



Birmingham City Council Delivery Plan: 2020-2022

INTRODUCTION

The Council is determined to make Birmingham a fair and thriving city where all citizens have the opportunity to achieve their potential and share in the city's success.

We are pursuing this ambition against an increasingly complex public service landscape as we face significant social, fiscal, and political challenges. This includes increasing demand for vital services; changes to citizens' needs and expectations; diminishing resources; the ongoing climate emergency; an uncertain national political picture, complicated by Brexit; and, the unprecedented Coronavirus pandemic.

The impact of the pandemic, as well as the prospect of the forthcoming recession, have exposed and amplified inequalities faced by too many communities across the country, revealing issues that have been hidden in plain sight for too long.

Our role in addressing these challenges matters. Now is a moment in time to drive a fundamental reset of life chances for the people of Birmingham as we centre equality and aspiration in our long-term vision and in what we do as a council to create a more inclusive, more resilient, and more sustainable city.

Faced with an uncertain future, we need to ensure we have the capability and dynamism to lead and respond to change – working with citizens and partners to harness the strength of the city – in order to stimulate collective action to build a better Birmingham.

We will organise our services around demand; leverage the city's many opportunities for the benefit of local people; connect with citizens in a meaningful way; and, drive innovation within the organisation and across partnerships.

This Delivery Plan

This Delivery Plan describes two types of activity which will be delivered in parallel through to May 2022, ensuring we deliver our short and medium-term commitments alongside shaping our approach for realising our longer-term goals.

First, it sets out the work that will be undertaken over the next 18 months so that the Council, working in partnership with others, can maximise the opportunities it has to tackle inequality and address both long-standing and novel challenges facing the city, including, for example, climate change. In the first instance this will be about understanding the challenges and opportunities in more detail and then developing comprehensive proposals for change that include business case, organisational change proposals and then a timeline for delivery. Working in this way we aim to improve outcomes and balance the books up to and beyond 2022. This is about understanding where the City can and should be over the next 10 to 20 years and making sure we put in place now the necessary strategies and capacity to enable it to happen.

Secondly, it sets out specific deliverables and commitments we will achieve over the next 18 months and how we will do this, aligned to our finances and accompanied by our refreshed Performance Management Framework. This activity focuses on "getting the basics right" as well as delivering on other critical priorities, including ensuring the city is ready for and benefits from the Birmingham 2022 Commonwealth Games and supporting the city to respond and then recover from the Coronavirus pandemic. This activity includes tasks that are specific to particular areas of the Council as well as cross-cutting priorities involving several Council services which need to be delivered in a joined-up way, both across the organisation and partnerships.

The activity in this Delivery Plan is driven by and contributes to our existing six outcomes for Birmingham to be:

- An entrepreneurial city to learn, work and invest in
- An aspirational city to grow up in
- A fulfilling city to age well in
- A great city to live in
- A city whose residents gain the most from hosting the 2022 Commonwealth Games
- A city that takes a leading role in tackling climate change

Appendix A sets out key activities the Council will undertake up until May 2022 in pursuit of our goals. Structured by Cabinet Portfolio, each activity contains a description, what will be delivered by 2022, and named officer accountabilities.

The Performance Management Framework (Appendix B) sets out the targets we are working towards and how we will measure progress and success up until May 2022. It is structured by Council outcome and contains named Cabinet Member accountabilities.

The appendices contain two types of information which allow us to assess progress: specific actions to be delivered and quantifiable performance indicators. These provide a granular view of what we will deliver over the next 18 months, both in support of our ongoing improvement journey and as we start to establish what we need to do to realise our longer-term ambitions.

By February 2021, we will have a new three-year financial plan that sets out the path to sustainable and resilient finances for the Council and COVID-19 recovery. We will have firm financial forecasts for income and expenditure driven by the Delivery Plan alongside funding announced in the Government's Local Government Finance Settlement.

This Delivery Plan and corresponding Performance Management Framework set out what we intend to deliver through to May 2022. As part of this work, it is incumbent on us to continue our efforts to protect the city and its citizens from the direct and indirect impacts of the pandemic. The impact of this crisis will continue to reverberate across our city for the foreseeable future, although we do not yet know exactly how the situation is likely to evolve. It will be necessary, therefore, to continue to reflect on how we can best allocate our resources and to review the deliverability of our work as we move through the delivery period and our recovery journey. Regular updates on proposed changes will be brought to Cabinet over the coming months and years.

OUR IMPROVEMENT JOURNEY

The Council has faced big challenges over the last decade. In common with other local authorities, we have had to manage steeply declining resources alongside a sharp rise in demand for some services. At the same time, we have also had to address issues within the organisation, including financial management, service performance, and organisational culture.

In recent years, the Council has made substantial progress in addressing these issues, recognised by the easing of external scrutiny and oversight from UK Government. We have worked together and with our partners, listened to the advice of external experts, and drawn on our collective pride in serving this great city to become a more effective and healthier organisation.

