



CORPORATE PLAN

2022-2026

TO SUPPORT, TO SERVE, TO LEVEL UP



Birmingham
City Council

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FOREWORD

by the Leader of the Council and the Chief Executive



Cllr Ian Ward
Leader of the Council



Deborah Cadman OBE
Chief Executive

We are delighted to introduce our Corporate Plan for 2022-2026, which sets out our strategic priorities and the outcomes we are aiming to deliver, enable and influence as a council. The Plan also states our ambition to transform the council, so we can serve the city and its citizens in the most effective way.

Birmingham and its citizens face significant opportunities and challenges and the council must be bold, ambitious, and confident: Bold in its aspiration, ambitious in setting its priorities, and confident in its ability to delivering them. This Plan provides a common basis for our strategic planning and a focus on tackling inequalities and creating opportunities for citizens to live longer, healthier, and happier lives.

This is a golden decade of opportunity for the people and communities of Birmingham. The years ahead, framed by the Commonwealth Games in

the summer of 2022 and the arrival of HS2 around a decade later have the potential to be a period of unparalleled success for Birmingham. We are a young and diverse city, connected into the global economy and cultures, bursting with creativity and invention and bold enough to grasp the opportunities ahead. We are uniquely placed to prosper in the modern, green economy now being created.

To do that we must respond to the grand challenges facing the city. The COVID crisis has highlighted the deep-seated inequalities that exist between places and communities across our city, and between Birmingham and the rest of the country. We need to be honest about the levels of unemployment, the health inequalities, the extent of the climate emergency, opportunities for young people, and the need to further build community resilience and tackle crime. We must be bold and ambitious about our role in addressing them.



Our response needs to be rooted in our belief in the potential of all Birmingham people and our commitment to empower communities to build our future together. We need to strive for prosperity and opportunity for all in order to level up the city. What we deliver for Birmingham must be informed by the people of Birmingham, so we will increasingly draw on data and insight, along with citizen feedback and lived experience, so that we deliver what we know our citizens need.

We will need to connect with communities in a meaningful way, placing them at the heart of our decision making and empowering them to flourish and succeed. This will require strong partnerships and collaboration to deliver better outcomes, which means working as one organisation, being confident about our asks of partners, and clear about our own contribution.

Our citizens, businesses and partners deserve the best, and we should be relentless in our drive for excellence. We need to live and breathe

our organisational values. Our three principles of transformation should guide how we design and deliver our services, so that we embed early intervention into everything we do, ensure the growth coming to the city benefits our residents and we build an organisation with the capacity and capability to deliver best in class services for all our citizens. We need to be bold in our thinking and actively look to learn from others. We should be honest, not defensive, about things we need to improve.

The opportunities and challenges facing the city and council are the reasons why we need this Plan. A Plan that sets out what we want to accomplish through our service delivery, enabling and influencing roles, and how as an organisation we will operate and behave to help achieve a prosperous, inclusive, healthy, safe and green city.

Cllr Ian Ward
Leader of the Council

Deborah Cadman OBE
Chief Executive

THE PURPOSE OF THIS PLAN

This Plan sets Birmingham City Council's vision and priorities for 2022-2026 so that employees, councillors, delivery partners and other stakeholders understand:

- The strategic context the council is operating in - including the 'grand challenges' the city needs to respond to and opportunities we need to build on
- The strategic priorities of the council - so that resources, delivery plans, strategies and operational activity can be aligned to them
- How the council will continue to transform and drive improvement in services to deliver our priorities and operate as an organisation and partner in the most effective, productive, and impactful way

The Plan replaces the Council Plan 2018-22 and presents a refreshed set of priorities for 2022-2026 that reflect the context we are now operating in, addressing the impact of the COVID-19 pandemic, tackling inequality and supporting the 'levelling up' of the city.

INTRODUCTION

This plan brings together the main elements of our mission as a council to:

- **Support:** Our mission is to support, enable and encourage our citizens to fulfil their true potential by breaking down barriers and tackling inequalities; to support our citizens to have a voice and to be heard; to support our communities to improve the areas in which they live and shape the world around them.
- **Serve:** Our mission is to provide best-in-class public services, by striving for continuous improvement, being innovative and working in partnership to meet the needs of our citizens and our communities.
- **Level Up:** Our mission is to create a fairer, stronger city where all citizens share in the creation and benefits of more sustainable economic growth, where our citizens live longer, healthier and happier lives.

