

Members are reminded that they must declare all relevant pecuniary and non-pecuniary interests relating to any items of business to be discussed at this meeting

BIRMINGHAM CITY COUNCIL

CITY COUNCIL

TUESDAY, 14 JUNE 2016 AT 14:00 HOURS
IN COUNCIL CHAMBER, COUNCIL HOUSE, VICTORIA SQUARE,
BIRMINGHAM, B1 1BB

A G E N D A

1 NOTICE OF RECORDING

Lord Mayor to advise that this meeting will be webcast for live or subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and that members of the press/public may record and take photographs.

The whole of the meeting will be filmed except where there are confidential or exempt items.

2 MINUTES

3 - 26

(a) To confirm and authorise the signing of the Minutes of the Extraordinary Meeting of the Council held on 24 May 2016.

(b) To confirm and authorise the signing of the Minutes of the Annual Meeting of the Council held on 24 May 2016.

3 LORD MAYOR'S ANNOUNCEMENTS

To receive the Lord Mayor's announcements and such communications as the Lord Mayor may wish to place before the Council.

4 PETITIONS

(15 minutes allocated)

To receive and deal with petitions in accordance with Standing Order 8.

As agreed by Council Business Management Committee a schedule of outstanding petitions is available electronically with the published papers for the meeting and can be viewed or downloaded.

5 **QUESTION TIME**

(90 minutes allocated)

To deal with oral questions in accordance with Standing Order 9(B)

- A. Questions from Members of the Public to any Cabinet Member or District Committee Chairman (20 minutes)
- B. Questions from any Councillor to a Committee Chairman or Lead Member of a Joint Board (20 minutes)
- C. Questions from Councillors other than Cabinet Members to a Cabinet Member (25 minutes)
- D. Questions from Councillors other than Cabinet Members to the Leader or Deputy Leader (25 minutes)

27 - 28

6 **APPOINTMENTS BY THE COUNCIL**

(5 Minutes allocated)

To make appointments to, or removal from, committees, outside bodies or other offices which fall to be determined by the Council as set out on the attached schedule.

7 **EXEMPTION FROM STANDING ORDERS**

Councillor Sharon Thompson to move an exemption from Standing Orders.

29 - 56

8 **CHILDREN'S SOCIAL CARE: IMPROVEMENT & CHALLENGES**

(60 Minutes to be allocated)

Councillor Brigid Jones to move the following Motion:

"The Council welcomes and notes the progress in children's social care and proposed next steps, including the intention to explore and develop a voluntary trust arrangement for children's services."

57 - 78

9 **BIRMINGHAM CULTURAL STRATEGY**

(55 minutes to be allocated)

The Deputy Leader to move the following Motion:

"That the City Council adopts the attached partnership strategy for Culture, and undertakes to integrate its principles and actions into service planning for the period, leading the process where indicated."

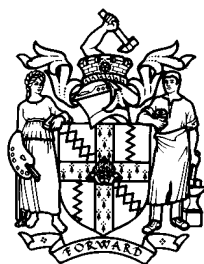
79 - 80

10 **MOTIONS FOR DEBATE FROM INDIVIDUAL MEMBERS**

(90 minutes allocated)

To consider the attached Motions of which notice has been given in accordance with Standing Order 4 (A)

**EXTRAORDINARY MEETING OF
BIRMINGHAM CITY COUNCIL
24 MAY 2016**



**MINUTES OF AN EXTRAORDINARY MEETING
OF BIRMINGHAM CITY COUNCIL HELD
ON TUESDAY, 24 MAY 2016 AT
1600 HOURS IN THE COUNCIL CHAMBER,
COUNCIL HOUSE, BIRMINGHAM**

PRESENT:- The Lord Mayor (Councillor Ray Hassall) in the Chair.

Councillors

Muhammad Afzal	Mohammed Fazal	Mary Locke
Uzma Ahmed	Des Flood	Ewan Mackey
Mohammed Aikhlaj	Jayne Francis	Majid Mahmood
Deirdre Alden	Matthew Gregson	Karen McCarthy
John Alden	Carole Griffiths	James McKay
Robert Alden	Peter Griffiths	Gareth Moore
Nawaz Ali	Paulette Hamilton	Yvonne Mosquito
Tahir Ali	Andrew Hardie	Brett O'Reilly
Sue Anderson	Roger Harmer	John O'Shea
Gurdial Singh Atwal	Kath Hartley	David Pears
Mohammed Azim	Barry Henley	Eva Phillips
Susan Barnett	Penny Holbrook	Robert Pocock
David Barrie	Des Hughes	Victoria Quinn
Bob Beauchamp	Jon Hunt	Hendrina Quinnen
Matt Bennett	Mahmood Hussain	Chauhdry Rashid
Kate Booth	Shabrana Hussain	Habib Rehman
Steve Booton	Timothy Huxtable	Gary Sambrook
Sir Albert Bore	Mohammed Idrees	Valerie Seabright
Randal Brew	Zafar Iqbal	Rob Sealey
Marje Bridle	Ziaul Islam	Shafique Shah
Mick Brown	Kerry Jenkins	Mike Sharpe
Alex Buchanan	Meirion Jenkins	Sybil Spence

Extraordinary Meeting of City Council – 24 May 2016

Sam Burden	Simon Jevon	Claire Spencer
Andy Cartwright	Brigid Jones	Stewart Stacey
Tristan Chatfield	Carol Jones	Ron Storer
Zaker Choudhry	Josh Jones	Sharon Thompson
Debbie Clancy	Nagina Kauser	Paul Tilsley
John Clancy	Tony Kennedy	Karen Trench
Lynda Clinton	Ansar Ali Khan	Lisa Trickett
Lyn Collin	Changeese Khan	Margaret Waddington
Maureen Cornish	Mariam Khan	Ian Ward
John Cotton	Narinder Kaur Kooner	Mike Ward
Phil Davis	Chaman Lal	Fiona Williams
Diane Donaldson	Mike Leddy	Ken Wood
Peter Douglas Osborn	Bruce Lines	Alex Yip
Barbara Dring	Keith Linnecor	Waseem Zaffar
Neil Eustace		

NOTICE OF RECORDING

18666

The Lord Mayor advised that the meeting would be webcast for live or subsequent broadcast via the Council's Internet site (www.birminghamnewsroom.com) and that members of the press/public may record and take photographs.

The whole of the meeting would be filmed except where there were confidential or exempt items.

MINUTES

It was moved by the Lord Mayor, seconded and-

18667

RESOLVED:-

That the Minutes of the meeting of the City Council held on 5 April 2016, having been printed and a copy sent to each member of the Council, be taken as read and confirmed and signed.

APPOINTMENT TO THE ROLL OF HONORARY ALDERMEN

The following report of the Council Business Management Committee was submitted:-

(See document No. 1)

It was moved by Councillor John Clancy, seconded and-

18668

RESOLVED:-

That the City Council admit former Councillors Vivienne Margaret Barton, Jeremy Evans and Anita Alison Ward to the Roll of Honorary Aldermen.

The Council rose at 1605 hours.

**ANNUAL MEETING OF
BIRMINGHAM CITY COUNCIL
24 MAY 2016**



**MINUTES OF THE ANNUAL MEETING OF
BIRMINGHAM CITY COUNCIL HELD
ON TUESDAY 24 MAY 2016 AT
1605 HOURS IN THE COUNCIL CHAMBER,
COUNCIL HOUSE, BIRMINGHAM**

PRESENT:- Lord Mayor (Councillor Ray Hassall) in the Chair.

Councillors

Muhammad Afzal	Mohammed Fazal	Mary Locke
Uzma Ahmed	Des Flood	Ewan Mackey
Mohammed Aikhlaq	Jayne Francis	Majid Mahmood
Deirdre Alden	Matthew Gregson	Karen McCarthy
John Alden	Carole Griffiths	James McKay
Robert Alden	Peter Griffiths	Gareth Moore
Nawaz Ali	Paulette Hamilton	Yvonne Mosquito
Tahir Ali	Andrew Hardie	Brett O'Reilly
Sue Anderson	Roger Harmer	John O'Shea
Gurdial Singh Atwal	Kath Hartley	David Pears
Mohammed Azim	Barry Henley	Eva Phillips
Susan Barnett	Penny Holbrook	Robert Pocock
David Barrie	Des Hughes	Victoria Quinn
Bob Beauchamp	Jon Hunt	Hendrina Quinnen
Matt Bennett	Mahmood Hussain	Chauhdry Rashid
Kate Booth	Shabrana Hussain	Habib Rehman
Steve Booton	Timothy Huxtable	Gary Sambrook
Sir Albert Bore	Mohammed Idrees	Valerie Seabright
Randal Brew	Zafar Iqbal	Rob Sealey
Marje Bridle	Ziaul Islam	Shafique Shah
Mick Brown	Kerry Jenkins	Mike Sharpe
Alex Buchanan	Meirion Jenkins	Sybil Spence
Sam Burden	Simon Jevon	Claire Spencer

City Council – 24 May 2016

Andy Cartwright	Brigid Jones	Stewart Stacey
Tristan Chatfield	Carol Jones	Ron Storer
Zaker Choudhry	Josh Jones	Sharon Thompson
Debbie Clancy	Nagina Kauser	Paul Tilsley
John Clancy	Tony Kennedy	Karen Trench
Lynda Clinton	Ansar Ali Khan	Lisa Trickett
Lyn Collin	Changeese Khan	Margaret Waddington
Maureen Cornish	Mariam Khan	Ian Ward
John Cotton	Narinder Kaur Kooner	Mike Ward
Phil Davis	Chaman Lal	Fiona Williams
Diane Donaldson	Mike Leddy	Ken Wood
Peter Douglas Osborn	Bruce Lines	Alex Yip
Barbara Dring	Keith Linnecor	Waseem Zaffar
Neil Eustace		

NOTICE OF RECORDING

18669

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The whole of the meeting would be filmed except where there were confidential or exempt items.

DECLARATIONS OF INTEREST

18670

No declarations of interest were made.

ANNUAL REPORT OF THE LORD MAYOR 2015/2016

The following Annual Report of the Lord Mayor was submitted:-

(See document No. 1)

The Lord Mayor requested that the report be formally received and should any Members have questions they should be put them in writing to him after the meeting for a response.

It was moved by the Lord Mayor (Councillor Ray Hassall) seconded and

18671

RESOLVED:-

That the annual report of the Lord Mayor be received.

ANNOUNCEMENT OF LORD MAYOR'S AWARDS

18672

The Lord Mayor explained that the Lord Mayor's Award was presented for outstanding achievement or exceptional service to the City and people of Birmingham. The Award recognises 'going the extra mile' in the contribution that has been made and the person or organisation nominated should readily be distinguishable and stand out from their peers in what they have achieved for the City of Birmingham.

The Lord Mayor welcomed the nominators of the Award Winners who were also here today and noted that there are four recipients of the Lord Mayor's Award; of which 3 were present today.

The Lord Mayor indicated that the first award was to Ed Doolan in recognition of outstanding achievement and exceptional service to the City of Birmingham and its people through his local radio programme where he became known as 'the people's consumer champion' and through his involvement with numerous charities, which improved the lives of local people.

The Lord Mayor called upon all present to join him in congratulating Ed on being a recipient and presented him with the award certificate.

The Lord Mayor indicated the second award was to Kim Douglas in recognition of outstanding achievement and exceptional service to the City of Birmingham and its people by establishing the George Coller Memorial Fund and pioneering the emergency response to asthma in schools, including free training, which has improved the lives of local people.

The Lord Mayor called upon all present to join him in congratulating Kim on being a recipient and invited her to the rostrum to receive the award certificate.

The Lord Mayor indicated the third award was to Peter Laybourne in recognition of outstanding achievement and exceptional service to the City of Birmingham and its people through assisting a significant number of companies in the city to find innovative uses for previously wasted resource streams, including materials, water, energy and assets; generating jobs; reducing the carbon footprint; and bringing significant economic benefits, which has improved the lives of local people.

The Lord Mayor called upon all present to join him in congratulating Peter on being a recipient and invited him to the rostrum to receive the award certificate.

The Lord Mayor indicated the final award was to Jeff Lynne in recognition of outstanding achievement and exceptional service to the City of Birmingham and its people through inspirational and dedicated work as a world-renowned musician and producer, which has enhanced the lives of local people and enhanced and promoted the reputation of the City.

The Lord Mayor indicated that Jeff was on tour in the US and could not be present to collect the award and called upon all present to join him in congratulating Jeff on being a recipient.

ELECTION OF THE LORD MAYOR 2016/17

It was moved by the Lord Mayor (Councillor Ray Hassall), seconded and -

18673

RESOLVED:-

That Standing Order No. 1(2) (relating to time limits for speeches) be suspended for that part of the meeting relating to ceremonial matters.

It was moved by Councillor Mike Ward and seconded by Councillor Phil Davis and:

18674

RESOLVED:-

That Councillor Carl Rice be elected Lord Mayor of this City for the period ending with the Annual Meeting of the Council in 2017.

Councillor Carl Rice, escorted by his proposer and seconder, then entered the Chamber and was received with acclamation. Councillor Rice was informed that he had been elected Lord Mayor of the City and he thereupon made and signed the declaration accepting the office.

ADJOURNMENT

It was moved by the Lord Mayor (Councillor Carl Rice) and seconded that the meeting be adjourned for 10 minutes.

18675

RESOLVED:-

That the Council be adjourned until 1655 hours on this day.

The Council then adjourned at 1645 hours.

At 1655 hours the Council resumed at the point where the meeting had adjourned.

On re-entering the Chamber, the Lord Mayor (Councillor Carl Rice) took the Chair and acknowledged his election.