The Birmingham Independent Improvement Panel stepped down in March 2019 after four years of working with us to improve our governance and organisational capabilities. Summer 2020 saw the end of another chapter in the Council's improvement journey when the work of the Strategic Programme Board and external Non-Executive Advisors (NEAs) concluded with some promising findings, demonstrating the great strides we are making in the right direction.

The NEAs found:

- We have significantly improved our governance and developed a strong "one team" approach to leadership. In spring 2020, we welcomed a new behavioural framework which is underpinning cultural change within the organisation.
- Birmingham Children's Trust and the Children's Partnership are working well, and the Improvement and Transformation programme provides the basis for significant further improvement in services and the implementation of an effective "life course" approach.
- We have adapted well to the COVID-19 crisis, including maintaining good governance and making effective use of IT to support a workforce mainly working from home. We have ensured good risk management on the pandemic, and we have a good understanding of the implications for the physical and social development of the city.
- Despite significant on-going risks, our finances were not at immediate risk prior to the pandemic and we have managed the pressures arising from the crisis in an exemplary way.

- Basic services such as refuse collection and street cleansing have improved during the crisis, but there remain key decisions to be made on their future.

We have already come a long way on our improvement journey, but we have great ambitions for Birmingham's future and we now need to go further to ensure we can deliver these goals.

Now is the time to accelerate our efforts to make Birmingham an aspirational place that works for all its citizens and to give the city the Council it deserves. The next steps in our improvement journey, including securing a strong grip on our key priorities and the budget, will be driven through this Delivery Plan, Performance Management Framework, and MTFP.

KEY ACHIEVEMENTS: 2018-2020

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

- We continue to build on the successes of our Youth Promise Plus and World of Work programmes and our services delivered by the Employment Access Team to provide critical support to our unemployed residents with the most complex and challenging needs. 15,000 people have now been supported into training, employment, apprenticeships or work experience.
- We are continuing to invest in infrastructure across the city, including the expansion of the Midland Metro and preparation for the arrival of HS2. A sustained focus on the delivery of the Birmingham Development Plan targets means the supply of residential, office, and retail development are all on track.
- We are leading on projects across the city that aim to diversify and strengthen the city's economic base and provide quality jobs for residents. This includes the Urban Centres Framework which will transform our urban centres into diverse, well-connected and unique hubs at the heart of local communities. This incorporates the regeneration of Perry Barr and the development of the East Birmingham Inclusive Growth Strategy which focuses on the transformation of that part of the City.

Birmingham is an aspirational city to grow up in

- The Council and Birmingham Children's Trust, alongside other partners, continue to maintain focus and take action to improve our services and outcomes for our vulnerable children.
- We are working with Birmingham Education Partnership to secure even more effective school-to-school collaboration leading to higher quality learning, better attainment for our children, and more excellent schools.
- Our selection as a Childhood Obesity trailblazer has further strengthened our efforts to promote healthy eating and lifestyles to families across the City.

Birmingham is a fulfilling city to age well in

- We have implemented a constituency based social work model to support the success of our Three Conversations Model, which is an innovative approach to needs assessment and care planning focusing on people's strengths and community assets.
- We have implemented a new approach to Early Intervention including the establishment of five multi-disciplinary community teams to create greater capacity and develop pathways from the community and hospital into an early intervention service which ensures more older people can remain independent in their own homes.
- We have fast-tracked implementation of a new Discharge to Assess model which moves social care assessments out of hospital settings to improve outcomes, reduce delayed transfers of care, and ensure as many people as possible are supported to remain at home.
- Through the "Prevention First" programme, we have invested significant activity to support citizens to lead healthy, happy and independent lives in their own homes and communities. This includes grants to 46 organisations to address social isolation and loneliness amongst older people and those with disabilities and mental health conditions. We have also mobilised a cross-city Neighbourhood Network Scheme which facilitates community partnership working to address local issues concerning social isolation and loneliness amongst older people
- In support of the Adult Social Care vision to deliver personalised services, we exceeded our target to enable 35% of service users receiving an eligible package of care to receive a Direct Payment during 2019/20.

- We have successfully completed the recommissioning of care homes, supported living and home support with a core focus on quality.