SUPPORTING STRATEGIES AND PLANS

This Plan and the priorities in it are supported by a range of strategies and programmes (both current and new) which set out how and what the Council will deliver, including:

- Delivery strategies and policies – strategies (some of which are statutory plans) that set out detailed actions and outputs which will help deliver priorities, for example Route to Zero Plan, Economic Recovery Strategy, Our Future City Plan, Birmingham Transport Plan, Homelessness Prevention Strategy, and many more.
- Place-based strategies - for priority areas such as the East Birmingham Inclusive Growth Strategy, the Perry Barr Masterplan and Birmingham Curzon HS2: Masterplan for growth.

There are also plans and programmes which support and enable the council to deliver priorities in an effective, efficient, and productive way - including:

- The Budget and Medium-Term Financial Plan: sets out how the council's financial resources will be deployed. The Budget outlines the council's financial income and

expenditure for 2022/23 and the Medium-Term Financial Plan sets out how the council intends to deploy its financial resources to 2025/26.

- Plans to improve the council's effectiveness and modernise its ways of working, for example through its Workforce Strategy, ICT & Digital Strategy, Transformation Programme and Everyone's Battle, Everyone's Business (the action plan to address inequalities within our organisation and through our civic leadership).

A Delivery and Performance Plan will outline the key actions, activity and metrics that support the delivery of the Corporate Plan priorities.



The context for this plan

A CITY OF OPPORTUNITY AND POTENTIAL

Birmingham is a city with enormous opportunity and boundless potential. It is one of the most ethnically and culturally diverse cities outside London, which brings with it a wealth of creativity, talent, entrepreneurship, and energy. We are one of the youngest cities in Europe and nearly half of our citizen population are under 30 years of age and represent a bright future for the city and for the region.

The city's economic fundamentals are strong and diverse with bases in advanced manufacturing, financial services, and technology, set within the wider West Midlands economy. This is supported by the investments we are making in our city's infrastructure, and the completion of the Midlands Metro expansion and arrival of HS2 will provide greater connectivity to, from and within the city.

Through the Commonwealth Games in 2022, the city is hosting one of the largest multi-sports event in the world, with a million visitors and more than 1 billion people watching us from around the world. The stage is set for us to bring forward a golden decade for the city.

THE 'GRAND CHALLENGES' FACING THE CITY

To fully grasp and exploit these opportunities we must understand, acknowledge, and address some major challenges facing the city. From climate change to historic inequalities, from helping our young people thrive to enabling our citizens to live well into old age, our path to prosperity requires us to respond to these. More than 1 in 9 of our working age people have no qualifications. 4 in 10 children are living in relative low-income families, and too many children die before they reach their first birthday. Health inequalities remain stark and unemployment rates in the city are higher than the national average.

Through this Corporate Plan we are restating our commitment to tackling inequalities, ensuring it is at the heart of our mission and the thread that runs through everything the council does as it plays its role in responding to six 'grand challenges' facing the city:

1. EQUALITY AND INCLUSION

Many of the challenges facing the city and its citizens stem from historic and structural inequalities within our society and economy, and the COVID-19 pandemic has exposed and compounded the difficulties our most vulnerable citizens face in their daily lives. The rising cost of living has added further pressures. For too many of our citizens the opportunities in the city are out of reach. This holds people back from reaching their full potential, and often pushes people to seek help from us and our partners, increasing pressure on the cost and provision of public services.

2. UNEMPLOYMENT, SKILLS, AND THE LOCAL ECONOMY

The COVID-19 pandemic and the resulting closure of businesses and reduction in trade and revenue has had a damaging impact on the Birmingham economy, setting back the impressive economic growth we have seen in recent years. Jobs have been lost, unemployment rates are high, we have below national average levels of skills, and too many people have low rates of pay. This affects the quality of life, health, and pressure for affordable housing.

3. HEALTH AND WELLBEING

Health inequalities in Birmingham remain stark and have been made worse by the COVID-19 pandemic. Low life expectancy and chronic conditions such as diabetes afflict our poorest communities far worse than those living in more affluent circumstances. Birmingham also has a high rate of limiting, long-standing and chronic illness which starts earlier in life and means more people risk being excluded earlier from opportunity and living healthy lives. We must prevent ill health and maximise health and wellbeing for everyone in Birmingham through safe and secure homes and shaping a healthier environment for citizens that enables them to achieve their potential and aspirations at every age.

4. COMMUNITY RESILIENCE, COHESION AND LIVING STANDARDS

Birmingham has long been a vibrant and diverse place that is a proud home to a diverse mix of people of all ages, ethnicities, faiths, and lifestyles. But, there is a need to further strengthen resilience and cohesion within our communities given the inequalities that have been intensified by the pandemic, the inequalities given focus through the Black Lives Matter and #MeToo movements, and the serious issue of engrained violent crime. Our citizens have weathered the hardships of the pandemic and we must now work with them to help to build resilience and opportunities, celebrate and strengthen local communities so all people in the city can thrive in Birmingham's future.

