

# **BIRMINGHAM CITY COUNCIL**

## **CABINET**

**TUESDAY, 03 JUNE 2025 AT 10:00 HOURS**  
**IN COMMITTEE ROOMS 3&4 (EXTRAORDINARY MEETING),**  
**COUNCIL HOUSE, VICTORIA SQUARE, BIRMINGHAM, B1 1BB**

## **A G E N D A**

### **1 NOTICE OF RECORDING/WEBCAST**

The Chair to advise/meeting to note that this meeting will be webcast for live or subsequent broadcast via the Council's Public-I microsite ([please click this link](#)) and that members of the press/public may record and take photographs except where there are confidential or exempt items.

### **2 APOLOGIES**

To receive any apologies.

### **3 DECLARATIONS OF INTERESTS**

Members are reminded they must declare all relevant pecuniary and other registerable interests arising from any business to be discussed at this meeting.

If a disclosable pecuniary interest is declared a Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If other registerable interests are declared a Member may speak on the matter only if members of the public are allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation.

If it is a 'sensitive interest', Members do not have to disclose the nature of the interest, just that they have an interest.

Information on the Local Government Association's Model Councillor Code of Conduct is set out via <http://bit.ly/3WtGQnN>. This includes, at Appendix 1, an interests flowchart which provides a simple guide to declaring interests at meetings.

4 **EXEMPT INFORMATION – POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**

a) To highlight reports or appendices which officers have identified as containing exempt information within the meaning of Section 100I of the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.

b) To formally pass the following resolution:-

**RESOLVED** – That, in accordance with Regulation 4 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of those parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information.

**3 - 204**

5 **CORPORATE PLAN 2025 – 2028**

Report of the Deputy Chief Executive

**205 - 358**

6 **DEVOLUTION AND GROWTH: ECONOMIC AND PLACE STRATEGY AND INTEGRATED SETTLEMENT FUNDS ACCEPTANCE FOR 2025/2026**

Report of the Executive Director, Place Prosperity & Sustainability

7 **OTHER URGENT BUSINESS**

To consider any items of business by reason of special circumstances (to be specified) that in the opinion of the Chair are matters of urgency.

# Birmingham City Council

## Report to Cabinet

3 June 2025



<b>Title:</b>	<b>CORPORATE PLAN 2025-28</b>
<b>Lead Member:</b>	Councillor John Cotton, Leader, and Councillor Rob Pocock, Transformation, Governance and HR.
<b>Relevant Overview and Scrutiny Committee:</b>	Corporate and Finance
<b>Has this report been shared with the relevant Overview and Scrutiny Committee Chair?</b>	Yes
<b>Report Author:</b>	Angela Storer, Head of Corporate Performance Strategy, Insight and Governance angela.storer@birmingham.gov.uk
<b>Authorised by:</b>	Rishi Shori, Deputy Chief Executive Strategy, Insight and Governance Directorate
<b>Is this a Key Decision?</b>	No
<b>Forward Plan Reference: Refer to Guidance</b>	013613/2025
<b>Reason(s) why not included on the Forward Plan and confirm who has authorised it to be considered:</b>	
<b>Is this a Late Report?</b>	No
<b>Reason(s) why Late and confirm who has authorised it to be considered:</b>	Not applicable
<b>Is this decision eligible for 'call in?'</b>	No
<b>If 'call-in' has been dis-applied, please provide reason(s) and confirm who has authorised:</b>	Not applicable
<b>Wards:</b>	All
<b>Does this report contain exempt or confidential information?</b>	No
<b>Has this decision been included on the Notification of Intention to consider Matters in Private?</b>	Not applicable

**Reasons why not included on the Notification and confirm who has authorised it to be considered:**

Not applicable

## **1 EXECUTIVE SUMMARY**

- 1.1 Cabinet is asked to consider the City Council's Corporate Plan (2025-28), the Annual Business Plan (2025-26), and the Performance Management Framework. Together, these key documents provide the direction for the organisation, and mechanisms for monitoring and ensuring strategic accountability for progress.
- 1.2 **The Corporate Plan (Appendix 1)** brings together, for the first time in a single document, two interrelated agendas: the council's contribution to the newly launched [City Vision](#) and its own Improvement and Recovery Plan (IRP). The IRP forms the foundation of this Plan, acting as its engine room - providing the essential reforms and capabilities that will enable the Council to deliver on its wider ambitions.
- 1.3 **The Annual Business Plan (Appendix 2)** is a one-year delivery plan that details key metrics and milestones for 2025/26 to demonstrate progress towards the Corporate Plan priorities. It will form the basis of the Council's corporate performance and delivery reporting and will be refreshed each year.
- 1.4 **The Performance Management Framework (PMF) (Appendix 3)** is designed to ensure that everyone in the organisation is working towards shared priorities, as set out in the Corporate Plan. The PMF provides clear expectations for how and when performance management should happen across the organisation.

## **2. COMMISSIONERS' REVIEW**

- 2.1 Commissioners are supportive of the Council bringing forward a new Corporate Plan for 2025-28, and alongside this a refreshed Improvement and Recovery Plan which has been developed by the Council in consultation with Commissioners through a detailed process. It is important that the Council has a clear direction that it can work towards to make improvements and deliver for the residents of Birmingham. Going forwards, the Council will need to ensure that they have the right capacity and capability to deliver their commitments, and the improvements promised to residents, regulators and partners.
- 2.2 It will be vital going forwards to ensure that the Improvement and Recovery Plan is underpinned by clear targets to measure success and drive progress against defined outcomes, to enable a culture of accountability. Targets should be informed by benchmarking and previous performance, and feed into wider performance management frameworks and appraisals to create a 'golden thread' throughout the organisation.
- 2.3 The Improvement and Recovery Plan must be overseen by a strong governance structure that establishes clear and strong principles to communicate the importance of the Plan throughout the organisation. This governance structure should enable the plan to balance the need to remain dynamic and responsive to



change, with the need to retain close control of slippage and drift against agreed targets and outputs. There must be effective reporting and escalation mechanisms in place to ensure early mitigating actions are taken where this is required.

- 2.4 Also appended to this report is the new City Vision. Commissioners are happy to note this paper but believe that it could have better tailored the Vision to the unique features and challenges of the City of Birmingham, setting out clearly how the Council and its partners will work together to build on and meet these needs.

### **3 RECOMMENDATIONS**

**That Cabinet recommends to the City Council that approval be given to the City Vision, Corporate Plan, Annual Business Plan and the Performance Management Framework:**

- 3.1 Agree the Corporate Plan (attached at Appendix 1) as the overarching document that summarises the key priorities to drive improvement and contribute to the City Vision.
- 3.2 Agree the Annual Business Plan (attached at Appendix 2) and the key metrics and milestones within.
- 3.3 Agree the Performance Management Framework (attached at Appendix 3) as a key mechanism for ensuring accountability for performance throughout the organisation.
- 3.4 Reconfirm the recommendation from the 15<sup>th</sup> October 2024 meeting that the City Vision be adopted by Full Council. The City Vision report, which was approved by Cabinet on 15<sup>th</sup> October, is [here](#). The City Vision is attached at Appendix 4.

### **KEY INFORMATION**

#### **Context**

#### **4 Corporate Plan 2025-28 (Appendix 1)**

- 4.1 This is the first Corporate Plan since the Government's statutory intervention in October 2023 and supersedes both the Corporate Plan 2022-26 and the April 2024 Improvement and Recovery Plan (IRP). While progress has been made in addressing the deep-rooted governance, service quality, and financial challenges that triggered intervention, work remains to deliver lasting improvement and restore trust in the Council.
- 4.2 The Corporate Plan brings together, for the first time in a single document, two interrelated agendas: the council's contribution to the new City Vision and its own IRP. The IRP forms the foundation of this Plan, acting as its engine room - providing the essential reforms and capabilities that will enable the Council to deliver upon its wider ambitions.
- 4.3 Rather than covering every area of activity, this plan focuses on the most critical issues where the Council can make a tangible difference. It aims to

set out a clear and achievable path to becoming a more effective, financially sustainable, and citizen-centred organisation.

4.4 **The Plan's contents** include:

- The council's contribution to the partnership-wide [City Vision](#) and five core Missions and an additional council-specific Mission focused on securing Improvement and Recovery;
  1. Growth and Prosperity in Birmingham
  2. Knowledge and Opportunity in Birmingham
  3. Health, Equity and Inclusion in Birmingham
  4. Safety and Sustainability in Birmingham
  5. Connected Birmingham
  6. Improvement and Recovery
- Strategic priorities for the next three years, aligned to each Mission;
- An overview of how these priorities will be delivered, including links to key strategies and delivery partnerships.

4.5 Good partnership working is fundamental to the delivery of the Corporate Plan. **Section 3** of the plan sets out how the *Shaping Birmingham's Future Together* partnership has defined a set of key behaviours and values that should underpin how organisations work together in service of the city - known as the Birmingham Promise. Effective collaboration will be essential to achieving the scale of change required over the course of the plan.

4.6 **Section 4** of the plan outlines the Council's cultural intervention, The Way We Work, with a set of guiding principles to support the council's transformation by embedding the behaviours and values required to become a high-performing, values-led organisation. This aligns to the Birmingham Promise set out within the City Vision.

4.7 **Section 5** of the plan provides detail on the **Missions and Priorities for 2025-28**. These are summarised in the table below.

**Table 1. Headline Priorities for 2025-28**

1. Growth and Prosperity	<b>Birmingham is a vibrant and inclusive city, where:</b>
	1. Investment and economic growth benefit all people and places in the city
	2. There is equal opportunity for people to get, and keep, good jobs
	3. Birmingham is promoted as a great place to live, visit and do business

	4. Businesses are supported to succeed; and illegal or unsafe business practices are addressed through effective regulation and enforcement
2. Knowledge and Opportunity	<b>Birmingham is a city where every person can learn and develop the skills they need to thrive, where:</b>
	1. Children and young people have a good start in life and a great education
	2. Lifelong learning is accessible to all
	3. Skills shortages in key sectors are addressed
3. Safety and Sustainability	<b>Birmingham is a safe, clean and green place to live, where:</b>
	1. More affordable homes are built
	2. Housing standards are improved, and homelessness prevented wherever possible
	3. People are safeguarded and protected from harm
	4. Street cleanliness and waste services are improved
	5. Everyone benefits from reduced carbon emissions, cleaner air, and a greener city prepared for climate change
4. Health, Equity and Inclusion	<b>Birmingham is a place where everyone can live, work, and age well, where:</b>
	1. Children and young people have a healthy start in life
	2. People are empowered to make healthy choices to improve wellbeing
	3. Everyone can live and age well
	4. Council services are citizen-focussed and inclusive
	5. Everyone feels safe, heard and can grow
5. Connected City	<b>Birmingham is a well-connected city, with:</b>
	1. A safe and sustainable transport network
	2. Good access to online services and support to develop digital skills
6. Improvement and Recovery	<b>Birmingham City Council is financially sustainable and operates effectively as a smaller, leaner and more efficient council</b>
	1. Strengthen and stabilise the Council's financial position
	2. Develop our workforce and build a culture of trust and learning
	3. Foster a better performing organisation with stronger governance
	4. Enhance the quality and accessibility of our services
	5. Transform the way we operate

- 4.8 **Section 5** also provides key contextual information for each Mission and a summary of the council's response to this. It then breaks down each priority further into a series of deliverables. Key partnerships and strategies which support the delivery of the priorities are also listed.

### **Governance of the Corporate Plan**

- 4.9 **Section 6** summarises the strengthened governance and monitoring arrangements for the plan. Steps are being taken to transition the intervention governance arrangements to a partnership approach, where the council takes a stronger leadership role in driving its recovery. This marks an important shift

towards embedding sustainable improvements and ensuring that the council is fully equipped to meet the challenges ahead with confidence and accountability.

- 4.10 Changes to the Improvement and Recovery Board (IRB) have started to be enacted, with plans to move to a bimonthly cycle to enable the council to more effectively drive discussions and decisions aligned to the rest of the council's governance processes. This approach will empower the council's leadership team to proactively steer the recovery process, while continuing to draw on the invaluable insight and guidance provided by the commissioners.
- 4.11 With the IRP now embedded as part of the Corporate Plan, a unified quarterly performance report will track progress against the defined priorities across all mission priorities including improvement and recovery priorities within the IRP Framework. A single reporting product will combine previously separate data sets and ensure that a rounded picture of performance and delivery is provided, against shared priorities, in a single report.

## **5 Annual Business Plan 2025-26 (Appendix 2)**

- 5.1 The Annual Business Plan is the delivery plan for the Corporate Plan and provides specific detail on the ambitions for the 2025-2026 financial year. Together, the Corporate Plan and Annual Business Plan provide the overall direction for the Council and link directly to the City Vision.
- 5.2 The Annual Business Plan provides a detailed view of specifically what will be done, and how we will measure progress, during the year to evidence delivery of the Corporate Plan priorities. It sets out a series of metrics that will be used to monitor progress towards the Corporate Plan throughout the year. For the IRP mission, it sets out both the overarching framework of council priorities as well as specific milestones related to IRP programmes delivering against the council objectives.
- 5.3 Corporate Plan priorities are shared, corporate, ambitions and are therefore not "owned" by a single Directorate and have been agreed through extensive engagement and cross council collaboration. The Annual Business Plan set out at Appendix 2, is arranged by priority, rather than Directorate, to highlight all contributions towards the corporate ambitions. To ensure accountability for delivery is clear, each metric has a Directorate owner.
- 5.4 The Annual Business Plan cannot and should not capture everything that the council does. As part of the Performance Management Framework, Directorates and Service areas will produce and monitor business plans that capture the measures within this plan alongside a broader range of delivery and metrics. These will in turn form the basis for prioritisation and objective setting at all levels of the organisation, through to individual performance management via the appraisal process.
- 5.5 Each item listed in the plan has a "lead" directorate, to highlight where accountability for performance and delivery lies. However, in many instances,

successful delivery will be contingent on good cross-council and partnership working.

- 5.6 The Annual Business Plan will be reviewed and refreshed annually to ensure that the council prioritises action and targets resources appropriately towards corporately agreed priorities.

### **Monitoring and reporting**

- 5.7 Each quarter, the Corporate Key Performance Indicators (KPIs), highlighted throughout the Annual Business Plan, will be reported corporately, along with progress towards the key Improvement and Recovery Plan programmes.

On an annual basis, an impact report will be produced that provides a progress update across the full breadth of all Corporate Plan milestones and metrics listed.

## **6 Performance Management Framework (Appendix 3)**

- 6.1 The Performance Management Framework (PMF) is designed to ensure that everyone in the organisation is working towards shared goals as set out in the Corporate Plan. It provides a baseline level of expectation relating to performance management for the entire organisation.

- 6.2 Performance management is an integral part of the council's wider corporate governance and assurance arrangements, which comprise the systems and processes, culture and values the council operates within as a public sector organisation.

### **6.3 Key features of the PMF**

- **Business Planning.** On an annual basis, the Corporate Annual Business Plan will be refreshed to reflect progress made and ensure it remains relevant. This will help to ensure that resources are used most effectively and that progress towards our corporate objectives can be evidenced. All Directorates and service areas will produce their own business plan, setting out their contributions to the delivery of the Corporate Plan. Although the planning cycle is annual, planning should not be a standalone annual event. Instead, it should form part of an ongoing process of continuous improvement that can be adjusted based on the latest data and insights.
- **Annual appraisals and supervision.** This is where individual objectives and development plans are agreed and monitored. There should be a clear link between individual objectives, service / directorate business plans and the Corporate Plan.
- **Monitoring and reporting.** Quarterly reporting takes place against the Corporate Key Performance Indicators (KPIs) and an annual impact report showing progress towards the Corporate Plan priorities produced. Directorates and services will monitor a broader set of indicators and report these regularly at local management team meetings.

6.4 **Section 5** of the PMF sets out the expectations and accountabilities for each level of the framework.

6.5 Producing and publishing a PMF will not lead to the improvements required in this space, although it is a step forward. The Performance Management programme within the IRP will begin to embed the organisational arrangements set out in the PMF across the council during 2025/26. There is also a key dependency with the Culture IRP programme, to ensure that the individual appraisals aspect of the framework is well embedded.

## **7 Proposal and Reasons for Recommendations**

7.1 It is proposed that Cabinet agree the Corporate Plan 2025-28, Annual Business Plan 2025-26, and Performance Management Framework, for onward consideration and final approval by Council. The Corporate Plan is one of the key components of the policy framework for which Council holds responsibility

7.1 This suite of documents is intended to provide assurance to our citizens, partners, Government and Commissioners that the council understands, and has a robust plan to address, the scale of the challenges faced. Together, they provide a strong and achievable plan to deliver what is needed, that emphasise accountability.

### **Other Options Considered**

7.2 Do nothing. This is not an option. The Best Value Statutory Guidance (May 2024) requires authorities to have an evidence based, current and realistic Corporate Plan that enables the whole organisation's performance to be measured and held to account. The last Corporate Plan was published before the council entered intervention and does not reflect the current context. The Improvement and Recovery Plan, published in April 2024, does not comprehensively cover the delivery of the organisation.

7.3 Further, Commissioners' latest letter to Government on the council's progress highlighted the absence of an embedded, effective performance management framework, leading to a lack of corporate grip on the scale of the issues faced. The council must urgently address this and use the Corporate Plan to mark the shift towards fully owning the scale of the challenges faced and embedding sustainable improvements.

## **8 RISK MANAGEMENT**

8.1 In accordance with the BCC Risk Management Policy & Strategy, the critical first step in risk-based decision-making is to understand the context within which we are working, and to define the objectives fundamental to driving the best outcomes for citizens.

8.2 Following BCC's overarching objectives being identified and agreed via this Corporate Plan, the detailed work of assessing the risks via identification, analysis and evaluation can begin, leading to the formulation of a risk and control environment which, alongside strengthened escalation mechanisms across

(programme) delivery, will continuously inform decision making on the deliverability of these objectives.

- 8.3 This is the work of all BCC Leaders, both Officers and Members, but primary accountability for this work rests with Cabinet and Corporate Leadership Team (CLT).
- 8.4 Regular monitoring reports will be provided to CLT and Cabinet for the purposes of assurance, risk response strategy decisions, and subsequent resourcing/prioritisation actions or escalations required to ensure that the objectives remain achievable considering the threats and opportunities faced, and the Council's ability to manage them.

## **9 CONSULTATION**

- 9.1 The City Vision, which provides the guiding missions for the Corporate Plan, was produced through extensive engagement with citizens and partners during 2024, as part of Shaping Birmingham's Future Together. The council's "Colleague Community" also contributed to this work.
- 9.2 Subsequently, engagement with the Corporate Leadership Team, Extended Corporate Leadership Team, Executive Management Team, Directorate Management Teams and Commissioners has developed the Corporate Plan and Annual Business Plan. Cross-directorate workshops took place to foster collaboration in the agreement of key deliverables.
- 9.3 An online citizen engagement session took place on 14 April 2025, with 80 people attending to provide feedback on the draft priorities and how they would like to be kept informed on progress. Feedback has been used to shape the approach to monitoring and reporting of the plan.

## **10 MEMBER ENGAGEMENT**

### **Ward Councillor(s)**

- 10.1 Not applicable.

### **Overview and Scrutiny**

- 10.2 Councillor Albert Bore, Chair of the Corporate and Finance Overview and Scrutiny Committee, has received and been briefed on the content of the report.

### **Other**

- 10.3 Not applicable.

## **11 IMPACT AND IMPLICATIONS**

### **Finance and Best Value**

- 11.1 The Best Value duty under the Local Government Act 1999, requires local authorities to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Best Value Statutory Guidance (May 2024) requires authorities to have an evidence based, current and realistic Corporate Plan that enables the whole organisation's performance to be measured and held to account. The suite of documents presented here are the basis for these duties.
- 11.2 The Corporate Plan and Annual Business Plan are summary plans, drawing on existing and fully budgeted strategies and delivery plans. The Integrated Settlement funding, devolved via the West Midlands Combined Authority, provides additional growth and investment opportunities for the city and these are reflected within the "Growth and Prosperity" and "Knowledge and Opportunity" missions. The Integrated Settlement also supports the Connected Birmingham mission (devolved active travel fund and electric vehicle funds, bus funding spent via the WMCA and in future years from 26/27 a likely wider range of devolved transport funding) and the Safety and Sustainability mission (funding over three years which links with the Decent Homes programme). Funding for retrofit is a substantial amount, c£10m for 25/26 and c£46m over three years 2025/26-2028/29. Cabinet will consider the Economy and Place Strategy, linked to the Integrated Settlement at the 3<sup>rd</sup> June 2025 meeting.
- 11.3 Delivering financial sustainability is a key overarching aim for the council as set out in the IRP mission. The delivery of budget savings and balancing the budget remain a key priority for the council. These will require transformational change that improves the way the council operates and how services are delivered as set out in the appended plans.

### **Legal**

- 11.4 The IRP is a requirement of the Intervention Directions issued to the Council under Section 15(5) and (6) of the Local Government Act 1999.
- 11.5 The Corporate Plan sets out the City Council's priorities, which as well as aiming to improve how we operate and delivering better outcomes, focuses on meeting statutory obligations. The Corporate Plan outlines the specific areas in which statutory directions have been issued to the Council for critical improvement to take place. The City Council is required to meet these obligations by law, failure to do so could result in further intervention, legal action being taken against the Council and poor outcomes for citizens.



### **Equalities**

- 11.6 Directors and Senior Accountable Officers are responsible for ensuring Equality Impact Assessments are completed for the strategies and delivery activities listed in the Annual Business Plan, as required.

### **Procurement**

- 11.7 There are no procurement implications arising from the recommendations in this report.

### **People Services**

- 11.8 Some programmes included within the IRP mission focus on the HR function and our approach to people management and employee relations.

### **Climate Change, Nature and Net Zero**

- 11.9 Climate change and Net Zero remain important priorities for the council and are reflected within the Corporate Plan and Annual Business Plan.

### **Corporate Parenting**

- 11.10. The Corporate Plan and Annual Business Plan set out some key corporate metrics relating to Corporate Parenting.

### **Other**

## **12 APPENDICES**

- 12.1 1. Corporate Plan 2025-28  
12.2 2. Annual Business Plan 2025-26  
12.3 3. Performance Management Framework  
12.4 4. Birmingham City Vision 2025-2035.



# CORPORATE PLAN 2025 - 2028



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# 1. FOREWORD

We are delighted to introduce our Corporate Plan for 2025–28. This plan sets out the City Council’s priorities for the next three years – focused on improving how we operate, meeting our statutory responsibilities, and delivering better outcomes for citizens through genuine partnership with communities, stakeholders and strategic partners.

The Corporate Plan is underpinned by Birmingham’s new City Vision – a shared ambition for a fairer, greener and healthier city, where everyone can benefit from the opportunities Birmingham has to offer. We will focus on how the Council can contribute to this vision over the next three years, including our role in tackling systemic challenges such as housing need, health inequalities, unemployment and child poverty.

While this vision sets a bold ambition, we recognise that the Council cannot fully play its part until we improve how we operate. This means getting the basics right by delivering consistently high-quality services, strengthening our financial sustainability, and rebuilding the trust and confidence of citizens and partners.

The Corporate Plan embeds the Council’s refreshed Improvement and Recovery Plan (IRP), which forms the engine room of our transformation. The IRP sets out the essential steps we must take to become a stable, well-run, and high-performing Council. Its success will lead to improved outcomes for citizens and communities – and ultimately ensure that Birmingham City Council becomes the organisation that our citizens, communities and partners deserve.

This combined Corporate Plan marks an important shift towards embedding sustainable improvements and ensuring that the council is fully equipped to meet the challenges ahead with confidence and accountability. It does not cover everything that the Council is responsible for, instead it focusses on key areas that will result in us working better together to achieve improved outcomes for our citizens.

**Councillor John Cotton,**  
Leader of the Council

**Joanne Roney CBE,**  
Managing Director



## 2. CONTEXT & INTRODUCTION

### City Context

Birmingham is a growing, diverse and dynamic city, home to 1.17 million people (ONS 2023) - an increase of 8.5% (91,800) since 2011. It is the youngest major city in Europe, with 21% of citizens under the age of 16 and an average age of 34, compared to the national average of 40.4. The population is projected to rise to 1.2 million by 2030, including a 16.4% increase in those aged over 65.

The city is made up of 69 wards, 10 parliamentary constituencies, and more than 70 distinct urban centres that serve as hubs for employment, services, culture, and community life.

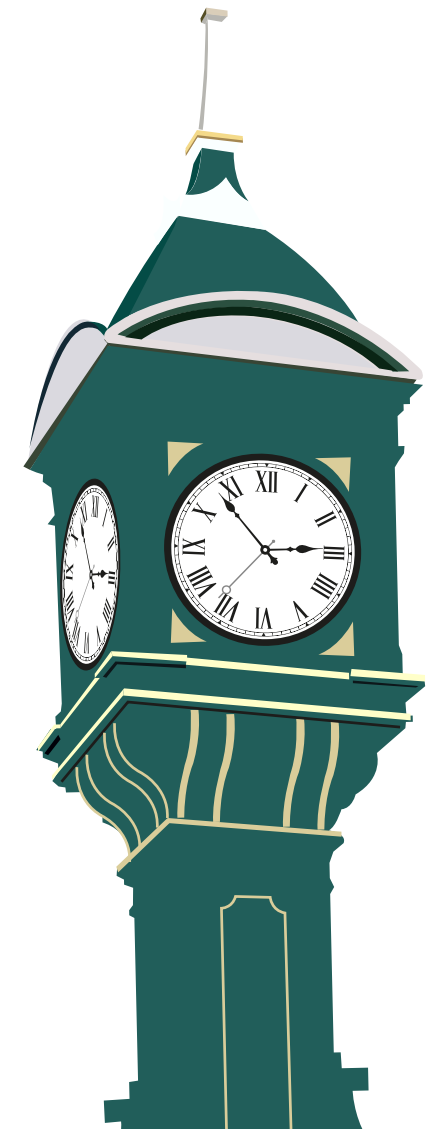
Birmingham is superdiverse. Over half (51%) of its population identify as Black, Asian or Minority Ethnic - much higher than the national figure of 19%. It is widely recognised for its multiculturalism and the strength that comes from its diversity.

Despite strong levels of investment and regeneration over the past 15 years, particularly in the city centre, poverty remains a significant and persistent challenge. As of August 2024, 41.7% of households receive Universal Credit and 15.2% receive Housing Benefit - both more than double the national averages (20.4% and 6.9% respectively).

The city faces stark health inequalities, with a ten-year gap in life expectancy between some of the most deprived and most affluent areas. Tackling these inequalities is central to the Corporate Plan, which focuses on the wider factors that influence wellbeing - including education, housing, employment and community safety.

This context provides the foundation for the Council's priorities over the next three years. The Corporate Plan responds directly to the needs of Birmingham's communities and commits to putting fairness, opportunity and equity at the heart of everything the Council does.

More detail is available in the **State of the City 2025** report available [here](#).





## Introduction to the Corporate Plan

This Corporate Plan sets out Birmingham City Council's priorities for the period 2025–2028. Tackling inequality remains a defining priority. This Plan reinforces the Council's commitment to addressing the wider determinants of health - such as education, housing, employment, and community safety - to improve wellbeing and outcomes for all citizens.

It is the first such plan published since the Government's statutory intervention in October 2023, which led to the appointment of Commissioners to oversee the running of the authority. While some progress has been made in addressing the deep-rooted governance, service quality, and financial challenges that triggered intervention, significant work remains to deliver lasting improvement and restore trust in the Council.

The Corporate Plan brings together, for the first time in a single document, two interrelated agendas: the council's contribution to the new City Vision and its own Improvement and Recovery Plan (IRP). The IRP forms the foundation of this Plan, acting as its engine room - providing the essential reforms and capabilities that will enable the Council to deliver on its wider ambitions.

Rather than covering every area of activity, this Plan focuses on the most critical issues where the council can make a tangible difference. It aims to set out a clear and achievable path to becoming a more effective, financially sustainable, and citizen-centred organisation, operating within the boundaries of the council's resources.

The Plan outlines:

- The partnership-wide City Vision and five core Missions;
- An additional council-specific Mission focused on securing Improvement and Recovery;
- Strategic priorities for the next three years, aligned to each Mission;
- An overview of how these priorities will be delivered, including links to key strategies and delivery partnerships.

Although the Corporate Plan sets a strategic direction for the next three years, it will be underpinned by an annual Business Plan. This will define specific programmes and targets, ensuring priorities remain responsive to emerging needs. Through integration with the Medium-Term Financial Plan and Performance Management Framework, the Council will track delivery, measure impact, and ensure financial realism.



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## 3. OUR VISION

### Shaping Birmingham's Future Together

***“Our vision for Birmingham is a city that has a thriving economy, which tackles inequality, and where all communities can enjoy greater opportunities and the wellbeing that brings”.***

This vision sets a clear, shared ambition for the future of the city. As one of the youngest and most diverse cities in Europe, Birmingham aims to become the best city in Europe for young people and a world-leading Anti-Racist City.

The vision was developed through *Shaping Birmingham's Future Together (SBFT)* - a major engagement process led by the council and co-created with citizens and partners from across the public, private, education, and voluntary and community sectors. It marks a commitment to new ways of working, based on deeper collaboration, greater trust, and a stronger focus on the things that matter most to local people.

### Sharing Power and Changing How the Council Works

SBFT reflects Birmingham's ambition to change how decisions are made and who gets to make them. Sharing power means moving beyond traditional, centralised governance and embracing a more democratic, collaborative and citizen-centred approach.

It recognises the leadership, ideas and energy that exist within communities, neighbourhoods and local institutions - and focuses on creating the conditions for that leadership to thrive. In practice, this means co-designing services with citizens, enabling communities to shape local investment, and supporting voluntary and faith-based organisations to lead where they are best placed. It also means ensuring that locally elected members are properly supported with the right resources to enable them to fulfil their vital roles in local community leadership.

It means the council must change. Through the Improvement and Recovery Plan (IRP), the council is becoming a smaller, more strategic organisation focused on enabling, convening and stewarding change across the city. This shift will allow resources to be targeted where they matter most, unlock greater value through collaboration, and ensure services are sustainable and aligned with what citizens need.

### City Vision Missions

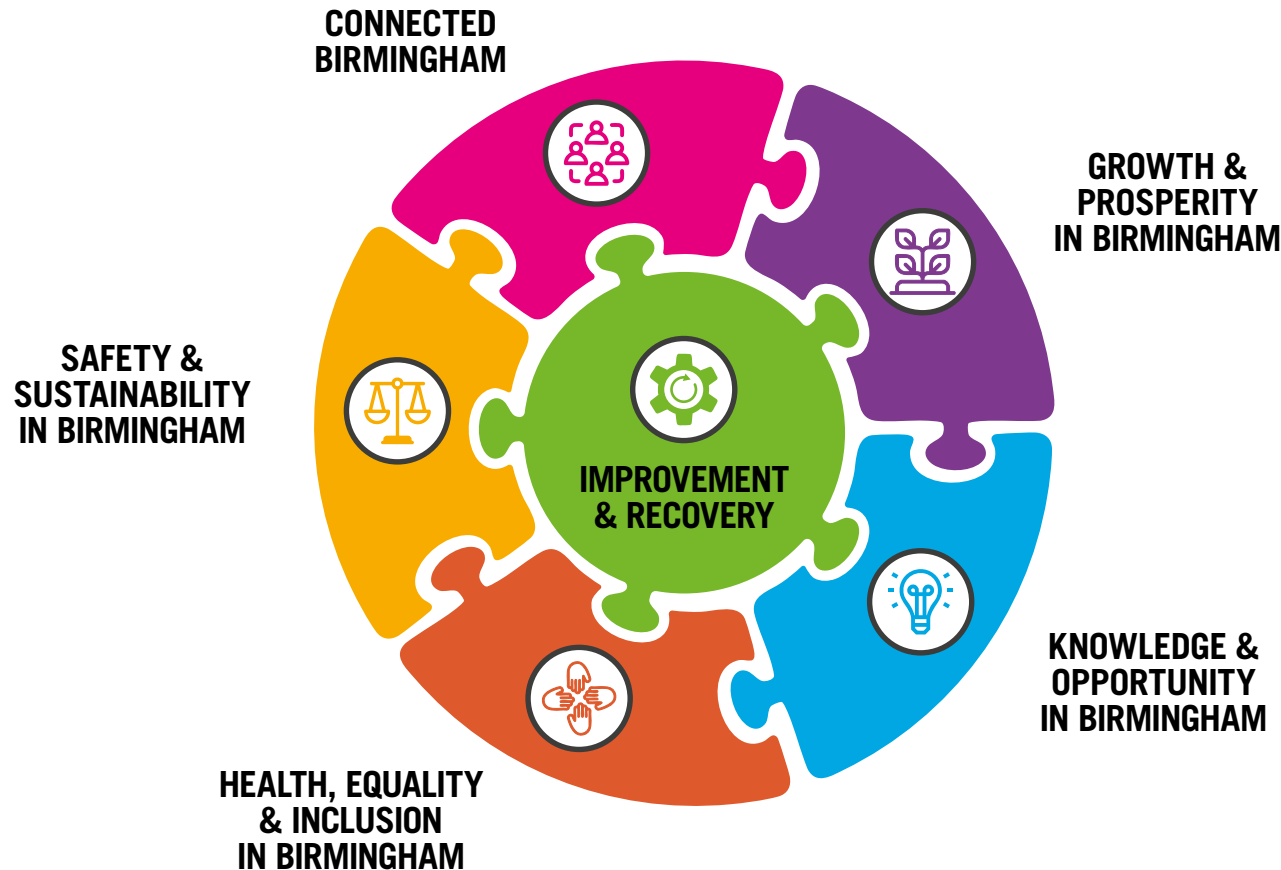
The shared vision for Birmingham is supported by five citywide Missions, developed in partnership to respond to the city's biggest challenges and opportunities. These Missions provide a strategic framework for all partners to contribute to shared goals, with the council's specific role reflected in the priorities set out in this Corporate Plan

The Five Missions are:

1. Growth & Prosperity in Birmingham
2. Knowledge & Opportunity in Birmingham
3. Health, Equity & Inclusion in Birmingham
4. Safety & Sustainability in Birmingham
5. Connected Birmingham.



# TACKLING INEQUALITY IN BIRMINGHAM



## The Council's Sixth Mission: Improvement and Recovery

Alongside the five citywide Missions, the council has a sixth Mission: Improvement and Recovery. This reflects the continuing importance of strengthening how the council works - not only to respond to government intervention, but to embed continuous improvement as a core part of planning and delivery.

The IRP sets out the council's route to recovery and transformation, including the development of a new target operating model. This model will bring together key programmes of change to create a smaller, leaner and more effective organisation. It will enable the council to deliver its priorities, meet financial and statutory obligations, and build trust with citizens and partners.

## Conclusion

The City Vision and Missions provide a clear, long-term ambition for Birmingham. The council's role is to contribute actively to that ambition while transforming how it operates. By embedding a new way of working - rooted in partnership, focused on neighbourhoods, and aligned to what matters most to citizens - the council can deliver on its commitment to a fairer, more inclusive and more prosperous city for all.

## 4. HOW WE WILL WORK

The *Shaping Birmingham's Future Together* partnership has defined a set of key behaviours and values that should underpin how organisations work together in service of the city - known as the Birmingham Promise. Effective collaboration will be essential to achieving the scale of change required.

A culture intervention, *The Way We Work*, will support the council's transformation by embedding the behaviours and values required to become a high-performing, values-led organisation.

The Birmingham Promise has clear links as a golden thread weaved throughout to 'The Way We Work' and aligns with linking anchors to the Cultural Guiding Principles that underpin the working environment and leadership style of the council. The Promise is interwoven across the three Cultural Guiding Principles and associated behaviours that underpin each Principle and enable our people to deliver the Birmingham Promise.

<b>WE ARE HELPFUL</b>	<p><b>Our Guiding Principle of "We are Helpful"</b> is about working together to serve our city and its citizens, to support each other, and asking "what can I do here to be helpful?". This creates a one team approach and helps remove silo working and conflicting priorities and outcomes, working respectfully and with the end in mind. Valuing the diversity of thought and challenge in our people and working with a customer driven approach. This supports the delivery of the Birmingham Promise as it creates an expectation for our people to put Brummies at the heart of what we do, working together as a council and with partners to serve Birmingham and its citizens. This Guiding Principle values the diversity of our people to reflect and provide the best services for our diverse community.</p>
<b>WE ARE OPEN MINDED</b>	<p><b>Our Guiding Principle of "We are Open Minded"</b> is about recognising and understanding the need for change. Having a culture of trust and valuing individuals as people, with ability valued more than hierarchy, allowing decisions to be made by those with the best information. This creates a culture where knowledge and skills are used to safely resolve issues and grasp opportunities for improvement, working with a mindset of being fit for the future. This supports the delivery of the Birmingham Promise by ensuring that what we deliver is of the highest standard as it allows the people with the best knowledge and skill to make decisions that enable great services and creates a learning organisation of continuous improvement. Valuing people as individuals, this Guiding Principle supports tackling inequality by creating an organisation that considers and supports the individual rather than one approach, or answer, for all.</p>
<b>WE DELIVER POSITIVE OUTCOMES</b>	<p><b>Our Guiding Principle of "We Deliver Positive Outcomes"</b> is about ensuring people are heard and encouraging good ideas. This Guiding Principle is about a fit for purpose approach with high performance and positive outcomes as the goal. This Guiding Principle drives a learning approach by working with and understanding from others how they approach things and how Birmingham City Council can improve. An approach of continuous improvement is embodied within this Guiding Principle with the encouragement for challenge and looking for innovation and simplification, ensuring the public purse is used appropriately. This aligns to the Birmingham Promise by driving a position of listening to how the organisation can improve and working with a purpose of creating positive outcomes and continuous improvement.</p>

# 5. OUR MISSIONS & PLAN (2025 - 2028)

MISSIONS	THE PRIORITIES FOR THE CITY COUNCIL FOR 2025-28, ARE TO WORK IN PARTNERSHIP TO ENSURE:
<b>1. GROWTH &amp; PROSPERITY</b>	<b>BIRMINGHAM IS A VIBRANT AND INCLUSIVE CITY, WHERE:</b>
	1. Investment and economic growth benefit all people and places in the city.
	2. There is equal opportunity for people to get, and keep, good jobs.
	3. Birmingham is promoted as a great place to live, visit and do business.
	4. Businesses are supported to succeed; and illegal or unsafe business practices are addressed through effective regulation and enforcement.
<b>2. KNOWLEDGE &amp; OPPORTUNITY</b>	<b>BIRMINGHAM IS A CITY WHERE EVERY PERSON CAN LEARN AND DEVELOP THE SKILLS THEY NEED TO THRIVE, WHERE:</b>
	1. Children and young people have a good start in life and a great education.
	2. Lifelong learning is accessible to all.
	3. Skills shortages in key sectors are addressed.
<b>3. SAFETY &amp; SUSTAINABILITY</b>	<b>BIRMINGHAM IS A SAFE, CLEAN AND GREEN PLACE TO LIVE, WHERE:</b>
	1. More affordable homes are built.
	2. Housing standards are improved, and homelessness prevented wherever possible.
	3. People are safeguarded and protected from harm.
	4. Street cleanliness and waste services are improved.
	5. Everyone benefits from reduced carbon emissions, cleaner air, and a greener city prepared for climate change.
<b>4. HEALTH, EQUITY &amp; INCLUSION</b>	<b>BIRMINGHAM IS A PLACE WHERE EVERYONE CAN LIVE, WORK, AND AGE WELL, WHERE:</b>
	1. Children and young people have a healthy start in life.
	2. People are empowered to make healthy choices to improve wellbeing.
	3. Everyone can live and age well.
	4. Council services are citizen-focussed and inclusive.
	5. Everyone feels safe, heard and can grow.
<b>5. CONNECTED BIRMINGHAM</b>	<b>BIRMINGHAM IS A WELL-CONNECTED CITY, WITH:</b>
	1. A safe and sustainable transport network.
	2. Good access to online services and support to develop digital skills.
<b>6. IMPROVEMENT &amp; RECOVERY</b>	<b>BIRMINGHAM CITY COUNCIL IS FINANCIALLY SUSTAINABLE AND OPERATES EFFECTIVELY AS A SMALLER, LEANER AND MORE EFFICIENT COUNCIL:</b>
	1. Strengthen and stabilise the Council's financial position.
	2. Develop our workforce and build a culture of trust and learning.
	3. Foster a better performing organisation with stronger governance.
	4. Enhance the quality and accessibility of our services.
	5. Transform the way we operate.

# MISSION 1: GROWTH & PROSPERITY IN BIRMINGHAM

## Current Picture

Birmingham is the second largest city economy in England and makes up 41% of the West Midlands Combined Authority area's economy. In 2022, the total value of all goods and services produced in the city (which is known as Gross Domestic Product (GDP), reached £35.4bn.

The largest job sectors in the city are public services (which include education, health and social care and government services), retail and professional and technical services. Overall, the service sector accounts for 87% of economic output in the city. Birmingham also has concentrations of firms in advanced manufacturing, financial services, and technology, all of which are vital to the wider regional and national economy.

Birmingham offers a range of employment opportunities in a thriving cultural sector. The city's creative and cultural sector is growing with schemes like BBC's Tea Factory, Steven Knight's Digbeth Loc. Studios, and Masterchef studios. These efforts aim to attract creative firms and jobs, and develop a business ecosystem that includes creative content, production and gaming. The city is also home to assets such as the largest regional library and public cultural space in Europe – the Library of Birmingham – and an outstanding dance, music, food and cultural offer. There are also world-class sporting

venues, and the city is a premier events location.

However, despite the size, scale, and a high level of employment opportunities available, the city faces key challenges. These include higher rates of unemployment and workless households than national averages. This is particularly the case for young people and there appears to be a disconnect between educational attainment and the skills needed to transition into employment. Latest data shows that the 16- 24 employment rate in Birmingham was 10.8 percentage points below the England average.

September 2024 data highlight the differences in unemployment claimant (18-24) rates across the city with the highest rate of 22.9% in Handsworth, compared with the lowest rate in Bournbrook and Selly Park (1.2%). A similar pattern is reflected in 16-64 unemployment claimants with the highest rate of 23.8% in Lozells, compared with 1.7% in Sutton Four Oaks. The skills of Birmingham citizens are not well matched to employer demand, making it harder for people to get jobs and for businesses to find employees from within the city.

Of those employed, there are inequalities in income. In 2024, median gross annual full-time pay for those living in the city was £33,952, £3,487 less than those working in the city. Resident pay was also £3,665 below the England average. When broken down by gender, Birmingham citizens' median gross

annual full-time pay for females was £30,836 (£3,138 below the England average) and for males was £36,752 (£3,689 below the England average), indicating a gender pay gap of £5,916 in the city. Research undertaken by University of Birmingham has highlighted that due to economic uncertainty and growing inequality, many people in Birmingham, particularly those on lower incomes, struggle to manage their finances (Improving Financial Wellbeing for those on Lower Incomes).



## Our City

**BIRMINGHAM 2<sup>ND</sup>**  
LARGEST CITY ECONOMY  
IN ENGLAND



**41%**  
WEST MIDLANDS COMBINED  
AUTHORITY ECONOMY



**£35.4 BILLION GDP**

**87% SERVICE SECTOR**  
CONTRIBUTES TOTAL  
ECONOMIC CITY OUTPUT



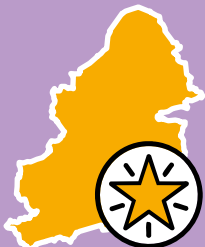
**16-24 EMPLOYMENT RATE**  
10.8 PERCENTAGE POINTS  
BELOW ENGLAND AVERAGE



**CREATIVE & CULTURAL SECTOR**  
IS GROWING WITH SCHEMES LIKE  
BBC'S TEA FACTORY, STEVEN KNIGHT'S DIGBETH  
LOC. STUDIOS & MASTERCHEF STUDIOS



**CITIZENS SKILLS UNMATCHED**  
TO EMPLOYER DEMAND - HARDER TO FIND JOBS  
& BUSINESSES TO FIND EMPLOYEES WITHIN CITY



**WORLD-CLASS**  
ARTS, DANCE, MUSIC, FOOD, CULTURE,  
SPORTING VENUES & EVENTS LOCATION

**£33,952 ANNUAL MEDIAN GROSS PAY**  
FOR RESIDENTS WORKING FULL-TIME

£3,665 below England average







## City Council Response - Over the Next 3 years:

Inclusive growth and prosperity are crucial, not just within this mission of the Corporate Plan, but to reduce inequality across everything that we do. Stable and well-paying jobs contribute to better health, while job insecurity and poor working conditions can harm health. Through delivery of the priorities set out, growth and prosperity will spread beyond the city centre, resulting in improved business diversity, productivity, employment opportunities and health and wellbeing for all Birmingham citizens.

As one of seven constituent Councils that make up the West Midlands Combined Authority (WMCA), Birmingham City Council is part of the Trailblazer Deeper Devolution Deal agreed with Government in 2023. The City Council will receive funds to support inclusive economic growth, through a single settlement and

must use this to deliver against Birmingham's Economy and Place Strategy (EPS). The EPS is critical to unlocking inclusive economic growth by targeting the key economic challenges for the city highlighted above.

The Corporate Plan priorities relating to the "growth and prosperity" mission are therefore closely aligned to the challenges highlighted in the EPS. The EPS will take a place-based approach to the inequalities across the city, through improved co-ordination of activity to support people, communities and businesses to thrive. It will break down silo working and the fragmented way in which support has been delivered traditionally. Better alignment of business support, employment support and community action will lead to better outcomes across the whole of Birmingham.

Creating thriving places will help attract and retain people in the city, provide jobs, enhance growth and economic, social and cultural value, and help reduce levels of deprivation, worklessness and underemployment. Growing the economy is also critical to the financial stability and resilience of the Council. It increases the business rate and council tax base, which generates future income for the authority. A stronger economy underpins stronger communities and reduces demand on statutory services.

As a large employer, the City Council must also play its part in providing employment

opportunities and apprenticeships, as a Corporate Parent, ensure care leavers are well supported as they transition to adulthood and employment. The Improvement and Recovery mission provides further detail on the Council's commitments to developing HR policies and talent pipelines to address an ageing workforce, ensuring future workforce sustainability through targeted recruitment and upskilling initiatives, which will include apprenticeships.

The Council also plays a crucial regulatory and enforcement role, ensuring that regulations are clear and consistently applied to businesses across the City. This helps to ensure a fair business environment that can support growth and keeps people safe.

A more detailed set of priorities and deliverables is provided below. Key metrics are set out in the Annual Business Plan.



## Priorities & Deliverables

### Growth & Prosperity: Birmingham is a vibrant and inclusive city

The priorities for the City Council for 2025-28, are to work in partnership to ensure:

#### PRIORITY 1:

Investment and economic growth benefit all people and places in the city.

<b>A</b>	We will work with development partners to advance major growth opportunities in key growth zones. These include the Birmingham Knowledge Quarter (part of the Investment Zone), East Birmingham and North Solihull growth zone sites (Tyseley, Bordesley Park, Washwood Heath), the Digbeth creative area and in the city centre, sites in the Enterprise Zone including Smithfield.
<b>B</b>	We will use the Integrated Settlement funding to support growth and the aims in Birmingham's Economy and Place Strategy. This will include employment support, adult skills, business support and retrofit funding to benefit our city and citizens.
<b>C</b>	We will deliver a local centre development programme to create sustainable partnerships through Business improvement Districts, Community Investment Districts and Cultural Action Areas.

**PRIORITY 2:**

There is equal opportunity for people to get, and keep, good jobs.

<b>A</b>	We will move towards integrating funding and services across partners in the skills and employment system. As part of this, we will make better use of data to achieve better outcomes for citizens and employers. This will enable a more holistic and people-centred approach that is targeted to the needs of job seekers and employers. We will ensure a strong focus on tackling the very high unemployment in East Birmingham.
<b>B</b>	<p>We will work with the Combined Authority and partners to develop an integrated employment and skills service, that can:</p> <ul style="list-style-type: none"> <li>• Support care leavers into employment.</li> <li>• Provide unemployment support for all ages (16+) targeted at inactive citizens with a long-term health condition and those experiencing homelessness.</li> <li>• Provide 16 - 29 employment support for the short-term / closer to work ready with health or disability related barriers to work.</li> <li>• Support employment opportunities for key sector and occupational focussed pathways and self-employment.</li> </ul>
<b>C</b>	We will use anchor organisations to encourage employers to support employee health and wellbeing, e.g. the Thrive at Work programme and the Real Living Wage.
<b>D</b>	We will leverage the council's considerable spend to deliver against Environmental, Social and Governance (ESG) principles and deliver value for money for the people of Birmingham.
<b>E</b>	We will work with partners to deliver the Income Maximisation Through Employment (IMTEP) Programme to help the city's financially vulnerable citizens find employment or better jobs. This includes targeted initiatives for young people and those with complex, intersecting needs, and initiating a "call to action" to employers across the city for good quality, fairly paid, and sustainable employment to help lift vulnerable household incomes.



**PRIORITY 3:**

Birmingham is promoted as a great place to live, visit and do business.

<b>A</b>	We will develop the vibrant and active city programme, a workstream sustaining and developing cultural and tourism offers of local, city and national interest, to grow the visitor economy as a major employer and driver of economic, cultural and social wealth.
<b>B</b>	We will develop the Ambition 2035 programme to fund major cultural and business assets to bring new global events into the city.

**PRIORITY 4:**

Businesses are supported to succeed; and illegal or unsafe business practices are addressed through effective regulation and enforcement.

<b>A</b>	We will provide specialist advice and support through our libraries/community hubs to help residents start, grow, and run successful businesses.
<b>B</b>	We will improve safety and standards through appropriate regulatory and enforcement activity, ensuring businesses comply with legislation, consumers are protected, and fair competition is maintained.
<b>C</b>	We will work with WM Police and other partners and respond to requests for assistance or intelligence-led interventions to address issues arising from detrimental or illegal business practices, supporting a level business playing field and a well-regulated city economy.
<b>D</b>	We will maximise the use of both civil and criminal powers to find innovative solutions to address local issues which arise from illegal or inappropriate trading practices and negatively impact on neighbourhoods.

KEY PARTNERSHIPS	KEY STRATEGIES
<ul style="list-style-type: none"> <li>• City Partnership Board (CPB)</li> <li>• West Midlands Combined Authority (WMCA)</li> <li>• Greater Birmingham Chamber of Commerce (GBCC)</li> <li>• West Midlands Growth Company</li> <li>• Birmingham's Universities</li> <li>• Birmingham Anchor Network</li> <li>• West Midlands Police (WMP)</li> <li>• West Midlands Fire Service</li> <li>• Ministry of Housing, Communities and Local Government</li> <li>• Business Improvement Districts</li> </ul>	<ul style="list-style-type: none"> <li>• Economy and Place Strategy</li> <li>• Our Future City Plan</li> <li>• Food Law Enforcement Plan</li> <li>• Health and Safety Law Enforcement Plan</li> <li>• Private Rented Sector Strategy 2022-27</li> <li>• Cultural Strategy</li> <li>• Working Together in Birmingham's Neighbourhoods</li> </ul>

# MISSION 2: KNOWLEDGE & OPPORTUNITY IN BIRMINGHAM

## Current Picture

Birmingham is one of the youngest cities in England, with 21% of the population under 16. It is home to 444 state-funded schools (excluding independent schools), of which 293 are primaries and 83 secondaries. As of August 2024, Ofsted rated 90.9% of schools in Birmingham as 'good' or 'outstanding', similar to the national average of 90.4%.

In 2024, 65% of Birmingham pupils at the Early Years Foundational Stage (Reception), achieved a Good Level of Development (GLD). The early education take-up for 3 and 4-year-olds in Birmingham was 92% in spring term 2024, compared to the national level of 95%, but the gap has narrowed from 8% in 2021 to 3% in 2024. For disadvantaged 2-year-olds, participation rose to 67%, still lower than the national average of 75%, with the gap reducing from 13% to 8% over the same period. A new entitlement for working parents of children aged 2 and under was introduced in April 2024, with 91% potential take-up reported in spring 2025, indicating a positive trend in early education participation in Birmingham.

At key stage 2, 61% of Birmingham pupils met the expected standards in reading, writing and maths, in 2024. This is in line with the England average. At key stage 4, Birmingham pupils outperform the national average, achieving

an average "attainment 8" score of 46.3, compared to the national figure of 45.9. A score of 50 in Attainment 8 means that, on average, a student achieved the equivalent of a grade 5 (a strong pass) in each of their eight measured subjects at GCSE.

The latest official statistics on school attendance show that the overall absence rate for Birmingham pupils was 6.88% in the Autumn term of the 23/24 School Year. This is lower than the national rate of 6.93% for the same period). The Persistence Absence rate (the percentage of students missing more than 10% of lessons) was 20.6% in the 2023/24 Autumn Term and higher than the national rate of 19.2%. The Severe Absence rate (the percentage of students missing more than 50% of lessons) was 2.2% for the Autumn term 23/24 and higher than the national rate of 2.14%.

Birmingham continues to show an improving trend in the percentage of students entered for a Level 3 qualification. In 2024, 63.5% of young people achieved level 3 qualification, which is 1.3% higher than the national average. In 2024, 17.8% of students in state funded schools in Birmingham achieved at least 3 or more A\*-A graded at A Level higher than the national average of 14.5%. The average grade achieved for Applied General and Tech Level qualifications for Birmingham Young people are above the National average.

Beyond compulsory education, the city is home to many internationally renowned further and higher educational institutions and facilities that provide access to quality education and research opportunities. However, Birmingham has a higher share of the population with no formal qualifications and a lower share with a degree level qualification than any other large UK city. In 2021, 23.9% of people in Birmingham had no formal qualifications, above the 18.1% England figure. The skills of Birmingham citizens are not well matched to employer demand, making it harder for people to get jobs and for businesses to find employees. There appears to be a disconnect between educational attainment and skills needed to transition into employment, contributing to the higher rates of unemployment and workless households in the city. These impact the overall health and wellbeing of the city and citizens.



## Our City

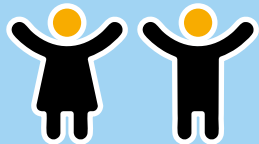
**90.9% SCHOOLS RATED GOOD OR OUTSTANDING BY OFSTED**

90.4% England average



**46.3 KS4 AVERAGE PUPIL ATTAINMENT 8 SCORE**

0.2 above England average



**65% CHILDREN ACHIEVED GOOD LEVEL OF DEVELOPMENT**

2.7% below England average



**HOME TO MANY INTERNATIONALLY RENOWNED FURTHER/HIGHER EDUCATIONAL INSTITUTIONS**

access to quality education & research opportunities

**92% 3 & 4-YEAR-OLDS EARLY EDUCATION TAKE UP**

compared to the national level of 95%



**23.9% AGED 16+ HAVE NO QUALIFICATIONS**

5.8% above England average



**61% KS2 PUPILS MET EXPECTED STANDARD** in reading, writing & maths

similar to England average

**HIGH RATES OF UNEMPLOYMENT DUE TO LACK OF SKILLS, QUALIFICATIONS OR EXPERIENCE**





## City Council Response - Over the Next 3 years:

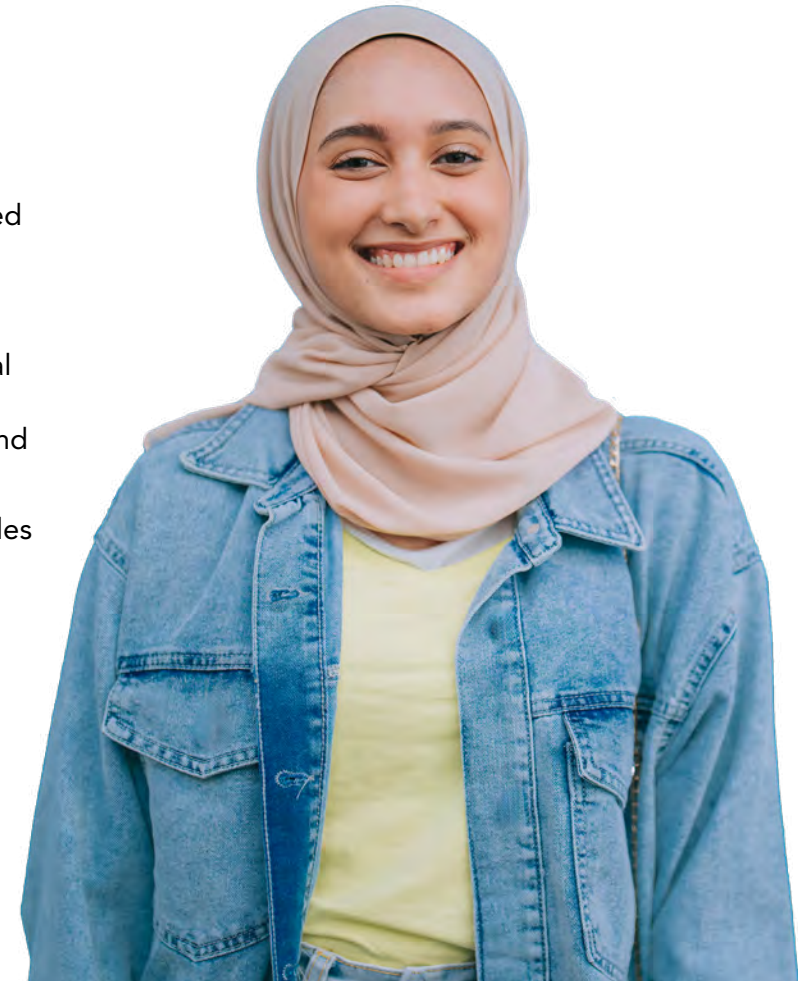
It is crucial that the levels of educational attainment for young people in the city are maintained and that the differences in attainment and achievement across localities in the city are addressed. Uptake of the free early educational entitlement to ensure readiness for school will be a priority, alongside working with Schools across the city to support good attendance to improve outcomes. A city-wide Attendance Strategy will be produced working with school leaders and Birmingham Children's Partnership, along with a city-wide Achievement Strategy. We will continue to deliver and embed our SEND and Inclusion strategies and develop an Alternative Provision strategy for Birmingham.

Through the Integrated Settlement and delivery of the Economy and Place Strategy, services to support skills will be better integrated with

employment support and careers advice to begin to address the challenges faced by the city. A public sector reform approach will be applied to the development of services to create affordable and sustainable solutions that support citizens to get the jobs and career opportunities that the city offers. This is an important element in reducing the city's high rates of poverty and ultimately reducing the need for and cost of Council services.

To ensure an appropriate response to the divergent educational attainment and youth unemployment rates, a key priority will be to work with the University of Birmingham to research this issue more fully. An Employment and Skills Strategy for the city will be developed to help more young people into employment, education and training and to support them to thrive in adulthood. Ensuring that all adults have a good education up to level 2 is essential to improving citizens' life chances and tackling inequalities as well as ensuring that they can find and succeed at work.

A more detailed set of priorities and deliverables is provided below. Key metrics are provided in the Annual Business Plan.



## Priorities & Deliverables

**Knowledge & Opportunity in Birmingham: Birmingham is a city where every person can learn and develop the skills they need to thrive.**

**The priorities for the City Council for 2025-28, are to work in partnership to ensure:**

### **PRIORITY 1:**

Children and young people have a good start in life and a great education.

<b>A</b>	We will increase the numbers of children who are school ready as evidenced by children achieving a Good Level of Development by Year 1.
<b>B</b>	We will encourage the take up of free early educational entitlement to ensure children are ready to get the best start to school.
<b>C</b>	We will ensure that there are sufficient, quality, school and early years places.
<b>D</b>	We will work with schools to reduce persistent absenteeism through issuing attendance orders where requested, to support attainment.
<b>E</b>	We will drive up school attainment across all areas of Birmingham City and close the gap on school attainment between different parts of the city.

**PRIORITY 2:**

Lifelong learning is accessible to all.

<b>A</b>	We will develop, based on research and data, an employment and skills strategy to help more young people into employment, education and training and prepare them for adulthood.
<b>B</b>	We will engage adults who are furthest from good jobs and education, helping them build confidence and gain qualifications. This includes essential skills such as financial literacy, English language, and digital from pre-entry to Level 2 (equivalent to GCSE), as well as targeted higher-level vocational training in sectors like Early Years, Health, and Social Care. Additionally, we will provide careers advice and support learners to progress into further study, apprenticeships, or employment.
<b>C</b>	We will equip learners with the technical skills, qualifications, employer-responsive behaviours, and career support they need to access good jobs and progress in careers at Level 3 (equivalent to A-level) and above.

**PRIORITY 3:**

Skills shortages in key sectors are addressed.

<b>A</b>	We will improve local skill development including use of the adult skills budget, higher level 2 base skills and level 3+ skills and sector-specific support to meet skills needs and pathways to employment in key sectors.
<b>B</b>	We will support better access to functional skills and pathways for people 16-18 and 19+, focussing on knowledge based and digital skills to meet future employment and industry needs. This will form part of a longer-term approach to developing digital skills.



KEY PARTNERSHIPS	KEY STRATEGIES
<ul style="list-style-type: none"> <li>• Birmingham's 444 Schools</li> <li>• Birmingham's 598 Early Years Settings</li> <li>• Birmingham's post 16 providers</li> <li>• City Partnership Board (CPB)</li> <li>• West Midlands Combined Authority (WMCA)</li> <li>• Birmingham's Universities</li> <li>• Birmingham's Further Education Colleges</li> <li>• Birmingham Children &amp; Young People's Partnership (BCYPP)</li> <li>• Birmingham Anchor Network</li> <li>• Birmingham Children's Trust</li> <li>• SEND and Alternative Provision Partnership</li> <li>• Department for Education</li> <li>• Ofsted</li> </ul>	<ul style="list-style-type: none"> <li>• WMCA Employment and Skills Strategy 2024-27</li> <li>• Economy and Place Strategy</li> <li>• Change for Children and Young People 2023-2028</li> <li>• SEND Strategy 2023-2028</li> <li>• Birmingham Inclusion Strategy</li> <li>• School Improvement and Attainment Strategy</li> </ul>



# MISSION 3: SAFETY & SUSTAINABILITY IN BIRMINGHAM

## Current Picture

Birmingham is a place where people can make a good life. The city has a wide range of parks, gardens and green spaces, many historic buildings and canals, and attractive, varied neighbourhoods. Green spaces make up 25% of land cover in Birmingham, making it one of the greenest cities in Europe. Connecting these spaces are 160 miles (257km) of canals and 400km of urban brook courses. The city has also been awarded the prestigious 'Tree Cities of the World' status, acknowledging the presence of over one million trees throughout the city. Progress is being made towards improving air quality. Since the introduction of the Clean Air Zone (CAZ), the levels of harmful nitrogen dioxide within the CAZ have reduced.

There are several interconnected challenges that impact Birmingham citizens and deepen the levels of inequality across the city relating to the environment, housing and safety. These acute challenges impact local economic performance, cost of living, and quality of life in the city. They also impact the health and wellbeing of citizens.

The Council declared a climate emergency in 2019 recognising the need for coordinated city action to reduce carbon emissions and prepare for climate change. Buildings and

transport are the city's greatest source of emissions, relying on fossil fuels for heating and fuel. Reducing demand and enabling investment in low carbon alternatives will help support an affordable energy transition.

Inconsistent performance relating to waste collections, measured in terms of the reported missed collections per 100k is a source of dissatisfaction for citizens. Lower than national recycling rates, with the percentage of household waste sent for reuse, recycling or composting in Birmingham for 2022/23 being 22.9% compared to 41.7% for England. This has a direct impact on waste emissions, which comprised 6% of all UK emissions in 2020. Waste services were highlighted in the statutory Directions issued to the Council in October 2023 as a critical improvement priority.

Housing was highlighted in the statutory Directions issued to the Council in October 2023 as a critical improvement priority. There is a lack of affordable housing and levels of demand for council homes that outstrips supply. 14% of new net additional homes completed in Birmingham during 2023/2024 were affordable, compared to the England average of 29%. Additionally, poor quality housing stock that is not carbon-efficient contributes to 24% of households in fuel poverty) in 2022, compared to 12.5% nationally. Latest performance data



(December 2024), highlights that 27.5% of Council homes meet the required decency standards, due to significant under investment over many years. The average decency level for Core Cities is 88.4% (2022/23).

Whilst the Council is achieving better prevention outcomes for households facing homelessness than other core cities, families in Bed & Breakfast for more than 6 weeks continues to remain a challenge. 698 families with dependants had been living in Bed and Breakfast accommodation in the city for more than 6 weeks as of December 24.

The Council is focused on rebuilding relationships with citizens after a challenging period and resident satisfaction has improved, from 53% in 2023/2024 to 59% in 2024/2025. This is being supplemented by a redesign in Housing Management services, that will increase the visibility of Council staff on our estates.

Birmingham has concentrations of both property and violent crimes, particularly in areas of high deprivation. The rate of reported domestic abuse is higher in Birmingham (36.2 offences/incidents per 1,000 population aged 16 and over) than the national average of 27.1. In the year ending June 2024, total recorded crime (excluding fraud) stood at 118.8 offences for every 1,000 people in Birmingham, compared to 87.1 offences for every 1,000 people nationally. Crime has wide-ranging impacts on individuals and society. For victims, it

can result in financial loss, physical harm, and emotional trauma. Communities may experience increased fear of crime, which can affect daily life and social cohesion. Additionally, there is often a higher demand for health and victim services, and crime can lead to economic costs due to property damage and loss of business.

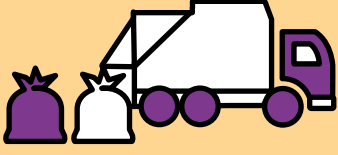


Our City

**GREEN SPACES MAKE UP  
25% OF LAND COVER**



**22.9% HOUSEHOLD WASTE**  
sent for reuse, recycling or composting  
41.7% for England



**AWARDED PRESTIGIOUS STATUS  
'TREE CITIES OF THE WORLD'**  
acknowledging the presence of over 1M trees in city

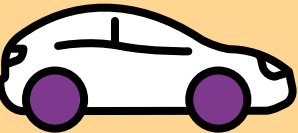


**14% NEW ADDITIONAL AFFORDABLE HOMES  
COMPLETED DURING 2023/2024**  
England average of 29%

**CLEAN AIR ZONE (CAZ) INTRODUCTION  
REDUCED HARMFUL  
LEVELS OF NITROGEN DIOXIDE**



**698 FAMILIES WITH DEPENDANTS  
LIVING IN B&B ACCOMMODATION  
FOR MORE THAN 6 WEEKS**  
as of December 2024



**BUILDINGS & TRANSPORT CITY'S  
GREATEST SOURCE OF EMISSIONS**  
relying on fossil fuels for heating and fuel



**TOTAL RECORDED CRIME  
118.8 OFFENCES PER 1,000 PEOPLE**  
87.1 per 1,000 nationally



## City Council Response - Over the Next 3 years:

The Council will contribute to making the city a greener place to live through refining the overall ambition for achieving Net Zero and ensuring that there are plans in place across the organisation to deliver this. Council decision making will consider the environmental sustainability impacts of its activity to encourage behaviour change and improve environmental outcomes. More transparent reporting around Council carbon emissions and the activity to reduce the Council's impact on the environment will also encourage improvements in this area. The continued delivery of our City of Nature 25-year Plan will ensure that our network of green open spaces maximise biodiversity and the delivery of Natural Capital Services, providing climate mitigation, adaptation and health and well-being benefits for communities.

Critical to improving housing and waste

services are the delivery of the Council's transformation programme in these areas. The Waste Transformation Programme is driving major operational and financial improvements, targeting £12.7m in savings by 2025/26 through efficiency measures, including ending early starts and improving workforce scheduling, reducing hired vehicle dependency and agency spend, and optimising recycling rounds for better coverage. A full fleet transformation is underway, with 151 new vehicles arriving by July 2025, replacing outdated stock and ensuring greater reliability in collections. The UK Environment Act 2021 will also influence the city's management of waste through setting a statutory target to cut residual waste produced per person by 50% by 2042, requiring all local authorities to provide households with separate weekly food waste collections from April 2026, and eliminating food waste from landfill by 2030.

To improve Council homes, the Council has invested £240m in 2024/2025 and will continue to invest over the next 7 years to ensure consistent achievement of Decent Homes Standards. Good quality and affordable housing will improve quality of life, health and wellbeing for citizens and play a key role in boosting the city's economy and reducing fuel poverty. There are a series of interconnected strategies that will provide the framework for delivery of a response to the housing challenges – the Economy and Place Strategy (EPS), the Housing Strategy and associated Homelessness Prevention and Temporary Accommodation Strategies. A new Local Plan, setting out a vision

and framework for future development in the city will be formulated, with a view to being adopted during 2027. This will be a key framework for ensuring a fit for purpose approach to planning and ensuring that future development meet the needs and opportunities in relation to housing, the local economy, community facilities and infrastructure.

Partnership working will continue to be crucial to the delivery of statutory responsibilities to safeguard and promote the welfare of citizens. The Birmingham Safeguarding Adults Board oversees and scrutinises safeguarding arrangements across the partnership for adults with care and support needs. The Birmingham Safeguarding Children Partnership oversees how organisations work together to safeguard and promote the wellbeing of children and young people in the city.

The Birmingham Domestic Abuse Prevention Strategy 2024+ was created in partnership with key stakeholders across the city to recognise that every agency across the whole system has a collective responsibility to do more to support survivors, including children, at the earliest point, and to hold perpetrators of abuse to account. The strategy emphasises the need to embed an approach that firmly puts prevention first, offers early help, increases awareness of healthy relationships and changes cultural attitudes that foster domestic abuse.

A more detailed set of priorities and deliverables is provided below. Key metrics are provided in the Annual Business Plan.



## Priorities & Deliverables

**Safety & Sustainability in Birmingham: Birmingham is a safe, clean and green place to live.**

**The priorities for the City Council for 2025-28, are to work in partnership to ensure:**

### **PRIORITY 1:**

More affordable homes are built.

<b>A</b>	We will increase the number of genuinely affordable homes in line with the commitments in the Housing Strategy 2023-28.
<b>B</b>	We will develop partnerships and a package of support for Housing Associations and private landlords, that encourages them to work with us to address housing need.
<b>C</b>	We will ensure our planning processes are effective to support delivery of housing to meet the needs of the city. This will include the development and adoption of a new Local Plan by September 2027.
<b>D</b>	We will continue the delivery of key regeneration programmes at Ladywood, Druids Heath and Langley.
<b>E</b>	We will prioritise investment to increase the supply of affordable homes and social rental homes in significant development sites.

**PRIORITY 2:**

Housing standards are improved, and homelessness prevented wherever possible.

<b>A</b>	We will ensure that homes in the private rented sector and Housing of Multiple Occupancy properties are safe and compliant with their licence.
<b>B</b>	We will engage with private landlords to encourage and direct them to improve standards, and when necessary we will take appropriate enforcement action against those landlords who fail to manage their property properly.
<b>C</b>	We will focus on making homelessness rare, brief and non-recurring through delivery of the Homelessness Prevention Strategy.
<b>D</b>	We will review the supported housing needs assessment to support the development of an updated Supported Housing Strategy.
<b>E</b>	We will prioritise the reduction in Bed and Breakfast accommodation (B&B) for families with dependent children over 6 weeks in line with our statutory obligations.

**PRIORITY 3:**

People are safeguarded and protected from harm.

<b>A</b>	We will enhance our approach to tackling anti-social behaviour (ASB) by working collaboratively across the Council and with key partners. This includes strengthening early intervention, improving community engagement, and ensuring a survivor-centred approach in line with the ASB Review process.
<b>B</b>	We will support the Community Safety Partnership in delivering a coordinated approach to reducing serious violence, including knife crime and youth violence. This will involve implementing targeted early intervention programmes, working with schools and youth services and strengthening our public health approach to violence prevention, through the Justice Health Needs Assessment.
<b>C</b>	We will work with partners to ensure effective implementation of the Prevent duty, supporting the safeguarding of vulnerable individuals by working to reduce the risk of radicalisation through the Channel programme.
<b>D</b>	We will work across the Council and with partners to implement the 6 priorities of the Domestic Abuse Prevention Strategy 2024+. This includes supporting survivors and their children through safe accommodation, robust action taken against perpetrators and embedding domestic abuse awareness across all services.
<b>E</b>	We will prioritise and improve our efforts to tackle Violence Against Women and Girls (VAWG) by enhancing partnership collaboration, investing in prevention and education initiatives, and ensuring safe spaces in our communities, including within the night-time economy.
<b>F</b>	We will ensure we join up the activity of our Community Safety Partnership, Domestic Abuse Board, Safeguarding Adults Board and Safeguarding children partnership to ensure the most vulnerable children, young people and adults in are city are supported to be safe and to ensure we have a culture of learning and transparency when things go wrong.



**PRIORITY 4:**

Street cleanliness and waste services are improved.

<b>A</b>	We will work in partnership to increase prosecutions, penalties and action on fly-tipping.
<b>B</b>	We will further develop our work with communities & neighbourhoods, including “love your community/environment” campaigns.

**PRIORITY 5:**

Everyone benefits from reduced carbon emissions, cleaner air, and a greener city prepared for climate change.

<b>A</b>	We will refine our overall ambition for Net Zero and work with service areas to develop plans to achieve that ambition.
<b>B</b>	We will publish transparent reporting on Council carbon emissions and activity to reduce the Council and City’s carbon emissions impact in line with our net zero ambitions. Council decision making will consider environmental sustainability impacts of its activity to improve environmental outcomes wherever possible.
<b>C</b>	We will work alongside communities to increase the number of households benefiting from energy efficiency and renewable energy measures.
<b>D</b>	We will work with partners and communities to improve parks, rivers, and green spaces to help nature thrive, tackle the effects of climate change, and ensure citizens have easy and safe access to nature, no matter where they live. We will actively implement The City of Nature 25-year Plan to maximize biodiversity, strengthen climate resilience, and enhance community well-being through our network of green spaces.
<b>E</b>	We will extend the existing air quality monitoring network to cover the whole of the city. This will provide data and insights into local air quality levels, supporting efforts to improve public health and environmental quality.

KEY PARTNERSHIPS	KEY STRATEGIES
<ul style="list-style-type: none"> <li>• City Partnership Board (CPB)</li> <li>• West Midlands Police</li> <li>• WM Fire and Rescue Service</li> <li>• Birmingham Community Safety Partnership</li> <li>• The Birmingham Social Housing Partnership</li> <li>• Affordable Housing Delivery Group</li> <li>• Homelessness Partnership Board</li> <li>• City Housing Involvement Board</li> <li>• Birmingham Food System Partnership</li> <li>• Birmingham Safeguarding Children Partnership</li> <li>• Birmingham Safeguarding Adults Board</li> </ul>	<ul style="list-style-type: none"> <li>• Economy and Place Strategy</li> <li>• Route to Net Zero</li> <li>• City of Nature Plan (to 2047)</li> <li>• Housing Strategy (to 2028)</li> <li>• Homelessness Prevention Strategy (to 2029)</li> <li>• Community Engagement &amp; Influencing Strategy (to 2029)</li> <li>• Temporary Accommodation Strategy and Delivery Approach</li> <li>• Domestic Abuse Prevention strategy</li> <li>• Joint Health and Wellbeing Strategy</li> <li>• Birmingham Food System Strategy (to 2030)</li> <li>• Private Rented Sector Strategy 2022-27</li> </ul>

# MISSION 4: HEALTH, EQUITY & INCLUSION IN BIRMINGHAM

## Current Picture

People living in Birmingham experience challenges every day that directly and indirectly impact their health. These challenges can lead to far-reaching consequences that may limit their independence and autonomy. Health and disease are predominantly the result of factors such as poverty, education, housing, employment and the environment in which people live, work and play. The key health inequality areas highlighted in the Health and Wellbeing strategy include inequalities linked to deprivation, those affecting disabled communities, those affecting inclusion health groups (such as people experiencing homelessness, vulnerable migrants, veterans), those affecting ethnic communities and inequalities of locality. This mission of the Corporate Plan focusses on health, equity and inclusion, but many of the determinants of good health and wellbeing (safe housing, decent employment, good air quality and so on) are tackled throughout the other missions.

Birmingham is a young city, but it has a growing number of older adults traditionally defined as those above 65 years of age. In 2011 there were 138,213 people aged 65 and over, rising to 150,489 in 2021. The Director of Public Health Annual Report 2023 to 24 indicates that the cohort of people aged 65 is expected to rise by approximately 30% by

2031 (based on 2021 numbers).

Access to healthy food is a key challenge within Birmingham and childhood obesity rates are higher than national averages. Many families who experience poverty and deprivation face challenges accessing affordable, healthy and sustainable food. The percentage of reception year children (aged 4-5 years) who are living with obesity was 11.4% (2023/24), higher than the national average (9.4%) but close to the WMCA average (11.5%). For children in year 6, the obesity rate was higher at 26.1%, 4% higher than the national average (22.1%).

The proportion of adults undertaking physical activity is lower in Birmingham than national and regional averages. In 2022/2023, 60.4% were classed as physically active in Birmingham, 6.7 percentage points lower than the national average (67.1%).

32.5% of children in Birmingham are living in absolute low-income families (as at 2022/23), much higher than the national average. Research shows having a low income affects a child's outcomes in life, such as in education and health. Through working in partnership to improve access to good jobs, fair wages, reduce inequalities and ensure skills and training are accessible to all, outcomes for families in Birmingham will be improved.



## Our City

### KEY HEALTH INEQUALITY AREAS LINKED TO

- People living in deprivation
- Ethnic communities
- LGBTQ+ community
- Disabled communities
- Asylum seekers & refugees



### CHILD OBESITY



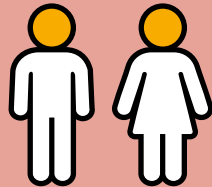
**11.4% RECEPTION**

1.7% above England average

**26.1% YEAR 6**

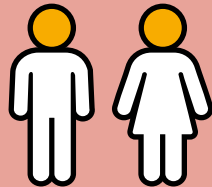
4% above England average

**GROWING NUMBER  
OF OLDER ADULTS  
65 YEAR OLDS+**



**150,489  
IN 2021**

**65 YEAR OLDS+  
EXPECTED TO RISE  
APPROX. 30% BY 2031**



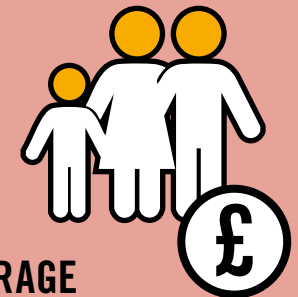
Director of  
Public Health  
Annual Report  
2023 to 24

**60.4% ADULTS  
PHYSICALLY ACTIVE**

6.7% lower than the national average



**32.5% CHILDREN IN  
ABSOLUTE LOW-INCOME  
FAMILIES**



**16.9% HIGHER THAN NATIONAL AVERAGE**



**50%+ POPULATION LIVE IN AREAS AT HIGHEST  
RISK OF FOOD INSECURITY**



## City Council Response - Over the Next 3 years:

To ensure that the health inequalities across Birmingham are recognised and addressed, we will refresh and renew our Joint Strategic Needs Assessment, Local Area profiles and health inequality profiles. These will provide the starting point for ensuring that the support and investment we provide to our communities is aligned to local needs and priorities.

Supporting children, wherever they live in the city, to have the best start in life is a crucial priority. There is evidence that the foundations laid down for life from pre-conception through childhood and adolescence can positively or negatively impact an individual's entire life. The first years of life are crucial for developing positive dietary habits, as they often continue into adulthood, and can impact overall health and developmental trajectories. Birmingham

Forward Steps (a partnership between Birmingham Community Healthcare NHS Foundation Trust and several charities) supports children between 0 and 19 years and their families to help them make the best start in life, and deliver the Healthy Child Programme, the bedrock for health improvement, public health and supporting families.

Access to good quality food choices and increasing physical activity prevents long-term conditions, including cardiovascular disease, diabetes and cancer. To ensure that Birmingham is a city where every citizen can eat an affordable, healthy diet and enjoy their food, the priorities of the Birmingham Food System Strategy will be delivered. Eligible families will be encouraged to access Healthy Start vouchers, and the Council will support food businesses and community food projects across the city with appropriate food safety training and resources. An auto-enrolment scheme for eligible children will be a simple and inclusive way to ensure every child gets a healthy meal at lunchtime.

The Council have a duty of care to children and young people with special educational needs and disabilities and will prioritise delivering good quality Special Educational Needs and Disabilities (SEND) services. Supporting people to get the best start in life includes creating the conditions for a safe community for all young people and protecting them from harm, as outlined in the Safety and Sustainability mission.





The Council will continue to provide good quality support services through Birmingham Children's Trust to keep children safe and support families to stay together. Building on the strong Rights Respecting schools work, Birmingham will become a UNICEF Child Friendly City by April 2028.

With the expected number of older people living in poor health rising, investment in prevention and approaches that help people age well will be prioritised. The Council is committed to ensuring services and support are available in the places where people live and will support the place-based efforts in the Integrated Care Strategy and initiatives such as the Neighbourhood Networks. A neighbourhood approach will also be taken to Warm Welcome spaces to help tackle poverty, reduce social isolation, and improve wellbeing and physical health. A new, integrated Connected Communities service will be introduced. This will provide safe spaces in the city's neighbourhoods ensuring citizens can access early help across a range of services, in their local area.

Birmingham City Council's Market Position Statement outlines the vision for adult social care, emphasising the need for good quality care, promoting independence, and ensuring safety. Increasing the proportion of citizens receiving good quality care will be a key priority over the next 3 years. Additionally, Integrated Neighbourhood Teams will be introduced during

2025/26 – 2027/28 to better manage ongoing and long-term conditions and to reduce the risk of citizens experiencing health and care crises.