Birmingham is a great city to live in

- We have strengthened our partnership working to deliver safer neighbourhoods through the introduction of new Local Partnership Delivery Groups across the city which bring together front-line staff across partner organisations to tackle anti-social behaviour issues.
- We have continued with the delivery of the Housing First pilot and our prevention activity leading to positive results in minimising the number of rough sleepers and households living in temporary accommodation.
- We continue to improve the supply of housing including building new homes through Birmingham Municipal Housing Trust, bringing more empty properties back into use and working more closely with the Private Rented Sector to identify how they can help meet need and better support tenants and landlords to ensure good quality housing for our citizens.
- We are replacing our aging and unreliable fleet with new, less-polluting vehicles from a West Midlands manufacturer
- We are building two new depots that will be ready to support the next generation of electric refuse collection vehicles
- We have stabilised and improved the reliability of the collection service – there is much still to do, but we have come a long way.
- We have commissioned an independent waste service review to consider how we can improve our future service delivery and supporting communities in improving the street scene.
- We have developed a transformative action plan to improve air quality across the city, initiatives include the Clean Air Zone scheme set to be introduced in 2021.
- Following the tragedy at Grenfell Tower we continue to improve the fire safety to our High-Rise buildings by installing sprinklers as part of a wider building and fire safety programme of works.
- We have put in place a clear policy in regard to how the City can and is supporting Community Led Housing in the city.
- To help tackle fuel poverty and improve fuel poor homes we have formalised a statement of intent to ensure that energy providers can access Government funding as part of the Energy Company Obligations to undertake energy efficiency works in a targeted way.
- We have further embedded our prevention approach in regard to homelessness and exceeded our targets for prevention and relief
- To help tackle poor housing conditions in the city we have introduced 'Civil penalties' and have issued notices totaling over £25k during 2019/20 also surpassed our targets for bringing private sector empty properties back into use.
- Launched the Help to Rent Scheme
- Successfully responded to the 'Everyone In' directive from central government.

Birmingham residents gain the most from hosting the Commonwealth Games

- We have made significant progress to redevelop Alexander Stadium. Post games this will deliver a focal point of all community, leisure and wellbeing activity and contribute to new housing available in a regenerated Perry Barr. We are working with our partners to deliver a lasting legacy of the Games for Birmingham citizens and as part of this we have invested £6m from the Council's revenue budget to support community activities across the City.
- We are maximising the training, employment, work experience and apprenticeship opportunities for our residents from the development of new Games related infrastructure. We are also supporting the creation of opportunities for 10,000 volunteers during the Games itself.
- We are backing local business with £300m of Games contracts expected to benefit local or regional suppliers.

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

- We set up a Route to Zero Taskforce in September 2019 bringing together partners across the city that have collaborated to develop an action plan for delivering on our commitment to be net zero carbon. The Council is committed to becoming net zero carbon in the shortest possible time.
- We are focusing on renewable energy production and carbon reduction interventions across the city including improving the energy efficiency of council housing stock.

- Through initiatives included in Birmingham Connected and the Birmingham Emergency Transport Plan we are reducing the impact and minimising the contributions of the city's transport to climate change.

RISING TO THE CHALLENGE: 2022 AND BEYOND

Challenges

This is a pivotal moment for the City and the Council. We face significant ongoing risks and challenges that must be addressed and that require a long-term perspective.

A decade into austerity¹, the nation's finances have worsened and so we face many more years of fiscal restraint. Meanwhile demand for our services is rising – partly as a result of the impact of austerity in some of our communities². It's a negative circle we need to find ways to challenge and break.

In the coming years the impact of the pandemic means we anticipate needing to close a budget gap of at least £100m per annum. No one believes a business-as-usual – salami slicing – approach to managing this gap will work. We're reaching the limit of asking services to get ever smaller and smaller. This financial cliff edge presents a real and present danger to the sustainability of the Council and the people who depend on us.

Moreover, COVID 19 has revealed characteristics of our place that have been hidden in plain sight and which now need to be tackled. These structural inequalities hold too many of our communities back *and* they drive the demand our services can no longer afford to meet. For too many, prospects remain conditioned by their race, their sex, their age and other characteristics. This is damaging for them, costs the Council and other public services money we cannot fund, and threatens the long-term cohesion of our city.

The Council has already committed itself to address these issues, recently publishing "Everyone's Battle, Everyone's Business" – a call to action for the Council and the City. In addition to tackling discrimination, our response must also be about re-doubling our efforts to understand and then tackle the root causes of those issues and features of people's lives that drive them to our services. This will mean thinking again about how we build the *foundations* for the good life in our City – a strong economy, better paid and stable jobs, wealth retention, lower costs of living (particularly housing³), clean air, thriving inclusion communities and the best possible schools etc. It also means reforming our services, so that they *see* and *respond* to root causes rather than directing people into professional silos when all they often need is a bit of help and support. This reform agenda will in part be about changing how our services operate, but its principal goal will be to involve people, building on their strengths and supporting their sense of personal agency. It will be about the Council becoming a platform that enables this to happen in concert and partnership with wider civil society. This is at the heart of our approach to localism.

Residents expectations are rising too⁴. People will not tolerate services that are unreliable, fail to join up around their needs, that don't involve them as equals; that pass them from pillar to post, that ask for

¹ . Since 2010, the Council has had to make savings of £728 million

² The city experiences high levels of deprivation and poverty. Birmingham is ranked the 7th most deprived local authority in England, with over 490,000 of Birmingham residents estimated to live in the top 10% most deprived areas in England. 41% of children live in poverty (compared to a national average of 31%), with many families affected by welfare cuts, while 14% of households experience fuel poverty, compared with 11% for the West Midlands region.