5. CLIMATE EMERGENCY

The climate crisis has never been more urgent for our city, nation, and humanity. The United Nations' Intergovernmental Panel on Climate Change (IPCC) lays bare the state of Earth's climate and nature emergency and the need for us to take action to address it. We have embraced our responsibilities to the climate, with the council declaring a Climate Emergency, establishing a Route to Zero taskforce, drawing up a plan to be a City of Nature and launching a Clean Air Zone. Leadership and drive are required to achieve our climate goals, going beyond them where possible, and linking to work on transitioning our economy to become fairer and to grow sustainably.

6. OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE

Our young people are one of our greatest strengths and represent a bright future for Birmingham. But the pandemic has been particularly tough on them, and we need to help build a bright future for them. Too many of our children and young people do not get a good start in life, with nearly 40% of children living in relative poverty. They need to prosper, and for many their prospects have been damaged by the COVID-19 pandemic. Lots of our young people are unemployed and struggling to find work and disparities between attainment of pupils in the state and independent sectors has worsened.

Our response: What we want to deliver, enable and influence

We understand the opportunities and 'grand challenges' facing the city. We know it is our mission to respond to them. We will Be Bold in our ambitions. And we will Be Bold in how as a council we will continue to support, enable and empower the city and its citizens and businesses to reach their potential.

OUR VISION FOR THE CITY

Through the council's delivery, enabling and influencing roles, we will play our part in strengthening Birmingham's position as a thriving, young and diverse global city, as the beating heart of the UK both commercially and culturally; a place where everyone is included in the opportunities that the city can offer; a place where we can celebrate our heritage with a sense of pride and also look forward with a sense of optimism to a golden decade of shared opportunity in a Bolder, Better Birmingham.

Tackling inequalities is at the heart of our mission and at the centre of everything we do.

We will help make Birmingham **a city where all citizens share in the creation and benefits of sustainable economic growth and can live longer, healthier, and happier lives.**

LEVELLING UP BIRMINGHAM

Our Prosperity and Opportunity for All Strategy sets out a clear ambition to tackle the long-standing and deep-rooted structural inequalities. It sets out what is required to 'level up' the city so all citizens regardless of background, and especially those with the most disadvantage, have the opportunities and capability to access, shape and benefit from a good education, skills needed for career progression, fulfilling and well-paid jobs, affordable housing, effective public services, well-connected physical and digital infrastructure; and a high-quality living environment, rich in culture, amenities and green open spaces.

Birmingham is already levelling up, bringing forward major development programmes, harnessing unique opportunities such as HS2 and the Commonwealth Games, embedding community wealth building and inclusive growth to retain wealth locally, and taking a labour market approach to raise skills and pay and connect people to opportunities.

For a step-change and acceleration above and beyond what we can do currently, we are seeking Government and partner involvement in the support, development and implementation of five 'levelling up accelerators':

1. A long-term, single pot funding and further devolved powers, giving us the ability to address issues in our city at scale and pace
2. An integrated local place delivery through the East Birmingham Inclusive Growth Strategy, covering 250,000 people to tackle deep levels of deprivation
3. Embedding our early intervention and prevention model to assist the most disadvantaged citizens and move from dealing with crises to co-designed support and services to stop these arising
4. A green and digital infrastructure including a comprehensive green, reliable, frequent, and affordable transport network
5. A housing retrofit programme across the cities of Birmingham, Coventry, and Wolverhampton to tackle carbon emissions and create jobs in areas that need it most

COMMONWEALTH GAMES: DELIVERING A BOLD LEGACY FOR BIRMINGHAM

The council is playing a central role in ensuring all residents and communities can embrace the Games and realise its long-term benefits. Birmingham's legacy will be realised through both physical assets (including new facilities, enhanced infrastructure, and more sustainable public spaces) and community, social and economic opportunities (including increased access to apprenticeships and volunteering roles). The Birmingham City Council Legacy Plan (Delivering a Bold Legacy for Birmingham) provides a strategy and detailed plan to capture these benefits while supporting the council's response to the grand challenges set out in this Corporate Plan.



WORKING WITH PARTNERS AND CITIZENS

We can only achieve these ambitions through working in partnerships with citizens, communities, delivery, and strategic partners. Responding to the challenges impacts on all of us as citizens and stakeholders in our city and we all have a part to play in addressing them. Our partnerships are valuable and we are committed to build on the learning from the last two years responding to the COVID-19 pandemic and the journey towards the Commonwealth Games to deepen these relationships and demonstrate as a city we are much more than the sum of our parts.