APPOINTMENT OF THE DEPUTY LORD MAYOR

It was moved by the Lord Mayor, seconded by Councillor Mike Leddy and -

18676

RESOLVED:-

That Councillor Ray Hassall be appointed Deputy Lord Mayor of this City for the period ending with the Annual Meeting of the Council in 2017.

Councillor Ray Hassall made and signed the declaration accepting the office and the Lord Mayor invested him with his badge of office.

PRESENTATION TO THE RETIRING LORD MAYOR

- 18677 The Lord Mayor presented Councillor Ray Hassall with a badge as a memento of his year of office as Lord Mayor.
-

PRESENTATION TO THE RETIRING LORD MAYOR'S CONSORTS

- 18678 The Lord Mayor presented Veronica Coleman, Lorraine Olley and Nayziya Sheik with badges as a memento of their year of office as Lord Mayor's consorts.
-

VOTE OF THANKS TO RETIRING LORD MAYOR

It was moved by Councillor Gareth Moore, seconded by Councillor Mike Sharpe and -

- 18679 **RESOLVED:-**

That this Council tenders to Councillor Ray Hassall its warm thanks for presiding over its meetings during the past year and for the conscientiousness and impartiality shown by him whilst in the Chair; it has noted with particular respect the dignity, kindness and courtesy which have characterised his conduct as Lord Mayor of the City of Birmingham during the year 2015/2016 and records its deep appreciation of the interest, time and energy he has devoted to meeting the many duties of his office and of his efforts to promote the City nationally and internationally, including Germany and United States of America.

The Council also takes great pleasure in conveying to The Lord Mayor's consorts its most grateful appreciation of their services and the keen interest that they have shown in the affairs of the City.

The Deputy Lord Mayor responded appropriately.

ADJOURNMENT

It was moved by the Lord Mayor and seconded that the meeting be adjourned for 10 minutes and that when reconvened Councillor Sir Albert Bore, as Father of the House, should take the Chair for the first item of business.

- 18680 **RESOLVED:-**

That the Council be adjourned until 1735 hours on this day and that when reconvened Councillor Sir Albert Bore, as Father of the House, take the Chair for the first item of business.

The Council then adjourned at 1725 hours.

At 1742 hours the Council resumed at the point where the meeting had adjourned and Councillor Sir Albert Bore took the Chair.

ALLOWANCES

It was moved by Councillor Sir Albert Bore, seconded and

18681

RESOLVED:-

That an allowance of £30,244 be made to the Lord Mayor for his present year of office.

It was moved by Councillor Sir Albert Bore, seconded and

18682

RESOLVED:-

That an allowance of £9,136 be made to the Deputy Lord Mayor for his present year of office.

The Lord Mayor then entered the Chamber and resumed the Chair.

DATES OF MEETINGS

The motion relating to dates having been moved by the Lord Mayor and seconded was put to the vote and by a show of hands was declared to be carried and-

18683

RESOLVED:-

That the meetings of this Council for the Municipal Year 2016/2017 be held at 1400 hours in the Council Chamber on the following dates:-

<u>2016</u>	<u>2017</u>
14 June	10 January
12 July	7 February
13 September	28 February
1 November	4 April
6 December	

ANNUAL MEETING OF THE COUNCIL IN 2017

It was moved by the Lord Mayor, seconded and

18684

RESOLVED:-

That the Annual Meeting of this Council in 2017 be held on Tuesday 23 May 2017 at 1600 hours in the Council Chamber.

ELECTION OF COUNCILLORS

The following report of the Returning Officer was submitted:-

(See document No. 2)

It was moved by the Lord Mayor, seconded and

18685

RESOLVED:-

That the report of the Returning Officer of the persons elected Councillors of the City on 5 May 2016 and the making of the declarations of acceptance of office be received.

LORD MAYOR'S ANNOUNCEMENTS

Death of former Councillor Reverend Richard Bashford

The Lord Mayor referred to the recent death of former Councillor Reverend Richard Bashford who served as a Councillor from March 1994 to May 2008. The Lord Mayor continued that Richard served on a number of Committees and Sub-Committees of the Council as well as the West Midlands Passenger Transport Authority.

After a number tributes had been paid by Members it was moved by the Lord Mayor, seconded and:-

18686

RESOLVED:-

That this Council places on record its sorrow at the death of former Councillor Reverend Richard Bashford and its appreciation of his devoted service to the residents of Birmingham; it extends its deepest sympathy to members of his family in their sad bereavement.

PETITIONS

Petitions Relating to City Council Functions Presented before the Meeting

The following petition was presented before the meeting:-

(See document No 3)

In accordance with the proposals by the Member presenting the petition, it was moved by the Lord Mayor, seconded and -

18687

RESOLVED:-

That the petition be received and referred to the relevant Chief Officer.

Petitions Relating to City Council Functions Presented at the Meeting

The following petitions were presented:-

(See document No. 4)

In accordance with the proposals by the members presenting the petitions, it was moved by the Lord Mayor, seconded and -

18688

RESOLVED:-

That the petitions be received and referred to the relevant Chief Officers.

Petition Relating to External Organisations Presented at the Meeting

The following petition was presented:-

(See document No 5)

In accordance with the proposals by the Member presenting the petition, it was moved by the Lord Mayor, seconded and -

18689

RESOLVED:-

That the petition be received and referred to the relevant organisation.

Petitions Update

The following Petitions Update was submitted:-

(See document No. 6)

It was moved by the Lord Mayor, seconded and -

18690

RESOLVED:-

That the Petitions Update be noted and those petitions for which a satisfactory response has been received, be discharged.

REVIEW OF THE CITY COUNCIL'S CONSTITUTION

To consider the report of the Council Business Management Committee.

(See document No. 7)

It was moved by Councillor John Clancy and seconded:

“That approval be given to the necessary changes to the City Council’s Constitution as indicated by the tracked changes in the appendix to the report and that the City Solicitor be authorised to implement the changes with immediate effect.”

A debate ensued

Councillor John Clancy replied to the debate.

The Motion was put to the vote and by a show of hands was declared to be carried.

It was accordingly

18691

RESOLVED:-

That approval be given to the necessary changes to the City Council's Constitution as indicated by the tracked changes in the appendix to the report and that the City Solicitor be authorised to implement the changes with immediate effect.

LEADER'S ANNOUNCEMENT OF CABINET MEMBERS

18692

At the invitation of the Lord Mayor, Councillor John Clancy, announced the Members of the Cabinet and their respective Portfolios as follows:

Deputy Leader	Councillor Ian Ward
Cabinet Member for Children, Families and Schools	Councillor Brigid Jones
Cabinet Member for Clean Streets, Recycling and Environment	Councillor Lisa Trickett
Cabinet Member for Health and Social Care	Councillor Paulette Hamilton
Cabinet Member for Housing and Homes	Councillor Peter Griffiths
Cabinet Member for Jobs and Skills	Councillor Brett O'Reilly
Cabinet Member for Transparency, Openness and Equality	Councillor Waseem Zaffar
Cabinet Member for Transport and Roads	Councillor Stewart Stacey
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Cabinet Member for Value for Money and Efficiency	Councillor Majid Mahmood
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SUPPLEMENTARY REPORT OF THE INDEPENDENT REMUNERATION PANEL

The following report of the Council Business Management Committee was submitted

(See document No. 8)

It was moved by Councillor John Clancy and seconded:

“The recommendations made by the Independent Remuneration Panel on page 3 of the Supplementary report be accepted.”

A debate ensued

Councillor John Clancy replied to the debate.

The Motion was put to the vote and by a show of hands was declared to be carried.

Here upon a poll being demanded the voting, with names listed in seat number order, was as follows:-

(See document No 9)

Councillor Kate Booth indicated that she wished to be included as having voted for the motion.

Therefore, the total results referred to in the interleave should read:-

Yes – 50 (For the Motion);

No – 27 (Against the Motion);

Abstain – 31 (Abstentions).

It was accordingly

RESOLVED:-

The recommendations made by the Independent Remuneration Panel on page 3 of the Supplementary report be accepted.

CITY COUNCIL APPOINTMENTS

The following report of the Council Business Management Committee was submitted together with the appendix circulated around the Chamber:

(See document No. 8)

Councillor Sharon Thompson indicated that in respect of the Chairmen of the Departmental Consultative Committees she wished to nominate the following:

Economy Directorate	Cllr Alex Buchanan
People Directorate	Cllr Karen M ^c Carthy
Place Directorate	Cllr Peter Griffiths

In addition Councillor Thompson nominated Cllr Zafar Iqbal and Cllr John O'Shea (substitute) for the ITA.

18693

RESOLVED:-

That the City Council makes appointments to Committees and Other Bodies as set out below:

1. **APPOINTMENT OF MEMBERS TO SERVE ON OVERVIEW AND SCRUTINY COMMITTEES UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017**

(A) **CORPORATE RESOURCES AND GOVERNANCE OVERVIEW AND SCRUTINY COMMITTEE**

(Must comply with proportionality requirements)

12 Members

Labour (8)	Conservative (3)	Liberal Democrat (1)
Cllr Muhammad Afzal	Cllr Randal Brew	Cllr Ray Hassall
Cllr Mohammed Aikhlaq	Cllr Ewan Mackey	
Cllr Marje Bridle	Cllr Anne Underwood	
Cllr Ansar Ali Khan		
Cllr Changese Khan		
Cllr Chaman Lal		
Cllr Yvonne Mosquito		
Cllr Hendrina Quinnen		

Councillor Mohammed Aikhlaq as Chair

(B) ECONOMY, SKILLS AND TRANSPORT OVERVIEW AND SCRUTINY COMMITTEE

(Must comply with proportionality requirements)

12 Members

Labour (8)	Conservative (3)	Liberal Democrat (1)
Cllr Phil Davis	Cllr David Barrie	Cllr Zaker Choudhry
Cllr Diane Donaldson	Cllr Timothy Huxtable	
Cllr Zafar Iqbal	Cllr Ken Wood	
Cllr Ziaul Islam		
Cllr Josh Jones		
Cllr John O'Shea		
Cllr Eva Phillips		
Cllr Sharon Thompson		

Councillor Zafar Iqbal as Chair

(C) SCHOOLS, CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY COMMITTEE

(Must comply with proportionality requirements)

12 Members

Labour (8)	Conservative (3)	Liberal Democrat (1)
Cllr Susan Barnett	Cllr Matt Bennett	Cllr Sue Anderson
Cllr Kate Booth	Cllr Debbie Clancy	
Cllr Barry Bowles	Cllr Alex Yip	
Cllr Shabrana Hussain		
Cllr Julie Johnson		
Cllr Chauhdry Rashid		
Cllr Valerie Seabright		
Cllr Martin Straker-Welds		

Other Voting Members (4)

1 Church of England diocese representative – Mrs Sarah Smith

1 Roman Catholic diocese representative – Richard Potter

2 Parent Governor Representatives – Samera Ali, Evette Clarke

Councillor Susan Barnett as Chair

(D) **HEALTH, WELLBEING AND THE ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE**

(Must comply with proportionality requirements)

12 Members

Labour (8)	Conservative (3)	Liberal Democrat (1)
Cllr Uzma Ahmed	Cllr Deidre Alden	Cllr Sue Anderson
Cllr Mick Brown	Cllr Andrew Hardie	
Cllr John Cotton	Cllr Simon Jevon	
Cllr Carole Griffiths		
Cllr Kath Hartley		
Cllr Mohammed Idrees		
Cllr Karen McCarthy		
Cllr Robert Pocock		

Councillor John Cotton as Chair

(E) **HOUSING AND HOMES OVERVIEW AND SCRUTINY COMMITTEE**

(Must comply with proportionality requirements)

12 Members

Labour (8)	Conservative (3)	Liberal Democrat (1)
Cllr Gurdial Singh Atwal	Cllr Gary Sambrook	Cllr Roger Harmer
Cllr Andy Cartwright	Cllr Ron Storer	
Cllr Matthew Gregson	Cllr Margaret Waddington	
Cllr Des Hughes		
Cllr Mahmood Hussain		
Cllr Mary Locke		
Cllr Victoria Quinn		
Cllr Sybil Spence		

Councillor Victoria Quinn as Chair

2. **APPOINTMENT OF MEMBERS TO SERVE ON THE REGULATORY COMMITTEES UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017**

(A) PLANNING COMMITTEE

(Must comply with proportionality requirements)

15 Members

Labour (10)

Conservative (4)

Liberal Democrat (1)

Cllr Tahir Ali

Cllr Bob Beauchamp

Cllr Carol Jones

Cllr Mohammed Azim

Cllr Maureen Cornish

Cllr Steve Booton

Cllr Peter Douglas Osborn

Cllr Mohammed Fazal

Cllr Gareth Moore

Cllr Barry Henley

Cllr Kerry Jenkins

Cllr Narinder Kaur Kooner

Cllr Keith Linnecor

Cllr Mike Sharpe

Cllr Fiona Williams

Councillor Mike Sharpe as Chair

(B) LICENSING AND PUBLIC PROTECTION COMMITTEE

(Must comply with proportionality requirements)

15 Members

Labour (10)

Conservative (4)

Liberal Democrat (1)

Cllr Nawaz Ali

Cllr Bob Beauchamp

Cllr Neil Eustace

Cllr Alex Buchanan

Cllr Des Flood

Cllr Lynda Clinton

Cllr Gareth Moore

Cllr Basharat Dad

Cllr Rob Sealey

Cllr Barbara Dring

Cllr Jayne Francis

Cllr Penny Holbrook

Cllr Nagina Kauser

Cllr Tony Kennedy

Cllr Mike Leddy

Councillor Barbara Dring as Chair

(B1) LICENSING SUB-COMMITTEE A

(Must comply with proportionality requirements)