³ 1 in 66 people in the city are homeless. In order to meet current demand, the Council's housing needs assessments estimates that an additional 89,000 homes are needed by 2031

⁴ Each year we listen to our citizens through our Residents Survey to understand their views on the Council, our services, and what's important to them. The survey is a useful tool to identify where to focus our resources as well as understanding areas for improvement, ensuring money is spent on the things that matter to the people of Birmingham.

Residents' priorities:

The most important services:

information more than once, that fail to answer the phone or respond on-line, or offer silence when what is needed are updates and assurances about progress. Whether we like it or not, we are benchmarked against Uber and Amazon, Spotify and Expedia. These changes in expectation fundamentally challenge how our services need to be designed; how they are led; our approach to innovation and how we drive change and improvement in a consistent and reliable manner across the Council as a whole.

People also expect a much greater level of involvement in decisions that effect their lives. Be they the big things that have a bearing across the City as a whole, or the little things that have a big impact in their street or neighbourhood. People want to be heard and when they are not, they will mobilise. We are all activists now. The question for the Council: do we bring those voices in and help shape the fortunes of our city and places; or do we seek to keep them out? We need to bring them in.

In this context, getting the basics right means more than relentless reliability (though that's important and too often not the experience of our citizens) it also means understanding and then exceeding expectations, and that in turn that means an approach to service delivery that is open, reflective and humble. The test for our services should be whether day in day out, they are capable of building trust.

All of this complexity is compounded by new threats that Councils and other public sector organisations weren't designed to deal with: climate change; rapid technological change; globalisation; the costs and implications of an aging population; terrorism and violent extremism - the list is growing and isn't going away. Just 12 months ago the threat of a global pandemic was just that: a concern noted on our risk register and in the preparations of our Public Health teams. This year it materialised and has prematurely taken the lives of thousands, driven unemployment in the City to levels not seen since the late 1980's and has tested and continues to test our organisation's capacity and financial resilience to the core.

Irrespective of our statutory obligations – these threats demand fresh thinking and their management isn't a matter of choice. They've got to be at the heart of what the Council does next, and with this comes a fundamental challenge to our leadership, capacity and focus. It will require the Council to join up in new and novel ways. Because the issues we face don't respect our professional disciplines but also because most solutions require people to change the way they behave, be that travel patterns and the use of their car or the healthiness of their lifestyle. We need to build trust, because in the coming years we need to lead change, and in this endeavour, every single part of the Council has a distinctive and important part to play.

Opportunities

To set against these challenges are huge opportunities that the City has yet to fully exploit. A plan to realise these opportunities, alongside getting the basics right, provides the focus for what the Council needs to do next.

Birmingham is a great city and has the potential to be a world class global city.

Since 2012, the Council has put £3486 million capital spend into the city – covering everything from improvements to roads, schools, housing, leisure facilities, and culture, arts and heritage – helping to establish Birmingham as a world-class city.

-
- Refuse collection
 - Clean streets
 - Care and support for older and disabled people

Areas for improvement:

- Clean streets
- Police presence
- Refuse collection
- The level of crime

Priorities for service delivery:

- Preventing, rather than treating, problems
- Spending more on those residents who are most in need
- Other organisations and businesses should help to provide the services the Council delivers

Birmingham is the most ethnically and culturally diverse city outside of London. This diversity brings with it a rich mix of creativity, entrepreneurship, skills, and talent that all contribute to the city's social and economic vitality.

We are also a young city, with 46% of citizens under the age of 30, which presents huge potential for accelerated growth, fairer distribution of wealth, and opportunities for innovation across all spheres of life.

The city has a strong and diverse business sector and is becoming a hub for advanced manufacturing, financial services, and technology. It is also the most entrepreneurial city outside London. Our strong business base, combined with the concentration of world-class universities, means the city is well-placed to harness the future economic opportunities, including digital, automation, and decarbonisation. Despite the Coronavirus pandemic, major projects such as HS2, the £700 million Paradise Development, and Smithfield are ensuring the city's economy can thrive as one of the largest growing in the country.

The pride and passion in Birmingham are clear. Our citizens are overwhelmingly positive about calling Birmingham home: 78% are proud to live in Birmingham and 75% feel there is good community cohesion amongst different ethnic groups in their local area.

The city is benefitting from the Birmingham 2022 Commonwealth Games which will be the biggest sporting and cultural event ever to be held in the city. This once in a lifetime occasion will be witnessed by a global audience of over one billion people but, for local people, the Games will be even more than a fantastic celebration of sport and culture.

The next decade has the potential to be the start of a "golden generation" for the city – and the Council, as one of the leaders of place, will have a key role in delivering this in conjunction with our partners, residents and communities.

COVID 19 – hope through adversity

The Coronavirus pandemic has thrown a shadow over the city and its economy and this will set the context for much of our work over the coming years and beyond. Our plans for recovery – to create a more resilient, more inclusive, and more sustainable city – are not a separate endeavour and must go hand in hand with our existing and planned activity.