We will continue to work with our diverse partnerships including the community and voluntary sector, faith and cultural sectors, academic and commercial sectors, NHS, police, regional partners (including the West Midlands Combined Authority) and many others.



STRATEGIC PRIORITIES AND OUTCOMES

We will focus our transformation, delivery, enabling and influencing activity as one council to Be Bold and respond to the city's challenges and opportunities to achieve:

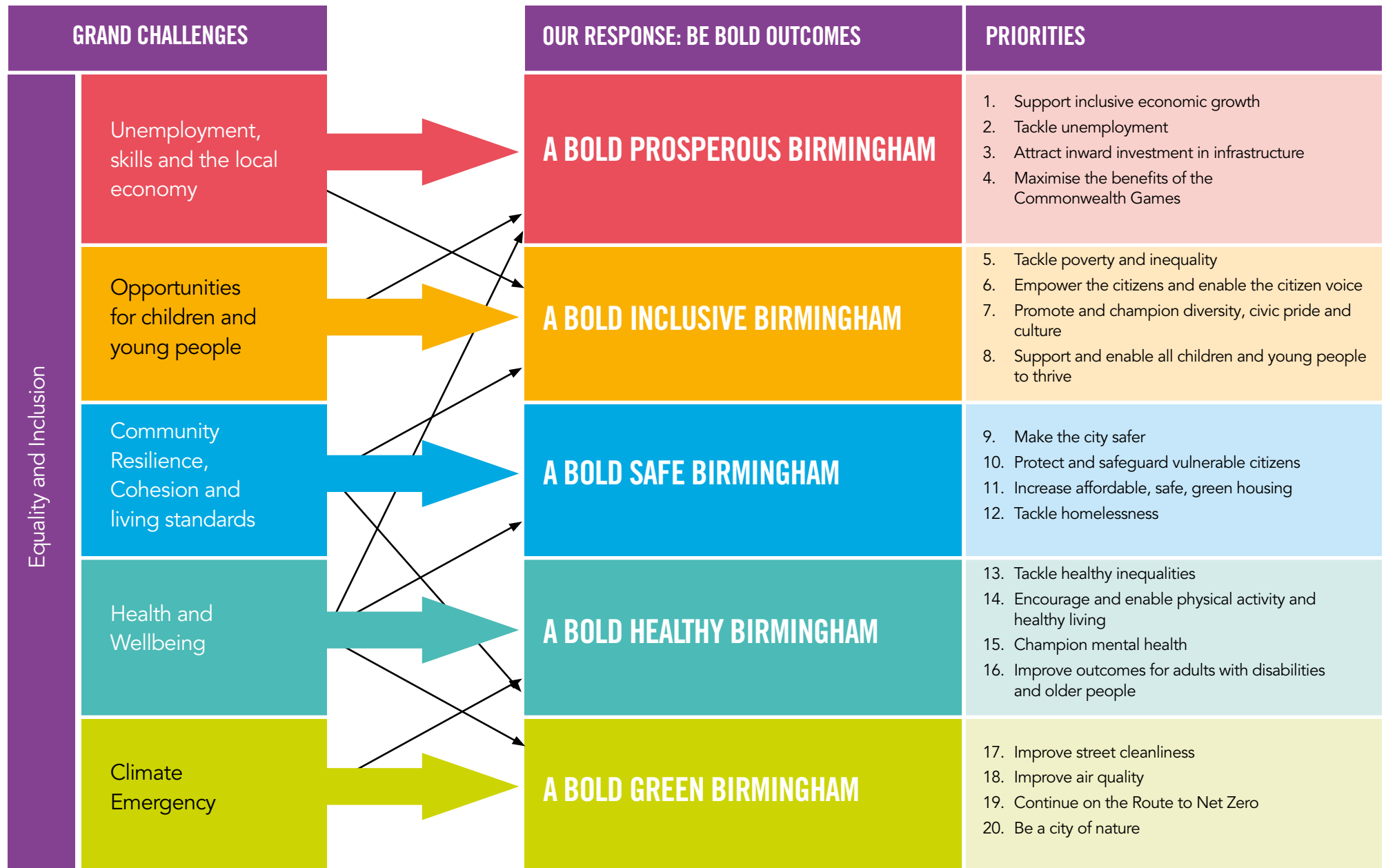
- **A Bold Prosperous Birmingham**
- **A Bold Inclusive Birmingham**
- **A Bold Safe Birmingham**
- **A Bold Healthy Birmingham**
- **A Bold Green Birmingham**

The following pages set out the council's priorities to achieve that. They reflect the context we are now operating in, addressing the impact of the COVID-19 pandemic, tackling inequality, and supporting the 'levelling up' of the city.