3 Members

Labour (2)

Conservative (1)

Liberal Democrat (0)

Cllr Barbara

Cllr Bob

Dring

Beauchamp

Cllr Nagina

Kauser

Councillor Barbara Dring as Chair

(B2) **LICENSING SUB-COMMITTEE B**

(Must comply with proportionality requirements)

3 Members

Labour (2)

Conservative (1)

Liberal Democrat (0)

Cllr Lynda Clinton

Cllr Gareth Moore

Cllr Nawaz Ali

Councillor Lynda Clinton as Chair

(B3) **LICENSING SUB-COMMITTEE C**

(Must comply with proportionality requirements)

3 Members (1 seat given up by Conservative Group to the Liberal Democrat to reflect proportionality across the 3 Licensing Sub-Committees)

Labour (2)

Conservative (0)

Liberal Democrat (1)

Cllr Alex Buchanan

Cllr Neil Eustace

Cllr Mike Leddy

Councillor Alex Buchanan as Chair

3. **APPOINTMENT OF MEMBERS TO SERVE ON THE COUNCIL BUSINESS MANAGEMENT COMMITTEE UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017**

(Outside of proportionality requirements)

8 Members –

Labour Group Leader, Deputy Leader & Group Secretary

Conservative Group Leader & Group Secretary

Liberal Democrat Group Leader or Group Secretary

2 Labour

Labour (5)

Conservative (2)

Liberal Democrat (1)

Cllr Barry Bowles

Cllr Robert Alden

Cllr Mike Ward

Cllr John Clancy

Cllr Anne Underwood

Cllr Mohammed Idrees

Cllr Sharon Thompson

Cllr Ian Ward

Leader of the Council as Chair

4. **APPOINTMENT OF MEMBERS TO SERVE ON THE AUDIT COMMITTEE UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017**

(Must comply with proportionality requirements)

8 Members

Labour (5) Conservative (2) Liberal Democrat (1)

Cllr Sir Albert Bore	Cllr Meirion Jenkins	Cllr Paul Tilsley
Cllr Sam Burden	Cllr Fergus Robinson	
Cllr Tristan Chatfield		
Cllr Shafique Shah		
Cllr Claire Spencer		

Councillor Tristan Chatfield as Chair

5. **APPOINTMENT OF MEMBERS TO SERVE ON THE TRUSTS AND CHARITIES COMMITTEE UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017**

(Must comply with proportionality requirements)

8 Members (1 seat given up by Labour Group to the Independent Member)

Labour (4) Conservative (2) Liberal Democrat (1) Independent (1)

Cllr Mariam Khan	Cllr John Alden	Cllr Paul Tilsley	Cllr Ian Cruise
Cllr James McKay	Cllr David Pears		
Cllr Habib Rehman			
Cllr Mick Finnegan			

Councillor Habib Rehman as Chair

6. **APPOINTMENT OF MEMBERS TO SERVE ON THE STANDARDS COMMITTEE UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017**

(City Councillor appointments to comply with proportionality requirements)

5 Members

Labour (3) Conservative (1) Liberal Democrat (1)

Cllr Mahmood Hussain	Cllr Deirdre Alden	Cllr Paul Tilsley
Cllr Mike Sharpe		
Cllr Shafique Shah		

4 independent voting members:

Philip Richardson
Peter Wiseman
Steven Jonas
Professor Stephen Shute

1 member representing the New Frankley in Birmingham Parish Council and 1 member representing the Sutton Coldfield Parish Council (Parish member

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must be present when matters relating to the Parish Council or its Members are being considered):

New Frankley in Birmingham Parish Councillor
Sutton Coldfield Parish Councillor

Philip Richardson and Peter Wiseman as joint Chairmen (independent)

The quorum is 3 and must include at least one independent member and one Parish Council member if matters relating to the Parish are to be discussed.

7. ANNUAL APPOINTMENTS TO OUTSIDE BODIES UNTIL THE ANNUAL MEETING OF THE COUNCIL IN MAY 2017

(A) Local Government Association – General Assembly (4 Councillors to exercise 17 votes in accordance with proportionality)

Labour Group Members	11 votes
Conservative Group Member	4 votes
Liberal Democrat Group Member	2 votes
Cllr John Clancy	(Lab)
Cllr Ian Ward	(Lab)
Cllr Robert Alden	(Con)
Cllr Jon Hunt	(Lib Dem)

(B) West Midlands Fire and Rescue Authority (10 Councillors appointments must comply with proportionality requirements)

Labour (7)	Conservative (2)	Liberal Democrat (1)
Cllr Gurdial Singh Atwal	Cllr David Barrie	Cllr Neil Eustace
Cllr Kate Booth	Cllr Rob Sealey	
Cllr Andy Cartwright		
Cllr Lynda Clinton		
Cllr Basharat Dad		
Cllr Mohammed Idrees		
Cllr Sybil Spence		

Cllr Mohammed Idrees as Lead Member

(C) Transport Delivery Committee (7 Councillors appointments must comply with proportionality requirements)

Labour (5)	Conservative (2)
Cllr Phil Davis	Cllr Robert Alden
Cllr Mohammed Fazal	Cllr Timothy Huxtable
Cllr Kath Hartley	
Cllr Chaman Lal	
Cllr Keith Linnecor	

Cllr Phil Davis as Lead Member

(D) West Midlands Police and Crime Panel

To appoint one Labour member and a named substitute to serve on West Midlands Police and Crime Panel.

Member	Substitute
Cllr Fiona Williams (Labour)	Cllr John O'Shea

Birmingham to nominate to West Midlands Joint Committee 1 Labour representative and 1 Conservative representative to serve on West Midlands Police and Crime Panel, along with a named substitute for each.

Member	Substitute
Cllr (Labour)	Cllr
Cllr Peter Douglas Osborn (Conservative)	Cllr David Barrie

(E) West Midlands Joint Committee

Leader of the Council - Voting Member
Deputy Leader of the Council - Substitute Voting Member
Leader of the Main Opposition Group - Observer Member:

(F) Departmental Consultative Committees

Chairmen of Departmental Consultative Committees:

Economy Directorate	Cllr Alex Buchanan
People Directorate	Cllr Karen McCarthy
Place Directorate	Cllr Zafar Iqbal

(G) Association of Councillors

The appointment is for a 3 year period of office ie May 2014 to May 2017 and the person appointed must be a Member of the Council.

Councillor Valerie Seabright

(H) Joint Scrutiny Committee for the Supervisory Board of the Greater Birmingham and Solihull Local Enterprise Partnership

Appoint one member of Authority and a substitute Member

Councillor John O'Shea and Councillor Zafar Iqbal (Substitute)

(I) **West Midlands Combined Authority**

The following appointments need to be made

WMCA Board

Member	Substitute
Cllr John Clancy	Cllr Brett O'Reilly
Cllr Ian Ward	Cllr Stuart Stacey

WMCA Overview and Scrutiny Committee

Member	Substitute
Cllr Claire Spencer	Cllr Zafar Iqbal

WMCA Audit Committee

Member	Substitute
Cllr Tristan Chatfield	Cllr Sam Burden

(J) **ITA**

Cllr Zafar Iqbal and Cllr John O'Shea (substitute).

(K) **Annual Appointments to Other Bodies**

(Historically, proportionality has been applied to positions requiring two or more members, although it does not need to be applied to such appointments).

Body

Representative

(a) Interim Standing Advisory Council on Religious Education – 8 Representatives	Cllr Gurdial Singh Atwal (Lab) Cllr Phil Davis (Lab) Cllr Barry Henley (Lab) Cllr Chauhdry Rashid (Lab) Cllr Fiona Williams (Lab) Mr Guy Hordern (Con) Cllr Debbie Clancy (Con) Cllr Jon Hunt (Lib Dem)
(To comply with proportionality - 5 Lab; 2 Con; 1 Lib Dem)	
Cllr Barry Henley as Chair	
(b) Employee Consultative Forum (Education) 8 Councillors	Cllr Barry Bowles (Lab) Cllr Brigid Jones (Lab) Cllr Chauhdry Rashid (Lab) Cllr Valerie Seabright (Lab) Cllr Martin Straker-Welds (Lab) Cllr Debbie Clancy (Con) Cllr Des Flood (Con) Cllr Sue Anderson (Lib Dem)
(To comply with proportionality - 5 Lab; 2 Con; 1 Lib Dem)	

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(c) City Housing Liaison Board 3 Councillors plus 1 Lab alternate 1 Lab; 1 Con; 1 Lib Dem	Cllr Peter Griffiths	(Lab)
	Cllr Josh Jones	(Lab) alt
	Cllr John Lines	(Con)
	Cllr Zaker Choudhry	(Lib Dem)

The Council rose at 1851 hours.

REPORT OF THE COUNCIL BUSINESS MANAGEMENT COMMITTEE

APPOINTMENTS BY THE COUNCIL

Set out below for approval is a recommendation of the Council Business Management Committee relating to appointments etc. to be made by the City Council.

RECOMMENDED:-

That the following persons be appointed to serve on the Bodies set out below:-

Standards Committee

New Frankley in Birmingham Parish Council Member - Cllr Ian Bruckshaw
Sutton Coldfield Parish Council - Cllr. Derrick Griffin

West Midlands Police and Crime Panel

Birmingham to nominate to West Midlands Joint Committee 1 Labour representative and substitute to serve on the West Midlands Police and Crime Panel.

Member	Substitute
Cllr	Cllr
(Labour)	

**REPORT OF THE IMPROVEMENT QUARTET: COUNCILLOR JOHN CLANCY, COUNCILLOR
BRIGID JONES, MARK ROGERS AND PETER HAY**

CHILDREN'S SOCIAL CARE: IMPROVEMENT AND CHALLENGES

The motion: The Council welcomes and notes the progress in children's social care and proposed next steps, including the intention to explore and develop a voluntary trust arrangement for children's services.

1. Introduction

At the meeting of the Council on 1 December 2015 it was agreed that, in addition to routine performance reports to Cabinet and the work of the scrutiny function, there would be a six-monthly report to Council on progress in children's social care and in education. This is the first of those reports and covers children's social care. A report on education is scheduled for the July Council.

The position of the Council has been one of long term difficulty in running children's social care, perhaps best captured in our own words by the 2009 Scrutiny Review:

"Unfortunately Birmingham's children's social care service has a history of underperformance over the past decade. The difficulties in children's social care are systemic and deeply ingrained so there is no quick fix...It is about asking the question, in the light of our history of underperformance, how do we make sure that (immediate) improvements are sustained and embedded?"

(Cllr Len Clark, Preface pp03 Report of the Inquiry into Protecting Children and Improving Children's Social Care)

All parties in this Council have accepted that they have had a part to play over this period of sustained failure.

2. Timeline

1999 – Joint Review inspection points to serious difficulties in children's services which need urgent attention.

2001 – SSI inspection finds children's services inadequate with poor prospects; zero star rating and Performance Action Team approach.

2003 – SSI re-inspection finds the same rating.

2004 – SSR re-inspection rates service as still poor but with promising prospects.

2004 – Serious case review on the death of Toni Ann Byfield published.

2005 - SSI re-inspection rates the service as adequate with promising prospects – one star rating.

2006 – creation of new Children’s Services Departments becomes law and Birmingham makes this arrangement.

2008 - Children’s Services Annual Performance Assessment judges the service as inadequate at helping children to stay safe. The first twelve month improvement notice is issued by Government.

2009 - Serious Case Review on the death of Khyra Ishaq published. Improvement Board with an Independent Chair (Liz Railton) appointed.

2009 - Scrutiny Report of the Inquiry into Protecting Children and Improving Children’s Social Care, published.

2010 - Ofsted inspection of Safeguarding and Looked After Children’s services judges both overall effectiveness and capacity for improvement as inadequate. There was criticism of deficiencies in front line work and of the inadequate medium term plans of the council which lacked immediacy.

2012 - Ofsted inspection of Local Authority Arrangements for the protection of Children found significant weaknesses in practice, ineffective partnership working and a lack of strategic oversight and leadership from the Children’s Trust and Safeguarding Board.

2013 (summer) - DfE case review found the service to be in a fragile and unsafe state, with a lack of trust following a reorganisation showing in high vacancy rates and excessive workloads. An immediate stabilisation period was implemented, with the Minister concluding in November 2013 that he had asked Professor Julian Le Grand to review structure and governance.

2013 - Serious Case review on the death of Keanu Williams published.

2013 - LGA Peer Review of Children’s Services and InLoGov peer review of partnership working.

2014 - The Le Grand Report was published.

2014 - Ofsted Single Inspection Framework finds the council inadequate.

2014 - Implementation of the Le Grand Recommendations and appointment of Lord Warner as Commissioner (Note Lord Warner also worked alongside Sir Mike Tomlinson as Commissioner for the Education Plan improvement requirements and both were members of the Improvement Panel).

2015 - Appointment of Andrew Christie as the second Commissioner.

3. What progress has been made since Le Grand?

The Le Grand report highlighted a number of serious practice and structural issues which reflected a lack of focus on the long term nature of the problems and a corporate/political centre that appeared to lack attention on key issues. These significant themes have been addressed by:

- Major investment programme, particularly to address staffing levels with the creation of additional posts.
- Review of recruitment methods: a recruitment package that assists the employment and retention of social work staff is now in place.
- Significant engagement with stakeholders through the new joint commissioning panel and the Strategic Leaders Forum.