The crisis has revealed both the scale of the things we need to put right and our capacity to adapt and to take radical action when this is called for. It has highlighted:

- The level of poverty and vulnerability in some groups and communities
- The precarious nature of many households and businesses
- The weakness of our social care, health, and welfare services
- The chronic and structural inequalities in the city and the weakness and fragility of parts of the labour market
- The challenges facing existing economic models, such as the use of city centres for retail and office space
- Our over-centralised system of governance and the need for better contingency planning

The crisis has also shown that we can take radical steps as a society to protect people's livelihoods. It has highlighted:

- The strength and solidarity of Birmingham's citizens and communities
- We have the capacity to take voluntary action and unite to support those in need
- We can have a positive impact on the environment
- The Council's delivery capabilities, our capacity for innovation, and our renewed sense of purpose
- The potential of the city's many strong partnerships to drive improvement and change, including those focused on social care, health, and children as well as the regional partnership of the West Midlands Combined Authority (WMCA)

Overall, the pandemic has shown us that we can achieve remarkable things if we work together, take responsibility, and innovate to find solutions. The dedication, adaptability, and resourcefulness of our staff has shone through in the outstanding efforts we have made to respond to the crisis. As an organisation we have gained a renewed sense of purpose through providing leadership to the city and responding, however possible, to the needs of our citizens.

The COVID-19 crisis has shown the art of the possible: we can do things differently; we must do things differently.

In this context over the coming 18 months we will develop detailed plans to exploit the potential of City. There are three main areas of focus:

1 Shifting our focus from crisis to prevention:

We need to redouble our efforts to help and supporting individuals and families at the early stages of an issue or crisis in their lives, before it manifests as a statutory need.

At its heart this is about working with people differently, drawing on, and building the support that exists in the community, as well as joining up professional disciplines on the frontline: giving them all a common mission to help people stay afloat and then thrive.

This about joining up, integrating and reforming services so that they:

- use data and insight to reach out and find people most at risk
- triage the help and support they may need
- always seeks to find resources and solutions that exist in the community – building a platform that enables this network of resources to grow and be sustained.
- provide integrated universal public sector support where this is helpful or directs people to more targeted specialist support as required.
- integrate pathways into specialist Early Help in the Children's Trust or "life course" services in Adult Social Care and health.

Our approach will build upon the work the Council has already undertaken in respect of the localisation of services and the development of hubs. We will also look for best practice from other Council's including pioneering work in Wigan, Bristol, Leeds, Middlesbrough, Camden, Barking and Dagenham and Barnsley. We will draw on the work of social reformers such as Hilary Cottam, in particular the insight and learning from her recent book "Radical Help". We will also work closely with services users, the Community and Voluntary Sector in the city and draw on the insight of others, including the Co-op Council network and organisations such as CLES⁵, New Local⁶, including their work on the "Community Paradigm" together with think tanks and academic institutions. There are many perspectives, they all have something to contribute.

The development of this new approach effectively becomes our community recovery response to COVID.

This work will specify and then anchor the Council's new network of hubs – potentially co-locating with early help services, adult services and other public and voluntary sector agencies. The resultant service offer is also likely to be pivotal to the realisation of our East Birmingham strategy.

Working in this way, outcomes will be better for individuals by supporting them in ways that help them before they reach a tipping point. But this approach also means we save money, in the short term, by consolidating what we do, and by reducing demand over the long term.

Work has already begun on building a business case and blueprint for a new service offer. A strategic outline case will be completed early in the New Year and a final business case concluded before the end of 2021/22.

⁵ Centre for Local Economic Strategies

⁶ New Local Government Network

2 Increasing the pace and scale of growth, for those that need it the most, while delivering our climate change objectives

Prior to the pandemic, Birmingham was growing at almost twice the rate of London and four times the national average.

The Council can use its landholdings and access to low cost finance, while also leveraging once in a generation opportunities such as the development of HS2 and the Commonwealth Games, to increase the pace and scale of growth in all parts of the City – in particular housing (including both social and other forms of affordable housing) but also potentially town centre and sub-urban shopping districts and employment land development too.

By adopting an interventionist approach, the Council can address market failures and stimulate developments that might otherwise not happen, benefiting those who need them the most. In this way, our growth objectives become aligned directly with our approach to early intervention and prevention, by providing amongst other things the tangible supporting infrastructure (affordable housing, local jobs etc.) that help provide the economic foundations for a good life.

Working differently, the Council can also capture some of the wealth that is currently being generated in the City and then use that resource for social purposes. In simple terms generating fiscal and commercial income that can help close the budget gap, sustain and fund services for those who need help the most, and provide the funding and capacity to enable the Council to respond to the climate emergency and other related priorities (such as East Birmingham, air quality improvement and modal shift). This is about the Council adopting a more active and deliberate stance, leveraging its balance sheet, and in so doing becoming the corner stone and enabler of a more circular, inclusive and sustainable economy. This approach draws on the work led by the City Board.