The ambitions in this Plan are interconnected. A more prosperous, inclusive, safer, healthier, and greener city are all critical to building a better Birmingham. Many of the priorities and the outcomes sought from them are dependent on one another.

For example, we know well-paid employment, affordable homes and transport, clean air and access to green spaces can all contribute to good physical and mental health.







PRIORITIES



A BOLD PROSPEROUS BIRMINGHAM

AMBITION:

Birmingham will be a city where everyone has an opportunity to prosper from its economic growth and development. Working with residents, schools, communities, and businesses, we will help them to succeed and thrive with bold opportunities through employment and skills programmes, education, transformative regeneration, and economic recovery packages. We will continue to build a bolder prosperous Birmingham in a golden decade of opportunity starting with the Commonwealth Games 2022 and supported through the arrival of HS2 and major development and regeneration including at Smithfield, Perry Barr and East Birmingham.

Outcomes for the city and citizens:

- Economic recovery and inclusive growth
- More citizens in employment
- Higher rates of pay
- Increase in skill levels and qualifications
- Major regeneration projects and infrastructure across the city
- Economic benefits and legacy from the Commonwealth Games

PRIORITIES

#1 Support inclusive economic growth:

We will work with businesses, colleges and universities, anchor institutions, community sector and unions to accelerate a stronger, fairer, inclusive and greener city economy building on our strengths and diversifying further, increasing investment, supporting business growth, build and retain wealth locally, and help bring back and create more and better paid jobs.

#2 Tackle unemployment:

We will seek to tackle and reduce barriers to employment, working with a range of partners to increase access to better paid jobs, expand the number and availability of apprenticeships, and increase qualifications and skill levels to enable all citizens, including young people and people with disabilities, to get the opportunities ahead especially those in the most disadvantaged circumstances.

#3 Attract inward investment and infrastructure:

We will continue to work with the West Midlands Combined Authority (WMCA), West Midlands Growth Company, businesses and other stakeholders to develop the infrastructure needed to power our city for the 21st century – so we are a city with a modern green, accessible, transport system, universal gigabit connectivity and 5G for citizens and businesses, green and clean energy. We will continue to harness our land and assets to support and attract businesses to our city.

#4 Maximise the benefits of the Commonwealth Games:

We will continue to exploit the employment opportunities and other benefits of hosting the Games for Birmingham's economy, businesses and citizens, including the implementation of the 'Delivering a Bold Legacy for Birmingham' Plan and bids for further major events in the city.



A BOLD **INCLUSIVE** BIRMINGHAM

AMBITION:

Birmingham will be a thriving, happy and connected place where everyone is included in the opportunities that the city can offer. Building on partnerships old and new whilst sustaining community involvement we will become a city that benefits from strengthened connections between communities, increased fairness, and reduced inequalities. We will be an age, disability and child friendly city that tackles poverty and exclusion. We will be a city where our citizens experience accessible public services and have a say in how Birmingham is run. We will work with and help citizens so that in their homes, schools, and communities they feel better connected, included, and empowered to be active in influencing the decisions that affect their lives.

Outcomes for the city and citizens:

- More residents who play an active role in civic society
- Reduced levels of inequality
- Fewer children living in poverty
- Cultural opportunities flowing from the Commonwealth Games
- Higher levels of educational attainment for children
- Higher levels of access to childcare and early years services
- Improved quality of life for children and young people
- More young people in education, employment, or training

PRIORITIES

#5 Tackle poverty and inequalities:

We will work with partners and citizens to address food, fuel, and pay poverty, and tackle digital exclusion. We will ensure our own workforce better reflects the diversity of our city. We will work with partners across all sectors to break down the barriers to opportunity for all citizens in the city, including people with disabilities, limiting longstanding illness and those from the most excluded communities.

#6 Empower citizens and enable the citizen voice:

We will continue to work closely with communities and to strengthen the community voice and develop active and empowered citizenship so citizens can have local influence and involvement in how their area is run and enable great places to live, where people know and look out for each other, strengthening connectivity and cohesion.

#7 Promote and champion diversity, civic pride and culture:

We will build on the benefits of hosting the Commonwealth Games in a way that builds cohesion, inclusion, and civic pride and uses the Games as a turning point in uniting the city's population and tackling inequalities. We will take new approaches to factor culture into major developments and regeneration.

#8 Support and enable all children and young people to thrive:

We will support all children and young people to have the best start in life and achieve their full potential. We will work with early years services and schools to improve access and quality and improve educational attainment. We will continue our corporate parenting role and improve the wellbeing and quality of life for children and young people, including those with Special Educational Needs and Disability. We will work with parents and carers to improve access to opportunities and reduce the numbers of children in poverty.