The 2025 - 2035 Creating a Mentally Healthy City Strategy signals a commitment to building a city where everyone, of all ages and from all communities has the support and resources to maintain good mental health and wellbeing and cope with life's challenges. The Council will work with citizens and partners to create a place where good mental health and wellbeing is a priority, and no one faces mental health and wellbeing struggles alone. Together, we will work towards zero deaths from suicide and zero admissions for self-harm.

In line with the City's inclusivity ambitions, the Council has an important role to play as an employer and partner. Through a refreshed Equity, Diversity, Inclusion and Belonging (EDI&B) strategy, the Council will ensure that all staff are treated fairly and that discrimination of any kind and against any person is not tolerated. Clear expectations, better data, enhanced support mechanisms and learning opportunities will provide a coherent framework which strengthens accountability for EDI&B for the entire organisation over the next 3 years.

A more detailed set of priorities and deliverables is provided below. Key metrics are provided in the Annual Business Plan.



## Priorities & Deliverables

**Health Equity and Inclusion in Birmingham: Birmingham is a place where everyone can live, work, and age well.**

**The priorities for the City Council for 2025-28, are to work in partnership to ensure:**

### **PRIORITY 1:**

Children and young people have a healthy start in life.

<b>A</b>	We will improve partnership universal services and early intervention for children, young people and young adults to promote good mental health and reduce the number of children requiring specialised intervention.
<b>B</b>	We will become a UNICEF Accredited Child Friendly City by April 2028, and create safe, welcoming, and inclusive places for children to thrive.
<b>C</b>	We will contribute to reducing the prevalence of obesity in children in reception and year 6.
<b>D</b>	We will contribute to increasing the percentage of physically active children and young people.



**PRIORITY 2:**

People are empowered to make healthy choices to improve wellbeing.

<b>A</b>	We will continue to develop a better understanding of local barriers and enablers to increase physical activity across the city and ensure we focus on the least active groups as identified in Birmingham's Physical Activity Needs Assessment.
<b>B</b>	We will aim to secure investment in green spaces, sports facilities and participation, driving healthy and inclusive lifestyles.
<b>C</b>	We will contribute to reducing the percentage of adults who are physically inactive and to reduce the inactivity gap between key groups in the city as part of the Birmingham Health and Wellbeing strategy, the Creating an Active Birmingham Strategy 2024-2034, and the delivery of the Be Active and Be Active Plus scheme.
<b>D</b>	We will deliver comprehensive services and innovative programmes that empower citizens to make informed, healthy choices, ensuring they live free from the health harms of drugs and alcohol. We will do this through supporting the delivery of the Triple Zero City Strategy and ensuring effective delivery of substance misuse services.
<b>E</b>	We will support the city to tackle inequalities that impact the health of disadvantaged and marginalised groups through effective engagement, stigma-free compassionate and well-coordinated support.
<b>F</b>	We will improve access to sufficient affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age, a key theme of the Birmingham Food System Strategy.

**PRIORITY 3:**

Everyone can live and age well.

<b>A</b>	As part of the Integrated Care System Community Care Collaborative, we will roll out Integrated Neighbourhood Teams (INTs) to better manage ongoing and long-term conditions and to reduce the risk of citizens experiencing health and care crises.
<b>B</b>	We will promote choice to support citizens to stay independent and live in the place they call home.
<b>C</b>	We will deliver the coproduced Birmingham Carers Partnership Strategy 2024-29 delivery plan. This will ensure that Birmingham is a Carer Friendly City, where Carers are supported, recognised, listened to, involved, appreciated and valued.
<b>D</b>	We will increase the number of citizens that receive good quality care.
<b>E</b>	We will provide specialist advice and support to disadvantaged citizens to maximise their household income. This includes delivering a new Digital Hub and benefits calculator to improve access to information for citizens, Council advisors, and those working in Warm Welcome spaces.
<b>F</b>	We will improve the support provided to citizens through their life journey by delivering efficient, compassionate, and inclusive registration services for births, marriages, civil partnerships, and deaths.
<b>G</b>	We will work towards zero deaths from suicide and zero admissions for self-harm through improving mental wellbeing in the city.

**PRIORITY 4:**

Council services are inclusive, community and citizen-focussed.

<b>A</b>	We will facilitate early intervention and prevention activity by expanding our digital and data capability to better meet the needs of our citizens and reduce demand on council services. This includes providing more targeted support, creating a unified digital “front door”, and identifying cohorts that might benefit from early intervention before crisis occurs.
<b>B</b>	We will deliver a new, integrated Connected Communities service, providing safe spaces in the city’s neighbourhoods with access to information, community wellbeing, digital inclusion, education and culture, and specialist support. This will ensure citizens can receive help in their local area and support is provided early to those who need it to prevent issues escalating.
<b>C</b>	We will provide financial support through the Cost-of-Living Programme to help those most in need with essentials such as food, energy, and water costs. This will reduce the impact poverty has on children, young people and adult’s lives.
<b>D</b>	We will work with voluntary and community organisations to facilitate the city’s neighbourhood-based Warm Welcome spaces to help tackle poverty, reduce social isolation, and improve wellbeing and physical health.
<b>E</b>	We will improve local neighbourhoods by identifying community priorities, co-ordinating efforts, and actively engaging and empowering communities and civic pride, including through the Local Centre Development Programme and Ward Support Transformation project.
<b>F</b>	We will promote and facilitate community-led initiatives that encourage inclusivity and cohesion, fostering environments where citizens feel safe to engage and thrive, including delivering the Ward Support Transformation Project.
<b>G</b>	We will empower communities and support volunteers through engagement, training, and partnership working.
<b>H</b>	We will implement and deliver a programme plan for migration across BCC to fulfil our commitments as a city of sanctuary.

**PRIORITY 5:**

Everyone feels safe, heard and can grow.

<b>A</b>	We will develop a refreshed approach to Diversity, Equity, Inclusion and Belonging and a strategy that restates and delivers on our commitment to being an anti-discrimination organisation.
<b>B</b>	<p>We will deliver key priorities within the refreshed EDI&amp;B strategy including:</p> <ul style="list-style-type: none"> <li>• Improved data on our workforce so that we can better target support and measure impact.</li> <li>• A more holistic and collaborative approach to staff networks, ensuring that there is a safe space for all protected characteristics.</li> <li>• Inclusive health and wellbeing passports that extend beyond disability, to ensure colleagues get the support they need to be successful at the Council.</li> </ul>

KEY PARTNERSHIPS	KEY STRATEGIES
<ul style="list-style-type: none"> <li>• City Partnerships Board (CPB)</li> <li>• NHS Birmingham and Solihull Integrated Care System and Board</li> <li>• Birmingham Health and Wellbeing Board</li> <li>• Birmingham Community Healthcare Foundation Trust</li> <li>• Birmingham SEND Local Area Partnership</li> <li>• Birmingham Race Impact Group</li> <li>• Birmingham Race Action Partnership</li> <li>• Faith Covenant Partnership</li> <li>• Birmingham Faith Leaders Group</li> <li>• Homelessness Partnership Board</li> <li>• Birmingham Children's Trust</li> <li>• Birmingham Voluntary Services Council</li> <li>• Culture Central</li> <li>• Birmingham Food System Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Health and Wellbeing Strategy</li> <li>• Integrated Care Strategy</li> <li>• Adult Social Care Vision</li> <li>• Birmingham Inclusion Strategy 2023-28</li> <li>• Birmingham Aging Well Strategy</li> <li>• Birmingham Food System Strategy (to 2030)</li> <li>• Creating a Mentally Healthy City Strategy 2025-2035</li> <li>• Birmingham and Solihull Inclusion Health Framework</li> </ul>

# MISSION 5: CONNECTED BIRMINGHAM

## Current Picture

Birmingham is centrally located in England, already within 90 minutes of both London and Manchester by train, at the heart of the major road network and with its own international airport. There are two HS2 stations and high-speed rail connections under development and good digital 5G connectivity.

Whilst the city is well connected to the rest of the UK, the current transport infrastructure within the city does not meet the needs of citizens. A more effective transport network within the city is urgently needed to sustain inclusive economic growth, create new jobs and support and empower our communities. Safe, reliable, clean public transport is also vital to help reduce the negative impacts of transport on our environment and contribute to decarbonisation.

Birmingham is at the heart of the major road network and travelling by car is the most dominant form of transportation. Birmingham has had a steady increase in ultra-low emission vehicle (ULEVs) since 2020, from 3,100 ULEVs to over 14,200 in Quarter 2 of 2024. In this quarter, Birmingham had the 2nd largest number of licensed ULEVs out of all the Core Cities in England. Whilst cleaner vehicles can help improve air quality in the short term, a modal shift to public transport and active travel can deliver many long-term benefits for society, including

improved road safety, higher levels of physical activity, cleaner air, and reduced congestion.

Road safety is a key area for improvement. The Birmingham Road Harm Reduction Strategy (March 2025) states that each year on the city's roads, 22 people are killed and 400 people suffer serious and often life-changing injuries.

People in Birmingham tend to be well connected digitally. In 2024 0.5% of premises in Birmingham were unable to receive 10Mbit/s or more compared to 0.7% of homes in England, and 92.9% of premises in Birmingham had internet speeds of up to 1 gigabit per second (Gbps) compared to 82.6% nationally. Whilst these figures suggest that Birmingham has a slightly better rate of internet access, it will be important to ensure that no-one is digitally excluded, a particular concern amongst older adults.



## Our City

### WEST MIDLANDS PROPORTION OF PEOPLE SURVEYED TRAVELED WEEKLY BY:



**71% CAR**

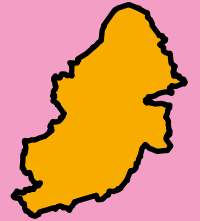


**65% WALKING**

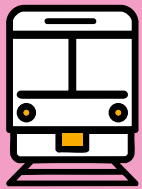
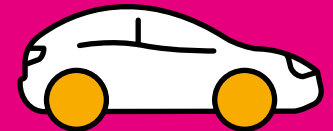


**6% CYCLING**

**BIRMINGHAM RANKED  
6<sup>TH</sup> MOST CONGESTED CITY**  
DRIVERS SPEND **54** HOURS IN CONGESTION



**STEADY INCREASE IN ULTRA-LOW  
EMISSION VEHICLE (ULEVs)**  
**OVER 14,200** in 2024



**2 HS2 STATIONS & HIGH  
SPEED RAIL CONNECTIONS**  
UNDER DEVELOPMENT



**92.9% PREMISES BROADBAND SPEEDS OF  
1 GIGABIT PER SECOND OR HIGHER**  
82.6% nationally



**ONLY 0.5% HOMES  
DO NOT MEET MINIMUM BROADBAND SPEED**  
0.7% nationally



**ROAD SAFETY** KEY AREA OF IMPROVEMENT  
**22 PEOPLE KILLED & 400 PEOPLE SUFFER  
SERIOUS AND OFTEN LIFE-CHANGING INJURIES**

stated in Birmingham Road Harm Reduction Strategy (March 2025)





## City Council Response - Over the Next 3 years:

The Birmingham Transport Plan outlines the need to reduce car dependency and highlights the importance of investing in public transport. This is important to contribute to air quality improvement and net zero ambitions, as well as to ensure equal access to training, jobs, and services for all citizens. Birmingham's transport system is currently undergoing transformation with the development of the Birmingham Transport Delivery Plan and the WMCA local transport plan. There are challenges that must be addressed around equity in transport provision, mobility and accessibility, the climate emergency and improving air quality and health.

Electric vehicles will play a key role in the city's transport system over the next decade. Electric cars will replace vehicles powered by fossil fuels, drastically reducing local emissions. A priority

will be to work in partnership to deliver more electric vehicle charging points throughout the city. Although electric vehicles will contribute to improving air quality and reducing carbon emissions, the greatest benefit will come from a shift towards public transport and active travel. Modal shift toward public transport and active travel and reducing the overall need to travel using private cars are the focus of the Birmingham Transport Plan.

Birmingham's Road Harm Reduction Strategy complements the Birmingham Transport plan and commits Birmingham to Vision Zero. Vision Zero aspires to eliminate all traffic fatalities and serious injuries. The Road Harm Reduction Strategy sets out a bold approach to transform Birmingham's roads and streets to make them safer, more inclusive, and more attractive. Critical to the delivery of the strategy is collaborative working with colleagues and services from across the Council as well as a range of external partners including Emergency Services.

The city is working to connect neighbourhoods, create a network of public transport for key corridors, ensuring Central Birmingham and local centres are accessible by active travel and reduce carbon emissions. By investing in the development of Liveable Neighbourhoods that have good access to quality and affordable homes, quality jobs and training opportunities, public transport, active travel opportunities, green spaces, social and cultural facilities and

healthcare and leisure services, the Economy and Place Strategy will help attract new business investment and attract and retain a skilled population that can support these businesses to prosper.

HS2 is a significant economic programme which will unlock growth in the city and connect Birmingham externally. This development reinforces the Council's priorities, advancing key employment and housing sites, enhancing transport connectivity and reducing carbon emissions. By capitalising on major growth planned around the new HS2 stations, it will help to unlock opportunities for local communities.

The Birmingham Digital Inclusion Strategy aims to ensure that all citizens in Birmingham can make better use of the opportunities provided by digital services. The Council will prioritise digital inclusion to ensure that Birmingham's most vulnerable and excluded citizens have better access to online services.

A more detailed set of priorities and deliverables is provided below. Key metrics are provided in the Annual Business Plan.

## Priorities & Deliverables

**Connected Birmingham: Birmingham is a well-connected city.**

**The priorities for the City Council for 2025-28, are to work in partnership to ensure:**

### **PRIORITY 1:**

A safe and sustainable transport network.

<b>A</b>	We will deliver in partnership, a safer road network and reduce road harm risk in line with priority actions set out on the Road Harm Reduction Strategy Action Plan.
<b>B</b>	We will ensure the efficient and safe operation of our roads and residential streets, through effective parking, bus lane/moving traffic and clean air zone enforcement.
<b>C</b>	We will develop an effective and efficient service to maintain roads and infrastructure to an appropriate standard.
<b>D</b>	We will prioritise the needs of active travel and public transport users, improving the functionality and attractiveness of our streets and public spaces.
<b>E</b>	We will work closely with the West Midlands Combined Authority, including Transport for West Midlands and the West Midlands Rail Executive to develop and maintain a safe, reliable and affordable public transport network for the city and to ensure that services are as accessible and inclusive as possible.
<b>F</b>	We will work in partnership to ensure the availability of electric vehicle charging points across the city. This will support the shift towards cleaner vehicles for journeys that cannot be made by other, more sustainable modes of transport.

**PRIORITY 2:**

Good access to online services and support to develop digital skills.

<b>A</b>	We will work with partners to help more people access internet services. As part of this, we will continue to provide free Wi-Fi in the Council's Community Library Hubs and work with city partners to encourage the roll out of free Wi-Fi in other hubs (including Warm Welcome spaces and community leisure centres).
<b>B</b>	We will grow a network of digital champions at libraries and digital hubs to support those who need it to access online services safely.
<b>C</b>	We will support people who are digitally excluded to become digitally competent as part of the Income Maximisation Through Employment (IMTEP) Programme and in partnership with Warm Welcome spaces, community organisations, and other city stakeholders.
<b>D</b>	We will ensure our online services are reliable, user-friendly, and accessible, giving citizens the flexibility to choose how and when they engage with them
<b>E</b>	We will work with employers in the city to raise the importance of digital skills and inclusion and their role in supporting citizens and communities.
<b>F</b>	We will provide digital skills training and qualifications to people who are most at risk of being left behind by technology, helping them use digital tools safely for everyday life and work. We will also create opportunities for those looking to build careers in the digital sector.

KEY PARTNERSHIPS	KEY STRATEGIES
<ul style="list-style-type: none"> <li>• City Partnerships Board (CPB)</li> <li>• West Midlands Combined Authority (WMCA)</li> <li>• National Highways</li> <li>• HS2</li> <li>• Transport for West Midlands (TfWM)</li> <li>• Birmingham Road Harm Reduction Board</li> </ul>	<ul style="list-style-type: none"> <li>• Birmingham Transport Plan</li> <li>• West Midlands Local Transport Plan</li> <li>• WMCA Road Safety (to 2030)</li> <li>• Economy and Place Strategy</li> <li>• Birmingham Road Harm Reduction Strategy (March 2025)</li> <li>• Birmingham Digital Inclusion Strategy</li> </ul>

# MISSION 6: IMPROVEMENT & RECOVERY

## Current Picture: Introduction & Context

Birmingham City Council faced significant challenges that led to Government Intervention in October 2023. The Intervention Directions highlighted systemic failures in financial management, governance, and service delivery, with specific concerns over Equal Pay liabilities, the failed Oracle ERP implementation, and budget and financial management instability. The Council responded with its first Improvement and Recovery Plan (IRP) approved by Cabinet in April 2024, which provided an outline roadmap for stabilisation and change.

Although there is still a long way to go, delivery of IRP programmes over the last year has moved the council forward in its improvement and recovery journey. This is alongside the appointment of Joanne Roney CBE as Managing Director. The Leader, Managing Director, Cabinet, officers at the council, and Commissioners have been working closely together to improve the functioning of the organisation.

This refreshed IRP provides a three-year plan for sustainable improvement. The IRP has been integrated within the Corporate Plan to reflect a step-change towards the council embedding improvement as business as

usual and effectively delivering its Best Value duty. The focus is no longer solely on fixing the various issues and failures highlighted but shifting to the longer-term and more fundamental changes required to become a high-performing organisation.

## Progress Made in 2024/25

Since April 2024, BCC has made substantial progress in addressing its most critical issues. The Brindley Programme has stabilised the re-implementation of the Oracle ERP system and is on-track to go-live in April 2026, a framework settlement agreement has been reached on Equal Pay, and a balanced budget was set for 24/25 and 25/26 with c.£150m of savings delivered in 24/25. The council is beginning to move beyond a shorter-term focus on stabilisation and crisis management towards longer-term and sustainable improvement and transformation.

Progress against specific areas of concern are outlined in the following areas:



## Financial Stabilisation

- Achieving financial stability remains the council's top priority. As part of the 2024/25 budget, £149.8m in savings were agreed, with delivery largely on track. A further £150m in new savings is planned for 2025/26, alongside additional revenue from the Provisional Local Government Finance Settlement.
- A four-year Medium-Term Financial Plan was presented to Cabinet and City Council, balancing the 2025/26 budget without Exceptional Financial Support, except for a request to raise the Council Tax referendum limit to 10%.
- The council's asset disposal programme is progressing, with £618m in capital receipts forecast by March 2026 against the original £750m target. This marks a five-fold increase in disposals compared to previous years, despite challenging market conditions.
- The accelerated implementation of a corporate landlord function is streamlining asset management.

- The Finance Improvement and Recovery Programme (FIRP) is driving long-term financial resilience across ten priority areas, including on the Companies and Traded Services.
- Outstanding Statement of Accounts for 2020/21 and 2021/22 remain unpublished due to unresolved equal pay claims, while 2022/23 and 2023/24 accounts are affected by Oracle ERP issues. The council is working closely with external auditors and government to address these challenges, ensuring future financial clarity and compliance.



## Workforce & Culture

- The council is addressing past challenges and ensuring fairness for all staff. A Commissioner-approved equal pay settlement with GMB and Unison, reached in December 2024, marks a pivotal step in rebuilding trust and improving industrial relations. This settlement is within the Exceptional Financial Support (EFS) package agreed with the government. The next phase includes a reshaped Pay & Grading structure using the NJC Job Evaluation scheme.
- A top-tier restructure and permanent senior appointments are creating a smaller, more agile organisation with strengthened leadership.

- Corporate activities such as customer contact and business support functions are being centralised to eliminate duplication and drive efficiency, with further rationalisation planned aligned to the implementation of Oracle.
- Cultural change has been a key priority. The “Way We Work” programme reinforces essential behaviours, built around three core principles introduced in October 2024.
- The new appraisal framework for 2025/26 will focus on performance, behaviours, and regular feedback, ensuring accountability at all levels. Progress will be measured through Staff Survey engagement scores, improved participation in appraisals, and stronger collaboration with Staff Networks and Trade Unions.
- The council has also begun developing a new workforce strategy, underpinned by a refreshed HR function to ensure the organisation has the skills and capacity needed to deliver high-quality services and the Birmingham vision.



## Governance & Performance

- The Centre for Governance and Scrutiny (CfGS) review highlighted deep-rooted governance challenges, prompting the council

to develop the Stabilisation Plan in December 2023 which was delivered through 2024.

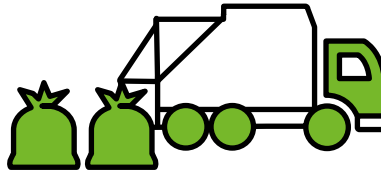
- Key governance reforms include:
  - Strengthening leadership and accountability, with the City Solicitor and Monitoring Officer overseeing Stabilisation Plan delivery.
  - Refreshing corporate KPIs to enhance performance monitoring, aligning with the IRP Programme Management, Performance, and Risk framework.
  - Resetting governance structures, including an independent Audit Committee, a revised Member-Officer Protocol, and a modernised scrutiny and committee system with improved training and processes.
  - Establishing new risk management systems and implementing a Risk Management IT solution to provide clearer insights for decision-making.
  - Ensuring stronger financial scrutiny, with a Budget Scrutiny Task and Finish Group playing a key role in challenging financial plans.
- The council is also focused on strengthening partnerships and engagement, with initiatives such as The Stakeholder Sentiment Tracker, a new Stakeholder Relationship Management system, and the Succeeding in Partnership project.
- The Stabilisation Plan’s success has laid the foundation for sustained improvement, with

clearer accountability, stronger working relationships, and more effective decision-making now embedded in the council's approach.



## Housing

- Significant progress has been made in housing quality, governance, and homelessness prevention. The council has reconfigured the HRA budget, launching a £1.8bn investment programme over the next seven years to improve existing housing stock.
- Stock condition surveys have increased from 0% to 38% in a year, enhancing data accuracy and investment planning.
- Governance improvements have led to formal engagement with the Housing Ombudsman ceasing in February 2024.
- Affordable housing delivery has accelerated, with over 550 social rented homes in the pipeline through Registered Providers (RPs).
- Homelessness prevention remains strong, with 61% of cases successfully prevented, exceeding the national average. New interventions, such as a long-term leasing scheme and expansion of supported accommodation, are reducing reliance on B&Bs.



## Waste

- Despite ongoing industrial disputes, the council remains committed to seeing through non-negotiable service improvements.
- The Waste Transformation Programme is driving major operational and financial improvements, targeting £12.7m in savings by 2025/26 through efficiency measures, including ending early starts and improving workforce scheduling, reducing hired vehicle dependency and agency spend, and optimising recycling rounds for better coverage.
- A full fleet transformation is underway, with 151 new vehicles arriving by July 2025, replacing outdated stock and ensuring greater reliability in collections.
- The City Operations Hub is being developed to create a more responsive and integrated approach to local environmental issues, leveraging data and technology.
- A new Vehicle Management Service (VMS) will replace the current fragmented fleet management, delivering cost savings and operational efficiency.



## Children & Families

- Children's Services have made strong progress, with Ofsted grading them 'Good' in June 2023. However, SEND services remain under DfE intervention, though the SEND Commissioner has acknowledged significant improvements from a low starting point.
- A system-wide transformation is underway, bringing together BCC, Birmingham Children's Trust (BCT), health services, schools, and mental health providers.
- The Trust 2025 programme will implement BCT's new five-year operating model, delivering £36m in savings while enhancing outcomes for children and families.
- A data-led transformation of Young People's Services is set to unlock £2.3m in recurrent savings, while Home-to-School transport reforms have already delivered substantial efficiencies, contributing to £52m in total directorate savings.





## Adult Social Care

- While not originally included in the government's intervention, ASC has continued to improve service delivery while implementing significant savings measures. Some 2024/25 savings are expected to exceed targets, reducing overall council expenditure.
- The 2023 pilot assessment by the Care Quality Commission (CQC) gave BCC a 'Good' indicative rating, with ongoing improvements aligned to their recommendations. The ASC vision was updated in April 2024 to reflect workforce priorities and the evolving service landscape.
- The directorate is embedding strict financial controls, resulting in a current revenue underspend. Collaborative working with partners continues to drive digital efficiencies, with ASC's 'Rapid Review' showcased across the council as a best practice model.



## Corporate Services & Transformation

- The council is driving major transformation across corporate services, addressing legacy failures, streamlining operations, and embedding a more efficient operating model.
- The Oracle Fusion implementation has remained a critical priority. In May 2024, Cabinet approved the strategic reimplementation plan, with the Brindley Programme now underway. The programme is structured in four phases with nine stage gates, leading to full completion by June 2027.
- The council is also expanding its delivery of digital efficiencies, with a Digital Strategy under development, expected in 2025. The Digital Foundry is supporting automation, across the council including voice automation and AI-enabled efficiency initiatives.
- A full review of digital engagement and customer interactions is planned for 2025, consolidating the council's internet and digital strategy.
- A new Director of Commercial & Procurement has been appointed, with Commissioner involvement, to reshape the procurement and commercial function. These changes

will ensure better contract management, increased value-for-money, and reduced reliance on last-minute procurement waivers.

- The council is centralising business support and customer contact activities, aiming to create a Shared Service Centre that optimises corporate functions and enhances Oracle self-service capabilities.
- The council is also reconfiguring library and citizen advice services, integrating them into community library hubs to provide early intervention and prevention services, unlocking £2m in potential savings.
- A Target Operating Model (TOM) is under development to align all transformation and improvement initiatives into a single, coordinated programme of change for the council, to accelerate the achievement of financial sustainability and improved service delivery.



## City Council Response - Over the Next 3 years: A Refreshed IRP Framework

Birmingham City Council is now at a critical turning point. Many of the immediate challenges have been addressed and successes should be celebrated, however; the work is not yet complete. This plan sets out a clear pathway for delivering lasting improvement and transformation by strengthening financial sustainability, improving governance, embedding performance management, and ensuring the highest standards of service delivery.

By maintaining a structured, transparent, and accountable approach to improvement, it will ensure Birmingham City Council moves forward with confidence, ultimately becoming a stronger, more effective organisation that delivers for the people of Birmingham.

The IRP Framework has been refreshed to provide clearer prioritisation of activities and align priorities and programmes with organisational responsibilities. A stronger link has also been established between BCC's improvement work and measurable outcomes, underpinned by Key Performance Indicators (KPIs) embedded in the council's corporate performance management framework. This approach ensures clear lines of accountability and a strengthened ability to monitor and assure progress, with the help of external and independent partners.

The refreshed framework of priorities for the IRP has been developed by mapping back to the Directions, the diagnostic reports referenced within the Directions, and the various reports and recommendations that have been published in the last 12 months. Further to this, the IRP Framework was referenced against the Best Value guidance. The robustness of this approach has strengthened the priorities, objectives, and outcomes within the framework to provide absolute clarity over the key areas the council must address in the next three years.

Underpinning the IRP Framework will be several key programmes delivering the objectives and outcomes. Key milestones from IRP programme plans for 2025/26 will be stated within the council's Annual Business Plan (ABP) as an appendix to this Corporate Plan. These milestones will be reviewed and programmes refreshed annually to ensure they reflect

progress made against the defined priorities and objectives. Over time, as the time-bound and specific programmes of improvement are delivered, the expectation is that the focus of the IRP will move towards the more transformative elements of the plan and establishing the council's longer-term operating model.



## Priorities & Deliverables

**Improvement & Recovery: Birmingham City Council is financially sustainable and operates effectively as a smaller, leaner and more efficient council.**

**The priorities for the City Council for 2025-28, are to work in partnership to ensure:**

### **PRIORITY 1:**

Strengthen and stabilise the council's financial position.

<b>A</b>	Deliver a balanced budget and genuine MTFP through stricter financial management and delivery of savings proposals.
<b>B</b>	Refresh the council's approach to setting, management and delivery of the capital programme.
<b>C</b>	Strengthen financial controls and management to ensure greater accountability and transparency.
<b>D</b>	Optimise use and efficiency of council assets and support delivery of MTFP through strategic asset sales.
<b>E</b>	Settle Equal Pay claims and reduce uncertainty around council liabilities.

**PRIORITY 2:**

Develop our workforce and build a culture of trust and learning.

<b>A</b>	Address pay equity and disparities, and implement a new pay and grading structure.
<b>B</b>	Build core workforce, manage ageing staff base, and reduce interim reliance through workforce planning and strategy.
<b>C</b>	Foster a culture of accountability and trust, and become a learning organisation.
<b>D</b>	Strengthen individual performance management policies and procedures.
<b>E</b>	Build trust with Trade Unions and support early resolution of queries and disputes.

**PRIORITY 3:**

Foster a better performing organisation with stronger governance.

<b>A</b>	Enhance transparency, decision-making, and oversight across council governance.
<b>B</b>	Strengthen member development, engagement, and accountability in governance.
<b>C</b>	Strengthen the governance and financial sustainability of council-owned companies and traded services.
<b>D</b>	Improve corporate risk and performance management approach to be proactive and embedded as part of operational culture.
<b>E</b>	Develop and embed a culture of continuous improvement to enable and sustain recovery efforts and drive long-term organisational transformation.

**PRIORITY 4:**

Enhance the quality and accessibility of our services.

<b>A</b>	Build early intervention and prevention principles into core service delivery.
<b>B</b>	Improve housing conditions, increase compliance levels and enhance tenant satisfaction.
<b>C</b>	Transform waste and street services to increase stability and effectiveness.
<b>D</b>	Maintain stability in core children's services and continue to improve SEND.
<b>E</b>	Stabilise Adult Social Care leadership and deliver on the transformation priorities in the council's vision for ASC.

**PRIORITY 5:**

Transform the way we operate.

<b>A</b>	Improve customer service consistency and standards and reduce costs to serve.
<b>B</b>	Centralise and standardise corporate service activity and move towards a more integrated service delivery model.
<b>C</b>	Implement Oracle ERP system and business process changes to transform finance and operations activity.
<b>D</b>	Enhance IT and digital capabilities and increase digitalisation of services.
<b>E</b>	Transform the procurement function to drive consistent, value-focused processes and commercial management.

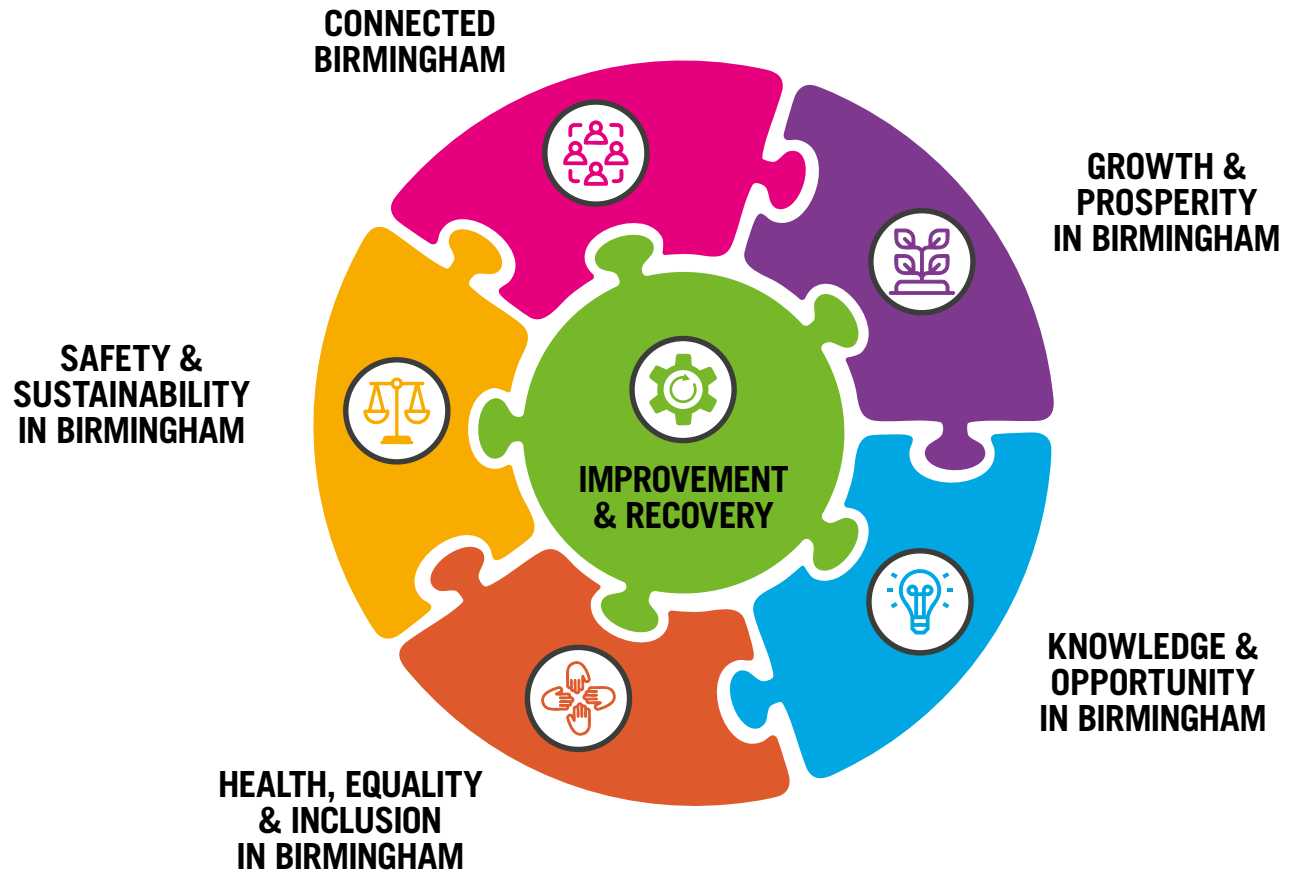
## Monitoring & Assurance

The refreshed IRP Framework will enable a clear, consistent, and robust approach to monitoring and assurance which is embedded within the council's governance and operations.

With the IRP now embedded as part of the Corporate Plan, a unified quarterly performance report will track progress against the defined priorities across all mission priorities including improvement and recovery priorities within the IRP Framework. A single reporting product will combine previously separate data sets and ensure that a rounded picture of performance and delivery is provided, against shared priorities, in a single report.

The approach to monitoring, assurance, and reporting of IRP Programmes will be led by the council's Corporate Portfolio Management Office (CPMO). The CPMO continues to strengthen central oversight and transparency of IRP Programmes. Optimisation of the CPMO is a workstream within the IRP itself, which recognises the council's commitment to continuous improvement of this approach.

## TACKLING INEQUALITY IN BIRMINGHAM





## 6. DELIVERING THE CORPORATE PLAN

To ensure that the priorities within the Corporate Plan are delivered, the Council has taken learning from the first year of intervention and put in place:

- Sustainable governance arrangements.
- A consistent, organisation-wide, Performance Management Framework.
- A unified report across Portfolio delivery and performance against the Corporate Plan.

### Governance

Steps are being taken to transition the intervention governance arrangements to a partnership approach, where the council takes a stronger leadership role in driving its recovery. This marks an important shift towards embedding sustainable improvements and ensuring that the council is fully equipped to meet the challenges ahead with confidence and accountability.

As part of this journey, the council is refreshing governance structures in alignment with the updated IRP. This refresh is a critical step in ensuring the governance framework is fit for purpose and reflective of our evolving needs. BCC is committed to enhancing transparency, effectiveness, and ownership across all levels of the organisation, with a sharper focus on delivering against our priorities and evidencing this success.

Changes to the Improvement and Recovery Board (IRB) have already been enacted, moving to a bimonthly cycle to enable the council to more effectively drive discussions and decisions aligned to the rest of the council's governance processes. This approach will empower the council's leadership team to proactively steer the recovery process, while continuing to draw on the invaluable insight and guidance provided by the commissioners.

Work has been undertaken to review and streamline governance, ensuring more timely access to progress data, which will enable a more agile, proactive response to any emerging issues and support one version of the truth reporting. Retaining and enhancing a flexible, prioritised approach to governance and assurance will enable BCC to engender an effective and agile officer focus on priority programmes and ensuring we continue to align to our key objectives and outcomes.

Building on the progress made, particularly in citizen facing service delivery directorates, the council wants to ensure it is taking ownership of the next phase of improvement, building a foundation for greater self-reliance and resilience. This reflects the council's commitment to fostering a culture of accountability and demonstrating our capacity to deliver meaningful and sustained improvements.

BCC greatly values the support commissioners have provided and these changes are intended to build on that foundation, enabling the move towards a position of equal partnership in a shared goal of delivering the best possible outcomes for the people of Birmingham.





## Performance Management Framework

Alongside a new Corporate Plan, a strengthened Performance Management Framework (PMF) is being introduced across the Council. The PMF is designed to ensure that everyone in the organisation is working towards the shared goals set out within the Corporate Plan. The key features of the PMF are:

- **Business Planning.** On an annual basis, we will refresh our Corporate Annual Business Plan to reflect progress made and ensure it remains relevant. This will help to ensure that resources are used most effectively and that progress towards our corporate objectives can be evidenced. All Directorates and service areas will produce their own business plan, setting out their contributions to the delivery of the Corporate Plan. Although the planning cycle is annual, planning should not be a standalone annual event. Instead, it should form part of an ongoing process of continuous improvement that can be adjusted based on the latest data and insights.
- **Annual Appraisals & Supervision.** This is where individual objectives and development plans are agreed and monitored. There should be a clear link between individual objectives, service / directorate business plans and the Corporate Plan.

- **Monitoring & Reporting.** Quarterly reporting takes place against the Corporate Key Performance Indicators (KPIs) and an annual impact report showing progress towards the Corporate Plan priorities produced. Directorates and services will monitor a broader set of indicators and report these regularly at local management team meetings.







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## 1. Introduction and Context

The Corporate Plan 2025-2028 sets out the City Council's priorities for the next three years – focused on improving how we operate, meeting our statutory responsibilities, and delivering better outcomes for citizens through genuine partnership with communities, stakeholders and strategic partners.

Embedded within the Corporate Plan is the council's refreshed Improvement & Recovery Plan (IRP). This acts as the council's 6<sup>th</sup> Mission and sets out the activities required to enhance and embed the council's improvement and transformation.

The Annual Business Plan is a one-year delivery plan that details key metrics and milestones for 2025/26 to demonstrate progress towards the Corporate Plan priorities. It will form the basis of the Council's corporate performance and delivery reporting and will be refreshed each year. Together, the Corporate Plan and Annual Business Plan provide the overall direction for the Council and link directly to the City Vision.

The Annual Business Plan provides a detailed view of specifically what will be done, and how we will measure progress, during the year to evidence delivery of the Corporate Plan priorities. It sets out a series of metrics that will be used to monitor progress towards the Corporate Plan throughout the year. For the IRP, the Corporate Plan sets out both the overarching framework of council priorities as well as specific milestones related to IRP programmes delivering against the council objectives.

Corporate Plan priorities are shared, corporate, ambitions and are therefore not “owned” by a single Directorate and have been agreed through extensive engagement and cross Council collaboration. The Annual Business Plan set out in this document, is arranged by priority, rather than Directorate, to highlight all contributions towards the corporate ambitions. To ensure accountability for delivery is clear, each metric has a Directorate owner.

The Annual Business Plan cannot and should not capture everything that the Council does. As part of the Council's Performance Management Framework, Directorates and Service areas will produce and monitor business plans that capture the measures within this plan alongside a broader range of delivery and metrics. These will in turn form the basis for prioritisation and objective setting at all levels of the organisation, through to individual performance management via the appraisal process.

Each item listed in the plan has a “lead” directorate, to highlight where accountability for performance and delivery lies. However, in many instances, successful delivery will be contingent on good cross-council and partnership working.

The Annual Business Plan will be reviewed and refreshed annually to ensure that the Council prioritises action and targets resources appropriately towards corporately agreed priorities.

## **Monitoring and reporting**

Each quarter, the Corporate Key Performance Indicators (KPIs), highlighted throughout the document, will be reported corporately, along with progress towards the key Improvement and Recovery Plan programmes.

On an annual basis, an impact report will be produced that provides a progress update across the full breadth of all Corporate Plan milestones and metrics listed within this document.

## **Key terms and acronyms explained**

- Metric/Milestone – how we will measure progress towards the key deliverables and priorities contained within the Corporate Plan
- KPI – Key performance indicators are the metrics, including a target, that will be monitored and reported quarterly
- Target – The desired level of performance for the year
- Tolerance – The acceptable level of performance for the year
- Benchmark – Latest available data, used to compare Birmingham City Council's performance with authorities with others'
- EPS – Economy and Place Strategy
- BCC – Birmingham City Council
- PPS – Place, Prosperity and Sustainability Directorate

## 2. Mission 1: Growth and Prosperity in Birmingham

### Priority 1. Investment and economic growth benefit all people and places in the city

Deliverable		Key metrics / milestones	Review date	Lead
A	<p>We will work with development partners to advance major growth opportunities in key growth zones.</p> <p>These include the Birmingham Knowledge Quarter (part of the Investment Zone), East Birmingham and North Solihull growth zone sites (Tyseley, Bordesley Park, Washwood Heath), the Digbeth creative area and in the city centre, sites in the Enterprise Zone including Smithfield.</p>	<ul style="list-style-type: none"> <li>This year we will be moving forward strongly with Enterprise Zone (EZ) key projects including:</li> <li>Smithfield Investment decision will be made by EZ Board and then Cabinet by June 2025 for the Outline Business Case and by September 2025 for the Phase 1 Full Business Case</li> <li>A Digbeth Investment Prospectus will be showcased for the UK's major international investment event 'UKREIIF' (Real Estate and Investment and Infrastructure Forum) in May 2025</li> <li>Paradise scheme Phase 3 investment decision will be made by the EZ Board and then Cabinet by September 2025</li> <li>A new Investment Plan will be produced for Birmingham Knowledge Quarter Investment Zone site by March 2026</li> <li>Revised local governance and delivery arrangements for East Birmingham will be agreed by the Deputy Leader by August 2025.</li> <li>A new East Birmingham Delivery Plan will be produced including focus on Tyseley, Bordesley Park, Washwood Heath and other elements of the inclusive growth and Public Sector Reform programme by December 2025.</li> <li>These key zones and scheme developments will be core contributions to the 1<sup>st</sup> year of Integrated Settlement delivery plan and associated actions. Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the new EPS Delivery Board.</li> </ul>	March 2026	PPS



B	<p>We will use the Integrated Settlement funding to support growth and the aims in Birmingham's Economy and Place Strategy.</p> <p>This will include employment support, adult skills, business support and retrofit funding to benefit our city and citizens.</p>	<ul style="list-style-type: none"> <li>• We will adopt the Economy and Place Strategy (EPS) in June 2025 and deliver the Integrated Settlement Year 1 plan to be overseen by the new operational EPS Delivery Board.</li> <li>• To support growth and aims in Birmingham's Economy and Place Strategy, we will create a new expert Economy and Place Partnership Board to elevate our economic development agenda and enhance inclusive local growth – by August 2025.</li> <li>• A central element of the EPS is delivery of bespoke business support fund of £4.7m UKSPF (UK Shared Prosperity Fund) in 2025/26 which will fund expert local business support for approximately 770 businesses including opportunities for of up to £100,000 (targeted at growth) and advice for existing and new enterprises (including social enterprises) plus start-ups and entrepreneurs.</li> <li>• We will develop sector specific skills and job entry support programmes with partners, in this year we will prioritise the retrofit (catalysed by £10m of delivery in retrofit in this year, rising to over £46m in total by 2027) and green growth sectors (e.g. clean energy systems at Tyseley Environmental Enterprise Area).</li> </ul>	March 2026	PPS
C	<p>We will deliver a local centre development programme to create sustainable partnerships through Business improvement Districts, Community Investment Districts and Cultural Action Areas.</p>	<ul style="list-style-type: none"> <li>• The Local Centre Development Programme will help develop sustainable local delivery vehicles across Birmingham, increasing organisations' capacity to work with the Council, develop resilience through local ownership of actions, and increase engagement and co-delivery with communities. A call for proposals will be issued and projects scored based on their ability to meet the fund criteria (increased engagement) and sustain longer-term change. We will report back on: <ul style="list-style-type: none"> <li>○ Number of projects funded/supported</li> <li>○ Number of projects completed</li> </ul> </li> </ul>	March 2026	City Operations

		<ul style="list-style-type: none"> <li>○ We will also measure impact through project-based surveys, for example measuring partners' and citizens' perceptions</li> </ul>		
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**Priority 2. There is equal opportunity for people to get, and keep, good jobs**

Deliverable		Key metrics / milestones	Review date	Lead
A	<p>We will move towards integrating funding and services across partners in the skills and employment system. As part of this, we will make better use of data to achieve better outcomes for citizens and employers. This will enable a more holistic and people-centred approach that is targeted to the needs of job seekers and employers. We will ensure a strong focus on tackling the very high unemployment in East Birmingham.</p>	<ul style="list-style-type: none"> <li>• Delivery will be via the 1<sup>st</sup> year of Integrated Settlement delivery plan and associated actions. Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board.</li> <li>• Through the delivery of the Integrated Settlement UKSPF funded employment and skills programmes in 2025-2026 we aim to support 1,190 citizens to gain work, this is via support for youth employment and careers support, and adult employment via the PURE project and community partners.</li> <li>• By June 2025 we will develop a new outline proposal for Public Service Reform using innovation and partnership to achieve a sustainable reduction in economic inactivity levels will be developed for the East Birmingham Inclusive Growth area. This will be in collaboration with North Solihull and other key partners and be produced for initial submission to the WMCA/ national government.</li> <li>• A more coordinated approach to employment and skills service provision across BCC will see services integrated across Children and Families and PPS to join up the city-wide strategy and delivery for economy, businesses and investors as well for young people; especially those who face the most inequalities.</li> </ul>	March 2026	PPS

		<ul style="list-style-type: none"> <li>We will create a new Employment and Skills strategy for the city which will set KPIs for future years for significant improvement in employment and economic activity levels, with targeting of support to young people and citizens experiencing the most inequality in the labour market.</li> </ul>		
B	<p>We will work with the West Midlands Combined Authority and partners to develop an integrated employment and skills service, that can:</p> <ul style="list-style-type: none"> <li>Support care leavers into employment</li> <li>Provide unemployment support for all ages (16+) targeted at inactive citizens with a long-term health condition and those experiencing homelessness</li> <li>Provide 16 - 29-year-olds with employment support for the short-term / closer to work ready with health or disability related barriers to work</li> <li>Support employment opportunities for key sector and occupational focussed pathways and self-employment.</li> </ul>	<ul style="list-style-type: none"> <li>Delivery will be via the 1<sup>st</sup> year of Integrated Settlement delivery plan and associated actions. Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board.</li> <li>We will work with anchor partners and a wide range of large and small employers and delivery partners to deliver these further programmes by March 2026: <ul style="list-style-type: none"> <li>Youth Trailblazer – targeted support for 18 – 21-year-olds to align to the city’s developing Youth Plan and the regional Youth Plan and the mayor’s Youth Guarantee, we will focus on supporting young people who often experience the greatest barriers to progression to a good job, for example, care leavers, young people with life-affecting health conditions or disabilities, and those experiencing or at risk of homelessness.</li> <li>We will launch our Connect to Work delivery (Year 1: mobilisation year): to help 200 citizens who need a high-support employment programme using proven models. (This programme is set to ramp up to double and then more than triple scale in future years).</li> <li>We will continue to partner with DWP, the Integrated Carre Service (ICS) and Solihull Metropolitan Borough Council to develop the innovative Workwell project which is a short -term support that combines employment and</li> </ul> </li> </ul>	March 2026	PPS

		<p>health advice for people who are unemployed or off work due for health or disability related reasons.</p> <ul style="list-style-type: none"> <li>○ We will expand on our employer partnerships gained through BCC investment and supply chain relationships via our Employment Access Team, this includes projects to support local unemployed people and students into Enterprise Zone jobs and skills opportunities in the financial and professional services industries</li> <li>○ We will create new programmes of jobs and skills support for green growth, starting with retrofit industry jobs to deliver the significant retrofit delivery programme (over £46m) to be delivered to improve houses and public buildings in city over the next 3 years (£10m in this year).</li> <li>○ We will partner with Job Centre Plus, Adult Education providers and employment support providers to enable local hubs across the city to provide opportunity for local access to help and advice.</li> </ul>		
C	We will partner with anchor organisations to encourage employers to support employee health and wellbeing, e.g. the Thrive at Work programme and the Real Living Wage.	<ul style="list-style-type: none"> <li>• Delivery will be via the 1<sup>st</sup> year of Integrated Settlement delivery plan and associated actions. Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board.</li> <li>• As a member of the Birmingham Anchor Partnership, we will continue to work closely with the city's colleges and universities to support our students with opportunities to access good jobs in Birmingham, in our own organisations and through other employers and with start-up/entrepreneurship advice and services.</li> <li>• The Cost-of-Living programme funding will support a set of joined up projects for increasing household incomes through support to access jobs e.g. Health and Social Care careers (e.g. jobs and experience/training via the NHS ICAN project).</li> </ul>	March 2026	PPS

D	We will leverage the council's considerable spend to deliver against Environmental, Social and Governance (ESG) principles and deliver value for money for the people of Birmingham.	<ul style="list-style-type: none"> <li>Establish processes and procedures for Enablement &amp; Performance including Policy &amp; Governance, Cost Control, Systems, Process &amp; Reporting, Risk &amp; Assurance, Change &amp; Capability</li> <li>Develop Contract Management &amp; Partner Delivery ensuring suppliers deliver against contractual commitments and contract performs as intended. Control costs and holds suppliers to account.</li> </ul>	March 2026	Finance
E	We will work with partners to deliver the Income Maximisation Through Employment (IMTEP) Programme to help the city's financially vulnerable citizens find employment or better jobs.	<ul style="list-style-type: none"> <li>This includes targeted initiatives for young people and those with complex, intersecting needs, and initiating a "call to action" to employers across the city for good quality, fairly paid, and sustainable employment to help lift vulnerable household incomes.</li> <li>We will report on the number of people helped to maximise their income through the IMTEP programme.</li> </ul>	March 2026	Cost of Living Programme

#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Percentage of care leavers in employment, education or training (EET) on their 19 <sup>th</sup> to 21 <sup>st</sup> birthday	62%	62%	56%	56% - Core Cities 23/24	Children and Families
Percentage of 16 and 17 year olds that are not in employment, education or training (NEET)	3.6%	5%	6%	4.8% - Core Cities 23/24	Children and Families
Percentage of 16 and 17 year olds whose status isn't known	2%	4%	5%	2.4% - Core Cities 23/24	Children and Families

#### Priority 3: Birmingham is promoted as a great place to live, visit and do business

Deliverable	Key metrics / milestones	Review date	Lead
A We will develop the vibrant and active city programme, a workstream sustaining and	<ul style="list-style-type: none"> <li>Cultural strategy approved by Cabinet</li> </ul>	March 2026	City Operations

	developing cultural and tourism offers of local, city and national interest, to grow the visitor economy as a major employer and driver of economic, cultural and social wealth.			
B	We will develop the Ambition 2035 Programme to fund major cultural and business assets to bring new global events into the city.	<ul style="list-style-type: none"> <li>Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board</li> <li>By March 2026, we will have developed the Ambition 2035 programme aims to deliver to the emerging multi-year devolution settlement from 2026/2027 onwards</li> </ul>	March 2026	PPS

**Priority 4. Businesses are supported to succeed; and illegal or unsafe business practices are addressed through effective regulation and enforcement**

Deliverable		Key metrics / milestones	Review date	Lead
A	We will provide specialist advice and support through our libraries/community hubs to help citizens start, grow, and run successful businesses.	<ul style="list-style-type: none"> <li>Number of micro-businesses / people supported through the business and employment service in libraries</li> </ul>	March 2026	Adult Social Care and Health (Early Intervention and Prevention (EIP))





#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Percentage of food inspections completed against the food law enforcement plan	70.10%	100%	95%	Not available	City Operations

### 3. Mission 2: Knowledge and Opportunity in Birmingham

#### Priority 1. Children and young people have a good start in life and a great education

Deliverable		Key metrics / milestones	Review date	Lead
A	We will increase the numbers of children who are school ready as evidenced by children achieving a Good level of development by Year 1.	<ul style="list-style-type: none"> <li>Deliver 0-19 (aged) healthy child commissioning re-design and transformation</li> <li>Target of 67.7% of Children achieving a good level of Development – in line with the 23/24 National Average. This will be reported Annually.</li> </ul>	March 2026	Adult Social Care and Health (Public Health) Children and Families
B	We will encourage the take up of free early educational entitlement to ensure children are ready to get the best start to school	<b>Improved take up, measured through the following Corporate KPIs (specific targets provided in the KPI detail section):</b> <ul style="list-style-type: none"> <li>Early Years Entitlement: Percentage of 2 year olds accessing Early Education Entitlement (EEE)</li> <li>Percentage of 3- and 4-year-olds accessing 15 hours Early Education Entitlement (EEE)</li> </ul>	March 2026	Children and Families
C	We will ensure that there are sufficient, quality, school and early years places.	<b>Measured through the following Corporate KPIs (specific targets provided in the KPI detail section):</b> <ul style="list-style-type: none"> <li>% of applicants who received an offer to one of their preferred schools (Primary)</li> <li>% of applicants who received an offer to one of their preferred schools (Secondary)</li> </ul>	March 2026	Children and Families

		<ul style="list-style-type: none"> <li>• Number of children and young people (aged 5-16) with an EHCP awaiting special school place for more than 12 weeks</li> <li>• Number of children and young people (aged 5-16) with an EHCP awaiting resource base provision for more than 12 weeks</li> </ul>		
D	We will support schools to ensure improved attendance	<ul style="list-style-type: none"> <li>• We will implement the Birmingham School attendance strategy (2025 to 2028) – milestones included in strategy and monitored through the Birmingham Education Lifelong Learning Alliance (BELLA).</li> <li>• % of Attendance penalty notices issued within time scales</li> </ul>	March 2026	Children and Families
E	We will support schools to improve school attainment and achievement across all areas of Birmingham City, closing the gap between different parts of the city, focusing particularly on vulnerable children.	<ul style="list-style-type: none"> <li>• We will produce and implement an Achievement Strategy by September 2026 working with Birmingham Education Lifelong Learning Alliance (BELLA). Milestones for the strategy will be: <ul style="list-style-type: none"> <li>○ Draft strategy complete by September 2025</li> <li>○ Strategy Consultation completed by June 2026</li> <li>○ Strategy Implementation from August 2026</li> <li>○ Monthly Indicator % of Schools rated secure, strong and exemplary</li> </ul> </li> <li>• We will report on the following indicators for disadvantaged children, Children on SEN Support, Children with an ECHP and Looked after Children. Targets set are in line with the 23/24 National Average where available. (These measures will be included in the annual report against the Corporate Plan) <ul style="list-style-type: none"> <li><b>% of Children achieving a Good Level of Development</b> <ul style="list-style-type: none"> <li>- Looked After Children: Target 39.9%</li> <li>- Children on SEN support: Target 24.9%</li> <li>- Children with an EHCP: Target 3.8%</li> </ul> </li> <li><b>% of Children achieving expected standard at KS2 for Reading, Writing and Maths</b> <ul style="list-style-type: none"> <li>- Children on SEN support: Target 25.7%</li> <li>- Children with an EHCP: 8.8%</li> </ul> </li> <li><b>Average attainment 8 score at Key Stage 4</b> <ul style="list-style-type: none"> <li>- Children on SEN support: Target 33.1</li> </ul> </li> </ul> </li> </ul>	March 2026	Children and Families

		<ul style="list-style-type: none"> <li>- Children with an EHCP: 14.2</li> </ul> <p><b>Average progress 8 score at Key Stage 4</b></p> <ul style="list-style-type: none"> <li>- Children on SEN support: Target -0.45</li> <li>- Children with an EHCP: Target -0.13</li> </ul>		
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#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Early Years Entitlement: Percentage of 2 year olds accessing Early Education Entitlement (EEE)	60%	67%	65%	70.8% - Statistical Neighbours 23/24	Children and Families
Percentage of 3 and 4 year olds accessing 15 hours Early Education Entitlement (EEE)	87%	90%	88%	Not available	Children and Families
% of applicants who received an offer to one of their preferred schools (Primary)	99%	98.6%	95%	98.6% (24/25)	Children and Families
% of applicants who received an offer to one of their preferred schools (Secondary)	97%	95.6%	90%	96% (24/25)	Children and Families
Number of children and young people (aged 5-16) with an EHCP awaiting special school place for more than 12 weeks	209	200	250	Not available	Children and Families
Number of children and young people (aged 5-16) with an EHCP awaiting resource base provision for more than 12 weeks	185	185	200	Not available	Children and Families

#### Priority 2. Lifelong learning is accessible to all

Deliverable	Key metrics / milestones	Review date	Lead
A We will develop, based on research and data, an employment and skills strategy to help more young people into employment, education and training and prepare them for adulthood.	<ul style="list-style-type: none"> <li>Partnering with University of Birmingham research to develop a better understanding of the causes of the high youth unemployment in the city, and building on partnership working in East Birmingham (2-year activity)</li> <li>Consultation including Skills Summit to take place – August 2025</li> </ul>	March 2026	PPS and Children and Families

		<ul style="list-style-type: none"> <li>Production of city-wide strategy by end of September 2025 (key milestone will be incorporated in the strategy)</li> <li>Formation of employment and skills governance structure by December 2025</li> </ul>		
B	We will engage adults who are furthest from good jobs and education, helping them build confidence and gain qualifications. This includes essential skills such as financial literacy, English language, and digital from pre-entry to Level 2, as well as targeted higher-level vocational training in sectors like Early Years, Health, and Social Care. Additionally, we will provide careers advice and support learners to progress into further study, apprenticeships, or employment.	<ul style="list-style-type: none"> <li>We will maintain and improve our Adult Skills Learner achievement rate – currently 95% (2024/25 academic year) Annual result.</li> </ul>	March 2026	Adult Social Care and Health (BAES)
C	We will equip learners with the technical skills, qualifications, employer-responsive behaviours, and career support they need to access good jobs and progress in careers at Level 3 and above.	<ul style="list-style-type: none"> <li>We will maintain and improve our Learner progression rate - 75% (2024/25 academic year)</li> </ul>	Quarterly	Adult Social Care and Health (BAES)

#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Adult Skills Learner achievement rate – percentage of adult education learners enrolled on an accredited course who successfully gain a qualification.	New KPI	95% (2024/25 academic year)	86%	86.5% - National	Adult Social Care (BAES)
Learner progression rate – percentage of adult education learners who progress into employment, further education, training or voluntary work within 3-6 months after the academic year	New KPI	75% (2024/25 academic year)	66%	Not available	Adult Social Care (BAES)

**Priority 3: Skills shortages in key sectors are addressed**

Deliverable	Key metrics / milestones	Review date	Lead
<p>A</p> <p>We will improve local skill development including use of the adult skills budget, higher level 2 base skills and level 3+ skills and sector-specific support to meet skills needs and pathways to employment in key sectors.</p>	<ul style="list-style-type: none"> <li>• Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board.</li> <li>• Birmingham Adult Education Service (BAES) is one of the largest providers of adult education opportunities in the UK. Each year we run nationally recognised qualifications and community learning programmes for over 7,000 learners who benefit from the new skills and confidence they acquire on our wide range of courses.</li> <li>• This includes enabling Birmingham adult learners to obtain a good Level 2 education through essential skills of English literacy, English Language, maths, and digital, as well as development of transferable skills, behaviours and social/cultural capital.</li> <li>• We will support learner progression to further study, employment and in-work progression which include up to Level 3 vocational qualifications, bespoke employment programmes with employers including Into Work with DWP and NHS, as well as providing an embedded National Careers Service offer.</li> <li>• In a joined-up way via new Employment and Skills governance, we will work with partners including WMCA, the Chambers of Commerce and colleges and contribute to the Local Skills Investment Plan (LSIP) to help skills provision to meet employers' needs. Our sector opportunities span across Birmingham for example in retrofit and manufacturing, but also for activity within key investment areas such as the Investment Zone, Enterprise Zone and East Birmingham North Solihull Growth Zone, e.g. the graduate engagement and retention support in the Enterprise Zone.</li> </ul>	<p>March 2026</p>	<p>PPS</p> <p>Adult Social Care and Health (BAES)</p>

B	<p>We will support better access to functional skills and pathways for people 16-18 and 19+, focussing on knowledge based and digital skills to meet future employment and industry needs. This will form part of a longer-term approach to developing digital skills.</p>	<ul style="list-style-type: none"> <li>• Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board.</li> <li>• This year we will be completing delivery on a set of careers focussed pilot projects to work ever more effectively with employers in support of young people's progress, especially for young people impacted by health conditions or disabilities, or by complex or challenging circumstances such as care-experienced young people.</li> <li>• We will deliver activity using £1.86m of Youth Trailblazer funding – providing targeted support for 18 – 21 year olds to align to the city's developing Youth Plan and the regional Youth Plan and the mayor's Youth Guarantee, which through delivering work placements at scale will support both young people and employers to develop the skills needed for the future.</li> <li>• We will commence a new national research project with University of Birmingham, national experts and young people in East Birmingham and North Solihull to understand the full causes of youth unemployment in this diverse area that has the youngest population outside of London.</li> <li>• For digital skills, we will continue to build on our provision at libraries for digital access and digital skills and build on our position as the English pilot area for Ofcom regarding development of media literacy skills for young people to support them to spot false information, operate safely and learn how to produce content to thrive online.</li> </ul>	March 2026	PPS
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## 4. Mission 3: Safety and Sustainability in Birmingham

### Priority 1. More affordable homes are built

Deliverable		Key metrics / milestones	Review date	Lead
A	We will increase the number of genuinely affordable homes in line with the commitments in the Housing Strategy 2023-28.	<ul style="list-style-type: none"> <li>Number of affordable homes:               <ul style="list-style-type: none"> <li>Annual Target - 1083 homes by March 26 (Housing Strategy)</li> <li>Accumulative Target –14,022 by March 26 (BDP/Local Plan)</li> </ul> </li> </ul>	April 2026 (data available)	City Housing PPS
B	We will develop partnerships and a package of support for Housing Associations and private landlords, that encourages them to work with us to address housing need.	<ul style="list-style-type: none"> <li>Number of Registered Providers or Developers that have delivered in the city</li> </ul>	March 2026	City Housing
C	We will ensure our planning processes are effective to support delivery of housing to meet the needs of the city.	<ul style="list-style-type: none"> <li>Local Plan – Further Preferred Options Consultation Nov-Dec 25</li> <li>Local Plan submission – Oct 26</li> <li>Local Plan adopted by September 2027</li> <li>We will monitor the following corporate KPIs (further information included in the KPI detail section below):               <ul style="list-style-type: none"> <li>Percentage of major planning applications overturned on appeal</li> <li>Percentage of non-major planning applications overturned on appeal</li> <li>Percentage of major planning applications decided on time (13 weeks)</li> <li>Percentage of minor applications decided on time (8 weeks)</li> <li>Percentage of other applications determined on time (8 weeks)</li> </ul> </li> </ul>	March 2026  Quarterly	PPS
D	We will continue the delivery of key regeneration programmes at Ladywood, Druids Heath and Langley.	<ul style="list-style-type: none"> <li>Ensure Druids Heath meets the 51% affordable homes commitment in Community Charter</li> <li>Ladywood: The Council exchanged contracts with Berkley St Josephs at the end of April 2025, who will now work closely with the community to develop a masterplan that prioritises the delivery of affordable homes</li> </ul>	March 2026	City Housing PPS



		<ul style="list-style-type: none"> <li>Langley, sign off of Section 106 agreement anticipated by September 2025, commencing site works in early 2026, and achieving first residential occupation by December 2026</li> </ul>		
E	We will prioritise investment to increase the supply of affordable homes and social rental homes in significant development sites.	<ul style="list-style-type: none"> <li>Progress will be monitored against the Economy and Place Strategy 2025-2026 Delivery Plan reported to the EPS Delivery Board.</li> <li>We will deliver against our annual target for affordable housing delivery (currently 1,083 homes per year).</li> <li>To maximise the opportunity for investment of devolved funds for developing brownfield land for housing, BCC is working with WMCA and Homes England on strategic planning and to support funding applications from housing developers housing associations.</li> </ul>	March 2026	PPS

#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Percentage of major planning applications overturned on appeal	1%	5%	30%	1.6% (2023) CIPFA nearest neighbours	PPS
Percentage of non-major planning applications overturned on appeal	1%	5%	30%	0.8% (2023) CIPFA nearest neighbours	PPS
Percentage of major planning applications decided on time (13 weeks)	77%	80%	60%	89% (23/24 CIPFA nearest neighbours)	PPS
Percentage of minor planning applications decided on time (8 weeks)	59%	80%	65%	84% (23/24 CIPFA nearest neighbours)	PPS
Percentage of other planning applications decided on time (8 weeks)	81%	83%	80%	88% (23/24 CIPFA nearest neighbours)	PPS
Percentage of the direct delivery house building programme delivered against the quarterly plan	100%	100%	97%	N/A	PPS

Number of homes built that are affordable	Not available	1083	N/A	N/A	PPS
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**Priority 2. Housing standards are improved, and homelessness prevented wherever possible**

Deliverable		Key metrics / milestones	Review date	Lead
A	We will ensure that homes in the private rented sector and Housing of Multiple Occupancy properties are safe and compliant with their licence. Our selective licensing scheme will continue to ensure that clear expected standards are set out to landlords.	Delivery against the following corporate KPIs: <ul style="list-style-type: none"> <li>KPI: 540 properties in the private rented sector improved as a result of the Council's intervention</li> <li>KPI: 775 completed inspections for licensable mandatory Houses in Multiple Occupation</li> </ul>	Quarterly	City Operations
B	We will engage with private landlords to encourage and direct them to improve standards, and when necessary we will take appropriate enforcement action against those landlords who fail to manage their property properly.	<ul style="list-style-type: none"> <li>350 empty private properties per year will be made secure and brought back into use wherever possible.</li> </ul>	March 2026	City Operations
C	We will focus on making homelessness rare, brief and non-recurring through delivery of the Homelessness Prevention Strategy.	Delivery against the following corporate KPIs. Specific targets for 25/26 are provided in the "KPI detail" section: <ul style="list-style-type: none"> <li>% of households owed a prevention duty, where homelessness was successfully prevented within 56 days</li> <li>Total number of families with dependents in Bed and Breakfast accommodation over 6 weeks</li> <li>Percentage of care leavers in suitable accommodation</li> <li>Average number of days to process new housing benefit applications</li> <li>Average number of days to process changes to housing benefit</li> </ul>	Quarterly	City Housing (other directorates accountable for component KPIs are listed in the KPI detail table)
D	We will review the supported housing needs assessment to support the development of an updated Supported Housing Strategy.	<ul style="list-style-type: none"> <li>Supported Housing Needs Assessment - Review complete by March 26 (dependent on government consultation)</li> <li>Updated Supported Housing Strategy (due 2027)</li> </ul>	March 2026	City Housing

E	We will prioritise the reduction in Bed and Breakfast accommodation (B&B) for families with dependent children over 6 weeks in line with our statutory obligations.	<ul style="list-style-type: none"> <li>B&amp;B reduction to follow the milestones set out in the B&amp;B reduction plan, with a view to eradicate the use of B&amp;B for families with children over 6 weeks by July 2027</li> </ul>	March 2026 and quarterly KPI monitoring.	City Housing
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#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Numbers of properties in the private rented sector improved as a result of the Council's intervention	585	540	486	Not available	City Operations
Number of completed inspections for licensable mandatory Houses in Multiple Occupation	363	775	659	Not available	City Operations
% households owed a prevention duty, where homelessness was successfully prevented within 56 days	53.79%	55%	50%	53% - Core Cities 2023/24	City Housing
Total number of families with dependents in Bed and Breakfast accommodation over 6 weeks	638	421	463	100 – Core Cities Q1 24/25	City Housing
Percentage of care leavers in suitable accommodation aged 19, 20 or 21	92%	93%	87%	87% - Core Cities 2023/24	Children and Families
Average number of days to process new housing benefit applications	14.31	15	17	6 – Core Cities 2023/24	Finance
Average number of days to process changes to housing benefit	2.14	6	9	19 – Core Cities 2023/24	Finance

#### Priority 3. People are safeguarded and protected from harm

Deliverable	Key metrics / milestones	Review date	Lead
A We will enhance our approach to tackling anti-social behaviour (ASB) by working	Monitor the impact of the deliverable through the following Corporate KPIs (see KPI detail section below for specific targets):	Quarterly	City Operations

	collaboratively across the council and with key partners. This includes strengthening early intervention, improving community engagement, and ensuring a survivor-centred approach in line with the ASB Review process.	<ul style="list-style-type: none"> <li>Percentage change in antisocial behaviour (ASB) incidents within Public Spaces Protection Order (PSPO) zones</li> <li>Enforcement escalation rate - percentage of antisocial behaviour (ASB) incidents that result in an escalated enforcement action</li> </ul>		
B	We will support the Community Safety Partnership in delivering a coordinated approach to reducing serious violence, including knife crime and youth violence. This will involve implementing targeted early intervention programmes, working with schools and youth services and strengthening our public health approach to violence prevention, through the Justice Health Needs Assessment.	<ul style="list-style-type: none"> <li>Early intervention programmes implemented.</li> <li>Justice Health Needs Assessment completed</li> </ul>	March 2026	City Operations
C	We will work with partners to ensure effective implementation of the Prevent duty, supporting the safeguarding of vulnerable individuals by working to reduce the risk of radicalisation through the Channel programme.	<p>Monitor the impact of the deliverable through the following Corporate KPIs (see KPI detail section below for specific targets):</p> <ul style="list-style-type: none"> <li>Percentage of adopted Channel cases that are successfully exited from the process with a reduced risk of radicalisation</li> </ul>	Quarterly	City Operations
D	We will work across the Council and with partners to implement the 6 priorities of the Domestic Abuse Prevention Strategy 2024+. This includes supporting survivors and their children through safe accommodation, robust action taken against perpetrators and embedding domestic abuse awareness across all services.	<ul style="list-style-type: none"> <li>Total number of domestic abuse survivors supported (target 1000)</li> <li>The domestic abuse annual report will demonstrate our activity and impact in preventing domestic abuse.</li> </ul>	Quarterly	Adult Social Care and Health (EIP)
E	We will prioritise and improve our efforts to tackle Violence Against Women and Girls (VAWG) by enhancing partnership	<ul style="list-style-type: none"> <li>Violence Against Women and Girls Strategy developed and launched – December 2025</li> </ul>	March 2026	City Operations

	collaboration, investing in prevention and education initiatives, and ensuring safe spaces in our communities, including within the night-time economy.			
F	We will ensure we join up the activity of our Community Safety Partnership, Domestic Abuse Board, Safeguarding Adults Board and Safeguarding children partnership to ensure the most vulnerable children, young people and adults in are city are supported to be safe and to ensure we have a culture of learning and transparency when things go wrong.	<ul style="list-style-type: none"> <li>Annually, will bring together strategic lead across our safeguarding functions to share learning and prioritise interventions.</li> <li>We will report on the following Birmingham Children's Trust Safeguarding KPIs: <ul style="list-style-type: none"> <li>Children in care experiencing 3 or more moves within a year</li> <li>Re-referral to children's social care within 12 months</li> <li>Percentage of children who become the subject of a Child Protection Plan for a second or subsequent time within the last 2 years</li> <li>Average social worker caseload</li> </ul> </li> </ul>	March 2026	Adult Social Care and Health  Children and Families

#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Percentage change in antisocial behaviour (ASB) incidents within Public Spaces Protection Order (PSPO) zones	New KPI	10%	6%	Not available	City Operations
Enforcement escalation rate - percentage of antisocial behaviour (ASB) incidents that result in an escalated enforcement action	New KPI	0-20% high compliance	20-40% moderate compliance	Not available	City Operations
Percentage of adopted Channel cases that are successfully exited from the process with a reduced risk of radicalisation	New KPI	90%	85%	Not available	City Operations
Total number of domestic abuse survivors supported	Not available	1000	950	Not available	Adult Social Care and Health (EIP)
Children in care experiencing 3 or more moves within a year	7%	9%	10.6%	9% - Statistical Neighbours 2023/24	Children and Families

Re-referral to children's social care within 12 months	20%	23%	28%	23.3% - Core Cities 2023/24	Children and Families
Percentage of children who become the subject of a Child Protection Plan for a second or subsequent time within the last 2 years	10%	11%	15%	24.8% - Statistical Neighbours 2023	Children and Families
Average social worker caseload	18	17	20	16.3 – Core Cities 23/24	Children and Families
Percentage of concluded Adult Social Care Safeguarding enquiries where the person's risk was reduced or removed	78%	80%	75%	Not available	Adult Social Care and Health

#### Priority 4: Street cleanliness and waste services are improved

Deliverable		Key metrics / milestones	Review date	Lead
A	We will work in partnership to increase prosecutions, penalties and action on fly-tipping.	<ul style="list-style-type: none"> <li>We will implement a new operating model for the Waste Enforcement Unit to ensure we align technology and skills to maximise successful interventions</li> <li>Develop better operating models within the directorate that better identify and tackle issues e.g. Waste Management and Parks</li> <li>Develop a Memorandum of Understanding or model with the Police to more effectively carry interventions to prevent Fly tipping e.g. seizure of vehicles</li> </ul>	March 2026	City Operations
B	We will further develop our work with communities and neighbourhoods, including "love your community / environment" campaigns.	<ul style="list-style-type: none"> <li>We will monitor throughout the year and report back on the number of campaigns delivered</li> </ul>	March 2026	City Operations

#### Priority 5: Everyone benefits from reduced carbon emissions, cleaner air, and a greener city prepared for climate change

Deliverable		Key metrics and milestones	Review date	Lead
A	We will refine our overall ambition for Net Zero and work with service areas to develop plans to achieve that ambition.	<ul style="list-style-type: none"> <li>Overall net zero ambition refined</li> <li>Workforce training on Carbon literacy rolled out (numbers trained in year)</li> <li>Directorate net zero plans developed</li> </ul>	March 2026	PPS
B	We will publish transparent reporting on Council carbon emissions and activity to reduce the Council and City's carbon emissions impact in line with our net zero ambitions. Council decision making will consider environmental sustainability impacts of its activity to improve environmental outcomes wherever possible.	<ul style="list-style-type: none"> <li>Annual route to zero report presented to Full Council in Q4.</li> <li>Deliver annual programme of carbon literacy training for BCC officers and engagement sessions for members.</li> </ul>	March 2026	PPS
C	We will work alongside communities to increase the number of households benefiting from energy efficiency and renewable energy measures.	<ul style="list-style-type: none"> <li>7,500 households improved to Energy Performance Certificate "C" over Plan period 2025-2028: <ul style="list-style-type: none"> <li>3000 BCC homes</li> <li>4,500 non-BCC homes</li> </ul> </li> </ul>	Each March	PPS and City Housing
D	We will work with partners and communities to improve parks, rivers, and green spaces to help nature thrive, tackle the effects of climate change, and ensure citizens have easy and safe access to nature, no matter where they live. We will actively implement The City of Nature 25-year Plan to maximize biodiversity, strengthen climate resilience, and enhance community well-being through our network of green spaces.	<ul style="list-style-type: none"> <li>Number of habitat improvement projects (target: 69 – 1 in each ward)</li> <li>Retain Birmingham's Tree City of the World status</li> <li>Number of trees planted as part of the city's Tree Equity Mapping Plan</li> <li>Number of parks and play areas improved (target: 50 projects over 3 years – 25 projects in year 1)</li> <li>Achieve Nature Town and City designation award</li> </ul>	March 2026	City Operations
E	We will extend the existing air quality monitoring network to cover the whole of the city. This will provide data and insights into local air quality levels, supporting efforts to	<ul style="list-style-type: none"> <li>Air quality monitoring network expansion to be completed by the end of March 2026. The programme will focus on Birmingham's schools with an aim of expanding the existing network by a minimum of 150% (i.e. from 69 locations to &gt; 172</li> </ul>	March 2026	PPS

	improve public health and environmental quality.	<ul style="list-style-type: none"> <li>• Data from all monitoring locations to be readily accessible to the public by the end of March 2026</li> <li>• Use any net surplus revenues from the Clean Air Zone for schemes that improve air quality, reduce carbon emissions and encourage the adoption of more active, sustainable modes of transport. The management of this utilisation will be through the Brum Breathes Programme Board with quarterly and annual updates to PPS Directorate Management Team and the Cabinet Member.</li> <li>• Continue to reduce the amount of non-compliant vehicles entering the Clean Air Zone. Monitor and report this against the Corporate KPI – Percentage of non-compliant vehicles entering the Clean Air Zone</li> </ul>	Quarterly	
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#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Percentage of non-compliant vehicles entering the Clean Air Zone	4%	3%	3.5%	Not available	PPS



## 5. Mission 4: Health, Equity and Inclusion in Birmingham

### Priority 1: Children and young people have a healthy start in life

Deliverable		Key metrics / milestones	Review date	Lead
A	We will improve partnership universal services and early intervention for children, young people and young adults to promote good mental health and reduce the number of children requiring specialised intervention	<ul style="list-style-type: none"> <li>Refresh of Inclusion Strategy and development of action plan – June 2025</li> </ul>	March 2026	Adult Social Care and Health (Public Health)
B	We will become a UNICEF Accredited Child Friendly City by April 2028, and create safe, welcoming, and inclusive places for children to thrive.	<ul style="list-style-type: none"> <li>An Action Plan drafted and approved, detailing how the Council will achieve progress in Child Friendly City 'Badges'.</li> <li>Demonstrable evidence of the Council's work with the local community, children and young people to carry out the Action Plan</li> <li>UNICEF Independent Panel outcome - successful progression of the Action Plan</li> </ul>	March 2026	Children and Families
C	We will contribute to reducing the prevalence of obesity in children in reception and year 6.	<ul style="list-style-type: none"> <li>Increased uptake of Healthy Start Scheme.</li> <li>Follow a Healthy Schools Approach and utilise recommended/available resources</li> <li>Ensure effective delivery of Children and Families Weight Management contract</li> <li>Deliver a series of campaigns and resources that overcome barriers to food related behaviour change, increase food literacy and empower those who deliver interventions. One new resource delivered each year, to be determined after reviewing evidence base and priorities.</li> <li>Launch settings-based food literacy resource library on BCC website to increase awareness, skills and knowledge of different audiences based on insights captured to date</li> </ul>	March 2026	Adult Social Care and health (Public Health)
D	We will contribute to increasing the percentage of physically active children and young people	<ul style="list-style-type: none"> <li>Introduce a physical activity initiative for young people age 10+ - October 2025</li> </ul>		Children and Families

		<ul style="list-style-type: none"> <li>• Increase the percentage of young people improving their physical health by 5% in year one and then an additional 2.5% in the following two years.</li> <li>• 440k children and adult visits using BeActive free leisure offer across Birmingham Wellbeing and Leisure Centres (Corporate KPI, further information in the KPI detail section)</li> </ul>	March 2026  Quarterly	City Operations
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#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Number of children and adult visits using the Be Active free leisure offer across Birmingham wellbeing and leisure centres	368.8K (Q3 data)	440k	418k	Not available	City Operations
Proportion of new birth visits completed within 14 days	86% (Q3 data)	92%	86%	84.6% - Core Cities 23/24	Adult Social Care and Health (Public Health)

#### Priority 2: People are empowered to make healthy choices to improve wellbeing

Deliverable	Key metrics / milestones	Review date	Lead
A We will continue to develop a better understanding of local barriers and enablers to increase physical activity across the city and ensure we focus on the least active groups as identified in Birmingham's Physical Activity Needs Assessment	<ul style="list-style-type: none"> <li>• Deliver the 'Monitoring and Evaluation' sub-priority of the Creating an Active Birmingham Strategy</li> <li>• Deliver systematic review to understand most effective interventions in increasing physical activity levels</li> <li>• Gather user feedback from Be Active Service to understand barriers and report annually</li> </ul>	March 2026	Adult Social Care and Health (Public Health)



	through supporting the delivery of the Triple Zero City Strategy and ensuring effective delivery of substance misuse services.	<ul style="list-style-type: none"> <li>• Educating communities through 15 public awareness campaigns to ensure everyone benefits from available opportunities.</li> </ul> <p>Ensure effective delivery of substance misuse services which are resourced and defined to support the communities they serve, increasing the numbers of people support and the number of people who complete rehabilitation, to achieve city-wide harm reduction by:</p> <ul style="list-style-type: none"> <li>• Integrating service models for comprehensive support.</li> <li>• Continuously training and developing service providers.</li> <li>• Regularly monitoring and evaluating service outcomes.</li> </ul>		
E	We will support the city to tackle inequalities that impact the health of disadvantaged and marginalised groups through effective engagement, stigma-free compassionate and well-coordinated support.	<p>Ongoing development of the life course Joint Strategic Needs Assessment and associated products including a series of needs assessments and deep dives focused on disadvantaged groups and health inequalities (e.g., mobility impairment, neurodivergence, inclusion health groups):</p> <ul style="list-style-type: none"> <li>• Publication of the Dual Diagnosis Deep Dive (Q1 2025/26)</li> <li>• Publication of the Mobility Impairment Deep Dive (Q3 2025/26)</li> <li>• Publication of the Vulnerable Adults Dashboard as part of the JSNA series (Q1 2025/26)</li> <li>• Launch of the Period Poverty Toolkit</li> <li>• Completion of the Justice Health Needs Assessment</li> <li>• Launch of the Human Libraries programme to bring lived experience to HWB Partnerships.</li> <li>• Publish report and academic journal article into barriers to NHS Health checks uptake by different communities and develop action plan to inform NHS Health checks programme.</li> </ul> <p>Ongoing delivery of a series of reports, frameworks and toolkits to support the Council to tackle health inequalities and reduce the impact on health amongst disadvantaged groups (including support for an integrated health and wellbeing on-site and outreach model, a Creative Health Framework, Making Every Adult Matter</p>	March 2026	Adult Social Care and Health (Public Health)