Birmingham's size, scale, political commitment, historic association with technology, engineering and innovation and outstanding research facilities means the City is exceptionally well placed to become a global leader in tackling climate change at a city level. Again, this will require the Council to be bold and catalytic in its outlook. Building a core policy, partnership and investment team funded on an invest to save basis, to bring forward proposals and to build wider funding and delivery partnerships for the exploration and implementation of climate change activity in the City.

Over the coming 18 months the Council will establish how best to seize and shape the opportunity of growth and the potential for the City to be a world leader in terms of climate change and carbon reduction. This will require us to understand the opportunity gap – the difference between what we can achieve as we are currently organised and with our current capacity, compared to what might be possible if we worked and organised ourselves and invested differently. In particular we will need to consider:

- Our commercial capability: investment appraisal, treasury management, cash flow and risk management
- Our strategic planning and policy development capability: planning, place shaping and economic development, including those resources devoted to transport planning and the development of strategies to address the climate crisis that deliver the route to zero.
- Our capital delivery, asset management and building development capability

Detailed businesses cases for change and a road map for the future should be concluded before the end of 2021/22.

3 Delivering new ways of working

Building on the positive experience during the pandemic (while reflecting on what has been challenging), there is the opportunity to make a permanent shift from a situation where 15-20% of our workforce works in an agile and flexible manner to one where 80-85% do so. In so doing we shift our focus from a desk-based accommodation strategy and a culture of presenteeism to one that champions flexibility and outcomes-based management – not least because working in this way is crucial to underpinning our approach to workforce equalities and talent management. The ability to allow Council staff to work flexibly is key to supporting women and carers grow and develop in the workplace.

It means fresh thinking about office accommodation as collaboration spaces underpinned by technology that enables hybrid meetings and access to data remotely.

This new approach also provides the basis for making significant savings in the short term, something that our medium-term financial plan demands with little or no impact on frontline service delivery. It's an approach that also directly responds to and supports our imperatives in relation to early intervention – enabling and securing an approach to hub and community-based working that is consistent across the Council and supported by new technology and workforce protocols. It also pump-primes our refreshed approach to growth – quickly releasing prime city centre and other assets for potential re-development by the Council. It is important to note that this doesn't always mean selling off important community assets to the highest bidder. On the contrary a considered approach can enable development of community spaces, new homes and financial returns for the Council.

Amongst other things, this approach can also help us to discern a long-term solution for the Council House as a vital civic asset.

.....

Reaping the benefits of these opportunities will require more than just moving the deckchairs or writing some strategies that will sit on a shelf. It will require certain parts of the organisation, over the coming months and then years, to change in real and profound ways. This will mean ensuring that the Council's core corporate services are able to support change and deliver improvement and do so in a way that is both assured and consistent. If we say we are going to make a change, we need to know that we can deliver.

But it also means winning consent and taking people with us – both inside the organisation and out. Inside, delivering change in a fair and constructive way – with the support of our trade union colleagues. This will be about focusing our culture change and organisational development teams on supporting the specific changes the organisation needs to deliver in the coming months and years. Outside the organisation it will be about building a culture of participation and public engagement ensuring our localism agenda is mainstreamed, led and delivered.

But for the public, staff and members, none of this will ring true unless we also continue to improve core services: street cleansing and refuse collection; enforcement; housing management; children services; SEND; adult social care and our overall approach to customer services. There is the prospect of a virtuous circle whereby the opportunities for us to grow and reform and work differently provide the financial breathing space to consolidate, improve and invest in the frontline – and in turn, getting the basics right helps to build trust and win consent for wider changes in the City. But of course, the opposite could be true and so what we do next is pivotal.

Underpinning all of this needs to be a fresh approach to equalities. We need to centre it in everything that we do. This means understanding in both a quantitative and qualitative way the nature and prevalence of structural inequalities in our City – the barriers that hold people back and then ensuring that we have policies and strategies and actions to tackle them over the short, medium and long term. This means we need data, but also that we hear the lived experience and find consistent means of taking decisive action. That challenge needs to start inside the Council and is why this delivery plan sets out specific commitments to ensure we start making substantial progress in our mission to ensure we have a workforce to reflect the community we serve.

Finally, the Commonwealth Games, in just 20 months-time, provide a moment of profound hope but also, jeopardy.

Hope, because they offer us a world stage to tell a story of a place that is on the cusp of defining what all great 21st century cities should aspire to achieve. Diverse, youthful, carbon neutral, open for business, growing, forward thinking and founded on principles of equality and opportunity for all. A chance to redefine and capture for a new generation, the purpose of the Commonwealth in a once imperial city that is on course to be the UK's first non-white majority place. An opportunity to reflect upon and reconcile injustices of the past, while plotting for a better future.

Jeopardy, because the stakes are high – with a burden in terms of capital delivery and city operations that is huge, on services that are already fragile and fragmented. Ensuring we have the right leadership and capacity to get the games done and put on our best show, is a must do priority for the months ahead.

What we will achieve by May 2022

We will build on our achievements and continue to deliver on the commitments we have made to our residents, customers and the city as a whole. Full details of what we will deliver and by when are set out in the Appendix- A to this document and are summarised for each Cabinet Portfolio here.