A BOLD **SAFE** BIRMINGHAM

AMBITION:

Birmingham will be a city with vibrant and flourishing neighbourhoods that are safe and affordable, where vulnerable citizens are protected and supported, where diversity is celebrated, and citizens have pride in where they live. We want a city and communities with a strong sense of belonging and where everyone has access to a high-quality living environment, rich in culture and amenities, and good quality and affordable housing.

Outcomes for the city and citizens:

- Less crime and anti-social behaviour
- More people feeling safer
- More affordable housing
- Increased levels of walking and cycling
- Less homelessness

PRIORITIES

#9 Make the city safer:

We will work with citizens and partners, including West Midlands Police, to reduce crime, tackle anti-social behaviour and improve community and road safety so people feel safe in their daily lives, and feel it is easier and safer to walk and cycle in Birmingham.

#10 Protect and safeguard vulnerable citizens:

We will ensure vulnerable citizens are protected, supported, and safeguarded, and where necessary looked after. We will work with partners to help prevent domestic abuse and violence against women and girls, and address violent crime in the city, including hate crime and knife crime.

#11 Increase affordable, safe, green housing:

We will establish a housing programme that meets the needs of our citizens, building new homes and retrofitting existing homes, including increasing the supply of quality affordable safe, warm, and green housing. We will increase investment in the quality of Birmingham City Council's social housing and its communities, improving the quality of life for people who live there, ensuring they feel safe and secure.

#12 Tackle homelessness:

We will work with our partners to prevent and tackle rough sleeping and homelessness and have housing solutions to meet the needs of our vulnerable citizens.



A BOLD **HEALTHY** BIRMINGHAM

AMBITION:

Birmingham will be a city in which every citizen can live a healthy enjoyable life. Where every citizen, at every stage of their life, in all communities can make healthy choices that are affordable, sustainable, and desirable to support them to achieve their potential for a happy, healthy life. Working with our partners, especially in the NHS, we will work to support our citizens (including families and carers) to understand their own physical and mental health and wellbeing and know how to access and get support in a timely and culturally appropriate way when they need it. We will create a city which is compassionate and inclusive to citizens, including people with disabilities and limiting longstanding illness, when they need support and assistance and work together to help them remain active participants in our city throughout their lives. A Bold Birmingham will be at the forefront of tackling health inequalities issues, reducing poverty, creating employment opportunities, and ensuring our city's air is clean.

Outcomes for the city and citizens:

- Reduced health inequalities
- Increased physical activity levels
- Improved mental wellbeing
- Increased levels of active travel

PRIORITIES

#13 Tackle health inequalities:

We will focus our attention on closing the health inequalities in our city, recognising they affect communities of place, identity, and experience differently, and that we can only achieve this through partnership with stakeholders and citizens (including their families and carers).

#14 Encourage and enable physical activity and healthy living:

We will encourage citizens of all abilities and ages to engage in physical activity and active travel and develop a food strategy to support healthy lifestyles. We will provide new opportunities to improve physical health and overall wellbeing through the hosting of the Commonwealth Games, and its legacy including delivering high-quality housing, sporting facilities and transport infrastructure, and physical and cultural environments, including parks and green spaces.

#15 Champion mental health:

We will champion and advocate the importance of mental health alongside physical health, and work with partners to empower and support citizens, including young people, to be mentally healthy.

#16 Improve outcomes for adults with disabilities and older people:

We will continue to support citizens to lead independent lives and exercise choice and control. We will deliver the Government's new approach to care in a way that benefits our citizens and we will continue to invest in early intervention and prevention at every age to enable citizens to live healthy and fulfilling lives, including the transition from care for young people to that of adulthood.



A BOLD GREEN BIRMINGHAM

AMBITION:

Birmingham will be a city with a green heart and clean streets. It will enjoy an environment where air pollution has reduced, and the quality and quantity of public open spaces has increased. The city will be recognised for its response to the Climate Emergency. Sustainability and carbon neutrality will be at the heart of our environment, transport, and wider ambitions. We will continue to work with partners and citizens to advance our ambitions in active travel and better connectivity that creates a healthier environment for all.

Outcomes for the city and citizens:

- Cleaner streets
- Improved air quality
- Reduced carbon emissions
- Increased levels of walking and cycling
- Improved transport infrastructure

#17 Improve street cleanliness:

We will work with our residents and businesses to improve the cleanliness of our city including through waste collection and recycling services and taking strong action against those who fly-tip and litter.