- Appointment of an Executive Director, with a focus solely on children's social care and a clear view on great social work. This is supported by the new Chief Social Work Officer (CSWO) appointment so that practice matters are embedded into the approach.
- A risk assessment on senior management capacity and a statement about resource deployment are now standard practice, both overseen by the Chief Executive and reported within the budget and policy setting reports to Council.
- Tackling, with the oversight of Lord Warner, the issues identified in the Le Grand report about "unidentified risk".

With Lord Warner's oversight the following issues were addressed:

- The establishment of clear lines of accountability. The "Quartet" arrangement is a simple bringing together of those who hold the statutory roles for children and leadership of the council so that there is clear oversight. Lord Warner was clear that this was effective, but that such an arrangement should remain in place for the medium term.
- A single improvement plan.
- The MASH development (Multi-Agency Safeguarding Hub), which rebuilt a degree of confidence and led to further work to respond with greater speed to children and families who need help and support rather than just protection referrals.
- A significant review of management capacity and capability with a major independent assessment exercise completed across the service, followed by development processes.
- A significant review of employment issues covering recruitment and retention, the replacement of the previous PDR system, a more competitive pay offer and the single agency supplier framework agreement.
- The development of an IT strategy, with a focus on immediate strengthening of the system as well as the longer term procurement of a replacement system now underway.
- An itemised three year budget and finance strategy that secured the right level of resourcing and ways of maintaining this on a sustainable basis.
- A review of placement mix, leading to strengthened teams in aftercare, adoption and fostering to improve the experience of children.
- The development of greater commissioning capacity in children's services through the Commissioning Centre of Excellence approach within the Directorate. This was then supported by a market dialogue event and new partnerships that emerged.
- The most obvious of these new commissioning changes has been the outsourcing arrangements to transfer the Council's residential child care homes to Priory Group.
- The implementation of changes to Partnership approaches, particularly through the Strategic Leaders Forum, the establishment of the Birmingham Education Partnership and the Early Help and Safeguarding Partnership.
- In an innovative arrangement, CAFCASS managed the Independent Review service for 10 months providing much needed capacity and impetus, and handing it back as a more effective service, which we have continued to develop.
- Lastly, Lord Warner secured DfE support for the work that has commenced to review the Safeguarding Board and design better ways of overseeing multi-agency systems work to safeguard children. This leaves the Council well placed to take forward the thinking contained in Alan Wood's review published last month that suggests more local design of arrangements.
- Lord Warner relinquished the Commissioner role in May 2015, after the Early Help and Children's Social Care plan 2015-17 was agreed by the Cabinet. The DfE have supported that plan and the new operating model launched in September 2015 and have funded direct improvement work to social work teams from Essex County Council Children's Services.

In December 2015 a new Commissioner, Andrew Christie, was appointed by DfE. Andrew was a member of the Le Grand Review. In his current role he has observed that he is seeing a very different service now in Birmingham to what he saw in early 2014.

Appendix A contains a fuller summary of progress over the last year. **Appendix B** sets out a number of performance measures demonstrating progress over the last 12 months. **Appendix C** sets out priorities for 2016/17.

No one doubts that further progress is needed. Much of the work done is at an early stage, and the constant message about a determined and sustained focus on social work practice must be heeded. That practice also needs to evolve to respond to the identification of threats to children coming from extremism and CSE.

4. Trusts - background

The Prime Minister announced in December 2015 that if a local authority experienced a second, successive inadequate Ofsted rating that would lead to automatic consideration of alternative delivery methods instead of continued lead provision by “failing” Councils.

There has been a history of imposed Trust solutions, such as the 10-year independent trusts at Doncaster and Slough. At the end of last year Sunderland, responding to its own failings, developed a more “co-produced” model, working with the DfE. Hampshire County Council took over the running of the Isle of Wight’s children’s “inadequate” services for five years. Nottinghamshire Children’s Trust is a partnership of organisations that provide services to children, young people or families in Nottinghamshire and is a commissioning sub-group of the Nottinghamshire Health and Wellbeing Board. Trafford Council and Pennine Care NHS Foundation Trust have entered into a Strategic Partnership Agreement for Integrated All Age Community Health and Social Care Services, with Pennine Care taking lead responsibility for the day-to-day provision of children’s services.

In recent months a growing number of Councils with good ratings have begun to think through whether Trust models would offer business and strategic advantage, Lincolnshire are highlighted in particular. The term “Trust” is used here in a broad sense to include a wide range of other delivery models.

As we continue to develop and embed good practice, and in the context of the financial pressures facing all public services, it is right that we too have been exploring models of governance, organisation and innovation, including those being developed across the country by other children’s services local authorities that share our interest in securing and sustaining good social work practice and improving outcomes for children and families. The Dispatches TV programme, which aired on 26 May 2016 and focused on Birmingham Children’s Services, was not reflective of wider progress in children’s social care and our general direction of travel. It did, however, have some effect on the timing of the announcement of the Council’s intention to explore the development of a trust option.

Over recent years, Governments have sought to widen the options available to respond to failure in children’s services, through which the Trust model has emerged.

5. Trusts and the 2014 Le Grand Review

Le Grand considered four formal options:

- “Watchful waiting” which was not recommended.

- The transfer of responsibility for children's services to another authority (the "Isle of Wight" option) ; it was felt difficult to conceive of another local authority both strong enough in performance and large enough to undertake a "take over" of Birmingham and therefore this was not recommended at this stage. (Note this predates the DfE creating the "Partners in Improvement" programme, which has seen Essex provide improvement support to Birmingham since summer 2015.)
- Splitting commissioning from provision. Le Grand set out options around not for profit trusts, existing private or social enterprise organisations at city or area level. The panel considered that at the time the principal difficulty in taking forward such a recommendation was the absence of resources by way of high quality delivery partners within the "market" to set up such an organisation. Professor Le Grand has subsequently been leading a national review of this very issue to stimulate improvement capacity. The panel also had concerns about the ability of the Council to "commission well" in such a scenario as the arm's length nature could compound the risk of a lack of future corporate priority.
- The recommended option, which was the appointment of a Commissioner, Panel and associated directions.

As part of the Le Grand review, the Council was asked to submit an options appraisal covering five scenarios. These options were assessed against a range of criteria and then scored. The full assessment is attached as **Appendix D** to this report. The options and their total score were:

- Break Up Birmingham (46).
- Outsource to the private sector (57).
- Trust model with accountability to the DfE (64).
- Trust model with accountability to BCC (74).
- Integrated Transformation (82).

It also assessed the acceptability of each proposal in a ranking score.

Le Grand commented on the favourable score that the Council had given to the Trust options and stated:

"we do consider that this option has potential in the longer run for helping to resolve Birmingham's difficulties, and we consider it important that the capacity barriers, both in terms of provision and commissioning, to the realisation of this potential be explored in greater depth..." (*Le Grand pp23*).

There have been significant changes since Le Grand's evaluation. The law has been changed to explicitly prohibit a private sector provider. Equally, there are now Councils that have completed the process of moving services into Trust arrangements and some of the legal complexity has therefore been reduced by these precedents. It is however still too recent for evidence to emerge to support a view on whether Trusts are an effective improvement intervention. "

6. Securing long term sustainability

Whilst the improvement of children's experiences and outcomes remains of the highest priority, we need to consider the best ways in which to secure long term sustainability. We commenced a programme of work in early May 2016 to look again at the context and the Trust option. This is shaped by a number of key factors:

- The Council has developed a much sharper commissioning function which, when combined with public health intelligence, allows us to consider better the options for service design for children's social care.
- The need to be able to attract and retain social workers requires a competitive salary, good working conditions and above all a feeling of being well managed and supported. These options could perhaps best be secured in the longer term within a Trust structure.
- From the work being led on the Safeguarding Board we have seen that there could be real advantages in a model which combines a range of expertise in overseeing a focussed business model.
- An argument placed by Le Grand is for a "clean break" with the past. Of course any child care organisation in Birmingham will carry echoes of the past, but the weight of that past history has been clear in recent weeks.
- Combining all of these – an intelligent commissioner with a Board focussed upon delivery - could create the right degree of focus upon a shared aim of being a city that has the highest ambitions for those children and families who need the most help in childhood. Indeed the absence of this type of creative tension is a part of the past.

There is a great deal to be done before we properly consider the shape of any Trust arrangement and to bring full information in front of the Council for decision. However some early principles are very clear:

- The Council must be able to sustain a focus upon the improvement in social work practice that is most needed by children and families. It should not pursue a Trust option if that becomes a distraction from this task.
- The Council must be able to design an organisational form that supports and develops the best social work support to children and families.
- The Council must take responsibility for working with social work and related staff through this period. Their engagement and support is essential to any Trust being a success. In particular it is important to stress to full Council that we understand that social workers are a scarce resource and that the Trust must be well placed to compete by at least matching and preferably bettering current terms and conditions.
- The Council must engage and develop the Trust model with partners.
- The current financial plan and Council priority must be maintained through to at least 2020.

In taking the trust development forward we will ensure we keep an unrelenting focus on social work practice, on direct work with children and families, on purposeful plans implemented in a timely way, on effective management oversight, support and challenge, on collaborative partnership, and on building a learning culture that seeks to improve by listening to children and families.

Appendices:

Appendix A - Birmingham Children's Services - Overview of progress

Appendix B - Performance May 2015- April 2016

Appendix C - Priorities for 2016/17

Appendix D - Options Appraisal – Transforming Children's Services – December 2013

Birmingham Children's Services - Overview of progress

1. Summary

Since the 2014 Ofsted inspection we have delivered the first 2 years of our improvement plan, as part of the response to Government Directions and with the oversight of Lord Warner, the appointed Children's Commissioner. The primary focus in year 1 was on establishing stability in the service, the creation of MASH, a highly visible single point of entry and multi-agency information sharing to ensure children's needs are met, and establishing a credible budget and stabilising the workforce. All of these were achieved.

We now have a new 'Early Help and Children's Social Care improvement plan 2015-17' with a stronger focus on improving social work practice and reducing delays. We are almost fully staffed, although still relying on agency staff for a quarter of posts and we have more manageable caseloads (average 15 children). We have agreed partner thresholds – Right Service, Right Time (RSRT) and an early help strategy is in place, with a strong targeted early help offer. We have also established a system-wide Early Help and Safeguarding Partnership to shape our service responses and our offer across agencies and settings.

There is clear vision and purpose and direction for the service and more stable leadership with improved political ownership of the improvement journey. However, there is still a long way to go to ensure children and families receive a responsive and effective service that engages with them to enable positive change.

In August 2015 we launched 'our operating model for children's services' setting out how we would move to a consistent shape so that the needs of children and families are met by the team with the right expertise for their circumstances. We finally moved into that model in February 2016. Alongside the model we have developed guidance which sets out the remit of each team and how work flows between teams when needed without delay. The shape of the service is now clear, coherent and consistent with each team knowledgeable about their role in the whole system.

2. Social Work Practice

Assessment & Intervention teams (ASTI) are now established in each of the three Areas and these, alongside a focus on being clear about the purpose of our intervention, and a better use of our early help family support service, have enabled us to reduce average caseloads to 16. This is giving social workers more time to work with families.

We launched 'Our Support for children and families' guidance for January 2016 clarifying the role of each team and making sure work transfers easily and without delay when it needs to. Learning from the first round of Essex diagnostic self-assessments has informed this and helped develop clarity and consistency around the operation of ASTI teams.

These changes support a focus on direct work with families to improve outcomes for children. This is a big cultural change for the service which staff have generally welcomed, but which will take much more time to achieve fully. We now have a Chief Social Work Officer and three Principal Social Work Officers to support practice development across our 800 strong qualified workforce.

We have refreshed our strengthening families approach to child protection case conferences from October and have had very positive feedback about listening to children and families, informing meaningful plans that are addressing the real issues identified. This has resulted in a reduction of children on child protection plans as more children are supported through child in need plans.

Similarly, our practice focus on challenge before children come into care and moving children in care more quickly to permanent arrangements, such as adoption, has resulted in a reduction in numbers of children in care since April 2015 (although our Unaccompanied Asylum Seeking Children have increased).

We are working well with the local family justice board, our own legal service and CAFCASS collaboratively to improve court timescales and the quality of evidence in applications to the court and we have developed a new special guardianship policy in line with recent DfE consultation.

Practice is still variable and we have a long way to go, but gradually we are sorting out problems, addressing deficits and improving practice, and the full implementation of the operational model will give social workers a much clearer framework, expectations and capacity to continue improvement.

There is agreement to replace the CareFirst data and case management system with a more modern and fit for purpose system that will be much easier for social workers to use and thus free them to spend more time in direct work with children and families. Much work has been completed in recent months to simplify processes and forms on CareFirst for social workers, but it still remains a very cumbersome system using up lots of staff time.

3. Workforce

We now have a workforce strategy to stabilise staffing and give social workers the skills, confidence and the right tools to deliver social work that will make a real difference to children's lives. Recruitment of newly qualified social workers, social workers, team managers and foster carers is improving. We have a contract in place to procure agency staff through a single master agency (HCL), and this will over time reduce cost and improve quality.

The service is almost fully staffed and we have 40 additional posts from April 2016 to support improvements in fostering and adoption, leaving care, children in care and quality assurance (QA). Our HR data is still not sophisticated enough, and we have about 23% agency staff (West Midlands average 18% - but Birmingham May 2015 figure, 30%). The service is calmer and more stable, but we still struggle to recruit experienced social workers and team managers. We need to develop and agree an improved pay and rewards policy for qualified social workers.

We have strengthened our Assessed and Supported Year in Employment offer and we also recruited over 25 students this summer (as we did in summer 2015) who had been on placement with us. We have established a bespoke 'systemic supervision' course for team managers with the Institute of Family Therapy, which a second cohort of managers begins in June 2016. We were the largest local authority to pilot the new accreditation process in January with 120+ staff participating. We have a stable head of service and senior manager group with only one interim, and we have addressed several issues of middle/senior managers not able to perform.