Leader's Portfolio – Inclusive Growth & Commonwealth Games

Prior to the Coronavirus pandemic, Birmingham was one of the fastest growing cities in the United Kingdom, with a vibrant economy that attracted investment – and visitors – from around the globe. Over the next eighteen months we will use this growth to stimulate a economic recovery that works for everyone, transforming the landscape of our city while creating opportunities for local communities and ensuring the 'just transition' to a green economy. By May 2022, key developments such as Smithfield, Paradise and Peddimore will be well underway or completed, and we will have set the course for the next 15-20 years of development through the adoption of a Future City Plan for central Birmingham. We will be continuing to deliver against our promise to build 7000 affordable homes by 2029/30, including the first phase of the residential scheme at Perry Barr. We will be taking a strategic approach to our own commercial and residential property portfolio, having created and implemented a new Corporate Landlord function to manage our capital assets, and completed the transformation of the CAB estate to reflect modern working practices. Working together with key partners, we will be ready to stage the Birmingham 2022 Commonwealth Games, welcoming the world to Birmingham and ensuring a positive Legacy for the Games through the delivery of a £6m Community Fund programme. Regulation and Enforcement will negotiate a new Food Inspection Programme with Food Standards Agency and will be required to complete 100% of the new programme once the Covid pandemic is over. With regards to enforcement only the very worst cases are reported to the Court system and therefore it is expected that a high level of successful prosecutions will be achieved.

Deputy Leader

By 2022, Birmingham City Council will be well on the way to becoming a truly customer-focused organisation, committing to getting the basics right while also meeting the rising expectations of our citizens and communities. We will have developed a new Citizen Access Strategy, changing the way that citizens access our services, and increased the number of services that citizens can access through their BRUM Account, while also implementing a new approach to complaints to ensure that we tackle the root causes of problems as they arise. We will be making better use of the information we hold through a well-established Data Into Insight programme, publishing more transparent data about the performance of our key services and implementing an Information Assurance Plan to ensure full compliance with GDPR and data protection regulations. Across the council, wider service improvements will be underpinned by a new ICT and Digital Strategy, embedding new and agile ways of working and refreshing existing hardware/software and datacentre services.

Finance and Resources

The next eighteen months looks to be one of the most challenging periods in public sector finance for a century, reckoning with the immense financial impact of COVID-19 after a decade of austerity and cuts to Council operational budgets that already mean that we have little 'fat to trim'. In these uncertain times, it is more important than ever that we stabilise the Council's finances and balance the books, ensuring that we are well positioned for recovery and to tackle any new challenges head on. By 2022,

our Finance Improvement Plan will have delivered the improvements we need to gain a 3 STAR CIPFA Financial Management rating, with robust financial planning and business case development practice embedded across the organisation. We will have a new three-year Medium-Term Financial Plan, underpinned by achievable financial plans – and the ability to rebalance finances in-year, enabling us to quickly respond to an increasingly volatile economic environment. More broadly, we will ensure the sustainability of the organisation by developing a core training and development offer for all staff, refreshing our Workforce Strategy and investing now to ensure that we train the leaders of the future. And, as one of the largest anchor institutions in Birmingham, we will use our commissioning and procurement power to maximise the impact of every pound we spend, working with partners to drive real social value outcomes for our citizens and communities.

Children's Wellbeing

Over the next eighteen months we will build on the sustained progress and improvements delivered by the Birmingham Children's Trust, working with partners and local networks to ensure that the safety and wellbeing of children and young people is at the heart of everything we do. We will continue to shift the focus of our services from crisis to prevention, developing an improved early help offer for pupil wellbeing and engaging earlier with more families to prevent the need for more disruptive and intensive services. For children with special educational needs, we will work closely with schools to develop responsive, flexible and effective local SEND provision in mainstream schools, reducing our reliance on high cost specialist placements outside Birmingham, and enabling children to access quality education provision as close as possible to where they live. A restructured Home to School Transport Service will ensure that children and families receive the service that they deserve, underpinned by a new contract compliance monitoring system and IT transport system, reducing complaints and improving user satisfaction levels. Across a range of services, we will drive improvement and hold providers to account through the establishment of a 'best in class' strategic commissioning function within the Education and Skills Directorate, developing the maturity of the Birmingham Children's Trust and ensuring the achievement of improved outcomes for all our children, including those most in need.

Education, Skills & Culture

The COVID-19 pandemic has had a profound and devastating impact on the lives and aspirations of young people across Birmingham, disrupting education for thousands of pupils and students and driving youth unemployment levels to historic highs. Now is the time to take bold and innovative action to safeguard the future of our city, tackling the causes of low educational attainment in schools and maximising opportunities for young people to prevent a lost 'COVID-19 generation' becoming NEET. Over the coming months, we will continue to work closely with schools to drive up educational attainment in schools, developing improvement plans in partnership with schools where there are concerns and commissioning a new school improvement contract for primary schools. We will ensure the sustainability of our public education sector, renegotiating aspects of PFI contracts to drive down school deficits and improving our financial support offer to schools that are struggling and reviewing the quality of school buildings and sites to ensure that they are suitable environments for learning. By 2022, we will have agreed a new Education and Skills Strategy, ensuring that our young people have the skills, experience and opportunities they need to succeed and reducing our youth unemployment rate to be in line with the national rate. And, to support learning at all stages of life, we will complete the redesign of the Birmingham Adult Education Service (BAES) so that it is financially stable and responsive to the needs of residents, employers and our community partners.