#18 Improve air quality:

We will address air pollution, including increased monitoring and awareness, reducing congestion, and working for a future where every neighbourhood has safe levels of air quality to breathe.

#19 Continue on the Route to Net Zero:

Our initiatives will facilitate carbon emissions reduction and build climate resilience into policies and practice. The council will reduce its own carbon emissions as well as fostering existing external relations, enabling behaviour change through informative calls to action and facilitating new community and public-private sector partnerships to build investment and delivery capacity to make our city carbon neutral.

#20 Be a City of Nature:

We will maintain our existing and develop new green spaces across the whole of the city, adding infrastructure and improving access to diverse green and open spaces for all our citizens positively contributing to their physical and mental health. We will create sustainable green spaces to help tackle climate change and improve biodiversity, creating attractive neighbourhoods and providing places for families, friends, and communities to come together.



Our response: becoming a bold best-in-class council

We are bold in our ambition and commitment to be a best-in-class council. We will continue to drive improvement and modernisation across our organisation so that we can deliver our priorities in the most effective, efficient, and productive way. We know becoming a best-in-class council will be a significant task which we will achieve by:

- Continuing to transform how we operate and deliver as one organisation
- Embedding our organisational values and behaviours into everything we do
- Ensuring a balanced and sustainable medium-term financial plan
- Promoting, championing and advocating diversity in everything we do

Together with our ambitions and priorities, these are the framework for our contribution to the city's response to the grand challenges, building on the opportunities and strengths of both the city and council.

TRANSFORMING HOW WE OPERATE AND DELIVER

We will continue our transformation into a council that is built for the twenty-first century, using the modern technologies now available to us and having at its heart the values that lie behind our vision. We will organise our services around citizens and demand; leverage the city's many opportunities for the benefit of local people; connect with citizens in a meaningful way; and drive innovation within the organisation and across our partnerships.

Our continued transformation as a council is based on three principles (People, Place, Council) that will improve citizen outcomes while reducing cost to the organisation.



PRINCIPLE	WHAT IT MEANS
<p>Shifting our focus from crisis to prevention (People):</p>	<p>We will help and support individuals and families at the early stages of an issue or crisis in their lives before it becomes an acute problem.</p> <p>We will work with people differently, drawing on the support that exists in the community, and ensuring different groups of professionals work together on a common mission to help people stay afloat and then thrive.</p> <p>We will make best use of customer insight and business intelligence to ensure we make informed decisions and prioritise our resources appropriately embedding the principles of prevention, prediction, and early intervention into everything we do.</p> <p>We will take a whole system approach to promoting the independence and resilience of service users and communities, collaborating with partners, which places citizens and communities at the heart of our decision making.</p> <p>We will organise services around demand and citizen need, so we make the best use of our limited resources.</p>
<p>Increasing the pace and scale of growth, for those that need it the most, while delivering our climate change objectives (Place):</p>	<p>We will use our city's assets and opportunities, such as HS2 and Commonwealth Games, to leverage growth and investment across the city to ensure all citizens share in the creation and benefits of sustainable economic growth.</p> <p>We will adopt a more active and deliberate stance, leveraging the council's balance sheet, and in so doing becoming the corner stone and enabler of a more circular, inclusive and sustainable economy.</p>

PRINCIPLE	WHAT IT MEANS
<p>Becoming a council fit for the future with clear strategies driving delivery and an organisation continuously improving (Council):</p>	<p>We will develop a compelling vision that all the organisation can own and drive forward. This will ensure that our services to citizens will be high performing and built around the citizens.</p> <p>We will deliver relentlessly reliable services enabled by a strong performance management culture. Building on strong foundations, which means getting the basics right, all services must demonstrate they have a grip on the key issues and challenges and are responding with pace. This will be underpinned by a robust and sustainable strategic planning, financial and assurance framework.</p> <p>We will be a customer focussed, agile and responsive council through the better use of technology and utilising new delivery models and simplified processes.</p> <p>We will continue to develop an inclusive and diverse workforce at all levels which is supported to develop new skills and capabilities and empowered to be creative, innovative and outcome focussed and to exploit opportunities.</p> <p>We will develop strong partnerships to deliver better outcomes, working in teams alongside people who work for other organisations and connecting with citizens and communities in a meaningful way.</p>





ENSURING A BALANCED AND SUSTAINABLE MEDIUM-TERM FINANCIAL PLAN

Our Medium-Term Financial Plan (MTFP) is a key part of the prudent management and planning of the council’s finances. It forecasts forward the financial position of the council and is reviewed and

