collection service, including district led initiatives to improve home and neighbourhood recycling
- Extend the city's district energy and heating network further, in the city centre and elsewhere
- Develop a Green Fleet Task Force to convert both public and private vehicle fleets to electric, Compressed Natural Gas and Biomethane to drive down costs and improve air quality.

A regional capital

We will:

- Work closely with our neighbouring local authorities to develop plans for stronger city region governance and support arrangements for economic development, infrastructure, skills, strategic planning and housing
- Work with the Local Enterprise Partnership and neighbouring LEPs to take forward the Strategic Economic Plan and secure an ambitious Growth Deal
- Create a new Cultural Strategy for the city, focusing on engagement with local communities, developing new funding models for arts and culture and providing new routes to employment for young people in the creative industries
- Work with partners to ensure the city retains a programme of major sports and cultural events that can enhance Birmingham's reputation as a great place to live, work and visit.

A Democratic City: challenges, achievements and plans

The challenges we face

In common with the rest of the country and many nations across the world, we are facing a challenge to our democracy and civic institutions arising from widespread disengagement and disinterest across our communities. This is a challenge to the political parties, to national institutions and to the centralisation and control from Whitehall that prevents local councils from being fully accountable for local decisions. But it is also a challenge to the City Council itself and to our traditional ways of operating.

As demonstrated in our Standing up for Birmingham Campaign, we recognise that we need to facilitate wider social and individual responsibility and to move away from the legacy of paternalism associated by many with the City Council and other public services. We want to ensure that everything we do as a Council in terms of delivering and commissioning services is done well.

To enable residents and communities to have a bigger say and take control we will seek to build the support necessary to make this happen for real. Of course, we are aware that citizens and communities all have their own priorities and commitments and there are limits to what we can expect individuals and groups to take on. We will take an enabling and long term approach where people can come forward, get support if necessary, be creative and innovative, use new tools such as social media and cut out the red tape and barriers to making a contribution.

Ultimately our vision for a Democratic City will require a fundamental rethink of how we deliver local public services and the role of our local civic institutions, including the City Council. The scale of funding cuts now being implemented by central government means that, without radical reform many essential and statutory services will be drastically reduced or discontinued and we will be unable to work effectively for the future city we want to see.

So, we are calling on the Government and other public services to work with us to change the way we work and create a New Model of City Government in Birmingham. The outline of this model was summarised in the White Paper, Planning Birmingham's Future we published in December 2013. A key priority in this Leader's Policy Statement is to develop that further and to implement some of the big changes that are needed.