We have a clear and workable supervision policy, and the Council has adopted a more outcome focused appraisal system. As we build on stability, a culture of learning and a slowly improving reputation, we expect our ability to recruit and retain will improve. Turnover has fallen from 21% to 16% in last year and agency staff from over 30% to 23%.

The above activity continues to be supported by the HR Business Partner for the Directorate for People and a Children's Services dedicated HR team which has a changed cultural focus and an ambition to operate at pace. Managers are now much better supported with HR issues and to manage performance.

4. Financial Planning

The Council has made children's services its top priority and has invested much-needed money into the service - making a further £21.5m available for 2015/16 (on top of an extra £9.6m in 2014/15).

The City Council has to find very significant savings (over £200m) over 4 years, but it has maintained its commitment to funding improvement in children's services with increased investment in the next two years. As part of the Future Council programme, in the 'Preventing Family Breakdown' stream, Children's Services will deliver £10m savings gross over 4 years, through having fewer young people in care, and more children in local foster placements overall, and through reductions in agency staff usage and a vacancy factor. The savings targets are realistic and achievable and in line with the improvement plan.

5. Partnership

We have established a new partnership framework this year by setting up the Children's Strategic Leaders Forum, chaired jointly by the Council's Chief Executive and the Chief Constable, and the Early Help and Safeguarding Partnership, also chaired jointly by the Council and West Midlands Police. The latter is establishing agreed multi-agency systems and processes across the whole children's system in Birmingham. We now have the fora in place where debate and discussion about what we are collectively trying to achieve and the best way of doing it together can take place – learning from the Leeds 'plan on a page' approach. We are continuing to explore new models for the local/regional safeguarding children board in light of Alan Wood's national LSCB review.

We have a strong youth offending service which has developed effective partnership working that engages vulnerable young people and their families which children's social work can learn from.

6. Quality assurance

The CSWO will lead on developing effective social work practice and help us build effective QA systems that produce learning to inform improvement at area, team and individual levels. We have a new QA framework and have launched a new case audit system. We also have a programme of monthly service area focused performance meetings to improve how we work together (this is in addition to arrangements in each Area). We have been subject to three peer challenges in last three months from other LAs – one about our leaving care services, one on Fostering and Adoption and one about our case audit system.

7. Children in care

Children in care are receiving more timely reviews and better care planning, and there have been improvements to the fostering and adoption service. However, children in care planning and care leaver pathway plans remain an area of weakness that requires more attention – eg. we have 126 children on placement orders waiting to be matched with an adoptive family (down from 150 in April).

We have also brought into place improved corporate parenting and children in care council arrangements. We are developing ways to more actively listen and learn from the children and families we work with to improve services for them.

Our Independent Reviewing Officer Service (IRO) was managed by CAFCASS from November 2014 and a better performing service returned to Council management in October 2015. We are now tracking children in care more systematically to reduce delays in their care journey and IRO are providing more constructive challenge and support to social workers.

We have high numbers of older teenagers entering care and we recognise that we need to offer such young people and their families a service focused on mediation and support and learning ways of

managing difficult behaviour and emotional regulation. We established a short-term intensive 'Edge of Care' service from October 2015. We have also applied to the DfE Innovation fund to establish a new service to work intensively with very vulnerable teenagers (CSE, radicalisation, self-harm) and their families.]

We need to improve our services for care leavers, with better pathway planning that supports more young people in education and employment and reduces the percentage of care leavers who are not in education, employment or training (NEET). A peer review by North Somerset has assisted here and we have invested in additional support to help care leavers into employment

We have a substantial programme of improvement in Fostering and Adoption which has resulted in the bringing in-house of foster carer, adopter and Special Guardianship Order (SGO) assessments, establishing stronger post-adoption and post-SGO support teams and a substantial recruitment of foster carers and adoptive families to improve quality and reduce our reliance on expensive external agencies. We have also had a recent peer review from Lincolnshire which has helped develop a new set of improvements in this area.

140 children were placed for adoption in 2015/16, compared to 120 in 2014/15, and 95 the year before.

8. Leadership and Management

We have a senior management team in place made up entirely of permanent appointments - ending the cycle of leadership change and failure to drive effective practice change which has characterised Birmingham's recent history. Senior managers are being held to account for their leadership and performance and action is being taken when deficits are apparent.

There is strong political commitment to improving outcomes for children in Birmingham and supporting children's services with resources and the tools to deliver these outcomes. Collectively the Leader, Cabinet Member, Chief Executive and Director of Children's Services maintain regular oversight of the improvement plan.

Partnership working around children's services had been poor for some considerable time. The new Children's Strategic Leaders Forum signals strategic and high level attention to improving children's outcomes. The forum is able to consider children's issues within the wider context of families' experiences and the opportunities and challenges presented by the city. It takes an overview of the systems working to support children and families in the city so that they are all aligned and working together to deliver that intention. The forum challenges gaps in coordination and delivery and ensure that the vision for services is stretching and ambitious.

The Early Help and Safeguarding Partnership oversees the delivery of the Early Help strategy and the shape of multiagency working to meet the needs of children and their families from universal to specialist, including locality working in hubs and areas and central processes such as the MASH. The co-chairs and members are visible champions of a "whole system" approach. This partnership will also develop models for more local partnership working in each of the City's three Areas. The work of the partnership in its first year was presented to all partners at a recent conference (June 2016), where a number of system and process changes were endorsed to improve access to help for children and families.

9. Commissioning

We have established a 'Commissioning Centre for Excellence' across the Directorate for People and embarked on a programme of review of externally commissioned services, with a greater focus on

targeted services, impact and value for money. This involves developing new more integrated contracts as existing arrangements come to an end.

We have agreed a contract with the Priory Group for the externalisation of 5 children's homes.

10. Improvement Support

The DfE have appointed Essex CC Children's Services as our improvement partner. Essex have delivered a programme of diagnostic peer/self-assessments in front-line teams followed by practice learning seminars. In the autumn the focus was on MASH and ASTI teams. Before Easter diagnostics were completed with Safeguarding teams, and at present children in care teams are undertaking these. The diagnostic is in effect a supported self-assessment of practice carried out with the team manager and their team. It is a learning exercise. The three main areas to come out of the work so far for improvement are: recording not showing the work carried out; insufficient management oversight on the record; not enough direct work with family focused on outcomes for the child. The safeguarding teams in each area were graded at 'Requires Improvement'.

11. Engaging with the reform agenda

In January 2016 Nicky Morgan, Secretary of State at DfE, launched 'Children's Social Care Reform – A Vision for Change'. This set out a national agenda to improve social work practice and leadership, and social work education. The paper announced a second round of Innovation Fund opportunities and an expansion of the Frontline social work qualification programme (similar to Teach First). At a meeting with Nicky Morgan on 20 January 2016, the Council's commitment to this reform agenda was made explicit. We have therefore been exploring the following:

- Innovation Fund expression of interest for funding a new approach to work with high risk vulnerable young people, with Morning Lane Associates. Proposal is for £3.4m over two years with the Council redeploying £500k of own its resources each year.
- Expression of interest to Frontline to support 6 social work student units (24 students) in Birmingham from summer 2017 – and we received confirmation on 3 June that this was successful.
- working with PAUSE, a current innovation fund project to establish a service for young women who have had children removed in care proceedings.
- regional adoption discussions with Herefordshire and others.
- early thinking about potential future organisational models.

PERFORMANCE - May 2015

% Re-referrals (Monthly)

	6 month cumulative	May-15
No. re-referrals	351	370
Total Referrals	1,459	1,328
Re-referrals %	24%	28%
Performance rating	AMBER	
Trend	AMBER	

Annual performance is OK but increase in May. This is an area for audit this year.

% Children seen at Assessment (S17 and S47)

	May-15
Assessments completed	1124
Children seen	691
% Seen at Assessment	61%

This is the first time this data has been extracted and is currently subject to validation and presentation to service leads.

Number of children with a Child Protection Plan - Snapshot as of month end

	Mar-15	May-15	EAST	NWC	SOUTH	MASH
No of CPP	1,301	1,305	385	394	453	9
Rate per 10K	47	48	37	37	69	
National average per 10K		42	Note: DCSC not included in area breakdown			

Our rate per 10,000 of children who are the subject of a child protection plan has increased significantly since January 2014 . Our rate is now higher than the national average and statistical neighbours.

% of child protection visits in the month

	6 month average	May-15
Number of CPP visited	980	1,108
Number of CPP to be visited	1,116	1,198
% visited in month	88%	92%
Performance rating	AMBER	
Trend	AMBER	

The standard is to see all children who are the subject of a child protection plan at least every fortnight and this is a core social work activity. In most cases children are visited at least monthly, and this is improving.

Number of Children in Care - Snapshot as of month end

	Mar-15	May-15	EAST	NWC	SOUTH
Total CiC	1975	1951	614	602	625
Rate per 10K	72	71	60	57	95
National average per 10K		60	Note: DCSC not included in area breakdown		

The rate has increased significantly since January 2014 but has plateaued in last three months. We are developing "edge of care" services for adolescents at risk of family breakdown. 220 of those in care are aged 17 and 21% are over 16.

Average caseload of qualified social workers

	May-15
Assessment Teams	25
Safeguarding Teams	20
Children in Care Teams	18
MASH Teams	13
Average Caseload - City	19
Performance rating	AMBER
Trend	AMBER

There is a trend of reducing average cases as cases that are not active are closed. But there are a number of newly qualified staff on protected caseloads, so the average for more experienced staff is higher. The new assessment teams have high caseloads, and this is an area we need to watch.

PERFORMANCE - April 2016

% Re-referrals (Monthly)

	Prev. 6 months cumulative	Apr-16
No. re-referrals	1,507	239
Total Referrals	6,376	1,168
Re-referrals %	23%	20%
Target	25%	
Performance rating	GREEN	
Trend	GREEN	
National average		24%

Since the MASH ASTI changes early this year we have seen a slight downward trend in re-referrals. It is probably too early to say this is a change rather than a variation.

% Children seen at Assessment (S17 and S47)

	Prev. 6 months average	Apr-16
Assessments completed	827	1068
Children seen	549	679
% Seen at Assessment	64%	64%
Target	68%	
Performance rating	AMBER	
Trend	AMBER	

CareFirst is not an easy system to extract good data such as this from. Children seen is a good proxy measure for quality of assessment. We want to see this % increase.

Number of children with a Child Protection Plan - Snapshot as of month end

	Mar-16	Apr-16	EAST	NWC	SOUTH
No of CPP	851	825	163	314	328
Rate per 10K	31	30	16	30	50
Target	850				
National average per 10K		42			

Our rate per 10,000 of children who are the subject of a child protection plan has gradually decreased since we refined our more child focused strengths based approach to case conferences. This puts parents and children at the centre. We are increasing the number of conferences where family and professionals agree that a child in need, rather than a child protection plan, is the way forward. There is continuing work about ICPC timescales and developing smarter and more purposeful CP plans.

% of child protection visits in the month

	Prev. 6 months average	Apr-16
At least one visit in a month		
Number of CPP visited	805	742
Number of CPP to be visited	862	778
% visited in month	94%	95%
Target	95%	
Performance rating	GREEN	
Trend	GREEN	

The standard is to see all children who are the subject of a child protection plan at least twice a month as this is a core social work activity. Visiting children on CP plans has increased significantly over last year.

Number of Children in Care - Snapshot as of month end

	Mar-16	Apr-16	EAST	NWC	SOUTH
Total CiC	1,807	1,807	559	508	575
Rate per 10K	66	66	54	48	87
Target - March 17	1,750				
National average per 10K		60			

* Since April 2015 18+ are excluded from the total CiC

The number of children and young people in care is gradually reducing as intended in our improvement plan. This is a combination of more adoptions and return homes and more challenge at resource panel. The edge of care teams are now operating in all three areas. Since April 2015 the number of unaccompanied asylum seeking children has increased from 13 to 75.

Average caseload of qualified social workers

	Apr-16
Assessment Teams	17
Safeguarding Teams	16
Children in Care Teams	14
Average Caseload - City	15
Target	16
Performance rating	GREEN
Trend	GREEN

National average	16
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There is a trend of reducing average cases as we become more focused on purposeful interventions. There are a number of newly qualified staff on protected caseloads, so the average for more experienced staff is higher. The ASTI teams have higher caseloads. We will seek to report this data by Area also in future months.

PERFORMANCE - May 2015

Number of unallocated single assessments (open >7 days)

	6 month average	May-15	EAST	NWC	SOUTH	MASH
Unallocated (open >7 days)	161	121	25	62	15	6
Total number of open single assessments	2,118	1,391	311	427	297	277
% of unallocated single assessments	8%	9%	8%	15%	5%	2%
Performance rating	AMBER					
Trend	AMBER					

The data shows that performance has improved significantly since November 2014 and the level of unallocation is approaching an acceptable level. Assessment and short term intervention teams (ASTI) have been introduced to improve the quality and timeliness of assessments and support for children and their families. The figures in NWC are an area for concern.

On-going single assessments in timescale (45 working days incl. S47)

	6 month average	May-15	EAST	NWC	SOUTH	MASH
No. inside	1619	1123	270	308	230	253
No. outside	449	268	41	119	67	24
Total	2067	1391	311	427	297	277
% Inside	78%	81%	87%	72%	77%	91%
Performance rating	AMBER					
Trend	GREEN	Note: DCSC not included in area breakdown				

The % completed is improving but this is an area for focus and improvement by Heads of Service in each area, especially NWC and South.