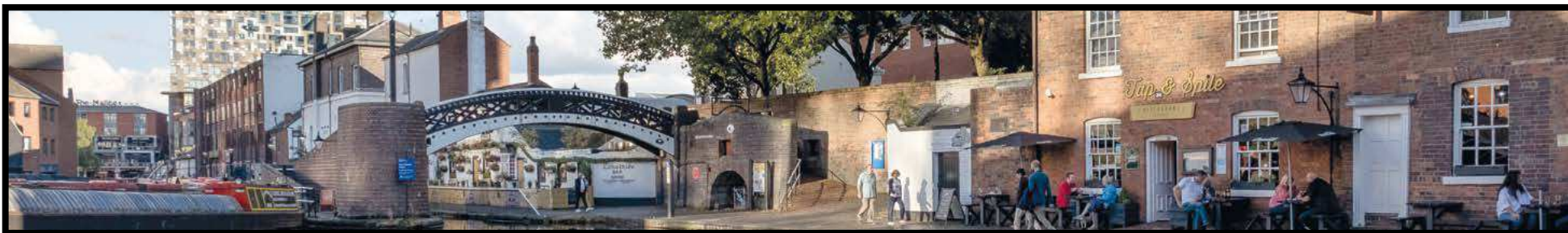
developed alongside this Plan and our transformation plans, ensuring our financial resources are planned and deployed in line with our overall priorities and on the basis we will continue to improve citizen outcomes while reducing costs.



EMBEDDING OUR ORGANISATIONAL VALUES AND BEHAVIOURS

Our values will drive our behaviours and provide a clear basis for how we operate by providing the basis for our organisation's culture and ways of working:

VALUES	BEHAVIOURS AND APPROACH
We will put our citizens first	<p>Insight and experience: We will put citizens first in everything we do. Residents' expectations are rising, and citizens rightly expect services that are reliable, and joined up around their needs. These expectations fundamentally challenge how our services are designed and how they are led. We must ensure our decision-making is informed by empathy, high-quality insight, and data, and, where relevant, people's lived experiences.</p> <p>Participation and engagement: We will move towards our vision by pulling together as a city and having genuine pride in who we are and belief in what we can achieve. The council will play its part in building trust and promoting democratic participation and community power in everything it does, enabling communities to create their own responses to the challenges we face together.</p>
We are true to our word	<p>Keeping our promises: When we make promises we will keep them. We will deliver consistently and fairly. We need to do what we say we will and make sure issues we have addressed stay fixed.</p> <p>Building trust: We will understand and exceed rising citizen expectations. We will have an open, humble, and reflective approach to service delivery. We will be honest when we get it wrong and learn from it.</p>



VALUES	BEHAVIOURS AND APPROACH
We act courageously	<p>Being bold: We will be bold in our thinking in how we deal with the difficult issues and new challenges. We will think differently and act differently. We will be innovative and learn from others. We will encourage new ideas, try, and learn. We will exploit our strengths as a council and maximise the enormous opportunity and boundless potential of the City.</p> <p>Working in partnership: We will be a confident collaborator and partner. We cannot meet the challenges on our own, and we cannot create the modern, integrated services people want and need unless we work together with the other public services in the city. We want to proactively strengthen our partnerships with key institutions and businesses to create a strong civic family to lead the city.</p>
We will achieve excellence	<p>Exceeding expectations: We will strive to get things right first time every time. We will deliver relentlessly reliable services. We should strive to continuously improve our overall approach to customer service and be respectful in everything we do. We will improve our digital skills at every level. We will make use of the data we hold, safely and securely to achieve excellence in what we do.</p> <p>Continuous improvement: We will pro-actively continue to improve services and be performance focussed to identify areas across the council that need to improve.</p>

Promoting, championing and advocating diversity

We will continue to implement our Everyone's Battle, Everyone's Business action plan to embed a focus on diversity and tackling inequalities in everything we do. We remain committed to:

- understand our diverse communities and embed that understanding in how we shape policy and practice across the council, knowing that this will inform better services that respond to the changing needs and priorities of our diverse residents.
 - demonstrate inclusive leadership, partnership, and a clear organisational commitment to be a leader in equality, diversity, and inclusion in the city. We need to create the right structures and processes to embed a culture of equity.
 - involving and enabling our diverse communities in our decision-making processes and in the wider city leadership structures.
 - delivering responsive services and customer care that is accessible and inclusive, and ensuring our policies meet the changing needs of our diverse communities across all our neighbourhoods.
- encouraging and building a skilled and diverse workforce to build a culture of equity and inclusion in everything we do. We need to lead by example as an employer, addressing inequalities affecting all the protected equalities characteristics and inequities including in Black, Asian and Minority Ethnicity representation across all levels of the organisation.



BE BOLD BE BIRMINGHAM