Satisfaction with involvement in decision making

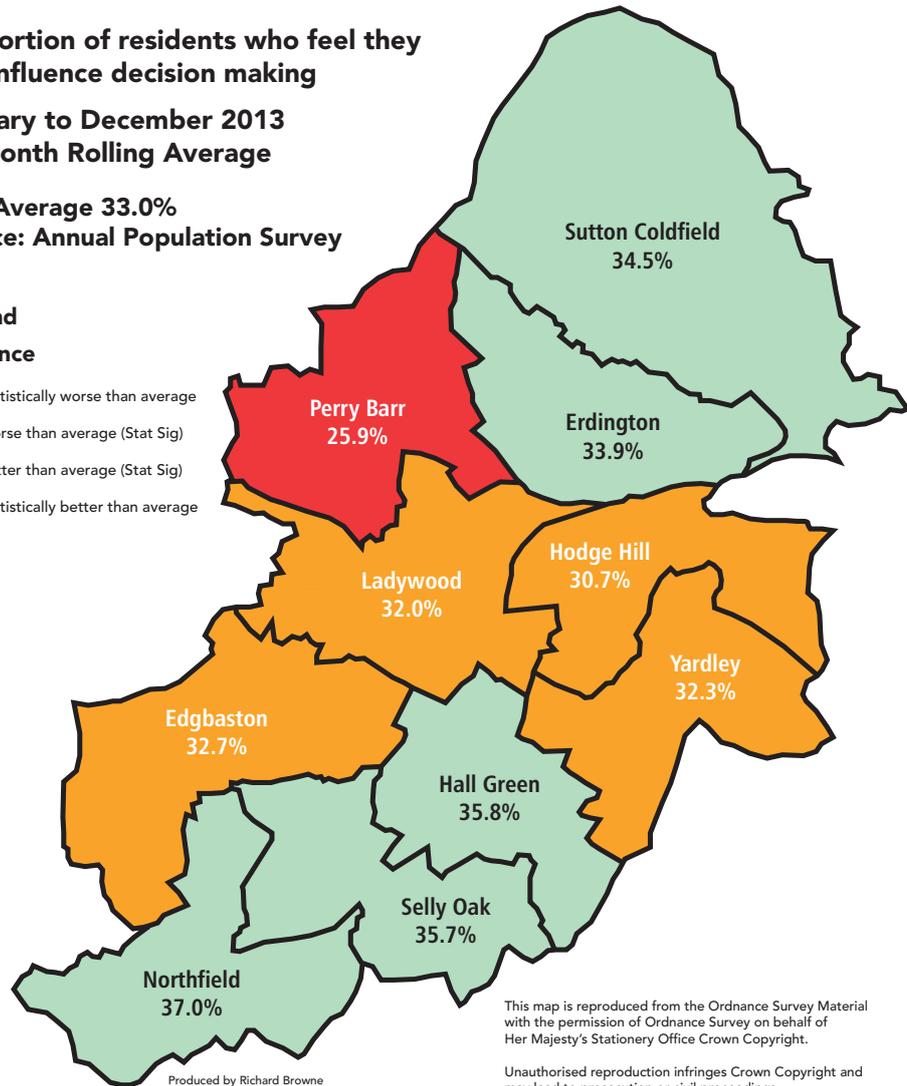
Proportion of residents who feel they can influence decision making

**January to December 2013
12-month Rolling Average**

City Average 33.0%
Source: Annual Population Survey

Legend
Influence

- Statistically worse than average
- Worse than average (Stat Sig)
- Better than average (Stat Sig)
- Statistically better than average



Produced by Richard Browne
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An agenda for change: creating a New Model of City Government

There are three key principles at the heart of our new model:

- **Devolution.** Rigid, top down approaches cannot support the flexibility needed to be effective with less resources. We need greater local control over funding and greater choice in how we achieve our goals. Central government must devolve to the city region so that we can drive economic growth and to the city so that we can integrate local public services. At the same time we will commit to devolving more power within the city, to support greater community leadership, democracy and flexibility in our local neighbourhoods.

- Integrated budgets and services. By bringing functions and budgets together into a single framework of funding and management we can create the new pattern of services that we need. Services will focus on “whole places” – the city, the district or the neighbourhood – and “whole people or families”. The multitude of different services and agencies that impact on a place – such as housing providers, environmental services, schools, information and advice and health services will work together to achieve better outcomes. We will create new neighbourhood management arrangements. Individuals or families will have a single point of contact for the range of expert support they may need. Integrating in this way will enable us to switch resources from expensive acute services to less expensive prevention – because we will be able to identify and recycle savings back to service delivery.
- Innovation. Delivering this vision will require new approaches to services and the abandonment of some old models. So we will need to innovate to create new ways of achieving our aims, including new service models, new providers and the development of “smart communities” that empower citizens to be actively engaged in co-producing services and planning the future of their neighbourhood.

“Triple devolution”