PERFORMANCE - April 2016

Number of unallocated cases (open >7 days)

	Prev. 6 months average	Apr-16	EAST	NWC	SOUTH
Unallocated (open >7 days)	N/A	17	7	10	0
Total number of open cases	N/A	5,357	1,341	2,479	1,537
% of unallocated cases	N/A	0.3%	0.5%	0.4%	0.0%
Target	20				
Performance rating	GREEN	Note: Citywide Teams are not included in area breakdown			
Trend	GREEN				

This new indicator is of open cases post MASH where there is no allocated social worker 7 or more days after referral. A report is sent to heads of service each week, so the cases are ever changing. We have set a target of keeping this number under 20 at any given time. This is a tiny percentage of all open cases.

Family assessments completed in timescale (45 working days incl. S47)

	Prev. 6 months average	Apr-16	EAST	NWC	SOUTH
No. inside	736	986	320	335	276
No. outside	142	135	43	59	12
Total	878	1,121	363	394	288
% Inside	84%	88%	88%	85%	96%
Target	82%				
Performance rating	GREEN				
Trend	GREEN				

National Average 82%

The timeliness of assessments is important to prevent drift and we are doing well in relation to 45 days. We want to see more assessments completed within 20 days in ASTI and a greater focus on short-term interventions.

	Off target	target	Above target
Rating	RED	AMBER	GREEN

	Not better	Bit better	Much better
Trend	RED	AMBER	GREEN

Priorities for 2016/17 - Early Help and Children's Social Care Improvement Plan 2015-17

	Main Issue	OBJECTIVES/ACTIONS
1	Workforce Development	Robust workforce development plan in place which delivers practice improvement, learning, management oversight and a focus on direct relationship-based social work interventions supporting a culture of high expectation and high achievement.
2	Family Support	Clarity about Early Help level 3 request for help pathway. Coherent Think Family/Family Support offer, including relationship with local universal plus services, in each Family Support team.
3	MASH	Improve and streamline MASH systems and processes, including use of CIAS (Children's Information and Advice Service), formalising information sharing, building strong CSE (child sexual exploitation) and missing processes, and passing work for assessment more quickly to Family Support or ASTI (assessment and short term intervention) teams.
4	16+ and Care leavers	Ensure all young people aged 16+ who are in care have an active pathway plan that they have contributed to, are in a nurturing placement (foster care where possible), have good educational support and are being prepared for adult life. Ensure that care-leavers aged 18+ have active plans and are being supported into further education and employment opportunities. Ensure that accommodation and support is of good quality and value for money.
5a	Missing Children	Missing Children - clear guidance, good data set and information, multi-agency processes, especially between Police and MASH, and implementation to ensure we act on learning from Return Interviews.
5b	CSE	Good information sharing, data and tracking of young people at risk of CSE. Effective multi-agency interventions to reduce risk or stop abuse. Good support and recovery service for young people.
5c	Radicalisation/Gangs	Prevent/Radicalisation - ensuring we have an effective response to people at risk of radicalisation/gangs etc - Both young people and children of young adults, including training and awareness.
6	Recruitment and HR	Recruitment & Retention - agree corporately a robust pay and reward scheme to recruit and retain social workers and reduce reliance on agency staff. Ensure sufficient HR capacity to support Children's Services. Improve ASYE (Assisted Supported Year of Employment) and post ASYE support. Explore Frontline.
7	Children living in long-term family	Improved care planning - including return home or move swiftly to long-term arrangements, Special Guardianship Orders, stronger focus on adoption; embed Edge of Care teams; more mediation between young people and parents to mend relationship. Increase use of Family Group Conference; Improved timescales and evidence in care proceedings.
8	More local foster placements	Increase use of internal fostering and reduce placements and residential use. Improve way placements are made with stronger focus on using in-house foster care.
9	Replace CareFirst	Tender for CareFirst system replacement. Simplify forms and processes in CareFirst in meantime.
10	Regional Adoption	Explore regional adoption arrangements.
11	Partnership	To strengthen and progress partnership by developing shared agreement around purpose and vision for children and families, building on the Early Help & Safeguarding Partnership.
12	LSCB (Local Safeguarding Children's Board)	Develop new and innovative arrangement to assure partner and individual agency effective work and collaboration to safeguard and promote the welfare of children.
13	Voice of Child and Family/ Quality Assurance	Improving our feedback from children and families including Children in Care, Children in Need and Children on Child Protection Plans - and learning from this feedback to improve our services.

APPENDIX D

SUMMARY							
	Option	Unweighted score	Overall weighted score	Weighted score as %	Improvement to services	DfE acceptability	Local acceptability
1	Break up Birmingham	46	0	0%	2	3	2
2	Outsource to private sector	57	0	0%	4	3	1
3	Trust Model - accountable to DfE	64	192	65%	5	5	1
4	Trust Model - accountable to BCC	74	222	75%	5	4	4
5	Integrated Transformation	82	0	0%	5	3	5

1) Break up Birmingham Break up BCC into four councils(districts) with independent political and managerial governance and own budget

1	Better outcomes for children - they are safer as a result	2	Low - med Unlikely to provide cultural change and skills required - need more changes than just structure Highly destabilising for service during change
2	Clear vision	3	Medium
3	Break from the past	2	Low
4	Delivers cultural change	1	Low Does not address any of the cultural issues
5	Focuses on improving practice in short term	3	Medium Arguably simpler to manage in a smaller structure but the ability to focus on practice is more dependent on
6	Support recruitment & retention of staff	4	Med - High Notwithstanding the impact of large scale change on staff retention, the model of 4 smaller councils will be a
7	Provides financial stability	2	Low -Med Likely to cost more than current organisation because of additional management layers, governance
8	Strong leadership and management	2	Low - Medium Fragmenting the council is likely to weaken leadership and management through losing the synergy of the existing leadership teams Split of existing resources across 4 areas is likely to reduce leadership and management capacity unless additional investment made.
9	Injects pace into improvements	2	Low-Med The scale and significance of the change will distract the entire council and its focus and capacity will be consumed by the structural changes rather than delivering improvements in any service. Highly likely to delay pipeline improvements that involve partners (e.g. MASH) because the new model would require 4 interfaces and models rather than 1
10	Alignment of corporate / business support	1	Low Dependent on BCC approach to setting up new structures. Possible to design strong alignment and business support into new model but likely to increase costs which are not accounted for - needs to be determined
11	Provides clear accountability	4	Med -High Assumes that the existing DCS model and statutory accountabilities would be applied to the new arrangements
12	Delivers local political leadership	4	Med-High Assuming the breaking up creates four local authorities, it maintains democratic accountability in each new area, but loses the breadth and depth of experience in the total member cohort
13	Infuses external capacity, skills & energy	3	Medium Assumes that the existing commitments to provide additional resources would still stand BUT likely to need higher level of support if split across 4 new councils
14	Strengthens effective relationships and integration with partners	2	Low-Med Fragments the public services and partner relationships of Birmingham. The entire partner economy of Birmingham is a strength and would be lost and add to the complexity of the relationship management for partners, i.e. dealing with 4 rather than 1. The loss of the council as a single partnership broker with the multiple partners in Birmingham will place heavy demand on Leadership team in the new structures and require additional capacity. The new structure will undermine pipeline agreements for partnership working and set back progress.
15	Acceptability - DfE	3	Med Not discussed but assume that this would be acceptable based on previous suggestions that the size and scale of Birmingham are limiting factors
16	Acceptability - local	2	Low-Med Not supported- the council believes scale of the entire economy of Birmingham is a strength Deeply unpopular with Head Teachers because of impact on community cohesion Unlikely to be supported by partners because it increases the number of interfaces with council services
17	Financial viability	2	Low-Med Likely to be more expensive because loss of any economies of scale and duplication of management & governance frameworks. Process of break up and redesign likely to be high cost and limited capacity of management to focus on both practice and structural change will require high level of external input / expertise - adding to cost
18	Speed of implementation	1	Low Likely to require significant lead in time - minimum 18 months. Unlikely to deliver any benefits for 2+ years. May need to align with political timetables
19	Transparency to DfE	3	Medium Dependent on effective mechanisms in place - but requires 4 governance structures Would require the same agreements around DfE involvement in improvement boards and milestones for assessing progress (multiplied by 4)

2) Outsource to the private sector

Outsource delivery of children's social care services to an external provider for 5 year contract.

1	Better outcomes for children - they are safer as a result	4	Medium Not yet proven elsewhere in children's social care Lead in time likely to distract from focus on front line Will still require programme of improvement in parallel to outsourcing - so if that works, why go ahead?
2	Clear vision	5	High Opportunity to set a very clear vision for the service - would be critical for successful tendering and contracting to choose provider
3	Break from the past	5	High New ground for children's social care locally and nationally
4	Delivers cultural change	3	Medium Likely to deliver some cultural change by moving to a different organisation but learning from other outsourcing deals, does not guarantee a positive change in culture
5	Focuses on improving practice in short term	3	Medium Using private sector / business principles to managing service likely to provide greater rigour But this model does not yet have a proven successful track record for children's safeguarding
6	Support recruitment & retention of staff	2	Low - Med Most people who become SWs do it because it is a vocation and being in a council they support the public service ethos. Unlikely, therefore, they will want to work for private sector organisation. Will be easy for them to transfer to another council due to the high vacancy rates and demand in the region.
7	Provides financial stability	3	Medium Council has already agreed to address historical underfunding in revenue budget and invest in change capacity for two years. Assume this would transfer with the Trust BUT does not include provision for outsourcing process. Also, would need a well constructed contract to ensure that provider does not significantly increase costs and at the same time does not make safeguarding decisions based on resources
8	Strong leadership and management	3	Medium In theory a trust model can provide strong leadership and management Assumes Peter Hay and senior managers from People directorate would not transfer. Dependent on the successful provider recruiting externally and there is a limited pool of high performing senior managers for children's services available in the market
9	Injects pace into improvements	3	Medium Will distract the service from the immediate improvements required and will divert resources into design and management of the outsourcing process. Service does not have sufficient capacity to give both due attention in parallel. Likely to divert frontline staff from improvements because of concerns about the change and time spent in TU / HR consultations
10	Alignment of corporate / business support	4	Med - High Assuming that part of the contract was an agreement that they could buy support from elsewhere
11	Provides clear accountability	3	Medium Possible through effective commissioning.
12	Delivers local political leadership	3	Medium If the contract and commissioning arrangements are well designed, there can be a clear opportunity for political leadership but not to the current extent
13	Infuses external capacity, skills & energy	5	High Assumes that part of the tendering and contracting process would ensure a commitment from any new provider to invest in the required capacity and skills.
14	Strengthens effective relationships and integration with partners	1	Low Risks isolating the service. In delivering better outcomes for children, safeguarding needs to work closely with partners within and outside the council. Outsourcing is likely to fragment existing relationships and the loss of the council as a partnership broker with the multiple partners in Birmingham will place heavy demand on the new Leadership team and require additional capacity. The new structure will undermine pipeline agreements / plans for partnership working modelled on the existing structure and set back progress.
15	Acceptability - DfE	3	Med Not discussed but assume that moving the service out of the council framework would be acceptable
16	Acceptability - local	1	Low Not politically acceptable and unlikely to be unpopular with staff and partners with strong commitment to public ownership of services
17	Financial viability	2	Low-Med Likely to be more expensive because private sector will want to cover risk; potentially high cost of staff redundancy. Additional high cost of managing outsourcing process. Unclear where additional funding would come from for both the improvement and the outsourcing
18	Speed of implementation	1	Low Likely to require significant lead in time - minimum 18 months. Will not deliver any benefits for 2+ years
19	Transparency to DfE	3	Medium Would require highly effective monitoring of provider - not often seen in local or national gov - but can be built in. If accountability rests with BCC as commissioner, unclear how likely a private provider will accept high level of DfE intervention / presence in governance structures

3) Trust Model - accountable to DfE (as per Le Grand paper)

Creation of a Trust for safeguarding children services separate from the Council and with a DfE appointed commissioner and statutory accountability back to Sec of State