		<p>implementation, Faith Toolkits, Community Health Profiles, Deep Engagement Partners, citizens panel, Birmingham Cultural Intelligence Framework, and a framework for addressing stigma and marginalisation)</p> <ul style="list-style-type: none"> <li>• Evaluation of Cultural Competence training offer and finalise Cultural humility training toolkit.</li> <li>• Launch E-learning for 2 Cultural Intelligence modules Birmingham Ageing Well Strategy</li> </ul> <p>Deliver the Public Health Deep Engagement Partners Programme, set to run for 3 years, to increase awareness of and reduce health inequalities, improve health literacy and empower communities to improve health and influence policy change:</p> <ul style="list-style-type: none"> <li>• Deep Engagement partners complete 40 focus groups with up to 17 communities of identity to identify public health priorities.</li> <li>• Deep Engagement partner delivery of 40 cultural intelligence workshops delivered to public sector and academic organisations across Birmingham.</li> <li>• Development and Implementation of 17 Deep engagement partner projects to address health inequalities</li> <li>• Launch of the Communities of Identity Health partnership and hold 4 meetings</li> </ul> <p>Monitoring and reporting on the following Corporate KPIs (See KPI detail section for further information):</p> <ul style="list-style-type: none"> <li>• Number of individuals accessing stop smoking support and quitting at 4 weeks</li> <li>• Individuals identified within high-risk target populations accessing stop smoking support and quitting at 4 weeks</li> <li>• Percentage of the eligible population aged 40-74 who received an NHS health check</li> </ul>	Quarterly	
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F	We will improve access to sufficient affordable, nutritious and safe food for all citizens, all the time, in every community, and at every age, a key theme of the Birmingham Food System Strategy.	<ul style="list-style-type: none"> <li>• Development of an auto-enrolment scheme for children who qualify for free school meals but who are not yet registered to receive them.</li> <li>• Effective use of data will enable an increase in the percentage of eligible pupils taking up free school meals / Number of children auto-enrolled. This will increase the amount (£) of Pupil Premium funding in schools.</li> <li>• We will develop and disseminate nutritious Food Aid Guidance across our communities.</li> <li>• We will maintain and improve the number of nutritious food aid guidance we provide, to 150 food aid projects during 25/26</li> </ul>	March 2026	Adult Social Care and Health (EIP / Cost of Living)  Adult Social Care and Health (Public Health)
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#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Successful completion of drugs and alcohol treatment – opiate users	4.31%	4.6%	4%	5.5% - NHS, statistical neighbours 2023	Adult Social Care and Health (Public Health)
Number of individuals accessing stop smoking support and quitting at 4 weeks	1804 (Q3 data)	6,749	6,074	Not available	Adult Social Care and Health (Public Health)
Individuals identified within high risk target populations accessing stop smoking support and quitting at 4 weeks	910 (Q3 data)	1,100	990	Not available	Adult Social Care and Health (Public Health)
Percentage of the eligible population aged 40-74 who received an NHS health check	2.68% (Q3 data)	2.5%	2.38%	2.2% NHS, Statistical Neighbours 2024/5	Adult Social Care and Health (Public Health)
Be Active Plus users classed as fairly active (30-149 minutes per week) upon programme exit	92%	85%	80%	Not available	Adult Social Care and Health (Public Health)

### Priority 3: Everyone can live and age well

Deliverable		Key metrics / milestones	Review date	Lead
A	As part of the Integrated Care System Community Care Collaborative, we will roll out Integrated Neighbourhood Team (INTs) during 2025/26 – 2027/28 to better manage ongoing and long-term conditions and to reduce the risk of citizens experiencing health and care crises.	<ul style="list-style-type: none"> <li>We will agree a consistent geography with Health partners that allows us to continue to integrate services.</li> <li>Integrated teams across Birmingham will be strengthened beyond the response to urgent and emergency care.</li> </ul>	March 2026	Adult Social Care and Health
B	We will promote choice to support citizens to stay independent and live in the place they call home.	<ul style="list-style-type: none"> <li>We will reduce the number of younger and older adults placed into residential/nursing care.</li> <li>We will reduce the number of people placed out of area in Care home settings</li> </ul> <p>Delivery against the following corporate KPIs. Specific targets for 25/26 are provided in the “KPI detail” section:</p> <ul style="list-style-type: none"> <li>Uptake of direct payments</li> <li>Percentage of people who receive Adult Social Care in their own home</li> <li>Proportion of patients discharged from hospital into pathway 0 (home with no support) and pathway 1 (home with support)</li> </ul>	March 2026          Quarterly	Adult Social Care and Health
C	We will deliver the coproduced Birmingham Carers Partnership Strategy 2024-29 delivery plan. This will ensure that Birmingham is a Carer Friendly City, where Carers are supported, recognised, listened to, involved, appreciated and valued.	<ul style="list-style-type: none"> <li>Develop a clear, formal Complex Statutory Carers Assessment pathway between Birmingham Carers Hub and BCC Adult Social Care.</li> <li>Develop a co-produced Emergency Plan across the pathway for Carers in Birmingham.</li> <li>Embed newly commissioned Young Carers Service</li> </ul>	March 2026	Adult Social Care and Health
D	We will increase the number of citizens that receive good quality care.	<ul style="list-style-type: none"> <li>We will increase the proportion of people supported by Good and Outstanding care providers (See Corporate KPI Detail section below)</li> </ul>	March 2026	Adult Social Care and Health

		<ul style="list-style-type: none"> <li>We will use QR codes to enable people receiving services to rate the support they receive. We act on this feedback to improve care.</li> </ul>		
E	We will provide specialist advice and support to disadvantaged citizens to maximise their household income. This includes delivering a new Digital Hub and benefits calculator to improve access to information for citizens, Council advisors, and those working in Warm Welcome spaces.	<ul style="list-style-type: none"> <li>Digital hub launched, which ensures people are in receipt of the state benefits they are entitled to</li> </ul> <p>Income maximisation metrics (see KPI detail section below):</p> <ul style="list-style-type: none"> <li>£6m total additional income achieved for citizens from benefits / charitable sources by the Neighbourhood Advice and Information Service</li> <li>£4m total additional income achieved for citizens from benefits / charitable sources by third sector advice providers contracted by the Council</li> </ul>	March 2026	Adult Social Care and Health (EIP)
F	We will improve the support provided to citizens through their life journey by delivering efficient, compassionate, and inclusive registration services for births, marriages, civil partnerships, and deaths.	<p>Delivery monitored via Corporate KPIs (KPI detail section provides further information):</p> <ul style="list-style-type: none"> <li>95% of non-coronial deaths registered within 5 days of receipt of the medical certificate of cause of death</li> <li>98% of births registered within the statutory timescale after the birth (42 days)</li> </ul>	Quarterly	City Operations
G	We will work towards zero deaths from suicide and zero admissions for self-harm through improving mental wellbeing in the city.	<ul style="list-style-type: none"> <li>Our strategy will enable more proactive interventions which reduce the number of Self-harm admissions to hospital and reduction in deaths from suicide.</li> <li>Improve the mental health and wellbeing of our population and reduce self-harm admissions and deaths by suicide through the launch and delivery of the Creating a Mentally Healthy City Strategy, and subsequent Mental Health and Wellbeing Action Plan.</li> <li>Reduce self-harm admissions to hospital and reduce deaths by suicide through the launch and delivery of the Suicide Prevention Action Plan.</li> </ul>	March 2026	Adult Social Care and Health

#### KPI detail

KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
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Uptake of direct payments	37.1%	37%	35%	23.2% - Core Cities 2023/24	Adult Social Care and Health
Percentage of people who receive Adult Social Care in their own home	70%	68%	63%	Not available	Adult Social Care and Health
Proportion of patients discharged from hospital into pathway 0 (home with no support) and pathway 1 (home with support)	98.1%	95%	90%	Not available	Adult Social Care and Health
Proportion of clients receiving Residential, Nursing or Home Care, or Care and Support (supported living) from a provider that is rated Silver or Gold	76.2%	75%	65%	Not available	Adult Social Care and Health
Maximising income for citizens: a) total additional income achieved for citizens from benefits / charitable sources by the Neighbourhood Advice and Information Service b) total additional income achieved for citizens from benefits / charitable sources by third sector advice providers contracted by the Council	£13.6m (Q3 data) £3.97m (Q3 data)	£6m £4m	£5.4m £3.6m	Not available	Adult Social Care and Health (EIP)
Percentage of non-coronial deaths registered within 5 days of receipt of the medical certificate of cause of death	89%	95%	80%	Not available	City Operations
Percentage of births registered within the statutory timescale after the birth (42 days)	91%	98%	88%	87% - England and Wales 2022	City Operations

#### Priority 4: Council services are inclusive, community and citizen-focussed

Deliverable		Key metrics / milestones	Review date	Lead
A	We will facilitate early intervention and prevention activity by expanding our digital and data capability to better meet the needs of our citizens and reduce demand on council services. This includes providing more targeted support, creating a unified digital “front door”, and identifying cohorts that might benefit from early intervention before crisis occurs.	<ul style="list-style-type: none"> <li>Predictive analytics allows us to identify citizens with a likely hood of crisis based on their current circumstances, allowing us to identify those people who are likely to become homeless, require support from our cost of living programme, or access to adults and children’s social care. We expect to see a reduction in the demand currently experienced by these services.</li> <li>ASCOF (Adult Social Care Outcomes Framework) data will show an improvement in relation to how carers and people in receipt of services access our information and advice.</li> </ul>	March 2026	Adult Social Care and Health (EIP)

B	We will deliver a new, integrated Connected Communities service, providing safe spaces in the city's neighbourhoods with access to information, community wellbeing, digital inclusion, education and culture, and specialist support. This will ensure citizens can receive help in their local area and support is provided early to those who need it to prevent issues escalating.	<ul style="list-style-type: none"> <li>• Number of visitors to library buildings</li> <li>• Number of children, family, cultural and wellbeing events in libraries</li> </ul>	March 2026	Adult Social Care and Health (EIP)
C	We will provide financial support through the Cost-of-Living Programme to help those most in need with essentials such as food, energy, and water costs. This will reduce the impact poverty has on children, young people and adult's lives.	<ul style="list-style-type: none"> <li>• Number of citizens who received financial assistance through hardship grants and Birmingham Children's Trust</li> <li>• Number of citizens furthest away from the jobs market, moved from crisis to employment in 2025/26</li> <li>• Note: Over a five-year period, the jobs pipeline will create over 1,000 new job opportunities per year</li> </ul>	March 2026	Adult Social Care and Health (EIP / Cost of Living)
D	We will continue to work with voluntary and community organisations to facilitate the city's neighbourhood-based Warm Welcome spaces to help tackle poverty, reduce social isolation, and improve wellbeing and physical health.	<ul style="list-style-type: none"> <li>• We will report on the number of people served through the Warm Welcome spaces and other partner networks</li> </ul>	March 2026	Adult Social Care and Health (EIP)
E	We will improve local neighbourhoods by identifying community priorities, co-ordinating efforts, and actively engaging and empowering communities and civic pride, including through the Local Centre Development Programme and Ward Support Transformation project.	<ul style="list-style-type: none"> <li>• Number of projects that received funding / support</li> <li>• We will also measure impact through project-based surveys, for example measuring partners' and citizens' perceptions.</li> <li>• Updated local neighbourhood profiles and improvement plans that allow us to identify local priorities and interventions which reduce health inequalities.</li> </ul>	March 2026	City Operations Adult Social Care and Health
F	We will promote and facilitate community-led initiatives that encourage inclusivity and cohesion, fostering environments where citizens feel safe to engage and	<ul style="list-style-type: none"> <li>• Number of projects that received funding / support</li> <li>• Number of projects completed</li> <li>• We will also measure impact through project-based surveys, for example measuring partners' and citizens' perceptions.</li> </ul>	March 2026	City Operations

	thrive, including delivering the Ward Support Transformation Project.			
G	We will empower communities and support volunteers through engagement, training, and partnership working.	<ul style="list-style-type: none"> <li>• Number of events, training, workshops delivered</li> <li>• We will also measure impact through project-based surveys, for example measuring partners' and citizens' perceptions.</li> </ul>	March 2026	City Operations
H	We will implement and deliver a programme plan for migration across BCC to fulfil our commitments as a city of sanctuary	<ul style="list-style-type: none"> <li>• We will produce a Programme Plan for 2025 - 2026</li> <li>• We will implement a refreshed engagement model</li> <li>• We will produce the BCC Sanctuary Strategy to prevent crisis and destitution amongst newly arriving refugees and migrants and recognise the skills and assets they can bring with them; and the contributions they can make to the city's economy and communities.</li> </ul>	March 2026	Adult Social Care and Health

#### Priority 5: Everyone feels safe, heard and can grow

Deliverable		Key metrics / milestones	Review date	Lead
A	We will develop a refreshed approach to Equity, Diversity Inclusion and Belonging (EDI&B) and a strategy that restates and delivers on our commitment to being an anti-discrimination organisation.	<ul style="list-style-type: none"> <li>• Refreshed Equity, Diversity, Inclusion and Belonging Strategy created and launched</li> </ul>	March 2026	HR, OD and Transformation
B	We will deliver key priorities within the refreshed EDI&B strategy.	<ul style="list-style-type: none"> <li>• Improved data on our workforce so that we can better target support and measure impact</li> <li>• A more holistic and collaborative approach to staff networks, ensuring that there is a safe space for all protected characteristics.</li> <li>• Inclusive health and wellbeing passports that extend beyond disability, to ensure colleagues get the support they need to be successful at the Council.</li> </ul>	March 2026	HR, OD and Transformation

## 6. Mission 5: Connected Birmingham

### Priority 1. A safe and sustainable transport network

Deliverable		Key metrics / milestones	Review date	Lead
A	We will deliver in partnership, a safer road network and reduce road harm risk in line with priority actions set out on the Road Harm Reduction Strategy Action Plan	<ul style="list-style-type: none"> <li>Specific road harm reduction interventions to respond to Collision Risk Panel meetings and in liaison with West Midlands Safe System Partners</li> <li>All urban 40mph speed limits to be standardised and reduced to 30mph</li> <li>Delivery of 5 new average speed camera sites across the city to reduce traffic speeds and the number of killed and serious injury collisions</li> <li>Birmingham Transport Plan Neighbourhood Major Schemes (NMS) 1, 2 and 3 will be developed to Strategic Outline Case and Options Appraisal Report stage to enable public consultation and access to funds held by WMCA</li> <li>Birmingham Transport Plan Corridor Interventions (in Quinton, Edgbaston, Tyseley, Erdington, Longbridge and Kingstanding areas) will be developed to Strategic Outline Case and Options Appraisal Report stage to enable public consultation and access to funds held by WMCA.</li> </ul>	March 2026	PPS (Place, Prosperity and Sustainability)
B	We will ensure the efficient and safe operation of our roads and residential streets, through effective parking, bus lane/moving traffic and clean air zone enforcement.	<ul style="list-style-type: none"> <li>Develop a Network Management Plan, including a Road Classification Review</li> <li>Successful recommissioning of the city's parking enforcement contract, then expand where possible, linked to funding availability.</li> </ul>	March 2026	PPS City Operations
C	We will develop an effective and efficient service to maintain roads and infrastructure to an appropriate standard.	<ul style="list-style-type: none"> <li>We will monitor and report on road condition using the following Corporate KPIs (further detail provided in the KPI detail section below):</li> <li>Percentage of roads where maintenance is required (A)</li> <li>Percentage of roads where maintenance is required (B and C)</li> </ul>	Quarterly	City Operations

D	<p>We will prioritise the needs of active travel and public transport users, improving the functionality and attractiveness of our streets and public spaces.</p>	<ul style="list-style-type: none"> <li>• Apply the Healthy Streets approach to all of our transport investment schemes and conduct mandatory design checks against the principles</li> <li>• Work with communities to deliver local neighbourhood projects through the Environment &amp; Transport Neighbourhood Fund (ETNF). Identify projects for all eligible wards in the city and implement these during 2025/26 and 2026/27.</li> <li>• Deliver the following Active Travel projects: <ul style="list-style-type: none"> <li>○ Kings Heath</li> <li>○ Moseley Places for People project.</li> </ul> </li> <li>• Develop the following Active Travel projects for implementation in 2026/27: <ul style="list-style-type: none"> <li>○ Bradford Street Cycle Route</li> <li>○ Icknield Street</li> </ul> </li> <li>• Progress towards delivery A45 Coventry Road cycle route which will provide a segregated cycle way between Birmingham City centre and the Airport. During 2025/26 we will complete detailed design, outline business case and full business case.</li> <li>• Progress development of business case for Our Future City Transport Strategy in support of Our Future City Framework with a particular focus on the transformation of the A38 corridor through central Birmingham. During 2025/26 develop scheme options and commence outline business case work.</li> <li>• Progress towards delivery Selly Oak to Longbridge cycle route which will see the completion of the Selly Oak to Longbridge section of the high-quality A38 segregated cycle route. During 2025/26 complete detailed design, outline and full business case documents.</li> <li>• Progress towards delivery East Birmingham to Solihull Corridor - First-mile / Last-mile project which will deliver transport enhancements in the East Birmingham to Solihull Corridor. During 2025/26 complete detailed design and full business case.</li> </ul>	March 2026	<p>PPS</p> <p>PPS and City Operations</p> <p>Place, Prosperity and Sustainability (PPS)</p>
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		<ul style="list-style-type: none"> <li>Progress towards delivery City Centre Active Travel Connections to Interchange project which will see the upgrading, restoration and renovation of walking and cycling links public realm across Birmingham City Centre, between key public transport interchanges. During 2025/26 conclude tendering process and commence construction.</li> </ul>		
E	<p>We will work closely with the West Midlands Combined Authority, including Transport for West Midlands and the West Midlands Rail Executive to develop and maintain a safe, reliable and affordable public transport network for the city and to ensure that services are as accessible and inclusive as possible.</p>	<ul style="list-style-type: none"> <li>Support TfWM in the development and delivery of the bus reform programme, in line with the timetable set for a proposed bus franchising model for the West Midlands.</li> <li>Support TfWM in the development and delivery of all public transport projects through the enabling of road space reallocation and demand management measures. Work will link to the revised City Regional Sustainable Transport Settlement (CRSTS) programme expected to go to WMCA Board in May 2025. Includes proposals for the implementation of Sprint Bus rapid transit phase 2 on the A34 and A45, commencement of sections 3 and 4 of the Midland Metro Birmingham Eastside Extension and a detailed programme of cross city bus priority routes for future years delivery.</li> <li>Progress development and funding strategies for the Moor Street Gateway, High Street and New Street, and Digbeth Active Travel Connections major scheme projects, and design and business justification cases for smaller schemes on Colmore Row and Navigation Street. During 2025/26 business justifications cases will be prepared for the Colmore Row and Navigation Street schemes to secure funding from WMCA.</li> <li>Progress towards delivery Sutton Gateway project which will provide improved public transport and active travel access to and through Sutton Town Centre and associated changes to highway layouts to support regeneration. During 2025/26 complete the outline business case for the scheme for submission to WMCA.</li> </ul>	March 2026	PPS

		<ul style="list-style-type: none"> <li>Continued delivery of A457 Dudley Road project which is a multimodal corridor improvement scheme. The corridor is a high frequency bus corridor connecting Bearwood, Dudley, West Bromwich with Birmingham City Centre. During 2025/26 complete phase 3 of the project up to the outer circle/Icknield Port Road and commence construction of phase 4 outside City Hospital.</li> </ul>		
F	We will work in partnership to ensure the availability of electric vehicle charging points across the city. This will support the shift towards cleaner vehicles for journeys that cannot be made by other, more sustainable modes of transport.	<ul style="list-style-type: none"> <li>Deployment of 394 EV charge points to expand fast, rapid and ultrarapid network.</li> <li>Deployment of 630 EV charge points to expand residential network, targeting parts of the city with limited or no off street parking.</li> </ul>	March 2026	PPS

#### KPI detail

Priority	KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
1. A safe and sustainable transport network	Percentage of roads where maintenance is required (A)	New KPI	7%	10%		City Operations
	Percentage of roads where maintenance is required (B and C)	New KPI	5%	7%		City Operations

#### Priority 2. Good access to online services and support to develop digital skills

Deliverable	Key metrics / milestones	Review date	Lead
A	<p>We will work with partners to help more people access internet services. As part of this, we will continue to provide free Wi-Fi in the Council's Community Library Hubs and work with city partners to encourage the roll out of free Wi-Fi in other hubs</p> <ul style="list-style-type: none"> <li>Computer usage in Council libraries</li> <li>All libraries will have free Wi-Fi by June 2026</li> <li>Publish an annual report demonstrating the impact of our digital inclusion work, incorporating a holistic set of metrics to capture both the Council and partners initiatives.</li> </ul>	March 2026	Adult Social Care and Health (EIP) Finance (DTS)

	(including Warm Welcome spaces and community leisure centres).			
B	We will grow a network of digital champions at libraries and digital hubs to support those who need it to access online services safely.	<ul style="list-style-type: none"> <li>We will report on the number of digital champions</li> </ul>	March 2026	Finance (DTS)
C	We will support people who are digitally excluded to become digitally competent as part of the Income Maximisation Through Employment (IMTEP) Programme and in partnership with Warm Welcome spaces, community organisations, and other city stakeholders.	<ul style="list-style-type: none"> <li>We will report on the number of people supported to improve their confidence in the use of digital technologies through our partnership with city stakeholders</li> </ul>	March 2026	Finance (DTS)
D	We will ensure our online services are reliable, user-friendly, and accessible, giving citizens the flexibility to choose how and when they engage with them.	<ul style="list-style-type: none"> <li>Successful digital transactions by visitors to the Council's website (KPI detail table below provides further information)</li> </ul>	Quarterly	Finance (DTS)
E	We will work with employers in the city to raise the importance of digital skills and inclusion and their role in supporting citizens and communities.	<ul style="list-style-type: none"> <li>We will report on the number of organisations engaged on the importance of digital skills and inclusion</li> </ul>	March 2026	Finance (DTS)
F	We will provide digital skills training and qualifications to people who are most at risk of being left behind by technology, helping them use digital tools safely for everyday life and work. We will also create opportunities for those looking to build careers in the digital sector.	<ul style="list-style-type: none"> <li>We will report on the number of people supported</li> <li>Case examples will be provided in annual report to demonstrate how this training has improved work opportunities and ability to use digital tools.</li> </ul>	March 2026	Adult Social Care and Health (BAES)

#### KPI detail

Priority	KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
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Priority 2. Good access to online services and support to develop digital skills	Proportion of successful digital transactions by visitors to the Council's website	New KPI	85%	40%	Not available	Finance (DTS)
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## 7. Mission 6: Improvement and Recovery

### Corporate KPIs and Targets

Priority	KPI	2024/25 Q4 data	Target	Tolerance	Benchmark	Accountable Directorate
Priority 1. Strengthen and stabilise the council's financial position	Council tax collection rate	90.44%	91.4%	90.4%	91.59% (Core Cities 2023/24)	Finance
	Business rates collection rate	94.62%	94.52%	92.02%	96.6% (Core Cities 2023/24)	Finance
	Housing rents collection rate	100%	98.5%	93.5%	TBC	Finance

	Percentage of supplier invoices paid on time	82%	80%	70%	N/A	Finance
<b>Priority 2. Develop our workforce and build a culture of trust and learning</b>	Average number of sickness absence days per FTE employee	11.5 days	11.5 days	12.65 days	13.60 (Core Cities 2022/23)	All. HR, OD and Transformation (data providers)
	Employee engagement index (as measured via the colleague engagement survey) - Annual measure	58%	NA	NA	65% (UK average)	All. HR, OD and Transformation (data providers)
	% of staff committed to demonstrating the council's values and behaviours (Council average) - Annual measure	81%	NA	NA	Not available	All. HR, OD and Transformation (data providers)
	% of staff who feel they make a meaningful difference (Council average) - Annual measure	77%	NA	NA	Not available	All. HR, OD and Transformation (data providers)
	% of staff that believe equity, diversity, inclusion, and belonging is important to BCC (Council average) - Annual measure	69%	NA	NA	Not available	All. HR, OD and Transformation (data providers)
<b>Priority 4. Enhance the quality and accessibility of our services</b>	<b>Waste and street scene transformation</b>					
	Reported missed refuse collections per 100k collections scheduled	960	165	190	Not available	City Operations
	Percentage of household waste sent for recycling (without bottom ash)	23%	24.8%	22.3%	30.3% - Core Cities 22/23	City Operations
	Non-recyclable waste per household (kg)	604 kg	660 kg	693 kg	531 kg - Core Cities 22/23	City Operations
	<b>Housing Improvement</b>					
	Percentage of gas safety checks undertaken on all relevant properties	98.1%	99%	95%	99.5% - Larger LAs and ALMOS>10k	City Housing

	Percentage of electrical installation condition report tests undertaken in all relevant properties	86.58%	98%	95%	97.34% - Larger LAs and ALMOS>10k	City Housing
	Percentage of asbestos surveys undertaken in all relevant communal properties (blocks only)	71.11%	98%	95%	Not available	City Housing
	Percentage of legionella tests undertaken in all communal areas (blocks only)	100%	98%	95%	Not available	City Housing
	Percentage of fire risk assessments undertaken in all blocks	98.9%	99%	95%	Not available	City Housing
	Percentage of monthly Lift Operations and Lifting Equipment Regulations (LOLER) checks undertaken	100%	98%	95%	Not available	City Housing
	Percentage of council homes that meet the decent homes standard	29.31%	43%	41%	88.4% - Core Cities 2023/24	City Housing
	Number of additional council homes which meet the decent homes standard following delivery of the annual investment programme	New KPI	4060	3260	Not available	City Housing
	Proportion of respondents who report that they are satisfied with the overall service from the Council as their landlord	59% (Q3 data)	61%	52%	62.3% - Core Cities 2023/24	City Housing
	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repair service	64% (Q3 data)	64%	56%	Not available	City Housing
	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete the most recent repair	New KPI	63%	56%	Not available	City Housing
	<b>SEND Improvement</b>					

<b>Priority 5. Transform the way we operate</b>	Percentage of new Education, Health and Care Plans (EHCP) issued within 20 weeks, excluding exceptions	45%	50%	39%	61.7% - Statistical Neighbours 23/24	Children and Families
	Proportion of eligible pupils transported to school	99%	99%	95%	Not available	Children and Families
	Percentage of customer / citizen complaints responded to within SLA – Stage 1	89%	85%	80%	N/A	HR, OD & Transformation
	Percentage of customer / citizen complaints responded to within SLA – Stage 2	72%	85%	80%	N/A	HR, OD & Transformation
	Complaints received per 1,000 citizens	1.07	2	3	N/A	HR, OD & Transformation
	Proportion of complaint decisions upheld by the Local Government & Social Care Ombudsman	New KPI	87%	90%	N/A	Legal Services
	Proportion of complaint decisions upheld by the Housing Ombudsman – maladministration	New KPI	87%	90%	N/A	Legal Services
	Percentage of calls answered by the customer service contact centre against calls received	New KPI	85%	80%	N/A	HR, OD & Transformation
	Percentage of tender opportunities awarded to local businesses or social enterprises	New KPI	35%	10%	N/A	Finance

**Priority 1. Strengthen and stabilise the council's financial position**

Deliverable	Key outputs	Review date	Lead
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A	Deliver a balanced budget and genuine MTFP through stricter financial management and delivery of savings proposals	<ul style="list-style-type: none"> <li>• Deliver £148.9m budget savings across FY25/26.</li> <li>• Identify ongoing efficiencies for FY26/27 and FY27/28.</li> <li>• Develop and implement a genuine four-year financial plan to ensure long-term fiscal responsibility.</li> </ul>	March 2026	Finance
B	Refresh the council's approach to setting, management and delivery of the capital programme	<ul style="list-style-type: none"> <li>• Implement a strengthened approach to management of the capital programme, including consistent and robust business cases.</li> <li>• Strengthen the prioritisation and allocation methodology for new capital schemes and bids.</li> <li>• Ensure robust project and programme management and accounting is implemented throughout the lifecycle of capital programmes.</li> </ul>	March 2026	Finance
C	Strengthen financial controls and management to ensure greater accountability and transparency	<ul style="list-style-type: none"> <li>• Complete all outstanding financial statement audits to prevent further regulatory scrutiny and maintain public trust.</li> <li>• Strengthen budget monitoring, risk management, and internal financial reporting to ensure future compliance and prevent financial mismanagement.</li> <li>• Embed value-for-money principles into decision-making to improve financial oversight and cost-effectiveness across all council operations.</li> </ul>	March 2026	Finance
D	Optimise use and efficiency of council assets and support delivery of MTFP through strategic asset sales	<ul style="list-style-type: none"> <li>• Identify additional assets for future disposal and deliver £750m in asset sales by end of FY25/26.</li> <li>• Implement a Corporate Landlord model centralising asset management to reduce inefficiencies, improve revenue collection, and ensure better utilisation of council properties.</li> <li>• Optimise operational land holdings and commercial assets to increase income and reduce financial liabilities for the council.</li> </ul>	March 2026	Place, Prosperity & Sustainability (PPS)
E	Settle Equal Pay claims and reduce uncertainty around council liabilities	<ul style="list-style-type: none"> <li>• Resolve potential Equal Pay liabilities within the envelope of the agreed Exceptional Financial Support, as set out by MHCLG.</li> </ul>	March 2026	Finance HR, OD & Transformation

		<ul style="list-style-type: none"> <li>Minimise the impact to the General Fund by implementing a structured financial plan for settlement.</li> </ul>		
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## Priority 2. Develop our workforce and build a culture of trust and learning

Deliverable		Key outputs	Review date	Lead
A	Address pay equity and disparities, and implement a new pay and grading structure	<ul style="list-style-type: none"> <li>Deliver a structured job evaluation process to ensure pay alignment and workforce equity.</li> <li>Implement a clear resolution plan for outstanding employee relations cases, supported by line manager training and improved whistleblowing processes.</li> <li>Develop a long-term pay and grading framework to prevent future pay disputes and financial liabilities.</li> </ul>	March 2026	HR, OD & Transformation
B	Build core workforce, manage ageing staff base, and reduce interim reliance through workforce planning and strategy	<ul style="list-style-type: none"> <li>Reduce dependency on interim staff by implementing a structured workforce plan that stabilises permanent roles and controls agency spend.</li> <li>Develop a workforce strategy that ensures the right skills, capacity, and succession planning to support transformation and efficiency programmes.</li> <li>Adapt HR policies and talent pipelines to address an ageing workforce, ensuring future workforce sustainability through targeted recruitment and upskilling initiatives.</li> </ul>	March 2026	HR, OD & Transformation
C	Foster a culture of accountability and trust, and become a learning organisation	<ul style="list-style-type: none"> <li>Embed cultural transformation initiatives into day-to-day operations, reinforcing trust and accountability across all levels.</li> <li>Establish guiding behavioural principles to drive a more transparent and accountable workplace. Embed leadership behaviours that encourage accountability, openness, and trust.</li> <li>Integrate governance and behavioural reforms to create a consistent leadership approach to workforce development.</li> </ul>	March 2026	HR, OD & Transformation

		<ul style="list-style-type: none"> <li>• Ensure HR policy reviews lead to enforceable compliance mechanisms, supporting long-term cultural change.</li> </ul>		
D	Strengthen individual performance management policies and procedures	<ul style="list-style-type: none"> <li>• Implement a modernised performance management framework, ensuring all employees understand expectations and accountability measures.</li> <li>• Align performance management with organisational goals and workforce development, ensuring continuous improvement.</li> <li>• Develop a structured employee feedback system to monitor effectiveness and refine approaches as needed.</li> </ul>	March 2026	HR, OD & Transformation
E	Build trust with Trade Unions and support early resolution of queries and disputes	<ul style="list-style-type: none"> <li>• Establish consistent engagement with Trade Unions to ensure effective communication and progress on Equal Pay resolution.</li> <li>• Strengthen leadership decision-making to mitigate industrial relations risks and enhance workforce stability.</li> <li>• Improve transparency in political decision-making regarding trade union influence, ensuring clear governance and conflict management mechanisms.</li> </ul>	March 2026	HR, OD & Transformation

### Priority 3. Foster a better performing organisation with stronger governance

Deliverable		Key outputs	Review date	Lead
A	<b>Enhance transparency, decision-making, and oversight across council governance</b>	<ul style="list-style-type: none"> <li>• Implement a modernised constitution that clearly defines roles, responsibilities, and decision-making structures.</li> <li>• Implement structured decision-making frameworks to eliminate informal or undocumented decisions and enhance transparency.</li> <li>• Establish structured governance reforms with clear monitoring mechanisms to prevent recurring issues and enforce accountability.</li> <li>• Enhance internal accountability and leadership by embedding clear officer governance structures and decision-making responsibilities.</li> </ul>	March 2026	Strategy, Insight & Governance (SIG)

		<ul style="list-style-type: none"> <li>Develop a centralised data system for tracking governance, grievances, and disciplinary processes to improve oversight and transparency.</li> </ul>		
B	<b>Strengthen member development, engagement, and accountability in governance</b>	<ul style="list-style-type: none"> <li>Ensure active participation in governance by improving member engagement in committee meetings and ensuring access to high-quality professional advice.</li> <li>Strengthen member training and engagement to ensure informed decision-making and role clarity.</li> <li>Establish clear and enforceable guidelines for member conduct, including strengthened policies on conflict-of-interest declarations and ethical governance.</li> <li>Foster a culture of collective accountability among Members and Senior Officers, ensuring a shared commitment to governance reforms and organisational improvement.</li> </ul>	March 2026	Strategy, Insight & Governance (SIG)
C	<b>Strengthen the governance and financial sustainability of council-owned companies and traded services</b>	<ul style="list-style-type: none"> <li>Enhance governance and oversight of council-owned companies and traded services to improve financial performance and accountability.</li> <li>Assess commercial viability of existing trading operations, ensuring they deliver value for money and align with the council's financial strategy.</li> <li>Implement restructuring where necessary to reduce financial risk, improve operational efficiency, and maximise income generation.</li> </ul>	March 2026	Finance
D	<b>Improve corporate risk and performance management approach to be proactive and embedded as part of operational culture</b>	<ul style="list-style-type: none"> <li>Strengthen risk management maturity by embedding proactive risk assessment in all decision-making processes.</li> <li>Integrate performance monitoring systems to ensure service management and governance improvements are tracked and optimised.</li> <li>Implement robust systems owned by members for identifying, reporting, mitigating, and regularly reviewing risk.</li> <li>Establish a culture of continuous improvement by linking risk management with corporate performance measures.</li> </ul>	March 2026	Strategy, Insight & Governance (SIG)



E	<b>Develop and embed a culture of continuous improvement to enable and sustain recovery efforts and drive long-term organisational transformation</b>	<ul style="list-style-type: none"> <li>• Strengthen and optimise the Corporate Portfolio Management Office (CPMO) to monitor and assure key improvement and transformation initiatives.</li> <li>• Support the organisation in embedding a strong Programme management culture and equipping the workforce to deliver and manage change in a consistent manner.</li> <li>• Align improvement and transformation outcomes to performance metrics in order to ensure progress and impact are quantifiable and transparent.</li> <li>• Review, standardise and streamline officer governance to remove duplication and promote efficient and proportionate governance.</li> </ul>	March 2026	Strategy, Insight & Governance (SIG)
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#### Priority 4. Enhance the quality and accessibility of our services

Deliverable		Key outputs	Review date	Lead
A	<b>Build early intervention and prevention principles into core service delivery</b>	<ul style="list-style-type: none"> <li>• Strengthen early intervention strategies to reduce demand on critical services and improve long-term outcomes.</li> </ul>	March 2026	Adult Social Care & Health (Early Intervention & Prevention)
B	<b>Improve housing conditions, increase compliance levels and enhance tenant satisfaction</b>	<ul style="list-style-type: none"> <li>• Work with the Regulator of Social Housing to address areas of breach and prepare for a future inspection.</li> <li>• Implement rigorous oversight and governance of housing strategies to meet legislative and regulatory requirements.</li> <li>• Deliver the 7-year investment program set out in the HRA Business Plan 2025/2026 to ensure the Council achieves Decent Homes Standards.</li> <li>• Ensure the Council achieves compliance in all areas of landlord health and safety, with robust data monitoring in place to evidence this.</li> <li>• Increase affordable housing delivery through partnerships with registered providers and alignment with the Housing Strategy.</li> </ul>	March 2026	City Housing

		<ul style="list-style-type: none"> <li>To prevent homelessness wherever possible, and ensuring that where it does occur, it is rare, brief and non-recurring.</li> <li>Mobilise and embed Housing Management's new operating model to enhance service delivery and tenant satisfaction.</li> </ul>		
C	<b>Transform waste and street services to increase stability and effectiveness</b>	<ul style="list-style-type: none"> <li>Implement a full-scale transformation of waste and street scene services, ensuring operational stability and efficiency.</li> <li>Strengthen governance and oversight to ensure transformation programmes deliver measurable improvements.</li> </ul>	March 2026	City Operations
D	<b>Maintain stability in core children's services and continue to improve SEND</b>	<ul style="list-style-type: none"> <li>Deliver Children and Families Directorate Continuous Improvement Plan, monitored through the Improving Services for Children and Young People Board</li> <li>Deliver SEND Improvement Plan monitored through the SEND Improvement Board.</li> </ul>	March 2026	Children & Families
E	<b>Stabilise Adult Social Care leadership and deliver on the transformation priorities in the council's vision for ASC</b>	<ul style="list-style-type: none"> <li>Permanent appointments to senior leadership roles in line with the Council TOM.</li> <li>Continued development of the directorate improvement and transformation plan, maintaining readiness for future CQC assessment.</li> <li>Delivery of savings programmes and future budget planning.</li> <li>Build on existing neighbourhood working to shape and drive the delivery of integrated care with the NHS and partners.</li> <li>Continued work on process efficiency with a focus on innovation through technology.</li> </ul>	March 2026	Adult Social Care & Health

#### Priority 5. Transform the way we operate

Deliverable		Key outputs	Review date	Lead
A	<b>Improve customer service consistency and standards and reduce costs to serve</b>	<ul style="list-style-type: none"> <li>Develop a consistent, resident-focused customer service model that improves accessibility and responsiveness.</li> <li>Implement consolidation of customer contact activity from across council services into the contact centre, aligned to an agreed operating model for customer contact.</li> </ul>	March 2026	HR, OD & Transformation

		<ul style="list-style-type: none"> <li>Develop and implement a unified customer and data strategy to provide a complete customer view, enabling better service coordination and cost reduction.</li> </ul>		
B	<b>Centralise and standardise corporate service activity and move towards a more integrated service delivery model</b>	<ul style="list-style-type: none"> <li>Improve efficiency and consistency by consolidating business support, customer contact, and transactional activities.</li> <li>Develop an integrated corporate services delivery model that eliminates duplication and enhances cross-functional collaboration.</li> </ul>	March 2026	HR, OD & Transformation
C	<b>Implement Oracle ERP system and business process changes to transform finance and operations activity</b>	<ul style="list-style-type: none"> <li>Strengthen executive sponsorship and governance to ensure the successful delivery of Oracle and related system improvements.</li> <li>Align Oracle implementation with the Income Management System and wider transformation initiatives to maximise efficiency and cost savings.</li> <li>Embed business process changes across the council to ensure staff are prepared for go-live and the benefits of Oracle will be maximised.</li> <li>Deliver a fully operational Oracle ERP system by 2026, ensuring stability and functionality.</li> </ul>	March 2026	Finance (Brindley Programme)
D	<b>Enhance IT and digital capabilities and increase digitalisation of services</b>	<ul style="list-style-type: none"> <li>Develop and implement an IT &amp; Digital strategy to drive IT cost efficiencies and contribute to the Council's transformation goals.</li> <li>Develop a pragmatic, cost-effective digital strategy to digitise customer interactions.</li> <li>Streamline processes and lower operational costs using automation and AI capabilities.</li> <li>Develop a Target Operating Model to deliver the in-house Oracle Fusion capability for both the programme and to support the system when live.</li> </ul>	March 2026	Finance (IT & Digital)
E	<b>Transform the procurement function to drive consistent, value-focused</b>	<ul style="list-style-type: none"> <li>Develop a centralised procurement strategy to drive consistency, cost savings, and efficiency across departments.</li> </ul>	March 2026	Finance (Commercial & Procurement)

	<b>processes and commercial management</b>	<ul style="list-style-type: none"> <li>• Strengthen contract governance and oversight, ensuring a structured approach to procurement that prevents inefficiencies.</li> <li>• Implement spend analysis and forecasting to reduce unnecessary expenditure and improve purchasing decisions.</li> <li>• Ensure procurement processes actively support commercial revenue generation and long-term financial sustainability.</li> </ul>		
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## Milestones

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
<b>Finance Improvement &amp; Recovery</b>	Ensuring the right capacity and skills	<ol style="list-style-type: none"> <li>1. Design the operating model with clarity of function and areas of responsibility that is aligned to corporate operating model.</li> <li>2. Recruit to senior permanent posts. E.G Review business partnering arrangements (in line with developing functionality from Oracle) to ensure they are effective and support Directorates with value-add financial advice, support and input. <ul style="list-style-type: none"> <li>• Recruit to capacity gaps. E.G., New Head of Income (Chief Cashier).</li> </ul> </li> <li>3. Capacity plan for interim resourcing to ensure delivery of IRP and Brindley Project requirements.</li> <li>4. Establish workforce plan with clear career pathways to continuously develop internal skills and capabilities.</li> </ol>	<p>Sep-25</p> <p>Sep-25</p> <p>Completed</p> <p>Sep-25</p>
	Ensure the basics are in place – Data and Business Processes	<p>Complete data cleanse by Oracle reimplementation deadline including:</p> <ol style="list-style-type: none"> <li>1. Balance sheet cleanse – including AR forensic review and reset.</li> <li>2. Review difference between budgets and actuals and realign where required (within bottom line).</li> <li>3. Improve master data management &amp; agree internal data standards for customers and suppliers.</li> <li>4. Agreed Hierarchy and Structure signed off by Finance and HROD.</li> <li>5. CIPFA standard chart of accounts and subjective and objective coding structure in place</li> </ol>	<p>Sep-25</p> <p>Sep-25</p> <p>Sep-25</p> <p>Sep-25</p> <p>Feb-26</p>

Priority 1 Strengthen and stabilise the council’s financial position			
Programme	Milestone	Output	Indicative delivery date
		6. Conventions around customer and business data make better use of Council data.	Feb-26
		For key processes including Hire to retire, Procure to Pay, Order to Cash and Cash Management and Budgeting and monitoring, Ensure:	
		1. Implement a schedule of rapid reviews of policies and roll out standard operating procedures with relevant services and teams in tandem with IMS and Brindley Programme requirements	Jun-25
	Ensure the basics are in place – income collection	2. Agree policies, procedures and rules for management of master data in place.	Sep-25
		1. Ensure new arrangements maximise effective income collection and dunning.	Sep-25
		2. Implement plan to address systemic historical debt	Sep-25
		3. Ensure the income and debt collection work is linked to the design of the new business processes and lessons learnt from the project are applied.	Jun-25
		4. Review digital customer payment journeys	Jul-25
		5. Review digital customer payment journeys	Jul-25
		6. Review arrangements for third party contracts	Jul-25
Strengthen and stabilise the Councils financial position			
Deliver a balanced budget and genuine MTFP through stricter financial management and delivery of savings proposals	1. Accurately monitor savings delivery through the Savings Tracker and take action to address where savings are not being delivered.	Ongoing	
	2. Action taken to mitigate budget risks and non-delivered savings.	Ongoing	
	3. Evaluate MTFS (strategy) process for 2025/26 with lesson learnt.	Completed	

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
		4. Co-produce comprehensive budget timetable with CLT and Members to deliver a three/four-year MTFs and support the Council to meet key milestones 5. a. Meet key milestones in the budget timetable including an update on the position and areas for savings proposals; and b. a report to October Cabinet that sets the draft MTFP. 6. Co-produce a credible list of savings 2026/27 7. Implement quantified budget risk log. 8. Work with Members, CLT and Directorates to develop a range of budget proposals that will ensure the budget is kept within the existing EFS envelope. 9. Draft and implement robust programme to identify cashable benefits from system and process improvements implemented (notably as part of the Brindley Project, TOM and Customer Front Door work).	May-25     Jul-25  Sep-25  Jul-25 Jul-25 Oct-25  Jan-26
	Refresh the council's approach to setting, management and delivery of the capital programme	Develop 10-year capital strategy and refresh the council's approach to setting, management and delivery of the capital programme delivery of City and Corporate Plan.  Review Capital and Investment, Treasury Management Strategies and MRP Statement to ensure full compliance with Prudential Framework.  Strengthen the prioritisation methodology for new capital schemes that ensures strategic fit and minimises any prudential borrowing requirement.	Feb-26   Sep-25

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
		<p>Improve capital programme management from scheme inception to scheme delivery and monitoring. Ensure consistent and robust business cases.</p> <ul style="list-style-type: none"> <li>Review and revise all capital templates and documentation</li> <li>Review function, ownership and membership of Capital Board and Officer Capital Group</li> <li>Deliver change briefings, guidance and workshops</li> </ul>	Jul-25
		<p>Work with CPMO to ensure robust project and programme management and accounting is implemented throughout the lifecycle of capital programmes.</p> <ul style="list-style-type: none"> <li>Review quarterly monitoring</li> <li>Create guidance and new templates</li> </ul>	Jul-25
	<b>Strengthen Financial Controls</b>		
	Address the backlog of Annual Accounts and achieve statutory accounts deadlines	<p>Complete and agree approach to signing off all outstanding accounts and final statements.</p> <p>Review closedown procedures and guidance to ensure effective closedown for 2024/25 and that statutory timescales can be met.</p> <p>Implement financial controls framework:</p> <ol style="list-style-type: none"> <li>Implement substantive testing and assessment of the balance sheet and establish lines of responsibility for each balance sheet item</li> </ol>	<p>Completed (for 20-22) Jul-25 (for 22-24)</p> <p>Sep-25</p> <p>Jun-25</p>



Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
		2. b. Introduction of balance sheet regime	Jun-25
		Implement wider financial controls:	
		1. a. Review and streamline processes to meet 2025/26 deadlines	Sep-25
		2. b. Review current processes and investigation of de-minimus levels of journals and accruals, IFRS 16.	Sep-25
		3. Embed financial controls supported by SOPs.	Dec-25
	Improve the quality and effectiveness of the budget monitoring	Roll out the budget monitoring tool to finance staff and subsequently budget holders.	Jun-25
		Systematically review budgets and align to drivers of spend and transactions. Implementing routine identification and consideration of significant variances and virements.	Ongoing
		Development and training delivered to all budget holders to enable them to effectively fulfil their responsibilities as budget holders.	Sep-25
		Review format of formal budget and monitoring reports to ensure clear and concise reports.	Sep-25
		Finance systematically complete financial implications section on all Committee reports.	Sep-25
	Enhance financial, commercial and capital governance		

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
	<i>Support Governance IRP Programme to ensure an effective decision-making framework is in place</i>	Review Finance and Contract Regulations and Constitution working with the Monitoring Officer	May-25
		Revise accounting policies	May-25
	External Auditors Statutory Recommendations	Consolidated statutory recommendations action into a single plan and respond to external audit and Audit Committee by June.	Jun-25
	Trusts and Charities	Complete work to produce single data repository for all relevant documentation, ensure all accounts and filing returns are up to date and review banking arrangements.	Jun-25
		Review governance arrangements of the charities and ensure compliant.	Sep-25
		Assess the extent and cost of BCC administration or operating support. Identify and make recommendations on future arrangements for structure of charities, provision of company secretarial and accountancy functions.	Jan-26
	Loans	Evaluation: Completed: reconciliation, created auditable loan book, raised risks and rag rating. Built assurance process, flagged issues with internal audit and set up repository.	Complete
		Address concerns with DBT & FDC – meeting booked 21.05.2025	May-25
		Continue to strengthen assurance, including contractual arrangements and membership.	Sep-25

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
	Companies and Traded Services	Enhance governance and oversight of council-owned companies and traded services to improve financial performance and accountability. <ul style="list-style-type: none"> <li>Implement new model of commercial governance and shareholder and accountable body</li> <li>Assess commercial viability of existing trading operations, ensuring they deliver value for money and align with the council's financial strategy.</li> <li>Implement restructuring where necessary to reduce financial risk, improve operational efficiency, and maximise income generation.</li> </ul>	Sep-25
		1. Evaluate company priorities and risks and identify solutions	Jun-25
		2. Create company governance procedures for recommended actions and necessary approvals.	Jul-25
		3. Create a company framework and guidance on creation and management of companies	Aug-25
		4. Evaluate trading performance. Priorities, risks and potential options to deliver best value for the Council	Jun-25
		5. Create traded services governance and procedures	Jul-25
		6. Develop traded services framework and guidance on forward management of traded services, work specialisms and delivery within Council	Aug-25
	<b>Improve the assurance management approach</b>		
	Strengthen internal audit and embed within the overall assurance framework	Train audit staff on the new 'Resolver' audit system	Jul-25
		Roll out 'resolver' across the Council	Dec-25

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
		Data Warehouse 'go-live' for counter fraud team	Jun-25
		Roll out data warehouse across the council to service teams and external users	Jan-26
		Develop a risk based 3-year Audit Strategy.	Jul-25
<b>Corporate Landlord and Asset Sales</b>	<b>Corporate Landlord</b>		
	Workstream 1 - Delivery of CAB Estate Rationalisation (New Aston House)	Re-location of BCC occupants and closure of New Aston House prior to March 31st, 2026	Apr-26
		Commence active marketing of the property.	Oct-25
	Workstream 1 - Delivery of CAB Estate Rationalisation (other)	Review other CAB assets for potential optimisation or disposal.	Apr-26
		Conclude, if possible, marketing of Sutton New Road and identification of purchaser	Jul-Sep-25
		Proceed with sale of 1 Lancaster Circus, subject to prospective purchaser obtaining required planning	Sep-Dec-25
	Workstream 2 - Delivery of wider operational estate rationalisation	Area and Service reviews identifying surplus assets for disposal to identify a pipeline of surplus assets for disposal either as: 1. Priority for transfer as community facing transfer 2. Community facing transfer or open market sale as considered appropriate following options appraisals/member engagement etc 3. Priority for open market disposal for optimal capital receipt and revenue saving	Ongoing - Apr-26
	Workstream 3 – Scope, procure and implement a new FM Service delivery model	New delivery model that is fit for purpose.  Service requirements fully scoped and options identified.	Apr-26  May-Sep-25

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
	Workstream 3 - Energy Housekeeping & Cost Saving	An improved energy management process for monitoring spends, identifying savings (£350k by year end FY 25/26) and management of issues.	Apr-26
	Workstream 3 - Restructuring of Corporate Landlord staffing (phase 2)	Corporate Landlord team restructure agreed, identifying roles recruited.	Apr-26
		Transitional structure in place.	Sep-25
	Workstream 3 – Interim Asset Strategies	Interim asset strategies put in place for retained estate as identified through the Asset Rationalisation review process and Service Reviews such as Libraries, Youth services etc.  Deployment of CL asset profile “scorecard” process to assess asset compatibility with Asset Strategy.	Ongoing - Mar-26
	Workstream 3 – Centralised Property Budgets	Identify the true running costs of the estate. Transfer budgets from Services to Corporate landlord.	Apr-26
		Directorate FBCs engaged.	Jul-25
		“First pass” scoping positions validated re budget lines Initial tranche of budgets agreed for transfer	Sep-25
		Discovery in respect of “property” resource budgets.	Oct-25
	Workstream 3 - Deliver optimum asset profile for the Council with supporting Corp Landlord structure and commissioning model	An optimum asset profile for the Council with supporting Corp Landlord structure and commissioning model.	Apr-26
		H1 programme review.	Oct-25
	Milestone 1 – deliver £250m receipts across 24/25		Completed

Priority 1 Strengthen and stabilise the council's financial position			
Programme	Milestone	Output	Indicative delivery date
	Milestone 2 – deliver £500m receipts across 25/26	<p>Deliver capital receipts from disposal of Property Interests in Land and Buildings as necessary to meet financial targets.</p> <p>To date we have identified a total value of assets for potential disposal with a cumulative value of £650m.</p> <p>Additional property assets will need to be identified to take this potential cumulative value of £1bn.</p>	31-Mar-26

Priority 2 Develop our workforce and build a culture of trust and learning			
Programme	Milestone	Output	Indicative delivery date
<b>Equal Pay</b>	<b>P&amp;G / Job Evaluation</b>		
	Collective Agreement	Securing collective agreement including equality clause with all 3 Trade Unions	30-Apr-25 <sup>1</sup> <i>Revised date TBC</i>
	Job Evaluation Outcomes	All roles have gone through JE & moderation process.	31-Mar-26
	Handover to JE Operations	Future state JE Target Operating Model in place	01-Apr-26
	<b>Settlement - Not reported here due to legally privileged nature</b>		
<b>Workforce Strategy Planning</b>	To develop a workforce strategy and plan to operate as the blueprint for change	Approved Workforce Strategy	Mar-26
	Project Charter and Plan Agreed	Project Charter and Plan Appropriate governance measures Agreed, informed and resources planned to deliver	Aug-25

<sup>1</sup> Collective Agreement milestone baseline date has slipped due to impact of Industrial Action. Revised date to be confirmed.

Priority 2 Develop our workforce and build a culture of trust and learning			
Programme	Milestone	Output	Indicative delivery date
	Establish As Is workforce position	<p>Workforce Analysis Map the current organisation capability</p> <ul style="list-style-type: none"> <li>• Workforce trends</li> <li>• Organisational structure</li> <li>• Organisational culture</li> <li>• Employee morale</li> <li>• Performance Levels</li> <li>• Composition – understand core capabilities in each of these areas</li> <li>• Years experience</li> </ul>	Oct-25
	Establish future To Be workforce direction	<p>Future requirements analysis – gap analysis</p> <ul style="list-style-type: none"> <li>• Role segmentation</li> <li>• Headcount</li> <li>• Technical / business skills</li> <li>• Behavioural characteristics &amp; required staff</li> </ul> <p>Resourcing Strategy that will include:</p> <ul style="list-style-type: none"> <li>• Recruitment and Selection</li> <li>• Reward Offering</li> <li>• Early Careers</li> </ul> <p>Talent strategy including a talent pipeline – cross referencing to other priorities that may include the D&amp;I strategy.</p> <ul style="list-style-type: none"> <li>• Competency model</li> <li>• Professional development</li> <li>• Succession</li> <li>• Retention</li> <li>• Performance Management</li> </ul>	Jan-26

Priority 2 Develop our workforce and build a culture of trust and learning			
Programme	Milestone	Output	Indicative delivery date
	Obtain approvals - workforce strategy and plan	Built in change models and service approaches and impacts – (contributing to Future workforce plan)	Mar-26
<b>Culture Intervention Programme</b>	Guiding principles launched across BCC	Video animated presentation to support full cascade  Briefings to CLT, ECLT, HRBPS to ensure full engagement and launch time plan	Completed (audit / measure 3-6 months minimum post)
	Strategic Directorate and Enabling Functions Engagement with BCC culture programme	Directorate workshops with Council leaders and sponsored members attendance  1:1 scoping meetings to capture broad views on cultural themes  Blueprint / play book plans per Directorate that links what the Directorate needs to do to improve culture (the what) and aligns to its IRP commitment (the how)  Video to support cascade from across Directorates	Jun-25
	Launch Performance System across all of BCC	New performance system that aligns to guiding principles and sets out standards to work to enabling a rules based, governance culture  Training materials and videos to launch system and how to use it	Oct-25
	ECLT Development Sessions to embed cross collaborative approach to culture and IRP	Coaching and mentoring to support leaders ensuring engagement with the new cultural framework  ECLT leadership development workshops  Supports change and cultural skills for ECT community	Oct-25



Priority 2 Develop our workforce and build a culture of trust and learning			
Programme	Milestone	Output	Indicative delivery date
	Leadership Development	Leadership skills development to manage change and how to adopt leadership styles Deep cross collaboration and internal projects established from training workshop outputs that have ECLT sign and commitment.  Identifies future leaders and high potentials from ECLT – 1 levels	Oct-25
<b>Talent Portfolio Programme</b>	Early Careers – Continue with the development of early careers pathways and the BCC apprenticeship programme	Completion of the initial development work in this area with a view to transitioning this work to BAU.	Sep-25
	Leadership Development – Monitoring and maintenance of the developed Management Essentials portfolio of courses	On-going delivery and management of the Management Essentials portfolio with the intention of transitioning the work to BAU.	Sep-25
	1:1 diagnostic work includes themes for build of new performance system	Summary report of diagnostic findings (themes, issues, strengths). Clear design requirements to inform system build	Completed
	Joint culture & engagement teams sign-off new performance system approach	Formal sign-off document or statement of endorsement from both teams. Shared statement of intent on performance and culture alignment.	Completed
	Performance system- all BCC video launch	Launch video distributed to all staff (via intranet/email/Teams).  Clear, engaging narrative about the purpose and benefits.	Completed
	Trend of manager training on performance system modules/videos guides	Training records (completion rates by service/department).  On-demand learning content on the LMS or shared drive.	Ongoing

Priority 2 Develop our workforce and build a culture of trust and learning			
Programme	Milestone	Output	Indicative delivery date
	Launch new Performance System (April 2025 – June 2025) Culture priorities and objectives are built into leadership performance objectives from June 2025	Fully functioning performance management system rolled out. User guidance, access, and support materials available. Updated leadership objective templates including culture priorities. Training materials or briefings for leaders on new expectations.	Jun-25  Dec-25
	Trend of uploads of performance appraisals – new scheme	Submission reports from HR system (e.g., Oracle). Performance cycle completion data (e.g., % complete by department).	Oct-25
	Performance, Talent, and Succession – Embedding of the performance management framework, talent mapping, on-going delivery of Workforce Planning	Embedded performance management framework, Talent mapping development and deployment, on-going workforce planning activity across BCC	Sep-25
	LMS – On-going development and maintenance of the Council’s LMS system and associated courses	Management and maintenance of the LMS system with a view to transitioning this function to BAU.	Sep-25
<b>Trade Union Relations</b>	Phase 2 Trade Union Consultation Framework - Review Facilities and Time Off Agreement - Reviewing single recognition agreement	Single recognition agreements, consultation protocol; incremental pay agreements; FTA/dispute resolution procedure documents into a single summary with relevant appendices <ul style="list-style-type: none"> <li>• Compliance with recognition agreement</li> <li>• Representation</li> <li>• Report and Control of TU time</li> </ul>	15-Jul-25
	HR Policy - Facilitate consultation on changes to Key HR Policies	<ul style="list-style-type: none"> <li>• Capability Consultation</li> <li>• Recruitment &amp; Selection</li> <li>• Leave &amp; Absence Policy</li> <li>• Expenses</li> </ul>	17-July-25 9-Sept-25 10-Nov-25 29-Dec-25

Priority 2 Develop our workforce and build a culture of trust and learning			
Programme	Milestone	Output	Indicative delivery date
	HR Policy – Policy Implementation	<ul style="list-style-type: none"> <li>Grievance Policy Implementation</li> <li>Capability Policy Implementation</li> <li>Recruitment &amp; Selection</li> <li>Expenses</li> </ul>	Completed 01-Sep-25 09-Nov-25 01-Feb-26
	Deliver Industrial Relations Training and Development Programme (Leadership, Line Managers, Members). 70% of Line Managers are trained by end date	<ul style="list-style-type: none"> <li>Create content for training</li> <li>Determine Target audiences</li> <li>Deliver Workshops for Training</li> <li>Define success criteria</li> <li>Evaluation</li> </ul>	31-Dec-25

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
<b>Governance</b>	Workstream 1: Constitution Review 1b. Implement the new Council Constitution through programme of communication and learning	Implement changes to the constitution (including upskilling members and officers) Undertake a comprehensive communication and learning programme on changes to the constitution as they are rolled out across the organisation	30-Nov-25
	Workstream 1: Constitution Review 1c. Improve accessibility of Council committee meetings	Explore accessibility options including digital enhancement to existing accommodation	31-Aug-25
	Workstream 1: Constitution Review 1d. Implement digital solution for report writing	Deliver training on report writing feedback  Full rollout of digital solution for report writing	31-Jul-25  31-Dec-25
	Workstream 1: Constitution Review 1e. Design and delivery of corporate governance learning and development	Initial suite of learning modules and delivery methods agreed	31-Jul-25

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
	programme linking in core corporate governance responsibilities Including: <ul style="list-style-type: none"> <li>• decision making,</li> <li>• report writing,</li> <li>• working in a political environment</li> <li>• Financial management</li> <li>• Procurement</li> <li>• Risk Management</li> <li>• Business continuity and resilience</li> <li>• Performance Management</li> </ul>	Design, test and evaluate modules  Corporate Roll-out completed	31-Dec-25  28-Feb-26
	Workstream 1: Constitution Review 1f. Review code of conduct guidance for members	Code of conduct guidance reviewed and updated for members Code of conduct guidance briefing to members and officers	30-Sep-25
	Workstream 2: Culture and Decision Making 2a. Conduct staff survey for officers that work with members and implement survey outcomes	Survey findings report with recommendations  Delivery plan incorporated recommendations	30-Jun-25
	Workstream 2: Culture and Decision Making 2b. Implement recommendations from member and officer engagement sessions	Report on members engagement sessions with recommendations  Action plan setting out activities required to deliver the recommendations	31-Oct-25
	Workstream 2: Culture and Decision Making	Undertake a corporate Governance Health check to understand levels of confidence in governance arrangements.	30-Sep-25

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
	2c. Develop Officer capacity and resilience in relation to corporate governance and decision making		
	Workstream 3: Member Development 3b. Develop and deliver the Member Development Offer for current members (Phase 1) – focus on priority development areas for current members	Develop pilot (test and learn) training  Lessons learnt report  Training needs analysis current members  Member Development Training Plan  Member Development Plan May 2026 – May 2030 (to include member induction during year 1)  Undertake skills audit to develop personal development plans (May 2026)	30-Sep-25
	Workstream 3: Member Development 3c. Develop and deliver the Member Development Offer for incoming members (Phase 2) – focus on incoming members in May 2026, informed by learnings from Phase 1	Develop and deliver a new Member Induction programme (May 26-December 2026)  Member Development training plan (Oct 26-May 30)  Develop peer mentoring scheme for councillors  Develop a suite of learning interventions that respond to political change	31-Jan-26
	Workstream 4: Scrutiny Improvement 4a. Conduct a review of the Scrutiny function building upon CfGS	The review will provide a basis and plan for change and improvement to the scrutiny function, which will then be implemented in phase 2.	28-Nov-25

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
	recommendations and formulate actions (Phase 1)		
<b>Risk Management</b>	Risk Management training programme implemented at multiple levels based on organisational role	<ol style="list-style-type: none"> <li>1. Accredited Training Programme bespoke to BCC, delivered in conjunction with the Institute of Risk Management for all of CLT, a significant proportion of ECLT, all of Cabinet, the Audit Committee and OSC Chairs to cover: <ol style="list-style-type: none"> <li>a. The Fundamentals of Risk Management as defined by the IRM.</li> <li>b. How those fundamentals are deployed relative to the Risk Policy &amp; Strategy that has been developed and deployed in BCC.</li> </ol> </li> <li>2. An online training package for all staff/members to be accessed as part of Mandatory Annual Training requirements, that will introduce concepts and test knowledge on: <ol style="list-style-type: none"> <li>a. The differences between risks, issues and events.</li> <li>b. The 4-step approach to risk management as defined and detailed in the BCC Risk Policy &amp; Strategy.</li> <li>c. An introduction to risk assessment.</li> <li>d. How to escalate a risk to the Risk Team.</li> </ol> </li> <li>3. Consistent and regular Engagement with CLT, Directorates and Divisions via other milestones detailed in this plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. 30-Sep-25</li> <li>2. 31-Mar-26</li> <li>3. 31-Jul-25</li> </ol>
	All Directorates migrated into Digital Risk Management Platform and actively assessing risks	<ol style="list-style-type: none"> <li>1. Identify, analyse, evaluate and consolidate risks carried within directorates, and collect them into a</li> </ol>	<ol style="list-style-type: none"> <li>2. 31-Mar-26</li> <li>3. 31-Mar-26</li> <li>a. 30-Jun-25</li> </ol>

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
		<p>single digital risk platform (Resolver) via a managed 5-stage process:</p> <ol style="list-style-type: none"> <li>Informal Training and intro to new style of approach.</li> <li>Existing Register/ risk information review by Risk Team</li> <li>Risk Identification, Analysis and Evaluation workshop.</li> <li>Fully articulated risks added to digital platform and Resolver training provided for risk owners/delegates.</li> <li>Risk Assessment scoping, launching and re-assessment cadence agreed.</li> </ol> <p>2. Control system review and improvement (25/26 = Principal/Corporate Risks only):</p> <ol style="list-style-type: none"> <li>Review of existing stated/known controls in place for identified risks using revised Control Effectiveness Framework (per BCC Risk Strategy) at Principal Level, with point-in-time report to June '25 Audit Committee.</li> <li>Refresh of control environment as necessary and development of options for new cost-effective controls to address gaps where relevant.</li> </ol>	b. 31-Mar-26
	Decision Report Guidance and Training to complement and embed new Risk Strategy	<ol style="list-style-type: none"> <li>Improve key decision-report stage consideration of risk: <ol style="list-style-type: none"> <li>Guidance and/or Training for decision report authors in how to address the Risk Management</li> </ol> </li> </ol>	31-Mar-26

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
		<p>paragraph in Key Decision Reports aligned to the BCC Risk Policy &amp; Strategy.</p> <p>b. Guidance and/or training for Key Decision authorisers and the development of a threat-based indicator checklist for risk management considerations.</p>	
	Key Risk Indicator/Key Control Indicator suite that complements/ underpins Corporate KPI's	<p>Key Risk Indicator/Key Control Indicator development:</p> <p>a. Identification of causal/consequential source data for Principal/Corporate risks.</p> <p>b. Cross-referencing with Corporate KPI Suite to identify existing sources of indication.</p> <p>c. Develop new KRI/KCI's as needed and implement into Performance metrics in conjunction with Corporate Performance Team.</p>	31-Mar-26
	Introduction of loss event recording.	<p>Introduction of Loss Event capture via:</p> <p>a. Socialisation at DMT level.</p> <p>b. Linking of key loss information sources and the associated risks where known, or identification and articulation where currently unknown.</p> <p>c. Analysis of information captured, and insight developed based on sources of threat which manifested or opportunities that did not deliver anticipated benefits.</p> <p>d. Lessons learned feedback and recommended actions for future risk treatment/response strategies.</p>	31-Mar-26
<b>Performance Management</b>	Corporate Plan: Develop a Corporate Plan (25-28) and Annual Business Plan (25/26) for BCC	<ul style="list-style-type: none"> <li>Corporate Plan for 2025-28</li> <li>Annual Corporate Business Plan (ABP) for 2025/26 that includes refreshed KPIs and targets for the year.</li> </ul>	Jun-25



Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
	Corporate Plan: Develop a single report with CPMO that provides an overview of performance and delivery across the corporate plan	<ul style="list-style-type: none"> <li>A refreshed, single product</li> </ul>	Jun-25
	Reorganisation: Implement new structure for corporate performance to enable delivery of strengthened and consistent performance arrangements across BCC	<ul style="list-style-type: none"> <li>A new team structure</li> <li>Budget savings of c£570k</li> <li>A clearer service offer to directorates</li> </ul>	Aug-25
	Strengthened Performance framework: Embed the refreshed planning and performance framework, consistently, across BCC	<ul style="list-style-type: none"> <li>Business plan per directorate with clear links to corporate plan priorities.</li> <li>Self-assessment per directorate against the expectations set out in the performance framework.</li> <li>Action plan per directorate to address gaps in their arrangements and share best practice.</li> <li>Assurance of performance management arrangements via an internal audit.</li> </ul>	Mar-26
			Aug-25
			Oct-25
<b>Corporate Portfolio Management</b>	Management Information / Balanced Scorecards: Develop and pilot consistent, balanced, dashboards for directorates to support performance improvement	<ul style="list-style-type: none"> <li>Dashboard per directorate containing key management info</li> <li>Dashboard for CLT / MD</li> </ul>	Mar-26
	Develop and implement a CPMO optimisation plan	This plan will set out how we will strengthen and optimise the Corporate Portfolio Management Office (CPMO) to monitor and assure key improvement and transformation initiatives. This will include a refreshed stage gate approach, and the plan will encompass Capital programmes.	Sep-25 Mar-26
	Launch and establish a Portfolio Community within BCC.	Establish a Portfolio Community to help support the organisation to develop a pipeline of Programme and	Jun-25 Dec-25

Priority 3 Foster a better performing organisation with stronger governance			
Programme	Milestone	Output	Indicative delivery date
		Project professionals and create the right ecosystem for delivery of change.	
	Delivery of a series of Portfolio workshops	Develop and undertake a series of workshops and Lunch and Learn type activities for the Portfolio Community	Commenced Apr-25 Mar-26
	Undertake an independent P3M3 assessment	Undertake a mid-year P3M3 Maturity Assessment review.  Develop a plan to address any weaknesses identified in order to undertake an independent P3M3 Maturity Assessment	Oct-25 31-Mar-26
	Establish a Portfolio health check programme	<ul style="list-style-type: none"> <li>• Develop a health check diagnostic</li> <li>• Establish the health check process</li> <li>• Implement and maintain a rolling programme of programme and portfolio health checks</li> </ul>	Sep-25 31-Dec-25
	Develop a plan to ensure portfolio activity can be linked and measured to delivery of outcomes and improvement	<ul style="list-style-type: none"> <li>• Align improvement and transformation outcomes to performance metrics in order to ensure progress and impact are quantifiable and transparent.</li> <li>• Portfolio activity linked directly to outcomes.</li> <li>• Themed delivery architecture in place driven by the right priorities.</li> </ul>	Apr-26
	Establish and embed revised officer governance across Portfolio	Review, standardise and streamline officer governance to remove duplication and promote efficient and proportionate governance.	Jun-25 Oct-25 Apr-26

Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
<b>Early Intervention &amp; Prevention (EI&amp;P)</b>	First stage of go-live for Connected Communities service	New connected communities service is in place and delivering for citizens – the successor to libraries and advice services.	Jun-25
	Expanded digital & data capability to support EI&P work with citizens	An enhanced understanding of the cumulative/combined value of resident data we hold resulting in more targeted support utilising new tooling to support citizens with self-serve & semi-advisor supported BCC experiences.	Aug/Sep-25
	Cost Of Living Delivery	Assisting citizens through the immediate financial crisis and building resilience and scale into established cost-of-living support systems, including Warm Welcome spaces, food system support, working with utility companies to increase energy support and efficiency, and benefits maximisation (Free School Meals auto-enrolment and Pension Credit are examples). The overall objective, for those who are able to work, is to prevent crisis by moving citizens into employment while providing long term sustainable infrastructure support.	Mar-26
<b>Adult Social Care Improvement</b>	Executive Director Adult Social Care and Public Health onboarding completed	Executive Director in post.	Completed
	Principal Social Worker recruitment completed	Principal Social Worker in post.	Completed
	ASC Service Improvement Plan 25/26 developed and approved	Agreed programme of work in place for 25/26 focusing on service quality and preparation for CQC assessment.	Jun-25
	Health and Wellbeing Board approval of geographical approach to Neighbourhood health	Integrated teams can be developed further to be better equipped to support the communities they serve through use of agreed local area profiles and needs assessments	Jun-25
	Updated Financial position and indicative savings/budget measures for 2026/2027	Deliverable Directorate MTFP for 2026/2027 that supports Council balance 2026/27 and 2027/28 without EFS or other one-off contributions.	Jul-25

Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
	Permanent appointments to directorate senior leadership roles in line with the Council TOM and approved plan in place down to HofS level	Established leadership team to support progress against the directorate's transformation programme, MTFP and delivery of statutory duties.	Sep-25
	Publication of a refreshed Adult Social Care Self-Assessment and delivery plan	Agreed programme of work in place for 25/26 focusing on service quality and preparation for CQC assessment.	Sep-25
	ASC Service Improvement Plan activity for 25/26 delivered	Agreed programme of work completed during 25/26.	Mar-26
	ASC Savings Transformation Programme 25/26 delivered	Delivery of agreed ASC savings delivery plans.	Mar-26
<b>Housing Improvement Programme</b>	Work with the Regulator of Social Housing to address areas of breach and prepare for a future	City Housing achieve compliance against the Consumer Standards.	Apr-26
		100% of all Council properties meet Decent Homes Standards.	Sep-25
	Implement rigorous oversight and governance of housing strategies to meet legislative and regulatory requirements	Deliverable action plans aligned to each Housing Strategy priority.	Completed
		Governance Boards to track, manage and report progress.  Robust reporting to track and monitor progress.	
	Deliver the 7-year investment program set out in the HRA Business Plan 2025/2026 to ensure the Council achieves Decent Homes Standards	Deliver 20% stock condition surveys per year over a 5-year programme, completing 40% of the stock portfolio by April 2025. (March 2026- 60% to be completed, March 2027- 80%)	60% by Mar-26
		Undertake an annual review of the HRA Business Plan and planned maintenance program to ensure progress.	Feb-26

Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
		Complete planned maintenance programme on an annual basis, based on the trajectory to achieve Decent Homes programme	
	Increase affordable housing delivery through partnerships with registered providers and alignment with the Housing Strategy, including delivery through regeneration schemes at Druids Heath and Ladywood	Delivery of 1083 units of affordable housing through collaboration with Registered Providers.	Apr-26
		Finalise the procurement of a preferred partner to deliver the Druids Heath regeneration scheme.	Mar-26
		Sign up to the Development Agreement (DA) with Berkley St Josephs to progress the Ladywood regeneration scheme.	Completed
	To prevent homelessness wherever possible, and ensuring that where it does occur, it is rare, brief, and non-recurring	Reduce the number of households with dependents in B&B for more than 6 weeks to 421 by March 2026.	Mar-26
		Increase discharge of duty into the Private Rented Sector through increased capacity in Accommodation Finding Team (AFT).	Mar-26
		Deliver the range of initiatives that are designed to increase supply of temporary accommodation that is not B&B and reduces cost to the Local Authority; aligned to the B&B reduction plan.	Mar-26
		Maximise movement of properties on the Block Private Sector Leasing Contract, onto the HRA 10 yr+1.	
		Establish a new Dynamic Purchasing System Framework that delivers additional family homes per week, via the HRA, resulting in a cost neutral position.	Jul-25

Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
		Develop financial model that includes Empty Homes in the Lease and Repair scheme.	Jul-25
		A reprocured Allocations System with prioritisation of automated features and user accessibility for residents.	Dec-25
	Mobilise and embed Housing Management's new operating model to enhance service delivery and tenant satisfaction	Mobilise and embed Housing Management's new operating model to enhance service delivery and tenant satisfaction.	Dec-25
	Deliver the re-procurement of R&M contract in readiness for commencement for April 2026	Award of the R&M contracts	Sep-25
		Mobilisation of R&M Contract	Apr-26
<b>Waste Transformation Programme</b>	<b>Waste Collections and Disposal</b>		
	<p>Recycling – Introduction of Revised / Optimised Routes &amp; Rounds</p> <p>Separate Commercial Waste from Housing Containers – Route Splitting</p> <p>Introduction of Fortnightly Residual Waste &amp; Weekly Food Waste Collections</p> <p>Introduction of Recycling Collections for Flats and Houses of Multiple Occupation (HMOs)</p>	<ul style="list-style-type: none"> <li>Optimised service delivery arrangements. A total of 203 routes and rounds analysed and redesigned. Have already taken delivery of 18 food waste and 26 refuse vehicles.</li> <li>Customers are helped to become better informed / educated to enable significant improvements in recycling and reductions in residual waste.</li> <li>Improved business continuity and service resilience arrangements with proactive plan for and mitigation of foreseeable risks.</li> <li>Fit for purpose bins, containers and caddies to support the new collections and disposal requirements.</li> </ul>	<p><b>Recycling Rounds Optimisation</b> DATE TBC</p> <p><b>Route Splitting</b> DATE TBC</p> <p><b>Fortnightly Residual Waste &amp; Weekly Food Waste</b> DATE TBC</p> <p><b>Recycling Collections for Flats &amp; HMOs</b> DATE TBC</p>

Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
		<ul style="list-style-type: none"> <li>Through the implementation of a new IT system, fit for purpose digital applications enabling real time data collection and business intelligence.</li> </ul>	All of the Delivery Dates above are dependent upon the successful conclusion of the current Industrial Action in the waste service.
	<i>It is important to note that once industrial action is resolved, a mobilisation phase (approx. 2 months) will be required, prior to the implementation of the key milestones listed above. This will enable the service to re-adjust to BAU prior to the transformation activity re-starting.</i>		
	Development of Future Waste Treatment Approach	<ul style="list-style-type: none"> <li>Waste disposal arrangements that align with the requirements of the Environment Act (2021).</li> <li>Development of longer-term waste disposal solutions in line with the Council's net zero and sustainability objectives.</li> <li>Enhanced relationship with main disposal contractor (Veolia) to deliver waste prevention messages including enhanced recycling.</li> <li>Disposal methods and contracts that provide value for money.</li> <li>Data collected through disposal is used to enhance our business intelligence and inform future disposal decisions.</li> <li>Robust planning for longer term disposal requirements after the end of the current Veolia contract in 2034.</li> </ul>	<p>Project plan is under revision.</p> <p>This work is currently being impacted by the ongoing Industrial Action. Delivery dates will be confirmed in due course.</p>
	Development of new Waste Strategy	Development of a new long-term Waste Strategy.	Apr-26

Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
	<b>Street Scene Fleet</b>		
	<p>Transformation of Street Scene Fleet Service:</p> <p>Fleet Management</p> <p>Fleet Maintenance</p> <p>People Strategy</p> <p>Commercial Strategy</p>	<ul style="list-style-type: none"> <li>• Ensure the provision of Fleet is fit for purpose and supports the new Waste service operating model.</li> <li>• Lifecycle strategy - Optimise vehicle replacements and monitor fleet size for efficiency. Improve fleet lifecycle management.</li> <li>• New Fleet Management IT System for compliance management, tax, MOT and reporting.</li> <li>• Regular audits and health checks.</li> <li>• Retain in-house workshop staff, leveraging technical partnerships to upskill staff in the latest vehicle technologies.</li> <li>• Workforce Plan to upskills employees and retain expertise.</li> <li>• Agreed commercial opportunities for income generation.</li> <li>• Alignment with the cross-council Vehicle Management Service project to agree roles and responsibilities and agree timescales for VMS assuming overall control of some Street Scene fleet activities as part of corporate approach.</li> </ul>	<p>Project plan is under revision.</p> <p>This work is currently being impacted by the ongoing Industrial Action. Delivery dates will be confirmed in due course.</p>
<b>Improving Services for Children and Families</b>	Ensure financial sustainability by closely monitoring budget impacts and planning for future cost pressures	<p>We will continue to review demand pressures at our regular budget monitoring meeting, working closely with BCT.</p> <p>We will deliver our Sufficiency Programmes for Early Years and statutory school age children and deliver our SEND and AP sufficiency strategy to ensure we have</p>	Apr-25 – ongoing



Priority 4 Enhance the quality and accessibility of our services			
Programme	Milestone	Output	Indicative delivery date
		sustainable education infrastructure within the council's capital budget.	
	Sustain and improve stability and performance in the Children's Services Directorate	We will deliver our Continuous Improvement Plan and SEND and AP Improvement Plan and monitor improvement and outcomes through our established governance and reporting arrangements.	Apr-25 - ongoing
	Put children at the heart of all our strategic planning, collaborating with children, young people, and families to develop child and family friendly services, policies, and procedures. Building on our successful UNICEF Rights Respecting Schools Programme	Embedded decision-making processes across the Directorate that reflect meaningful steps to engage and participate with Children, Young People and families and mechanisms to input and utilise feedback and insight.	Aug-25 - ongoing
	Support Early Years Settings, Schools and Post-16 Settings, to be at the heart of our communities and deliver great outcomes for children and young people	Strengthened locality working, and collaboration across education settings. Support development and implementation of Cabinet approved strategies to support improved outcomes for children and young people	Sep-25 - ongoing
	Review Directorate Structure to ensure effectivity across permanent appointments ~ Directorate Senior Leadership Team in line with the Council TOM	Embedded leadership structure and improved leadership oversight and functionality across the Directorate.	Sep-25

Priority 5 Transform the way we operate			
Programme	Milestone	Output	Indicative delivery date
	Enhanced digital automation capability through the deployment of Tranche 5-7	Discover, Design & Develop viable automated user journeys for c. 5 services operating satellite customer	Jun-25 (T4)



Priority 5 Transform the way we operate			
Programme	Milestone	Output	Indicative delivery date
	and digital technologies to reduce demand and improve the end2end customer experience	Modelling of future operating model. Reduce the number of job descriptions for in scope activities aligned to the JEQ process (jointly with shared service model) Staff training in new processes, access to the Knowledge Hub to ensure effective use of the new system.	Tranche 1 - Jun-25 Tranche 2 - Sep-25 Tranche 3 - Dec-25 Tranche 4 - Mar-26
	Design and deliver a future operating model for a shared service; standardising and streamlining entry points and processes to enable more efficient, effective and reliable service delivering the right outcomes for our customers	New Shared Service model with defined entry points and lean processes, that makes best use of technology Implementation of the new model All employees undertaking activity in the shared service model are on a suite of standardised Job Descriptions.	Mar-26
<b>Brindley Programme (Oracle)</b>	SG2 Complete Playbacks	Refined system design and build and definition of associated business change to delivery required outcomes	Completed
	SG2a Complete Design Sign Off	Sign off and ownership from CLT/EMT and Board Members of changes and what is required	Completed
	May Gateway Review	Assurance Review	
	SG3 System Integration Testing	Full end to end technical test of system including all input and output integrations	Jul-25
	SG4 Gold Build	Full build of intended live system taking into account any refinements from SIT	Sep-25
	SG5 User Acceptance Testing	Full end to end business testing of the system conducted by the intended end users conducting full business processes	Dec-25
	SG6 Dry run	Preparation for go-live including dry run of key go-live activities such as data migration	Jan-26
	SG7 Cutover and Go-Live	Managed cutover from current to new system including full transition of agreed data	Mar/Apr-26

Priority 5 Transform the way we operate			
Programme	Milestone	Output	Indicative delivery date
Digital Strategy	A new data capability in content / UX team established	Skills and capacity in house producing reports and data and insights which will allow teams to make improvements to end to end services for citizens	Sep-25 Jul-25 Aug-25 Mar-26
	Launch our online service and content strategy to ensure our content and services are designed to take a digital first approach and are designed around user need and accessibility	Online service and content strategy relaunched, approved and implemented  Online services are designed according to our principles and strategy	Oct-25
	Implement a regular review of digital engagement and our digital interactions with citizens	Review of the effectiveness of our services online.  Assess for volumes, completed interactions and analysis of failure demand.	Aug-25 Quarterly Mar-26
	Review of our website / online service technology stack	A website that is simpler and more effective for the users	Mar-26 Measured monthly
	Train in house DTS staff to reduce need for consultants and contractors	In house trained teams to support Oracle, Microsoft the internet and our IT service. Continual development programme.	Mar-26
	Link systems together to ease use	Time spent on manual interventions reduced	Sep-25
	Employee Experience multi-disciplinary team stood up	New capability within DTS that will enable BCC to make the most of tools available to them for collaboration and productivity  Training and upskilling opportunities for employees  The Foundry's 'Digital workplace' pillar forms part of this	Mar-26 Nov-25 Quarterly

Priority 5 Transform the way we operate			
Programme	Milestone	Output	Indicative delivery date
	The Foundry - Efficiency, automation, digital transformation, service redesign and iterative improvement.	Deliver process improvement, AI and automation initiatives through the Foundry that will save time and money Build expertise and support BCC services in end-to-end service redesign Working creatively and experimentally with services. Staff have opportunities to work on innovation initiatives with the Foundry, building digital skills and developing agile mindset.	Foundry – ongoing
	Internal expertise and model for supporting Oracle in house created	Create in-house team to provide technical support for Oracle, building skills, knowledge, experience and sustainability.	Team set up Sep-25
<b>Organisation Design &amp; Target Operating Model</b>	Stabilising Tier 2 including onboarding of remaining Executive Director positions	Established leadership team with remaining posts filled	Completed
	Target Operating Model	Development of the outline TOM tailored to the Council's specific needs delivered by PwC	Completed
	Tier 3-4 structure design	Validating As Is position (resource position – perm staff and FTE, interims, vacancies, costs, recruitment in progress) and determination of future state design options. Trade union consultation.	Sep-25
	Tier 3-4 structure implementation	Coordination of implementation activities (delivery by HR teams), including recruitment, job evaluation, assimilation. Trade union consultation.	Mar-26
	Tier 5	Building out next layers of the organisational structure – operational design with Directorates	Mar-26
	Zero Based Budgeting	Analyse structures from Tier 2 down across all services and functions across all Directorates with a view to	Initial commencement

Priority 5 Transform the way we operate			
Programme	Milestone	Output	Indicative delivery date
		determining a 'bottom up' model of existing resources and costs and potential options for future models.	Mar-26 (through to Mar-27)
<b>A New BCC Procurement Service</b>	Build a competent and capable corporate procurement service that is 'fit for purpose' – failure to do so will continue to result in financial failure, budget overspend, delays across BCC	Devise a new Target Operating Model for a 'fit for purpose' Procurement Service Develop a campaign plan to communicate the new model, identify and secure the significant investment to fund and build the new Service.	TOM delivery May-25 Procurement Pipeline May-25 Implementation Continuous 25 – 27
	Secure a significant investment to fund/build this new procurement function for an annual spend of c£1.5B		
	Empowering and motivating the workforce to deliver on the objectives for the procurement service	Creating a profession led service. Investing in training to upskill for next generation procurement skillsets.	Jul-25
	Supplier relationship management programs are in place driving mutual benefits	An engagement platform through both digital platform and market engagement opportunities.	Oct-25
	Using data and analytics to drive informed decision making and measure impact	Leveraging data and analytics to form Business Intelligence which enables us to make the right decisions	Nov-25
<b>Creation of a Commercial Function</b>	Develop a Business Plan to set out the development of a Commercial Function on an invest to save approach	A four-tier function to bring more structure and governance to all commercial activity and improving outcomes for BCC and its citizens.	Jul-25 Continuous 2025 - 2026
	Professional People Standards	Define a BCC specific set of professional standards based on Government Commercial Function best practices.	Dec-25
	Assessment & Development Centre	Leverage Government assessment & development centres (ADC)	







## Birmingham City Council Performance Management Framework 2025-2028

### 1. Purpose

The Performance Management Framework (PMF) for Birmingham City Council is designed to ensure that everyone in the organisation is working towards shared goals as set out in the Corporate Plan.