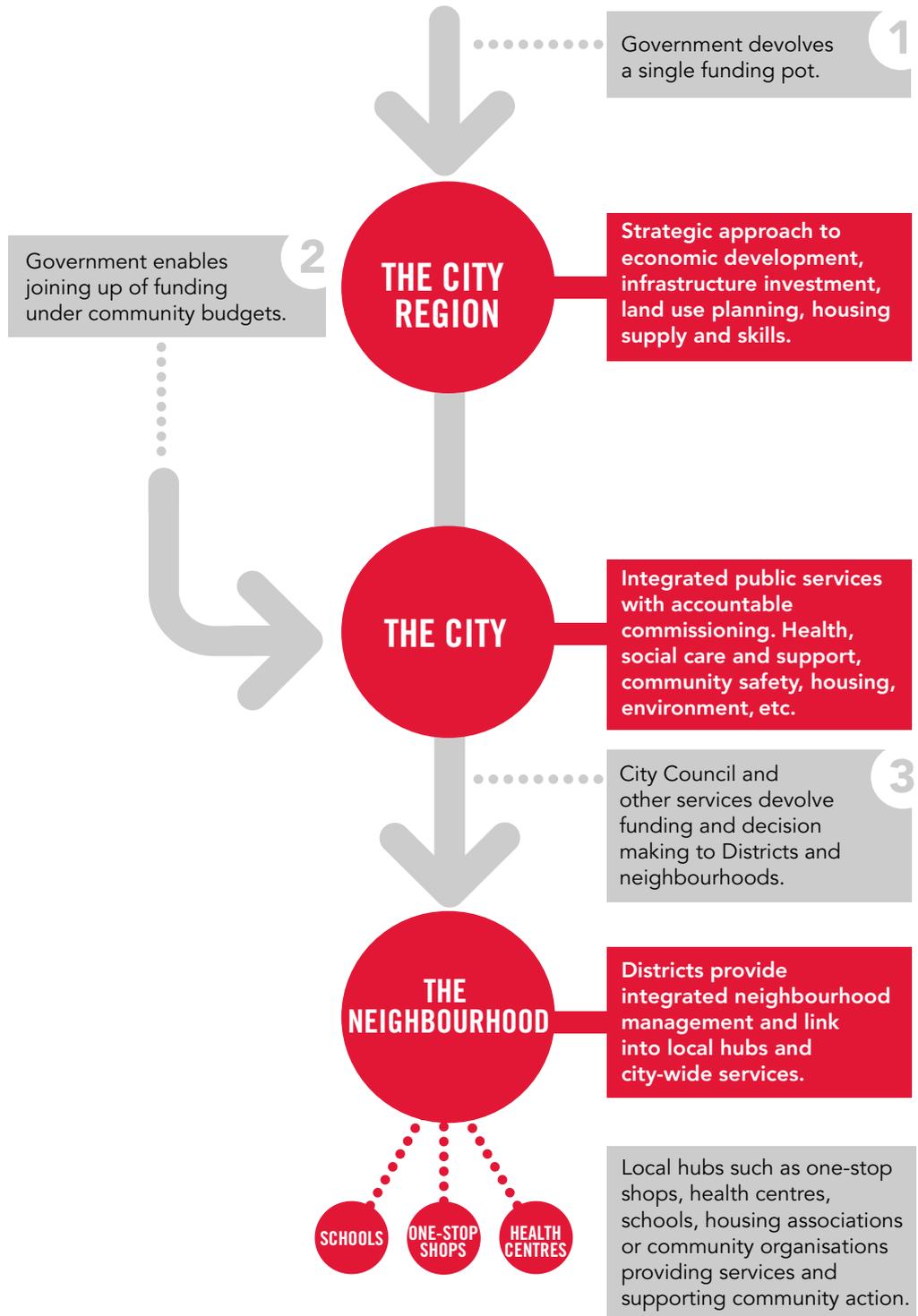
The governance of a large city must operate at three different levels to be effective. Supporting economic growth and investing in infrastructure must be done at the level of the city region – the wider conurbation and “travel to work area” that surrounds the core city and includes the real economic area of the West Midlands. Engaging communities and bringing services together to create better neighbourhoods requires governance arrangements at the very local level.

So, our model calls for three levels of devolution and governance:

1. **The City Region** – working in partnership with our neighbouring councils and using pooled funding streams, passed down from central government to invest in transport infrastructure, skills and economic development and to make strategic plans for housing and other land uses.
2. **The City** – working more closely with other agencies such as health, social care providers and schools, integrating services and ultimately creating a “Budget for Birmingham” which brings together all the funding for local public services and allows the various agencies to work together to plan provision. This in turn will enable the joining up of services that will allow investment in prevention and reduction of need. Key service areas will be health and social care and children and young people.
3. **The Neighbourhood** – building the role of our devolved district arrangements; bringing together Neighbourhood Services and creating service hubs; developing new providers including voluntary and community organisations and social enterprises and promoting wider roles for existing providers such as housing associations and schools. Key service areas will be environmental services, housing, neighbourhood advice, libraries, sport and physical activity provision.