Health and Social Care

By 2022 we will complete implementation of the Commissioning, Customer Journey, Three Conversations and Personalised Day Activities aspects of the Adult Social Care Transformation Programme and rollout of the Neighbourhood Network Services will be well underway. Working with our partners our new approach to Early Intervention will be embedded jointly across the health and care system. This new model for Adult Social Care will improve outcomes for service users by using technology, relationships and other assets within the community to enable people to live independently in their own homes as far as possible. This will reduce unnecessary demand for Council services and therefore deliver savings to the Council's budget in doing so. Alongside this work we will continue to strengthen our Public Health services, including our core commissioning of sexual health and substance misuse services. We will have improved the city's food system, completing the Childhood Obesity

Trailblazer project and developing a strategy for reducing infant mortality in the city. We will have undertaken social marketing campaigns to encourage modal shifts in transport use and will use our strengthened JSNA process to undertake 'deep dives' into key issues affecting Birmingham.

Social Inclusion, Community Safety and Equalities

By 2022 all Council strategies, plans and policies will have due regard for equality and community cohesion issues, supported by good quality Equalities Impact Assessments. We will have strengthened our in-house Equalities and Community Safety capacity alongside a fully embedded partnership approach to delivering the Community Safety, Domestic Abuse, Modern Slavery and hate crime agendas. We will continue to progress our work on tackling structural inequalities in the city through our work on Community Wealth Building, sponsoring a second phase of the Birmingham Poverty Truth Commission, and by establishing a citizen-led body to help address this issue within the city, placing the citizen ever-closer to decision-making. We will have delivered an action plan to secure a workforce for the Council that represents the diversity of the communities we serve and improved community cohesion through the refresh of the Faith Covenant. We will enhance our celebrations of the collective, diverse traditions and cultures that make up Birmingham's history – including publishing a diary of community and faith events that are commemorated throughout the year.

Street Scene and Parks

By 2022 we will build our network of parks volunteers to increase community involvement, capitalising on central government initiatives to do so and combining these efforts with our tree planting and the Future Parks Accelerator programme, which will maximise the economic impact of parks and green spaces for the benefit of Birmingham's citizens. We will improve street cleanliness through the Love Your Street programme, enhancement of our enforcement activities to deal with fly-tipping, littering and graffiti and by having a fully funded and reliable replacement programme for our refuse collection, street cleansing and grounds maintenance vehicle fleet.

Homes and Neighbourhoods

By 2022 we will have made significant progress on the Council's localism agenda by delivering on the actions contained within the Working Together in Birmingham's Neighbourhoods Policy, building a cross-council approach and framework for a locality-based model. We will have agreed the future provision of mortuary and pathology services in the West Midlands, including identifying and implementing the agreed options for the centre of excellence alongside beginning implementation of an investment plan for cemeteries and crematoria. We will have modernised our approach to tenant engagement so that it is representative, transparent and open. We will have refreshed our housing strategy and delivery plan for the long term and implemented a new operating model for our housing Options service. Our housing allocations policy will have been renewed so that it supports the Council's homelessness priorities – including the new rough sleeping strategy – and ensures that we make the best use of our housing stock to meet citizens' needs. We will have improved living conditions by completing installations of fire safety and sprinkler systems in council-owned high-rise blocks and finalising the licensing regime for private rented sector housing.

Transport and Environment

By 2022 we will have delivered the Emergency Transport Plan and will have formally adopted the Birmingham Transport Plan, which will set out the city's vision for transport. The Clean Air Zone will be fully operational and embedded and we will be implementing the early recommendations of the Route to Zero Climate Taskforce with an established action plan for achieving net zero carbon. We will have commenced work on strengthening the Aston Expressway to ensure its ongoing safety and longevity. We will have strengthened Birmingham's infrastructure through our flood risk management work, the re-procurement of our highway maintenance service and significant capital investments in our transport and highways, which will support longer term outcomes for transport, road safety and air quality in the city.

CONCLUSION

This Delivery Plan and corresponding Performance Management Framework set out our vision, ambition, and action for how we will strengthen the prospects of the city and its citizens and achieve a brighter and better future for Birmingham.

While we understand the scale of the challenge ahead of us, we are confident and committed in our approach that we can continue to work with citizens and partners to realise the city's tremendous potential and enable our citizens to take advantage of the many opportunities available to transform their lives.

APPENDIX A

[Tasks, Milestones and Accountabilities]

APPENDIX B

[Performance Management Framework]