The Corporate Plan and accompanying Annual Business Plan cannot and should not encapsulate everything that the Council delivers. This is why a comprehensive organisational framework for performance management is required.

This document summarises the PMF and how it will be applied throughout the Council.

### 2. The Performance Management Framework

There are three key strategic pillars to the PMF:

Pillar		Purpose
1	The Birmingham City Vision (2025-2035)	<ul style="list-style-type: none"> <li>Long-term (10 year) vision for the City</li> <li>Sets out how city partners commit to working together to deliver the vision</li> <li>Co-created with citizens and partners</li> </ul>
2	Birmingham City Council's Corporate Plan (2025-2028)	<ul style="list-style-type: none"> <li>Provides a single, overarching strategic plan for the organisation.</li> <li>Highlights key priorities and deliverables for the Council over 3 years</li> <li>Sets out both the Council's contribution to the Birmingham City Vision and a commitment to the ongoing transformation, improvement and recovery needed to exit intervention (the Improvement and Recovery Plan)</li> <li>An appendix to the Corporate Plan, the Annual Business Plans sets out the key metrics that will be monitored corporately to demonstrate progress towards the Corporate Plan priorities and deliverables.</li> </ul>
3	Medium Term Financial Plan (4 years)	<ul style="list-style-type: none"> <li>Provides the financial strategy for the Council</li> <li>Ensures that resources are aligned to achieving strategic priorities</li> </ul>

Whilst the pillars provide the destination and overall road map, the PMF is the Council's navigation system. Through robust planning, target setting, monitoring and evaluation at all levels of the organisation, it is possible to ensure progress is made and adjust course as necessary.

### 3. Key features of the PMF

- **Business Planning.** On an annual basis, we will refresh our Corporate Annual Business Plan to reflect progress made and ensure it remains relevant. This will help to ensure that resources are used most effectively and that progress towards our corporate objectives can be evidenced.

All Directorates and service areas will produce their own business plan, setting out their contributions to the delivery of the Corporate Plan.

Although the planning cycle is annual, planning should not be a standalone annual event. Instead, it should form part of an ongoing process of continuous improvement that can be adjusted based on the latest data and insights.

- **Annual appraisals and supervision.** This is where individual objectives and development plans are agreed and monitored. There should be a clear link between individual objectives, service / directorate business plans and the Corporate Plan.
- **Monitoring and reporting.** Quarterly reporting takes place against the Corporate Key Performance Indicators (KPIs) and an annual impact report showing progress towards the Corporate Plan priorities produced. Directorates and services will monitor a broader set of indicators and report these regularly at local management team meetings.

The link between all levels of a PMF is often referred to as “**the golden thread**”.

**Figure 1. Performance Framework and the “golden thread”**



#### **4. Why Performance Management is important**

Performance Management is an integral part of the council's wider corporate governance and assurance arrangements, which comprise the systems and processes, culture and values the council operates within as a public sector organisation.

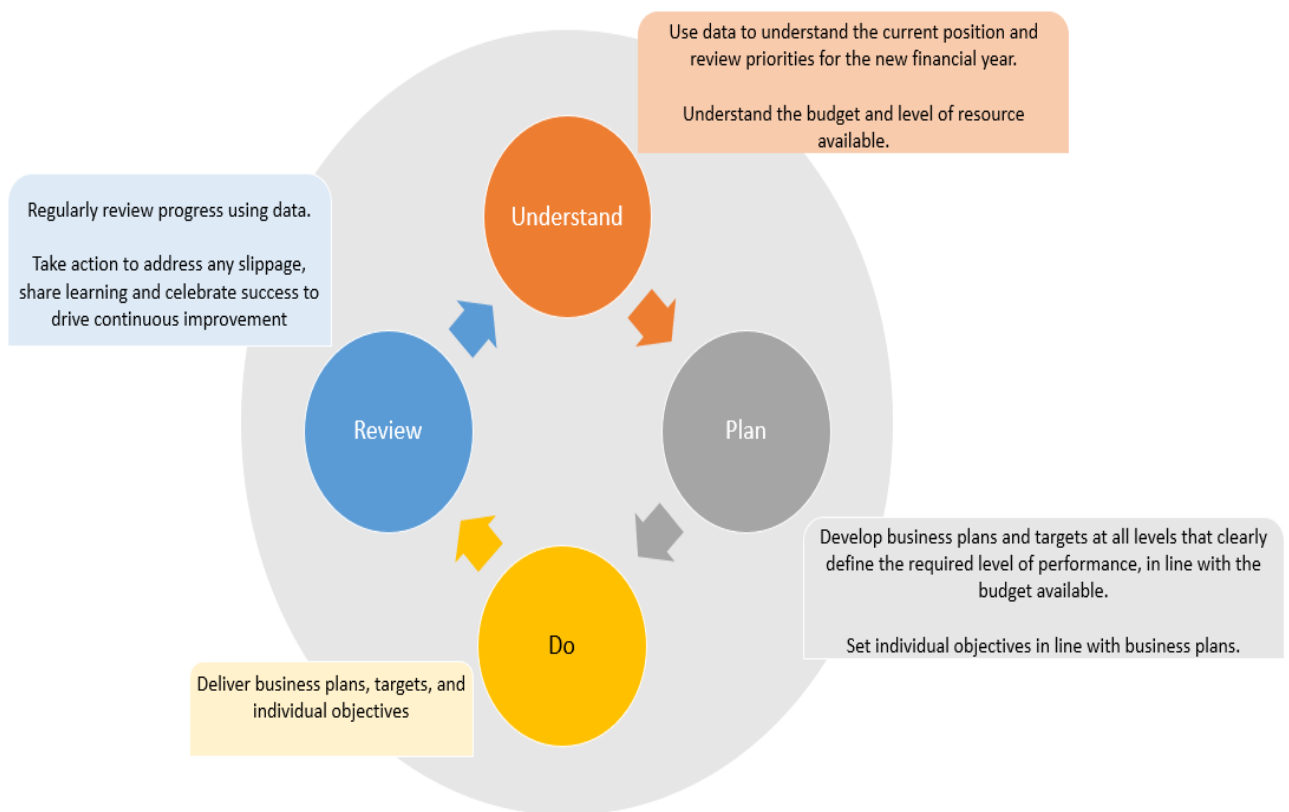
Local Government performance management is guided by a combination of statutory requirements and best practice, rather than a single national statute and framework. The Local Government Act 1999 introduced "Best Value" which requires local authorities to ensure continuous improvement and take steps to ensure economy, efficiency and effectiveness across all functions. Therefore, Birmingham's PMF will maintain a strong focus on using data to evidence progress towards key priorities and our improvement goals.

Done well, performance management can help to:

- Provide an evidence base for informed decision making that leads to better outcomes for citizens
- Increase accountability and transparency for performance
- Provide a single, shared set of priorities for the organisation that every colleague can understand and contribute towards
- Ensure risks to service delivery are identified, managed and learnt from
- Support a culture of learning and continuous improvement
- Demonstrate the progress we are making

The PMF is not just about measuring and monitoring. Performance management is about using data to inform action that will improve outcomes for people (LGA, 2021).

#### **Figure 2. Using data to ensure continuous improvement and better outcomes**



Through consistent application, the PMF should lead to clearer accountability for performance and conversations that allow for challenge, learning and ultimately continuous improvement and better outcomes for our citizens. Accountability should be built into all levels of the framework, ensuring that expected performance levels are clear and where responsibility for delivery lies.

The framework and expectations outlined overleaf are intended to provide a simple, baseline level of arrangements that apply to all directorates in relation to the delivery of our Corporate Plan. Many areas of the Council are subject to specific external, statutory and regulatory monitoring and reporting. The expectations therefore provide flexibility for directorates to be able to respond appropriately to the requirements of those statutory and regulatory bodies.

## 5. Embedding the Performance Management Framework

The table below sets out what is expected at each level of the PMF, when, and by who.

Level of framework	Expectations	Key dates	Who is accountable for progress	How and when monitored / reviewed
Corporate Plan	<p>In line with the <a href="#">Best Value Statutory Guidance</a>:</p> <p><i>The Corporate Plan should be evidence based, current, realistic and enables the whole organisation's performance to be measured and held to account. The authority's financial strategy and delivery arrangements are aligned with priorities in the corporate plan, and respond appropriately to local need, including the plans of partners and stakeholders.</i></p> <p>The Corporate Plan will be monitored via the Annual Corporate Business Plan (see next row)</p>	April 2025-March 2028	CLT and Cabinet Members	The Corporate Plan will be refreshed during 2027 for approval by March 2028.
Annual Corporate Business Plan	<p>Sets out the specific metrics to be monitored and accountability for delivery, against the Corporate Plan for the financial year.</p> <p>These will be determined using contributions from directorates as part of the yearly business planning cycle.</p>	Published each April	CLT and Cabinet Members	<p>Progress will be monitored corporately and reported quarterly.</p> <p>An annual report will evidence distance</p>

	<p>Data, including performance and budgetary information, must be used to inform the level of ambition within the plan and ensure that it is realistic.</p> <p>The Annual Corporate Business Plan will be refreshed and updated annually to ensure delivery and targets against the Corporate Plan remain relevant.</p>	<p>Quarterly</p> <p>October – March</p>		<p>travelled over the year and the impact of this.</p>
Directorate Business Plan	<p>All Directorates develop and complete a business plan setting out their contributions to corporate priorities.</p> <p>Directorate Business Plans are linked to the annual corporate business plan, with key performance indicators and deliverables from the directorate planning process being reflected in the overall corporate business plan. Plans should make accountability clear for performance and delivery within the directorate.</p> <p>From 2026/27, each directorate will have a dashboard, based on a balanced scorecard, which provides easy, “live” access to the key management information required, to support business planning, performance monitoring and improvement.</p> <ul style="list-style-type: none"> <li>The dashboard brings together the latest available information from a range of existing</li> </ul>	<p>October – February</p> <p>Monthly</p>	<p>Strategic / Executive Directors</p> <p>Directors and Assistant Directors / Directorate Management Teams.</p>	<p>Directorate Management Teams (DMTs) will regularly review their business plan and scorecard to ensure progress against key priorities is made.</p>

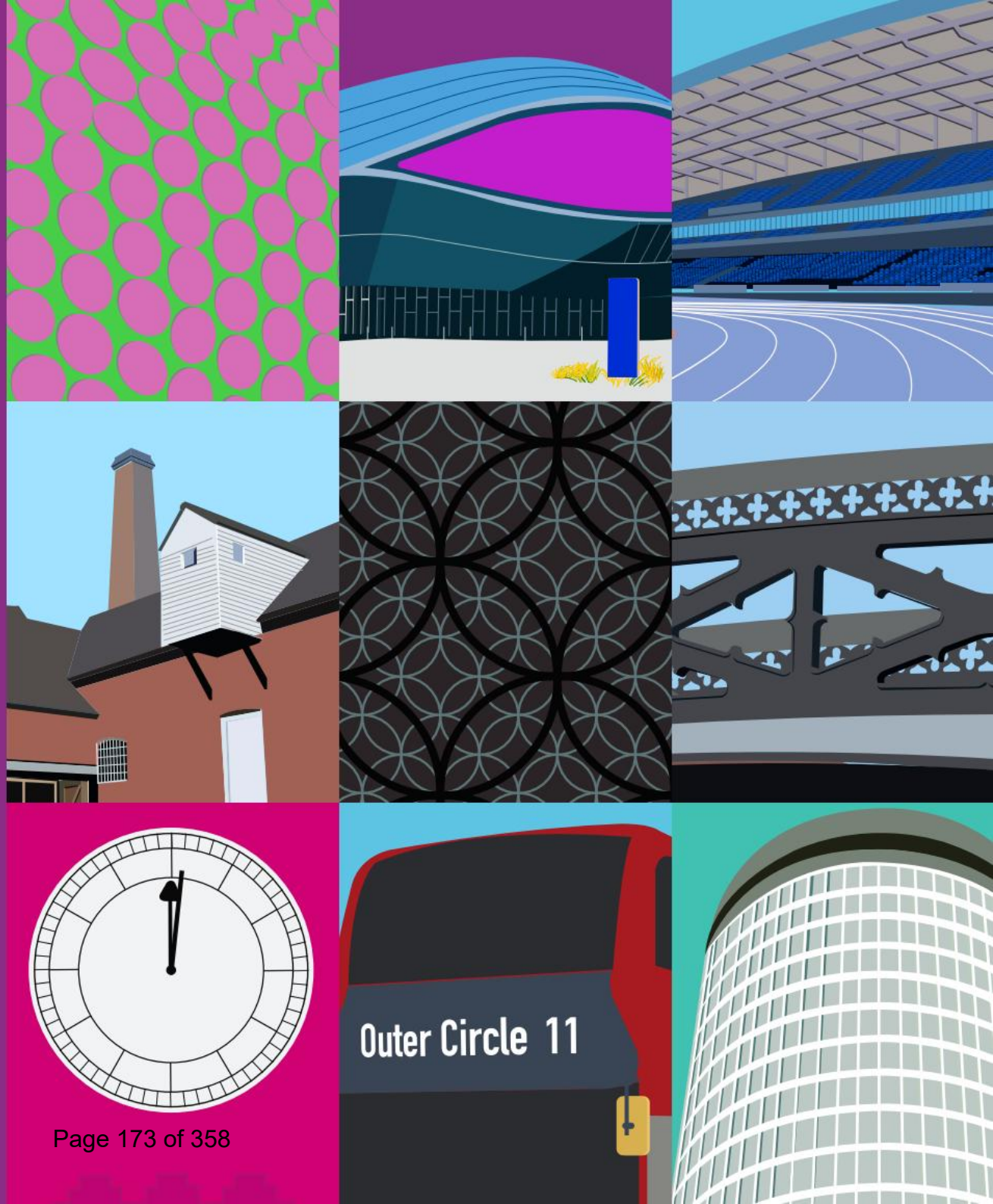
	<p>dashboards and sources within an internal “city observatory” platform. It is proposed that this includes:</p> <ul style="list-style-type: none"> <li>○ Service delivery - Corporate KPIs and any other important PIs</li> <li>○ Finance - savings / budget position</li> <li>○ Governance (risk, audit) and customer data</li> <li>○ Key people metrics and workforce data</li> </ul> <p>DMTs will review and quality assure the submission to the quarterly Corporate Plan monitoring process.</p>	Quarterly	Directorate Management Teams.	
Divisional and Service / team Plans	All divisions and services have their own plans which set out how they contribute to the overall directorate plan and corporate priorities.	Oct-Feb	Assistant Directors and Heads of Service	Progress towards plans is monitored regularly
Individual appraisals	<p>All staff must have an annual appraisal, and the outcome recorded on Oracle by June each year</p> <p>Agreed objectives and development plans should link to organisational priorities (at Corporate / Directorate / Divisional / Service level as appropriate)</p>	June	All staff and line managers	








# SHAPING BIRMINGHAM'S FUTURE TOGETHER FOR 2035





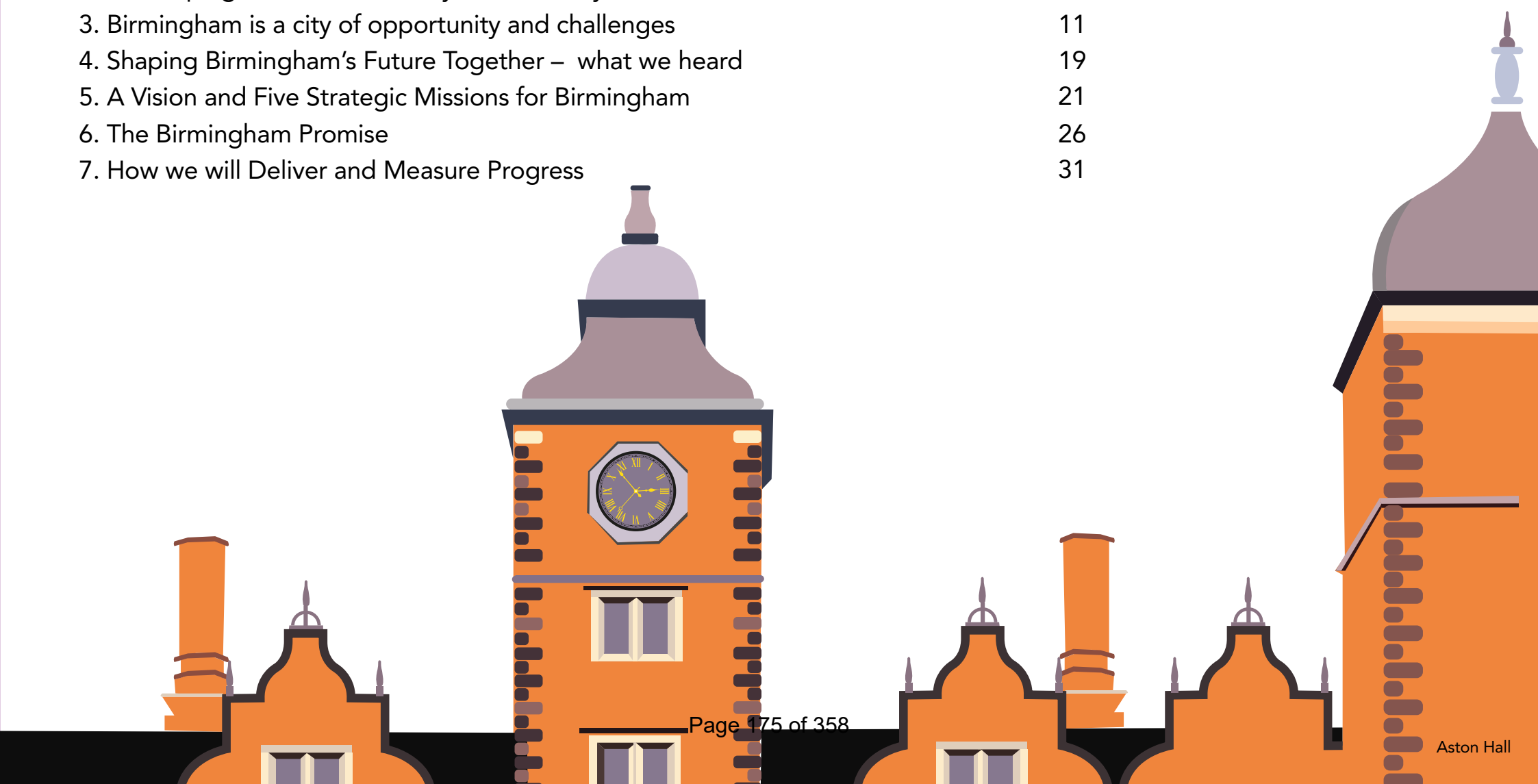
*Placed like the main attraction,  
the middle of everything  
It's so appropriate that we  
sit in the centre of the land  
A place that so many can reach  
but few can understand  
You have to really breathe it in,  
walk amongst these people  
In this so called second city,  
we are more than just a sequel  
Original in every way the light  
that never fades*

**Casey Bailey,  
Birmingham Poet Laureate  
2020 - 2022**



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# FOREWORD

Birmingham is our city.

We live here, work here and learn here.

We share a deep pride in our growing and ever-changing city.

But we also know that our city has challenges.

For too long, the Birmingham story has been a Tale of Two Cities: a booming city centre with cranes dotting the skyline, in stark contrast to neighbourhoods with high levels of poverty and unemployment just a stone's throw away. That inequality must end if Birmingham is to become a city that truly works for everyone, from every community and neighbourhood.

That's why we feel it's important to have shared ambitions for Birmingham, which both address our challenges and harness our incredible collective potential. Through our work on Shaping Birmingham's Future Together, we have created a shared vision for Birmingham, which draws from our rich history and maps out a bright future.

*"Our vision for Birmingham is a city that has a thriving economy, tackles inequality, where all communities can enjoy greater opportunities and the wellbeing that brings".*

As a city that has one of the youngest populations in Europe and is also one of the most diverse, by 2035 we aim to be the best city in Europe for young people, and a world-leading Anti-Racist City."

To get there, we must work together, leading collaboratively and courageously to realise the full potential of our city.

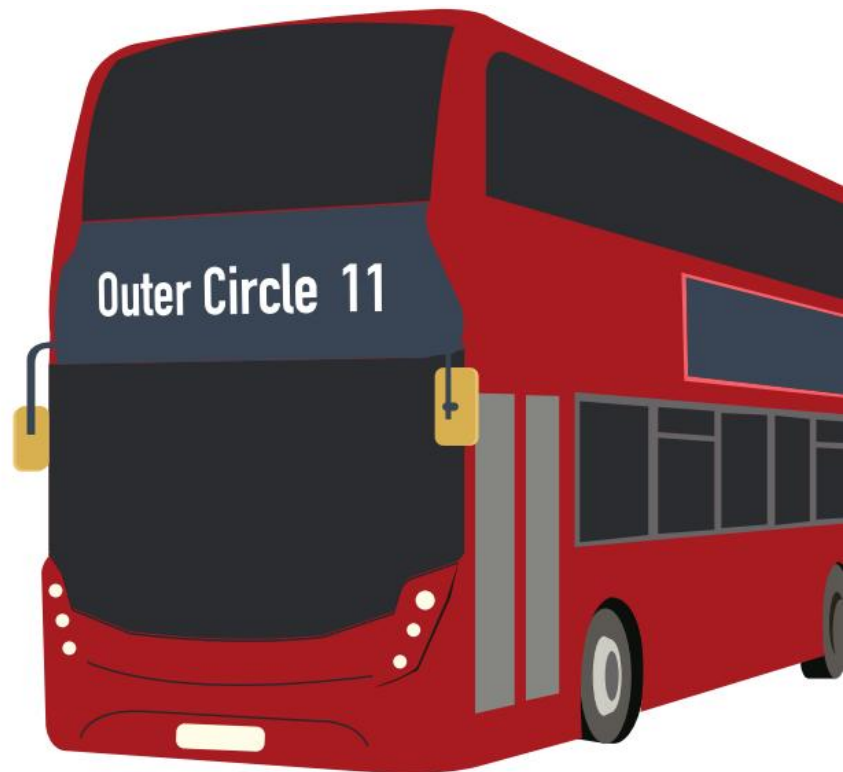
A city which really is second to none.

Councillor John Cotton,  
Chair of Shaping Birmingham's  
Future Together

## Acknowledgement

Shaping Birmingham's Future Together for 2035 was only made possible through the goodwill and valuable contributions of so many people across the city who helped support this initiative, and through whose efforts have led to the creation of a new vision for Birmingham.

Thank you to everyone for all their help, brilliant participation, and generosity of time.





*"We were once the City of a  
Thousand Trades, we are now the  
City of a Thousand Entrepreneurs."*

CADBURY

# 1. UNDERSTANDING OUR HISTORY

Birmingham was known as the “City of a Thousand Trades”, what has emerged is a young, diverse, entrepreneurial and bold city.

Birmingham started as a workshop full of small, highly skilled firms producing a huge range of products. As a result, levels of enterprise were high and unemployment was low, and in the first half of the 20th century, the city saw huge numbers of new jobs created. It also became specialised in manufacturing motor vehicles but was hit hard by the decline of this industry in the 70s and 80s.

Birmingham’s strong social conscience roots back into its history with the radical work done by Joseph Chamberlain as Mayor in the late 19th century to disrupt the system to tackle inequality. This was followed by the leadership of business with the Cadbury brothers, and the legacy they left through the Cadbury Foundation and Barrow Cadbury Trust. They both embraced disruption to drive meaningful change.

Our city also has a rich tradition of welcoming and embracing difference, a legacy that has shaped its identity as one of the UK’s most diverse and multicultural cities. From the arrival of the Irish in the 19th century seeking work, to the Windrush generation from the Caribbean who helped rebuild post-war Britain, Birmingham has

always opened its doors to those in need. The city’s diversity expanded with the migration of South Asians, Africans, and Eastern Europeans throughout the 20th century and into the 21st Century.

This reflection on our history matters.

Our history of welcoming difference has ultimately led to Birmingham becoming a City of Sanctuary, welcoming those refugees fleeing conflict. Today, Birmingham is a proud global majority city.

We have a history and DNA of being bold in tackling inequality, and we will channel that spirit in this City Vision and our ambitions for a Birmingham in which that tale of two cities doesn’t continue.

While we are no longer a “City of a Thousand Trades” we are now a “City of a Thousand Entrepreneurs”. Birmingham boasts several enterprise zones and has been voted the UK’s most entrepreneurial region by Start Up Britain. This bustling entrepreneurship can be seen from the famous Ladypool Road to the STEAMhouse in the city centre.

Birmingham’s history and DNA are rooted in these three things:

- Fostering economic success,
- Being disruptive in tackling inequality, and
- Embracing difference and inclusion.

It’s through understanding our history that this vision for Birmingham will build on these three foundations for our successful future.







## 2. DEVELOPING A VISION FOR THE CITY IN A NEW WAY

Our vision for Birmingham is a city that has a thriving economy, tackles inequality, where all communities can enjoy greater opportunities and the wellbeing that brings.

This is a ten-year vision for the city. It sets out priorities for the whole city which draws on Birmingham's history and reflects our current context, opportunities and biggest challenges.

As a key convening force in the city, Birmingham City Council have stewardship of the city vision. However, this is not a document or vision that just belongs to Birmingham City Council, it's a vision that belongs to everyone in the city. Partners from the public, private, voluntary and community organisations, and all communities and citizens working together can achieve our shared aims.

This vision is intended for use as a strategic planning framework for all the city partners. Birmingham City Council will use it to shape its own Corporate Plan and other strategies, other organisations operating in the city are encouraged to do the same.

In that spirit of partnership, partners and residents have collaborated to develop this vision through the Shaping Birmingham's Future Together initiative.

Shaping Birmingham's Future Together (SBFT) was announced by the Leader of Birmingham City Council in March 2024. SBFT brought together partners from the public, private, education, and the voluntary and community sectors throughout the summer of 2024 to inform this city vision.

In addition to these meetings, over 30 face-to-face consultations were held at venues across the city, and eight online sessions were also held. The sessions were hosted by community organisations including those from Erdington, Bartley Green and Handsworth. They included three ward forums in Stirchley, Small Heath, Sparkbrook and six of the city's nearly three hundred Warm Welcome spaces, including Nechells and Sutton Coldfield. An e-survey was hosted online through the summer to capture a wide range of citizen perspectives, and in total, we received over 1,500 responses.

The feedback is reflected in this vision and its priorities. However, this document also reflects a wide range of views on how organisations should work together in a new way so that partners and citizens can increase their power to do good together. The vision and priorities are also informed by existing city and partner strategies, plus data and analysis from the Birmingham City Observatory.





### 3. BIRMINGHAM IS A CITY OF OPPORTUNITY...

Birmingham is a city of scale. It is a growing city of 1.15 million citizens, and it is the country's second-largest city economy.

Over the last 15 years, Birmingham has attracted record levels of investment due to its welcoming and enterprising nature. Our population has grown and with this has come new homes, jobs, businesses and opportunities, especially in the city centre.

The city is made up of 69 wards and 10 parliamentary constituencies. Outside of the city centre, there are more than 70 urban centres which are hubs for our communities, providing access to jobs, public services, culture and religious services, transport, and other services.

There are 1,166,000 people living in Birmingham, according to 2023 population estimates, an increase of 8.5% (91,800) since 2011.

The population is projected to continue growing to 1,186,000 (up 3.9%) by 2028. Our city is superdiverse - more than half the population (51.4%) identify as 'Black, Asian, Minority Ethnic'.

- **A city of warm and welcoming communities:** Birmingham is a place where people can make a good life. We are a City of Sanctuary –where a broad range of local organizations, community groups and faith communities, as well as individuals, are publicly committed to welcoming and including people seeking sanctuary.

- **Youthful and diverse:** Birmingham has one of the country's most diverse and youthful populations in Europe, with a proud history and culture. We are a city of many communities, many of which have their own distinct identity, culture and community spirit. Nearly half of our population is under 30 years of age. We have outstanding international links and host tens of thousands of international students.
- **A city with outstanding national and international transport connectivity:** Birmingham is centrally located city in England, already within 90 minutes of both London and Manchester by train, at the heart of the major road network and with its own international airport.
- **Environment and green spaces:** the city has a wide range of parks, gardens and green spaces, many historic buildings and canals, and attractive, varied neighbourhoods.
- **Strong educational Institutions:** the city is home to many world-class further and higher educational institutions contributing to the workforce and reputation of the city.







Birmingham Council House,  
City Centre

- **A regionally, nationally and globally important economy:** the size and scale of the Birmingham economy make it the region's economic leader, vital to the UK economy, and globally significant. A range of global companies are located here and have a stake in the success of our city.
- **Economic diversity:** the city has concentrations of firms in advanced manufacturing, financial services, and technology which are vital to the wider regional and national economy.
- **Thriving Creative Industries:** Birmingham and the wider West Midlands region boast a thriving creative cluster. Investing in these sectors revitalises local areas and enhances the city's reputation. The government's Creative Industries Section Vision to 2030 aims to create a million new creative jobs and add £50 billion to the economy, positioning Birmingham at the forefront of this transformation is an important priority for the city.
- **A wide range of cultural and sporting wealth:** We have a diverse range of roles and people engaged in a thriving cultural sector. We also have assets such as the largest regional library and public cultural space in Europe – the Library of Birmingham – and a world class arts, dance, music, food and cultural offer. We have world-class sporting venues and we are a world class events location.
- **A range of specific growth opportunities:** **for example:** Life Sciences at the Birmingham Health Innovation Campus; The Birmingham Innovation Quarter; smart manufacturing at the Tyseley Environmental Enterprise District.









# ...AND CHALLENGES

**OUR ECONOMY:** In 2022, the average gross value added (GVA) per worker in the Birmingham city region stood at £52,848, above that of smaller cities such as Nottingham, Sheffield and Newcastle but below Greater Manchester, Leeds, Bristol, Cardiff, Liverpool and Glasgow. Also, Birmingham suffers from exceptionally high rates of unemployment and low levels of employment. This is particularly the case for young people, where the youth unemployment claimant rate in Birmingham is double that of the UK (as of April 2024). If Birmingham's employment rate came up to the national average, there would be approximately 70,000 more people working and earning in the city.

**OUR SKILLS:** Average educational outcomes from Birmingham's schools are better than the national average. However, Birmingham has a higher share of the population with no formal qualifications and a lower share with a degree-level qualification than any other large UK city. The skills of Birmingham residents are not well matched to employer demand, making it harder for people to get jobs and for businesses to find employees.

**CHILD POVERTY:** Nearly half of our city's children are living in poverty, which is life-altering and, in some cases, life-threatening. In the most deprived neighbourhoods, three out of four children are affected, leading to shorter life expectancies and increased mortality rates.

**OUR HOUSING:** Birmingham is experiencing an acute housing crisis, reflected in a lack of truly affordable housing that is accessible to those who need it most, overcrowding and poor-quality housing stock. Fewer young people in Birmingham own their own home than the national average and there is a higher proportion of young people renting in Birmingham. Overcrowding is a very serious issue; Birmingham has the highest level of overcrowding in all the core cities in England and Wales, with one in ten households (9.4%; 39,625) having fewer bedrooms than they need.

**OUR HEALTH:** Birmingham has worse outcomes across many health indicators than England. Across the city, there are unacceptable differences in health outcomes which lead to differences in life expectancy. Birmingham's infant mortality rate is nearly twice the national average (under 1 year of age) at 7.2 per 1,000 live births, compared to 3.7 per 1,000 for England. Birmingham's average life expectancy over 65 for females is 20.7 years and for males it is 17.7 years, both of which are lower than the England averages (21.2 years for females and 18.8 years for males). Many deaths are due to preventable conditions like heart disease and type 2 diabetes. Poor health, and the need to provide care for others, are key causes of worklessness in the city.

**OUR TRANSPORT:** Whilst the city is well connected to the rest of the UK, the current transport infrastructure within the city does not meet the needs of our citizens. A more effective

transport network within the city is urgently needed to sustain inclusive economic growth, create new jobs and support and empower our communities. Safe, reliable, clean public transport is also vital to help reduce the negative impacts of transport on our environment and contribute to decarbonisation.

**OUR ENVIRONMENT:** The climate emergency underpins the inclusive economic, social and environmental objectives for the city. Air pollution in Birmingham has fallen since the introduction of the Clean Air Zone, and there has been rapid growth in the number of ultra-low emission vehicles. However, too many of our journey are still in private vehicles burning fossil fuels, and we have the highest incidence of fuel poverty of the core cities – with one in four households in the city in fuel poverty (24% in 2022)- reflecting a poor-quality housing stock that is also carbon-inefficient.

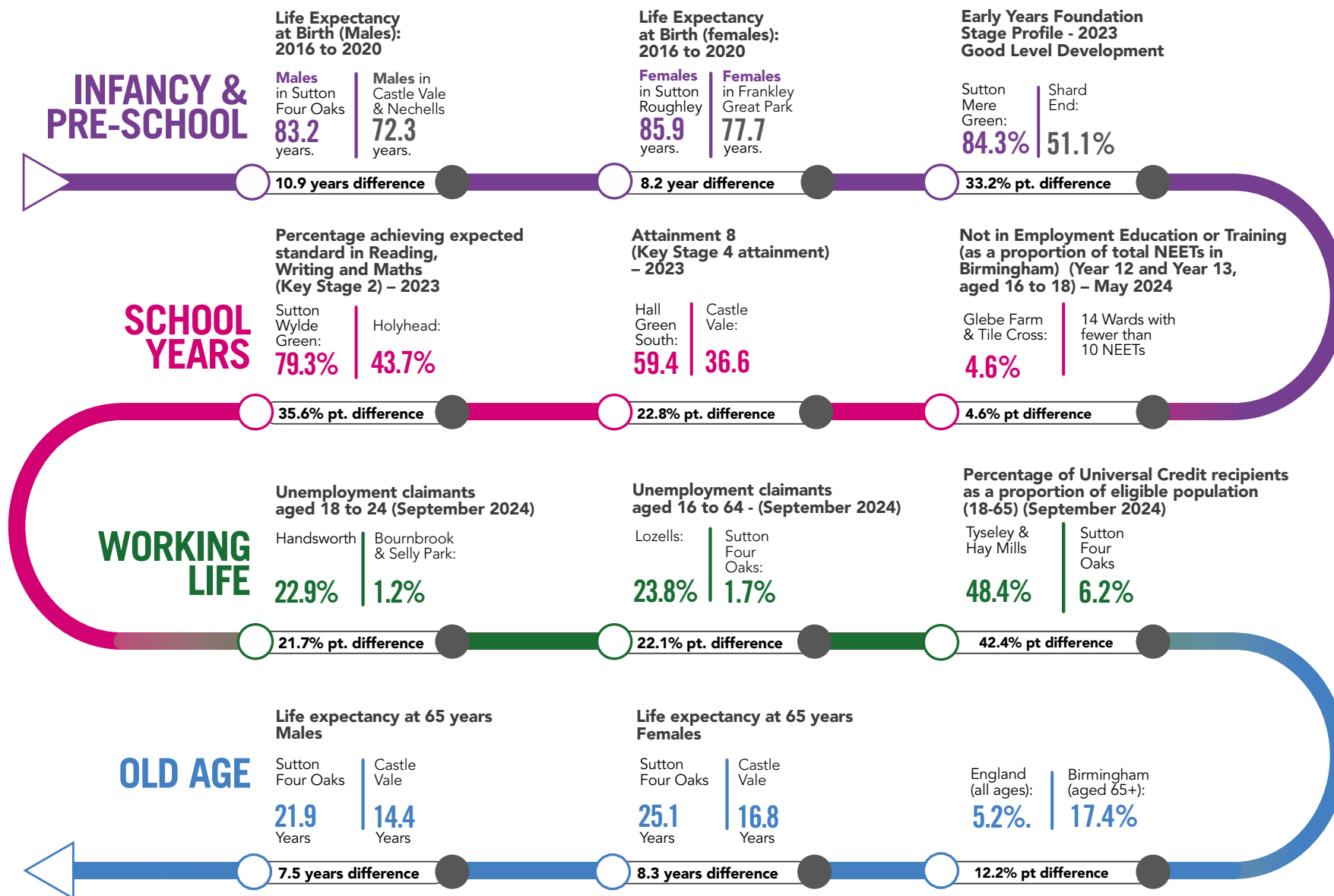
**CRIME:** Birmingham faces significant challenges with concentrations of both property and violent crimes, particularly in areas of high deprivation. This correlation between crime and deprivation affects the entire city, negatively impacting residents' health and wellbeing. Beyond the direct health effects of being a victim of violent crime, the fear of crime also has damaging effects on health. Protecting young people is crucial, especially in safeguarding children from various forms of harm such as physical, emotional, and sexual abuse, as well as neglect and exploitation.





# A PICTURE OF INEQUALITY IN BIRMINGHAM

The graphic below shows how the experience of growing up, working, and growing old can be very different for citizens in different parts of our city.





## 4. SHAPING BIRMINGHAM'S FUTURE TOGETHER – WHAT WE HEARD

Engagement with partners and citizens over the summer of 2024 has deepened our understanding of shared priorities and how to work together.

The following policy areas were widely recognised as key to improving lives across the city. The need to tackle inequalities in these areas was a consistent message, as was focusing on the needs of young people in particular.

- Housing: Access to safe and affordable housing.
- Skills: Access to skills development, relevant to the current labour market.
- Transport: Access to reliable, safe, clean, public transport.
- Inclusive Economy: An economy which citizens can participate in and benefit from.
- Environment: A healthy, clean environment.
- Health & Wellbeing: Access to good quality health and wellbeing services.

There were also important cross-cutting themes about how we should work together to tackle our challenges:

- Put citizens first in everything we do and change how we work to meet their needs.
- Create opportunities to listen to and involve citizens and communities in the design, delivery, and evaluation of services.
- Seek out and listen to those most affected by inequalities, then put them at the heart of designing solutions.
- Build trust by doing what we say and promote participation and community power in everything we do.
- Build on what works and support local organisations that are making a difference.
- Maintain long-term thinking despite short-term pressures, and seize opportunities for change.
- Work together as a city and have pride in who we are and belief in what we can achieve.

We have also referred to a wide range of supporting plans and strategies from across the city partnership, including:

- Our Future City Plan
- Birmingham City of Nature Plan
- Birmingham Creating a Bolder Healthier City 2022-2030
- The Integrated Health Partnership Strategy – A Bolder, Healthier Future for the People of Birmingham and Solihull
- Housing Strategy (2023-2028)

Maintaining a shared understanding of how our city is developing in these priority areas is important to help test and refine the City Vision so that it becomes a useful living document for our partnership.



# EDGBASTON



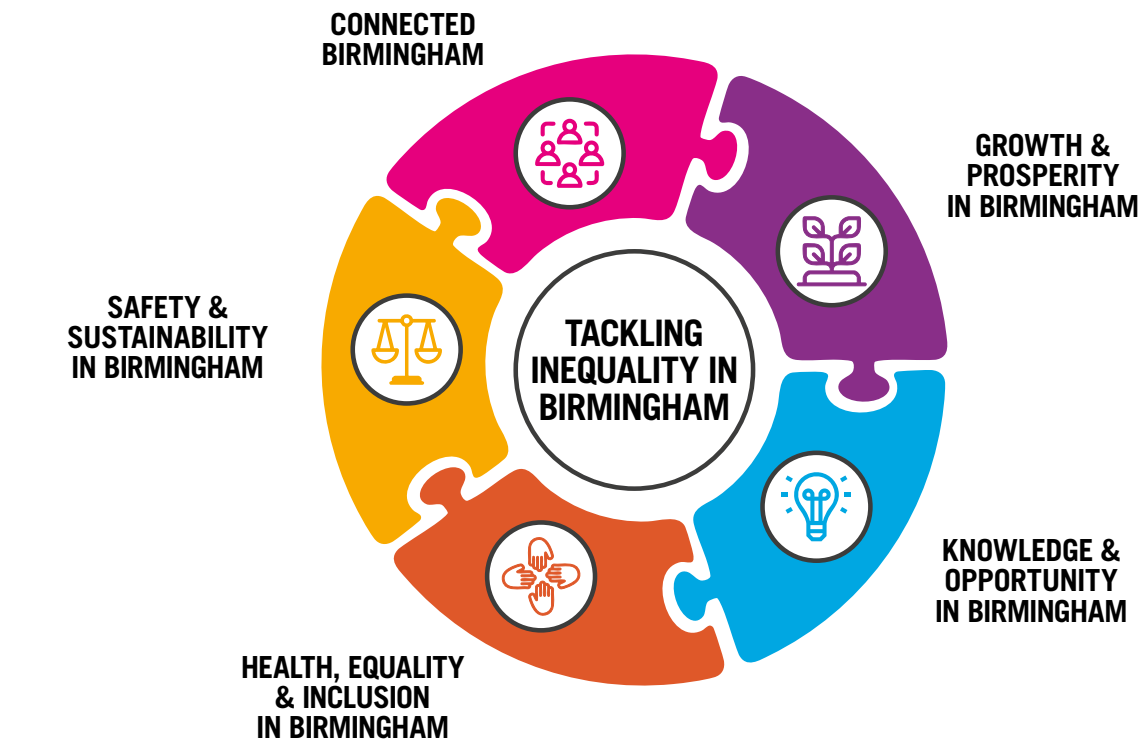
# 5. A VISION AND FIVE STRATEGIC MISSIONS FOR BIRMINGHAM

Our vision for Birmingham is a city that has a thriving economy, tackles inequality, where all communities can enjoy greater opportunities and the wellbeing that brings.

**By 2035 we want Birmingham to be the best city in Europe for young people, and a world-leading Anti-Racist City in recognition of its youth and diversity.**

Birmingham is a healthy, sustainable city that is proud of its diversity, culture and history, and unrelenting in tackling all forms of inequality. Birmingham maintains its status as the UK's leading City of Entrepreneurship, unleashing the power of its young people, building and maintaining a thriving economy in which all Brummies can share its success.

To achieve this, we must work differently and work together to tackle our biggest challenges, to rebuild our city's capacity to drive change but also to seize our greatest opportunities.



We have identified five long-term missions to help deliver this Vision along with measures for our success, but these priorities need to be delivered in a way that tackles various forms of inequality affecting our city.

Partners across the city also need to work together to focus on early intervention and prevention to support citizens to maximise their potential.





## Growth and Prosperity in Birmingham

- In Birmingham, investment and development that addresses inequality and spreads beyond the city centre, creates inclusive economic growth, increased productivity and employment opportunities for the whole city.
- Birmingham maximises the growth and employment potential for our citizens in growth sectors, including the creative and cultural economy.
- Birmingham builds on our strengths of entrepreneurship, diversity and a thriving arts & cultural scene to make the city a more prosperous city of choice for people and businesses, where more wealth is retained in local communities.

### How we will measure:

- Reduce unemployment rates and increase employment rates in Birmingham relative to the national average.
- Increase Gross Value Added per hour worked in Birmingham.
- Increase the level and benefit from inward investment in the city.
- Increase the amount of land delivering high levels of economic activity and diversifying the economy across the city.
- Reduce the gap between the wages of those living in Birmingham and the wages of those working in the city.
- Reduce inequalities in the income levels between places and groups in the city.

## Knowledge & Opportunity in Birmingham

- Birmingham ensures our schools, colleges and universities work in partnership with communities and businesses, to help our young people achieve their academic and personal potential, so they can take full advantage of the opportunities of the future.
- In Birmingham, companies, skills providers and communities work together to ensure jobs are safe, pay the living wage, and provide appropriate training opportunities across the city, so more people get good jobs, and are supported to stay in the city.
- In Birmingham organisations operating in the city deliver social value for our communities, in particular maximising employment and skills for young people.

### How we will measure:

- Reduce the youth unemployment rate and increase the youth employment rate relative to the rest of the UK.
- Increase educational attainment across Birmingham.
- Reduce the number of people without qualifications.
- Increase the graduate retention rate in the city.







LADYPOOL RD

Ladypool Road  
in Sparkbrook/  
Balsall Heath.

## Safety and Sustainability in Birmingham

- Birmingham tackles the housing crisis and increases the number of decent, affordable, and energy-efficient homes that meet resident needs, including by increasing the proportion of genuinely affordable new homes. We support responsible landlord behaviour, so fewer people suffer from bad housing, overcrowding and homelessness.
- In Birmingham, we will work together to keep our citizens safe from harm.
- In Birmingham, we increase the safety and cleanliness of our streets and the quality of our environment: driving up recycling rates, reducing carbon emissions, and improving access to a high-quality natural environment.

### How we will measure:

- Increase the proportion of affordable new homes delivered in the city as a share of all new homes.
- Reduce the house price affordability ratio
- Strengthen community cohesion and reduce crime across the city.
- Increase the liveability of neighbourhoods so citizens have more access to outdoor spaces and amenities.
- Increase the cleanliness of our streets.
- Improve air quality across the city.
- Reduce carbon emissions towards becoming a net zero city.
- Number of victims of violent crimes.
- Number of domestic abuse crimes.

## Health, Equity & Inclusion in Birmingham

- In Birmingham, we work together to improve the life expectancy of our citizens and close the gap in life expectancy between the least and most deprived, and between different ethnic groups, by tackling the main causes of poor health and by creating a healthier environment.
- Birmingham is an inclusive city that actively involves and collaborates with all communities and celebrates our diversity.
- In Birmingham, we understand the scale of race disparity in our city through the Birmingham Race Disparity Overview and develop service-level measures with partners across the city to define how we will become a world-leading Anti-Racist City.

### How we will measure:

- Increase life expectancy at birth and at 65, increase healthy life expectancy, and reduce gaps between the least and most deprived, and between different ethnic groups.
- Reduce the overall poverty rate in Birmingham.
- Reduce systemic racial disparity in Birmingham.
- Reduce the child poverty rate and reduce childhood obesity.
- Reduce food injustice and increase access to affordable, safe and healthy food.
- Reduce the number of homeless children living in temporary accommodation in Birmingham.
- Reduce Childhood mortality.
- Increase the uptake of eligible children claiming Free School Meals.

## Connected Birmingham

- Working with West Midlands Combined Authority, transport connectivity within the city and region will improve so that more people can access the opportunities of the city by affordable, accessible and sustainable methods of transport.
- Birmingham is improving digital connectivity and inclusion, working with providers to increase access to fast connections, and tackling data poverty to increase opportunities for citizens to access services and support that meets their needs.

### How we will measure:

- Increase the proportion of residents who have reasonable access to work, learning and key services by affordable and sustainable methods of transport.
- Improve quality, safety, and reliability of public transport across the city, in particular making it easier for people to travel in and out of the city centre.
- Reduce the number of people who are unable to access fast and affordable internet services across Birmingham and reduce gaps in access between different communities.

# THE BIRMINGHAM PROMISE

EDGBASTON



## 6. THE BIRMINGHAM PROMISE

Organisations in the city must work together for the good of our citizens. Only through effective partnership working can we meet the scale of challenge and opportunity in the city.

This means organisations in Birmingham strengthen partnership working, both with each other and with citizens in a collaborative way which recognises the value of our different roles and perspectives.

There are already lots of brilliant examples of partnership working across the city. The Birmingham Promise has been developed to help organisations working in the city achieve this more consistently.

The engagement for the production of this city vision identified a set of key behaviours that exemplify effective partnership working in the city. These are summarised below:



**These behaviours have been used to develop the new Birmingham Promise.**



## What is the Birmingham Promise?

It's exactly that, a promise.

A promise made by the organisations that work in Birmingham (including the city council) to its citizens and each other. It is also a promise that citizens make to each other.

The Birmingham Promise is about establishing a new civic relationship in the city, based on recognising individual and joint responsibilities, and the role we all must play in helping to make our city and our lives the best they can possibly be. It's also about increasing a sense of accountability through the visible commitments we make here.

It's about how we can all help deliver our vision for Birmingham together through making this promise.

Birmingham has a history of non-conformism and radical reform to meet the challenges the city faces.

The Birmingham Promise lies within this tradition, it is a recognition that we all have a stake in the city's future.

And that we all need to promise to play our part.

"The leading idea of the English system of municipal government might be that of a joint-stock or co-operative enterprise in which every citizen is a shareholder and of which the dividends are received in the improved health and the increase in the comfort and happiness of the community."

**Joseph Chamberlain**



# THE BIRMINGHAM PROMISE

## THE COMMITMENT FROM ORGANISATIONS IN BIRMINGHAM:

- 1** Be a reliable, visible partner, true to our word. Explain what we can and cannot do.
- 2** Ensure everything we deliver is of the highest standards and for the benefit of local people.
- 3** Commit to tackling inequality and publish data on the extent to which what we do is helping to close the gap.
- 4** Put Brummies at the heart of what we do, co-producing solutions and working in true partnership with organisations and citizens.
- 5** Listen to the people of Birmingham, act on what they say and be held accountable.



## THE ASK OF CITIZENS OF BIRMINGHAM:

- 1** Communicate with us: get in touch, tell us what is working and what is not working.
- 2** Share your pride in your neighbourhood. Commit to improving your patch of Birmingham.
- 3** Celebrate our city. Shout about what we're great at, and what's great about Birmingham.









# 7. HOW WE WILL DELIVER AND MEASURE PROGRESS

This vision cannot be delivered by any one organisation alone, it needs to be delivered through a range of partnership structures and a new understanding of true partnership working.

Birmingham City Council is committed to this city vision and will use the Birmingham City Vision to frame and shape the content of our Corporate Plan and other plans and strategies. We encourage other organisations across the city to do the same and set out how they will contribute to achieving and delivering this vision.

To support the Birmingham City Vision and deliver the missions, Birmingham City Council commits to the following:

1. Birmingham City Council has stewardship of the city vision and will convene partners to ensure this vision remains relevant to the challenges and opportunities in our city.
2. Birmingham City Council will promote the Birmingham Promise and encourage organisations and citizen groups to sign up to the Birmingham Promise. Birmingham City Council will also publicise actions and outcomes resulting from the Birmingham Promise.
3. Birmingham City Council will work with partners to develop a stronger partnership relationship. We will establish city missions for each of the five priorities in the City Vision, developing a shared understanding of the collective action we can and will take to deliver the city vision. This will include special cross-cutting commissions on Young People and how organisations in the city can make Birmingham an Anti-Racist City.
4. Birmingham City Council will work with partners to develop a reporting framework which will be published on the Birmingham City Observatory. The vision, mission and measures of success are aligned to the United Nations Sustainable Development Goals. The measures of success will include baseline and comparator data to help monitor progress.
5. Birmingham City Council will produce an annual State of the City Report and hold an annual State of Birmingham Summit to assess progress in delivering the vision – focussing on inequality and the citizen experience in Birmingham at different stages of life.

The Birmingham City Vision is a living document, the relevance of the vision and missions will be reviewed at the annual State of Birmingham Summit.





*"But for me Birmingham is still the centre of the universe, and I was just a little toddler when I found poetry there - or poetry found me."*

***Benjamin Zephaniah***



# Birmingham City Council

## Report to Cabinet

3 June 2025



<b>Title:</b>	<b>DEVOLUTION AND GROWTH: ECONOMY AND PLACE STRATEGY AND INTEGRATED SETTLEMENT FUNDS ACCEPTANCE FOR 2025/2026</b>		
<b>Lead Member:</b>	Councillor Sharon Thompson, Deputy Leader and Economy and Skills		
<b>Relevant Overview and Scrutiny Committee:</b>	Economy, Skills and Culture		
<b>Has this report been shared with the relevant Overview and Scrutiny Committee Chair?</b>	Yes		
<b>Report Author:</b>	Tara Verrell, East Birmingham Programme Officer, Place Prosperity and Sustainability <a href="mailto:Tara.Verrell@birmingham.gov.uk">Tara.Verrell@birmingham.gov.uk</a>		
<b>Authorised by:</b>	Richard Lawrence, Executive Director, Place Prosperity and Sustainability		
<b>Is this a Key Decision?</b>	Yes  Forward Plan Reference: <b>013860/2025</b>		
<b>Is this decision eligible for 'call in?'</b>	Yes		
<b>If 'call-in' has been dis-applied, please provide reason(s) and confirm who has authorised:</b>	Not Applicable		
<b>Wards:</b>	ALL WARDS		
<b>Does this report contain exempt or confidential information?</b>	No		

### 1. EXECUTIVE SUMMARY

- 1.1. The purposes of this report are threefold: Firstly, to adopt the new Economy and Place Strategy (EPS), The EPS sets out Birmingham's key growth opportunities and place-based improvement ambitions and highlights the role of the city in the WMCA growth plan and the government's national growth mission.

- 1.2. The second purpose is to accept the related funding to be allocated to the council via the West Midlands Combined Authority (WMCA) year one integrated settlement, part of the Trailblazer Deeper Devolution Deal. This is detailed in the Year 1 EPS and integrated settlement delivery plan which includes the proposed spend arrangements for the funds (except the elements that require more development before approval).
- 1.3. Thirdly, to agree to establish new economy and place governance arrangements including a high-level Economy and Place Partnership Board to elevate the economic prominence of the City; maximising investment and innovation in line with the EPS to deliver the city's inclusive development ambitions.

## **2. COMMISSIONERS' REVIEW**

- 2.1. Commissioners support the recommendations.

## **3. RECOMMENDATIONS**

That Cabinet:

- 3.1. Approves the adoption of the Economy and Place Strategy (EPS) at Appendix 1
- 3.2. Approves the creation of a non-executive Economy and Place Partnership Board to be chaired by the Deputy Leader: further details and terms of reference are set out in Appendix 2.
- 3.3. Notes the creation of the officer EPS delivery board and delivery arrangements, which will be managed by Executive Director of Place, Prosperity and Sustainability (PPS): further details and terms of reference are set out in Appendix 2.
- 3.4. Accepts £75,902,277 grant funds devolved to the council from the WMCA integrated settlement which includes all related grant funds for 2025/26 plus retrofit funds which is a 3-year deal.
- 3.5. Accepts from WMCA £1,860,000 revenue grant funds for 2025/2026 Youth Employment Trailblazer.
- 3.6. Accepts from WMCA £10,000,000 capital grant funds to deliver the Business Energy Advice Service Energy Efficiency Grant Programme and £1,000,000 revenue grant funds as a project management and administration fee
- 3.7. Accepts £582,522 capital grant funds for delivering UK Shared Prosperity Fund business support grant programmes on behalf of Solihull MBC and Shropshire Councils, and £27,000 revenue grant as a project management and administration fee.
- 3.8. Approves the delivery plan at Appendix 3 and the proposed spend for these following areas and notes that for the spend listed at 3.8.8 further match funding approvals will be required as part of the business case to be approved at Cabinet. Decision making will follow the key decision process and for capital schemes be made via the capital gateway process:

- 3.8.1. Local growth and place – Business: UK Shared Prosperity Fund
- 3.8.2. Local growth and place - Community, Place and Skills: UK Shared Prosperity Fund
- 3.8.3. Local growth and place - Investment Zone
- 3.8.4. Local transport – Active Travel Capability Fund
- 3.8.5. Adult skills - Adult Education Budget including Free Courses for Jobs
- 3.8.6. Buildings' retrofit Warm Homes: Social Housing Fund
- 3.8.7. Buildings' retrofit Warm Homes: Local Grant and including associated procurement arrangements
- 3.8.8. Buildings' retrofit: Public Sector Decarbonisation Scheme
- 3.8.9. Employment support: Connect to Work
- 3.8.10. Youth Employment Trailblazer
- 3.8.11. Business Energy Advice Service (BEAS) Energy Efficiency Grant Programme
- 3.8.12. Business support grant programme on behalf of Solihull MBC and Shropshire Council
- 3.9. Delegates authority to the Executive Director of PPS (or their delegate) in consultation with the Director Commercial & Procurement (or their delegate), the Executive Director of Finance (Section 151 Officer) (or their delegate), and the Director of Law and Governance (or their delegate) to approve the Procurement Strategy for Warm Homes Local Grant to the value of £9,186,413 and award of the contract.
- 3.10. Delegates the administration of the expenditure of the funds accepted (as set out in the delivery plan at Appendix 3) to the Executive Director of PPS (or their delegate) in consultation with the Section 151 officer, relevant chief officers and portfolio holders, and in accordance with the Council's financial regulations.
- 3.11. Notes that an annual update will be provided to Cabinet for information, and to include recommendations for decisions relating the future Economy and Place Strategy, devolved funds and governance arrangements as needed.
- 3.12. Authorises the Director of Law and Governance (or their delegate) to negotiate, execute, and complete all necessary documentation to give effect to the above recommendations.

## 4. KEY INFORMATION

### Context

- 4.1. The **Integrated Settlement** is part of the trailblazer deeper devolution deal agreed with the government and WMCA in 2023 (the integrated settlement was previously known as the single settlement in the text of the deal). Since 2023 the funding



elements and arrangements on the integrated settlement have been negotiated by the WMCA with the government. The integrated settlement initially covers one-year (2025/26) except for the retrofit funding which is for three years (2025/26 – 2027/28). Detailed requirements around the delivery of the funding, including meeting timelines and outcomes, have been negotiated by the WMCA with government. The integrated settlement, outcomes and processes and allocations to the Local Authorities (where applicable) were agreed by the WMCA Board on 14th March. The integrated settlement funding officially commences in April 2025.

- 4.2. The integrated settlement is composed of funding lines across five 'functions' devolved to the WMCA by government. The functions are:
- Local growth & place
  - Adult skills and employment support (government treats this as two functions but the WMCA treats it as one function)
  - Housing and regeneration
  - Transport
  - Retrofit
- 4.3. For some of the functions and funding lines there is an allocation to local authorities. This means that local authorities can prioritise how the devolved funding is allocated but will have to meet delivery requirements agreed with the WMCA including the outcomes that the WMCA has agreed with government.
- 4.4. The council is in discussions with WMCA regarding the application of the WMCA Single Assurance Framework (SAF) which applies to transport and retrofit programmes within the integrated settlement. This will be adhered to where applicable. The current discussion is regarding the impact of the application of the current SAF arrangements on deliverability, and whether adjustments can be made to the process and procedures to accelerate approvals.
- 4.5. The planned Spending Review in June 2025, being undertaken by the government, is expected to announce integrated settlement funding for future years, and it is anticipated this will include a wider range of devolved funding lines and functions with new levels of flexibility between budgets.

### **Birmingham's Economy and Place Strategy**

- 4.6. As part of the development of the integrated settlement the WMCA requested that all local authorities develop place-based strategies (PBSs) to outline how their places can deliver key growth opportunities and provide a rationale for their investment priorities, including through the integrated settlement. BCC's PBS is the Birmingham Economy and Place Strategy (EPS). It draws on a range of existing strategies and plans, including the development of the Birmingham Local Plan.
- 4.7. Birmingham is the UK's second largest city economy with an output of £34.5bn, the city is 1.6% of the UK's GVA, and it has the second highest levels of foreign

direct investment outside of London. The city is the largest part of the West Midlands economy and can play an important role in the government's growth mission. Birmingham has significant economic opportunities and untapped potential. The EPS sets out the city's growth ambition, how it can realise its potential and overcome barriers in achieving economic growth. The EPS outlines initial spatial and sectoral opportunities that are strategic, affordable and deliverable, and with an integrated, place-based approach to support delivery of inclusive economic growth including targeted place-based interventions that increase labour market participation and ensuring local communities and businesses share in the growth generated. The EPS is an evolving strategy with the aim to review after the first year and regularly thereafter.

- 4.8. Three economic zones are key sources of growth and jobs in the city:
- East Birmingham North Solihull (EBNS) area with Growth Zone sites: Washwood Heath & Saltley Business Park (with the new HS2 control centre and depot and adjacent business land area), Bordesley Park (with a new Birmingham City Football Club Stadium and Sports Quarter) and Tyseley green innovation quarter.
  - Birmingham Knowledge Quarter (BKQ): part of the West Midlands Investment Zone
  - Enterprise Zone (EZ): including Curzon Gateway and Digbeth
- 4.9. HS2 is a major growth driver, and the station at Curzon underpins the Curzon area plans and the adjacent BKQ. The EPS also outlines key housing sites including Langley, Ladywood and Druids Heath for large scale housing delivery alongside priorities for housing retrofit.
- 4.10. It also identifies barriers to growth such as the city's very high unemployment and transport needs.
- 4.11. Priority areas for local investment include local neighbourhoods (part of the 'everyday economy'), retrofitting homes, transport connectivity, and cultural activities. These can aid growth reaching all parts of the city, support thriving, liveable places and connect residents to growth opportunities, services, amenities, education, and jobs to help increase citizen outcomes. The EPS also seeks to promote a more nature-rich and sustainable city, including through heat networks as well as digitally connected places.
- 4.12. The EPS is rooted in how investment can be applied through a community-led, inclusive growth approach that more effectively and purposefully connects local economies with the benefits of the growth to reduce inequality, strengthen neighbourhoods and improve health and well-being. The strategy seeks to develop stronger local capacity to work with the council to help enhance local centres, develop resilience through local ownership of actions, and increase engagement and co-delivery with communities. It is about investing in sustainable, bottom-up opportunities for economic, social and cultural projects across Birmingham



including sustainable social enterprises and partnering with local organisations with knowledge of local needs and opportunities to develop local solutions.

- 4.13. The EPS outlines delivery mechanisms to support places including the Local Centre Development Programme with the aim that civil society, community, and business groups work together and deliver services for communities without an over-reliance on grant funding. This could support Business Improvement Districts, Community Investment Districts and Cultural Action Areas.
- 4.14. The fundamentals of this locally focussed approach are based on the feedback and inputs from the Shaping Birmingham's Future Together and the Birmingham Vision 2035 (a ten-year vision for the city) which has identified long-term priorities for growth and prosperity in Birmingham.
- 4.15. The EPS lays out priorities for investment as well as identifying longer-term priorities, which will be developed in line with the Birmingham Local Plan, and with emerging government and regional plans and strategies. Key to shaping this pipeline for the next 5-10 years will be aligning the sites identified in Birmingham's Housing and Economic Land Availability Assessment (HELAA) and those in the Birmingham Local Plan Growth Zones which identify major opportunities for new housing development. In conjunction, Birmingham will work with the WMCA and other local authorities to develop a prioritisation framework to select key housing and commercial sites as regional investment priorities. To support capacity within the council, which is a potential barrier to undertaking necessary work to develop and prioritise schemes, the council will collaborate as needed with the regional Strategic Place Partnership between the WMCA and Homes England for investment proposition development.
- 4.16. The integrated settlement is only a one-year year settlement (except the retrofit funding which is for three years) and as such is of a more transitional nature ahead of a longer-term settlement. Given this, and the late notification of funding allocations and terms (in January - April), it has been more challenging to enable integration of the funding plans in a systemic way. The opportunity for aligned funding and delivery will be greater for the anticipated multi-year integrated settlement starting in 2026/27.
- 4.17. The EPS is not a static document; it will evolve and be updated. It is proposed that there will be an initial review of the EPS during year 1 to align to the new multi-year settlement and WMCA growth plan (due for publication in June 2025), and then a regular refresh of the Strategy after that (frequency to be confirmed). This will enable further development of the economic evidence base during 2025/26 including a more data-driven approach to economic intelligence, and collaboration with partners, employers, investors and community leaders. This in turn will enable more detailed economy and place baselines and outcomes to be established. In addition, wider investment and innovation and reform will be developed to support inclusive growth and place improvement.

## **The EPS and integrated settlement delivery plan 2025-2026**

- 4.18. The integrated settlement offers an opportunity to join up reporting and delivery. This Cabinet report would previously have been a set of individual reports relating to each funding type/theme. The consolidation of funding into the integrated settlement provides a single report process for greater overview of this funding enabling joined up delivery and governance for combined impact.
- 4.19. The delivery plan attached at Appendix 3 features each integrated settlement function and sets out the:
- **Funding for the function** and allocation for BCC where there is a devolved arrangement or mechanism by which funding will be sought
  - **Methodology** for the allocation to the local authority
  - **Programme deliverables** i.e. the activities and interventions that can be defined at this time for approval to spend in 2025/6, this information is the basis for the spend approval that is requested at Recommendation 3.9 in this report
  - **Prioritisation and rationale** as to how the deliverables are linked to the EPS, its objectives and geographies where relevant
  - **Outcomes and outputs** to be delivered and including the council's contribution to the WMCA outcomes where funding is devolved
  - **Delivery modes** - how the programme will be delivered
- 4.20. Within each function there is also an account of other related funding and key programmes that are outside of the integrated settlement but support the EPS in 2025/26 and are referenced in the delivery plan.

### **Economy and Place Partnership Board (EPPB)**

- 4.21. The proposed Economy and Place Partnership Board (EPPB) will comprise of members who provide local, regional and national influence regarding economy and place development in Birmingham. It will provide a forum for strategic discussions on economy and place, responding to the regional and national developments and driving an ambitious and coherent approach. It will have strategic oversight of the EPS, receiving updates from the cross-directorate Economy and Place Delivery Board (EPDB) and other related boards and bodies (e.g. Major Projects Board, EZ board and any additional development related partnerships or legal entities) and offer opportunity to rationalise wider governance arrangements.
- 4.22. Regarding programme delivery assurance, the Council's current Corporate Portfolio Management Office (CPMO) has been designed to focus on providing assurance and monitoring of major improvement programmes and will soon begin to provide assurance on capital programmes. The CPMO does not currently have the capacity to provide direct support in relation to delivery programmes, such as the EPS. The Council is reviewing this position as part its new Target Operating Model. In the interim, resource is required within PPS Directorate to support the

delivery of the various elements of the EPS to achieve specified outcomes agreed between the Council, the WMCA and the MHCLG. Consequently, the Council is focussing existing capacity to improve delivery performance and resilience for delivery contained in this report.

### **Proposal and reasons for recommendations**

- 4.23. At Recommendation 3.1, this report proposes that the EPS is adopted by the council. This is to enable greater strategic focus on investment in the city's economy with a focus on placemaking and inclusive growth. The strategy will achieve this by providing vision and prioritising actions and enabling communication and collaboration with WMCA and the government, investors, anchor partners, and Birmingham's community including businesses, Voluntary, Community, Faith and Social Enterprise/social purpose (VCFSE) organisations and residents.
- 4.24. Recommendation 3.2 seeks to establish a new and influential Economy and Place Partnership Board to provide a forum for collaboration and influence of policy, investment and innovation to deliver the step change in the economic wellbeing of the city that is envisioned in the strategy, and which helps deliver the Birmingham Vision 2035 including the city's missions.
- 4.25. Recommendation 3.3 is to establish an officer-level EPS Delivery Board and improved delivery mechanisms. The programmes within the integrated settlement and delivery of the overall EPS will align with corporate programme management arrangements and will significantly contribute to delivery of the Corporate Plan 2025-28. The EPS Delivery Board is a new arrangement to bring together officers from across directorates and teams relevant to the EPS to track progress against agreed delivery timescales and outcomes and enable the sharing of information to create a more holistic approach to economy and place. It will help drive cross-council integration and improved delivery of economy and place programmes, especially the devolved funds in the integrated settlement, and enable better strategic alignment with other funds and programmes related to the EPS. The improved project delivery and co-ordination arrangements (set out in 4.22 above) will enable the council and partners to deliver the funds of the integrated settlement within a year (where applicable).
- 4.26. Recommendation 3.4: to accept nearly £76m of devolved funds offered as grant by WMCA to the Council, will enable significant additional investment for the city across five key functions of public authority delivery that will be delivered under one joined up strategy. This is a significant step forward, and although 2025/26 is seen as a transitional year ahead of more extensive integrated funding deals for future years, this is a significant opportunity to move away from delivering different infrastructure and services in silos and move towards more joined up planning and delivery for measurable improvements in investment and sharing of the benefits of investment to support equitable improvements for residents.

- 4.27. In relation to recommendation 3.4 some of the funds are also accepted with provisions under previous approval arrangements:
- 4.27.1. The acceptance of the Active Travel Capability grant funds of £1,036,301 revenue is accepted in line with the Transportation & Highways Delivery Programme (THDP) 2024/25 to 2029/30 report approved at Cabinet on 25 June 2024.
  - 4.27.2. The acceptance of £11,015,479 Adult Skills Fund (including Free Courses for Jobs) is accepted in line with the devolution of the Adult Education Budget to the West Midlands Combined Authority report approved at Cabinet in April 2018.
  - 4.27.3. The acceptance of the Investment Zone capital grant funds of £2,583,000 will be used to deliver strategic transport improvements and is accepted in line with the will be subject to the expenditure approval process approved in the Transportation & Highways Delivery Programme (THDP) 2024/25 to 2029/30 report approved at Cabinet on 25 June 2024.
  - 4.27.4. The acceptance of the Investment Zone revenue grant funds of £537,000 will be used to support delivery of the Investment Zone management arrangements to be delivered by the East Birmingham Programme Team and is accepted in line with the delegation at paragraph 3.9 of the East Birmingham North Solihull Programme Update report approved at Cabinet on 10 December 2024.
- 4.28. Recommendation 3.5 seeks the acceptance of the allocation from WMCA of the city's portion of the £5m Youth Trailblazer Funds awarded to the region for delivery of youth employment support in 2025/26. This is vitally needed extra support for 18 – 21-year-olds to address the persistently low levels of youth employment in the city (currently 40.6% compared to 52.4% nationally). The funding will better connect 18- to 21-year-olds with the wider Youth Guarantee and will be a key element of the Mayor's Youth Plan and delivery of the city's Change for Children and Young People 2023-2028 plan.
- 4.29. Regarding recommendations 3.6 and 3.7 the Council has been asked to deliver the business support grants programmes for 2025/26 on behalf of wider areas following previous success in delivery of this kind. These programmes enable the Council to support businesses in the wider region and claim the management fee to support service delivery in Birmingham.
- 4.30. Recommendation 3.8 lists the funds within the integrated settlement for which the spend proposals are set out to be approved as part of this report. As this is a 1-year allocation, it's essential for successful delivery to start as soon as possible, and given the timing (April 2025) of the completion of funding negotiations for some elements, this June Cabinet approval means a late start. However, the plans for delivery have been developed based on ongoing development programmes and experience of partnership working (through commissions and grants) and if

approved, the spend plans in the delivery plan are set to achieve the outcomes shown. The exception is for retrofit funding which is for 3 years. In the delivery plan the plans are set out for the two Warm Homes funds in sufficient detail for approval to support Expression of Interest submissions to WMCA and will then be subject to financial regulations including full business case development as required. The third element of retrofit funding for public sector buildings decarbonisation fund will be brought forward for decision in the future due needing to assemble match funding packages.

- 4.31. Recommendation 3.9 seeks delegation of procurement arrangements and contract approval to enable this large-scale retrofit delivery within the year for the Local Grants element.
- 4.32. Recommendation 3.10 seeks to delegate the administration of integrated funds to one Executive Director (PPS) to support the aim to align funding and manage operations, performance, and compliance coherently across the council. Decisions will be made in consultation with relevant chief officers and portfolio holders where appropriate in line with financial regulations.
- 4.33. Recommendation 3.11 proposes to provide annual updates on the strategic and operational performance to Cabinet, and at the same time bring proposals for subsequent funds for economy and place in a similarly joined up way to enable Members to lead achievement of overall impact for the city and its residents.
- 4.34. Recommendation 3.12 provides the technical approval for the delivery to be legally executed.

#### **Other options considered**

- 4.35. The development of the EPS involved prioritisation of growth opportunities to be delivered by housing delivery, retrofit, high streets and local growth and transport provision. It included considerations on timescales, funding needs, existing investment, outcomes, deliverability, geographies and social-economic needs. A range of outcomes and goals were also considered including the emerging outcomes the Birmingham Vision 2035 and Corporate Plan and inputs from the Shaping Birmingham's Future Together. The evidence base was also assessed. Therefore, alternatives were considered throughout this work, and the resulting EPS and associated delivery plan is the conclusion of these assessments in relation to delivery of the integrated settlement. The EPS is intended to be an evolving document as outlined below in 6.3.
- 4.36. In relation to the use of the integrated funding, options have been considered within each function and funding line. For example, in relation to retrofit, as the limitation of the funding does not enable wide scale retrofitting to meet the needs of the city; prioritisation must take place. Prioritisation was based on the following factors: indices of multiple deprivation; housing condition (risk of fuel poverty and damp); concentrations of need to enable efficient area-based delivery, strong delivery confidence (given the tight timescales) based on high numbers of BCC stock; and established retrofit momentum in the neighbourhood with on-the-ground

community support. The Council will also seek to better integrate different funding lines (e.g. targeting skills funding for retrofit to support local jobs and business growth) to enable greater value and outcomes. However, due to the timing of the notification of the allocations of funding this has been inhibited. Future years of integrated funding will enable this to a much greater degree.

- 4.37. The council could refuse the funding, but this would deny the funding of important services, programmes and capital improvements for residents and communities, as there are no alternative funding sources.
- 4.38. Other options for improved governance have also been considered regarding what partnerships could be involved, how to avoid duplication and simplify governance arrangements, and whether existing operational arrangements should be maintained. It was considered that an option for simply refining and aligning existing arrangements would not be sufficient to deliver the more coherent approach to economy and place compared to the new the governance proposals set out in Appendix 2.

## **5. RISK MANAGEMENT**

- 5.1. The risk register dashboard is attached at Appendix 4. The primary risk for the integrated settlement is the delivery of the programmes within the 2025/26 financial year (and for retrofit meeting the annual delivery over the three years of the funding) alongside meeting the outcomes requirements.
- 5.2. Each of the individual programmes will produce and maintain their individual risk registers, within their respective governance responsibilities.
- 5.3. For the EPS the risk is that the sufficient progress is not achieved, and the strategic aims are not delivered. This is a challenge as the current integrated settlement only covers a small portion of the investment needed to achieve the priorities in the wider strategy. Further work is needed to align council and partner resources and prioritise for future funding opportunities, the proposal for the creation of a strategic and influential Economy and Place Partnership Board seeks to address this risk.

## **6. CONSULTATION**

- 6.1. Embedded in the EPS is the ambition to meet the desire of residents for thriving local areas that offer quality environments, employment opportunities, leisure and cultural amenities and access to nature, and that local knowledge and leadership must be harnessed for developing and delivery programmes in communities. There is no duty to publicly consult on the proposals in this report, however as part of the inclusive growth aspirations for economy and place development, Shaping Birmingham's Future Together consultation has been influential in the development of the EPS approach, especially regarding the local growth and place element, and the early intervention and prevention aims adopted by the council underpin the commitment to inclusive growth at the heart of the EPS.

- 6.2. In addition, the EPS has its basis in plans that have had extensive consultation or community and stakeholder engagement already such as the Our Future City Central Area Framework and the Birmingham Transport and Housing plans.
- 6.3. The intention for the EPS is that it is an evolving document, reflecting and responding to changes to economic, business and place policy, and government and regional agendas and opportunities. It will be reviewed regularly in line with the corporate plan, overseen by the new economy and place governance and reported to Cabinet for approval. Programme elements within the integrated settlement will also be based on further local engagement e.g. the Local Centre Development Programme. In addition, some place-based elements will involve formal public consultation arrangements the ongoing consultation on the Birmingham Local Plan which will shape the preferred options for housing and development priority areas for the future.

## **7. MEMBER ENGAGEMENT**

### **7.1. Ward Councillor(s)**

- 7.1.1. Ward Members were offered an opportunity for an early briefing on EPS summary content in December 2024, and feedback was used to continue to develop the overall EPS approach and content, especially for the local growth and place element.

### **7.2. Overview and Scrutiny**

- 7.2.1. The Economy and Skills Overview and Scrutiny Committee has been provided with summary updates of progress in the development of the EPS on 1st August 2024 (informal briefing) and 4th September 2024 (informal briefing after committee meeting) and will be updated on the delivery of the EPS and Delivery plan regularly (frequency to be agreed).
- 7.2.2. Members have also previously been involved in the development of strategy and plans that are central to the EPS such as the Our Future City Central Area Framework.