1	Better outcomes for children - they are safer as a result	5	High Assumes that the focus and operations of the new organisation will be set up to deliver better outcomes. But will still require a programme of improvement in parallel and does carry the risk of distraction from outcomes for children to managing the structural changes Evidence from ALMOs suggest it can be successful.
2	Clear vision	5	High Safeguarding remit and direction for improvement with a view to return to council in 5 years provide a clear vision for the medium term
3	Break from the past	5	High Innovative for social care - feels different and puts delivery at arms length
4	Delivers cultural change	3	Medium Provides high potential for changing the culture but this is highly dependent on the Leadership & Management team put in place, especially because the workforce in itself will be the same as now. Score assumes Peter Hay and senior managers from People directorate would not transfer. Dependent on recruiting externally and there is a limited pool of high performing senior managers for children's services available in the market
5	Focuses on improving practice in short term	3	Medium Theoretically the single focus on safeguarding would support the short term practice priorities but such a large scale change risks diverting resources and focus from staff, management and the council to the structural change.
6	Support recruitment & retention of staff	4	Med - High For external candidates (and some internal) there is the appeal of working for an org focused on social care but may not appeal to some if the council is no longer the employer. Unlikely to appeal to most internal staff because they are weary of change and craving stability
7	Provides financial stability	3	Medium Council has already agreed to address historical underfunding in revenue budget and invest in change capacity for two years. Assume this would transfer with the Trust BUT does not include provision for costs of design and implementation of the Trust nor any additional running costs as a result of being a separate entity
8	Strong leadership and management	3	Medium In theory a trust model can provide strong leadership and management Assumes Peter Hay and senior managers from People directorate would not transfer. Dependent on recruiting externally and there is a limited pool of high performing senior managers for children's services available in the market
9	Injects pace into improvements	3	Medium Will distract the service from the immediate improvements required and will divert resources into design and implementation of the Trust. Service does not have sufficient capacity to give both due attention in parallel. Likely to divert frontline staff from improvements because of concerns about the change and time spent in TU / HR consultations
10	Alignment of corporate / business support	4	Med - High Potential to have greater alignment of support services if Trust is given freedom to specify and commission support from alternative providers. If still have to buy from BCC, score will be much lower. Corporate alignment within the Trust would be high by virtue of the design and remit. Alignment with the corporate centre of the council likely to reduce significantly because the Trust is taken out of the council framework
11	Provides clear accountability	1	Low Legality of the proposals in relation to statutory accountabilities is unclear and unresolved
12	Delivers local political leadership	1	Low The proposed model removes statutory accountability for children away from the council
13	Infuses external capacity, skills & energy	4	Med - High The injection of additional capacity does not appear to be a core part of the model but there is no reason to believe it couldn't be built into the model subject to the identification of funding
14	Strengthens effective relationships and integration with partners	3	Medium High risk of fragmenting public services and losing partner relationships In delivering better outcomes for children, safeguarding needs to work closely with partners within and outside the council. The new structure is likely to fragment existing relationships and the loss of the council as a partnership broker with the multiple partners in Birmingham will place heavy demand on Leadership team in the Trust and require additional capacity. The new structure will undermine pipeline agreements for partnership working and set back progress.
15	Acceptability - DfE	5	High But question whether they would proceed until accountability issues as a minimum are resolved
16	Acceptability - local	1	Low Not acceptable to the council because of the loss of accountability (statutory for children's social care and democratic) and local political leadership
17	Financial viability	4	Med - High Score is based on 2 key assumptions: 1. The service is given financial stability before creation of the Trust 2. The total costs of design and implementation of the Trust model are funded by DfE

18	Speed of implementation	2	<p>Low - Med</p> <p>Legal issues are not resolved yet so it is likely to delay implementation.</p> <p>Also, the process from in agreement to design to implementation is expected to take at least 18 months.</p> <p>Any benefits in quality of the service are unlikely to be realised until service has settled into new Trust (min 6 months), so 2 years + following decision to establish Trust</p>
19	Transparency to DfE	5	<p>High</p> <p>The high level of involvement and accountability of the DfE in the model - through appointed commissioner and changes in stat accountability - would necessitate a high level of transparency</p>

4) Trust Model - accountable to BCC (as per Doncaster counter-proposal)

A delivery and commissioning Trust for children's safeguarding services, directly accountable to the Council. It allows for the service to be handed back to the council once improvements have been made.

1	Better outcomes for children - they are safer as a result	5	High Assumes that the focus and operations of the new organisation will be set up to deliver better outcomes. But will still require a programme of improvement in parallel. If follow shadow trust approach, allows focus on practice in short term and reduces risk of distraction Evidence from ALMOs suggest it is successful.
2	Clear vision	5	High Safeguarding remit and direction for improvement with a view to return to council in 5 years provide a clear vision for the medium term
3	Break from the past	5	High Innovative for social care - feels different and puts delivery at arms length out of council framework and direct management
4	Delivers cultural change	3	Medium Provides high potential for changing the culture but this is highly dependent on the Leadership & Management team put in place, especially because the workforce in itself will be the same as now. Score assumes Peter Hay and senior managers from People directorate would not transfer. Dependent on recruiting externally and there is a limited pool of high performing senior managers for children's services available in the market
5	Focuses on improving practice in short term	3	Medium Theoretically the single focus on safeguarding would support the short term practice priorities but such a large scale change risks diverting resources and focus from staff, management and the council to the structural change.
6	Support recruitment & retention of staff	4	Med - High For external candidates (and some internal) there is the appeal of working for an org focused on social care but may not appeal to some if the council is no longer the employer. Unlikely to appeal to most internal staff because they are weary of change and craving stability
7	Provides financial stability	3	Medium Council has already agreed to address historical underfunding in revenue budget and invest in change capacity for two years. Assume this would transfer with the Trust BUT does not include provision for costs of design and implementation of the Trust nor any additional running costs as a result of being a separate entity
8	Strong leadership and management	3	Medium Assumes Peter Hay and senior managers from People directorate would not transfer. Dependent on recruiting externally and there is a limited pool of high performing senior managers for children's services available in the market
9	Injects pace into improvements	3	Medium Will distract the service from the immediate improvements required and will divert resources into design and implementation of the Trust. Service does not have sufficient capacity to give both due attention in parallel. Likely to divert frontline staff from improvements because of concerns about the change and time spent in TU / HR consultations
10	Alignment of corporate / business support	4	Med - High Potential to have greater alignment of support services if Trust is given freedom to specify and commission support from alternative providers. If still have to buy from BCC, score will be much lower. Corporate alignment within the Trust would be high by virtue of the design and remit. Alignment with the corporate centre of the council likely to reduce somewhat but can be mitigated through effective provider management
11	Provides clear accountability	5	High Retains clear statutory accountability to council for DCS functions
12	Delivers local political leadership	4	Med-High If the commissioning arrangements are well designed, there can be a clear opportunity for strong political leadership. Opportunity for Political representation on Executive Board (as in some ALMOs)
13	Infuses external capacity, skills & energy	4	Med - High The injection of additional capacity does not appear to be a core part of the model but there is no reason to believe it couldn't be built into the model subject to the identification of funding
14	Strengthens effective relationships and integration with partners	4	Med - High In delivering better outcomes for children, safeguarding needs to work closely with partners within and outside the council. The new structure is likely to fragment existing relationships and the loss of the council as a partnership broker with the multiple partners in Birmingham will place heavy demand on Leadership team in the Trust and require additional capacity. The new structure will undermine pipeline agreements for partnership working and set back progress.
15	Acceptability - DfE	4	Med - High Addresses issues of concern from DfE and based on Doncaster proposal, is deemed acceptable
16	Acceptability - local	4	Med - High Acceptable because of the phasing of the shadow trust and retention of political and statutory DCS accountability

17	Financial viability	4	<p>Med - High</p> <p>Score is based on 2 key assumptions:</p> <ol style="list-style-type: none"> 1. The service is given financial stability before creation of the Trust 2. The total costs of design and implementation of the Trust model are funded by DfE <p>Low additional costs for establishing shadow trust arrangements</p>
18	Speed of implementation	3	<p>Medium</p> <p>Shadow Trust phasing can be set up relatively quickly (within 6 months)</p> <p>But the process from agreement to design to implementation of full Trust is expected to take 18 months.</p> <p>The full benefits in quality of the service are unlikely to be realised until service has settled into new Trust (min 6 months), so 2+ years following decision to establish Trust</p>
19	Transparency to DfE	4	<p>Med - High</p> <p>e.g. through a strategic commissioner approved by DfE</p> <p>Also a mutually agreed lead / team on improvement board who is directly accountable to DfE; clear milestones / intervention points for DfE</p>

5) Integrated transformation

A phased strategy that maintains front line practice as short term priority but signals a clear strategic direction towards integrated commissioning and delivery, including establishment of inter-agency governance and a shadow multi-agency board for commissioning. Taps into the skills and capacity of external improvement partners from the private and public sector.

1	Better outcomes for children - they are safer as a result	5	High Provides stability and maintains a clear front line focus. Children's outcomes are at the core of the strategy with benefit of partnership approach Has benefit of learning from the past attempts in children's plus replication of model for delivering operational excellence and better outcomes for vulnerable people in Adult Social Care
2	Clear vision	4	Med - High Strategy provides a clear vision for the future of children's services - based on integrated commissioning and delivery with partners. Design principles provide clear view of direction. Score will increase once the delivery programme for the strategy is in place
3	Break from the past	3	Medium Analysis of why service has failed to deliver change in the past - and strategy seeks to address those issues For the first time, the issue is accepted as a whole council responsibility Sector support, improvement partner, and skills / inputs from public, private and vol sector represents a shift from traditional in house improvement plans and forces a more outward focused (rather than isolated) approach supported by creation of People Directorate
4	Delivers cultural change	4	Med - High Strategy acknowledges poor change management culture has been key factor in failing to improve - addressed through strategy. Developing a performance management culture also part of strategy. Integration of children's services into People Directorate will naturally result in a change in culture with opportunity to apply learning & methodology for change mgt from Adults Transformation programme
5	Focuses on improving practice in short term	5	High Work to improving practice (eg BIT) and implement changes to strengthen frontline management through increase in Team Mgrs is already in train. Strategy has strong emphasis on improving practice programme in short term alongside projects to set foundations for redesign of children's service model
6	Support recruitment & retention of staff	4	Med - High Existing staff base in place. Many staff are committed to working for Birmingham and craving stability which the strategy delivers. New culture of honesty and transparency together with focus on practice and integrated model appear popular with frontline staff Recruitment strategy includes need to rebrand the council / service and clear vision will support that. New simplified frontline management structure will make sense to potential candidates.
7	Provides financial stability	4	Med - High Council has already agreed to address historical underfunding and agreed permanent increase to the revenue budget and also agreed to invest in change capacity for two years. Two service reviews (Schools relationship and Early Years) are critical for addressing current mismatch in resources and securing financial stability.
8	Strong leadership and management	4	Med - High Creation of the People Directorate provides a strong leadership team to own the transformation agenda for children's services. A workforce development programme will strengthen the management within children's services through training and peer support. Strategy based on transformation through the wider workforce (skills, capacity and relationships) not structures
9	Injects pace into improvements	4	Med - High Injection of capacity, skills and energy is core plank of the strategy. Focus on immediate priorities in the short term ensures that there is no delay or distraction from immediate improvements. Funding for external support and project managers has already injected pace into priority projects / actions. Package of support will sustain the pace.
10	Alignment of corporate / business support	3	Medium Contingent on setting up support services board and changing the relationship between service and corporate services AND explicit changes to increase freedoms on recruitment and procurement. New CE will review corporate arrangements early on Increased score with freedom for service to buy services from elsewhere if level of corporate support not satisfactory / does not meet SLA
11	Provides clear accountability	5	High Keeps clear line of statutory accountability from front line through to Director of People and CEx. New TM structure provides clearer accountability and line of sight on operations. Firmly maintains democratic accountability with view to increase engagement of politicians at local level.
12	Delivers local political leadership	5	High Strong local political leadership already demonstrated by Leader and Children's Cabinet Member in challenging service, supporting the strategy and Leader chairing Improvement Board. Strategy further develops political leadership through strengthening Scrutiny and increasing engagement of members at local service level.
13	Infuses external capacity, skills & energy	5	High Analysis recognises that additional capacity, skills and energy are required to deliver the strategy. It includes commitment of support from within council and makes financial provision for a network of external expertise from partners and the private, voluntary and local gov sectors.

14	Strengthens effective relationships and integration with partners	5	High Strategy is fundamentally based on strengthening partnerships and establishing interagency governance and multi agency commissioning and delivery. Partners have been given a clear signal that they are part of the solution and invited to engage in agreeing a shared vision and shaping the future. Keep the scale and influence of the wider council in brokering and building relationships with partners.
15	Acceptability - DfE	3	Medium Not yet discussed but may not be considered sufficiently "different" and enough of a break with the past but does align with direction from Children's Minister in terms of immediate focus / priorities
16	Acceptability - local	5	High The strategy is the council's preferred option, balancing the need to focus on the immediate practice issues with an acceptance that it needs to do things differently in order to deliver sustained improvements in children's services
17	Financial viability	5	High Council already committed to funding the strategy and improvement plan. Strategy establishes financial stability through service reviews as well as increase in revenue funding. Focus on transformation through workforce (skills, capacity and relationships with partners) rather than structural changes.
18	Speed of implementation	5	High Builds on the current simple plan and is quick to implement. Plan is a phased one that enables short term focus on practice and putting in place foundations for the design of the future operating model and medium term plan.
19	Transparency to DfE	4	Med - High Intention to maintain close and regular engagement with the the DfE through the delivery of the strategy, e.g. an approved lead or team on the improvement board who is directly accountable to DfE and the joint development of agreed clear milestones and intervention points for DfE to assess progress.

Low: 1

Low – Med: 2

Medium: 3

Med – High: 4

High: 5

REPORT OF THE DEPUTY LEADER
BIRMINGHAM CULTURAL STRATEGY

1. Introduction

- 1.1 The attached strategy, ***Imagination, Creativity & Enterprise***, sets a direction for the city's cultural and creative sector for the next three years. The new strategy attached to this report has been developed by the Cultural Strategy Group, chaired by Councillor Penny Holbrook (formerly Cabinet Member for Learning, Skills & Culture), as a partnership document for the city as a whole, not a Council strategy. The Cultural Strategy Group included cultural and creative sector businesses, individuals, businesses, higher education and public sector bodies, such as other cultural funders and commissioners of other services. This reflects the need for action from the wider constituency of interest in order to fulfil the shared ambition "**Birmingham is a non-stop city of culture¹, with local roots and international reach – a capital of imagination, creativity and enterprise**".