This is a radical agenda for change at a time of unprecedented pressure on our staff and continual reduction in staff numbers. We will need to prioritise the most important changes and work with others to make rapid progress. None of this can be achieved without working together across the public sector and with government.

The Triple Devolution model of city government



Some of our achievements

Since 2012 we have intensified the process of devolution and localisation begun in 2004 by giving more powers to the District Committees, making the chairs of these committees Executive Members, with similar powers to those held by Cabinet Members.

In the last year we have implemented a full web streaming service for all of our public meetings, vastly improving access to political decision making and enabling many more people to engage in democratic debate.

We have continued the process of strengthening our devolved District arrangements by issuing guidance to Districts on their annual planning and decision making processes and creating a new Performance Framework for Districts.

We have strengthened community engagement by establishing two districts as "social media exemplars", setting up District Housing Panels in all ten districts and ensuring tenants can participate in the management of council housing. We have continued to support and enable Birmingham's Neighbourhood Forums, Housing Liaison Boards and Friends of Parks. We have produced a Transforming Places plan, following extensive consultation with residents and local agencies which will engage citizens in shaping and improving their neighbourhoods.

We have established three trailblazers for District Skills and Learning Partnerships, bringing together city council, community organisations, education providers and private sector. We have also allocated over £1m of capital funds to districts for environmental improvements.

We have established our new streamlined structure of three directorates - Economy, People and Place. This will support the more joined up approach we are seeking to build, with clear strategic direction and a focus on core priorities throughout the organisation.

Our plans for 2014-15

Engagement, influence and contribution

We will:

- Conduct a radical and comprehensive Local Governance Review to set out and consult on proposals for further reforms to our devolved governance arrangements, covering the role of district and ward committees and the potential for neighbourhood councils and other forms of local governance. The review will reflect the need for a transformation in the way local services are delivered (see overleaf) and draw on practice from around the country and internationally. We will seek to work with the Government, national political parties and other local authorities to take forward truly ground breaking new approaches to local government. The review will include consideration of the proposals for a Sutton Coldfield Town Council
- Publish District Policy Statements in September, setting out local priorities for action. District Committees will have the power to identify areas of poor performance which require improvement
- Develop a Neighbourhood Trust designed to bring investment into the city to complement our own resources such as Community Chest

- Develop a Leadership Prospectus for Place, recognising the role of housing associations, public health bodies, West Midlands Police, schools, businesses, voluntary and community organisations alongside the council in improving local neighbourhoods
- Identify Neighbourhood Action Zones through district committees, where performance on key indicators of health, employment and education is poor. These will be subject to improvement plans
- Develop a Local Housing Company "pathfinder" in North West Birmingham to look at better ways of managing and improving neighbourhood services and investing in homes for the local population
- Seek expressions of interest from community groups, local businesses, voluntary organisations or public services to participate in Social Innovation Zones. The aim is to allow innovation and experiment in how organisations and individuals work together using digital tools and engagement methods to develop new ways of improving neighbourhoods.

A New Model of City Government: priority change programmes

We will:

- Develop proposals for stronger city region working with our partner authorities. This will ensure there is clear and accountable strategic leadership for the city region on transport investment, economic development, skills, land use planning and the provision of new homes. We will also develop new models of policy and technical support to this strategic role to ensure effective delivery of projects and programmes
- Accelerate our work to develop integrated health and social care services, as part of this we will develop a much more local focus to the provision of care, engaging communities and local agencies and understanding needs in different parts of the city
- Take forward changes to early years services and schools support services develop the role of the Birmingham Education Partnership and complete an in-depth review of school governance
- Carry out our Local Governance Review (above) and take forward the integration of Neighbourhood Services. This will include the redesign of the housing management service; integrating neighbourhood planning processes to focus on shared priorities; a single approach to community engagement; an integrated "street scene" service that responds to the environmental and enforcement issues prioritised by local residents and joint neighbourhood management models with third party organisations e.g. housing associations
- Intensify our own work and joint campaigning with the Core Cities on our common agenda for service reform, so that we can secure commitments in the manifestos for the General Election next year. This will be focused on the changes in central government needed to achieve the model set out above.

**working
together**

**for a
fair
prosperous
& democratic
birmingham**