## **8. IMPACT AND IMPLICATIONS**

### **8.1. Finance and Best Value**

- 8.1.1. All the funding for acceptance as per the recommendations in this report is set out in the table below.
- 8.1.2. Descriptions of the spend plans are included in the delivery plan at Appendix 3 to be approved, and are included in summary in the Delivery Spend Plan Tables at Annex 1 (All proposed spend is detailed except for projects being delivered on behalf of other bodies i.e. the Business Energy Advice Service Energy Efficiency Grant Programme (West Midlands wide) and the Business Grants on behalf of Solihull



MBC and Shropshire Council, these details can be found in the Delivery Plan at Appendix 3). Total funding for acceptance in this report:

Function	Fund	2025/26 Cap £	2025/26 Rev £	2025/26 Total £	2026/27 Cap £	2026/27 Rev £	2027/28 Cap £	2027/28 Rev £	All years total £
Local growth and place - Business	UK SPF	1,750,899	2,949,278	4,700,177					4,700,177
Local growth and place - CPS	UK SPF	3,266,895	5,893,085	9,159,980					9,159,980
Management Fee and Prog Man't	UK SPF		110,000	110,000					110,000
Local growth and place	Investment Zones	2,583,000	537,000	3,120,000					3,120,000
Local transport	Active Travel Capability		1,036,301	1,036,301					1,036,301
Adult skills	AEB incl. Free Courses for Jobs		11,015,479	11,015,479					11,015,479
Buildings' retrofit	Warm Homes: Social Hsg Fund	6,376,495	788,106	7,164,601	7,825,699	967,221	7,825,699	967,221	24,750,441
Buildings' retrofit	Warm Homes: Local Grant	1,616,809	199,830	1,816,639	3,784,802	467,784	3,784,802	467,784	10,321,811
Buildings' retrofit	Public Sector Decarb'n Scheme	900,945	111,353	1,012,298	4,436,913	548,382	4,436,913	548,382	10,982,888
Employ't support	Connect to Work		705,200	705,200					705,200
<b>Integrated Settlement Total</b>		<b>16,495,043</b>	<b>23,345,632</b>	<b>39,840,675</b>	<b>16,047,414</b>	<b>1,983,387</b>	<b>16,047,414</b>	<b>1,983,387</b>	<b>16,047,414</b>
Employ't support	Youth trailblazer		1,750,000	1,750,000					1,750,000
Employ't support	Youth trailblazer		110,000	110,000					110,000
Grants (Sol. and Shrop).	UK SPF	186,000		186,000					186,000
Man't Fee and Prog Man't	UK SPF (Sol. and Shrop.)		27,000	27,000					27,000
Business Energy Advice Grants	Business Energy Advice Service	10,000,000		10,000,000					10,000,000
Man't Fee and Prog Man't	Business Energy Advice Service		1,000,000	1,000,000					1,000,000
<b>Total Funding</b>		<b>26,681,043</b>	<b>26,232,632</b>	<b>52,913,675</b>	<b>16,047,414</b>	<b>1,983,387</b>	<b>16,047,414</b>	<b>1,983,387</b>	<b>88,975,277</b>

8.2. The Warm Homes Social Housing Fund and Public Sector Decarbonisation Scheme fund will require some match funding to be sourced by BCC. Business cases for delivery of retrofit funding will be developed for consideration in line with the Council's financial regulations. The estimated match funding requirements are shown in the table below, totalling £13.693m.

FUNCTION	FUND	ALL YEARS TOTAL £	MATCH FUNDING ALL YEARS BCC	MATCH FUNDING REQUIREMENTS
Buildings' retrofit	Warm Homes: Social Housing Fund	24,750,441	12,375,221	50%
Buildings' retrofit	Warm Homes: Local Grant	10,321,811	0	No BCC match funding required.  Private sector landlords required to provide 30% match for a maximum 4 dwellings. No match required for private owner-occupied homes
Buildings' retrofit	Public Sector Decarbonisation Scheme	10,982,888	1,317,947	Minimum of 12% match by property owner  30% of funding ringfenced for the education estate
<b>TOTAL</b>		<b>46,055,140</b>	<b>13,693,167</b>	

- 8.3. The match funding from the Warm Homes Social Housing Fund will come from the HRA which has an existing retrofit budget approved within the HRA Business Plan. There is no BCC requirement to allocate any match to Warm Homes Local Grant for private sector dwellings. The project pipeline to utilise the Public Sector Decarbonisation Scheme funding is currently being developed and will be subject to consideration and approval of a future business case. The actual value of match funding requirement and recommendations for approval will be presented separately for approval. No commitments are sought for Council match funding expenditure for the Public Sector Decarbonisation Scheme at this stage.
- 8.4. The WMCA has worked with local authorities to discuss the extent of the match funding requirement and the potential options to meet the thresholds above which will include the integration of this match funding into local authority plans and programmes. It is worth noting that existing plans and programmes which local authorities are working towards are considered to be able to count as match where appropriate, i.e. no additional unbudgeted capital expenditure will be required to meet the conditions of the grant funding. This will be confirmed as business cases come forward to ensure that the council is not committing to unbudgeted expenditure.
- 8.5. Some funds are provided with delivery and programme management and administration budgets stipulated by the funder, these are supportive of council costs for delivery, these funds are identified where applicable in the table at 8.1.
- 8.6. Best value in delivery will be achieved by using competitive processes for the commissioning of external partners, or through alternative best value processes if this is not appropriate, with any exceptions to council guidance being subject to the council's usual governance processes.
- 8.7. The Transportation & Highways Delivery Programme (THDP) 2024/25 to 2029/30 approved at Cabinet on 25 June 2024 provides named projects and programmes

with the necessary approvals and delegations to enable streamlined development and delivery. The THDP is updated annually with renewed approval from Cabinet sought as necessary. Future transport funding allocations from WMCA Integrated settlement that have not yet been allocated for the active travel capital and LEVI funding will be included within the THDP (and built into the Transportation & Highways Capital Programme). These will be reported to the Executive Director for PPS and updated to Cabinet within the annual update arrangements.

## **8.8. Legal**

- 8.8.1. The council's power to agree the arrangements set out in this report is contained in Section 1 (Local authority's general power of competence) of the Localism Act 2011 whereby a local authority has the power to do anything that individuals generally may do, and this arrangement is within the boundaries of the general power in accordance with Section 2 (Boundaries of general power).
- 8.8.2. The council will agree grant agreements with the WMCA for the integrated settlement devolved funding for 2025/26 (and 2025/26-2027/28 for retrofit). The indicative terms of the grant agreements are being reviewed to ensure they are acceptable to the council. They outline the progress needed for delivery and outcomes to be delivered and the terms are compliant with legal requirements.
- 8.8.3. Governance arrangements for the administration of the fund are set out above, including a member led Partnership board and an officer Delivery board.
- 8.8.4. Any subsequent decisions on the use of the monies from the funds set out in this cabinet report, would be subject to appropriate approval and governance processes as set out in the constitution.

## **8.9. Equalities**

- 8.9.1. An initial assessment for an Equalities Impact Assessment Ref. EIA001058 attached at Appendix 5 has been undertaken for the EPS and it has concluded that a full assessment is not required at this time, with no adverse impacts on the protected groups and characteristics under the Equality Act 2010. Individual Equality assessments will be undertaken for new projects, policies or pieces of work as necessary.

## **8.10. Procurement**

- 8.10.1. There are procurement implications in this report which are described in the delivery plan at Appendix 3.
- 8.10.2. In addition, the scale of procurement for the retrofit funding requires development of, and delegated approval for a procurement strategy and award of contract, and this is recommended in paragraph 3.10. This will support rapid progression to the delivery phase which is

critical to enable delivery of these capital funds within the approval timeframe.

- 8.10.3. Where commissioning of new services is required as set out in the delivery plan, arrangements will be made in accordance with the Council's constitution and procurement legislation (where applicable).

#### **8.11. People Services**

- 8.11.1. There are no new staff resource implications arising directly from this report, however as noted in paragraph 8.4 above, some of these funds provide resources for management and administration delivery by council staff, and some directly fund service delivery by staff, particularly in the Local Growth and Place function.

#### **8.12. Climate Change, Nature and Net Zero**

- 8.12.1. As this report is specifically related to the acceptance of funding, spend arrangements, high-level delivery priorities and the establishment of governance arrangements for monitoring the implementation of the overall programme it is difficult to define specific environmental impacts arising from this paper.
- 8.12.2. However, the high-level delivery plan (Appendix 3) includes key programmes such as an increase in the supply and infrastructure required for high-quality housing, ongoing investment into public transport, active travel and electric vehicle infrastructure and a three-year retrofit programme for socially/private-owned housing and non-domestic buildings owned by the public sector. All of these would be expected to provide a positive benefit in terms of climate change, air quality etc.
- 8.12.3. Further, more detailed Environment and Sustainability Assessments will be provided for specific schemes as required by the Council's governance.

#### **8.13. Corporate parenting**

- 8.13.1. It is intended that the proposals contained in this report will have a positive impact on the council's corporate parenting duties for looked after children and care leavers up to 25 years old due to employment support funding in the Local growth and Place and the Adult skills and employment functions (and also the Youth Employment Trailblazer which is aimed at 18 – 21-year-olds). All these funds help residents who are vulnerable and have barriers to employment. Positive promotion of available support from across these programmes will be aimed at care experienced young people from the age of 16 upwards where they are not in education, employment and training (NEET).

#### **8.14. OTHER**

- 8.14.1. The EPS sets out key aims for the development of digital and energy infrastructure in the medium and longer term. None of the devolved funding within the integrated settlement specifically addresses these aims, but local projects for digital, energy and green infrastructure and related skills could be funded through some elements of the funds e.g. for skills support or community building enhancement and there is potential for indirect investment in these aspects through wider infrastructure improvements. In this way, indirect delivery will be supported by the integration aims within the new governance processes.
- 8.14.2. There is also limited capital funding to advance commercial development sites included within the integrated settlement, however, there have been two Levelling Up Fund approvals for Birmingham in recent years which are still in delivery phase at (Bordesley Park and Tyseley), and future rounds of the integrated settlement and other devolved funding may provide more capacity in this aspect.

## **9. APPENDICES**

- Appendix 1: Economy and Place Strategy (EPS)
- Appendix 2: EPS Governance and Assurance Document V1.1
- Appendix 3: EPS and Integrated Settlement Annual Delivery Plan (2025-26)
- Appendix 4: Risk Register
- Appendix 5: Equalities Assessment Initial Screening
- Appendix 6: Environmental and Sustainability Assessment

## **10. BACKGROUND PAPERS**

WMCA integrated settlement report 14 March 2025 [WMCA decisions 14 March 2025](#)

## ANNEX 1 – Delivery Expenditure Plan Tables

### LOCAL GROWTH AND PLACE

Local Growth and Place delivery led by City Operations (Neighbourhoods)						
Projects	Cap	Rev	Project description	Delivery method	Outputs	Outcomes
Investment in Sports and Participation	966,895	-	A fund to invest in sports facilities and improve participation active lifestyle participation programmes, city wide. This funding will aim to maximise returns by aligning where possible with the Sport England Deepening investment.	A combination of BCC staffing (agency by exception), investment in BCC assets (internal call for grants), open grant calls external (in compliance with Subsidy Control Regs.) and open tender (in compliance with Procurement regs.)	Number of amenities/facilities created or improved – 4	Increased users of facilities/amenities – 200
Local Centre Devt Prog – Community Anchor Development (Rev)	-	540,000	The Local Centre Development Programme (LCDP) aims to help develop sustainable local delivery vehicles across Birmingham, providing funding and support for civil society, community, social enterprise and business groups to work together and deliver services in and for their communities, without an over-reliance on grant funding. This will be commissioned through a city-wide expression of interest call.		Number of tourism, culture or heritage assets created or improved – 4	Increased visitor numbers- 200
Local Centre Devt Prog - Community Anchor Development (Cap)	200,000	-			Number of enterprises receiving grants – 6	Increased visitor numbers – 200
Local Centre Devt Prog – Place Infrastructure Fund	1,000,000	-	Funding programme to enhance, re-animate and support our local centres both economically and socially; by realising local visions, plans and opportunities through targeted and contested infrastructure projects. Delivered through Neighbourhood, Business Improvement District and Cultural Investment vehicles. Alongside a focus on renewal and bringing under-utilised spaces back into use, local stakeholder groups will be encouraged to work together, pooling resources and opportunities to create sustainable and enhanced impacts across the cities many diverse local centres.		Number of local events or activities supported – 5	Improved engagement numbers – 200
					Number of people reached – 400	Number of volunteering opportunities created as a result of support - 15
Talent, Skills & Industry Development Prog	-	200,000	Skills programme to support the training and development of creative, cultural and hospitality workers. Based on 1 & 2 day training sessions and multi-day bootcamps, the focus will be on making a quick impact on worker performance and career		Number of organisations receiving grants – 8	Number of people reporting increased employability through development of interpersonal skills funded UKSPF - 20
					Number of people receiving support to sustain employment - 25	

			enhancement. Early actions will be around customer service & personal interaction, managing staff teams and managing volunteers. Participants will be reached in the first instance by providing this as a business support service to enhance the performance and impact of sector organisations across the city.			
Vibrant and Active City Prog – Museums & Culture	400,000	40,000	Primarily a capital funding programme for cultural infrastructure and developing the wider cultural offer across Birmingham for both citizens and visitors. Includes repairing, maintaining, fitting out and enhancing cultural spaces; including museums, venues and cultural hubs. Also supports advocacy, lobbying and providing match funding to leverage in other funding streams to strengthen the city's cultural offer. Funds will be contestable based on impact, value and urgency. Examples of projects include Sarehole Mill, BMAG galleries and Black Sabbath exhibition.			
Vibrant and Active City Prog - Film	200,000	40,000	Funding programme so Birmingham City can better serve the growing potential for shooting film & TV programmes across the city, especially the ability to secure more recurring productions. Most important will be to make more temporary production office space available, alongside an enhanced location service, enabling producers to more easily find locations and facilities across the city region.			
Vibrant and Active City Prog - Music	200,000	40,000	Development programme to support music venues and creators across the city. Focused on capital grants to repair, enhance and develop a variety of venues, studios and rehearsal spaces that can be accessed by performers and audiences, including enabling collaboration between artists from different backgrounds.			
Vibrant and Active City Prog - Tourism	300,000	40,000	Development programme that support the implementation of Visitor Destination Plans; including improving tourism infrastructure, tourism marketing and 'Hero Theme' development, which includes			



			for example, Heritage, Festivals, Food and Street Art priorities. Working in collaboration with WMCA, DCMS, Visit England, WMGC and others, including internal BCC teams.			
Staff admin (Communities & Place)	-	100,000	Management and administration of projects listed above.	BCC staffing (agency by exception)		
<b>Total</b>	<b>3,266,895</b>	<b>1,000,000</b>				

Local Growth and Place delivery led by Children and Families						
Projects	Cap	Rev	Project description	Delivery Method	Outputs	Outcomes
Young people/NEET - Youth Hub@ LoB	-	260,470	Library of Birmingham Youth Hub 'Job Box' - co-ordination, co-location of services & outreach employability support to NEET young people aged 16-29	BCC staffing (agency by exception)	Number of economically inactive people engaging with keyworker support service – 250  Number of people reached – 128	Number of people in employment, including self-employment, following support – 110
Young people/NEET - careers service	-	779,000	Careers advice and support to NEET young people aged 16-18 and those with SEND aged 16-24	BCC staffing (agency by exception)	Number of people receiving support to gain employment – 200	Number of people in education/training following support – 90
Young people/NEET - youth service	-	766,000	Enrichment, life skills and employability support to NEET young people (including those with SEND) aged 16-25	BCC staffing (agency by exception)	Number of people supported to access basic skills courses – 30	Number of people with basic skills following support – 7
Care leavers and YP support - Bham Children's Trust + commissioned	-	655,242	Employability support to NEET young people aged 16-25 with significant barriers: young offenders, looked after children & care leavers via BCT and external provision of employability & skills support to NEET young people aged 16-29/locality-based support to NEET adults 18+	A combination of BCC staffing (agency by exception), open grant calls and/or extension of existing grant agreements.	Number of people supported to participate in education - 220	Number of people reporting increased employability through development of interpersonal skills funded UKSPF - 210
Employment & skills - programme management	-	460,330	Management, coordination and compliance of the Children & Families (Employment & skills) provision of SPF	BCC staffing (agency by exception)		
<b>Total</b>	<b>-</b>	<b>2,921,042</b>				

**Local Growth and Place delivery led by Adult Social Care**

<b>Projects</b>	<b>Cap</b>	<b>Rev</b>	<b>Project description</b>	<b>Delivery method</b>	<b>Outputs</b>	<b>Outcomes</b>
Pure provider delivery - Commissioned & COGAs	-	1,440,000	PURE project aims to assist vulnerable individuals through targeted interventions including support for employment, education, training, and basic skill development such as ESOL, mathematics, and digital literacy. It will also focus on the softer skills, such as life skills, employability and confidence-building, to enhance personal development and bring our cohort closer to the labour market	A combination of existing contract variations and new direct grant awards (compliant with subsidy control regs).	Number of economically inactive people engaging with keyworker support services – 600  Number of people receiving support to gain employment – 220  Number of people supported to access basic skills courses – 150  Number of people supported to participate in education - 230	Number of people in employment, including self-employment, following support – 55  Number of people in education/training following support – 75  Number of people with basic skills following support – 100
Marketing	-	45,000	For marketing the project to its intended participants, help raise awareness of the support available and help to coordinate local events such as job fairs, expos etc, and publication of newsletters and annual reports.	Open Tender or waiver to existing contract (discussed with Corporate Procurement)		Number of people reporting increased employability through development of interpersonal skills funded UKSPF - 75
CRM	-	15,000	Help towards the implementation of the Evolutive system to be used across all UKSPF pillars and serve as main CRM system for UKSPF and future legacy project data storage and management	Already procured – enhancements to existing systems		
Pure Salaries	-	472,042	Funding BCC Pure staff team responsible for managing delivery (including comms, evaluation etc) and monitoring, ensuring effective management of commissioned providers and overall delivery	BCC staffing (agency by exception)		
<b>Total</b>	<b>-</b>	<b>1,972,042</b>				

Local Growth and Place delivery led by Place, Prosperity, and Sustainability						
Projects	Cap	Rev	Project Description	Delivery Method	Outputs	Outcomes
SME grants - BDI team	1,750,889	-	The West Midlands SME Grants Programme seeks to increase productivity by improving business confidence, stimulating business activity, attracting investment, safeguarding existing and creating new jobs within local communities. It offers grant funding of £2,500 to £100k (note: it would be expected that the average grant would be circa £20k-30k). The intervention rate will be up to 50% of the total grant.	BCC staffing (agency by exception) awarding grants using standard delegated authority powers	Number of Enterprises Receiving Financial Assistance (FA) – 70	Jobs created as a result of support – TBC  Number of new to market products – TBC  Number of enterprises adopting new to the firm technologies or processes – TBC  Number of enterprises engaged in new markets - TBC
SME advice - The Growth Hub	-	1,000,000	Delivery by the BCC's Growth Hub, the project will offer free business advice and guidance for small and medium businesses and support business leaders and entrepreneurs with business reviews and advice on access to finance and grants as well as cross referral to other business support project BCC will offer. The Growth Hub's business advisors cover all sectors and provide impartial, no-cost advice, online and in person, working with many specialist partner organisations in public and private sectors.	BCC staffing (agency by exception)	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 200  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 200  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 200	
SME advice bespoke prog: start-up/pre-start up	0	450,000	This programme seeks to extend the current offering of pre-start and post-start support to entrepreneurs in Birmingham and Solihull which has been a success and looks to convert more of the existing pre-starts into post-starts as well as new engagement. It will encourage entrepreneurial activity across the region, supporting early-stage businesses with the skills and support to enable them to establish their companies here, leading to further growth and development through further mainstream and specialist business support programmes. The overall aim of this programme is to build	A combination of BCC staffing (agency by exception) as well as open tender or waiver to existing contract and/or new direct grant award (in compliance with Subsidy Control Regs.)	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 108  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 108  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 108  Number of Entrepreneurs Assisted to be enterprises ready (EA) - 238	

			sustainment and improve new business survival rate for the region.			
SME advice bespoke prog: export support prog	0	300,000	The programme provides grants of up to £6,000 that will help businesses: <ul style="list-style-type: none"> <li>- realise their exporting potential in existing and new markets, and to secure new international opportunities</li> <li>- connect businesses to the wider trade and export support network and facilitate introductions to new market opportunities</li> <li>-engage with overseas trade missions and connect to new market opportunities</li> <li>-increase the value of goods and/or services exported.</li> </ul>	BCC staffing (agency by exception)	Number of Enterprises Receiving Financial Assistance (FA) – 35  Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 35  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 35  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 35	
SME advice bespoke prog: green transition prog	0	300,000	To continue the work of the CEBAS project which offer circular economy/resource efficiency advice by working with SMEs to redirect excess materials between businesses and away from landfill and other emission channels. Businesses will be referred from the Growth Hub to CEBAS. Existing Growth Hub businesses to be encouraged to use Synergie matching database and sessions on how to use it will be organised.	A combination of BCC staffing (agency by exception) and open tender or waiver to existing contract, and/or new direct grant award (in compliance with Subsidy Control Regs.)	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 52  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 52  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 52	
SME advice bespoke prog: digital transition prog	0	300,000	Inspiring businesses and third sector organisations to do more with digital technologies, drive business growth and take advantage of the benefits of technology adoption – especially those SMEs who do not see themselves as a ‘tech business’. Encouraging businesses to embrace the opportunities these more advanced technologies offer to fuel innovation, growth and market opportunities. Create the conditions for innovation – boosting access to digital and shared infrastructure to help reduce time, cost and risk of developing new products and services.	A combination of BCC staffing (agency by exception) and open tender and/or new direct grant award (in compliance with Subsidy Control Regs.)	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 40  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 40  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 10  Number of Entrepreneurs Assisted to be enterprises ready (EA) - 10	

SME advice bespoke prog: impact coalition (match my trading)	0	200,000	This project will establish an online platform that will increase transparency of grant funding for Socially Trading Organisations (STOs) and empower them to move from grant dependency towards income diversification. It will also enable BCC to understand and measure social impact generated by the STOs and build up a system that would enable us to distribute 0% loans in the future. This model is based on the Rotterdam Impact Coalition and the KINDRED model (Liverpool).	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Financial Assistance (FA) – 8</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 8</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 8</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 8</p>
SME advice bespoke prog: Investing in night-time economy	0	200,000	A grant fund to support evening and night time economy enterprises wishing to start-up or scale-up. The purpose is to invest in this important sector of the visitor and cultural economy of Birmingham, with investment targeted in key night time economy destinations during this one-year funding round. Investment will be delivered in parallel with Growth Hub business planning etc support to ensure returns for enterprises. Birmingham recently hosted the Night Time Economy Industries Association National Summit for the first time. This investment will evidence the city's commitment to working alongside other stakeholders such as BID's to secure and grow the city's night time economy.	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Financial Assistance (FA) – 10</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 10</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 10</p>
SME advice bespoke prog: community enterprise support – e.g. social enterprise support	0	199,278	The project will support social economy clusters and local centres with business assist (business diagnostics, governance structures, access to finance advice). It will focus on building peer networks enabling continuous support and mutual learning between socially trading enterprises and enable them to diversify their income streams – prepare them for different finance methods including asset	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Financial Assistance (FA) – 7</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 42</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 42</p> <p>Number of Enterprises Receiving Non-Financial</p>

			ownership (i.e. prepare business models and governance for building ownership).		Assistance (NFA) HIGH – 7  Number of Entrepreneurs Assisted to be enterprises ready (EA) - 20	
<b>Total</b>	<b>1,750,889</b>	<b>2,949,278</b>				

## ADULT SKILLS AND EMPLOYMENT

BAES Funding stream	Budget: 25/26-26/27 academic yr	Description of what investment will fund
Adult Skills (qualifications)	£5,568,580	English (Literacy) up to Level 2 functional and GCSE Maths up to Level 2 functional and GCSE ESOL (English for speakers of other languages up to Level 2 Essential digital skills Vocational qualifications Employment and employability programmes
Free Courses for Jobs (FCFJ)	£213, 146	Level 3 vocational qualifications
Tailored Learning	£5,233,753	Community outreach First steps engagement Social/community capital building Health/wellbeing outcomes Progression pathways to qualifications Family learning
<b>Total</b>	<b>£11,015,479</b>	

Connect to Work	Delivery	TOTAL	Output	Delivery method
Birmingham	£705,200	£725,200	Approximately 200 people supported	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)

Youth Trailblazer	Delivery (Interventions 1 and/or 3)	Youth Coordinator	Marketing and Communications (required)	TOTAL	Delivery Method
Birmingham	£1,750,000	£110,000	£10,000	£1,870,000	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)



## HOUSING AND REGENERATION – COMPETITIVE BIDDING

Funding line	Financial year 2025/26 award to the WMCA	Type	BCC allocation
Brownfield Infrastructure and Land	£34,000,000	Capital	N/A - via jointly developed scheme pipeline and bidding
Brownfield Housing Fund	£26,110,000	Capital	N/A - via jointly developed scheme pipeline and bidding
Brownfield Land Release Fund	£2,580,000	Capital	N/A - via jointly developed scheme pipeline and bidding
<b>Total</b>	<b>62,691,000</b>		

## TRANSPORT

Funding line	Financial year 2025/26 award to the WMCA	Type	BCC allocation	Delivery Method
Bus Service Improvement Plan (BSIP) Grant	£37,066,610	Revenue	N/A	N/A
Bus Service Improvement Plan (BSIP) Capacity and Capability	£125,000	Revenue	N/A	N/A
Bus Service Operators Grant (BSOG)	£1,792,259	Revenue	N/A	N/A
Bus Service Operators Grant (BSOG)+	£11,000,000	Revenue	N/A	N/A
Active Travel Capital	£12,341,244	Capital	TBC	
Active Travel Capability	£3,615,215	Revenue	£1,036,301	Staff/Commissioned technical experts
Local Electric Vehicle Infrastructure (LEVI) Fund Capability	£493,640	Revenue	TBC	

## RETROFIT CAPITAL AND REVENUE ALLOCATION

	25/26		26/27		27/28		Total Capital	Total Revenue	Total Grant
	Capital	Revenue	Capital	Revenue	Capital	Revenue			
<b>Public sector quantum</b>	900,945	111,353	4,436,913	548,382	4,436,913	548,382	9,774,770	1,208,118	10,982,888
<b>Social housing quantum</b>	6,376,495	788,106	7,825,699	967,221	7,825,699	967,221	22,027,892	2,722,549	24,750,441
<b>Private housing quantum</b>	1,616,809	199,830	3,784,802	467,784	3,784,802	467,784	9,186,412	1,135,399	10,321,811
<b>Total</b>	8,894,249	1,099,289	16,047,413	1,983,388	16,047,413	1,983,388	40,989,075	5,066,065	46,055,140

The match funding requirement criteria is as follows:

- Warm Homes: Social Housing Fund = 50% match which is already identified in the approved HRA budget
- Warm Homes: Local Grant Private = No match on private homes; 30% match from private landlords up to 4 dwellings.
- Public Sector Decarbonisation Scheme = 12% match



# Birmingham City Council Economy and Place Strategy

Inclusive economic growth offer | June 2025



# Executive summary | Birmingham's growth potential and offer

## Context

Birmingham is the UK's second largest city economy with an output of £34.5bn, 1.6% of the UK's GVA, and the second highest foreign direct investment outside of London. The city is the largest part of the West Midlands economy and can play an important role in the government's growth mission. Birmingham has significant economic opportunities with a £6bn untapped potential.

## Birmingham's Economy and Place Strategy (EPS)

Birmingham's Economy and Place Strategy (EPS) sets out the city's growth ambition, how it can realise its potential and overcome barriers in achieving economic growth. The EPS outlines initial spatial and sectoral opportunities that are strategic and deliverable, and with an integrated, place-based approach to support inclusive economic growth. It sets an investment priorities including through the new, year one WMCA integrated settlement. The EPS is an evolving strategy with the aim to review after the first year and regularly thereafter

## Sources of jobs and sector growth

Three economic zones are key sources of growth and jobs in the city:

1. **East Birmingham North Solihull (EBNS) growth area with Growth Zone sites:** Bordesley Park, Tyseley and Washwood Heath & Saltley Business Park
2. **Birmingham Knowledge Quarter (BKQ):** part of the West Midlands Investment Zone
3. **Enterprise Zone (EZ):** including Curzon, Digbeth and Smithfield

The East Birmingham Growth Zones sites have an opportunity to create 17,000 jobs, BKQ 20,000 jobs and the Enterprise Zone 71,000 jobs. The zones support high value sectors in medtech, energy systems, and creative industries and put Birmingham on a path to a higher productivity future, by expanding the city centre to create new business districts for knowledge-intensive services with high value-added employment. The zones are next to the construction of HS2/ Curzon station which enables maximisation of the investment in the high-speed rail programme.

## Housing delivery

The EPS highlights three key housing priority schemes:

1. **Ladywood** - delivering 7,500 homes
2. **Druids Heath** - delivering 3,500 homes
3. **Langley** - delivering 6,000 homes

These schemes represent the delivery of 17,000. further housing delivery is within the wider housing pipeline.

## Local centres and neighbourhoods

Further priority areas for local investment include local neighbourhoods (part of the 'everyday economy'), retrofitting homes, transport connectivity, cultural activities energy and heat networks, to ensure growth reaches all parts of the city and to support thriving, liveable places.

## Challenges

The EPS identifies barriers to growth such as the city's very high unemployment and its transport needs. Connecting residents to growth opportunities and jobs helps support inclusive growth and increase household incomes.

## Aims

The EPS underpins key parts of the delivery of Birmingham's City Vision 2035 including to support '*a city that has a thriving economy, tackles inequality, where all communities can enjoy greater opportunities and the wellbeing that it brings*' and with the EPS seeking to drive:

1. **Inclusive Economic Growth** - advancing economic growth through key development areas, attracting investment, businesses and jobs, driving innovation and increased productivity, and investing in skills and employment pathways to support residents into the opportunities.
2. **Sustainable and Connected Communities** - investing in cheaper, sustainable energy systems such as heat networks, improving the energy efficiency of homes and making jobs and amenities more accessible through sustainable transport and digital connectivity.
3. **High-Quality, Liveable Neighbourhoods** - supporting good access to quality and affordable homes, public transport and active travel, green spaces, social, leisure and cultural facilities, and healthcare, and attracting, retaining and supporting a skilled population to help business prosper.

# Executive summary | Birmingham's growth offer

## Growth drivers

### Sources of significant growth

EBNS Growth Zone

Enterprise Zone

BKQ (Investment Zone)

### Local investment priorities

Housing Action & Accelerator Areas

Transport and connectivity corridors

Local centres and neighbourhoods

Retrofit and heat network areas

Growth support such as skills and business support

## Goals

### *Birmingham Vision 2025:*

- A city that has a thriving economy, tackles inequality, where all communities can enjoy greater opportunities and the wellbeing that it brings

### *Economy and place strategy*

- Inclusive economic growth
- Sustainable & connected communities
- High quality, liveable neighbourhoods

## Key EPS outputs

- **Economic output:** realising untapped £6bn output
- **Jobs:** EBNS Growth Zone 17,000 jobs, BKQ 20,000 jobs and Enterprise Zone 71,000 jobs and additional jobs through wider growth in the city
- **Homes:** 17,000 homes via three priority schemes and thousands more in the housing pipeline
- **Work:** Higher employment and lower unemployment
- **Incomes:** Higher household incomes and reduced deprivation levels
- **Connections:** Improved links across the city and connecting 300,000 more people to its economy
- **Regeneration:** Advancing EBNS, set to be the UK's largest regeneration programme, covering 375,000 people
- **Local centres:** Additional community collaborations to support thriving neighbourhoods

Investment including WMCA integrated settlement and private sector

Addressing barriers to growth



## Birmingham's Economy and Place Strategy | Components

**Evidence base and case for economic change**

**Growth potential and offer**

**A vision for inclusive growth in the city and thriving places**

**Barriers and opportunities**

**Initial investment priorities**

**A new integrated approach and outcomes**

**What is needed to deliver**

# EPS evidence and logic | City profile and demographics

## Birmingham: city profile

Birmingham is a city of scale and size and is home to over 1,165,400 million citizens. It is the second largest city economy in the UK, and the financial, commercial and cultural hub of the region. It is a city with a proud history and culture, made up of a wide variety of cultures and backgrounds. Birmingham remains a dynamic city that has helped to shape the West Midlands and the UK.

Over the last 15 years, Birmingham has experienced record levels of investment which has increased the size of the city centre and with new areas created for key developments and regeneration.

The city has a range of cultural and place assets including premier league football, the Edgbaston Stadium, a refurbished Alexander Stadium, Birmingham Hippodrome (the UK’s busiest theatre), Digbeth film studios, a renowned culinary scene, 600 parks and green spaces and the UK’s largest canal network. In 2022, as hosts of the hugely successful Commonwealth Games, Birmingham broadcasted its potential globally and its key areas of opportunity.

However, the city has significant economic barriers too, including some of the country’s highest levels of deprivation, poverty and concentrations of people out of work. To realise Birmingham’s potential and contribution to national growth requires a concerted focus and programme to address the barriers and unlock the significant economic opportunities.

## Demographics

Birmingham has a growing, superdiverse, youthful population, with roots in countries from around the world and underpins the city’s global links. More than half of the population (51.4%) identify as Black, Asian or minority ethnic, much higher than the national figure of 18.9%, and 31% are Asian/Asian British, 11% are Black/African/Caribbean/Black British, 4.8% are mixed and 4.5% are other ethnic designation. The school age population is even more diverse with 66% of Birmingham’s population identifying as Black, Asian and minority ethnic.

The city is also one of the youngest local authorities in England, with just over a fifth (21.2%) of the population under 16 and an average resident age of 34 years compared to 40.4 years nationally. The population is projected to continue growing to 1,195,000 (up 2.5%) by 2030, with an increase of 16.4% in the number of people aged 65+ years and a slight decrease in people aged under 15 (-3.1%). However, there is still projected to be more people under the age of 15 (236,000) than 65+ (180,300).

Birmingham’s 69 local government wards



# EPS evidence and logic | Overview of opportunities and challenges

## Key Challenges

### Economy and local growth

- Diversifying the economy
- Infrastructure for local growth
- New business survivability and business productivity
- Spreading economic growth benefits across the city

### Skills and employment

- Unemployment including youth unemployment
- Economic inactivity rate and employment rate
- Level of no or low formal qualifications
- Graduate retention rate and level of population with a degree-level qualification
- Digital skills

### Housing and retrofit

- Affordability
- Affordable (social rent) supply and delivery funding
- Overcrowding and housing quality
- Homelessness and temporary accommodation levels
- Exempt housing and house of multi-occupation levels
- Number of energy inefficient social and private homes
- Volume of retrofit measures to meet demand
- Pressures on retrofit supply chain and skills shortages

### Transport and connectivity

- Congestion and connectivity across city and region
- Cost of capital needs for improvements
- Carbon emissions and air quality
- Equity in mobility and accessibility
- Traffic harm

### Social economic

- High poverty levels
- High deprivation levels

### Focus: the global impacts challenge

*Global factors can shape the economic outlook, and the West Midlands has been estimated to be the most affected region from GDP, GVA and job losses due to the initially announced US tariffs.*

### Focus: the unemployment challenge

*The city has the highest unemployment which impacts citizens and is an economic cost - the city is circa 5% of the national unemployment count, 54% of the WMCA area count and 34% of the Core Cities, while the 20 East Birmingham wards alone are 18.5% of the WMCA count.*

### Focus: the housing challenge

*The city has the highest overcrowding, the house price to earnings ratio has nearly doubled in two decades, rents have risen by half in a decade and the supply of affordable homes is half that required.*

### Focus: the transport challenge

*The National Infrastructure Commission says the city's future transport capacity gap is the highest of the 15 largest English cities and is a priority for investment with growth constrained without it.*

### Focus: the poverty challenge

*The authority is the 7<sup>th</sup> most deprived authority in England.*

## Key Opportunities

### Economy and local growth

- UK's second largest city economy
- Consistent high levels of inward investment
- Significant development sites and economic zones
- HS2 construction and major growth in vicinity
- Strengths in high value sectors
- Development of key cultural and sporting assets

### Skills and employment

- Jobs in growth clusters and development pipeline
- Five higher education institutions and graduate base
- High engagement in adult education
- Anchor network, corporate social value partners and voluntary, community, social enterprise & faith sector and health partnerships for pathways into jobs
- Good school attainment

### Housing and retrofit

- Scale of land, key sites and housing pipeline
- Upgrading homes and delivering liveable neighbourhoods in high deprivation areas
- Reducing carbon emissions
- Successful retrofit programme to build on

### Transport and connectivity

- Reallocation of road space on key corridors
- Connecting central Birmingham and local centres via active travel and public transport
- Reducing traffic speed and volume for liveable places
- Connections to HS2 programme
- Region has best 5G connectivity of the regions

### Social economic

- Young and diverse population

### Output: growth

*£6bn untapped potential, the UK's largest regeneration area covering 375,000 people, and more community partnerships for place renewal.*

### Output: Jobs

*EBNS Growth Zone 17,000 jobs, BKQ 20,000 and Enterprise Zone 71,000 jobs.*

### Output: homes

*17,000 homes in three priority schemes and more homes via the housing pipeline.*

### Output: connections

*Connecting 300,000 more people to the city economy.*

### Output: incomes

*Lower deprivation and higher household incomes.*

# EPS evidence and logic | Economic profile

## Economic profile

Birmingham is the UK's second largest city economy with a GDP of £35.4bn and is the largest part of the WMCA economy. The city's GVA is £32bn, 1.6% of the UK's. Over recent years it has experienced record investment levels, much of it in central Birmingham, and is the highest performing city outside London. GVA per hour worked (2022) in Birmingham is £34.2, comparable to the West Midlands' £34.3 but lower than the England's £38.2. GDP per worker in the city is £63,734 below England's £77,332 and GDP per head is £30,552 (2022) below England's £37,076. Global factors can shape the economic outlook, and the West Midlands has been estimated to be the most affected region from GDP, GVA and job losses due to the initially announced US tariffs.

## Business base and sectors

The main contributions to the economic output of the Birmingham economy (2022) are:

- Business, financial, & professional services: £9.6bn (30%)
- Public services: £9.2bn (29%)
- Retail: £3.3bn (9%)
- Real estate: £3.0bn (10%)
- Manufacturing: £2.1bn (7%)

The service sector is 87% of economic output with a GVA of £27.9bn. While the city has high growth sectors, most of the economy consists of the 'everyday economy' - labour-intensive, non-tradable activities mostly serving local markets. The eight high value clusters in the WMCA economy area represent 12% to 15% of the economy and the clusters are present in Birmingham including business, financial and professional services, and medtech.

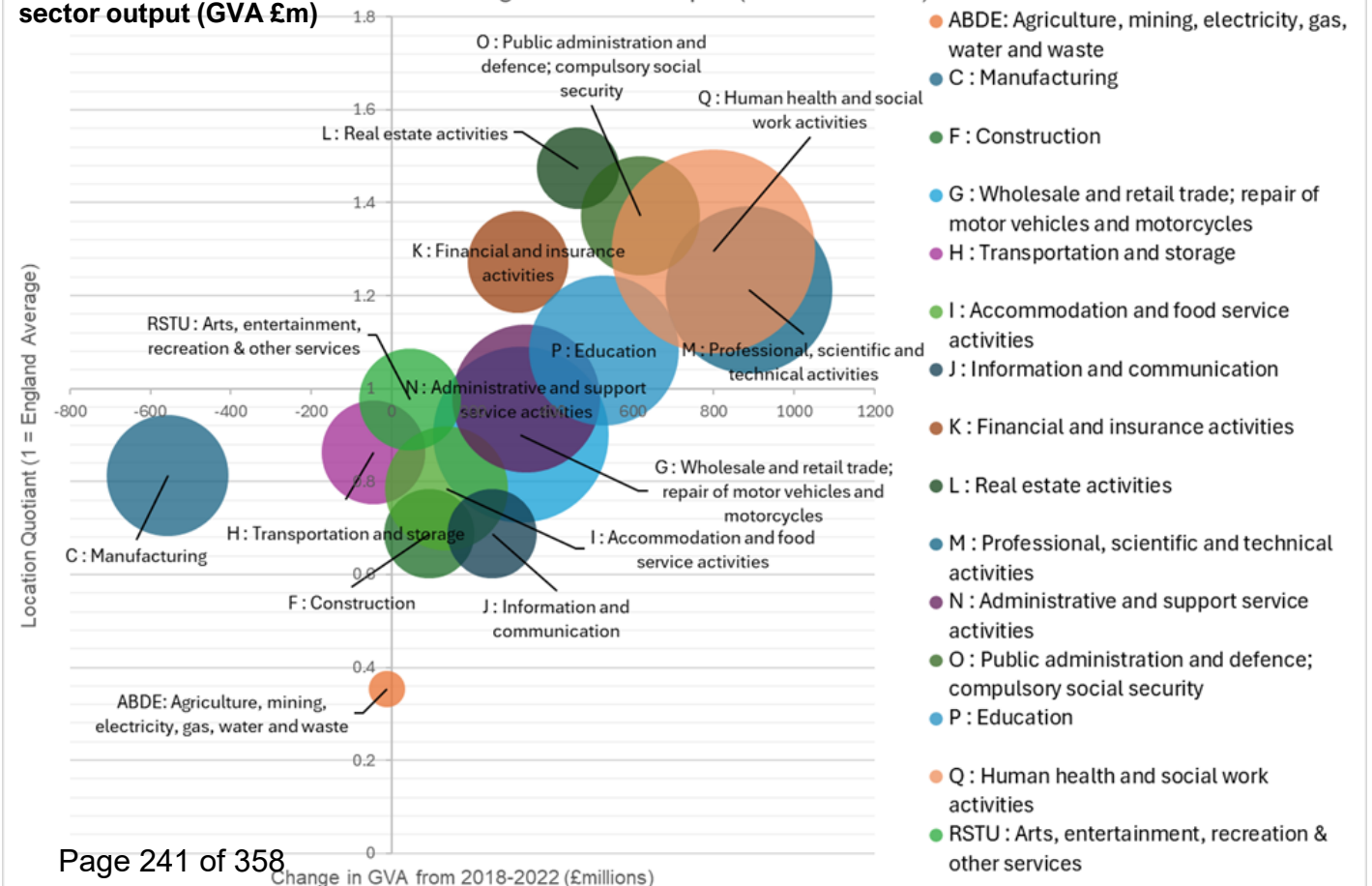
The largest sector by number of employees is human health and social work activities with 93,000 employed. The Location Quotient shows that this sector is relatively over-represented in Birmingham compared with England.

The city has 36,990 businesses (2023) with a business density of 50.1 per 1,000 working age population. The sector with the highest number of businesses is business, professional & financial services (30.9%). The small and medium sized enterprises (SME) base declined slightly in 2023, by 385 (-1.0%). Over a five-year period, the number of SMEs is only slightly higher than in 2019 (+0.7%).

R&D investment in the West Midlands region in 2022 was £3.8bn (7.7% of UK). Business spending on R&D in the West Midlands region is over four times that of government. In London government R&D exceeds that of business by 3:2.

The council is developing more detail economic analysis as is the WMCA for the West Midlands Growth Plan and this will be used in further iterations of the EPS.

## Employment in Birmingham by size (employees), sector concentration (local quotient) and change in sector output (GVA £m)





## EPS evidence and logic | Key growth sector opportunities

The city has growth opportunities in key sectors:

Sector	Growth potential	Key market strengths, assets and investment opportunities	Key barriers
<b>Medtech health and medical devices, diagnostics and associated digital healthcare</b>	<ul style="list-style-type: none"> <li>• Significant output growth and large jobs growth across scientific and technical suppliers although it means productivity impact may be modest</li> <li>• Additional growth opportunity includes increasing output to £430m and over 5,000 jobs by 2030 by matching the growth trajectory of the leading UK region for similar clusters where Birmingham offers complementary capabilities</li> <li>• Important spillovers to associated industries (e.g. automotive, edtech)</li> </ul>	<ul style="list-style-type: none"> <li>• Strong and deep market presence: Birmingham and the region has the UK's largest network of medical technology service and supply companies - 1,200 businesses, healthcare providers, and academic institutions, including global scale such as Thermo Fisher's biggest UK investment at The Binding Site diagnostics firm</li> <li>• Strong supply-side and research offer with R&amp;D and commercial translational centres: <ul style="list-style-type: none"> <li>○ Birmingham Health Innovation Campus (BHIC) and flexible lab spaces for businesses</li> <li>○ Birmingham Knowledge Quarter, part of the West Midlands Investment Zone research and innovation cluster co-locating industry, business, start-ups and academia, to drive advanced manufacturing aligned to life sciences and medtech with Aston University, Birmingham City University, Woodbourne, Bruntwood</li> <li>○ Arden Cross (in Solihull), site of HS2 station at Birmingham Interchange</li> </ul> </li> <li>• Multi-university West Midlands Health-Tech Innovation Accelerator</li> <li>• Edgbaston life sciences/med-tech cluster (Queen Elizabeth Hospital/University of Birmingham) with the UK's largest integrated single-site health &amp; life sciences campus (annual turnover circa £5bn) and University Hospitals Birmingham in top three NHS trusts in the country by turnover</li> </ul>	<ul style="list-style-type: none"> <li>• NHS procurement can mean firms first seek regulatory approval in the US and Europe</li> <li>• Enabling the holding of more clinical trials in the region</li> <li>• Balance of UK R&amp;D funding to region including from the National Institute of Nursing Research and approach to health diagnostics across Catapults as universities, healthcare sector and NHS face challenges and competition for funding</li> </ul>
<b>Business, professional and financial services</b>	<ul style="list-style-type: none"> <li>• Modest growth and jobs potential for business, professional and financial services as jobs benefits muted by new tech such as AI which means a shift in the workforce composition but significant productivity potential and scale.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded city centre with quality commercial space and further expansion planned. City centre provides locations for HSBC, Deutsche Bank, Goldman Sachs, Gowling, etc. including national HQ functions</li> <li>• Disruptor companies and networks with pathways to export via regional international programmes</li> <li>• Longer term, HS2 services could enable more (re)locations of office support from London given quality space and connections but lower rent levels and land prices</li> </ul>	<ul style="list-style-type: none"> <li>• Higher level digital skills</li> <li>• Fragmented national support for digital programmes</li> </ul>

# EPS evidence and logic | Key growth sector opportunities

Continued: growth opportunities in key sectors

Sector	Growth potential	Key market strengths, assets and investment opportunities	Key barriers
<b>CleanTech with a focus on smart energy systems</b>	<ul style="list-style-type: none"> <li>• Commercial opportunity from establishing tradable products and services, with strong output and forecast growth, with commensurate professional, scientific and technical roles alongside decarbonisation and energy security externalities. The mix of jobs shifts though slightly to high-skilled and technical roles with fewer operative roles.</li> <li>• A deep scope in smart energy systems with competitive advantage based on R&amp;D asset base and number of large businesses. A broad scope comes from close connections to technologies and clusters such as new sustainable advanced materials (e.g. biochar), additive manufacturing and sustainable construction and brownfield remediation.</li> </ul>	<ul style="list-style-type: none"> <li>• The West Midlands is among the most energy-intensive regional economies with little possibility to generate energy at scale, but there is an opportunity to be a demonstrator to instigate tradable new products and services such as smart meters, smart grids, micro-grids, heat pumps, sensors, sustainable construction and rare mineral recycling, digital twins and energy monitoring for national and international decarbonisation</li> <li>• Engagement convened by Energy Capital with the established business base, start-ups and research institutions, shows it is a sector where public intervention will benefit.</li> <li>• Tyseley Energy Park is an existing industrial area and leading centre for hydrogen and other low carbon generation and storage in transition to a Green Innovation Quarter innovation cluster focused on low and zero carbon energy and recycling, through a collaboration of the city council, business, universities and Crown Estate. It builds on strengths of clean energy, recycling and manufacturing and seeks to establish a role in housing retrofit, green growth and business incubation. Tyseley is also home to the development of the National Centre of Decarbonisation of Heat.</li> <li>• The region is a location for national utilities like Cadent, National Grid, EON, Hitachi Energy, Energy Systems Catapult and research institutes, including digital twins.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing access to R&amp;D needed, including to Horizon and R&amp;D budgets for relevant technologies over the long-term</li> <li>• Capital funding to enable the business base to fully embrace the opportunity for a green transition.</li> <li>• Low productivity significantly below national average and competitiveness with low R&amp;D investment</li> <li>• Size of SME base</li> </ul>
<b>Creative, digital, tech and culture</b>	<ul style="list-style-type: none"> <li>• Strong growth potential - BBC's commitment to the West Midlands will bring an additional £282m in GVA to the region in the decade to 2031, a 44% increase and estimated 900+ full-time equivalent jobs.</li> <li>• Digital's importance stems from its size, trend growth rate and spillovers to other sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Significant investments such as the BBC's new regional headquarters, which will host shows like MasterChef and Silent Witness, and memorandum of understanding with major content creators.</li> <li>• £18m Creative Content Hub at The Bond, Digbeth and Steven Knight's Digbeth Loc. Studios</li> <li>• Strengths of creative content, production and gaming cluster including film, television, games, animation, high-end TV, branded content, vlogger/influencer content, VFX, immersive technology, and other creative content businesses.</li> <li>• Development of the Sports Quarter, a new 60,000-seater Birmingham City Football Club stadium with training and mixed-use areas, commercial, retail, office, business incubation and new homes</li> <li>• Strong private sector drive via Tech WM for cross-sector applications of digital.</li> </ul>	<ul style="list-style-type: none"> <li>• Transport provision for the Sports Quarter</li> <li>• Higher level digital skills</li> <li>• Fragmented national support for digital programmes</li> </ul>

# EPS evidence and logic | Employment and skills

**Opportunities:** There is a significant jobs growth through the city’s major developments and demand for skills including digital, creative, hospitality and construction sectors. There is also a strong voluntary and community sector that supports job pathways. The city’s university population is sizeable at around 100,000 with 20,000 graduates a year.

**Unemployment:** Birmingham has the highest unemployment count in the country with circa 5% of the total national count, 54% of the WMCA area count and 34% of the total count across the Core Cities. It is a national unemployment epicentre which impacts on citizen outcomes, household incomes and poverty levels and is a significant economic drag on growth. The concentration of unemployment is in the east and west of the city, particularly among residents with ethnic minority backgrounds. The twenty wards of East Birmingham contain the highest concentration and is 18.5% of the total WMCA count.

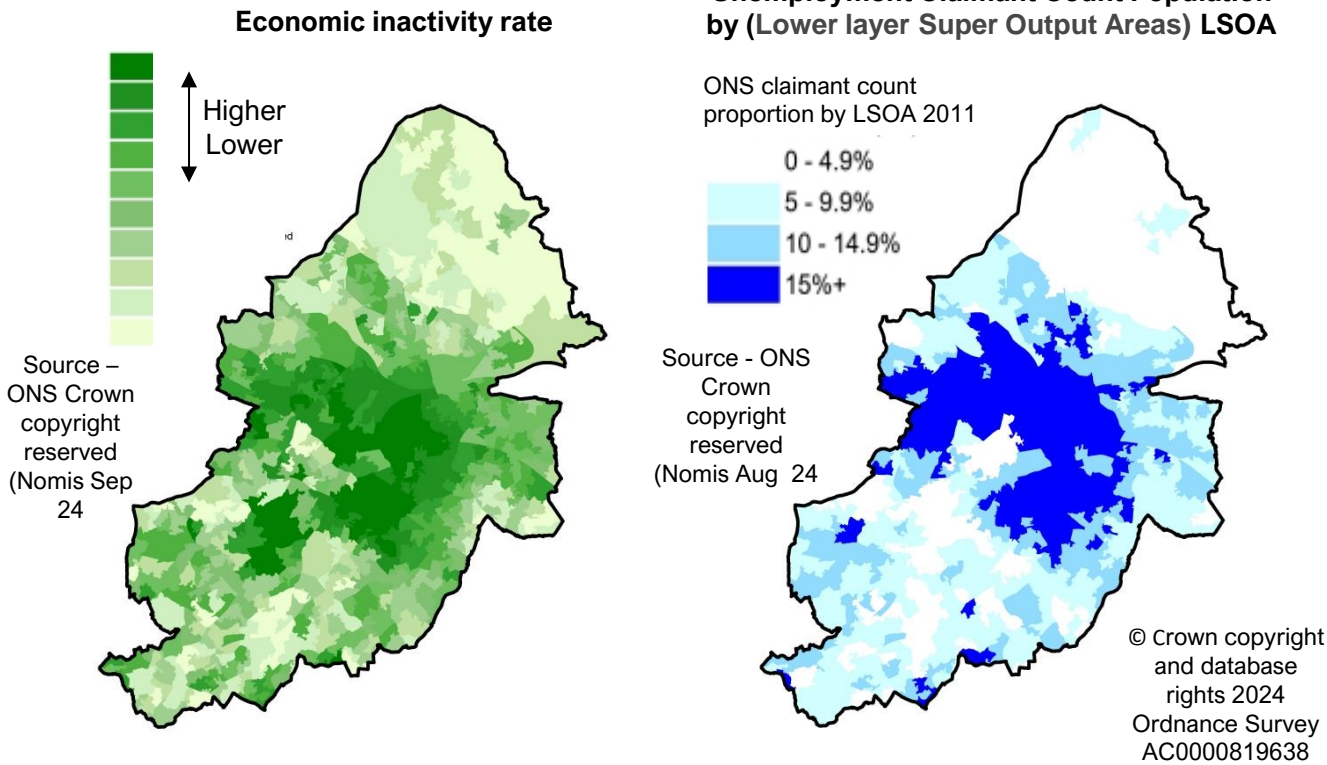
**Youth unemployment:** Youth unemployment is high. Although there is good school attainment at Key Stage 4, there is a cliff edge of young people not entering employment post schooling. Apprenticeship starts and completion rates are also low.

**Worklessness and job access:** There are high rates of worklessness including from ill-health and low employment rates. The economic inactivity rate is high and more than the WMCA and UK average. While there is a higher increase of job creation than the WMCA or UK there is a lower rate of residents getting the jobs.

**Wage rates:** Average wages lag the WMCA and UK, with large numbers paid below the Real Living Wage Foundation rate and there is a higher gender pay gap.

**Skills:** The city has high rates of no skills with lower-than-average literacy and numeracy and a higher-than-average proportion of residents not proficient in English. The city skills profile is not meeting employer demand impacting business productivity and competitiveness. There is a lower level of the population with a degree than the UK average. The Resolution Foundation found the graduate share of employment in the ‘Birmingham urban area’ (WMCA area minus Coventry plus Tamworth and Cannock Chase) is 9% lower than Greater Manchester and Coventry.

**System challenges:** The skills and employment system is not working as it needs to. A reformed ‘work service’ system could align support and services, foster a cradle to career and lifelong learning approach with multi-disciplinary employment support such as for health conditions, transition for young people into employment, apprenticeships reform to increase take up and connecting people to growth opportunities.



## Key challenges

- Unemployment including youth unemployment
- Economic inactivity rate and employment rate
- Level of no or low formal qualifications
- Graduate retention rate and level of population with a degree-level qualification
- Digital skills

## Key opportunities

- Jobs in growth clusters and development pipeline
- Five higher education institutions and graduate base
- High engagement in adult education
- Anchor network, corporate social value partners, voluntary, community, social enterprise & faith sector, and health partnerships for pathways into jobs



# EPS evidence and logic | Housing

**Opportunities:** The scale of land and key sites in the city and the housing pipeline means that there is significant scope for housing delivery. Upgrading homes will also have a positive impact on citizen outcomes and supporting liveable neighbourhoods.

**Supply:** The 2022 Housing and Economic Development Needs Assessment set a need for 5,295 affordable homes annually, but supply is half this. The stock of social rental housing rental is also reducing annually via right-to-buy, with replacements below supply. The Birmingham Local Plan Preferred Options document shows a shortfall of wider housing supply of 46,153 homes across Birmingham by 2042.

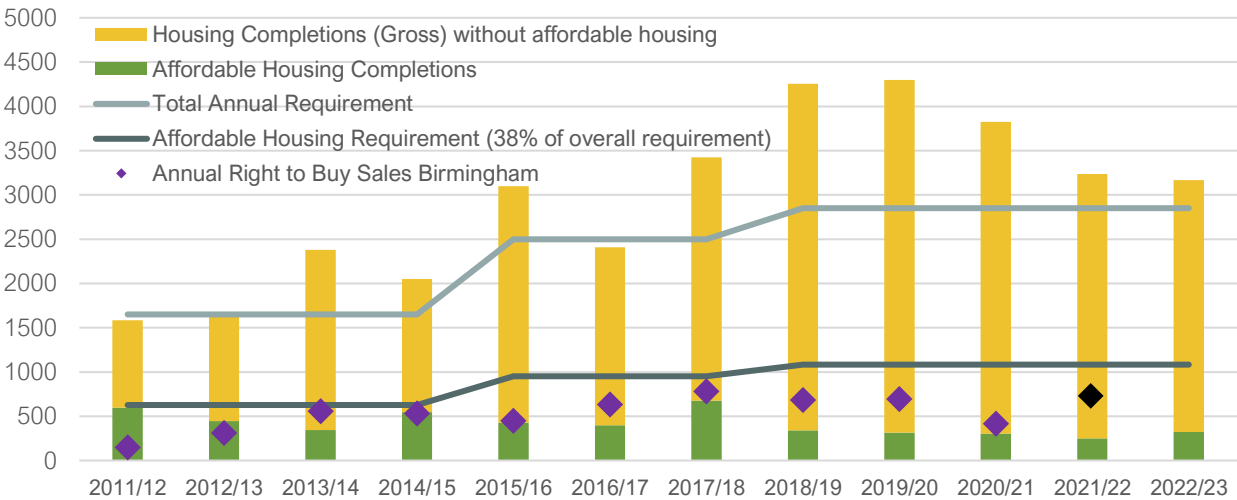
**Affordability:** The house price to earnings ratio nearly doubled over two decades and rents increased by half over a decade. The cost of housing, lack of affordable options, local housing allowance level, and homelessness presentations from a migration route, has seen temporary accommodation rise nearly fivefold in a decade to 4,550 households with children. This impacts on citizens and increases public purse costs.

**Overcrowding:** The city has the high overcrowding due to high average family size, limited social housing particularly family sized, a lack of supply, a loss of council social rent homes via right-to-buy, and a loss of family sized homes due to conversion to exempt housing by private landlords. The 9.4% of households with fewer bedrooms than required is the highest of English Core Cities and more than the WMCA at 6.7% and UK at 4.3%. Over 20,000 applicants are on the council housing waiting list, with more wanting to join. Most require 2 to 3 bedrooms for their family needs. In the year to 31 January 2025, there were 12,458 applications for 2 and 3-bedroom housing, but only 1,443 properties let.

**Quality:** The council housing stock is old with 78% of council homes 50+ years and 19% homes aged 85+ years against the WMCA area's 18% and England's 12%. Significant investment is required to meet the Decent Homes Standard and energy efficiency. The authority has the most tower blocks of any English authority, which means higher costs from post-Grenfell remediations. There has been a significant increase in private sector rented housing including houses-of-multiple occupation (HMOs) and exempt supported accommodation for vulnerable people, both of which have issues of poor quality.

**System challenges:** The housing challenges mean that there are trade-offs between addressing housing quality, affordability and supply. Systemic issues hold back supply such as viability challenges for developments which reduces delivery of affordable units.

Housing completions against annual housing requirement and right to buy sales

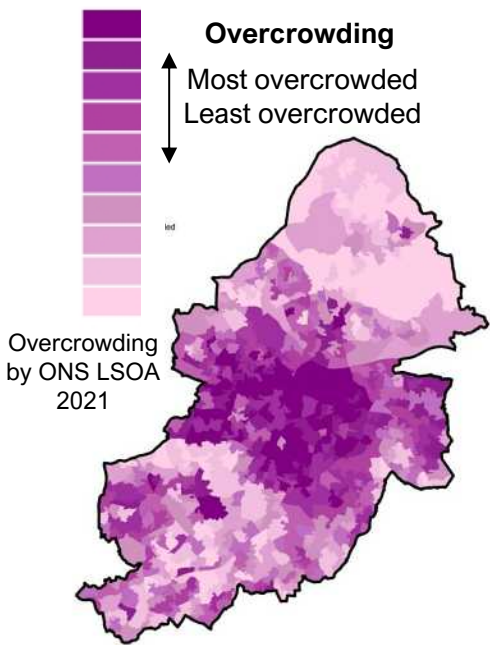


### Key challenges

- Affordability
- Affordable (social rent) supply and delivery funding
- Overcrowding and housing quality
- Homelessness and temporary accommodation levels
- Exempt housing and house of multi-occupation levels
- Number of energy inefficient social and private homes

### Key opportunities

- Scale of land, key sites, and housing pipeline
- Upgrading homes and delivering liveable neighbourhoods in high deprivation areas
- Reducing carbon emissions



# EPS evidence and logic | Transport and connectivity

**Opportunities:** Birmingham is at the centre of the national transport network, with good rail and road links and a major international airport. HS2 is under construction which will further improve connections to Birmingham, and the project is a significant economic programme which unlocks growth in the city and region by around £12bn. Birmingham also has high speed broadband capability than the national average.

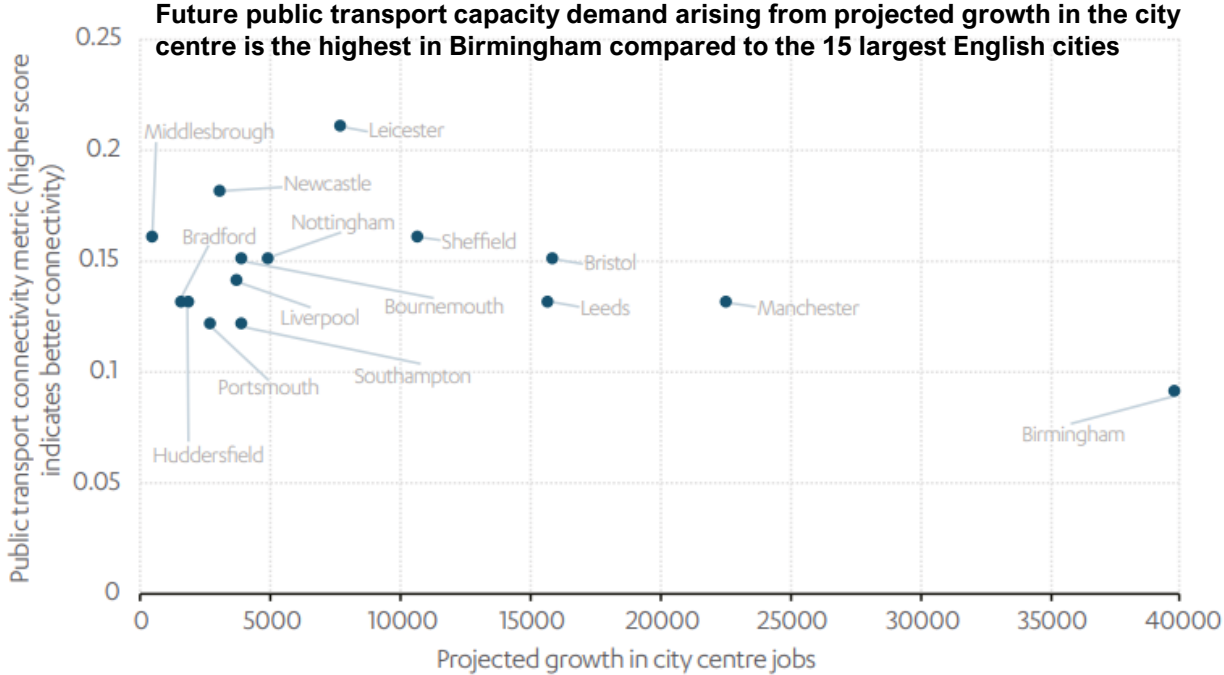
**Congestion and transport network:** Across the city and wider travel to work area, inadequate connections and high levels of congestion create barriers to accessing employment and learning. Out of 112 urban areas Birmingham ranks sixth in terms of congestion. The National Infrastructure Commission has said that the future transport capacity gap in the city from projected future demand from city centre growth will be the highest of the 15 largest English cities; and identifies Birmingham as a priority for investment with growth constrained without it. Public transport and active travel are required to address this not road provision which is already extensive, and additional roads would not be feasible. This underlines the importance of the East Birmingham Metro to increase travel options including to the city centre across a poorly served part of the city and to unlock major growth areas.

**Road dominance:** The predominance of road vehicles and road infrastructure results in disconnected places, poor public realm, unhealthy living conditions and road harm. As much of the transport favours the private car, it places the third of households with no car or van at a disadvantage. This inequity is further compounded as communities least likely to have a car often experience more of the negative impacts of car use.

**Road harm:** Each year on Birmingham’s roads, on average 20 people are killed and 400 people suffer serious injuries. The Road Harm Reduction Strategy recognises that no death or serious injury is acceptable and that a reduction in the speed and volume of vehicles will create a much safer environment for all citizens.

**Emissions:** In 2022 transport contributed 31% of Birmingham’s territorial greenhouse gas emissions. Reaching net zero will need a reduction in vehicle distances travelled and most journeys to be undertaken by active modes (walking and cycling) and public transport. It will also help improve air quality.

**System challenges:** The city lacks an integrated transport network and the most used form of public transport, buses, has seen a decline in services and patronage. There is a need to align funding, develop new funding opportunities and develop an integrated network. If Birmingham were better connected it could bring an extra 300,000 people into the city and economic growth areas



National Infrastructure Commission Second National Infrastructure Assessment 2023. Source: Steer (2023), Urban Transport Capacity, Demand and Cost: Research Methodology; Prospective (2022), Transport Connectivity Methodology Report

### Key challenges

- Congestion and connectivity across city and region
- Cost of capital for required improvements
- Carbon emissions and air quality
- Equity in mobility and accessibility
- Traffic harm

### Key opportunities

- Reallocation of road space on key corridors
- Connecting central Birmingham and local centres via active travel and public transport
- Reducing traffic speed and volume for liveable places
- Connections to HS2 programme

# EPS evidence and logic | Environment, climate change, sustainability and retrofit

**Opportunities:** Birmingham Council declared a climate emergency in 2019 recognising the need for coordinated action to reduce greenhouse gas emissions and build resilience in the built and natural environment. Housing retrofit programmes are reducing emissions from homes and are a basis on which to build and develop a significant retrofit supply chain.

**Energy:** There is a current reliance on fossil fuel for heating and the city’s urban geography and location away from renewable energy production, presents challenges. Energy system transition can help decarbonise heating and cooling for homes and public buildings. Working with government, an advanced zoning programme has identified where heat networks would be most cost-effective to decarbonise heat and could cover 20% of the city’s heat demand.

**Climate vulnerability:** Birmingham Council and the University of Birmingham have developed a climate vulnerability and risk assessment for the city which includes deficits in trees cover and green space and heat impacts. The most deprived areas have the highest climate vulnerability. Alongside is the development of nature recovery network areas with corridors of biodiversity and nature improvement.

**Fuel poverty and domestic buildings:** Fuel poverty is high at 24% of households and housing is the largest source of emissions. Around 60% of homes do not meet energy performance certificate (EPC) level C.

**System challenges:** Short-term and fragmented funding is a barrier to an investible pipeline and developing training with providers for retrofit jobs. The WMCA integrated settlement is a path to helping develop longer term and holistic funding.

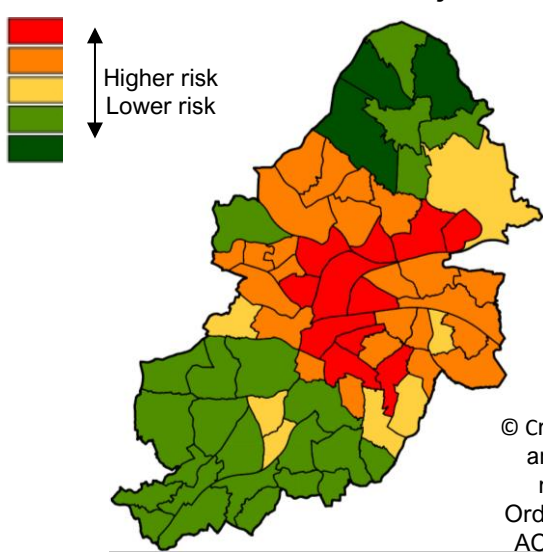
### Key challenges

- High climate vulnerability in areas of high deprivation
- Number of energy inefficient social and private homes
- Volume of retrofit measures to meet demand
- Pressures on retrofit supply chain and skills shortages
- Fossil fuel reliance for heating and nature of the urban geography

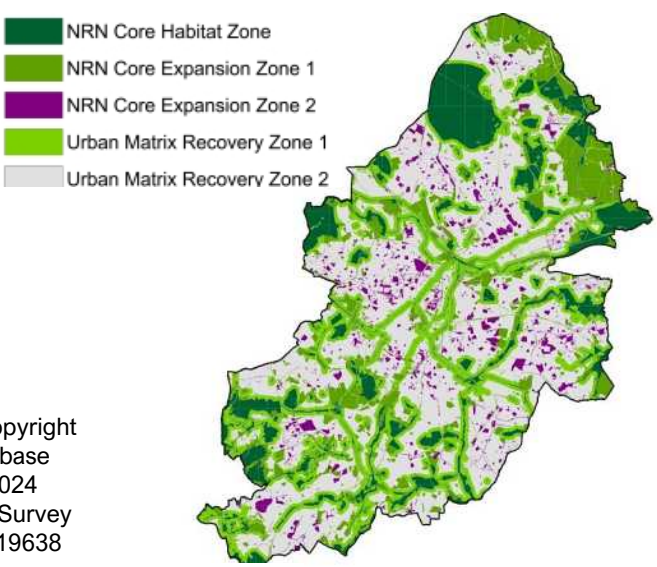
### Key opportunities

- Reducing carbon emissions
- Upgrading homes and delivering liveable neighbourhoods in high deprivation areas with a successful retrofit programme to build on
- Heat network zoning to decarbonise heat demand
- Harnessing the climate vulnerability assessment to improve neighbourhood resilience and address inequalities

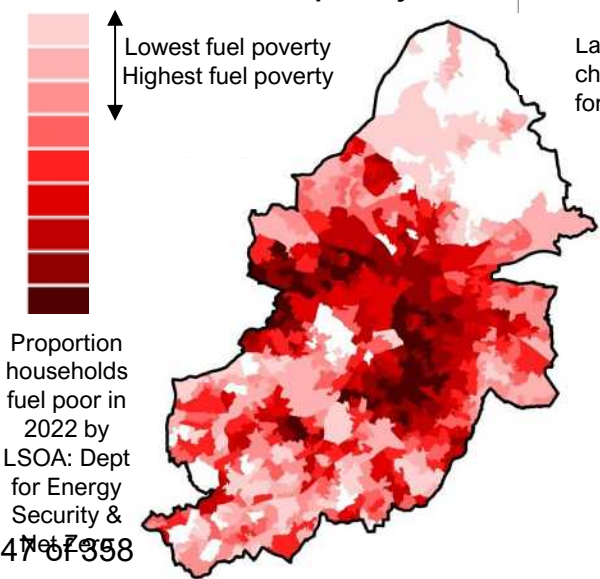
Climate risk and vulnerability assessment



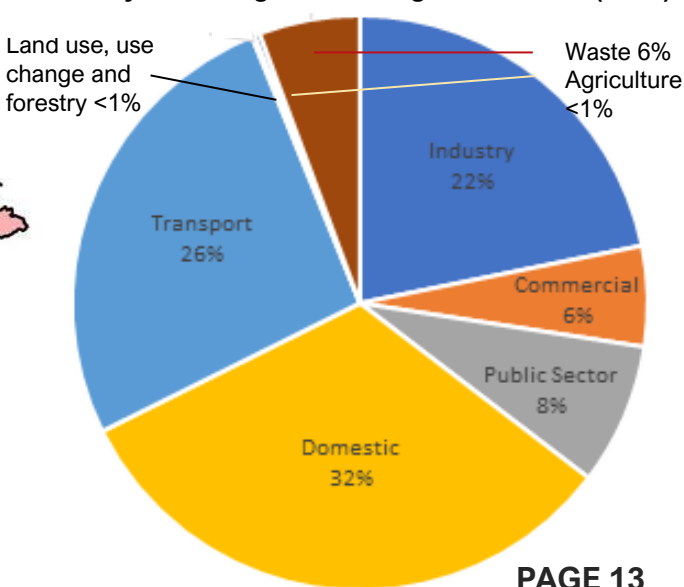
Nature recovery network areas



Fuel poverty



City's sector greenhouse gas emissions (2021)





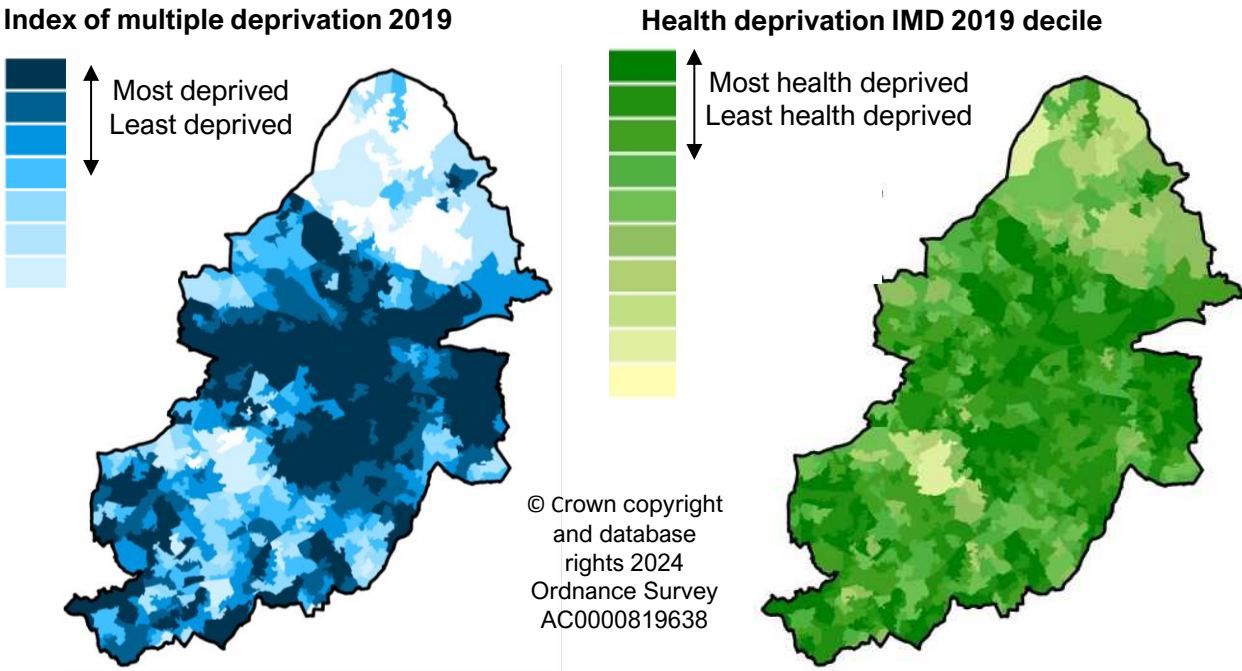
# EPS evidence and logic | Social-economic

**Deprivation and poverty:** Birmingham has high levels of social economic need. The city has 43% of its population living in the 10% most deprived wards in England making it ranked the 7th most deprived local authority in England. Nearly half of the city's children are living in poverty, which is life-altering. In the most deprived neighbourhoods, three out of four children are affected, leading to shorter life expectancies and increased mortality rates. While there are pockets of deprivation in all parts of Birmingham, deprivation is most heavily clustered in inner city areas.

**Life expectancy:** Life expectancy at birth in Birmingham is 81.3 years for females and 76.6 years for males, lower than the national average of 83.2 for females and 79.3 years for males and lower than the WMCA of 81.9 years for females and 77.6 years for males. Within the city there is also wide variation with a ten-year gap in life expectancy between some of the deprived inner-city areas compared to the more affluent outer city areas.

**Health outcomes:** Birmingham has worse outcomes across many health indicators than England. Health outcomes have strong links to high levels of poverty.

**Food insecurity:** Over half (55.3%) of Birmingham's population live in areas at highest risk of food insecurity, the fourth highest in WMCA and highest among English Core Cities.



## Key challenges

- High level of deprivation
- High levels of poverty including child poverty
- Lower life expectancy than England average or WMCA
- Worse health outcomes than England average
- Food insecurity

## Key opportunities

- Youthful population
- Diverse population

# EPS evidence and logic | Building on successes and alignment to existing strategies

The priorities and interventions in the EPS align with and draw on existing and emerging strategies, initiatives and investments within Birmingham. There is a record of delivery of successful programmes including developments in the city centre such as the Paradise programme which has transformed public squares and realm, and new buildings and employment spaces constructed. Large housing and regeneration schemes have moved forward such as Port Loop and Longbridge. A sample of plans, strategies and programmes linked to the EPS include:

## Strategic

- Birmingham Vision 2035
- Corporate Plan 2025-2028

## Local growth and place

- Birmingham Development Plan and Birmingham Local Plan
- Our Future City Central Area Framework
- East Birmingham Inclusive Growth Strategy
- Projects funded by Levelling Up Funds including land remediation at Bordesley Park and development of the National Centre for the Decarbonisation of Heat at Tyseley
- UKSPF (UK Shared Prosperity Fund) to 2024/25 (from 2025/26 part of the integrated settlement)
- Communities - Urban Centres Framework
- Culture and heritage - Creatively Birmingham Strategy
- Digital connectivity - Birmingham Digital Futures Roadmap
- Business productivity - regional and local programmes

## Housing

- Housing Strategy 2023-2028
- Housing action areas to support delivery of circa 40,000 new homes over the next 5-20 years
- Housing pipeline and existing housing schemes such as Port Loop and Longbridge
- Temporary Accommodation Strategy

## Retrofit

- Route to Zero Action Plan and City of Nature Strategy
- A completed programme of more than 2,000 council homes via the Social Housing Decarbonisation Fund
- A retrofit pipeline developed through a need-based and deliverability prioritisation
- Working with the Department for Energy Security and Net Zero to identify locations where heat networks present the most cost-effective method of decarbonising heat
- Energy Company Obligations (ECO) programme

## Skills and employment

- Existing skills and employment programmes such as Pure, Workwell, I-Can, adult education budget and the development of early intervention hubs in libraries (adult education is now part of the integrated settlement)
- The West Midlands Youth trailblazer
- A review into skills and employment system in East Birmingham and North Solihull
- WMCA skills and employment strategy
- Local Skills Improvement Plan (LSIP) and Local Skills Improvement Fund (LSIF) Stage 2
- Birmingham skills and employment strategy (under development)

## Transport

- Birmingham Transport Plan 2031 and delivery plan
- Road Harm Reduction Strategy
- City Region Sustainable Transport Settlement (CRSTS) for the WMCA for transport infrastructure 2022-27 with additional CRSTS announced in 2024 for 2025 including within Birmingham, business case activity for Selly Oak to Longbridge and A45 segregated cycling, city centre active travel, East Birmingham to Solihull Corridor, HS2 readiness One Station & Smallbrook Queensway, Snow Hill Growth Strategy and Sutton Gateway
- Active Travel Fund - since 2020 for the WMCA for five tranches funding cycling and walking schemes across Birmingham, and regional initiatives to support and encourage an increase in active travel, particularly cycling, across different groups
- A457 Dudley Road, partly funded through the Levelling Up Fund programme.
- Local bus services: Sprint and cross city routes
- Rail: Three new Camp Hill Line stations
- Metro: Birmingham Eastside Metro extension
- HS2: Ongoing delivery of the HS2 line and Curzon Station and integration with other modes of transport around the line and station
- Electric vehicles - installing 828 EVCP (including 199 rapid charging points)

# Growth and place offer | Spatial focus areas

The spatial focus on the EPS have been drawn together and prioritised using the evidence base within this strategy and more detailed work developed in the preparation of it, a consideration of the funding through the integrated settlement and the development pipeline, and the objectives of the EPS including advancing long-term inclusive economic growth in the city. The main growth sites form part of the Birmingham's growth and place offer.

## Key areas of growth

The initial growth focus priority is three specific spatial economic zones - the Enterprise Zone, EBNS Growth Zone sites and the Birmingham Knowledge Quarter, part of the Investment Zone. These provide a major opportunity for transformational place-making and inclusive economic growth, building on existing initiatives, industrial cluster strengths, transport networks including the HS2 investment, infrastructure assets and investment pipeline. The zones have a high need of transformation due to socio-economic disparities and can help the path to a higher productivity future, by expanding the city centre to create new districts for knowledge-intensive services, tradable services and high value-added employment.

## Enabling investments

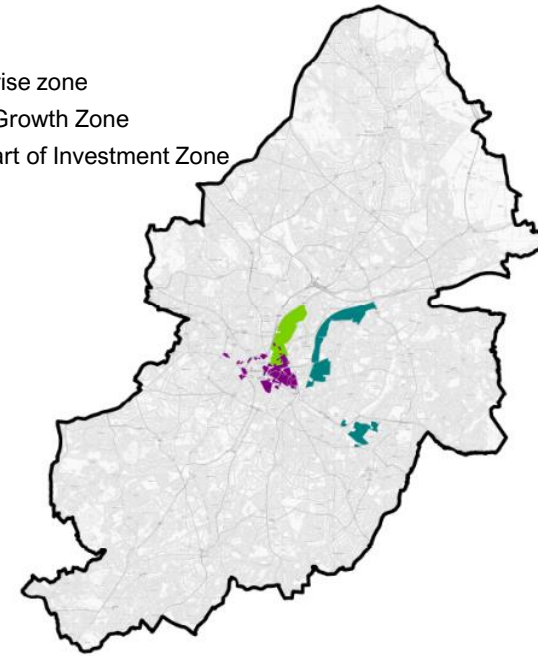
These areas can capitalise on and amplify the impact of high-profile schemes underway, such as BBC's Tea Factory at Typhoo Wharf and Steven Knight's Digbeth Loc Studios. Attracting knowledge-intensive service firms to these areas requires good transport to connect skilled labour, a business ecosystem that supports the development of high-value clusters and collaboration between businesses, academia and communities. More homes support the growth and key housing priority areas have been highlighted to help address housing needs.

## Neighbourhood investments

Connecting people and places to the benefits of growth and opportunities helps deliver the Birmingham Vision 2035 and EPS objectives. A focus is targeting investment in local urban centres to support strong communities, liveable neighbourhoods, and community wealth building and the 'everyday economy'. Growth and liveable places are enhanced via good digital connections, nature-based solutions and support for culture and heritage. Proactive labour market support and services and transport improvements help address the causes of deprivation through increasing economic participation. An area-based approach underpins the retrofit of homes with a focus on areas of deprivation, emission reductions, deliverability, existing momentum and community support. Further ahead energy and heat-efficient networks can reduce emissions and provide sustainable and affordable energy to neighbourhoods.

These areas of focus are outlined in more detail ahead.

- Enterprise zone
- EBNS Growth Zone
- BKQ part of Investment Zone

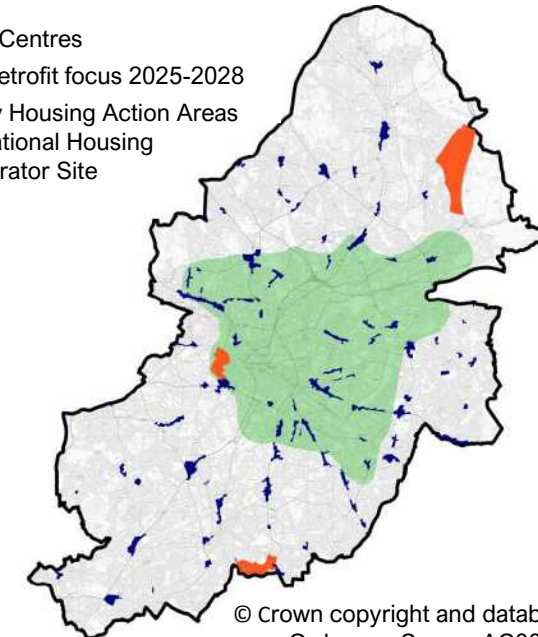


## Sources of growth: high productivity focus

- Enterprise Zone:** Curzon Gateway and Digbeth
- East Birmingham Growth Zone:** Washwood Heath & Saltley Business Park, Bordesley Park and Tyseley
- Investment Zone:** Birmingham Knowledge Quarter



- Urban Centres
- Initial retrofit focus 2025-2028
- Priority Housing Action Areas and National Housing Accelerator Site



## Neighbourhood investments to support city-wide growth and liveable places

- Urban centres, communities and liveable neighbourhoods**
- Retrofit, heat networks and energy systems**
- Priority Housing Action Areas and Housing Accelerator Areas:** Ladywood, Druids Heath, and Langley



# Growth and place offer | Economic zones and sectors

The key spatial focus of growth is through three economic zones each with different elements:

## East Birmingham North Solihull (EBNS) Growth Area

East Birmingham and North Solihull (EBNS) is a functional economic area and a priority for Birmingham and Solihull councils. The two councils worked with the WMCA to secure government support and EBNS now benefits from 'Growth Zone' sites, designated in the devolution deal, with business rate retention for 25 years, worth £460m.

In Birmingham these are:

- **Bordesley Park**
- **Washwood Heath & Saltley**
- **Tyseley**

In Solihull these are:

- UK2 (phase 2 and 3)
- Arden Cross (BCC has a land interest).

BCC **Growth Zone** sites were selected to meet government requirements and the following:

- Significant potential for business rate uplift and site underutilisation
- Alignment with planning policy designations
- Existing activity and opportunities to support delivery
- Transport improvement requirement.

## Birmingham Knowledge Quarter (BKQ)

The **Birmingham Knowledge Quarter**, part of the West Midlands Investment Zone, is within EBNS and has also business rate retention for 25 years. The BKQ (Investment Zone (IZ) site met other policy tests including:

- Alignment with the WMCA IZ priority sector of advanced manufacturing (agreeing a sector was a requirement)
- Presence of a triple helix' public, private, academic partnership
- Significant private investment and investor interest
- Underdevelopment

## Enterprise Zone (EZ)

The **Enterprise Zone** in the city centre also has business rate retention and plays a key role in boosting investment and city centre transformation. Key sites are **Curzon Gateway**, **Smithfield** and **Digbeth** and **Paradise** is underway.

The sites are a focus for investment, growth, jobs in key sectors (see right) and a catalyst for wider regeneration including housing and local centre renewal. Key enabling interventions, such as the EBNS Metro project and Sprint routes, support multiple sites across the area and an increase in growth.

## Economic zones and sector focus

### Health, medical devices, diagnostics and digital healthcare

A strong research and supply-side offer, R&D and commercial translational centres e.g. BHIC and BKQ with a growing medtech sector propelled by universities

### Creative, culture, digital and tech

Digbeth, an area for creative content growth, e.g. Digbeth Loc. Studios, BBC HQ and Masterchef and demand for adjacent cluster of business, finance & professional services; and a new Sports Quarter set for Bordesley Park

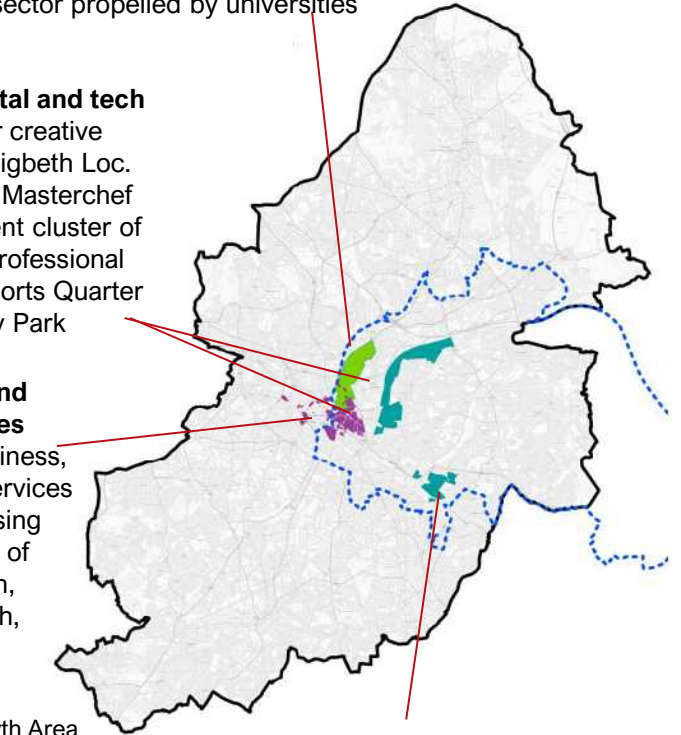
### Business, finance and professional services

A growing cluster of business, finance & professional services e.g. the EZ and catalysing further diversification of capabilities (FinTech, LegalTech, PropTech, InsurTech)

- EBNS Growth Area
- Growth Zone Sites
- EZ
- BKQ (Investment Zone)

### Clean-tech and energy systems

Tyseley Energy Park, a centre for hydrogen and low carbon generation and storage, development of smart energy system and clean tech, and National Centre for the Decarbonisation of Heat





## Growth and place offer | EBNS inclusive growth area

East Birmingham North Solihull (EBNS) inclusive growth area is set to be the UK's largest regeneration programme, and a significant growth opportunity for the city, region and country. Covering 375,000 people, EBNS is larger than most UK cities and towns.

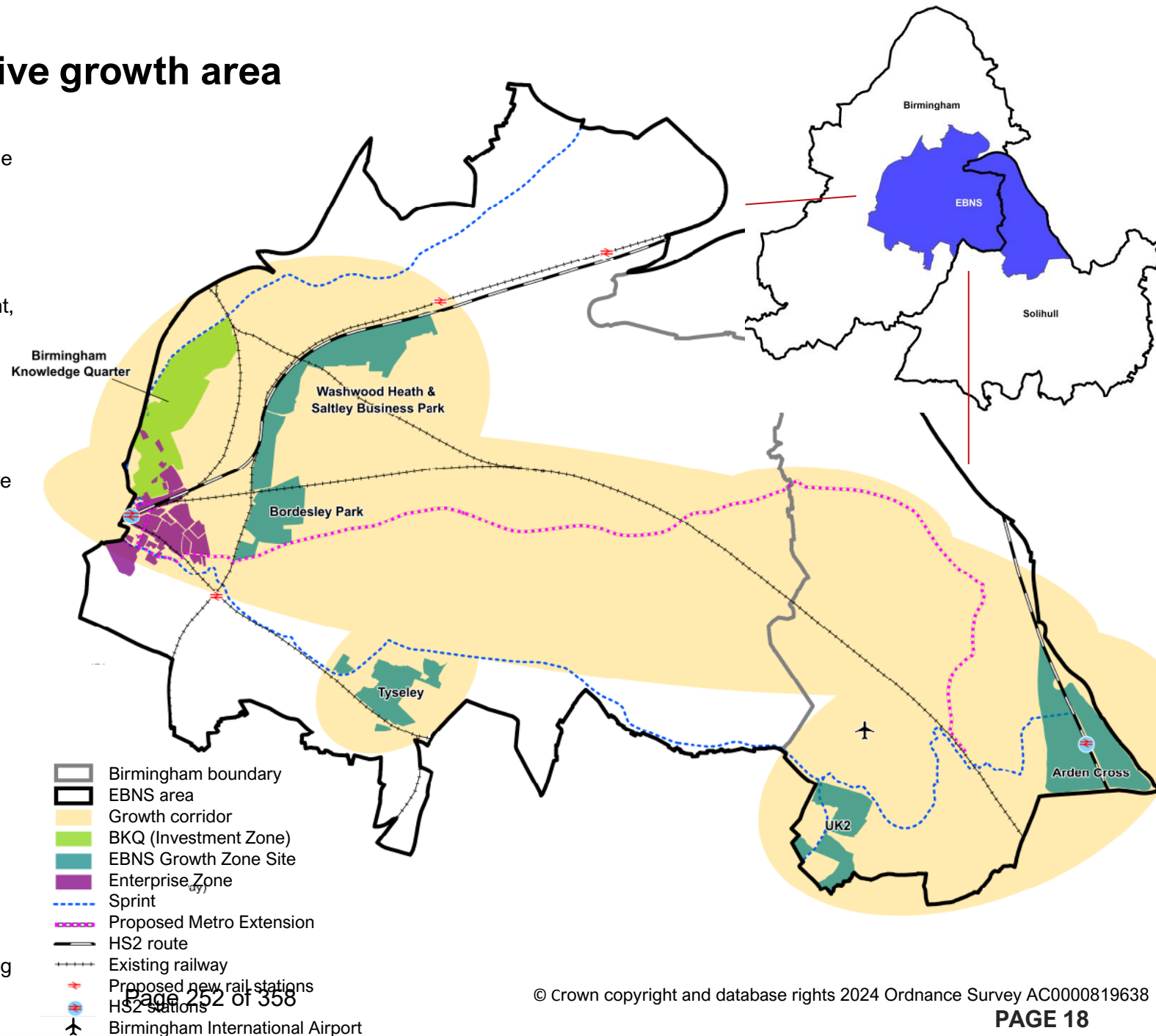
Within the area are EBNS Growth Zone sites including Bordesley Park and the Birmingham Knowledge Quarter (BKQ) which are a focus for investment, growth and jobs in key sectors with more than 37,000 jobs estimated to be created in the sites and to be a catalyst for wider regeneration including housing and local centre renewal. The Enterprise Zone is also within the growth area while the HS2 stations at Curzon and Interchange bookend it.

The area also has the highest concentration of socio-economic challenges including levels of unemployment. The twenty wards in East Birmingham are around 18.5% of the total WMCA unemployment count and 1.5% of the entire national unemployment count. Nearly 29% of adults have no qualifications and more than 27% have never worked (double the national average). Deprivation levels are high with child poverty at almost 50%.

Birmingham and Solihull Councils are working to maximise investment, harness economic sites and improve public services to drive inclusive growth and improve citizen outcomes. Objectives include:

- High quality housing across a range of tenures and typologies
- Increased healthy life expectancy and better health at all life stages
- Raising innovation, productivity and entrepreneurship to provide new employment opportunities
- Safe, affordable and accessible high-quality neighbourhoods
- Sustainable solutions, increasing biodiversity and improving air quality

A critical enabling intervention is the East Birmingham Metro extension and Sprint routes which support multiple sites and growth including along the corridor of the route, Governance arrangements are being devised including exploring development models to hasten delivery and provide a focus that reflects the size and scale of EBNS.



# Growth and place offer | Snapshot of economic zones

The economic zones bring forward development, support key sectors, increase employment land and help secure new jobs:

\*Knighthead estimate  
\*\*figures based on pre-Sports Quarter capacity study

	East Birmingham North Solihull inclusive growth area				Enterprise Zone
	BKQ	East Birmingham Growth Zone sites			
		Bordesley Park	Washwood Heath	Tyseley	
Growth focus and outcomes	Research and innovation cluster and ecosystem for medtech and life sciences plus potentially 4,000 homes	Sports quarter - new stadium, training and mixed-use areas, industrial, commercial, retail, office, business incubation and residential	HS2 Rolling Stock Maintenance Depot and Network Integrated Control Centre, and commercial space opportunity	Innovation cluster for clean energy, recycling and housing retrofit with business incubation and National Centre for Decarbonisation of Heat	Large rise in employment space and improved and expanded city centre with greater footfall for local businesses and greater connectivity between areas
Area	210 ha including 133 ha business rate retention and 5.5 ha tax site	49 ha	75.6 ha	59 ha	113 ha
Development area	582,000 sqm	400,452 sqm*	242,000 sqm	221,500 sqm	Varied depending on sites
Jobs	20,000	8,400*	4,550	4,365	71,000
Inputs	Remediation, connectivity, infrastructure	Remediation, junction improvements, land acquisition, transport	Remediation, junction improvements	Remediation, land acquisition, junction improvements, business support, skills	Varied depending on sites
Sectors	Health and med tech, digital, start-ups and scale ups	Sports and leisure, hospitality, mixed use	General industrial, mixed-use interface to residential areas	Advanced manufacturing, low and zero-carbon energy.	Creative, culture, business, professional and financial services
Timetable	BKQ core underway and Heartlands a longer-term proposition	Site remediation underway, full delivery to begin	AVIVA development on site to provide 175,000sqft (B8 use, storage and distribution). Depot and control centre from 2026, first employment phase 2032	The National Centre of Decarbonisation of Heat will be on site 2025	Began in 2011 with some initial projects complete with plans projected to run until 2046
Partners	WMCA, Bruntwood SciTech, Aston, Birmingham City University, Woodbourne Group	Knighthead	HS2 in relation to HS2 land	Tyseley Alliance – University of Birmingham, Crown Estate, Tyseley Energy Park Ltd	Multiple

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# Growth and place offer | Birmingham Knowledge Quarter

**Sites:** BKQ is part of the West Midlands Investment Zone. The Investment Zone (IZ) status covers a 133ha business rate retention area and five small tax incentive sites. The wider 210-hectare growth area takes in the BKQ Core (Aston University, Birmingham City University campuses, Aston Science Park and Millenium Point) and a deprived and low-performing employment area to the north known as Heartlands.

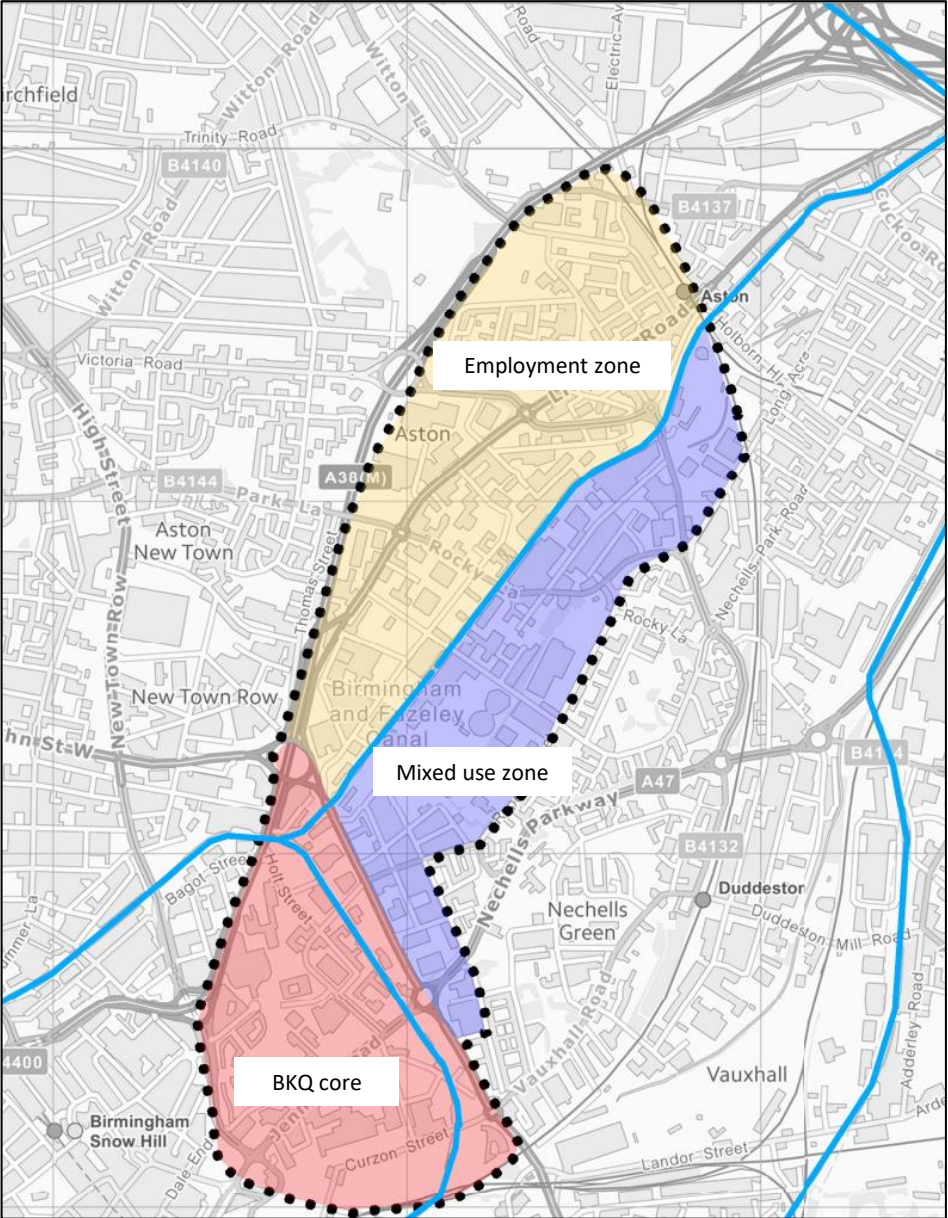
**Aims:** BKQ aims to create a research and innovation cluster and ecosystem of international significance co-locating industry, business, start-ups and academia, to drive advanced manufacturing aligned to life sciences and medtech building on strengths in diagnostics, digital and data-driven healthcare. Aston University and Birmingham City University have globally recognised strengths in genomics, bioinformatics, photonics, artificial intelligence, and virtual and augmented reality in healthcare. Industry 4.0 is driving a transformation of the health sector and is central to BKQ’s offer. The growth of BKQ Core, and the neighbouring Curzon area will create growth and momentum to unlock and enable the development of the Heartlands area including potentially a 4,000 home ‘eco-town’. The aim is to attract investors, global firms and start-ups, drive local employment opportunities, retain graduates, and contribute to improved health outcomes for the region.

**Interventions:** Connectivity is to be enhanced to create a new district between the city centre and east Birmingham including crossings over James Watt Queensway, a detailed masterplan plus supporting strategies, enhanced digital infrastructure and a low carbon energy network.

**Investment:** Alongside the business rate retention, £9m flexible IZ funding supports connectivity between the city centre and BKQ and active travel within the BKQ. Tax incentives help the attraction of new investors and occupiers into five sites within BKQ core area. Funding from partner universities and development partners also supports the programme.

**Outcomes:** Commercial and innovation space, 4,000 homes (35% affordable), 1,500+ hotel rooms and student accommodation, 20,000 high value jobs in key sectors

Area	210ha (including 133ha BRR, 5.5ha tax site)
Development area	582,000 sqm
Jobs	20,000
Inputs	Remediation, connectivity, infrastructure
Sectors	Health and med tech, digital, start-ups and scale ups
Timetable	BKQ core is underway. Heartlands is longer-term
Partners	WMCA, Bruntwood SciTech, Aston, Birmingham City University, Woodbourne Group





# Growth and place offer | Enterprise Zone and the Creative Quarter

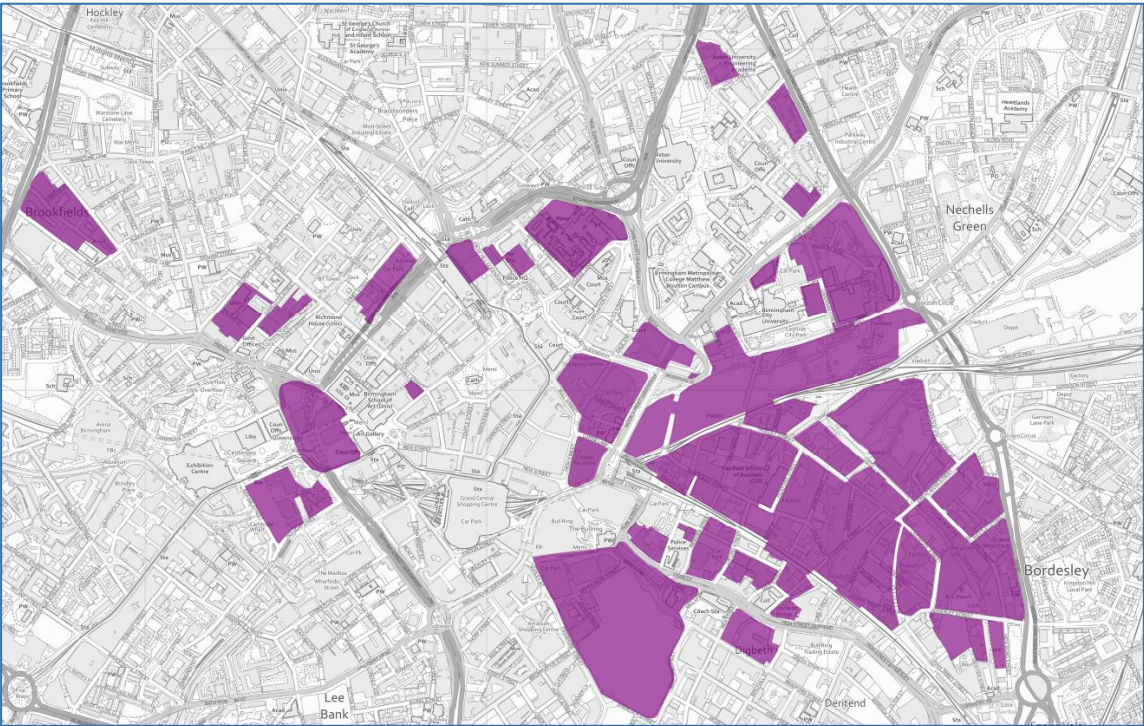
**Sites:** The Enterprise Zone (EZ) was established in 2011 and later expanded to cover Curzon. The EZ covers 39 sites with 113 hectares of new and existing development space. The EZ includes seven city centre geographical clusters with significant development potential and growth: Westside, Snow Hill, Eastside, Southern Gateway, Digbeth, Birmingham Innovation Campus and the Jewellery Quarter. Plans are scheduled to take place to 2046.

**Aim:** The EZ has been a key mechanism to accelerate development potential and maximise growth in the city centre, unlocking sites and attracting private sector investment. The EZ uses business rates income growth from the sites to invest in projects and initiatives to drive economic growth and improve quality of life. It focusses on four key business sectors including business, finance and professional services, and digital and creative industries. As well as increasing high skilled jobs, additional employment will also be created through the supply chain. Greater footfall for local businesses will come through the expansion and perception of the city centre and greater connectivity between areas. Key developments in the EZ include:

- **Digbeth:** Is the cultural centre of Birmingham and a new prospectus outlines the opportunity of the cultural quarter. The ten sites in the prospectus have the potential to deliver over 6,000 housing units and 300,000 sqm of commercial floorspace. Five Enterprise Zone sites are within the Digbeth prospectus area with business rate retention and reinvestment potential.
- **Smithfield:** A 17ha site, £1.9bn development with 3,000 new homes, major commercial space, new retail markets and space for start-ups and small businesses, 9,000 jobs, new cultural and leisure attractions, and green infrastructure and public spaces. Phase 1 is due to start in 2026 and be underway for a decade.
- **Curzon** - A £724m investment plan seeks to create several new neighbourhoods across 150 ha, including 4,000 homes and 36,000 jobs. It is supported by a masterplan and seeks to maximise the benefits from the new HS2 station being built. Works take place over three decades.
- **Paradise:** The £1.2bn scheme has seen a new piazza with the transformation and connection of Victoria, Chamberlain Centenary Squares, reallocation of space from roads and new restaurants, retail and commercial buildings. Further delivery takes place to 2031.

**Investment:** The current EZ Investment Plan applies the business rate retention investment to a defined programme of projects for the period 2019-2028 which is combined with investment from developers, for example for the Smithfield programme.

**Outcomes:** 71,000 gross jobs to be created by 2045/46 with a £21bn increase in GVA across the former Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) area once all developments are fully complete and operational.



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Area	113 ha
Jobs	71,000
Sectors	Business, finance & professional services and creative & digital
Timetable	Projects are underway with a programme to 2046



# Growth and place offer | Bordesley Park and the Sports Quarter

**Sites:** Bordesley Park is a 49-hectare Growth Zone BRR site centred on the former Birmingham Wheels site and takes in most of the Bordesley Park Area Action Plan area. It is connected in the north to the Washwood Heath and Saltley business rate retention site and takes in the edge of Bordesley Green local centre in the south. Adderley Park Station is within the site, as is the route of the proposed EBNS Metro. The Wheels site is contaminated and undergoing remediation.

**Aims:** Although existing planning policy identifies the site for commercial and industrial development, following disposal to investors Knighthead Capital Management, the development planned is a ‘sports quarter’ including a new 60,000-seater stadium for Birmingham City Football Club, training areas and mixed-use areas. This encompasses an opportunity for industrial and commercial development including office and retail and business incubation including links to sports and leisure, and an element of residential.

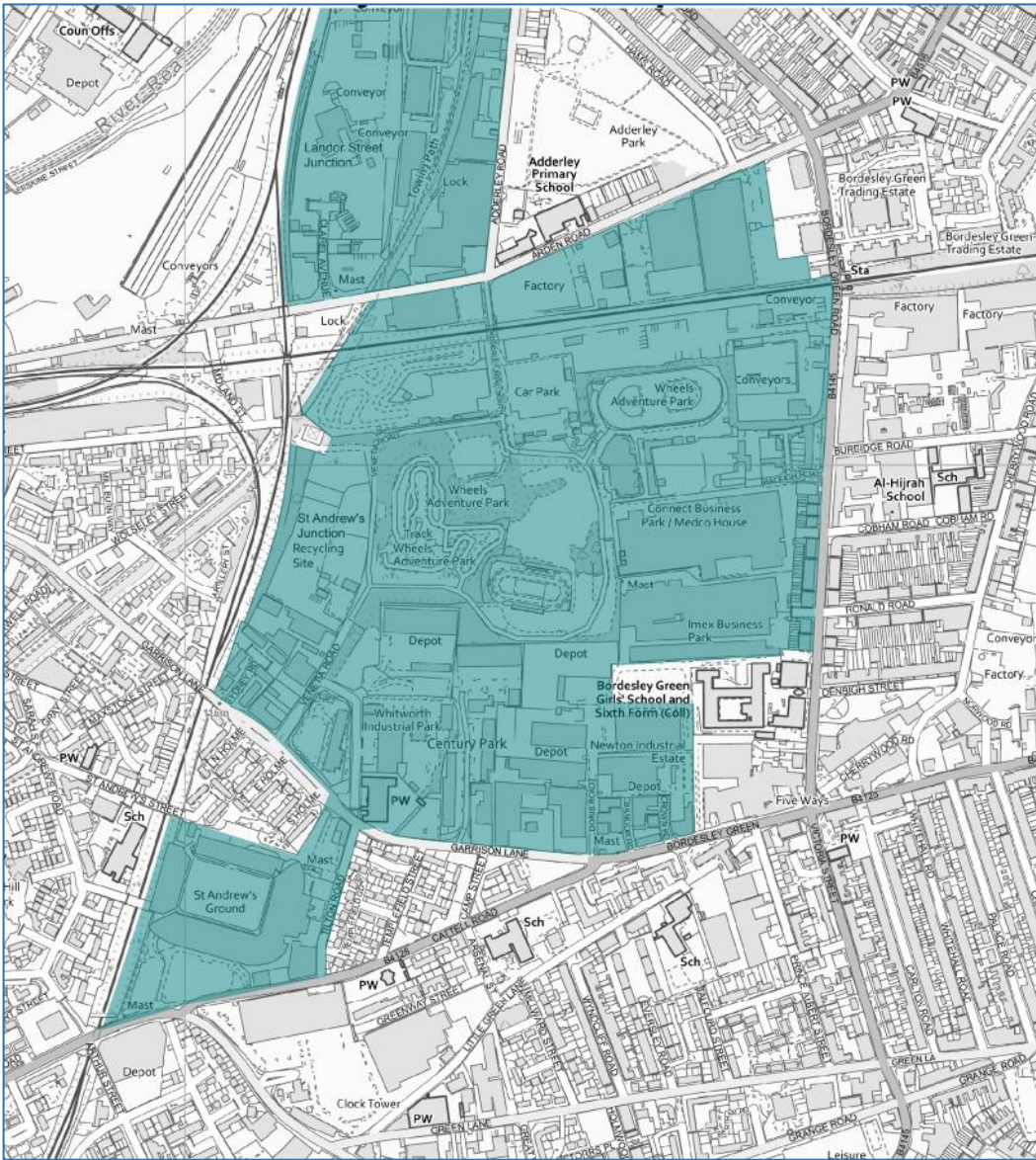
**Interventions and barriers:** There is inadequate infrastructure and restricted access to parts of the site including a need for transport provision such as a railway services and rapid transit alongside remediation for ground conditions.

**Investment:** Knighthead is set to invest nearly £3bn. Levelling Up Funding has been used to remediate the former Wheels site. The site has benefited from a CPO and Knighthead is conducting further land assembly. Business rate retention can underpin the programme and maximise impacts.

**Outcomes:** 8,400 jobs and a 60,000-seat stadium with a significant increase in GVA.

Area	49 Ha
Development area	400,452 sqm*
Jobs	8,400*
Sectors	Sports and leisure, hospitality, mixed use
Timetable	Site remediation underway full delivery over the next years
Partners	Knighthead

\*Knighthead estimate \*\*figures based on pre-Sports Quarter capacity study





# Growth and place offer | Tyseley and Green Innovation Quarter

**Sites:** Tyseley is an existing industrial area adjacent to River Cole and BCC’s energy recovery facility (ERF). It includes Tyseley Environmental Enterprise District which is the location of the Birmingham Energy Innovation Centre and hydrogen refuelling pilot site. BCC has some land interests including the ERF, Redfern Road and Brickfield Road.

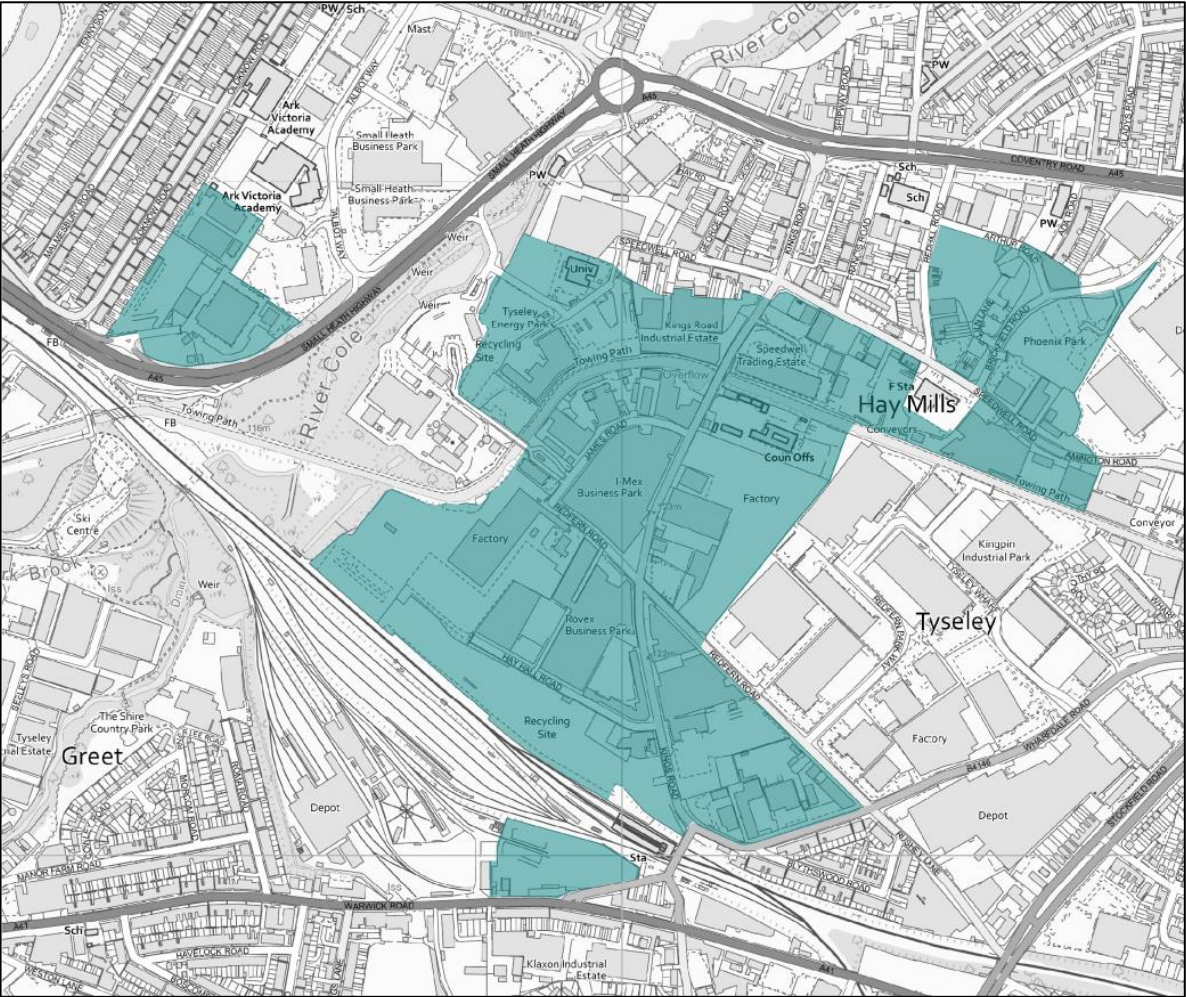
**Aim:** The opportunity is to develop Tyseley as an innovation cluster - the ‘Green Innovation Quarter’ building on existing strengths around clean energy, recycling and manufacturing and establishing a key role in housing retrofit and green economic growth and incubation.

**Interventions and barriers:** Master-planning is required to establish development approach including development of large vacant sites (e.g. Hay Hall) and redevelopment of low-value commercial sites for uses associated with low and zero carbon tech. Placemaking and enabling infrastructure (particularly heat and energy) are needed to enable Tyseley to compete as an innovation cluster. Land assembly may be required to address fragmented land ownership.

**Investment:** £20m Levelling Up Funding Round 3 is in place to construct the National Centre for Decarbonisation of Heat (a facility intended to accelerate retrofit training and methodology) with delivery led by the University of Birmingham. The Crown Estate is a partner too. Business rate retention can underpin the programme and maximise impacts.

**Outcomes:** 4,365 jobs, 221,500sqm commercial space and creation of significant assets for decarbonisation, retrofit, and associated training and innovation.

Area	59 Ha
Development area	221,500 sqm
Jobs	4,365
Inputs	Remediation, junction improvements, land acquisition, business support, skills
Sectors	Advanced manufacturing, low and zero-carbon energy
Timetable	From 2025
Partners	Tyseley Alliance 0 University of Birmingham, Crown Estate, Tyseley Energy Park Ltd



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# Growth and place offer | Washwood Heath & Saltley

**Sites:** The site takes in the HS2 Rolling Stock Maintenance Depot (RSMD) and the Network Integrated Control Centre (NIC) and adjacent land along the HS2 corridor. Employment land is largely controlled by HS2 and is currently being used as a compound and access and may not be released until main HS2 construction work is completed. However, a BCC MoU with HS2 includes an undertaking that the land will be made available as early as possible.

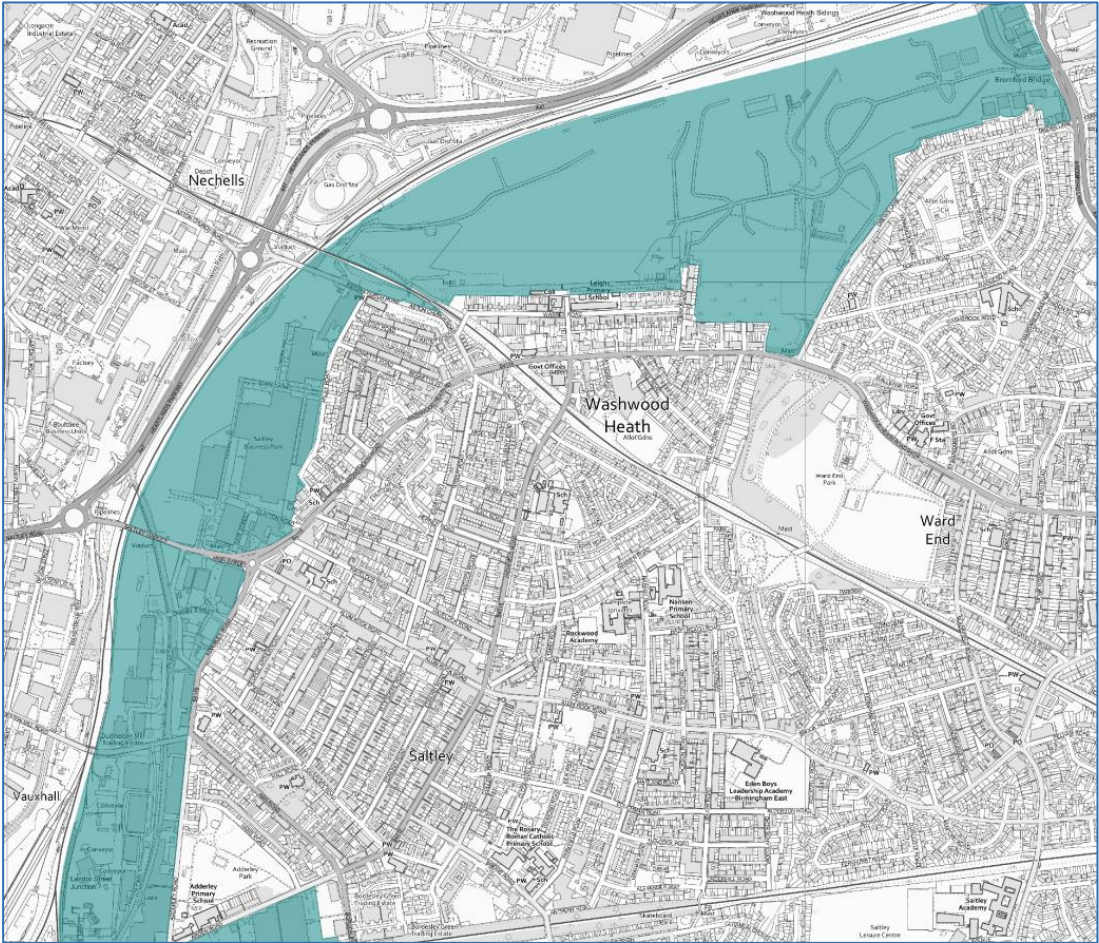
**Aim:** The aim is to collaborate with HS2 to bring forward comprehensive redevelopment of the employment land (once HS2 exits) to provide commercial space of varying scales creating circa 4,000 jobs in addition to the 550 created for the HS2 facilities.

**Interventions and barriers:** A masterplan for land adjacent to the RSMD and NIC site is in progress. A separate consent is in place for the element of site controlled by Aviva (4Ha). Early release of land by HS2 is needed and if this did not occur until the 2030s it would be a barrier to the growth opportunities. Public transport accessibility and infrastructure will require investment alongside a masterplan.

**Investment:** Early business rate growth will be delivered by the new HS2 RSMD and NIC, enabled by HS2 investment in land enablement and remediation. Business rate retention can help underpin the programme and maximise outcomes.

**Outcomes:** 4,550 jobs, 242,000 sqm commercial space, and an opportunity to speed delivery of the proposed Castle Bromwich and Fort stations, placemaking and job opportunities can help some of the most deprived Birmingham communities and a potential to align development with growth sectors.

Area	75.6 Ha
Development area	242,000 sqm
Jobs	3,935 employment land plus 550 HS2
Inputs	Remediation, junction improvements
Sectors	General industrial, mixed-use interface to residential areas
Timetable	AVIVA development on site to provide 175,000sqft (B8 use, storage and distribution). Civil works on site and well advanced with depot and control centre from 2026, first employment phase 2032
Partners	HS2 in relation to HS2 land



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# Growth and place offer | Housing

Two Housing Action Areas, Ladywood and Druids Heath, and the National Housing Accelerator Area of Langley are housing priorities. While phased over the long-term the schemes are being actively progressed to deliver large numbers of homes and socio-economic benefits:

## Ladywood

The £2.2bn programme taking over 20 years could deliver an estimated 7,500 new homes with the actual number forming part of the engagement by the development partner, St Joseph, part of the Berkeley Group, and the council with the local community. New homes will replace poor performing housing with a mix-tenure scheme of energy efficient housing to help tackle fuel poverty, housing deprivation, wealth inequalities and high maintenance costs. A minimum 20% will be affordable and 70% of the homes will be re-provided or refurbished. Active and sustainable travel will improve transport access to the city centre and education and employment opportunities. Local services, social infrastructure, and shops will improve outcomes of residents and liveability. Construction of the homes will create local employment including 1,000 apprenticeships and 10,000 full-time jobs.

## Druids Heath

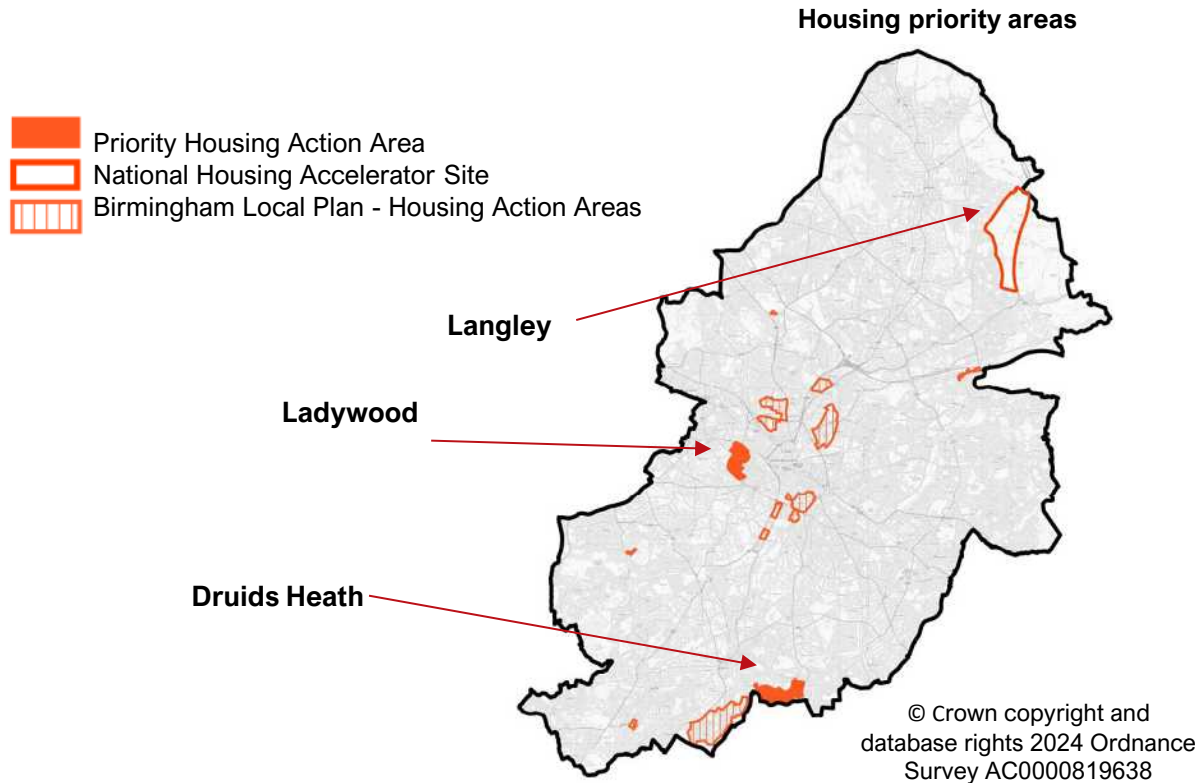
Targeted regeneration in Druids Heath will replace 1,800 energy inefficient homes with 3,500 new energy efficient homes, of which 51% are planned to be affordable). This will kickstart inclusive economic growth in this area by providing a mix of housing linked to public transport connections to employment opportunities and access to public services. Health benefits from new affordable and social rent homes will transform resident health and wellbeing. Regeneration will help tackle high levels of deprivation and high levels of antisocial behaviour and violent crime to improve citizen outcomes and reduce the cost to public services.

## Langley

The Langley Sustainable Urban Extension (SUE) is set to deliver 6,000 homes. Integrated networks of green infrastructure, walking and cycling routes, public transport, and utilities will underpin the new communities within the development to create a cohesive, sustainable and healthy environment. The programme will deliver significant new investment into the area and improve opportunities for local people through access to more employment.

## Housing pipeline

Further, schemes outlined in this strategy bring forward large-scale housing such as Smithfield in the Enterprise Zone and its 3,000 new homes. In addition, the council has also developed an ongoing housing pipeline drawn from developer led and priority sites.



## Housing Action Areas

There is a positive approach to affordable housing in the Birmingham Local Plan and Policy HN9 of the Preferred Options lists Housing Action Areas where housing growth is prioritised which could enable circa 40,000 new homes over the next 5 to 20 years.

- |                                   |   |
|-----------------------------------|---|
| • Druids Heath                    | • Pershore Road                         |
| • Ladywood                        | • Balsall Heath/ Sherbourne Road Estate |
| • Bromford                        | • Vicarage Road, Aston                  |
| • Kings Norton Three Estates      | • Perry Villas Estate                   |
| • Newtown South                   | • Welsh House Farm                      |
| • Highgate                        | • Turves Green                          |
| • St. George’s Bloomsbury         | • Small sites pipeline                  |
| • Bloomsbury Estate and Duddeston |   |

## Integrated settlement funding

Housing funding such as various brownfield housing funds held by the WMCA form part of the funding that can help advance the housing programme.

## Growth and place offer | Urban centres and neighbourhoods

Birmingham has 73 local centres (in planning terms) encompassing more than 7,100 business ratepayers and 11 Business Improvement Districts (BIDs) covering more than 4,400 business ratepayers generating circa £4m investment p.a. Local centres provide sources of employment and a location for small businesses and start-ups and support the 'everyday economy'.

The goal is to target investment across local centres, neighbourhoods, high streets and community spaces to support thriving and liveable places that attract and retain residents in the city, provide jobs, and enhance growth and economic, social and cultural value. The aim is local wealth creation and expanding supply chain opportunities to local businesses and social enterprises that invest in the local economy.

### Local centre development programme

A key part of investment in neighbourhoods is through a local centre development programme to create and support sustainable partnerships such as BIDs, Community Investment Districts and Cultural Action Areas - and a Place Infrastructure Fund. The intention is to

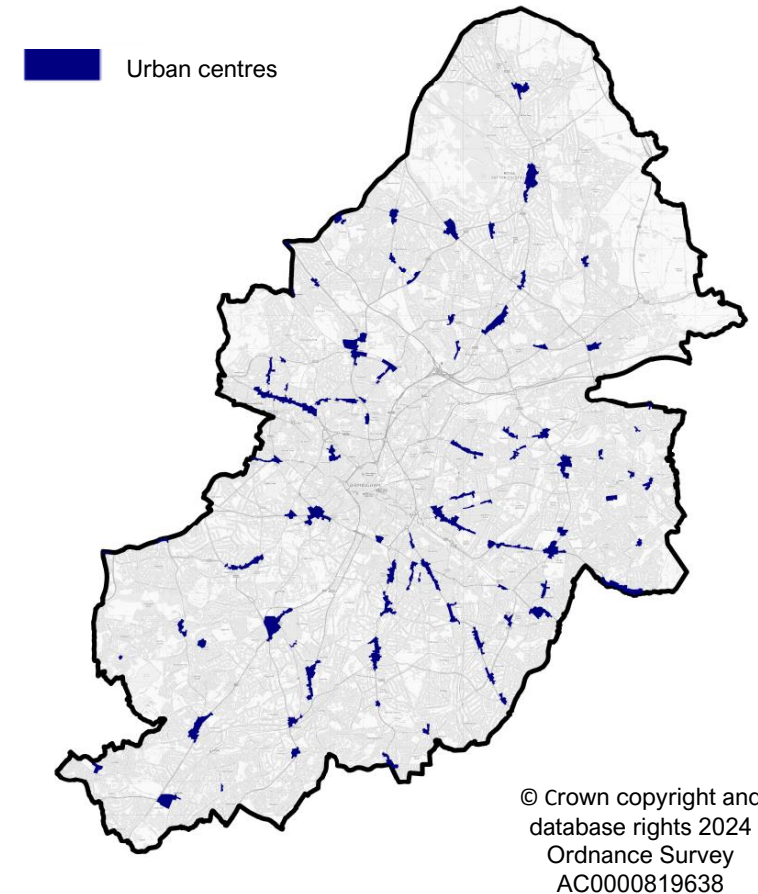
- Help provide focus to economic, environmental, social and cultural priorities
- Improve local facilities and public realm
- Run local services
- Increase sustainable economic growth, local wealth creation, jobs, and footfall and pride in local areas
- Promote liveable neighbourhoods with a mix of facilities, services and infrastructure
- Tackle disadvantage and wealth inequalities, through social, cultural and economic opportunities.

The local centre development programme also links to other community and neighbourhood support:

- **Vibrant & active city programme** to grow the visitor economy (major events, cultural festivals and participation) which is a major employer and driver of economic, cultural and social wealth
- **Talent, skills & industry development programme** to drive awareness and access to jobs in hospitality, visitor economy, music, film and TV production, and skills to get the opportunities
- **Investment in sports and participation** to match a Sport England Local Delivery Pilot capital fund for sport infrastructure, driving healthy and inclusive lifestyles
- **Ambition 2035**, to 'think big' and fund major cultural and business assets to act as a further attraction

The local centre programme is supported through the integrated settlement and links to other investment in skills, local growth, business support, and housing regeneration. As integrated settlement funding is limited, local centres will be prioritised and through evidence of need, deliverability and strong collaboration with the community with local leadership so that the investment is 'right for the area'. A pipeline of projects and prioritisation is under development.

Urban centres and neighbourhoods across the city



# Growth and place offer | Retrofit energy and heat (enabler)

## Retrofit

Birmingham Council is taking an area-based approach to deliver retrofit of homes and public buildings. For homes the focus is on areas of deprivation, emission reductions, deliverability, existing momentum and community support. Existing activity has included:

- 2,076 council homes retrofitted, via £24.8m Social Housing Decarbonisation Fund and £129m of council housing revenue account funding
- Energy Companies Obligation (ECO4) and Great British Insulation Scheme
- Sustainable Warmth Competition: 1,500 energy efficiency measures for 650 homes
- Collaboration of 26 organisations in Balsall Heath, winning the Accelerate to Net Zero 'Built Environment - Smarter Transformation' award

Further retrofit will require blended private and public investment, including the integrated settlement. The three-year integrated settlement funding will enable the retrofit of more council homes and private homes and some public buildings.

## Energy and heat

There is a need to deliver energy and heat-efficient networks to reduce emissions and provide sustainable and affordable energy to neighbourhoods. Government funding is developing a business case for the Birmingham District Energy Company Heat Network and heat network zones and the council has been working with government via the Advanced Zoning Programme to identify locations where heat networks present the most cost-effective method of decarbonising heat. The Energy Act 2023 enables the designation of the zones and within these certain buildings will be required to connect. Heat networks help support growth and a just transition through affordable low carbon heat to homes and business, sustainable employment, supply chain growth, and attracting investment into low carbon energy infrastructure. Around 20% of Birmingham's heat demand could be supplied via heat networks.

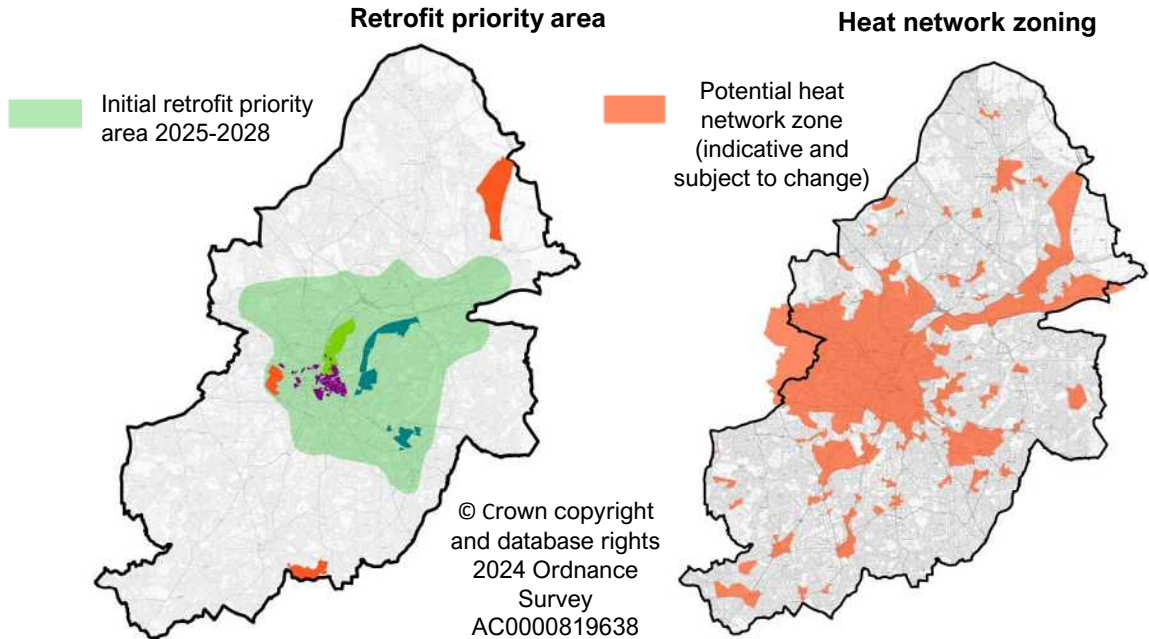
## Business and supply chain support

BCC is supporting net zero procurement to tackle its supply chain emissions and circular economy activity, and *Fast Followers* helps business decarbonisation in East Birmingham.

## Pipeline timings

Over 0-5 years progress involves:

- Increased pace and scale of housing energy efficiency investment targeting 3,000 homes p.a.



- A heat network zoning strategy in place defining locations, scale and pace of investment in heat decarbonisation with designation of at least one key strategic zone to kick start delivery and build supply-chain confidence
- Local area energy planning tools to identify place decarbonisation pathways and local energy system generation and storage

## Over 5-10 years

- Every place has a clear pathway for decarbonisation, and investment at a national, regional, local or community level is coordinated in support.
- Housing energy efficiency programmes are scaled for all tenures, leveraging all funding with alternative finance to maximise investment and impact, and is anchored in communities
- Further heat network zones designated and use of local natural and waste heat assets maximised



# Growth and place offer | Transport (enabler)

The Birmingham Transport Plan Delivery Plan (BTPDP) sets out a spatial framework to transform the city's transport through interventions on corridors, in neighbourhoods and local centres and in central Birmingham. It seeks to reallocate road space on key corridors, connect central Birmingham and local centres through active travel and public transport, and reduce traffic speed and volume in local neighbourhoods to create more liveable environments. Improved transport provision also supports the economic growth of the city, connects people to employment and learning opportunities and underpins the unlocking of key spatial development areas.

Birmingham is utilising existing funding to deliver schemes across the city to advance the BTPDP and EPS objectives and outcomes:

## City Region Sustainable Transport Settlement (CRSTS)

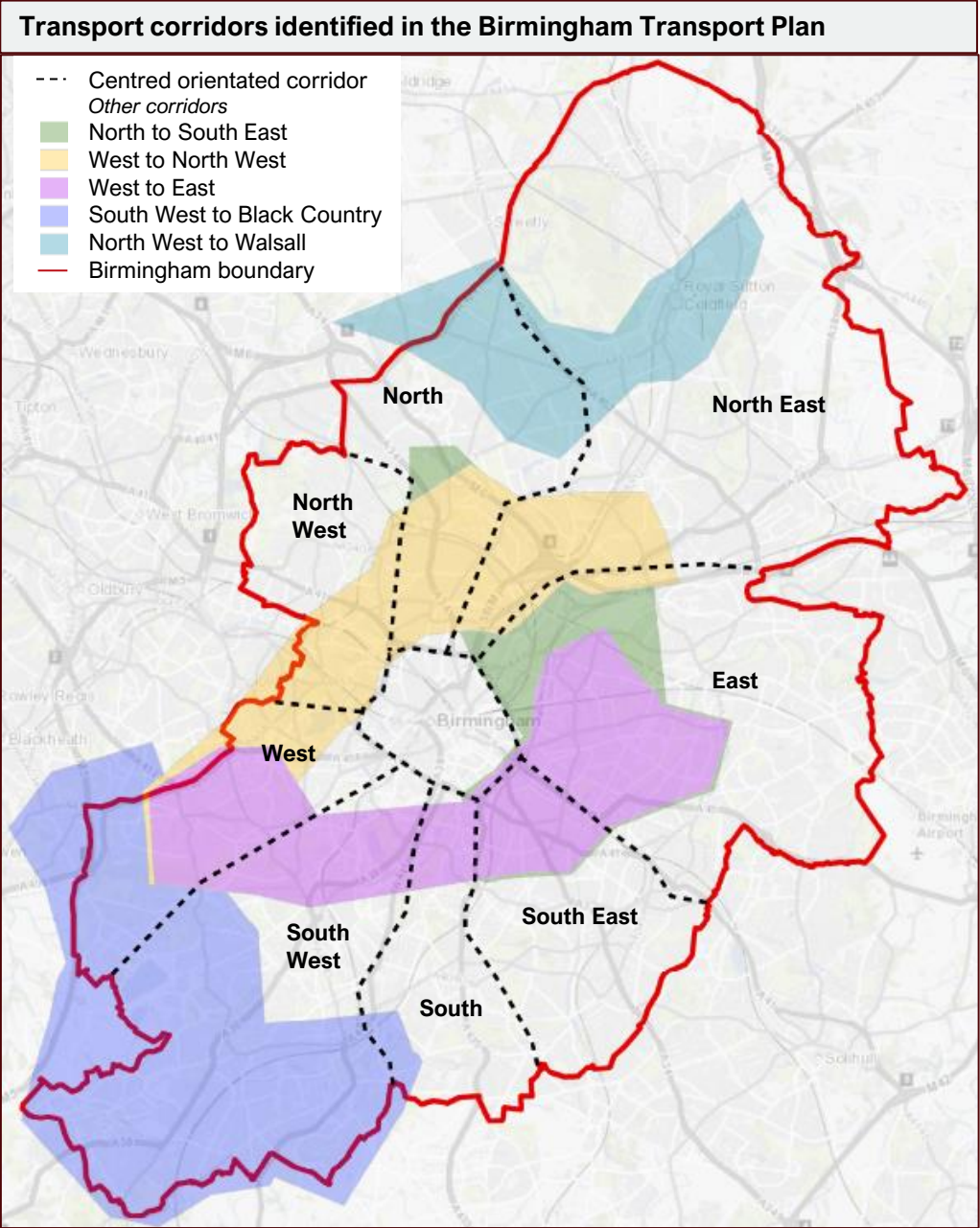
For 2022/23 to 2026/27 the WMCA received CRSTS funding to invest in transport infrastructure with some of this being used for infrastructure projects across Birmingham including the East Birmingham to Solihull corridor, A45 and A38 cycle routes, city centre active travel connections and cross-city bus routes and A34 and A45 Sprint routes, electric charging infrastructure, mobility hubs and e-bike trials and contactless ticketing. Additional CRSTS funding announced in 2024 is to be distributed in 2025. The government Spending Review will confirm the region's allocation of CRSTS2 from 2027/28.

## Bus services

Buses are the most used form of public transport for Birmingham residents. The council continues to work with Transport for the West Midlands to deliver improvements to the bus infrastructure such as the completed A34 and A45 Phase 1 Sprint scheme. Government funding for 2025/26 will allow the continuation of capped ticketing prices. The WMCA is committed to bus franchising to stabilise and better integrate and run the region's bus network, which will have an impact on Birmingham.

## Rail

Improvements to the rail network are taking place through the reopening of three stations on the Camp Hill line at Moseley, Kings Heath and Hazelwell. This project compliments the recent rebuilding of University Station on the Cross City line which connects the University of Birmingham and Queen Elizabeth Hospital Birmingham to the city centre and beyond. Construction of HS2 continues and the building of Curzon Station which will deliver increased connectivity to the city when it opens, and journey times to London cut to 49 minutes. BCC is working with HS2 and the WMCA to ensure integration with all other modes of transport in and around the line and station. Aligned to this is the Midlands Rail Hub project which will see improvements to Moor Street station and the rail lines that serve it to increase capacity and open new routes.



# Growth and place offer | Transport (enabler)

## Future transport network and needs

Birmingham needs an efficient, integrated public transport network with mass transit solutions that meet growing social and economic demands and unlock growth plans. As the National Infrastructure Commission has said, Birmingham has the highest need for public transport arising from its growth opportunities. As part of an integrated network, improvement and expansion of the bus network, delivered through franchising, is fundamental and must be supported by widespread infrastructure to support bus priority.

The Birmingham Eastside Extension Metro scheme will see the existing Metro line connected with Curzon Station, through Eastside, to Digbeth High Street. Further extension through East Birmingham to Arden Cross is critical to unlock the East Birmingham North Solihull growth area and its key sites, including the new 60,000 seat Birmingham City Football Club stadium. The East Birmingham Metro extension needs a funding package to enable delivery.

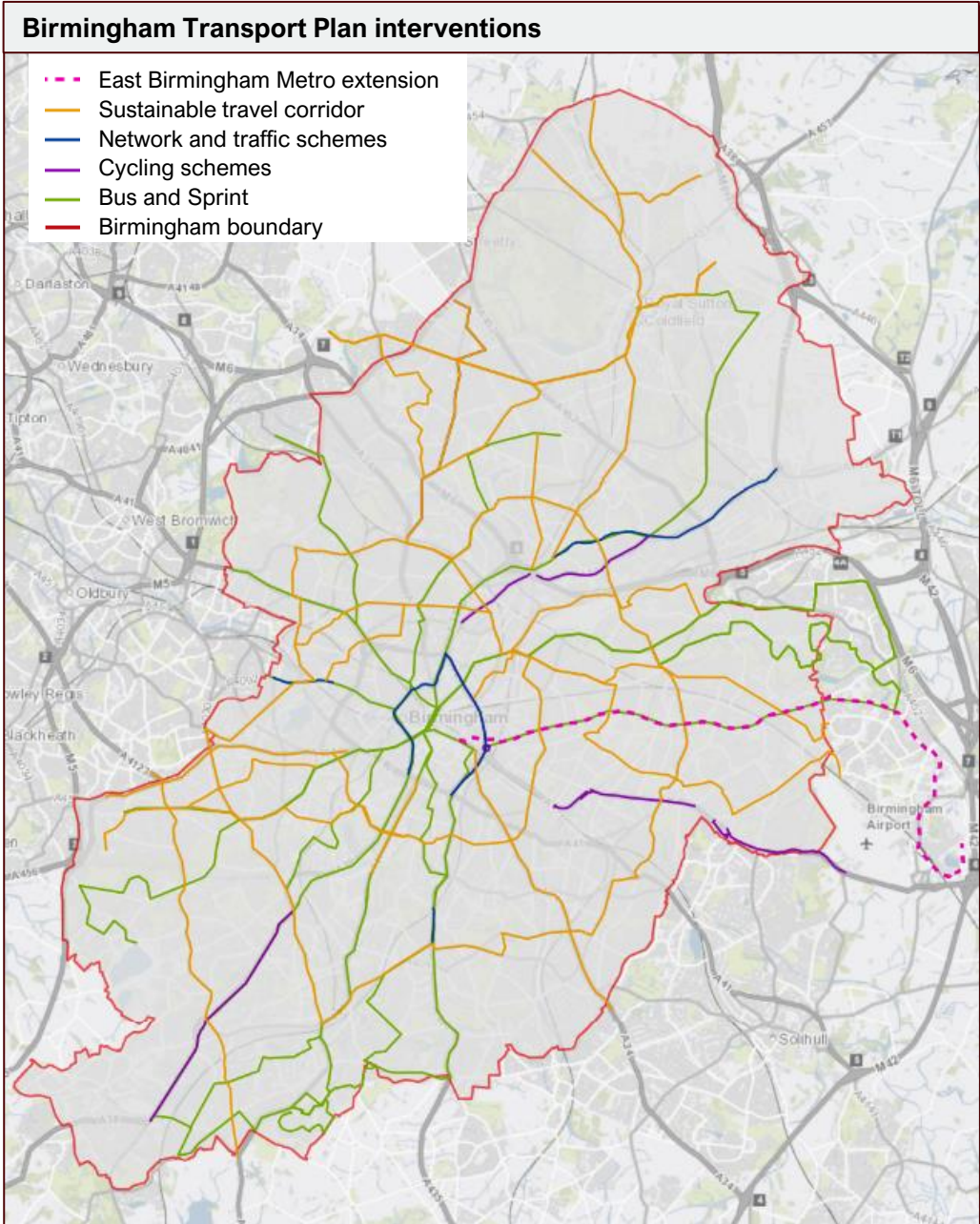
Expansion of the heavy rail network is underpinned by the delivery of Midlands Rail Hub, improving and upgrading existing lines, providing greater capacity and opening new routes. A solution for HS2 services north of Birmingham is also needed. Given the congestion on the existing West Coast Mainline, HS2 services would, at a minimum, must be able to integrate with and run on the existing track to destinations north of Birmingham.

A review of the city's road network is required, to ensure a consistent, city-wide density of classified roads. The Road Classification Review identifies the minimum viable classified road network required to ensure the socio-economic success of the city whilst protecting residential areas from the impact of car dependency. Locally, streets need to be overhauled as well to create Healthy Streets where people walking and cycling are prioritised, and active travel modes are the natural choice for shorter trips.

## Technologies and services

New technologies and services are being explored that can support the decarbonisation of transport such as shared mobility services, mobile applications and smart integrated ticketing. Autonomous vehicles, mobility credits schemes and mobility hubs are also being tested, and the council is exploring the potential for different models of car ownership and use, such as car clubs.

Phase 1 of electric vehicle activity includes installing 828 electric vehicle charging points including 199 rapid charging points.





## Growth and place offer | Creative and culture (enablers)

Tourism and the creative and culture sector are an economic and social powerhouse in Birmingham and is integral to the vitality and liveability of local places. There are over 3,300 direct jobs in the cultural sector and 14,500 in the wider creative industries, generating over £200m in annual economic activity. The sector's economic impact on the city creates a multiplier effect, acting as a magnet for talent, students, business and investment. It also underpins the city's tourism offer - Birmingham was the 4th most visited city in 2022, with over 800,000 visits - and unlocks opportunities in the wider creative industries, as well as for restaurants, cafés and hotels. It's growing film and TV production cluster is also already emerging as a nationally significant centre of media operations in the region.

Programmes supporting creativity and culture include:

### Digbeth

Digbeth is the cultural centre of Birmingham and one of the key growth areas for the creative sector. A new prospectus outlines this opportunity. Alongside, the recent Digbeth Cultural Action Plan has been produced by the community to support the cultural life of Digbeth, and plan for its future together. Digbeth cultural infrastructure continues to grow with film and TV studios including the BBC's Tea Factory at Typhoo Wharf and Steven Knight's Digbeth Loc Studios, maker spaces, music recording, live music venues, visual and performing arts centres, independent cinemas, start-up hubs, community gardens, sports academies, and creative education spaces make up the rich tapestry.

### Creatively Birmingham Strategy

The Creatively Birmingham Strategy is a new plan to deliver clear career pathways and business opportunities for creativity, arts, and culture in Birmingham and to build collaborations and partnerships to realise the benefits of the creative, arts and culture sector to health, wellbeing, community cohesion and economic growth. This strategy will be a ten-year plan and will connect with the regional arts and cultural strategy and local delivery. The plan seeks to harness Birmingham a cultural centre with local roots and international influence.

Investment supporting the strategy includes culture and tourism activities and programmes for the Enterprise Zone's Cultural Action Areas and funding through the integrated settlement. It builds on previous investment from the UKSPF culture & tourism strand, Commonwealth Games legacy funds and the WMCA culture, creative and heritage cultural infrastructure fund.

### The Vibrant & Active City Programme

Over 47m people visited Birmingham in 2023 with the visitor economy worth £9.5bn and it supported 78,000 jobs. The Vibrant & Active City Programme builds on this and the city's connectivity, through a major sporting events programme, a major events programme, cultural festivals and participation, promotion and tourism programmes to develop and sustain a wide range of major sporting, cultural and tourism events. Alongside, the intention is a diverse cultural, sporting and physical activity offer providing participation and engagement at all levels, from local classes for children to a diverse food offer and world class cultural shows.

The strategy seeks to promote sports and activity for all and promote economic development of clubs, social activity and improved health. It involves links with universities to guide courses in sport development, training, and facility management such as Birmingham City University engagement with the Alexander Stadium and linked job opportunities. The council is also exploring how physical sport and activity infrastructure, jobs, skills and training can be driven throughout the planning system.

### Ambition 2035 Programme

The Commonwealth Games in 2022 put Birmingham on the world stage and generated £1.2bn for the UK economy with more than half in the West Midlands. The opportunity is for Birmingham to build on hosting the Commonwealth Games to leverage more inward investment from global firms and make the most of already strong visitor economy. Birmingham needs to be 'thinking big' to ensure it is fully established as a world class city and destination of the future. This means investing in its diverse and world class cultural assets from food and theatre to sport and bringing new global events to the city and help drive the local economy and add to the desirability of Birmingham as a place to live, work, study and visit.



# Growth and place offer | Skills and employment, business productivity and digital (enablers)

## Skills and employment

Very high unemployment and worklessness is a major challenge for the city which includes young people leaving education and not moving to employment and health conditions acting a long-term barrier to employment. Job vacancies are also not being filled by Birmingham residents. Reducing unemployment is a key part of reducing poverty and increasing household incomes as well as contributing to a more productive local economy.

Given unemployment has remained at a consistently high level and without much change, there is an imperative to pursue a reformed approach that better connects employment and skills services to job seekers and serves the needs of employers. The goal is to develop an integrated 'work service'. This is about fostering a cradle to career approach, supporting lifelong learning and connecting to the growth opportunities in the city including the economic zones which is a source of significant increase in jobs. System reform is wider than the remit of the local authority and would involve the other parts of the system such as the health services, voluntary and community sectors, WMCA, DWP and education providers.

An initial focus of a reformed approach is in East Birmingham to address the very high unemployment in the area. It will form part of the development of the Birmingham Skills and Employment Strategy to increase employment levels and reduce worklessness and unemployment. If unemployment was reduced to UK levels it would bring thousands more people into the labour market.

The reformed system seeks to bring together funding and services including not exhaustively the new integrated settlement and the Birmingham adult education service, UKSPF, careers service, support for young people not in education, employment or training (NEETS), Workwell to address health related unemployment, Anchor Network and I-Can project providing entry level pathways into the NHS jobs, Connect to Work to address worklessness, the Youth Trailblazer, and Local Skills and Improvement Plan and Local Skills Improvement Funding.

## Business productivity

UKPSF funding has previously supported business advice and support and the Birmingham & Solihull Growth Hub to:

- Improve small and medium-sized enterprise (SME) productivity and competitiveness across key sectors

- Support the capacity of SMEs to innovate and embrace new technologies
- Create and safeguarding jobs and growing the size of the SME base
- Improve business skills across key sectors and access to business advice, support, guidance and stakeholder brokerage
- Increase the number and value of SME's exporting particularly in priority markets and sectors
- Support the green transition and resilience for SMEs to adapt and pivot towards green technologies and sectors, digital transformation and resilience of supply chains.

Funding through the integrated settlement continues to support the Growth Hub and business support and advice services for Birmingham SMEs and will be used to help key growth sectors in the city.

## Digital

The harnessing of digital, data and AI technologies underpins future growth, and can help optimise services for residents and businesses. The more people can access fast, reliable and affordable connectivity, the more it can help increase employment, skills, and access to public services, and the delivery of net zero, housing and transport ambitions such as using data for energy, housing and transport systems.

The region has the best 5G connectivity in the UK with a £5bn digital sector that is the second largest outside of London and supported by specialist business-led bodies such as TechWM and Create Central. This is a strength. However, the good full fibre and 5G coverage it is not complete. A solution will be needed to address this. It also includes provision of data centres in key locations in the city and the driving of digital adoption of advanced connectivity and AI solutions.

A further challenge is the 33% of households struggling to afford connectivity - while social connectivity tariffs can help some universal credit claimants take-up remains low at 8% of eligible households. The West Midlands also has the highest proportion of non-internet users in the country. Essential 'digital skills for work' levels are lower in Birmingham (66%) than the UK (78%) and Birmingham has a lower rate of the 'workforce using digital tools/software for productivity (57%) than the UK (69%)' and West Midlands businesses report gaps in digital skills.

# Growth and place offer | Long-term pipeline

The EPS brings together the foundations for a 20-year approach of improvement and growth of the city. The EPS will be further developed with multiple iterations as programmes are delivered and new ones designed, and as economic opportunities and challenges present themselves. The priorities identified in this document outline the first iteration of the EPS. To support this, a pipeline of projects has been developed, which itself will evolve.

Priorities and pipelines for the programmes below have been identified and prioritised (as per the information presented before) and based on strategic need, deliverability, affordability, outcomes and where relevant planning policy. These include:

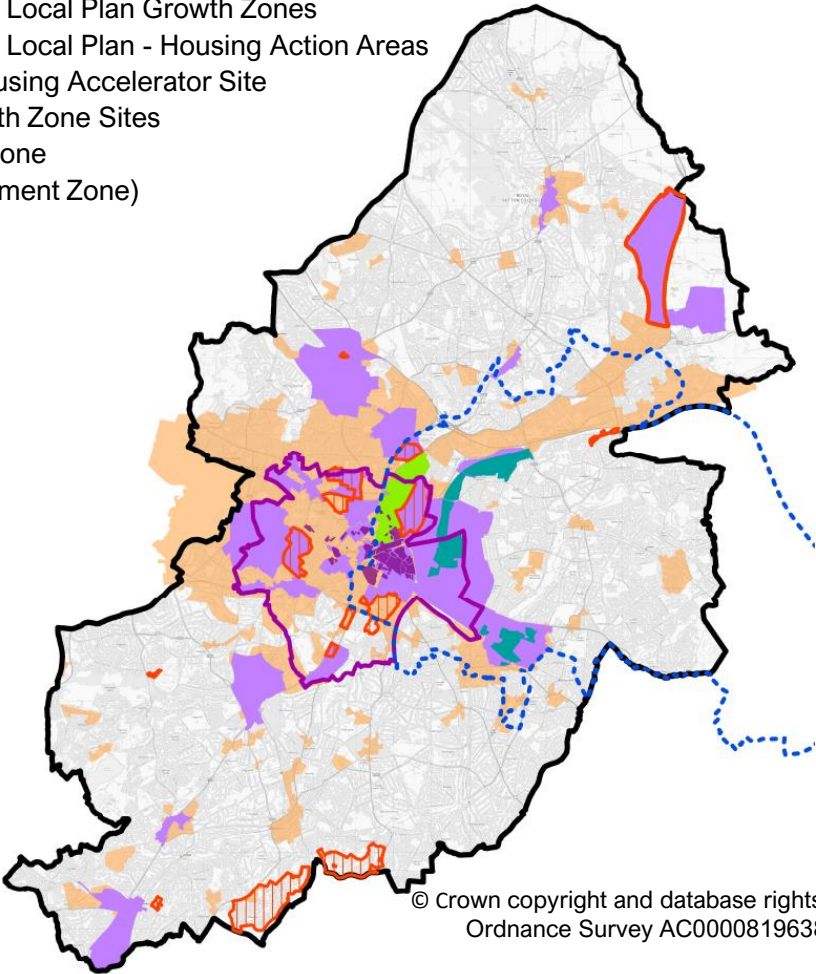
- Development (economic zones and wider EBNS growth area, Our Future City Area Central Birmingham Framework, Birmingham Local Plan growth zones\*, key sites pipeline)
- Housing (housing action areas, national housing accelerator site and housing pipeline)
- Retrofit (priority areas and delivery plan)
- Transport (programmes within the Birmingham Transport Delivery Plan)
- City of nature (priority areas identified related to the level of environmental justice for citizens)

Future pipelines are being developed and as funding is available:

- Digital connectivity
- Liveable neighbourhoods
- Culture and heritage including priorities via the Creatively Birmingham's Strategy
- Heat networks and whole energy systems - areas identified and delivery plan to be developed
- Skills and employment support strategy to be developed linked to growth opportunities, employment and skills needs and employment hotspots

\*Birmingham has identified 'growth zones' within the Birmingham Local Plan (BLP). When the business rate sites designated in EBNS were agreed in the Trailblazer Deeper Devolution Deal the government called these 'growth zones.' These are different from the BLP growth zones.

Areas of focus



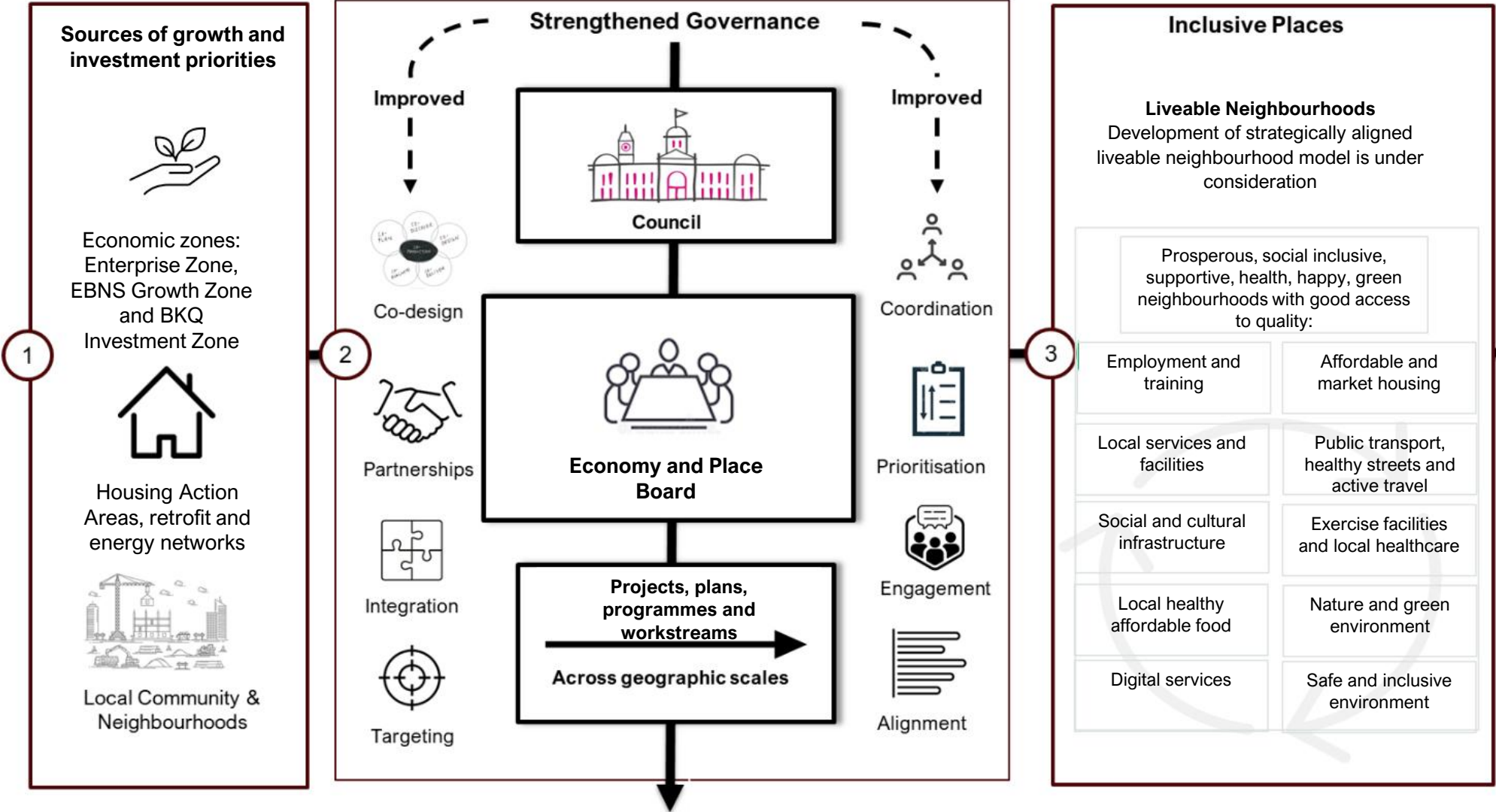
# A new integrated approach to inclusive growth | Economy and Place Board

## Economy and Place Board

An enhanced delivery approach with strengthened governance will support taking forward the EPS and achieving inclusive economic growth.

A new Economy and Place Board involving a range of key partners and supported by stronger officer delivery arrangements, will enable a more strategic approach and alignment of programmes, funding and policies. It also involves enabling co-design of place-based solutions with local communities and partnerships as per the Birmingham Promise in the City Vision. It will link to the development of the liveable neighbourhoods model.

The new governance and principle of co-design will underpin the review of the EPS and the further development of economy and place approaches.



Birmingham Vision 2035 goals

Corporate Plan

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EPS goals - inclusive economic growth, high-quality, liveable neighbourhoods and sustainable and connected communities

# Integrated settlement | EPS linkage to the integrated settlement functions

The integrated settlement is a new arrangement for the West Midlands Combined Authority (WMCA) which devolves funding from government and gives more spending flexibility over some specific funds for skills, transport, housing, local growth and place and retrofit. Some of this investment is further devolved to local authorities. A multi-year integrated settlement is expected from 2026/27. Based on the challenges, opportunities, strategies, initiatives and investments, the EPS draws together the priorities and interventions for each integrated settlement function and with strategic alignment as much as possible.

Local Growth & Place	Skills & Employment	Housing & Regeneration	Net Zero & Retrofit	Transport
<p>The EPS seeks to support <b>inclusive economic growth</b> by advancing the city's key <b>growth opportunities</b> including EBNS and BKQ, and to secure more investment in the city, increase jobs, expand key sectors and increase productivity. Alongside is a goal to support the everyday economy and thriving places to help the city be a good choice for people and businesses to live and work in Birmingham and make it a more prosperous place with local wealth creation and cultural value.</p> <p><i>Year one integrated settlement</i> Funding enables advancing the BKQ part of the Investment Zone and using business and employment support to enhance the business environment, maintaining the Growth Hub, targeting support for youth people and community investment in local centres.</p>	<p>The EPS seeks to address Birmingham's very <b>high levels of unemployment</b> (including youth unemployment) and worklessness and connect people to the opportunities in the city including jobs through the major growth sites. It includes <b>better integration of services and support for skills, careers, pre-employment, health, job pathways, business support, and entrepreneurship</b> to reflects the needs and diversity of citizens.</p> <p><i>Year one integrated settlement</i> Funding for skills, business support, communities and job readiness across this function and in the local growth &amp; place function can be harnessed to target priority areas including areas of highest unemployment such as East Birmingham and linking to other funding and services in the skills and employment eco-system.</p>	<p>The EPS seeks to deliver <b>affordable homes</b> in places with the most need and potential for growth and with the priority of <b>social rent and family homes</b>. It supports a holistic approach to regeneration to provide significant socioeconomic benefits, public realm, amenity and community benefits, harnessing land value uplift, and increased access to employment opportunities.</p> <p><i>Year one integrated settlement</i> BCC has developed a strategic pipeline of housing sites with the WMCA and Homes England. Key major housing sites are Ladywood, Druids Heath and Langley. The integrated settlement provides brownfield land funds which has potential use for the pipeline and sites.</p>	<p>The EPS seeks to upgrade homes including making them <b>warmer and lower energy use to reduce the cost of living, improve the health of residents and cut carbon</b>, particularly in areas of greatest need for improved housing quality and energy performance. The EPS also seeks to prioritise the <b>development of greener energy systems</b> and an area-based heat networks approach.</p> <p><i>Year one integrated settlement</i> Retrofit funding for council and private homes can be prioritised for the areas of greatest need allied to deliverability, community support and integration with the existing council Decent Homes programme. There is also the potential for retrofit of some public buildings and schools.</p>	<p>The EPS seeks to deliver <b>schemes to contribute to advancing the Birmingham Transport Plan (BTP)</b>. The BTP recognises the potential of transport to <b>foster inclusive economic growth and delivering a more equitable and sustainable network and to support active travel and reduce car need and use</b>. The BTP Delivery Plan sets out a spatial framework to enhance the city's transport, by delivering place-based interventions for transport corridors, local centres, neighbourhoods and central Birmingham.</p> <p><i>Year one integrated settlement</i> Active travel and electric vehicle infrastructure funds can support the BTP aims of active travel and reducing carbon emissions. WMCA bus funding can be used to help maintain the bus network.</p>

**Existing programmes and funding:** The integrated settlement connects to other council and partner programmes, services and investments and the EPS begins how these can be better integrated and aligned to achieve the objectives and goals. Further work will continue as the EPS is reviewed.

Strengthened governance and oversight, better integrated cross-council delivery and improved partnership working with local communities takes places across all the functions



# Outcomes | Linkage to the Corporate Plan and City Vision

Birmingham’s City Vision 2035, is a ten-year vision for the city drawn up with partners. The Corporate Plan 2025-2028 is Birmingham City Council’s response to delivering the vision. The EPS helps support the delivery of the City Vision and the Corporate Plan, with a particular contribution show in pink in the table..

City Vision	City Vision Mission	Priorities for Birmingham City Council for 2025-28, working in partnership, to ensure:
<div>A city that has a thriving economy, tackles inequality, where all communities can enjoy greater opportunities and the wellbeing that it brings</div> <div>Economy and place strategy aims</div> <ul style="list-style-type: none"><li>• Inclusive economic growth</li><li>• Sustainable &amp; connected communities</li><li>• High quality, liveable neighbourhoods</li></ul> <div><div></div>EPS contribution to Corporate Plan</div>	1. Growth & Prosperity	<b>Birmingham is a vibrant and inclusive city</b>
		1. Investment and economic growth benefit all people and places in the city
		2. There is equal opportunity for people to get, and keep, good jobs
		3. Birmingham is promoted as a great place to live, visit and do business
		4. Businesses are supported to succeed; and illegal or unsafe business practices are addressed via effective regulation and enforcement
	2. Knowledge & Opportunity	<b>Birmingham is a city where every person can learn and develop the skills they need to thrive</b>
		1. Children and young people have a good start in life and a great education
		2. Lifelong learning is accessible to all
		3. Skills shortages in key sectors are addressed
	3. Safety and Sustainability	<b>Birmingham is a safe, clean and green place to live</b>
		1. More affordable homes are built
		2. Housing standards are improved, and homelessness prevented wherever possible
		3. People are safeguarded and protected from harm
		4. Street cleanliness and waste services are improved
		5. Everyone benefits from reduced carbon emissions, cleaner air, and a greener city prepared for climate change
	4. Health, Equity and Inclusion	<b>Birmingham is a place where everyone can live, work, and age well</b>
		1. Children and young people have a healthy start in life
		2. People are empowered to make healthy choices to improve wellbeing
		3. Everyone can live and age well
		4. Council services are citizen-focussed and inclusive
		5. Everyone feels safe, heard and can grow
	5. Connected Birmingham	<b>Birmingham is a well-connected city</b>
		1. A safe and sustainable transport network
		2. Good access to online services and develop digital skills
		<b>Council improvement and recovery</b>

# Outcomes | Linkage to the Corporate Plan and City Vision

The EPS helps deliver the City Vision 2035 outcomes measures and drives a series of outputs related to economy and place.

City Vision Mission	City Vision outcome measures	Economy and Place Strategy key outputs
1. Growth & Prosperity	Increase Gross Value Added per hour worked in Birmingham	<p>The EPS helps deliver the City Vision outcomes with select measures from the Vision outlined left. There are also economic and place key outputs that the EPS will help achieve related to the integrated settlement. As a result of further economic analysis taking place in additional key outcomes may also be developed. In addition, an economic dashboard of key economic data points and metrics is being established.</p> <ul style="list-style-type: none"> <li>• <b>Economic output:</b> realising untapped £6bn output</li> <li>• <b>Jobs:</b> EBNS Growth Zone 17,000 jobs, BKQ 20,000 jobs and Enterprise Zone 71,000 jobs and additional jobs through wider growth in the city</li> <li>• <b>Homes:</b> 17,000 homes through three priority schemes and more through the housing pipeline</li> <li>• <b>Work:</b> Higher employment and lower unemployment</li> <li>• <b>Incomes:</b> Higher household incomes and reduced deprivation levels</li> <li>• <b>Connections:</b> Improved links across the city and connecting 300,000 more people to its economy</li> <li>• <b>Regeneration:</b> Advancing EBNS, set to be the UK's largest regeneration programme, covering 375,000 people</li> <li>• <b>Local centres:</b> Additional community collaborations to support thriving neighbourhoods</li> </ul>
	Increase the level and benefit from inward investment in the city	
	Increase the amount of land delivering high levels of economic activity and diversifying the economy across the city	
	Reduce the gap between the wages of those living in Birmingham and the wages of those working in the city	
	Reduce inequalities in the income levels between places and groups in the city	
	Reduce unemployment rates and increase employment rates in Birmingham relative to the national average	
2. Knowledge & Opportunity	Increase educational attainment across Birmingham	
	Reduce the number of people without qualifications	
	Increase the graduate retention rate in the city	
3. Safety and Sustainability	Increase the proportion of affordable new homes delivered in the city as a share of all new homes	
	Reduce the house price affordability ratio	
	Increase the liveability of neighbourhoods so citizens have more access to outdoor spaces and amenities	
	Improve air quality across the city	
	Reduce carbon emissions towards becoming a net zero city	
4. Health, Equity and Inclusion	Increase life expectancy at birth and at 65, increase healthy life expectancy, and reduce gaps between the least and most deprived, and between different ethnic groups	
	Reduce the overall poverty rate in Birmingham	
	Reduce the number of homeless children living in temporary accommodation in Birmingham	
5. Connected Birmingham	Increase the proportion of residents who have reasonable access to work, learning and key services by affordable and sustainable methods of transport	
	Improve quality, safety, and reliability of public transport across the city, in particular making it easier for people to travel in and out of the city centre	
	Reduce the number of people who are unable to access fast and affordable internet services across Birmingham and reduce gaps in access between different communities	



# Support | What is needed to deliver the growth aims - key government assistance

Government asks to support EPS delivery including system reform and unlocking transformational change	
<b>Multi-year, multi-function capital and revenue funding</b> <ul style="list-style-type: none"><li>• <b>Capital allocation</b> (including via the National Wealth Fund (NWF))</li><li>• <b>Place funding</b> to advance the substantial growth and housing sites with funding flexibilities including to enable genuinely affordable, social rent and family housing</li><li>• <b>Development capacity funding</b> given the pipeline scale such as for business cases, master-planning, site assessments and development of delivery arrangements</li><li>• <b>Local investment levers</b> to support the pipeline, infrastructure and transport (as below)</li><li>• <b>A needs-based funding formula</b> to reflect demand not just updated data in the existing model with deprivation and population changes primary drivers</li><li>• <b>Greater flexibility</b> to enable pooling of resource to increase the value of investment and enable co-funding with the private sector and to leverage this investment</li><li>• <b>New burdens funding</b> for new statutory duties and additional responsibilities arising from the English Devolution White Paper including spatial planning and capacity funding for local authorities to contribute to regional energy strategic plans</li></ul>	
<b>Integrated transport network:</b> Funding, investment mechanisms and reduced delivery barriers to develop an integrated public transport network for the region including: <ul style="list-style-type: none"><li>• <b>Ensure mass transit in and around Birmingham</b> is reflected in the forthcoming National Infrastructure Strategy</li><li>• <b>East Birmingham Metro mass transit solution</b> for improved connectivity and unlocking growth sites in East Birmingham</li><li>• <b>Funding investment levers and package</b> to support mass transit including the East Birmingham Metro</li><li>• <b>HS2:</b> Providing a solution to HS2 services north of Birmingham</li><li>• <b>Transport powers:</b> including enabling area-wide signage only 20mph areas, legislation to tackle pavement parking, increased charges for Penalty Charge Notices and Fixed Penalty Notices, local retention of speeding enforcement fines and legislation on the status of e-scooters</li></ul>	
<b>Work service system:</b> Support an integrated 'work service' system, underpinned by public service reform, to enable a cradle to career approach and support lifelong learning and integrate funding and services and health services, voluntary and community sectors, WMCA, DWP, and education providers, and with specific measures: <ul style="list-style-type: none"><li>• <b>Apprenticeship levy:</b> Flexibilities for localities on how to spend the Growth &amp; Skills (Apprenticeship) Levy</li><li>• <b>16-19 technical education:</b> Devolving the 16-19 technical education to the region</li><li>• <b>Employment support:</b> Complete the regional devolution of employment support and widen flexibilities on skills and employment funding to prioritise local needs</li></ul>	
<b>Business productivity programmes devolved to the region,</b> increase public investment in regional translational research for commercial use and provide regional business advisors with access to R&D tax credit data	
<b>Energy:</b> Ability to set local or regional targets for demand reduction and energy efficiency via planning or local policy for social housing and private sector	

Some measures are anticipated to come forward through the 2025 Spending Review and forthcoming English Devolution Bill

System reform underway with the WMCA	
Data use and economic insight and intelligence to underpin economic plans	
Improvement to delivery structures	



# Economy and Place Strategy Governance and Assurance Plan May 2025

## Version Control

Version no	Date issued	Description of Change	Reviewed by
1.1	16/04/2025	First issue	Lucy Capel Tara Verrell
1.2	13/05/2025	Developments following internal consultation as part of the Cabinet approval process	Lucy Capel Tara Verrell
1.3	23/05/2025	Developments following internal consultation as part of the Cabinet approval process	Stephen Arnold Tara Verrell

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# Introduction and purpose

## Introduction

The Corporate Plan 2025-2028 sets out the City Council's priorities for the next three years – focused on improving how we operate, meeting our statutory responsibilities, and delivering better outcomes for citizens through genuine partnership with communities, stakeholders and strategic partners.

The Economy and Place Strategy sets out an aspiration for a new model of investment and collaboration to create a thriving city, and this Strategy will continue to evolve, in particular in relation to maximising the use of devolved funds and powers to the region, and the allocations and impacts for the city.

In order to deliver a new integrated approach to achieving the city vision for Birmingham, at the head of new Economy and Place Governance, the Council will establish an Economy and Place Partnership Board (EPPB).

This will provide a forum for strategic discussions on economy and place, developing responses to the regional and national developments, driving an integrated and coherent approach and promoting the city's opportunities. It will be a partnership board involving key partners. It will have strategic oversight of the EPS, supporting a review after the first year and regularly thereafter. It will have a defined consultee role in relation to other related boards and receive updates from them.

The Council will also establish a cross-directorate officer level EPS Delivery Board to enable cross-council oversight and strategic alignment of resources for programme management and Economy and Place Strategy (EPS) delivery.

The delivery of the overall EPS will align with the corporate programme management arrangements for delivery of the Corporate Plan 2025-28. The new EPS Delivery Board brings together officers from directorates and teams relevant to the EPS to track progress against agreed delivery timescales and outcomes and enable the sharing of information across delivery areas to create a more holistic approach to economy and place. It will help drive cross-council integration and improved delivery of economy and place programmes, including the devolved funds in the integrated settlement and enabling strategic alignment with other funds and programmes related to the EPS.

The improved project delivery and co-ordination arrangements will enable the council and partners to deliver the integrated settlement within a year (where applicable) and to oversee performance and reporting according to WMCA and audit requirements. These governance arrangements will have oversight of the EPS delivery plan.

This initial governance structure is heavily influenced by the need to focus on the delivery of the Integrated Settlement funds in 2025/2026, and achieve the behavioural change to achieve increased joined up working with a 'place-based' focus. The approach to governance structure will be reviewed regularly to support continuous improvement as the devolution agenda and the EPS are developed as part of the regional Growth Plan and to meet the aspiration of the city in the national economic context.

## Purpose

This document sets out the governance, monitoring and reporting arrangements for the Economy and Place Strategy. It sets out the frameworks, processes, roles and responsibilities.

The purpose of this document is to clearly define the governance and assurance framework that will be used for the Economy and Place Strategy with the aim to:

- Enable Members to have confidence in the delivery of the programme
- Give visibility to the progress of the programme, that it is being delivered in line with the business case
- Outline the processes that support timely information to allow management by exception and risk management at all levels
- Outline the governance and assurance framework
- Set out the roles and responsibilities of each board and member
- Set out the Terms of Reference for each board

## Governance and Assurance

### Programme Delivery Framework and Assurance

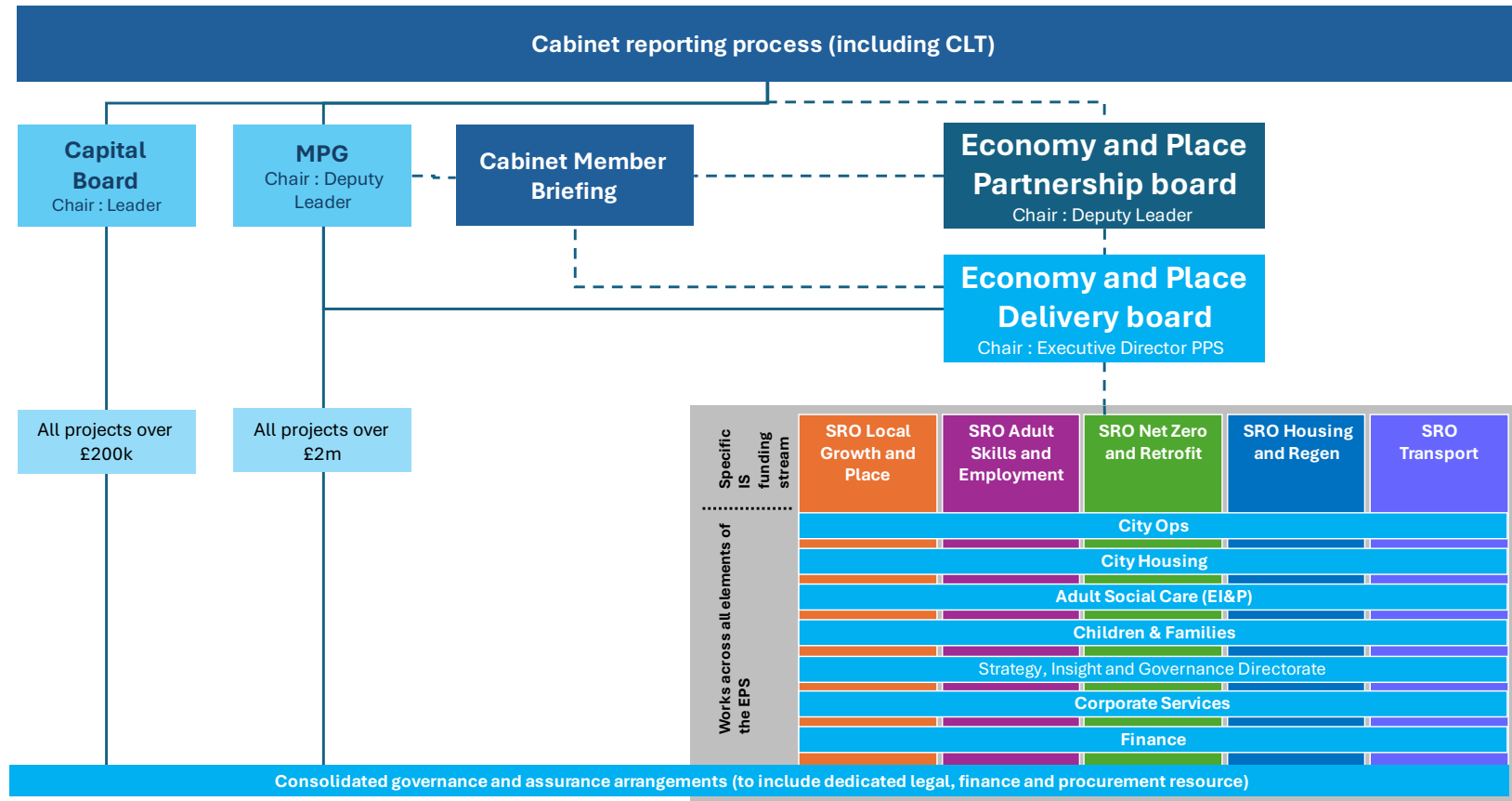
The structure for the delivery framework and governance is set out below. The EPS governance will align with the systems, processes and reporting already in place with the Council's corporate portfolio management office (CPMO). Further assurance will be provided by aligning monitoring and reporting requirements with other key boards i.e. the Capital Governance and Major Projects Boards.

It should be noted that the Council's current CPMO has been designed to focus on providing assurance and monitoring of major improvement programmes. The aim is for the CPMO to provide assurance on capital programmes however, at present, it does not have the capacity to provide direct support for the delivery of programmes such as the EPS. The Council is reviewing this position as part its new Target Operating Model. In the interim resource to support the governance and assurance arrangements for this programme, and to support the delivery of various elements of the EPS that are



specified outcomes agreed between the Council, the WMCA and the MHCLG. The diagram below sets out initial arrangements for the EPDB. This initial structure shows each SRO leading on a strand of the integrated settlement 2025/26 funds with an of other key council functions and funding related to delivering an integrated approach to economy and place development.

## Economic and Place Governance structure



OFFICIAL

## Programme Governance

The terms of reference and reporting for all groups will be reviewed on a six-month basis to ensure they remain fit for purpose

### Economy and Place Partnership Board

**Purpose:** The Economy and Place Partnership Board (EPPB) will provide strategic oversight of the Economy and Place Strategy (EPS). The board will include key partners from across the city to develop strategic plans for the future city.

The board will review strategy and policy input to the WMCA and the Government on place and economy and further development of the EPS, including advising on how to make use of future multi-year integrated settlements and Birmingham's inputs into the WM Growth Plan. The EPPB will promote and support the economic opportunities of the city and help devise solutions on how to overcome challenges. and will work with the Government to ensure the best outcomes for Birmingham.

#### **Roles and Responsibilities:**

- Promote economic and place opportunities of the city of Birmingham, identify future strategic opportunities and develop strategy to harness those opportunities including through inputs into further iterations of the EPS.
- Review and help devise responses to the economic context of the city and the ongoing challenges such as development and implications of technology to the impact of global factors including e.g. tariffs, workforce and skills forecasting and sustainable infrastructure for the future.
- To engage the WMCA on the strategy and policy of the future integrated settlement and WM Growth Plan
- To engage Government to improve outcomes for Birmingham
- Make declarations of interest at the start of each meeting in relation to any agenda item

#### **Membership:**

- The Deputy Leader of the Council (Chair)
- Cabinet Members for Finance. Housing, Transport
- Managing Director
- Executive Directors of Finance, Place, Prosperity and Sustainability and Housing
- Key partners representing senior organisations to influence Economy and Place Strategy delivery: To be agreed with the Chair and Partnership Board members, to include experts in the fields of
  - Local growth and place
  - Housing and regeneration
  - Transport

- Adult skills and employment
- Retrofit

**Frequency:** Quarterly or by exception as needed

## EPS Delivery Board

**Purpose:** The Economy and Place Strategy Delivery Board (EPDB) will be a forum for joint working across economy and place functions to deliver against and review the EPS and integrated settlement delivery plan, tracking progress against agreed delivery timescales. including for the integrated settlement.

It will be a place for helping align funding, programmes, services and plans related to economy and plans to meet the EPS objectives and those within the corporate plan and develop inputs into national and the WMCA economy and place related policy and programmes. It will also respond to advice and direction from the EPDB.

The board will raise and address risks and issues and propose mitigations, which, where necessary, will be escalated as appropriate, this could be referrals to a delegated officer/Cabinet Member or Cabinet, or initially to another forum such as the Major Projects Group if the subject matter is related to a designated major project.

The EPDB will review and approve all reports, option appraisals and full business cases related to the EPS before they proceed to the Major Projects Group (if applicable)

### **Roles and Responsibilities:**

- Monitor progress against spend, resource, progression and outcomes and address any risks and issues
- Support alignment of funding, services and plans related to the EPS
- Review and take forward inputs from the Partnership Board
- Manage the processes to support effective decision making
- Pre-approve any reports, option appraisals and business cases for progress to Major Projects Group/ Cabinet (or its delegated authority).
- Report major proposals and recommendations to Major Projects Group and Cabinet members with delegated responsibility for approval
- Make declarations of interest at the start of each meeting in relation to any agenda item

### **Membership:**

- Executive Director Place Prosperity and Sustainability (Chair)
- Strategic Leads for the integrated settlement functions
  - Local growth and place
  - Housing and regeneration

- Transport
- Adult skills and employment
- Retrofit
- Directors or Assistant Directors from the following area (or representative):
  - City Operations
  - Children and Families
  - City Housing
  - Adult Social Care (including early intervention and prevention)
  - Deputy Chief Executive's directorate
  - Corporate Services
    - To include: DTS, Finance, Legal and Procurement
  - **Frequency:** Bi-monthly or by exception

## Major Projects Group

**Purpose:** In relation to EPS the purpose of the Major Project Group is to share information with key workstreams outside of the EPS delivery programme to ensure all relevant Cabinet Members are briefed and to address any political, financial or operational risks. To oversee the programme management of the EPS ensuring compliance with Strategy, Budget, Corporate Plan, IRP and City Vision.

### Roles and Responsibilities:

- Monitor progress against spend, resource and progression and address any risks and issues
- Approve any reports, option appraisals and business cases for progress to Cabinet
- Make declarations of interest at the start of each meeting in relation to any agenda item

### Membership:

- The Deputy Leader of the Council (Chair)
- Cabinet Member for Finance
- Cabinet Member for Housing
- Cabinet Member for Environment and Transport
- Managing Director
- Executive Director of Finance
- Executive Director of Place, Prosperity and Sustainability
- Executive Director of City Housing
- Executive Director of City Operations

**Frequency:** Monthly or by exception

## Integrated Settlement Programme Roles (existing resources)

### Strategic Leads

**Aims and Objectives:** The integrated settlement is currently split into five pillars, Local Growth and Place, Adult Skills and Employment, Net Zero and Retrofit, Transport, and Housing and Regeneration. Strategic leads guide and advise on these pillars and ensure delivery.

**Roles and Responsibilities:**

- Co-ordinate activity and advise on direction and development in line with funding in the respected pillar
- Overview and corral other services, plans and funding relating to the pillars
- To attend the Economy and Place Delivery Board

### Project Manager

**Aims and Objectives:** The Project Manager will be directly responsible for the delivery of any allocated project(s) and will support the development and implementation of individual projects in line with appropriate funding agreements, and in accordance with project objectives.

**Roles and Responsibilities:**

- Support the development and implementation of integrated settlement funded projects
- Ensure that projects are delivered in accordance with EPS objectives
- Ensure that projects are delivered in accordance with BCC Constitution – Part D Finance Procurement and Contract Governance Rules
- Ensure that the terms and conditions set out in the EPS Funding Offer Letter, Conditions of Grant Aid (COGA), and/or Service Level Agreement (SLA) are fully compliant
- Obtain, BCC approvals for projects in accordance with Gateway process and procurement regulations / rules, and that this is in place prior to any expenditure being incurred on any project
- To ensure that where projects are delivered by third parties the appropriate legal agreements, between BCC and the third party, are put in place
- COGA, SLA or Contracts must be agreed and signed by the third party and the City Council before any funding is released; and
- Where the above are used, the Project Manager must also ensure all the requirements of the conditions are complied with, e.g., inspection of accounts,



procurement regulations, requirements for capital contracts, legal charges and outputs / outcomes etc.

- To ensure any monitoring returns and claim forms are promptly completed and returned by the due dates. This includes:
- Providing support to any third-party organisations in completing the monitoring returns and claim forms as appropriate;
- Ensure that all relevant project information and documents are retained for audit purpose for the period of time as set out in the funding agreement;
- Pursuing any queries/missing information with projects to ensure that returns are complete;
- Submitting the completed monitoring/claim forms and appropriate evidence by the due dates including providing to the WMCA
- To report concerns or issues to the EPDB as they arise which likely could be via the strategic lead.
- To ensure that outputs and outcomes included in the funding offer are monitored on a quarterly basis as a minimum and are in line with targets
- To ensure supporting evidence, financial and otherwise, is retained and made available as and when required for grant claim purposes and other periodic monitoring or evaluation returns
- To provide appropriate support where projects are experiencing difficulties in delivering any aspect of the project i.e., achieving spend outputs/outcomes or project delivery, make the EPDB aware of the situation, and agree if required, what further action should be taken i.e., withdraw, reduce or re-profile further funding if possible, renegotiate the outputs/outcomes etc.;
- To support this process, the Project Manager will ensure internal systems for verifying information are put in place to ensure that the project is operating/following appropriate systems including via the corporate programme management or via the delivery co-ordination arrangements
- To take part in any performance review/evaluation activities
- To attend meetings as requested to discuss monitoring/ claim processes, project performance, etc.

For some integrated settlement funds such as UKSPF there may be an overall fund manager but then then the above arrangements are replicated for each individual fund so the project delivery for the neighbourhood strand is overseen by a named representative of the City Operations.



## Year one integrated settlement and economy and place strategy delivery plan

### Summary and overview

This is the delivery plan for the year one integrated settlement and an overview of connected delivery elements which support Birmingham's economy and place strategy (EPS).

The integrated settlement is part of the Trailblazer Deeper Devolution Deal agreed with the government and West Midlands Combined Authority (WMCA) in 2023. The integrated settlement details have been negotiated and agreed since then and commence in April 2025. A series of funding lines across five functions have been devolved to the WMCA by government. The functions are:

- Local growth & place
- Adult skills and employment support (the government views this as two functions but is treated as one function by the WMCA)
- Housing and regeneration
- Transport
- Retrofit

The integrated settlement brings more flexibility on the spending of these funds, although they will have to meet outcomes that have been agreed between the WMCA and government. The integrated settlement is a one-year settlement. The spending review in June is due to announce a multi-year integrated settlement with an expected wider range of devolved funding lines.

For some of the integrated settlement funding lines there is an allocation to local authorities. Local authorities can prioritise how the devolved funding is allocated but will have to meet delivery requirements agreed with the WMCA and the outcomes that the WMCA has agreed with government. The delivery plan looks at each function and outlines:

- **The funding allocation** for BCC received via the integrated settlement or overall fund at the WMCA level which can be accessed
- **Methodology** for the allocation to the local authorities
- **Programme** - activities and interventions to be delivered via the funding for 2025/26 (given one year funding) and 2025/26-2027/28 for retrofit (given it is three-year funding)
- **Prioritisation** and rationale as to how the programme is linked to EPS, its objectives and geographies where relevant
- **Outcomes** and outputs to be delivered and delivery commitments to be met that have been agreed by the WMCA and government
- **Delivery** - how the programme will be delivered and delivery mechanisms

Within each function there is also an account of other funding and key programmes outside the integrated settlement to support the year one 2025/26 economic place strategy.

### Birmingham's economy and place strategy

As part of the development of the integrated settlement the WMCA asked all local authorities to develop place-based strategies (PBS) to outline how their places can achieve economic growth and priorities for investment including through the integrated settlement. BCC's PBS is the Birmingham economy and place strategy (EPS).

The EPS describes a new integrated, place-based approach to achieve inclusive economic growth across Birmingham - one which seeks to cultivate the spatial and sectoral opportunities

that represent the most plausible sources of economic growth for the city. Alongside it seeks to unlock inclusive economic growth by targeting place-based interventions that increase labour market participation and ensure local communities share equitably in the growth generated.

The sources of growth include advancing large-scale economic development programmes supporting the expansion of key sectors, large scale housing delivery, supporting the local business environment, transport improvement and increasing employment opportunities. It also encompasses interventions promoting a more nature rich and sustainable city including through heat networks and digitally connected places.

The EPS is rooted in how investment can be applied through a community-led, inclusive growth, approach that more effectively and purposefully connects local economies with the benefits of the growth to reduce inequality, strengthen neighbourhoods and improve health and well-being. The strategy seeks to develop stronger local capacity to work with the council to help curate and enhance local centres, develop resilience through local ownership of actions, and increase engagement and co-delivery with communities. It is about investing in sustainable, bottom-up opportunities for economic and socio-cultural development across Birmingham including sustainable social enterprises and utilising local people and organisations with knowledge of local needs, opportunities to develop local solutions.

The fundamentals of this approach are based on the feedback and inputs from Shaping Birmingham's Future and Birmingham City Vision 2035 processes.

The EPS lays out more immediate priorities for investment including for the integrated settlement, as well as identifying longer-term priorities and opportunities. As the settlement is only for one-year year (apart from the retrofit funding which is for three years) it is a transitional stage ahead of a longer-term settlement. Given this, and the very recent (January to April 2025) notifications of funding allocations to the WMCA and then from WMCA to local authorities, it has been more challenging to join the funding up in a systemic way for this interim stage. Future years should provide greater possibilities for this.

This delivery plan largely focuses on the integrated settlement but over the coming year and as the EPS is reviewed annually the intention is to assess other funding streams and how they can be brought together more effectively as well as looking to the deployment of the future multi-year integrated settlement.

The EPS outlines delivery mechanisms to support places including the Local Centre Development Programme so civil society, community, and business groups work together and deliver services for communities without an over-reliance on grant funding - groups include Business Improvement Districts, Community Investment Districts and Cultural Action Areas.

The programmes within the delivery plan and delivery of the overall EPS align with the corporate programme management arrangements and delivery of the Corporate Plan 2025-28. The new EPS Delivery Board brings together officers from directorates and teams relevant to the EPS to track progress against agreed delivery timescales and outcomes and enable the sharing of information across delivery areas to create a more holistic approach to economy and place. It will help drive cross-council integration, improved delivery and impact for economy and place programmes, including the integrated settlement and enable strategic alignment with other funds and programmes related to the EPS. The improved project delivery and co-ordination

arrangements will support meeting the integrated settlement within a year (where applicable) and the reporting requirements of WMCA.

The funding devolved to the WMCA through the integrated settlement is as follows:

Table 1

Function	Fund	Depart.	Allocation mechanism	2025/26 funding*	Revenue /capital
Local growth and place	UK Shared Prosperity Fund	MHCLG	National formula	£32,735,765	Revenue
				£13,727,835	Capital
Local growth and place	Investment Zones	MHCLG	Existing allocation	£6,400,000	Revenue
				£9,333,000	Capital
Local growth and place	Made Smarter	DBT	National formula	£1,226,400	Revenue
Local growth and place	Growth Hubs	DBT	National formula	£490,700	Revenue
Local growth and place	Create Growth	DCMS	New integrated settlement (IS) formula	£425,000	Revenue
Local transport	Bus Service Improvement Plan	DfT	National formula	£37,066,610	Revenue
Local transport	Bus Service Improvement Plan Capacity and Capability	DfT	National formula	£125,000	Revenue
Local transport	Bus Service Operators Grant	DfT	National formula	£1,792,259	Revenue
Local transport	Bus Service Operators Grant Plus	DfT	National formula	£11,000,000	Revenue
Local transport	Active Travel Fund	DfT	National formula	£12,341,244	Capital
Local transport	Active Travel Capability Fund	DfT	National formula	£3,615,215	Revenue
Local transport	Local Electric Vehicle Infrastructure Fund	DfT	National formula	£493,640	Revenue
Adult skills	Adult Education Budget	DfE	National formula	£139,632,912	Revenue
Adult skills	Free Courses for Jobs	DfE	National formula	Inc. in figure above**	
Adult skills	Skills Bootcamps	DfE	National formula	£12,000,000	Revenue
Housing and regeneration	Brownfield Infrastructure and Land Fund	MHCLG	Existing allocation	£34,000,000	Capital
Housing and regeneration	Brownfield Housing Fund	MHCLG	National formula	£26,114,324	Capital
Housing and regeneration	Brownfield Land Release Fund	MHCLG	New IS formula	£2,583,567	Capital
Buildings' retrofit	Warm Homes: Social Housing Fund	DESNZ	New IS formula	£29,172,000	Capital
Buildings' retrofit	Public Sector Decarbonisation Scheme	DESNZ	New IS formula	£3,348,000	Capital
Buildings' retrofit	Warm Homes: Local Grant	DESNZ	New IS formula	£5,280,000	Capital
Employment support	Connect to Work	DWP	National formula	£5,720,000	Capital
<b>Total quantum</b>				<b>£388,623,471</b>	

The devolved funding for local authorities including BCC via the integrated settlement is as follows and taken from the 14 March WMCA Board report:

**Table 2 Confirmed allocation of integrated settlement funds to the region (2025/2026)**

Body (EM)	UKSPF	Investment Zone*	Made Smarter	Growth Hubs	Create Growth	BSIP	BSIP capacity & capability	BSOG+	Tendered BSOG	Active Travel Fund	Active Travel Capability	LEVI	Adult skills	Skills Bootcamps	Connect to Work	BILF	BHF	BLRF	Retrofit**	Total	% of £388m
Birmingham	14.0	3.1									1.0		11.0						10.4	<b>39.6</b>	10.2%
Coventry	4.6	6.1									0.3		5.6						1.9	<b>18.6</b>	4.8%
Dudley	3.9										0.3		1.6						2.2	<b>8.0</b>	2.1%
Sandwell	4.1										0.3		1.4						4.0	<b>9.8</b>	2.5%
Solihull	2.5										0.2								2.0	<b>4.8</b>	1.2%
Walsall	3.6										0.3								1.3	<b>5.2</b>	1.3%
Wolverhampton	3.4	1.3									0.2		3.4						3.1	<b>11.5</b>	3.0%
Housing Associations/Other Public Sector																			10.7	<b>10.7</b>	2.8%
WM Growth Company	2.1	0.5																		<b>2.6</b>	0.7%
Still to be distributed										12.3		0.3			5.5	34.0	26.1	2.6	0.3	<b>81.2</b>	20.9%
<b>SUB TOTAL LAS &amp; OTHER</b>	<b>38.3</b>	<b>11.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12.3</b>	<b>2.7</b>	<b>0.3</b>	<b>22.9</b>	<b>-</b>	<b>5.5</b>	<b>34.0</b>	<b>26.1</b>	<b>2.6</b>	<b>36.0</b>	<b>191.8</b>	49.4%
<b>WMCA</b>	LTA responsibilities					37.1	0.1	11.0	1.8											<b>50.0</b>	12.9%
	Adult Skills (Statutory)												114.1							<b>114.1</b>	29.4%
	Direct delivery / other costs ***	8.2	4.6	1.2	0.5	0.4					1.0	0.2	2.6	12.0	0.2				1.8	<b>32.6</b>	8.4%
<b>SUB TOTAL WMCA</b>	<b>8.2</b>	<b>4.6</b>	<b>1.2</b>	<b>0.5</b>	<b>0.4</b>	<b>37.1</b>	<b>0.1</b>	<b>11.0</b>	<b>1.8</b>	<b>-</b>	<b>1.0</b>	<b>0.2</b>	<b>116.7</b>	<b>12.0</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.8</b>	<b>196.8</b>	50.6%
<b>TOTAL</b>	<b>46.5</b>	<b>15.7</b>	<b>1.2</b>	<b>0.5</b>	<b>0.4</b>	<b>37.1</b>	<b>0.1</b>	<b>11.0</b>	<b>1.8</b>	<b>12.3</b>	<b>3.6</b>	<b>0.5</b>	<b>139.6</b>	<b>12.0</b>	<b>5.7</b>	<b>34.0</b>	<b>26.1</b>	<b>2.6</b>	<b>37.8</b>	<b>388.6</b>	100.0%
<b>Analysis of Direct Delivery / Other Costs</b>																					
Directly commissioned / procured activity	7.438	4.034	1.138	-	0.425	-	-	-	-	-	0.266	-	-	11.233	-	-	-	-	1.028	<b>25.562</b>	6.6%
Direct WMCA Costs	0.585	0.566	0.052	0.491	-	-	-	-	-	-	0.620	0.162	2.363	0.517	0.127	-	-	-	0.663	<b>6.146</b>	1.6%
Indirect Costs	0.140	-	0.036	-	-	-	-	-	-	-	0.072	0.010	0.200	0.250	0.114	-	-	-	0.115	<b>0.937</b>	0.2%
<b>Total</b>	<b>8.163</b>	<b>4.600</b>	<b>1.226</b>	<b>0.491</b>	<b>0.425</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.958</b>	<b>0.172</b>	<b>2.563</b>	<b>12.000</b>	<b>0.241</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.805</b>	<b>32.644</b>	8.4%

\* Based on government allocations. Actual values to local authorities are likely to differ based on business case submission profiles.

\*\*Allocations pro-rata for Year 1 based on 3-year programme. Actual allocations subject to expression of interest process as outlined in the business case.

\*\*\* Analysis of WMCA costs: Direct cost = incremental cost of delivering programmes. Indirect = Central overhead for corporate support. The allocation of costs has evolved piecemeal over the years as new grants have been awarded. For 2025/26, as the transitional year, no change has been made to this charge in the 2025/26 budget. However, the work on the implications, form and structure of the WMCA under the new integrated arrangements is under review through the West Midlands chief executives lead by the WMCA chief executive with the method of charging and costs to be holistically reviewed and agreed as part of the 2026/27 budget and funding discussions.



**Allocation formula for funding devolved to local authorities**

- Active Travel Capability Fund: After 2% WMCA top-slice remaining amount is split 25:75 between WMCA and local authorities and latter based on population
- Adult Skills Fund: Nationally, the Adult Skills formula is based on the 2016/17 share of participation and agreed at the January 2019 WMCA Board
- Adult Education Service: The allocations for Adult Education Services were based on the 2016/17 share of participation and agreed at the January 2019 WMCA Board
- Investment Zones: Capital allocations are based on local authority submissions included in the 'Annual Delivery Plan' for MHCLG. Presented over the 5-year period of the programme and, in accordance with MHCLG requirements, 'straight-lined'. The revenue allocation is the 'capacity' funding agreed between WMCA and MHCLG, which is £7m over 5 years. The lines above represent the spend forecast for 2025-26 as forecast by local authorities. The programme approach was agreed by WMCA Board and WM IZ Board
- Retrofit: Allocation of the nominal funding amount to each local authority uses the same quantum formulae used to calculate regional pilot funding value. The WMCA value and individual allocations are based on publicly available data for a fair share of national scheme either based on numbers of eligible homes or public sector floorspace
- UKSPF (Business Support): The funding methodology is based on the same formula as the previous award
- UKSPF (Communities, Place and Skills): The 2025/26 transitional funding will apply the previously agreed 70:30 methodology of population and need/ economic resilience
- UKSPF management is a fixed sum for each authority
- Connect to Work local authority allocation amounts were determined in April 2025 and split equally between local authorities with included in the related summary below.

The total funding to be managed by BCC directly is detailed by capital and revenue, and by financial year as follows:

**Table 3**

Function	Fund	2025/26 Capital £	2025/26 Revenue £	2025/26 Total £	2026/27 Capital £	2026/27 Revenue £	2027/28 Capital £	2027/28 Revenue £	All years total £
Local growth and place - Business	UK Shared Prosperity Fund	1,750,899	2,949,278	4,700,177					4,700,177
Local growth and place - Community, Place and Skills	UK Shared Prosperity Fund	3,266,895	5,893,085	9,159,980					9,159,980
Management Fee and Programme Management	UK Shared Prosperity Fund		110,000	110,000					110,000
Local growth and place	Investment Zones	2,583,000	537,000	3,120,000					3,120,000
Local transport	Active Travel Capability Fund		1,036,301	1,036,301					1,036,301
Adult skills	Adult Education Budget including Free Courses for Jobs		11,015,479	11,015,479					11,015,479
Buildings' retrofit	Warm Homes: Social Housing Fund	6,376,495	788,106	7,164,601	7,825,699	967,221	7,825,699	967,221	24,750,441
Buildings' retrofit	Warm Homes: Local Grant	1,616,809	199,830	1,816,639	3,784,802	467,784	3,784,802	467,784	10,321,811
Buildings' retrofit	Public Sector Decarbonisation Scheme	900,945	111,353	1,012,298	4,436,913	548,382	4,436,913	548,382	10,982,888
Employment support	Connect to Work		705,200	705,200					705,200
Integrated Settlement Total		16,495,043	23,345,632	39,840,675	16,047,414	1,983,387	16,047,414	1,983,387	75,902,277
Employment support (separate to the integrated Settlement)	Youth trailblazer		1,750,000	1,750,000					1,750,000
Employment support (separate to the integrated Settlement)	Youth trailblazer		110,000	110,000					110,000
Grants delivery: Solihull and Shropshire	UK Shared Prosperity Fund (Solihull and Shropshire allocation)	186,000		186,000					186,000
Management Fee and Programme Management	UK Shared Prosperity Fund (Solihull and Shropshire allocation)		27,000	27,000					27,000
Grants Delivery: Business Energy Advice Service	Business Energy Advice Service	10,000,000		10,000,000					10,000,000
Management Fee and Programme Management	Business Energy Advice Service		1,000,000	1,000,000					1,000,000
<b>Total Funding</b>		<b>26,681,043</b>	<b>26,232,632</b>	<b>52,913,675</b>	<b>16,047,414</b>	<b>1,983,387</b>	<b>16,047,414</b>	<b>1,983,387</b>	<b>88,975,277</b>

## 1. LOCAL GROWTH AND PLACE

The 2025/26 integrated settlement funding for the local growth and place function covers:

- UKSPF
- Growth Hub
- Made Smarter
- Create Growth
- Investment Zone

The funding award to the WMCA and the allocations to BCC are as follows:

Table 4

Funding line	Financial year 2025/26 award to the WMCA	Totals	Type	BCC allocation	Totals
UKSPF - Business Productivity (including BCC Growth Hub)	£17,422,000	£22,318,000	Revenue	£2,949,278	£4,700,177
	£4,896,000		Capital	£1,750,899	
UKSPF - Community, Place and Skills	£13,455,221	£24,145,600	Revenue	£5,893,085	£9,269,980
	£1,858,544		Revenue (management)	£110,000	
	£8,831,835		Capital	£3,266,895	
Growth Hub (WMCA)	£490,700	£490,700	Revenue	N/A	
Made Smarter	£1,226,400	£1,226,400	Revenue	N/A	
Create Growth	£425,000	£425,000	Revenue	N/A	
Investment Zone	£6,400,000	£15,730,000	Revenue	£537,000	£3,120,000
	£9,330,000		Capital	£2,583,000	
<b>Totals</b>	<b>£64,335,700</b>				<b>£17,090,157</b>

### UKSPF

While the 'UKSPF' name is used in this delivery plan, technically UKSPF does not exist in the same way as the national programme as there is flexibility as to how it is spent within the region and the funding is now incorporated into the integrated settlement.

Nationally, the 2025/26 UKSPF allocations have been calculated using deprivation formula which is different from previous years. While nationally the UKSPF funding for 2025/26 has been reduced by approximately 40%, given the new deprivation methodology, the WMCA area funding reduction was less than it would have been from the previous methodology (resulting in an overall reduction of approximately 17%).

For 2025/26 the WMCA has continued to pass most of the funds to local authorities. The WMCA has also retained the previous population-based methodology used in previous years for the allocation of funding to local authorities due to time constraints in devising any new system.

The Birmingham's UKSPF £13.97m allocation for year one covers two pillars, 'communities, place and skills (CP&S)' and 'business support'. This is a change from the three pillars for the previous three years of funding; the previously separate pillars of 'communities and place' and 'people and skills' having been merged to provide councils with greater flexibility.

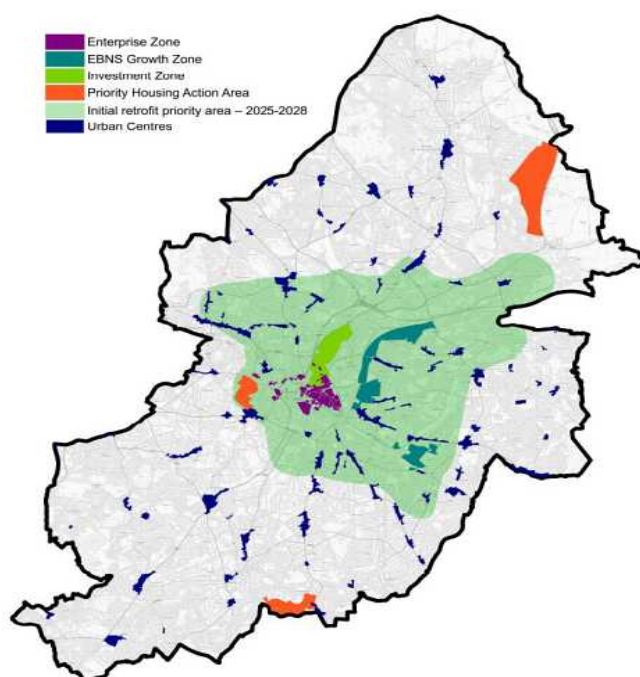
For the 2025/26 allocation, each local authority has received a flat rate of £110,000 to oversee management costs. The WMCA allocation includes funding for the West Midlands Growth Company (as per the WMCA allocations agreed in 2024).

Capital and revenue resources are available, although the initial CP&S allocation for Birmingham provided revenue challenges due to the entire regional fund having been reduced by approximately 17%, and an increased capital proportions exacerbating the reduction in revenue. As such, a variation was requested by BCC (and some other local authorities) to move CP&S capital into revenue, this was approved at the WMCA Board on 14<sup>th</sup> March 2025, meaning within the CP&S pillar, £362,988.17 capital funds were replaced with revenue (the table above includes the updated values).

BCC councillors consulted on the EPS emphasised the need for local growth and place funding to reach local communities across the city and increase the capacity of local stakeholders to participate in and lead local action.

The EPS outlines that future investment is targeted across multiple local centres and neighbourhoods to support thriving places, helping attract and retain employment in Birmingham, provide jobs, enhance growth and economic, support social and cultural value, and reduce levels of deprivation, worklessness and underemployment. This is a sizeable challenge and needs multiple years and funding rounds: Birmingham has 73 local centres (or 'Urban Centres' in planning terms) covering 7,101 business ratepayers (2023) and 11 business improvement districts (BIDs) covering 4,400+ business ratepayers generating c£4m investment p/a.

The funding available from the 2025/26 integrated settlement is insufficient to deliver everything required so prioritisation has been needed. The year one approach has provided a framework for future multi-year settlements. The year one delivery is a transition to improve local engagement, targeting of resources and strategic alignment with other resources and investments outside of the initial integrated settlement. The map below (copied from the EPS) presents the key economic zones, priority housing areas, the retrofit priority areas and the wider current urban centres.



The UKSPF funding enables business support activities, community regeneration, capacity building and employment and skills activity. Funding prioritisation has led to designing flexible interventions that can most effectively and strategically align for greatest impact in local communities and centres. The approach seeks to consider other resources and community provision to explore where the funding can add value, complement or address gaps. The approach also aims to develop stronger local capacity to help curate and enhance local centres, develop resilience via local ownership of actions, increase engagement and co-delivery with communities, identify and invest in sustainable, bottom-up opportunities,

organisations and collaborations for economic and socio-cultural development with the potential to become sustainable social enterprises or similar in the medium-term.

The approach seeks to align funding for business, communities and people across local centres and compliment the investment delivering large scale economic, housing, transport and employment opportunities. It also seeks to align with potential investments outside the integrated settlement including in community hubs (libraries), district hubs and via the Household Support Fund. Similarly, it seeks to align with Cultural Action Areas, Sports Action Areas, Business Improvement Districts and enable the proposed Community Investment Districts, bringing together local resident, faith, interest, and business groups to identify and address local priorities, support stronger local centres, and develop community capacity ‘companies’ or other suitable forms of legal entity to secure and leverage other funding.

A process for identifying and prioritising the development of a focussed selection of local centres is to be drawn up and could include identifying:

- i) Where new types of organisational leadership or new requirements can be applied in housing and employment development schemes to anchor community involvement and delivery of local priorities.
- ii) Support for local places where communities and local businesses are seeking more active co-ordination and interventions.
- iii) ‘Cold spots’ where no interventions exist, with a new local organisational approach acting as catalyst for grassroots interventions.
- iv) Places where a community network(s), a local asset(s) and local businesses could be brought together to create an opportunity that is ‘more than the sum of its parts’.

In relation to employment and skills the funding for the Children & Families directorate covers the Birmingham Employment & Skills Project (BESP). Of the more than £2,921,000 funding, £2,265,800 has been prioritised for continuing Birmingham Careers Service, Birmingham Youth Service and The Library of Birmingham Youth Hub ‘Job Box’ which all provide employability

services and activities to young people including those Not in Employment, Education or training (NEETs) to assist them into employment, education, and training. Approximately £654,200 will be commissioned to external providers including voluntary, community, social enterprise and faith (VCSEF) partners that focus on supporting NEETs (mainly in the 'inactive' category meaning they are not currently employed or actively seeking employment) who are aged 16 to 29. They will also provide locally based employment support to economically inactive adult residents aged 18+ to retirement age. BESE aims to support 690 Birmingham citizens on their path to employment, education, and training within the year. The programme also aims to overcome structural barriers to employment and training and support with softer employment readiness skills.

The projects and programmes prioritised for funding via the UKSPF are led by teams across the council. The priorities and the outputs and outcomes that need to be met are as follows:



**Table 5**

Local Growth and Place delivery led by City Operations (Neighbourhoods)						
Projects	Cap	Rev	Project description	Delivery method	Outputs	Outcomes
Investment in Sports and Participation	966,895	-	A fund to invest in sports facilities and improve active lifestyle participation programmes, city wide. This funding will aim to maximise returns by aligning where possible with the Sport England deepening investment.	A combination of BCC staffing (agency by exception), investment in BCC assets (internal call for grants), open grant calls external (in compliance with Subsidy Control Regs.) and open tender (in compliance with Procurement regs.)	Number of amenities/facilities created or improved – 4	Increased users of facilities/amenities – 200  Increased visitor numbers-200
Local Centre Devt Prog – Community Anchor Development (Rev)	-	540,000	The Local Centre Development Programme (LCDP) aims to help develop sustainable local delivery vehicles across Birmingham, providing funding and support for civil society, community, social enterprise and business groups to work together and deliver services in and for their communities, without an over-reliance on grant funding. This will be commissioned through a city-wide expression of interest call.		Number of tourism, culture or heritage assets created or improved – 4	Increased visitor numbers – 200  Improved engagement numbers – 200
Local Centre Devt Prog - Community Anchor Development (Cap)	200,000	-			Number of enterprises receiving grants – 6	Improved engagement numbers – 200
Local Centre Devt Prog – Place Infrastructure Fund	1,000,000	-	Funding programme to enhance, re-animate and support our local centres both economically and socially; by realising local visions, plans and opportunities through targeted and contested infrastructure projects. Delivered through Neighbourhood, Business Improvement District and Cultural Investment vehicles. Alongside a focus on renewal and bringing under-utilised spaces back into use, local stakeholder groups will be encouraged to work together, pooling resources and opportunities to create sustainable and enhanced impacts across the cities many diverse local centres.		Number of local events or activities supported – 5	Number of volunteering opportunities created as a result of support -15
					Number of people reached – 400  Number of organisations receiving grants – 8	Number of people reporting increased employability through development of interpersonal skills funded UKSPF - 20
Talent, Skills & Industry Development Prog	-	200,000	Skills programme to support the training and development of creative, cultural and hospitality workers. Based on 1 & 2 day training sessions and multi-day bootcamps, the focus will be on making a quick impact on worker performance and career enhancement. Early actions will be around customer service & personal interaction, managing staff teams and managing		Number of people receiving support to sustain employment - 25	

			volunteers. Participants will be reached in the first instance by providing this as a business support service to enhance the performance and impact of sector organisations across the city.			
Vibrant and Active City Prog – Museums & Culture	400,000	40,000	Primarily a capital funding programme for cultural infrastructure and developing the wider cultural offer across Birmingham for both citizens and visitors. Includes repairing, maintaining, fitting out and enhancing cultural spaces; including museums, venues and cultural hubs. Also supports advocacy, lobbying and providing match funding to leverage in other funding streams to strengthen the city's cultural offer. Funds will be contestable based on impact, value and urgency. Examples of projects include Sarehole Mill, BMAG galleries and Black Sabbath exhibition.			
Vibrant and Active City Prog - Film	200,000	40,000	Funding programme so Birmingham City can better serve the growing potential for shooting film & TV programmes across the city, especially the ability to secure more recurring productions. Most important will be to make more temporary production office space available, alongside an enhanced location service, enabling producers to more easily find locations and facilities across the city region.			
Vibrant and Active City Prog - Music	200,000	40,000	Development programme to support music venues and creators across the city. Focused on capital grants to repair, enhance and develop a variety of venues, studios and rehearsal spaces that can be accessed by performers and audiences, including enabling collaboration between artists from different backgrounds.			
Vibrant and Active City Prog - Tourism	300,000	40,000	Development programme that supports the implementation of Visitor Destination Plans; including improving tourism infrastructure, tourism marketing and 'Hero Theme' development, which includes for example, Heritage, Festivals, Food and Street Art priorities. Working in collaboration with WMCA, DCMS, Visit England, WMGC and others, including internal BCC teams.			
Staff admin (Communities & Place)	-	100,000	Management and administration of projects listed above.	BCC staffing (agency by exception)		
<b>Total</b>	<b>3,266,895</b>	<b>1,000,000</b>				

**Table 6**

Local Growth and Place delivery led by Children and Families						
<b>Projects</b>	<b>Cap</b>	<b>Rev</b>	<b>Project description</b>	<b>Delivery Method</b>	<b>Outputs</b>	<b>Outcomes</b>
Young people/NEET - Youth Hub@ LoB	-	260,470	Library of Birmingham Youth Hub 'Job Box' - co-ordination, co-location of services & outreach employability support to NEET young people aged 16-29	BCC staffing (agency by exception)	Number of economically inactive people engaging with keyworker support service – 250	Number of people in employment, including self-employment, following support – 110
Young people/NEET - careers service	-	779,000	Careers advice and support to NEET young people aged 16-18 and those with SEND aged 16-24	BCC staffing (agency by exception)	Number of people reached – 128	Number of people in education/training following support – 90
Young people/NEET - youth service	-	766,000	Enrichment, life skills and employability support to NEET young people (including those with SEND) aged 16-25	BCC staffing (agency by exception)	Number of people receiving support to gain employment – 200	Number of people with basic skills following support – 7
Care leavers and YP support - Bham Children's Trust + commissioned	-	655,242	Employability support to NEET young people aged 16-25 with significant barriers: young offenders, looked after children & care leavers via BCT and external provision of employability & skills support to NEET young people aged 16-29/locality-based support to NEET adults 18+	A combination of BCC staffing (agency by exception), open grant calls and/or extension of existing grant agreements.	Number of people supported to access basic skills courses – 30  Number of people supported to participate in education - 220	Number of people reporting increased employability through development of interpersonal skills funded UKSPF - 210
Employment & skills - programme management	-	460,330	Management, coordination and compliance of the Children & Families (Employment & skills) provision of SPF	BCC staffing (agency by exception)		
<b>Total</b>	<b>-</b>	<b>2,921,042</b>				

**Table 7**

Local Growth and Place delivery led by Adult Social Care						
Projects	Cap	Rev	Project description	Delivery method	Outputs	Outcomes
Pure provider delivery - Commissioned & COGAs	-	1,440,000	PURE project aims to assist vulnerable individuals through targeted interventions including support for employment, education, training, and basic skill development such as ESOL, mathematics, and digital literacy. It will also focus on the softer skills, such as life skills, employability and confidence-building, to enhance personal development and bring our cohort closer to the labour market	A combination of existing contract variations and new direct grant awards (compliant with subsidy control regs).	Number of economically inactive people engaging with keyworker support services – 600  Number of people receiving support to gain employment – 220  Number of people supported to access basic skills courses – 150  Number of people supported to participate in education - 230	Number of people in employment, including self-employment, following support – 55  Number of people in education/training following support – 75  Number of people with basic skills following support – 100  Number of people reporting increased employability through development of interpersonal skills funded UKSPF - 75
Marketing	-	45,000	For marketing the project to its intended participants, help raise awareness of the support available and help to coordinate local events such as job fairs, expos etc, and publication of newsletters and annual reports.	Open Tender or waiver to existing contract (discussed with Corporate Procurement)		
CRM	-	15,000	Help towards the implementation of the Evolutive system to be used across all UKSPF pillars and serve as main CRM system for UKSPF and future legacy project data storage and management	Already procured – enhancements to existing systems		
Pure Salaries	-	472,042	Funding BCC Pure staff team responsible for managing delivery (including comms, evaluation etc) and monitoring, ensuring effective management of commissioned providers and overall delivery	BCC staffing (agency by exception)		
<b>Total</b>	-	<b>1,972,042</b>				

**Table 8**

Local Growth and Place delivery led by Place, Prosperity, and Sustainability						
Projects	Cap	Rev	Project Description	Delivery Method	Outputs	Outcomes
SME grants - BDI team	1,750,889	-	The West Midlands SME Grants Programme seeks to increase productivity by improving business confidence, stimulating business activity, attracting investment, safeguarding existing and creating new jobs within local communities. It offers grant funding of £2,500 to £100k (note: it would be expected that the average grant would be circa £20k-30k). The intervention rate will be up to 50% of the total grant.	BCC staffing (agency by exception) awarding grants using standard delegated authority powers	Number of Enterprises Receiving Financial Assistance (FA) – 70	Jobs created as a result of support – TBC  Number of new to market products – TBC  Number of enterprises adopting new to the firm technologies or processes – TBC  Number of enterprises engaged in new markets - TBC
SME advice - The Growth Hub	-	1,000,000	Delivery by the BCC's Growth Hub, the project will offer free business advice and guidance for small and medium businesses and support business leaders and entrepreneurs with business reviews and advice on access to finance and grants as well as cross referral to other business support project BCC will offer. The Growth Hub's business advisors cover all sectors and provide impartial, no-cost advice, online and in person, working with many specialist partner organisations in public and private sectors.	BCC staffing (agency by exception)	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 200  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 200  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 200	
SME advice bespoke prog: start-up/pre-start up	0	450,000	This programme seeks to extend the current offering of pre-start and post-start support to entrepreneurs in Birmingham and Solihull which has been a success and looks to convert more of the existing pre-starts into post-starts as well as new engagement. It will encourage entrepreneurial activity across the region, supporting early-stage businesses with the skills and support to	A combination of BCC staffing (agency by exception) as well as open tender or waiver to existing contract and/or new direct grant	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 108  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 108	

			enable them to establish their companies here, leading to further growth and development through further mainstream and specialist business support programmes. The overall aim of this programme is to build sustainment and improve new business survival rate for the region.	award (in compliance with Subsidy Control Regs.)	Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 108  Number of Entrepreneurs Assisted to be enterprises ready (EA) - 238
SME advice bespoke prog: export support prog	0	300,000	The programme provides grants of up to £6,000 that will help businesses: - realise their exporting potential in existing and new markets, and to secure new international opportunities - connect businesses to the wider trade and export support network and facilitate introductions to new market opportunities -engage with overseas trade missions and connect to new market opportunities -increase the value of goods and/or services exported.	BCC staffing (agency by exception)	Number of Enterprises Receiving Financial Assistance (FA) – 35  Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 35  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 35  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 35
SME advice bespoke prog: green transition prog	0	300,000	To continue the work of the CEBAS project which offer circular economy/resource efficiency advice by working with SMEs to redirect excess materials between businesses and away from landfill and other emission channels. Businesses will be referred from the Growth Hub to CEBAS. Existing Growth Hub businesses to be encouraged to use Synergie matching database and sessions on how to use it will be organised.	A combination of BCC staffing (agency by exception) and open tender or waiver to existing contract, and/or new direct grant award (in compliance with Subsidy Control Regs.)	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 52  Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 52  Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 52
SME advice bespoke prog:	0	300,000	Inspiring businesses and third sector organisations to do more with digital technologies, drive business growth and	A combination of BCC staffing (agency by	Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 40



digital transition prog			take advantage of the benefits of technology adoption – especially those SMEs who do not see themselves as a ‘tech business’. Encouraging businesses to embrace the opportunities these more advanced technologies offer to fuel innovation, growth and market opportunities. Create the conditions for innovation – boosting access to digital and shared infrastructure to help reduce time, cost and risk of developing new products and services.	exception) and open tender and/or new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 40</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 10</p> <p>Number of Entrepreneurs Assisted to be enterprises ready (EA) - 10</p>
SME advice bespoke prog: impact coalition (match my trading)	0	200,000	This project will establish an online platform that will increase transparency of grant funding for Socially Trading Organisations (STOs) and empower them to move from grant dependency towards income diversification. It will also enable BCC to understand and measure social impact generated by the STOs and build up a system that would enable us to distribute 0% loans in the future. This model is based on the Rotterdam Impact Coalition and the KINDRED model (Liverpool).	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Financial Assistance (FA) – 8</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 8</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 8</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 8</p>
SME advice bespoke prog: Investing in night-time economy	0	200,000	A grant fund to support evening and night time economy enterprises wishing to start-up or scale-up. The purpose is to invest in this important sector of the visitor and cultural economy of Birmingham, with investment targeted in key night time economy destinations during this one-year funding round. Investment will be delivered in parallel with Growth Hub business planning etc support to ensure returns for enterprises. Birmingham recently hosted the Night Time Economy Industries Association National Summit for the first	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Financial Assistance (FA) – 10</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 10</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 10</p>

			time. This investment will evidence the city's commitment to working alongside other stakeholders such as BID's to secure and grow the city's night time economy.			
SME advice bespoke prog: community enterprise support – e.g. social enterprise support	0	199,278	The project will support social economy clusters and local centres with business assist (business diagnostics, governance structures, access to finance advice). It will focus on building peer networks enabling continuous support and mutual learning between socially trading enterprises and enable them to diversify their income streams – prepare them for different finance methods including asset ownership (i.e. prepare business models and governance for building ownership).	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)	<p>Number of Enterprises Receiving Financial Assistance (FA) – 7</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) LOW – 42</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) MEDIUM – 42</p> <p>Number of Enterprises Receiving Non-Financial Assistance (NFA) HIGH – 7</p> <p>Number of Entrepreneurs Assisted to be enterprises ready (EA) - 20</p>	
<b>Total</b>	<b>1,750,889</b>	<b>2,949,278</b>				

### **Growth Hub, Made Smarter and Create Growth**

The Growth Hub, Made Smarter and Create Growth funds are held by the WMCA and commissioned with specialist third parties, and in the case of the Growth Hub, additionally resourcing the central hub and funding to the Birmingham Growth Hub delivered by the council.

Regional economic delivery is to be undertaken through a networked approach led by the new WMCA economic development vehicle which will deliver in an integrated, streamlined and consistent way across the different components and functions of economic development. This includes an integrated growth-focused account management service for the top 500 businesses and SME business with joined up employment and skills support and cohesive inward investment and innovation support for priority clusters. Functions will be locally networked where this adds value, for example with locally embedded resource for account management and local partnerships for clusters based around a specific place.

Local delivery will continue to be led by local authorities, which includes BCC, for statutory business-facing services such as business planning and licensing, retaining normal relationship management with businesses for these purposes. Similarly, local delivery will continue separately (but as joined up as possible) for careers advice delivered in partnership with local schools, or local regeneration programmes.

In addition, the council's Business Development and Innovation (BDI) team has been asked to deliver the new programme of SME grants for 2025/26 on behalf of Solihull MBC and Shropshire Council following success in delivering the previous programme for them. BCC's role is to support the promotion of the programme in those areas and then manage the scheme in terms of appraisal and due diligence of the applications for funding, progression through the approval process and then supporting the businesses through the grant claim process including payment of the grants to the SMEs in the same way as the council delivers the scheme in Birmingham. The council provides progress reports to the other local authorities and then claims for the value of grant funds the council pays on their behalf and the management fee for this. This example of local government efficiency supports local authorities who do not have capacity to run their own grants provision, and the fees support the sustainability of the BCC team.

### **Investment Zone**

The capital and revenue funding for the Investment Zone, which in Birmingham is the Birmingham Knowledge Quarter), is also included in the integrated settlement although this funding has been known previously and with allocations made. For BCC this is £537,000 in revenue and £2,583,000 in capital, amounting to £3,120,000. In line with the strategic plan for the delivery of BKQ, capital funding will be used to deliver strategic transport improvements to the area and will be subject to the expenditure approval process approved in the Transportation & Highways Delivery Programme (THDP) 2024/25 to 2029/30 approved at Cabinet on 25 June 2024 (further details are provided below in the Transport section). In line with the delegation at 3.9 of the East Birmingham North Solihull Programme Update (December 2024) the revenue funding will accepted to be used to support delivery of the Investment Zone management arrangements by the East Birmingham Programme Team.

## Outcomes

The outcomes that will need to be met are as follows through the local growth and place funding:

Table 9

Outcome 1: Boost local economic prosperity and living standards through improved business productivity (Local Growth and Place)				
Outcome indicators	Baseline	6-month trajectory	Target	Data source
1.1 No. of supported businesses that have increased productivity.			No target 25/26	TBC
1.2 No. of supported businesses demonstrating improved practice: i. Total (target) ii. Engaged in new markets iii. Adopting new to firm technologies / processes iv. With new to market products / services	NA	Total = 35	Total = 275	MCA reporting
1.3 Jobs created by MCA interventions in WMCA priority sectors	NA	250	995	MCA reporting
Outputs	Output indicator	6-month trajectory	Target	Data source
1.a Businesses supported	1.a Total no. of business assists	1,780	4,275	MCA reporting
1.b. Residents accessing employment support activity	1.b No. of engaged residents accessing relevant employment support activity	1,150	2,740	MCA reporting
Outcome 2: Deliver the infrastructure needed to support place-based growth (Local Growth and Place)				
Outcome indicators	Baseline	6 month trajectory	Target	Data source
2.1 Additional [commercial] floorspace unlocked because of intervention			No target 25/26	[TBC]
Outputs	Output indicator	6 month trajectory	Target	Data source
2.a. Completion of development / enabling work to unlock land for development	Progress against programme plans	Milestones met for 25/26	Milestones met for 25/26	Qualitative progress report

## Outcomes

Local authorities will need to meet the outcomes through the devolved funding. Specific outputs and outcomes that will be achieved by the council in relation to UKSPF have been included above in this section with the funding allocations and are summarised below:

- BCC is seeking to create or support 177 jobs through the business support.
- BCC is seeking to support 770 businesses (grants 70, SMEs receiving non-financial support 600 and entrepreneurs receiving non-financial support 100)
- BCC is seeking to deliver 1,190 residents accessing employment support via UKSPF (690 through C&F BESP activity and 500 through the adult social care PURE programme).

In relation to employment interventions, BCC will also be looking to measure the eligible ages of beneficiaries assisted and the type of intervention received and associated results. For example, through local growth and place UKSPF funding those aged 16-18 are eligible for skills support, while for the Adult Skills Fund under the adult skills and employment pillars, eligibility starts at age 19. The support provided by the council through the local growth and place pillar focusses on the 'pathway to employment' especially for those furthest removed and facing multiples barriers and helping to achieve 'into work' outcomes.

## Wider delivery

The Council's Business Development and Innovation team has a track record of supporting delivery of business grants within Birmingham and also on behalf of other areas in the Midlands which do not have their own dedicated team which this skills set and capacity.

For 2025/26, the team propose to deliver two major schemes for other areas:

- A Business support grants programme for 2025/26 on behalf of Solihull MBC and Shropshire Council following the Council's success in delivering this previously for them. BCC's role is to support the promotion of the programme in those areas and then manage the grants scheme in terms of appraisal and due diligence of the applications for funding, support progression through the approval process and then supporting the businesses through the grant claim process including payment of the grants to the SMEs in the same way as we deliver the scheme in Birmingham. BCC provides Progress Reports to them and then claim for the value of grant funds we pay on their behalf and this enable the Council to support businesses in the wide region and claim the management fee to support service delivery in Birmingham.
- On behalf of WMCA, to deliver a one-year extension to the Business Energy Advice Service Pilot programme to deliver energy efficiency grants to be completed by 31 March 2026. Birmingham City Council will be appointed to deliver the BEAS grants within the WMCA area. This involves:
  - Capturing registration data for businesses applying for grants (where they have already registered for a Pilot BEAS energy assessment, the process should be streamlined as far as possible).
  - Determining eligibility for a grant
  - Assessing grant applications against the agreed criteria
  - Running regular Grant Award Panels (for both £1,000-£30,000 and £30,000-£100,000) and ensuring due diligence
  - Agreeing monitoring arrangements and baseline data for the process (higher value grants)

- Monitoring Sub-Delivery Partners' (SDP) outputs and outcomes
- (where appropriate) monitoring grant projects through to completion and for an agreed period thereafter
- Ensuring all data is uploaded to the shared centralised Data Portal in a timely and accurate manner
- Ensure QA validation processes are followed as outlined in Appendix E of the Memorandum of Understanding between the WMCA and DESNZ.

The Council may sub-contract the delivery of the Business Energy Advice Service Pilot programme other delivery partners to support the delivery of this programme targets.

There is a wide range of programmes and activity that complement the integrated settlement local growth and place funding during 2025/26. Some key areas include:

- Ongoing delivery and funding of the projects in the Enterprise Zone
- Delivery of the East Birmingham North Solihull Growth Zone sites including Tyseley (and the Green Innovation Quarter), Washwood Heath and Bordesley Park (and the development of the Sports Quarter)
- Projects funded by Levelling Up Funds allocated in previous years i.e. land remediation at Bordesley Park and development of the National Centre for the Decarbonisation of Heat at Tyseley
- Delivering the ambitions with the Our Future City Central Area Framework
- Advancing the Digbeth creative area through development of a Digbeth Prospectus to be launched in 2025
- Development of early intervention hubs in community libraries



## 2. ADULT SKILLS AND EMPLOYMENT

The 2025/26 integrated settlement funding for the local growth and place function covers:

- Adult Skills Fund (Adult Education Budget and Free Courses for Jobs)
- Skills Bootcamps
- Connect to Work

Table 10

Funding line	Financial year 2025/26 award to the WMCA	Type	BCC allocation
Adult Skills Fund (Adult Education Budget & Free Courses for Jobs)	£22,941,744	Revenue	£11,015,479
Skills Bootcamps	£12,000,000	Revenue	N/A
Connect to Work	£5,720,000	Revenue	£705,200

### **Adult Skills Fund**

The Adult Education Budget (AEB) and Free Courses for Jobs, which were previously devolved are now in a funding allocation called the Adult Skills Fund (ASF). The ASF award to the WMCA is £139,632,912 with the Birmingham allocation £71,104,733. However, this is not wholly allocated to the council as the majority is commissioned with colleges. The specific allocation to the council's Birmingham Adult Education Service (BAES) is £11,015,479.

In 2022 BCC and WMCA jointly commissioned an external review of the grant-funded AEB spend delivered by college providers and council services. Non-grant recipients such as those that accessed AEB through procurement were not in scope. Since the report, BAES has had increased funding from the WMCA by around £1m to just over £11m, partly in recognition of its impact in taking the lead in responding to the report recommendations of a wider place-based approach.

There is a strategic and longer-term opportunity for BCC to 'leverage' the wider part of the AEB £71m to support the wider objectives of economic place-based growth through the integrated settlement as BCC develops its employment and skills strategy. This includes a strong focus on delivering to the local and regional skills needs and supporting growth sectors, clusters and business growth e.g. retrofit, finance, health and Medtech, and digital and current examples include the BKQ area with specialist technical pathways for lab technicians being developed by the WMCA and partners as modular programmes to support learner access to Level 3 occupations. Adult Skills Fund programmes can support the entry pathways for Birmingham residents, as well as engage economically inactive and other adult residents into skills/education programmes, especially those without: Level 2 qualifications; essential skills; social/ cultural skills and related soft or transferable skills; or those in low-paid or entry level employment.

The curriculum intent of BAES supports BCC's corporate priorities and in particular the outcomes of the early intervention and prevention including goals to increase incomes and long-term routes to employment. The intended impact of BAES also aligns with the WMCA 2024–27 Employment and Skills Strategy through:

- Widening learner participation for Birmingham adults furthest from participation in education, employment and sustainable careers

- Enabling Birmingham adult learners to obtain and reap the benefits of a good Level 2 education through essential skills of English literacy, English Language, maths, and digital, as well as development of transferable skills, behaviours and social/cultural capital
- Supporting learner progression to further study, employment and in-work progression which include up to Level 3 vocational qualifications, into work programmes with DWP and employers, and an embedded National Careers Service offer
- Supporting stronger and safer communities, healthy living and civic participation

Regarding the grant-funded AEB providers across the region, including BMET and South and City colleges, the BAES strategic curriculum plan for 2025/26 and indicative allocation was agreed with the WMCA in December 2024 with headline indicative curriculum plans and the detailed and costed curriculums submitted to WMCA in February 2025 within the 'AEB Grant' rolling annual business planning cycle of WMCA, which continues for the 2025/26 integrated settlement. The WMCA approved these in March 2025. Funding for the grant element of AEF is across academic years (August to July).

This table shows the sub-headings within the BAES budget of just over £11m, which involves three funds within the 'Adult Education Budget Grant' of the ASF on a rolling annual basis:

Table 11

BAES Funding stream	Budget: 25/26-26/27 academic yr	Description of what investment will fund
Adult Skills (qualifications)	£5,568,580	English (Literacy) up to Level 2 functional and GCSE Maths up to Level 2 functional and GCSE ESOL (English for speakers of other languages up to Level 2 Essential digital skills Vocational qualifications Employment and employability programmes
Free Courses for Jobs (FCFJ)	£213, 146	Level 3 vocational qualifications
Tailored Learning	£5,233,753	Community outreach First steps engagement Social/community capital building Health/wellbeing outcomes Progression pathways to qualifications Family learning
<b>Total</b>	<b>£11,015,479</b>	

### **Connect to Work**

Connect to Work is a new national scheme to support up to 100,000 people nationally with disabilities and health conditions and those with complex barriers to employment to get into work and on in work each year. The primary focus is on those who are inactive, but it will also support some people who are at high risk of becoming inactive if they fall out of work or are unemployed. Long-term sickness continues to be the most common reason for non-engagement in the labour market among the working age population and people with multiple and complex barriers to work often have health conditions or a disability as well. Connect to Work supported employment provision will be delivered through one of two models:

- *Individual placement and support (IPS)* - integrating employment support into primary and secondary health services, and other support services with aims to embed work as a health outcome within the health system. This integration ideally occurs at a physical level

- *Supported employment quality framework (SEQF)* offering a deeper level of support to the participant and employer arising from more complex needs of the participant group. For delivery, this may mean a participant receives more contact and support from their employment specialist, and particularly for in work support for employer and employee

Within the supported employment model:

- Everyone will have the potential to do real, paid work with the right support.
- Everyone can start looking for work as soon as possible with support continuing for the individual and the employer in work.
- The focus is on real, paid work, not volunteering or other outcomes, and includes clinical integration where required.

In the West Midlands, funding for Connect to work will start at £5.72m in Year 1 (2025/26). It could rise to £12m in Year 2 (2026/27) and £20m in Year 3 (2027/28). The WMCA has proposed an equal split between the seven local authorities in year 1 rising to a more equitable split by year 3 (based on population with this need, estimated at 41% for Birmingham). The equal year 1 split is to allow a viable quantum of funding for each local authority and to support a potential doubling of value in year 2 and again in year 3.

In April 2025 the cross-regional approach was confirmed by the WMCA: Year 1 funding will be used to test an approach to support young people who are not active in the labour market due to health-related issues with 200 young people supported within the IPS or SEQF models. This test and learn approach enables the regional foundations to be laid for future years where the number of to be supported will significantly increase.

Where a local authority is delivering directly (via staffing and/or commissioning), the WMCA has advised that the budget and outputs must deliver to DWP's unit cost (£3,526) per person for year 1. The council will be delivering this programme (via staffing or commissioning) to the local authority allocation of 200 residents and therefore has gained approval for the maximum onward grant of £705,200 for Year 1 of Connect to Work.

Table 12

Connect to Work	Delivery	TOTAL	Output	Delivery method
Birmingham	£705,200	£725,200	Approximately 200 people supported	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)

Year 1 will be used as a development phase for BCC's Connect to Work provision and will:

- Enable capacity building to develop the offer and viability of IPS and SEQF models.
- Build on work with Solihull MBC within the East Birmingham North Solihull (EBNS) Growth Zone, for which £78,000 has been jointly invested in development of SEQF capacity, based on the past 18 months of specialist delivery experience at Solihull working with community-based specialists. This joint investment in staff time and expertise will accelerate capacity building in both areas for the benefit of the Year 1 delivery across both local authorities.
- This development year will also support public service reform exploration if alignment with between Connect to Work and the Youth Trailblazer, and also the health-led employment

support programme ‘Workwell’ which commenced in 2024 in EBNS and sees the Integrated Care Service (ICS) linking up GPs with local employment support providers to help people who are unemployed due to health or disability, or off sick, to return to work (and it can also help residents to stay in work).

### Skills bootcamps

The government has committed to flexibility for Skills Bootcamp funding, which will enhance the WMCA’s ability to co-design technical education programmes with employers. This is allocated through a mixture of grant and competition.

### Outcomes

For the funding devolved to local authorities, they will need to meet the outcomes below. While Connect to Work is part of the integrated settlement, given it is principally a new national scheme and tied to government growth commitments, outcome measures are more prescriptive.

Table 13

Outcome 6: Reduce the number/proportion of residents with no qualifications (Adult Skills)				
Outcome indicators	Baseline	6-month trajectory	Target	Data source
6.1 Reduce the proportion of residents with no qualifications	9.0% (2023 calendar year)		No target 25/26	APS (ONS)
6.2 Achievement rate of those starting an entry, level 1 or level 2 qualification	80%		No target 25/26	DfE data
Outputs	Output indicator	6-month trajectory	Target	Data source
6.a. Number of starts	Starts against the statutory entitlements for English, maths, digital skills and L2 statutory quals	N/A	20,800	DfE data
	Those undertaking language acquisition training (ESOL)	N/A	20,000	DfE data
Outcome 7: Increase the number/proportion of working-age residents qualified Level 3 or above (Adult Skills)				
Outcome indicators	Baseline	6-month trajectory	Target	Data source
7.1 Increase the proportion of residents	60.7% (2023 calendar year)		No target 25/26	APS (ONS)

qualified at level 3 or above				
7.2 Completion rate of those undertaking a level 3 course	71%  (2023-24 academic year, ILR)		No target 25/26	DfE data
<b>Outputs</b>	<b>Output indicator</b>	<b>6-month trajectory</b>	<b>Target</b>	<b>Data source</b>
7.a. Number of starts	No. of starts of a level 3 programme		14,200	DfE data
	No. of starts in priority sectors		9,500	DfE data

### Wider delivery

Outside of the integrated settlement, there are several employment and skills policy areas in development or programmes entering new phases of delivery in 2025/26, that will play an important part of integrated provision through the EPS. Key examples are:

### Youth Trailblazer

In the 'Get Britain Working' White Paper, the government announced eight 'youth trailblazer areas' to identify young people most at risk of falling out of education or employment and match them to job or training opportunities as part of its promised 'youth guarantee'. Each area will be given a share of the £45m funding to 'identify those most at risk of falling out of education or employment and match them to opportunities for education, training or work'. The West Midlands is one of these areas and WMCA was required to submit a high-level paper to government in January 2025. This covered three key themes:

1. Enabling residents to better engage with employers
2. Connecting residents to key training interventions at an earlier age
3. Supporting seamless transitions for young people

An indicative sum of £5m grant funding has been awarded to the WMCA for delivery in 2025-2026 which is to be used for revenue activities to better connect 18- to 21-year-olds with the wider Youth Guarantee and will be a key element of the Mayor's Youth Plan.

It is intended that local authorities will have the ability to determine how to deliver place-based solutions whilst maintaining a co-ordinated and impactful approach across the region. Each local authority will have scope to decide which of these elements they would like to trial in their area.

The WMCA has worked with local authorities to identify key areas of opportunity and agreed that the focus of local authority interventions will be:

- Intervention 1) Targeted subsidised work experience in line with the council's current projects such as job rotation and the I-Can pilots

- Intervention 2) To be led by WMCA
- Intervention 3) Support for young people's transitions to include funding for voluntary and community sector organisations to better connect to the Youth Guarantee

In a letter dated 28 March 2025, the WMCA confirmed that it has successfully agreed with the Department of Work and Pension (DWP) how much the WMCA is proposing to onward provide to each local authority. It is proposed that Birmingham will be onward granted £1,860,000 (43% of total available local authority funding) for the delivery and commissioning of support in line with the terms of the DWP grant, to be claimed quarterly in arrears from DWP (via the WMCA). There is a maximum budget for marketing and communications of £100,000 for the WMCA, of which £10,000 will support local engagement activity. There is also a requirement to invest in youth co-ordination activity. This funding and related targets are as set out below:

Table 14

Youth Trailblazer	Delivery (Interventions 1 and/or 3)	Youth Coordinator	Marketing and Communications (required)	TOTAL grant to BCC	Delivery Method
Birmingham	£1,750,000	£110,000	£10,000 (held by WMCA)	£1,860,000	A combination of BCC staffing (agency by exception) and open tender and new direct grant award (in compliance with Subsidy Control Regs.)

Table 15

Intervention	Outputs	Outcomes
<b>Intervention 1</b>  Enabling and supporting our young people to engage with employees	<p>Number of economically inactive / unemployed young people aged 18-21 supported</p> <p>Number of economically inactive / unemployed young people aged 18-21 receiving financial support to enter employment</p> <p>Number of economically inactive / unemployed young people aged 18-21 who accessed mental and physical health support to help them enter employment</p> <p>Number of businesses engaged in work experience programmes</p>	<p>Number of economically inactive / unemployed young people aged 18-21 progressing onto:</p> <ul style="list-style-type: none"> <li>e) Employment</li> <li>e) Apprenticeship</li> <li>e) Further training</li> <li>e) Job searching</li> <li>e) Engaging in Youth Guarantee</li> </ul> <p><b>A 75% outcome rate is expected against output</b></p> <p>Number of economically inactive / unemployed young people aged 18-21 who perceived/ experienced provision provided as good or very good</p> <p>Total number of work experience placements made available</p>
<b>Intervention 3</b>  Supporting seamless transitions for young people	<p>Number of economically inactive / unemployed young people aged 18-21 engaged (broken down i.e. Those in/leaving the care system, ex-offenders, hardest to reach)</p> <p>Number of young people who accessed mental and physical</p>	<p>Number of economically inactive / unemployed young people aged 18-21 progressing onto:</p> <ul style="list-style-type: none"> <li>f) Support Programmes</li> <li>f) Training</li> <li>f) Education</li> <li>f) Employment</li> <li>f) Job Searching</li> <li>f) Engaging in Youth Guarantee</li> </ul>

	<p>health support to help them enter employment</p> <p>Number of young people supported to engage in life skills</p>	<p><b>A 75% outcome rate is expected against output</b></p> <p>Number of inactive young people not previously on benefits who have received support and are now in receipt of JSA or in the Intensive Work Search Regime within UC.</p> <p>Number of young people who have been supported who have reported increased employability through the acquisition or improvement of life skills or mental and physical health support</p>
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The funding retained by the WMCA and not allocated to local authorities will be allocated as follows:

Table 16

Activity	£ value	Other information
Intervention 2. Connecting young people to key training interventions at an earlier age through exploring opportunities to extend eligibility to 18-year-olds for key training interventions, testing the impact on training / apprenticeship / employment uptake.	£280,000	Commissioned
WMCA Evaluation of trailblazer	£100,000	Commissioned
Regional Marketing & communications	£30,000	Internal WMCA Comms Team
WMCA Management fee - legal, finance, procurement and directorate DM resourcing costs	£250,000	WMCA associated costs
<b>TOTAL</b>	<b>£660,000</b>	

A delivery template will be shared for Birmingham to outline how the authority would like to develop its trailblazer approach to delivery one or more of the opportunities and additional under these elements. As part of this process there will be a requirement to agree key outcomes in line with the WMCA submission to DWP so that 75% of the young people engaged will access the wider Youth Guarantee.

The Youth Trailblazers will be evaluated locally and nationally with WMCA accountable for the commissioning of a local evaluation to help understand the impact of the initiatives undertaken. It will be vital to further understand the challenges that young people face, to share good practice and learn how to better support Birmingham's young people. The WMCA will create a Trailblazer Steering group to facilitate this.

### Local Skills Improvement Plan (LSIP) and Local Skills Improvement Fund (LSIF) Stage 2

The West Midlands & Warwickshire LSIP and funding mechanism, LSIF, started in November 2023 and ended in March 2025. The LSIF responds to the three priorities in the LSIP:

1. Sector skill needs (construction, engineering, digital & cross cutting digital and green skills)
2. Leadership and management skills
3. Essential skills for employment

The LSIF bid was over £10.3m, the largest nationally with £5.2m of capital spent in 2024-25. The lead provider was Solihull College with six component projects led by a project lead college; the employer representative body was Coventry & Warwickshire Chamber of Commerce with



support from the WMCA and 14 colleges and ITPs project delivery partners. Four projects were aligned to specific sectors, with links between projects and with other local initiatives such as FE Innovation Fund projects:

- Electrification and advanced manufacturing
- Low carbon and sustainable construction
- Essential digital skills
- Advanced digital skills

For the first round of LSIF activity there was limited involvement of local authorities with delivery mainly being undertaken by FE colleges with engagement from the Chambers and WMCA. For the likely subsequent rounds in 2025, BCC will look to engage with the LSIF/LSIF for local alignment with the EPS, especially for activity within key investment areas such as the BKQ and EBNS Growth Zone and linkage to the employer-facing funding opportunities available for example the graduate engagement and retention activity underway in the Enterprise Zone.

### **Apprenticeships**

There has been a significant decline in apprenticeship starts, retention and completions in Birmingham over recent years. BCC will be prioritising work to address this and harness apprenticeships as a primary tool for workplace skills delivery and employment creation, retention and workplace progression in our economy. BCC will be working with partner employers (and within BCC itself as an employer) to highlight the business benefits of recruiting apprentices, creating the pipelines of apprentices from schools into long-term, well-paid job, and working with government partners such as Skills England to ensure policy works to meet the needs of Birmingham citizens especially young people with SEND, care leavers etc.) This will involve bespoke and innovative initiatives, underutilised resources such as the apprenticeship levy and opportunities on offer via the social value contributions of local employers.

### **Public Sector Reform: a work service system**

Birmingham has the highest concentration of unemployment in the country, and as of the latest unemployment count figures is around 4.6% of the total UK unemployment count and 53% of the WMCA area. Over 2025/26 concerted work will continue to review and integrate funding streams and services (including those outlined above) and bring partners in the system together, with a data led approach to develop a more holistic approach towards an 'integrated work service system'. This is a system that is responsive to employers, job seekers and lifelong learning with services coherently connected to provide clear progress routes to employment and career development with support provided in a holistic manner such as employment support, business support, family support and early intervention, skills, job readiness, work coaches and health support, and prioritising transformative, not transactional interventions. It includes connecting people to opportunities in the city including jobs coming through major growth opportunities such as the BKQ.

A particular focus is on the concentration of high levels of unemployment in East Birmingham and given the council priority in relation to this area and its role within the EPS. The approach will look to respond to and provide an offer on public service reform and link to the government's agenda including in the Get Britain Working White Paper.

### 3. HOUSING & REGENERATION

The 2025/26 integrated settlement funding for the housing and regeneration place function covers brownfield funding and three funding lines:

- Brownfield Infrastructure and Land
- Brownfield Housing Fund
- Brownfield Land Release Fund

These funds are all distributed at regional level according to the assessment of applications including factors such as the basis of the gap funding requirements, viability and deliverability

The funding is as follows:

Table 17

Funding line	Financial year 2025/26 award to the WMCA	Type	BCC allocation
Brownfield Infrastructure and Land	£34,000,000	Capital	N/A - via pipeline
Brownfield Housing Fund	£26,110,000	Capital	N/A - via pipeline
Brownfield Land Release Fund	£2,580,000	Capital	N/A - via pipeline
<b>Total</b>	<b>62,691,000</b>		

#### **Brownfield funds (Infrastructure & Land, Housing Fund and Land Release)**

The WMCA oversees brownfield funds which are allocated through a pipeline of potential schemes which are subject to a competitive process. Sites are put forward, including by independent developers, to be considered by the WMCA for funds. The 2024/25 brownfield funding has been allocated in this way, and BCC is part of the regional Task and Finish Group that has sought to maximise use of the funds since autumn 2024.

Birmingham is at the forefront of investment at scale in brownfield land and to date 11 developments in the city have been successful in securing initial funding commitments, which is a critical part of the regional and local efforts to unlock sites and build more homes.

There are further projects in the Birmingham pipeline which could deliver more homes. BCC is working with the WMCA, Homes England and other local authorities on the regional housing development pipeline, the prioritisation framework and processes for the allocation of funding the 2025/26 funding. A WMCA officer group is being developed to support this including a strengthened role for local authorities. It will enable BCC to promote its key sites as regional investment priorities. BCC will be looking to collaborate to ensure there is sufficient capacity to support investment proposition development for those schemes that need additional work (or example due to mixed site ownership, planning complications or site remediation needs etc.

Key to shaping the housing pipeline for the next 5-10 years will be aligning the sites identified in the city's Housing and Economic Land Availability Assessment and those in the proposed Birmingham Local Plan (BLP) Growth Zones (note this is a different definition of 'Growth Zone' to the EBNS business rate retention growth zone) which identify major opportunities for new housing development, such as Ladywood and Druids Heath. The purpose of the BLP Growth Zones is to ensure a strategic approach to regeneration and development in these areas across

the city which are likely to deliver a significant number of new homes and employment over the next 20 years.

The timetable for the preparation of the Birmingham Local Plan is set out within the Local Development Scheme ([LDS](#)) published in January 2025. A further consultation on the preferred options is scheduled for November/December 2025, followed by a draft Local Plan consultation in June/July 2026. Submission to the Secretary of State is in October 2026, examination is in January 2027 and anticipated adoption of the new Local Plan is planned for the latter half of 2027.

For 2025/26 the WMCA is seeking to treat the capital funds in the housing and regeneration function in two ways:

*Brownfield Infrastructure and Land Fund: housing delivery:* The allocation of the £34m of Brownfield Infrastructure & Land (BIL) Fund will be driven by an existing programme pipeline, where schemes are already being progressed through WMCA's governance processes and there is strong potential for delivering the required housing capacity and outputs in 2025-26. These projects are subject to WMCA approval and further due diligence before funding can be formally allocated. Using the £34m allocation in this way reflects the comparatively short period of time to deliver the required number of contracted homes for the coming financial year, alongside delivering against 'legacy' housing fund targets. Using the BIL allocation will use the existing funding application process to efficiently meet the regional targets.

This allocation of BIL will be delivered in line with the existing terms and conditions of that fund and, therefore, will be aligned with the delivery of the outcome targets for 2025-26. This approach will also provide more flexibility for how the remaining £28.692m of capital funding within the Housing and Regeneration pillar can be used.

*Housing, regeneration and place-making:* For the remaining allocation made up of the budget lines for the Brownfield Housing Fund and Brownfield Land Release Fund (approximately £28.69m), the WMCA intension is to intervene in housing-led schemes that will deliver wider placemaking outcomes and would have been difficult to deliver using previous devolved funding programmes. This will enable the WMCA to consider a broader range of schemes, including estate regeneration and mixed-use residential developments, identified as local priorities and connected to the broader strategic place plans.

## Outcomes

Use of the brownfield funds will need to meet the following outcomes:

Table 18

Outcome 5: Increased supply of the infrastructure and quality housing needed by communities (Housing and Regeneration)				
Outcome indicators	Baseline	6 month trajectory	Target	Data source
5.1. Number of new homes started (no target for FY25/26)	N/A		No target 25/26	

5.2. Unlocked Housing Capacity in FY25/26 measured via contracts agreed between WCMA and funding recipients.	N/A		1,770	Local Programme data
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The 'unlocked housing capacity' in the target above would measure the number of homes stipulated in a contract and would be measured at the point that funding agreements are signed, as per several existing government funds.

#### **Wider delivery**

Wider developer-led housing supply is continuing within the city; As outlined above, an overall regional pipeline and programme for major housing supply is being developed including how future funding can be deployed to deliver this.

## 4. TRANSPORT

The 2025/26 integrated settlement funding for the transport function covers three themes:

- Bus services
- Active travel
- Electric vehicle infrastructure

Within these themes there are seven different funds. These funds and their allocations are detailed in the table below, with WMCA overseeing the BSIP and BSOG funds and local authority given funding allocations for active travel and local electric vehicle infrastructure. For the local authority allocations, this means local authorities have the opportunity to fund mature proposals that support their place-based strategies, and in BCC's case, Birmingham's economic place strategy, as part of the prioritisation of the funding.

Table 19

Funding line	Financial year 2025/26 award to the WMCA	Type	BCC allocation	Delivery Method
Bus Service Improvement Plan (BSIP) Grant	£37,066,610	Revenue	N/A	N/A
Bus Service Improvement Plan (BSIP) Capacity and Capability	£125,000	Revenue	N/A	N/A
Bus Service Operators Grant (BSOG)	£1,792,259	Revenue	N/A	N/A
Bus Service Operators Grant (BSOG)+	£11,000,000	Revenue	N/A	N/A
Active Travel Capital	£12,341,244	Capital	TBC	
Active Travel Capability	£3,615,215	Revenue	£1,036,301	
Local Electric Vehicle Infrastructure (LEVI) Fund Capability	£493,640	Revenue	TBC	

### BSIP

The Bus Service Improvement Plan (BSIP) funding will be managed and delivered by Transport for the West Midlands (TfWM) with funds awarded via contractual agreements with bus network operators. TfWM will work with bus operators, local authorities and public sector partners to continue to deliver a comprehensive passenger incentive programme (PIP). This programme is providing bespoke discounted offers that address affordability barriers, encourages people to return to public transport and generate new users. This could include campaigns such as free weekly bus passes for specific group or free journeys in evenings.

During 2025/26, the focus will be on stabilising the bus network due to revenue pressures but there could be opportunities for TfWM and local authorities to develop a more agile behaviour change programme to support use of buses. The PIP is also being used to tackle social inclusion

and support access for more deprived communities. Programme cases have been agreed at the 14 March 2025 WMCA Board.

### **BSOG**

During 2025/26 TfWM will use the Bus Service Operators Grants to maintain and sustain the current bus network (as agreed by the WMCA Board in November 2024). This is alongside local transport levy investment to provide discretionary travel schemes supporting people who face affordability challenges. Programme cases have been agreed at the 14 March WMCA Board.

### **BSIP and BSOG outcomes**

A set of outcomes have been agreed which include the number of trips made per bus and satisfaction level and bus reliability, accessibility and safety. BSIP targets and monitoring will be reported to the WMCA Enhanced Partnership Reference Group and WMCA Bus Alliance Board with a regional Bus Reform Panel providing oversight on the next stages of bus reform.

### **Wider bus reform**

The wider context is potential bus reform with the West Midlands Mayor initiating a consultation on bringing the bus network under public control with a decision later this year. The WMCA has said the aim is to improve customer service, provide simple and affordable fares, reduce carbon emissions, ensure services are financially stable for the long-term and enable the WMCA to secure ambitious improvements in the future. A WMCA Bus Reform Panel provides oversight on this direction of travel. The city council will be working with the WMCA on how these plans can benefit services in Birmingham.

### **Active travel capital**

WMCA and its local authorities work together to develop regional and Local Cycling and Walking Infrastructure Plans (LCWIP). This includes development and delivery of schemes from Active Travel Fund(s). The WMCA was allocated Active Travel Fund 5 (ATF5) funding in November 2024 with schemes to be delivered from this fund yet to be announced. The total estimated value of the initial submissions for ATF5 is £7,097,000 equating to over programming of £2,466,382 against the ATF5 capital allocation of £4,630,618. It is proposed that schemes not funded via ATF5 are moved forward as initial schemes for the integrated settlement award for 2025/26.

The Active Travel Fund allocation of £12,341,244 is in addition to ATF5 above so further schemes, projects and initiatives will therefore be required to be brought forward from local authority pipelines of active travel projects. WMCA will work with local authorities to identify such schemes and develop an active travel programme which will be reported to the WMCA Senior Transport Officers Group (STOG) at a future meeting. Birmingham will be looking to develop and deliver improvements which support the transformation of the East Birmingham Growth Zone, Enterprise Zone and BKQ Investments Zone in the economic place strategy.

### **Active travel capability**

The Active Travel capability is to be used to boost technical capability to deliver high quality schemes for construction. After the 2% retained WMCA top slice for management costs, and with the remaining split 25:75 between the WMCA and local authorities, BCC has received a £1,036m (39%) allocation from the local authority portion, based on population. BCC will utilise this funding to ensure sufficient technical resource is available to deliver schemes funded through the active travel capital allocation.

## LEVI

The allocation of the Local Electric Vehicle Infrastructure (LEVI) capability fund is to be determined regionally and will be utilised in parallel with the LEVI capital regional grant previously allocated in 2024/25. The current proposed process for allocating the LEVI capital grant funding is for it to be split equally, however BCC is seeking for this to be distributed by population or on the number of charge points proposed to be delivered. The LEVI capability fund would likely be distributed via the same methodology and BCC wants this also to be via population/charge points methodology. LEVI capital grant funding will be utilised to deliver BCC's Electric Vehicle Charge Point Residential Strategy which seeks to deliver charge points to locations with limited or no off-street parking. BCC will utilise the capability funding to ensure sufficient technical resource to deliver the programme funded via the LEVI capital grant.

## Outcomes

For active travel and LEVI funding, where this is devolved, local authorities will need to achieve the outcomes through these funding programmes:

Table 20

Outcome 4: Healthier and greener transport in the WMCA area (Local Transport)				
Outcome indicators	Baseline	6 month trajectory	Target	Data source
4.1 % change in active travel stages taken by walking and cycling  <i>Note: no targets have been set against this indicator. A multi-year target will be agreed ahead of FY26/27</i>			No target 25/26	N/A
Outputs	Output indicator	Baseline	Target	Data source
4.a New / improved Active Travel network delivered	4.a.i New / improved Active Travel network delivered (km)  <i>Note: –no targets have been set against this indicator. A multi-year target will be agreed ahead of FY26/27</i>		No target 25/26	N/A
	4.a.ii Progress of active travel schemes through key milestones <i>Note – this is an interim indicator for FY25/26 given delivery lags associated with 4.1 and 4.a.i</i>	Number of active travel schemes progressing through key milestones (e.g. feasibility design, preliminary design, detailed design, construction)	75% of active travel schemes have completed preliminary design (~OBC stage).	MCA updates to Your Capital Scheme (UYCS) service on gov.uk.



		started, construction completed)		
4.b. Provision of HMG-subsidised electric vehicle supply equipment (EVSE) and charging devices	4.b. Progress to deliver publicly available government-subsidised EVSE and charging devices through key milestones	Finalising procurement for LEVI-funded charging devices	Delivery plan agreed with supplier(s) to deliver LEVI-funded charging devices	MCA reporting
4.c. Bus fleet emissions	4.c. % of bus fleet vehicles that is zero emission at tailpipe (that are registered services operating wholly within the WMCA area).	11.5%	20%	Bus operator data (local data)

Outcomes for the bus funding is as follows:

Table 21

Outcome 3: Improved public transport, especially bus services, in the WMCA area (Local Transport)				
Outcome indicators	Baseline	6 month trajectory	Target	Data source
3.1 % mode share of trips made by bus	7%	NA	7%	DfT National Travel Survey
3.2 Bus patronage	236m	NA	1%	DfT Annual Bus Statistics / TfWM Travel Trends data to supplement reporting
3.3 % total of all bus passengers very and fairly satisfied with bus journey	76%	NA	78%	<a href="#">Transport Focus Survey (Your Bus journey survey)</a> / TfWM Travel Trends data to supplement reporting
Outputs	Output indicator	Baseline	Target	Data source
3.a Bus punctuality	3.a % of buses departing from stops no more than one minute early and no more than five minutes late across all routes.	77%	80%	ITO World; MF 0700-1100 (local data source) <i>Bus Open Data Service (BODS) from 26/27</i>
3.b Personal security on the bus network	3.b.i total of bus passengers very and fairly satisfied with bus journey (as responded by disabled passengers)	74%	76%	Your Bus Journey <a href="#">Transport Focus data</a>
	3.b.ii % satisfaction with personal security on the bus	73%	75%	Your Bus Journey <a href="#">Transport Focus data</a>
	3.b.iii crime rate per million boardings	18	17	WM BSIP from WM police (local data)

## BCC reporting and further decisions

The Transportation & Highways Delivery Programme (THDP) 2024/25 to 2029/30 approved at Cabinet on 25 June 2024 provides named projects and programmes with the necessary approvals and delegations to enable streamlined development and delivery. The THDP is updated annually with renewed approval from Cabinet sought as necessary. Allocations of the funding to projects and programmes for the active travel and LEVI funding will be included within the THDP (and built into the Transportation & Highways Capital Programme) and use the existing arrangements for transport schemes including the delegation arrangements. Alongside reporting will be via the new economy and place board governance arrangements to support the integrated economy and place approach.

### **Wider transport delivery**

#### **CRSTS**

Work continues to deliver schemes which form part of the City Region Sustainable Transport Settlement (CRSTS) 1 which will be included in the integrated settlement from 2026/27.

Key deliverables for CRSTS in 2025/26 are:

- Selly Oak to Longbridge segregated cycling – progress to full business case.
- A45 segregated cycling route - progress to full business case.
- City Centre Active Travel Connections to Interchanges Phase 1 – commence delivery.
- City Centre Active Travel Connections to Interchanges Phase 2 - progress to full business case.
- East Birmingham to Solihull Corridor – complete full business case & progress to delivery.
- HS2 Readiness: One Station & Smallbrook Queensway - complete full business case & progress to delivery.
- Snow Hill Growth Strategy - continuation of outline business case.
- Sutton Gateway - progress to full business case.

#### **Other transport projects**

Alongside there are transport projects being delivered by BCC including:

- A457 Dudley Road, partly funded through the Levelling Up Fund programme.
- Active Travel Fund 2-4 projects including Bristol Road enhancement scheme and city centre cells.
- Snow Hill accessibility and connectivity improvements, partly funded through Clean Air Zone net surplus revenue.

BCC partners also continue to deliver transport progress across the city in 2025/26 including:

- High Speed 2 rail line and Curzon Station
- Camp Hill rail line stations
- Birmingham Eastside Metro extension

These projects all contribute towards the delivery of the Birmingham Transport Plan and are integrated into the EPS. Looking further ahead, projects featured in the EPS will be considered as part of the pipeline for the second round of the City Region Sustainable Transport Settlement expected from 2027/28 onwards and which also would be incorporated into the integrated settlement.

## 5. RETROFIT

The integrated settlement funding for the retrofit function covers socially owned homes, privately owned homes and non-domestic buildings owned by the public sector with the following three funds:

- Warm Homes: Social Housing Fund
- Warm Homes: Local Grant
- Public Sector Decarbonisation Scheme

Unlike the rest of the integrated settlement the retrofit funding is over three years with a portion drawn down for each of the three years. The funding for the WMCA and the BCC allocations are as follows:

Table 22

Funding stream	WMCA				Type
	25/26	26/27	27/28	Total 25/26-27/28	
Warm Homes: Social Housing Fund	£29,172,000	£35,802,000	£35,802,000	£100,776,000	Capital
Warm Homes: Local Grant	£5,280,000	£12,360,000	£12,360,000	£30,000,000	Capital
Public Sector Decarbonisation Scheme	£3,348,000	£16,488,000	£16,488,000	£36,324,000	Capital
<b>Total</b>	<b>£37,800,000</b>	<b>£64,650,000</b>	<b>£64,650,000</b>	<b>£167,100,000</b>	

Table 23

Funding stream	BCC allocation				Type	Delivery Method
	25/26	26/27	27/28	Total 25/26-27/28		
Warm Homes: Social Housing Fund	£7,164,601	£8,792,920	£8,792,920	£24,750,441	Capital and Revenue (11%)	BCC City Housing procurement
Warm Homes: Local Grant	£1,816,639	£4,252,586	£4,252,586	£10,321,809	Capital and Revenue (11%)	National retrofit framework

Public Sector Decarbonisation Scheme	£1,012,298	£4,985,295	£4,985,295	£10,982,890	Capital (11%)	Project specific commissioning through Acivico
<b>Total</b>	<b>£9,993,538</b>	<b>£18,030,801</b>	<b>£18,030,801</b>	<b>£46,055,140</b>		

- The Warm Homes SHF replaces the Social House Decarbonisation Fund for BCC social housing. Warm Homes SHF requires 50% co-funding which will be identified from BCC's Housing Revenue Account (HRA)
- The Warm Homes Local Grant is retrofit funding for low-income owner occupied and private rent homes for use in Birmingham and with qualification based on household income below £31,000 or living in Index of Multiple Deprivation (IMD) areas 1 or 2
- Public Sector Decarbonisation Scheme Funding is to retrofit public buildings - schools, libraries, police stations etc. There is a minimum contribution required from the property owner of 12% and 30% must be ring fenced for the education estate
- Within the above allocations is a revenue allowance of up to 11% of the total. This can be allocated to ancillary and administrative activities.

Funding for BCC is £46,055,140 over the three-year period. A retrofit budget is identified within the approved HRA business case to support Warm Homes Social match funding.

### **Warm Homes Social Housing Fund and Warm Homes Local Grant**

#### **Prioritisation**

The Birmingham EPS helps prioritise the use of the funding via a needs-based approach.



Identification of priority projects has used a filtering approach to allow the council to direct investment to the areas of greatest social need based on: (1) IMD area 1 or 2 - allowing the council to support households and communities at greatest risk of deprivation and (2) High percentage inefficient homes ensuring that those most at risk of fuel poverty and/or damp and mould are supported first.

This approach led to a long list of wards the majority of which form the area identified in green on the plan.

Whilst the allocated funds have the potential to improve health and comfort and reduce fuel bills for hundreds of families, the scale of funding is still extremely small in comparison to

the number of homes which need support. The council's experience in successfully delivering past retrofit projects including SHDF, LADs and HUG has demonstrated that a geographically focussed approach provides the greatest impact. By focussing retrofit projects on small areas of the city, the city council can drive greater demand, real impact for communities and value for money through economies of scale.

Using this, an approach to project identification has taken place to further filter the retrofit priority area to identify specific focus in wards where the devolved funding will be targeted for the three-year funding. The following questions were assessed whether the project is within (1) a retrofit priority area as identified by EPS and (b) strong delivery confidence based on:

Table 24

High numbers of BCC stock	For funding for the council housing stock aligning to the Decent Homes programme and promoting interest in retrofit within a place-based approach
Established retrofit momentum	In locations where the council or other partners have previously delivered retrofit programmes, so momentum exists and there is appetite from residents which can help delivery in the early years of the programme
On the ground community support	In some places, due to past activity, the council or partners have strong links into community groups and retrofit champions who can work with BCC to build trust across communities leading to high uptake of applications

While funding limitations prevent wide scale retrofit investment, other activities and funding can be focussed across other areas of the city in parallel to the devolved funding. To ensure the council can draw down funds and maximise the funding within the timescales, BCC must have agreement that proposed projects are supported.

The short-listing approach outlined above has led to the following projects.

### Shortlisted priority projects

#### ***Project 1 - Bromford***

The delivery of the Social Housing Decarbonisation Fund (SHDF) programme at Bromford has included the retrofitting of 353 BCC homes. However, over 700 BCC social homes remain in Bromford at below EPC C. The contractors are still on site in Bromford, and the excellent work carried out has led to significant momentum in the area. During the SHDF programme, there were instances of private homeowners from the area showing interest in having works done to their home, but the funding was not available. By focussing integrated settlement funding in Bromford, a place-based approach can be taken which sees the momentum continued, led by the retrofitting of all low efficiency BCC stock in the area. This will be used as a catalyst to engage private owners where the Warm Homes Local grant can be utilised to also improve their homes. Project justification includes:

- Tackles fuel poverty in one of the most deprived wards in the country (IMD 2)
- Allows BCC to build on SHDF retrofit work and complete all social homes in the area
- Identified as a priority project within the HRA business plan under Decent Homes
- A place approach that concentrates social value from contractors in the area, supports geographical communications and engagement, and sees BCC social homes retrofitted (achieving decency) plus private homes and those owned by other social landlords
- Supports value for money through economies of scale
- Captures existing momentum and interest in the area and allows working with local community groups who have existing understanding of retrofit

Anticipated project outcomes:

- 700-800 BCC homes retrofitted and achieving decent homes standards
- 50 private homes retrofitted
- 750 tonnes of carbon saved p.a. (estimate)
- £160,000 annual fuel bill savings

### ***Project 2 - Balsall Heath, Sparkbrook and Tyseley***

For the Local Authority Delivery (LADs) programme completed in 2023, over 650 homes received measures including insulation, ventilation, windows, solar panels and air source heat pumps. However, over 1,400 applications were received for the project which meant many households missed out due to restrictions and size of the LADs funding, and time needed to deliver more. During the project, BCC worked with community groups who helped to build momentum and interest across the diverse communities of Balsall Heath and Tyseley, and using energy cafes, community events and drop-in sessions. That interest still exists, and BCC has detail of those who wanted to be included. Making Balsall Heath, Sparkbrook and Tyseley a focus area for the integrated settlement funding will help to guarantee delivery. These wards are still at the top of the most deprived wards in Birmingham and there are significant numbers of homes which require retrofitting to help tackle fuel poverty and improve health. Project justification:

- Tackles fuel poverty in one of the top 10% most deprived wards in the country (IMD 1)
- Allows the achievements of LADs to continue and maximise the community interest
- A place approach that concentrates social value from contractors in the area, supports geographical communications and engagement, and sees BCC social homes retrofitted (achieving decency) plus private homes and those owned by other social landlords
- Supports value for money through economies of scale
- Captures existing momentum and interest in the area and allows working with local community groups who have existing understanding of retrofit

Anticipated project outcomes:

- 500-600 private homes retrofitted
- BCC homes retrofitted and achieving decent homes standards
- 450 tonnes of carbon saved p.a. (estimate)
- £100,000 annual fuel bill savings

### ***Project 3 – Balsall Heath Exemplar Project***

BCC has been approached by Retrofit Balsall Heath, a collaboration of community groups in Balsall Heath. The group received funding from the Midlands Net Zero Hub to develop a feasibility plan for the Melrose Avenue Net Zero project. Melrose Avenue is a street of 26 homes in Balsall Heath. Most of the homeowners and social landlords are working to retrofit all the street to reach net zero, and is expected to include solid wall insulation, roof insulation and renewable energy. The group's aim is to demonstrate the benefits of taking this street-by-street approach led by the community. It would be an exemplar project from which BCC, councils nationally and other community groups could learn. The project is expected to cost circa £90,000 per property to reach net zero and the proposal is to part-fund this project. However, if it is seen as a phased approach, investment through the devolved Warm Homes Local grant could help to reach an initial stage. Other funding would then need to be sourced by the group to meet their net zero ambition. Project justification:

- Birmingham leading the way to understand the benefits of a community led street-by-street retrofit approach
- Demonstrate the benefits and methods of reaching net zero
- Opportunity to explore the blending of different funding to reach net zero
- Can be delivered as an early project due to existing engagement and buy-in

Anticipated project outcomes:

- 24 private homes retrofitted
- 30 tonnes of carbon saved p.a. (estimate)
- £7,500 annual fuel bill savings
- Demonstrator project delivered and understanding of community led retrofit

Project challenges:

- High cost per property but can be balanced over the entire retrofit programme to average out
- A community led project creates delivery risk which BCC must understand how to mitigate for delivery confidence
- Significant spend is focussed on a very small geographical area
- The project will require further funding to meet the net zero ambition

### **Retrofit aligned to Decent Homes**

In addition to the specific projects outlined, funding will also support the Decent Homes programme. BCC is in the process of delivering a comprehensive Decent Homes programme which will see all homes reaching required standards by 2032. To drive efficiency and improve the customer experience, the intention is to, wherever possible, align the Decent Homes and retrofit programmes. This will ensure a property is only visited once to meet Decent Homes standards and achieves EPC C.

This approach will see integrated settlement funding being utilised to instal energy efficiency measures alongside the following programmes:

- New roofing
- Windows
- Kitchens
- Bathrooms

Over the three-year devolved pilot, the council anticipates this ‘business as usual’ approach will see retrofit funding invested as follows:

- 2,400-2,600 BCC social homes
- 2,400 tonnes of carbon saved per year
- £480,000 annual fuel bill savings

For the Bromford, Balsall Heath, Sparkbrook and Tyseley and Decent Homes programmes HRA match funding has been approved in the approved HRA budget. The Project 3 – Balsall Heath Exemplar Project does not need match funding as it is private homes.

### **Public building projects funding**

BCC has reviewed the estate and is prioritising buildings, based on carbon emissions and future plans for the estate.



Further analysis has shortlisted those which meet the criteria for the Public Sector Decarbonisation Scheme (PSDS). However, this data driven approach does not capture the fluidity of the portfolio and the need for match funding. Grant funding may be used for buildings which have capital funding available for boiler replacement even if they are not the biggest carbon emitters (and thus what the data suggests as priorities in terms of emissions).

There are three projects which involve heritage assets and external funding which meet the criteria: Highbury Hall, Moseley Road Baths and Ward End Park House. The match funding that would be used is via Community Infrastructure Levy and seeking National Lottery Heritage Fund, given they are heritage buildings. Several schools and libraries also meet the criteria should the capital budget be available, and the existing boiler replacement or upgrade would be used for the match funding.

## Procurement

### Warm Homes Social Grant:

Delivery of the Warm Homes Social Grant projects will be carried out in 25/26 under existing interim housing repairs, maintenance and investment contracts 2024-26. This ensures alignment of the retrofit works with the planned maintenance and repairs programme and drive best value and economies of scale.

From April 2026, a new framework of capital works contractors will have been procured, and the retrofit programme will be delivered through that framework or as part of the newly procured housing repairs and maintenance and planned programme contracts to align retrofit with business-as-usual activities.

### Warm Homes Local Grant:

Options are being explored for the procurement of a delivery partner including the use of a suitable national framework. This will ensure a delivery partner/s is secured who has the capacity and capability to install all the required retrofit measures as well as carrying out lead generation, customer support and quality assurance. This procurement is expected to be for a single contractor to complete all works under the Warm Homes Local programme.

### Public Sector Decarbonisation Scheme:

Options are being explored but it is anticipated that for each project separate and appropriate governance will be required to authorise and each one will require its own procurement strategy.

## Funding allocations for the projects

The funding breakdown is as follows with the identified budgets and estimated capital/revenue split:

	25/26		26/27		27/28		Total Capital	Total Revenue	Total Grant
	Capital	Revenue	Capital	Revenue	Capital	Revenue			
<b>Public sector quantum</b>	900,945	111,353	4,436,913	548,382	4,436,913	548,382	9,774,770	1,208,118	10,982,888
<b>Social housing quantum</b>	6,376,495	788,106	7,825,699	967,221	7,825,699	967,221	22,027,892	2,722,549	24,750,441
<b>Private housing quantum</b>	1,616,809	199,830	3,784,802	467,784	3,784,802	467,784	9,186,412	1,135,399	10,321,811
<b>Total</b>	8,894,249	1,099,289	16,047,413	1,983,388	16,047,413	1,983,388	40,989,075	5,066,065	46,055,140

## Funding Drawdown

Funding will be drawn down from the WMCA based on project business cases. This will see a two-stage approach:

### Stage 1 – Expression of Interest (EoI)

The EoI will see the projects named above developed to provide a high-level overview of estimated project parameters, grant requirement and outcomes. Agreement by the WMCA to the EoI will then allow the draw down of revenue to support the development of the project detail required to develop a full business case. This revenue funding will support team costs and the costs of professional services to further develop the project to a Full Business Case.

The EoI will be developed in consultation with and approved by the Executive Director for PPS in collaboration with the Executive Director for City Housing.

### Stage 2 – Full Business Case (FBC)

The FBC will be developed following agreement of the EoI. A detailed case for each project, based upon actual surveyed data will be developed. This will be an accurate reflection of the final project and will enable the draw-down of capital funding. The FBC will be developed in consultation with and approved by the Executive Director for PPS in collaboration with the Executive Director for City Housing.

## Outcomes

The WMCA has agreed outcomes with government that will be needed to be met covering:

- Reducing fuel bills for residents
- Reducing carbon emissions

The outcomes below provide more detail and will form part of the delivery agreements translating the percentage of carbon emissions via the delivery of the programme.

Table 26

Outcome 8: Reduction in direct carbon emissions from domestic buildings, with reduced fuel poverty gaps for treated households in, or at risk of, fuel poverty (Buildings Retrofit)				
Outcome indicators	Baseline	6 month trajectory	Target	Data source
8.1 Reduction in direct carbon emissions from domestic buildings upgraded (modelled)	N/A	[TBC]	369 Kt CO <sub>2</sub> e saving (for the 3-year period)	Modelled energy savings split by fuel type (pre- and post-install EPCs)
Outputs	Output indicator	6 month trajectory	Target	Data source
8.a Number of social homes with a pre-installation Energy Efficiency Rating of D-G upgraded to C or above as a result of the upgrades	8.a. Improved Energy Efficiency Ratings	[TBC]	12,300 (for the 3-year period)	Pre- and post-install EPCs
8.b Number of private low-income / fuel poor households in a property with a pre-	8.b. Improved Energy Efficiency Ratings	[TBC]	1,700 (for the 3-year period)	

installation Energy Efficiency Rating of D-G upgraded to C or above as a result of the upgrades				
8.c Accumulative annual household bill savings (modelled)	8.c Accumulative annual household bill savings modelled from EPC data	[TBC]	£145.2m over 2025 – 2069 (3 year target)	Modelled bill savings from pre- and post-install EPCs
<b>Outcome 9: Reduction in direct carbon emissions from public sector buildings (Buildings Retrofit)</b>				
<b>Outcome indicators</b>	<b>Baseline</b>	<b>6 month trajectory</b>	<b>Target</b>	<b>Data source</b>
9.1 Reduction in direct carbon emissions from public sector buildings upgraded	N/A	[TBC]	3.6 Kt CO <sub>2</sub> e (per year from 2028/29) (for the 3-year period)	Estimated energy savings split by fuel type. Over time, validated by actual energy savings (feasibility/detailed design studies and smart meter data)

### Wider retrofit delivery and opportunities outside prioritised projects

The scale of the retrofit challenge in Birmingham is enormous with an estimated 300,000 homes which must be improved just to reach EPC C. The funding across housing and public buildings will be meaningful but is a fraction of what is required to retrofit all the homes across the city.

However, this must not prevent wider work commencing to support households outside of the proposed priority projects. Firstly, the Energy Company Obligations (ECO) programme provides BCC with significant funding for retrofit outside of the retrofit funds from the integrated settlement. Having procured three ECO delivery partners in 2024, BCC is able to take a strategic approach and work with these partners to focus investment in areas of the city which most need it and where devolved projects will not reach. The ECO programme aims to see 3,000 homes per year retrofitted over and above the devolved Warm Homes and PSDS programme.

Additionally, the Devolved Warm Homes and PSDS is a pilot. The expectation, if it is successful, is that further funding will be made available for future years. BCC is therefore, provided with the opportunity to work with other communities and help them to develop capacity and interest in retrofit. BCC's Route to Zero team is developing proposals to work with community group partners to help roll-out retrofit expertise in community groups across the city. This will lead to capacity and capability which supports retrofit deliverability in the future.

Title	Risk Title	Risk Owner	Risk Delegate	Uncertainty	Cause	Consequence	Current risk	Planned mitigation	Action to date	Proximity of risk	Status	Date identified
1	Insufficient devolved funds/powers to achieve the EPS ambition	Rishi Shori	Tony Smith	Failure to negotiate an appropriate and deliverable allocation for the region and for Birmingham to achieve our collective economy and place ambitions	Complexities and pace of national devolution	Failure to agree a sufficient and deliverable integrated settlement in future years	10	Close working with WMCA, lead SROs assigned per Function to develop policy and strategy. Creation of a new strategic Economy and Place Partnership Board and supportive cross-council delivery board to support ambition and influence.	Close working with WMCA, lead SROs assigned per Function, senior leadership developing proposals for a new strategic partnership board and delivery board.	6-12 months	Active	11/1/2024
2	Failure to fully deliver the Integrated Settlement and associated funds	Richard Lawrence	Simon Delahunty-Forrest	<p>The timing of the the approval processes for devolution (March 2025) has led to a delay in our ability to accept funds for prompt start in 2025/2026, meaning a significant 2-3 month delay in the predominantly 12 month programmes, leaving uncertainty as to the ability to deliver on time.</p> <p>In addition, devolved capital funds have previously been delayed in delivery due to high levels of assurance and the need for significant finance and legal capacity at BCC and WMCA. This issue is being examined by both parties to address causes for delays where possible.</p>	<p>Detailed devolution negotiations at national and regional levels have taken time to complete.</p> <p>Comprehensive assurance and due process in delivery of major projects, and pressures on assurance capacity.</p>	<p>The need for accelerated delivery of the Integrated Settlement, and related Year 1 Delivery Plan</p> <p>Joint work is needed with WMCA to achieve timely assurance and due process commensurate with funding levels.</p>	12	<p>Streamlining of BCC Cabinet process by collation of all elements of the Integrated Settlement into one report, with one new governance structure under one Chief Officer.</p> <p>Creation of new internal EPS Delivery Board to enable efficient delivery and performance management, and a new Strategic Economy and Place Partnership Board to have strategic oversight. Joint work with WMCA to achieve timely assurance and due process commensurate with funding levels.</p>	<p>Development of Cabinet proposals to achieve streamlining of approvals and governance</p> <p>Creation of new internal EPS Delivery Board to enable efficient delivery and performance management</p> <p>Commencement of joint work with WMCA to achieve timely assurance and due process commensurate with funding levels.</p>	< 3months	Active	12/2/2024
3	Insufficient corporate capacity to fully develop and deliver programmes	Richard Lawrence	Tara Verrell	BCC capacity has been reduced due to long term public sector savings, and large scale new programmes are a pressure on current capacity, meaning successful development and delivery of programmes becomes less assured.	CC capacity has been reduced due to long term public sector savings, and large scale new programmes are a pressure on current capacity, meaning successful development and delivery of programmes becomes less assured.	The programme will not be able to be fully developed or delivered by existing staff within the given time scale. This could lead to additional costs for short term capacity, or failure to deliver approved programmes to their full specification.	8	The Council has undertaken a restructure of strategic leadership and has developed a cross-council governance and delivery approach for the integrated settlement which provides more joint working and resilience in the capacity availability for delivery. The new EPS governance arrangements will be led by a new partnership board with external experts, and a streamlined approvals process via one chief officer.	The Council has undertaken a restructure of strategic leadership and has developed a cross-council governance and delivery approach for the integrated settlement which provides more joint working and resilience in the capacity availability for delivery. The new EPS governance arrangements will be led by a new partnership board with external experts, and a streamlined approvals process via one chief officer. In addition directorates have pre-planned delivery to support a quick start, including staff resource and commissioning planning in advance.	3-6 months	Active	3/7/2025
4	Usability of Oracle for delivery and reporting	Richard Lawrence	Tara Verrell	Unclear if improved financial reporting and payment management will be possible from the Oracle system	Delays rectifying the Oracle system is impacting the ability for financial reporting, contracts set up and payments delivery	Unable to accurately manage payments planning and report on spend	15	Oracle improvement plans are underway within the Council, and financial procedures are in place to manage usual business. A senior finance manager will be a member of the internal EPS cross-council delivery board to provide finance leadership to manage risks and issues arising	Oracle improvement plans are underway within the Council, and financial procedures are in place to manage usual business. A senior finance manager will be a member of the internal EPS cross-council delivery board to provide finance leadership to manage risks and issues arising	< 3months	Active	3/7/2025
5	Insufficient revenue resources to cover future management and maintenance	Richard Lawrence	Tara Verrell	There is not sufficient revenue to maintain the increase in inventory	Insufficient revenue to cover the maintenance of the growth inventory	Completed projects will not be able to be maintained	8	As standard the Council assesses revenue provision for future liabilities subject to Corporate/Directorate review.	As standard the Council assesses revenue provision for future liabilities subject to Corporate/Directorate review.	>12 months	Active	3/7/2025



# Equality Impact Assessment Form

## Before you start

Please consider the following points before you start:

- If you are not familiar with completing Equality Impact Assessments (EIAs), then please read this [guide](#) for more details about [how to conduct an EIA](#)
- An EIA needs to be undertaken by someone with a good understanding of the service. There must be proper consideration of the evidence and issues before filling in the form – it must not be completed as a ‘tick box’ exercise.
- Support and advice is available from the Equalities Team in Strategy, Equality & Partnerships Directorate (Equalities@birmingham.gov.uk). The Insight, Policy and Strategy Team (CityObservatory@birmingham.gov.uk) can assist with access to data and tools such as those on the Birmingham City Observatory (<https://www.cityobservatory.birmingham.gov.uk>).
- Each large text box is limited to 4,000 characters. The total form with all responses has a limit of 200,000 characters.
- To create a new form go to the [EIA website](#). This can be saved and edited at a later date via the [EIA Portal](#).

## How to conduct an EIA

Please refer to the [EIA guide](#) for a full process and guide on how to complete an EIA.

A range of issues require consideration when planning and undertaking an impact assessment. Thought should be given to building the evidence base; undertaking consultation; initial assessment; and how we value difference. It is also important to think about what is needed before beginning the process.

### Building the evidence, making a judgement

In cases of new policies or management decisions there may be little evidence of the potential effect on protected characteristic groups. In such cases you should make a judgement that is as reliable as possible. An internet search for reliable sources of information may help you make this judgement (e.g. research papers, reports, news articles, websites of organisations advocating for specific groups, work conducted by other local authorities, such as EIAs or consultations on similar topics etc).

Consultation will strengthen these value judgements by building a consensus that can avoid obvious prejudices or assumptions. The [Birmingham City Observatory](#) contains a wide range of data and insight that can help build the evidence base, including the latest Census 2021 information which includes detail on the population and communities of Birmingham, and Area Profiles that provide detail on different areas of the city.

### Initial Assessment

An initial assessment will help you make a judgement about whether a full assessment is required or not. It is also helpful when you may not have all the evidence you need. Where an initial assessment has been carried out (and a full assessment is deemed necessary), there must be plans to gather the required data so that a full assessment can be completed after a reasonable time. The scale of these plans should be proportionate to the activity at hand. When there is enough evidence a full impact assessment should be prepared. Only one EIA should be created for each policy, as more evidence becomes available the initial assessment should be built upon.

### Valuing Differences

EIAs are about making comparisons between groups of employees, service users or stakeholders to identify differences in their needs and/or requirements. If the difference is disproportionate, then the policy may have a detrimental impact on some and not others.

## EIA Form

### About your EIA

<b>Reference Number:</b>	EIA001058
<b>Subject of EIA:</b>	Cabinet report: DEVOLUTION AND GROWTH: ECONOMIC AND PLACE STRATEGY AND INTEGRATED SETTLEMENT FUNDS ACCEPTANCE FOR 2025/2026
<b>Description:</b>	<p>The purposes of this report are threefold: Firstly, to adopt the new Economy and Place Strategy (EPS) including a Year 1 integrated settlement delivery plan. The EPS sets out Birmingham's key growth opportunities and improvement to places as well as the role of the city in the regional growth plan and the government's national growth mission. Secondly, to accept the related funding devolved to the council via the West Midlands Combined Authority (WMCA) year one integrated settlement, part of the Trailblazer Deeper Devolution Deal. Thirdly, to agree to establish new economy and place governance arrangements including a high-level Economy and Place Partnership Board to elevate the economic prominence of the City; maximising investment and innovation in line with the EPS to deliver the city's inclusive development ambitions.</p> <p>The integrated settlement is part of the trailblazer deeper devolution agreed with the government and WMCA in 2023 (the integrated settlement was previously known as the single settlement in the text of the deal). Since 2023 the funding elements and arrangements on the integrated settlement have been negotiated with the government. The integrated settlement</p>



initially covers one-year (2025/26) except from the retrofit funding which is for three years. Detailed requirements around the delivery of the funding, including meeting a set of outcomes, have been negotiated by the WMCA with government. The integrated settlement, outcomes and processes were agreed by the WMCA Board on 14th March. The integrated settlement commences in April 2025.

The integrated settlement is composed of funding lines across five 'functions' devolved to the WMCA by government. The functions are:

- Local growth & place
- Adult skills and employment support (government treats this as two functions but the WMCA treats as one function)
- Housing and regeneration
- Transport
- Retrofit

The integrated settlement brings a level of flexibility on the spending of these funds, although the outcomes that have been agreed between the WMCA and government, will need to be met.

For some of the functions and funding lines there is an allocation to local authorities. This means that local authorities can prioritise how the devolved funding is allocated but will have to meet delivery requirements agreed with the WMCA including the outcomes that the WMCA has agreed with government.

The council is in discussions with WMCA regarding the application of the WMCA Single Assurance Framework (SAF) which applies to transport and retrofit programmes within the integrated settlement. This will be adhered to where applicable. The current discussion is regarding the impact of the application of the current SAF arrangements on deliverability, and whether adjustments can be made to the process and procedures to accelerate approvals.

The planned Comprehensive Spending Review in June 2025 will announce funding for future years, and it is anticipated this will include a wider range of devolved funding lines and functions with new levels of flexibility between budgets.

#### Birmingham's Economy and Place Strategy

As part of the development of the integrated settlement the WMCA requested that all local authorities develop place-based strategies (PBSs) to outline how their places can deliver economic growth, key growth opportunities and their priorities for investment, including through the integrated settlement. BCC's PBS is the Birmingham Economy and Place Strategy (EPS). It draws on and aggregates a range of existing strategies and plans, including the development of the Birmingham Local Plan. The EPS describes an ambitious, integrated, place-based approach to achieve inclusive economic growth across

Birmingham. The council seeks to maximise the spatial and sectoral opportunities that represent the best potential sources of economic growth for the city and to unlock inclusive economic growth by targeting place-based interventions that increase labour market participation and ensure local communities and businesses share equitably in the growth generated.

The sources of growth identified in the EPS include large-scale economic development programmes which include: the Enterprise Zone in the heart of the city centre which includes Smithfield and alongside the Digbeth creative area; the Birmingham Knowledge Quarter (BKQ) which is designated as a site within the wider West Midlands Investment Zone; and the East Birmingham Growth Zone which includes the Bordesley Park area (a new Birmingham City Football Club Stadium and Sports Quarter is envisioned), the new HS2 control centre and depot and adjacent business land area at Washwood Heath, and the Tyseley environmental enterprise district. HS2 is a major growth driver, and the station at Curzon underpins the Curzon area plans and the adjacent BKQ. The EPS also outlines key housing sites including Langley, Ladywood and Druids Heath for large scale housing delivery alongside priorities for housing retrofit and transport improvements to support residents to have good access to services, facilities and jobs/education. Investment in the sources of growth will support the expansion of key sectors, the local business environment, transport improvements and employment opportunities for residents. It also seeks to promote a more nature-rich and sustainable city, including through heat networks as well as digitally connected places. the EPS is also rooted in how investment can be applied through a community-led, inclusive growth, approach that more effectively and purposefully connects local economies with the benefits of the growth to reduce inequality, strengthen neighbourhoods and improve health and well-being. The strategy seeks to develop stronger local capacity to work with the council to help enhance local centres, develop resilience through local ownership of actions, and increase engagement and co-delivery with communities. It is about investing in sustainable, bottom-up opportunities for economic, social and cultural projects across Birmingham including sustainable social enterprises and partnering with local organisations with knowledge of local needs and opportunities to develop local solutions.

The EPS outlines delivery mechanisms to support places including the Local Centre Development Programme with the aim that civil society, community, and business groups work together and deliver services for communities without an over-reliance on grant funding. This could support Business Improvement Districts, Community Investment Districts and Cultural Action Areas.

The fundamentals of this locally focussed approach are based on the feedback and inputs from the Shaping Birmingham's Future Together and the Birmingham Vision 2035 (a ten-year vision for the city) which has identified the following long-term priorities for growth and prosperity in Birmingham:

- Investment and development that addresses inequality and spreads beyond the city centre, creates inclusive economic growth, increased productivity and employment opportunities for the whole city.

- It maximises the growth and employment potential for our citizens in growth sectors, including the creative and cultural economy.

- It builds on Birmingham's strengths of entrepreneurship, diversity and a thriving creative, art and cultural scene to make the city a more prosperous city of choice for people and businesses, where more wealth is retained in local communities. The EPS lays out priorities for investment as well as identifying longer-term priorities, which will be developed in line with the Birmingham Local Plan, and with emerging government and regional plans and strategies. Key to shaping this pipeline for the next 5-10 years will be aligning the sites identified in Birmingham's Housing and Economic Land Availability Assessment (HELAA) and those in the Birmingham Local Plan Growth Zones which identify major opportunities for new housing development. In conjunction, Birmingham will also be working with WMCA and other local authorities to develop a prioritisation framework to select key housing and commercial sites as regional investment priorities. To support capacity within the council, which is a potential barrier to undertaking necessary work to develop and prioritise schemes, the council will be looking to collaborate as needed with the regional Strategic Place Partnership between WMCA and Homes England for investment proposition development.

The integrated settlement is only a one-year year settlement (except the retrofit funding which is three years) and as such is of a more transitional nature ahead of a longer-term settlement. Given this, and the late notification of funding allocations and terms (in January - April), it has been more challenging to enable integration of the funding plans in a systemic way. The opportunity for aligned funding and delivery will be greater for the anticipated multi-year integrated settlement starting in 2026/27.

The EPS is not a static document, it will evolve and be updated. It is proposed that there will be an initial review of the EPS during year 1 to align to the new multi-year settlement and regional growth plan (due for publication in June 2025), and then a regular refresh of the Strategy after that (frequency to be confirmed). This will enable further development of the economic

evidence base during 2025/26 including a more data-driven approach to economic intelligence, and collaboration with partners, employers, investors and community leaders. This in turn will enable more detailed economy and place baselines and outcomes to be established. In addition, wider investment and innovation and reform will be developed to support inclusive growth and place improvement.

### **The EPS and integrated settlement delivery plan 2025-2026**

The integrated settlement offers an opportunity to join up reporting and delivery. This Cabinet report would previously have been many individual reports relating to each funding type/theme. The consolidation of funding into the integrated settlement provides a single report process for greater overview of this funding enabling joined up delivery and governance for combined impact.

The delivery plan attached at Appendix 3 features each integrated settlement function and sets out the:

- Funding for the function and allocation for BCC received where there is a devolved arrangement or mechanism by which funding will be sought
  - Methodology for the allocation to the local authority
  - Programme deliverables i.e. the activities and interventions that can be defined at this time for approval to spend in 2025/6
  - Prioritisation and rationale as to how the deliverables are linked to the EPS, its objectives and geographies where relevant
  - Outcomes and outputs to be delivered and including the council's contribution to the WMCA outcomes where funding is devolved
  - Delivery modes - how the programme will be delivered
- Within each function there is also an account of other related funding and key programmes that are outside of the integrated settlement but support the EPS in 2025/26 are proposed for approval in this report and included in the delivery plan

### **Economy and Place Partnership Board (EPPB)**

The proposed Economy and Place Partnership Board (EPPB) will comprise of members who provide local, regional and national influence regarding economy and place development in Birmingham. It will provide a forum for strategic discussions on economy and place, responding to the regional and national developments and driving an integrated and coherent approach. It will have strategic oversight of the EPS, receiving updates from the EPS Delivery Board and other related boards and bodies (e.g. Major Projects Board, EZ board and any additional development related partnerships or legal entities) and offer opportunity to rationalise wider governance arrangements.

	<p>The Executive Director of PPS will establish a cross-directorate officer delivery board to enable cross-council oversight and alignment of resources as part of programme management towards EPS delivery. A PPS programme management office will support the new EPPB and EPS delivery board governance, delivery of the EPS delivery plan and support the integration of strategy and policy development for economy and place.</p>
<b>In support of:</b>	<ul style="list-style-type: none"> <li>• New strategy</li> </ul>
<b>Reviewing Frequency:</b>	<p>You should review this EIA every time the proposal is adjusted/amended, including impact and mitigation options. Select one of the following:</p> <ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Six monthly</li> <li>• <b>Initially 1 year then every two-three years</b></li> <li>• No preference</li> <li>• Not required</li> </ul>
<b>First review date:</b>	11/04/2025

## Directorate, Division & Service Area

### Directorate, Division & Service Area

<b>Directorates:</b>	Place, Prosperity and Sustainability
<b>Division:</b>	Planning and Development
<b>Service Area:</b>	Development

# Budget Savings

## Budget Savings Information

Related to budget savings?:	No
Budget proposal ref. no:	N/A

# Officers

Here we will ask you to let us know who within your team are your officers responsible for approvals. It is important to note that the Equality Impact Assessment is the responsibility of you and your team. The assessments may also be reviewed corporately to ensure they adhere to standards prior to publishing.

## Officers Information

<b>Responsible Officer Email:</b>  This is the person completing this form. Must be an email address.	<a href="mailto:tara.verrell@birmingham.gov.uk">tara.verrell@birmingham.gov.uk</a>
<b>Accountable Officer Email:</b>  This is the senior responsible officer who will be accountable for the EIA and the policy, plan, procedure etc. This will usually be an Assistant Director or Director. This <b>MUST NOT</b> be the same as the responsible officer.  Must be an email address.	<a href="mailto:Simon.Delahunty-Forrest@birmingham.gov.uk">Simon.Delahunty-Forrest@birmingham.gov.uk</a>

# Data Sources

There is no single method of finding out what we need to know to make sure our services are accessible and appropriate. The usefulness of the data we collect is only as good as the questions we ask, and what we do with the answers we get. You will need to:

- Decide what information or data you need.
- Use your and your colleagues' knowledge.

- Use existing monitoring data.
- Use existing customer feedback information.
- Consider complaints about the service, function, policy or procedure.
- Consider information about take up and who is not able to access the service or benefit from the proposal.
- Research best practice, the internet is one way of doing this.
- Consider the relevance of the national Census, other national statistics, research, economic and workforce data.
- Consider existing consultation and what this tells you.
- Ensure there is information that allows all perspectives to be taken into account.

Don't let lack of evidence put you off. It may sound contradictory, but lack of evidence should not prevent an equality impact assessment from being undertaken – provisionally. In cases of new policies or management decisions there may be little evidence. In such cases you should make a judgement that is as reliable as possible.

### Data Sources Information

<p>Data sources:</p> <p>What sources of data, evidence and insight have been used to support this assessment.</p>	<p>Select all that apply:</p> <ul style="list-style-type: none"> <li>• <b>Birmingham City Observatory data and insight</b></li> <li>• Consultation results</li> <li>• Quantitative data (please specify)</li> <li>• <b>Relevant reports/strategies</b></li> <li>• <b>Relevant research</b></li> </ul>
<p>Data sources Details:</p> <p>Please provide details of the data sources such as links where relevant</p>	<p>Ward summaries</p> <p>BCC economic dashboard (internal in draft)</p> <p>Shaping Birmingham's Future Together consultation results summary</p> <p>BCC strategic plans e.g. Birmingham Transport Plan, Birmingham Housing Plan</p>

## Initial Assessment



### Initial Assessment

An initial assessment is a shorter version of a full impact assessment. It is quicker, based on available evidence (including value judgements), and will help assess whether further assessment or action is necessary.

If, following this, you then consider there may be adverse impacts, a full impact assessment will need to be completed. This could include considering and putting in place systems to gather evidence.

### Note on 'care experience/care leavers' being added as a protected characteristic:

In 2023, the council agreed to a motion to adopt 'care experience' as an additional equality strand alongside the protected characteristics as set out in Equality Act 2010. While this is not a legal requirement, the council will treat care experience as a protected characteristic.

A 'care experienced person' [or 'care leaver'] is someone who has spent time in the care of a local authority.

"Care experienced people [/care leavers] face significant challenges, including discrimination and lack of security, when they begin their adult lives. They can struggle with housing, health, education, relationships and employment and are overrepresented within the criminal justice system.

Despite making up 1.4 per cent of the UK population, care experienced people account for 25% of both the homeless and the prison population in England. Nearly 50% of all under 21-year-olds in contact with the criminal justice system have been in care.

All Local Authorities have a statutory duty to support all care leavers up to the age of 21 and up to the age of 25 if the care experienced young person requests support beyond 21. (BCC Motion for Care Experienced People).

Impact Age:	Yes
Impact Disability:	Yes
Impact Sex:	Yes
Impact Gender Reassignment:	No
Impact Marriage and Civil Partnerships:	No
Impact Pregnancy and Maternity:	No
Impact Race:	No
Impact Religion or Beliefs:	No
Impact Sexual Orientation:	No

Impact Care Experience:

Yes

# Initial Assessment Summary

## Initial Assessment Summary

Initial Assessment Summary:

Summary of findings from the initial assessment, conclusion and rationale for decision (4,000 characters max.)

Here are some questions to consider when developing your summary. If you have answered:

- No - Who is likely to benefit?
- Yes - Are there any potentially detrimental impacts? Can any immediate mitigations be put in place to eradicate or reduce the impact?
- Maybe/Don't know - Do you need more information?

You may use one of the following statements to help you develop and articulate your conclusion:

- The initial assessment showed a strong indication that there would be no impacts on people. We do not need to carry out a full EIA. We have identified no significant concerns or the identified negative concerns have already been addressed.
- The EIA identified some negative impact that would need to be addressed. A full

The findings are that this proposal will have positive benefits for all Birmingham citizens supported through improvements to the city and local economies, and also in particular for people over 16, people with disabilities, women and young people (over 16) who are care experienced and Not in Employment, Education or Training (NEET), all due to some targeted actions within employment and skills that will benefit these people through them being targeted for marketing and engagement to take up service and project offers available due to the new devolved funding.

<p>assessment is required.</p> <ul style="list-style-type: none"> <li>The EIA has identified major concerns and showed that it is not possible to reduce the negative impacts from the activity to an acceptable or lawful level. The activity will need to be stopped and revised.</li> </ul>	
<p>Is a full EIA Required?:</p> <p>This will be reviewed by the Equality Review Officer and Legal Officer. If the answer is 'no' please ensure you have a robust reason for this in case of challenge.</p>	Yes

## Full Assessment

Impact: Select yes or no.

If 'yes':

- Impact Details:** Describe any potential impact to the protected characteristic. Consider how might individuals from this protected characteristic may be impacted differently to other people and groups. Please also include both positive and negative impacts
- Impact Mitigations:** What mitigations have been considered to eradicate or reduce any negative impact on people in relation to the protected characteristic?

If 'no':

- No impact:** Please describe how this proposal is unlikely to impact people in relation to the protected characteristic.

## Protected Characteristic – Age

### Age Impact

<p>Impact Age:</p> <p>Please consider both positive and negative impacts.</p>	<ul style="list-style-type: none"> <li>Yes</li> </ul>
Age Group Impacted:	Select all that apply:

	<ul style="list-style-type: none"> <li>• 0-9 years</li> <li>• 10-19 years</li> <li>• 20-29 years</li> <li>• 30-39 years</li> <li>• 40-49 years</li> <li>• 50-59 years</li> <li>• 60-69 years</li> <li>• 70-79 years</li> <li>• 80-89 years</li> <li>• 90 years or over</li> </ul>
Age Impact Details:	<p>This proposed action to establish an Economy and Place Strategy, accept devolved funds, and create new governance to support strategy and performance is intended to support the economic welfare of all Birmingham citizens, in particular though strong focus on inclusive growth to provide equity in the benefits of economic and place development. Improved infrastructure such as transport and housing improvements (targeted by need) will benefit all residents.</p> <p>Regarding age, here are particularly positive benefits of this proposal due to the proposed acceptance of additional funds for support to inactive and unemployed people of 16+age.</p> <p>In addition, the business support aims will also primarily support adults.</p>
Age Impact Mitigation:	None

## Protected Characteristic – Disability

### Disability Impact

Impact Disability:	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
Disability Impact Details:	<p>This proposed action to establish an Economy and Place Strategy, accept devolved funds, and create new governance to support strategy and performance is intended to support the economic welfare of all Birmingham citizens, in particular though strong focus on inclusive growth to provide equity in the benefits of</p>

	<p>economic and place development. Improved infrastructure such as transport and housing improvements (targeted by need) will benefit all residents.</p> <p>Regarding disability, there are particularly positive benefits of this proposal due to the proposed acceptance of additional funds for unemployed people of 16+age including Connect to Work which is more intensive support targeted at residents with barriers to employment including those caused by health conditions and disabilities.</p>
Disability Impact Mitigation:	<p>Growth Zone, Investment Zone and Enterprise Zone funding will support the delivery of new infrastructure to drive inclusive economic growth and regeneration. This includes improved transport services and new open spaces and public realm. All developments will need to comply with the Equality Act (2010) to ensure that people with disabilities are not discriminated against by being unable to access these services or spaces due to their design or delivery.</p>

## Protected Characteristic – Sex

### Sex Impact

Impact Sex:	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
Sex Groups Impacted:	<ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Non-binary</li> </ul>
Sex Impact Details:	<p>This proposed action to establish an Economy and Place Strategy, accept devolved funds, and create new governance to support strategy and performance is intended to support the economic welfare of all Birmingham citizens, in particular though strong focus on inclusive growth to provide equity in the benefits of economic and place development. Improved infrastructure such as transport and housing improvements (targeted by need) will benefit all residents.</p> <p>Regarding sex, there are particularly positive benefits of this proposal due to the proposed acceptance of additional funds for unemployed people of 16+age</p>

	<p>which will also support inactive residents; and Birmingham's statistics show that there is a greater disparity in female inactivity in Birmingham compared to other LAs, and so some focussed support, especially in East Birmingham where this disparity is greatest, will be designed to attract and benefit women (but not exclusively).</p> <p>In addition, the funding includes the adult education budget and the majority of learners who attend adult education are female.</p>
Sex Impact Mitigation:	<p>Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken.</p> <p>Where targeted interventions are delivered which offer gendered support in order to address differential participation in existing programmes- we will ensure that these existing programmes remain open to all groups.</p>

## Protected Characteristic – Gender Reassignment

### Gender Reassignment Impact

Impact Gender Reassignment:	<ul style="list-style-type: none"> <li>No</li> </ul>
Gender Reassignment Impact Details:	N/A
Please describe how this proposal is unlikely to impact people due to gender reassignment:	<p>That is not to say that people who have experienced gender reassignment would not benefit or be impacted by the programme. There are 9,124 transgender people in Birmingham People who have undergone gender reassignment experience inequalities, transphobic discrimination, abuse and poorer social determinants across a wide spectrum of their lives, including their personal relationships, housing, education, work,</p>

	<p>physical activities and sport, access to public spaces, access to healthcare and mental health.</p> <p>Although many of these challenges are outside of the remit, it is likely that transgender people may still be positively impacted by the work of the programme through interventions related to housing, spatial planning and skills and employment support</p>
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## Protected Characteristic – Marriage and Civil Partnership

### Marriage and Civil Partnership Impact

Impact Marriage and Civil Partnership:	<ul style="list-style-type: none"> <li>No</li> </ul>
Marriage and Civil Partnership Groups Impacted:	<ul style="list-style-type: none"> <li>no</li> </ul>
Marriage and Civil Partnership Impact Details:	no
Marriage and Civil Partnership Impact Mitigation:	<p>it is not anticipated that there will be any targeted interventions, activities or impacts specifically related to Marriage and Civil Partnership.</p> <p>Marriage and civil partnerships remain a core part of the lives of many households within Birmingham.</p> <p>There is a chance for marriage and civil partnership to be impacted by the programme through its development of the spatial plan indirectly through its influencing of any improved family housing provision which would have a positive impact on people in marriages and civil partnerships who are more likely to cohabitate.</p> <p>Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken.</p>



## Protected Characteristic – Pregnancy and Maternity

### Pregnancy and Maternity Impact

Impact Pregnancy and Maternity:	<ul style="list-style-type: none"> <li>No</li> </ul>
Pregnancy and Maternity Impact Details:	N/A
Pregnancy and Maternity Impact Mitigation:	<p>It is not anticipated that there will be any targeted interventions, activities or impacts specifically related to pregnancy and maternity.</p> <p>There is a chance for impact by the programme through its development of the spatial plan indirectly through its influencing of any improved family housing provision which would have a positive impact</p> <p>Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken.</p>

## Protected Characteristic – Ethnicity and Race

### Ethnicity and Race Impact

Impact Ethnicity and Race:	<ul style="list-style-type: none"> <li>No</li> </ul>
Ethnicity and Race Groups Impacted:	<p>Select all those that apply:</p> <ul style="list-style-type: none"> <li>White British</li> <li>Other White</li> <li>Bangladeshi</li> </ul>

	<ul style="list-style-type: none"> <li>• Chinese</li> <li>• Indian</li> <li>• Pakistani</li> <li>• Other Asian</li> <li>• African</li> <li>• Caribbean</li> <li>• Black British</li> <li>• Other Black</li> <li>• Arab</li> <li>• Latin American</li> <li>• Irish</li> <li>• Gypsy or Irish Traveller</li> <li>• Roma</li> <li>• Central and Eastern Europe</li> <li>• Western and Southern Europe</li> <li>• Other (please specify)</li> </ul>
Ethnicity and Race Impact Details:	<p>The Ethnic and Racial profile of Birmingham is substantially different from the rest of the UK with greater diversity at all levels, illustrated here through the largest proportional profiles: 31% are Asian/Asian British, 48.6% the population of are White, 11% are Black British, African and Caribbean,</p> <p>A priority of the EPS ensuring local citizens and groups benefit from inclusive growth in the city, aiming to provide equitable outcomes.</p>
Ethnicity and Race Impact Mitigation:	<p>Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken.</p>

## Protected Characteristic – Religion

### Religion Impact

Impact Religion:	<ul style="list-style-type: none"> <li>• No</li> </ul>
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Religion Groups Impacted:	No
Religion Impact Details:	No
Religion Impact Mitigation:	<p>Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken.</p> <p>Separately, constituent parts of the inclusive growth agenda have differential impact on this characteristic, but this is the subject of specific programmes and EIAs.</p> <p>For example for Birmingham, religion groups exist in the following proportions: Muslim (29.9%), Christian (34.%), no religion (24.1%), Sikh (2.9%), Hindu (1.9%).</p> <p>These groups are also not distributed evenly, for example regarding the two largest proportion: Muslims are to be highly concentrated in the central wards of the central and East Birmingham areas, particularly Alum Rock; Bordesley Green; Heartlands; Small Heath; Sparkbrook &amp; Balsall Heath East; Ward End Wards, where Muslims represent 80.4% of the population. Conversely, Christian groups are more likely to live in the outer areas of the city.</p> <p>While no targeted interventions or negative impacts are anticipated on the basis of religion, given the co-incidence of deprivation in central and east wards there is a heightened awareness of the need to proceed with specific projects with consideration and consultation of the relevant groups to ensure that this is the case.</p>

## Protected Characteristic – Sexual Orientation

### Sexual Orientation Impact

Impact Sexual Orientation:	<ul style="list-style-type: none"> <li>No</li> </ul>
Sexual Orientation Groups Impacted:	Please select all that apply: <ul style="list-style-type: none"> <li>Straight or heterosexual</li> <li>Gay or lesbian</li> <li>Gay or lesbian</li> <li>Pansexual</li> <li>Asexual</li> <li>Queer</li> <li>All other sexual orientations</li> </ul>
Sexual Orientation Impact Details:	N/A
Sexual Orientation Impact Mitigation:	Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken

## Protected Characteristic – Care Experience

All Local Authorities have a statutory duty to support all care leavers up to the age of 21 and up to the age of 25 if the care experienced young person requests support beyond 21." (BCC Motion for Care Experienced People)

The council agreed to a motion to adopt 'care experience' as an additional equality strand alongside the protected characteristics as set out in Equality Act 2010. While this is not a legal requirement, the council will treat care experience as a protected characteristic.

A 'care experienced person' or 'care leaver' is someone who has spent time in the care of a local authority.

"Care experienced people [/care leavers] face significant challenges, including [inequality], discrimination and lack of security, when they begin their adult lives. They can struggle with housing, health, education, relationships and employment and are overrepresented within the criminal justice system.

Despite making up 1.4 per cent of the UK population, care experienced people account for 25% of both the homeless and the prison population in England. Nearly 50% of all under 21-year-olds in contact with the criminal justice system have been in care." (BCC Motion for Care Experienced People)

The council formally adopted 'care experience' as an additional equality strand alongside the protected characteristics as set out in the Equality Act 2010. While this is not a legal requirement, the council will treat care experience as a protected characteristic.

### Care Experience Impact

Impact Care Experience:	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
Care Experience Impact Details:	<p>This proposed action to establish an Economy and Place Strategy, accept devolved funds, and create new governance to support strategy and performance is intended to support the economic welfare of all Birmingham citizens, in particular though strong focus on inclusive growth to provide equity in the benefits of economic and place development. Improved infrastructure such as transport and housing improvements (targeted by need) will benefit all residents.</p> <p>Care experienced people face significant challenges, including discrimination and lack of security, when they begin their adult lives. They can struggle with housing, health, education, relationships and employment and are overrepresented within the criminal justice system. As such, Care Leavers are likely to especially benefit from the activities related to training and skills provision, and support around education transitions. They may also be positively impacted by the Programmes influencing of housing policy for the area.</p> <p>There are particularly positive benefits of this proposal due to the proposed acceptance of additional funds for unemployed people of 16+age with intensive support targeted at residents with barriers to employment including those caused care experience.</p>
Care Experience Impact Mitigation:	<p>Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken</p>

## Other

### Other Risks or Impacts

Any other risks or impacts:	
Are there any other potential risks or impacts that you want to record (e.g. in relation to intersectionality, health or socio-economic concerns)?	None identified

## Full Assessment Summary

Here are some questions to consider when developing your full assessment summary and evidence of findings from the equality impact:

- Who is likely to be impacted?
- What are the key issues identified?
- What mitigations are being considered?
- Where proportional action is not possible, what are the reasons for this?

You may use one of the following statements to help you develop and articulate your conclusion:

- There are no negative impacts identified. The evidence supports the method in the proposal and sets out legitimate, relevant and proportional actions. The proposal will proceed.
- There are identified barriers and negative impacts for some people that need to be addressed. A revised approach to the proposal is necessary to eliminate any risks for bias. If there is no other way to deliver the proposal knowing that it may favour some people less than others, a clear justification for this decision needs to be recorded.
- The evidence indicates barriers and negative impacts for some people. There is a high risk of perpetuating inequality and bias, therefore a rethink to the proposal is necessary.

### Full Assessment Summary

Full Assessment Summary:	There are no negative impacts identified. The evidence supports the method in the proposal and sets out
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	<p>legitimate, relevant and proportional actions. The proposal will proceed. Given both the holistic regeneration approach programme, it is inevitable that there will be impacts which emerge which we have failed to anticipate in this Assessment. The programme will remain proactive in re-assessing its impact. Should negative impacts emerge appropriate responses and mitigations will be undertaken</p>
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## Monitoring

Now you have completed the various sections and thought about the Equality Impact of your proposal we will ask you to think about how you will proceed.

The EIA identifies the core elements of good practice that will allow the council to show fair and discrimination free treatment for all.

Monitoring (including the development of a delivery plan) involves collecting data on people according to their protected characteristic group and using the information to compare the impact of the proposal with one another. The monitoring data can be used to assess whether people from each of the protected characteristics groups are being provided for equally and fairly. The data can also be used to identify protected characteristic groups which have specific needs and how these are being met.

It is important to collect and analyse monitoring data on a regular basis and to compare for any patterns or trends. If analysis of the monitoring data reveals a particular pattern for any protected characteristic group, and that differences, or patterns persist over a period of time, this may suggest that there is an issue that needs to be explained or addressed.

The analysis should inform appropriate policy and planning processes and used to review and evaluate the effectiveness of policy and procedures in the proposal.

An action plan template can be found in [section 3.1 of the EIA Guide](#) to help you record and evidence how you will monitor or act on the issues that have been identified in the EIA.

### Monitoring Details

Monitoring Details:	<p>Depending on the scale of the intervention, this may involve further community consultation, monitoring emerging data, or developing project-specific Equality Impact Assessments.</p> <p>New governance is proposed to manage the improvements to delivery of economy and place</p>
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	investment and programmes, including a new Programme Management Office (PMO) team in PPS who will have responsibility for ensuring monitoring, compliance and best practice, this will be reported to the EPS Delivery Board
Monitoring Officer Email:	<a href="mailto:Tara.verrell@birmingham.gov.uk">Tara.verrell@birmingham.gov.uk</a> (currently, until the PMO is established)

**Environment and Sustainability Assessment**

<b>DEVOLUTION AND GROWTH: ECONOMY AND PLACE STRATEGY AND INTEGRATED SETTLEMENT FUNDS ACCEPTANCE FOR 2025/2026</b>				
<b>Department:</b> PPS	<b>Team:</b> Development		<b>Person Responsible for assessment:</b> Tara Verrell, East Birmingham Programme Team	
<b>Date of assessment:</b> 12/04//2025		<b>Is it a new or existing proposal?:</b> New		
<b>Brief description of the proposal:</b> The proposal is in two parts. The first is to adopt the new Economy and Place Strategy (EPS), which sets out Birmingham's key growth opportunities and place-based improvement ambitions. The second is to accept the related funding, which is to be allocated to the Council via the West Midlands Combined Authority (WMCA) year one integrated settlement (part of the Trailblazer Deeper Devolution Deal). While there is a high-level delivery plan which sets out the spend arrangements for the funding the report does note that approvals to spend will be subject to further governance and approvals.				
<b>Potential impacts of the policy/development decision/procedure/ on:</b>	<b>Positive Impact</b>	<b>Negative Impact</b>	<b>No Specific Impact</b>	<b>What will the impact be? If the impact is negative, how can it be mitigated, what action will be taken?</b>
Natural Resources- Impact on natural resources including water, soil, air			✓	To be identified as the programme components are developed as project level business cases
Energy use and CO <sub>2</sub> emissions			✓	To be identified as the programme components are developed as project level business cases
Impact on local green and open spaces and biodiversity			✓	To be identified as the programme components are developed as project level business cases
Use of sustainable products and equipment			✓	To be identified as the programme components are developed as project level business cases
Minimising waste			✓	To be identified as the programme components are developed as project level business cases

Council plan priority: a city that takes a leading role in tackling climate change	✓			By investing in economy and place the Council is helping to secure funding and investment for Birmingham which will enable various aspects of the climate change response over a much longer period of time – subject to the outcome of the comprehensive spending review in June 2025.
Overall conclusion on the environmental and sustainability impacts of the proposal	As this proposal is specifically related to the acceptance of funding, spend arrangements, high-level delivery priorities and the establishment of governance arrangements for monitoring the implementation of the overall programme it is difficult to define specific environmental impacts from this paper. However, the high-level delivery plan Appendix 3) includes key programmes such as an increase in the supply and infrastructure required for high-quality housing, ongoing investment into public transport, active travel and electric vehicle infrastructure and a three-year retrofit programme for socially/private-owned housing and non-domestic buildings owned by the public sector. All of these would be expected to provide a positive benefit in terms of climate change, air quality etc.			