2. Background

- 2.1 The Cultural Strategy (Appendix One) is a part of the corporate policy framework. The previous strategy (Big City Culture) was developed as part of the work to assemble Birmingham's bid for the UK City of Culture title in 2010 and expired in 2015.
- 2.2 In the intervening period, a series of related strategic documents, most notably the Heritage Strategy 2015-19 and the Public Art Strategy 2015-19 have been developed through partnership processes. The Cultural Strategy is consistent with the main actions in these strategies, and some of the headline actions are also included specifically.
- 2.3 Although the strategy is part of the Council's policy framework, in keeping with the new policy direction to be partnership (not Council) led, in 2015 the Cabinet Member for Skills, Learning & Culture invited five cultural leaders in the city to join a steering group and to chair the working groups which developed the document.
- 2.4 As the strategy is a partnership document, it is appropriate for a partnership to govern its delivery and a Partnership for Culture (PfC) is proposed for this purpose. The PfC will include the working group chairs, as well as representatives of organisations with an interest in the city's continued thriving and vibrant cultural life. It is intended that the partnership will develop Terms of Reference which enable joint and aligned commissioning of activities to progress actions in the strategy as necessary. Separate oversight of the Heritage and Public Art strategies is already in place.
- 2.5 Appendix Two sets out the responsibilities of the Council as part of this arrangement as agreed by Cabinet at its meeting on 19 April 2016.

¹ For the purposes of this strategy, "culture" means performing arts, visual art, craft, film, media (including digital media), combined arts, museums, heritage, libraries, public art, creative industries and tourism related activity.

3. Themes of the Strategy

- 3.1 Culture on Our Doorstep - becoming a leader in cultural democracy where people come together to co-create, commission, lead and participate in a wide range of locally relevant, pluralistic and community driven cultural ventures.
- 3.2 Next Generation - ensuring that all children and young people have opportunities to engage with a diverse range of high quality arts and cultural experiences at every stage of their development and which they value as worth it.
- 3.3 A Creative City - supporting and enabling the growth of creative and cultural SMEs and micro-businesses and individuals through business support, skills and talent development and access to finance.
- 3.4 Our Cultural Capital - cementing Birmingham's role and reputation as a centre of imagination, innovation and enterprise, with local roots and international reach.
- 3.5 Our Cultural Future - adapting our business models to ensure they are capable of sustaining and growing the sector into the future through collaboration, diversification, rebalancing and devolution.

MOTION

That the City Council adopts the attached partnership strategy for Culture, and undertakes to integrate its principles and actions into service planning for the period, leading the process where indicated.

IMAGINATION, CREATIVITY AND ENTERPRISE
Birmingham Cultural Strategy 2016-19

Birmingham is a non-stop city of culture¹ with local roots and international reach - a capital of imagination, creativity and enterprise.

THEMES

The strategy has five themes through which the vision will be delivered:

1. **Culture on Our Doorstep**
Becoming a leader in cultural democracy where people come together to co-create, commission, lead and participate in a wide range of locally relevant, pluralistic and community driven cultural ventures.
2. **Next Generation**
Ensuring that all children and young people have opportunities to engage with a diverse range of high quality arts and cultural experiences at every stage of their development and which they value as worth it.
3. **A Creative City**
Supporting and enabling the growth of creative and cultural SMEs and micro-businesses and individuals through business support, skills and talent development and access to finance.
4. **Our Cultural Capital**
Cementing Birmingham's role and reputation as a centre of imagination, innovation and enterprise, with local roots and international reach.
5. **Our Cultural Future**
Adapting our business models to ensure they are capable of sustaining and growing the sector into the future through collaboration, diversification, rebalancing and devolution.

Each chapter sets out what we want to achieve in terms of our intended outcomes (sustainable positive changes) for the themes, and the actions that we plan to take collectively across the city to make these changes a reality.

PARTNERSHIP FOR CULTURE

This strategy has been developed and is owned by a wide group of stakeholders from across the city. Its implementation will be overseen by the Birmingham Partnership for Culture, a new partnership body which will bring together the public and private sector stakeholders with an interest in delivering the vision. The Partnership for Culture will seek to co-ordinate contributions

¹ For the purposes of this strategy, "culture" means performing arts, visual art, craft, film, media (including digital media), combined arts, museums, heritage, libraries, public art, creative industries and tourism related activity.

from across the city towards the objectives of the strategy, and will commission activities to support the delivery of the actions.

Chapter 1: **Culture on Our Doorstep**²

Becoming a leader in cultural democracy where people come together to co-create, commission, lead and participate in a wide range of locally relevant, pluralistic and community driven cultural ventures.

Culture crosses all types of boundaries and has the power to change our lives – collectively and individually - for the better. Culture improves everyone's sense of well-being. It enables us to articulate pride in who we are whilst simultaneously encouraging us to interact with each other: a vehicle for generating mutual understanding. The belief that culture is a force for good and owned by all of us in differing ways underpins the concept of 'Culture on Our Doorstep'

Birmingham has the potential to become a leader in cultural democracy where people come together to commission, lead, participate in, and create not only arts activities but also a wider range of cultural ventures: a place where people live life to the full.

Many of us lead rich cultural lives and enjoy not only those activities facilitated by publicly funded venues, commercial independent promoters and faith based organisations but also those generated by ourselves amongst communities of interest, place and faith, individuals, families and friends, in voluntary groups and through active participation in cultural organisations as creators, managers, co-producers, arts activists or entrepreneurs and as audiences.

Research shows that for many more of us there are real barriers to participation including disposable income, available child-care, transport, ready access to information as well as the socio-political perceptions that 'culture' is either generically the domain of others or something specific to ourselves. However, recent action research across the city shows that these barriers can be surmounted by activities that are collaboratively devised and locally undertaken. This provides a starting point for re-thinking a strategy for Culture on Our Doorstep.

Each Birmingham district in terms of population is equivalent to a small town, and especially when taken in the context of a future West Midlands forms a rich, multifarious and highly varied mosaic of diverse communities characterised by their plurality, own interests, circumstances and loyalties.

Whilst benefiting from centralised arts, culture and heritage programmes, emanating from arts, cultural and heritage providers of national and international standing including large scale cultural festivals, these diverse communities of interest place high value on activities that are socially and geographically localised in their specific contexts.

² Note that the term "resident" also includes young people. The Next Generation theme provides further, specific, actions in relation to 0-25s.

Throughout the last decade, Birmingham City Council has steadily paved the way for a structurally and conceptually democratic citywide approach to culture and the arts through introducing a range of seminal initiatives. For example, an Arts Champion scheme paired each of the major cultural institutions with a specific District. Arts Forums have generated effective infra-structures appropriate to each District. An open access grant programme supports cultural activities in community facilities, social and commercial centres, and in parks and streets. Taken together, these form a unique platform for strategic development that can be owned and shared by a wide range of cultural facilitators, voluntary groups and arts and heritage agencies across the region.

This platform can be envisaged as a localised cultural ecology characterised by the organic interaction of three sectors of interest:

Home Grown Culture

Whilst this sector can be taken literally as domestically based, it also covers all forms of localised voluntary arts engagement and creativity through amateur groups as well as individual DIY culture often involving interactions with new technology and social media. It represents the closest point of contact between cultural interests and the general population and thus epitomises the concept of 'Culture on Our Doorstep'. Significantly, it also conceptualises quality as 'fitness for purpose', extends the 'arts' way beyond institutionally defined categories, and links the learning and social values of culture. Agents in this sector typically include Local Arts Forums, national or regional organisations with focused cultural interests, faith based organisations, amateur producers and promoters and groups involved in amateur theatre/performance, music, multi-media, dance, singing, art and craft.

Publicly Funded Culture

This sector covers all those localised activities that, whilst undertaken by various agencies, depend directly or indirectly on public funding. It includes research and development, and activities that break new ground, take risks or challenge conventions. These activities are often devised to mesh with wider concerns such as social cohesion, health and well-being, quality of life, and local regeneration. Agents in this sector typically include, amongst others, educational institutions including universities, arts champions, organisations and foundations, museum trusts, health authorities, and collaborative commissions from Birmingham City and Borough Councils in the West Midlands.

Commercial and Independent Culture

Neither publicly funded nor voluntary (though some intersect), cultural activities in this sector are designed to make a profit and use a variety of spaces. Though this condition might exclude some localised cultural activities, many people are prepared and able to – at least in part - pay for what they value. With regard to culture, the commercial sphere includes attending any form of indoor or outdoor festival, music gig, performance or display/exhibition, paying membership or subscription fees, or simply buying created artifacts. In addition, profit-making arts often undertake commissions or projects that require them to provide wider socio-cultural benefits. Thus, typical agents in this sector are independent promoters/producers, publicly accessible commercial galleries, theatres and other performance venues (eg pubs and community/religious centres) and arts centres.

Within each of these sectors of interest, the agents concerned demonstrate, articulate and shape the arts and culture according to their partial perspectives. However, the radical economic and political unpredictability of the next five years predicates that strategic development in 'Culture on Our Doorstep' must be a matter, less of rigid centralisation and homogenised policies, and more one of organic, dynamic and self-directed interaction within this rich mosaic. This is particularly pertinent in a city where ethnic plurality is becoming the norm and there is a significant demographic population shift. By 2024 Birmingham is predicted to become a 'super-diverse' city having no single ethnic group in a majority. In order to establish and sustain a democratic ecology of culture across Birmingham and the West Midlands, all agents, though operating within their sectors of interests and specific remits, will need to engage more systematically in collaborative activities that:

- Enable us (people who live and/or work in the city) to become more active in creating and shaping cultural events, especially through co-designing.
- Create cultural activities that are high quality in being fit for purpose and focused on 'place-making' in being more relevant to our local needs, circumstances and perspectives.
- Encourage us all to become active contributors to the communities of interest in which we live, work, learn, worship, relax or play, thereby increasing socio-cultural confidence and transferable skills.
- Make imaginative use of and inhabit a wide range and type of spaces – outdoor, indoor and digital, creating sustainable hubs of creativity.
- Generate individual as well as collective financial or in-kind resources from a diverse range of sources including local businesses through corporate social responsibility.
- Enable practitioners, facilitators, managers, project organisers and communicators within arts communities to become active and influential within other communities of which they are also members.
- Conversely, enable members of other communities of interest to become active and influential within arts communities.
- Open up progression routes, signpost further opportunities, lever new resources, and encourage new initiatives within and between differing types of community.
- Seek to connect agents that too often operate separately within arts and culture, such as those categorised as amateur or professional, those that operate locally or internationally, and those with a specific focus point or a far ranging scope.
- Seek to connect arts and culture agents with those in other spheres of local interest such as health and well-being, housing, regeneration, faith and other socio-cultural networks, thereby extending instrumental functions of the arts.
- Explore the use of technologies, old as well as new digital ones, in sharing and producing localised activities, celebrating localised and/or thematic cultural identities, forging our sense of belonging, encouraging our willingness to tolerate difference, and shaping our socio-cultural identities in future

The evolution of Culture on Our Doorstep in Birmingham and the region requires a wide range of agents, including regional councils, to buy into the shared vision of a cultural ecology.

Correspondingly, measures for the extent to which this vision is realised need to be process rather than product orientated, with the above bullet points as measures for the individual and collective effectiveness of agents in creating a shared ecology of culture for our region. Nevertheless, the councils, especially that of Birmingham City or a combined authority, would have additional

functions. In a cultural ecology, they would need to shift from control and centralised provision to devolution and co-production by becoming connectors, enablers, co-coordinators, and facilitators – of a regional cultural ecology.

Outcomes

- The cultural voice of residents is valued, enabled, developed and shared.
- More people are involved in cultural activities in the city.
- The profile of artists, audiences, participants and cultural leaders in the city better reflects our population.
- Residents have the confidence, agency and skills to create, facilitate, commission, attend or host a variety of cultural opportunities that are relevant and accessible to them.
- Local arts fora are sustainable and effective vehicles for initiating, coordinating and delivering culture at a local level.
- Increased range and type of space/s are imaginatively used as hubs for cultural activity.
- A better sense of place, local identity, better quality of life, health & wellbeing and social cohesion for all

Actions

1. Residents will co-design their own cultural provision in a wide range of places and spaces, increasing its relevance and immediacy to local communities.
2. We will work with the Local Arts Fora to devise mechanisms which enable them to collaborate, thrive, flourish and become sustainable as principle vehicles and hubs for facilitating and resourcing local cultural activities.
3. We will improve co-ordination and signposting of opportunities and encourage volunteering to help residents develop skills and to deepen their engagement as creators, producers, artists, audiences, participants and leaders.
4. We will promote culture as a driver and vehicle for positive change and work with public sector agencies for health, skills, housing etc to develop mechanisms for commissioning cultural activities to deliver our shared outcomes.
5. We will improve use of, and access to, technology to enable residents to utilise open source tools, promote local activities and celebrate local cultural identity, and to support innovation in production.
6. We will encourage and support the recording of local heritage.³

³ Action from Heritage strategy.

7. Through the local arts forum network we will support activities to increase participation and engagement and overcome barriers of transport, isolation and cultural difference.
8. We will work with local businesses to increase support for locally produced culture through their Corporate Social Responsibility (CSR) agenda, in-kind contribution and/or sponsorship of local events and festivals.

Chapter 2: **Next Generation**

Ensuring that all children and young people have opportunities to engage with a diverse range of high quality arts and cultural experiences at every stage of their development and which they value. These experiences are created for, with and by children and young people and engage their imagination and interest and inspire them then to take part in arts and cultural activities during and beyond their childhood.

This statement of intent reflects the best current thinking of around 30 artists, creatives, teachers and academics from across the creative & cultural and education sectors of Birmingham. It is not finished but it is different. It needs to be. Darren Henley, CEO of Arts Council England, recently launched the Cultural Education Partnership initiative. He talked about persistent inequality of access:

“We know that there is startling evidence that those from the most educationally deprived backgrounds are least likely to engage with cultural activities, perpetuating the cycle of exclusion.”

According to statistics from Arts Council England Birmingham remains an area of low engagement with culture.

Subsidised arts & cultural organisations are working out how to maintain the learning offers with a lot less money and in a competitive market place that works against collaboration. Arts subjects in schools are under pressure from the cumulative effect of education reforms Ebaccs, STEMs, SATs and a host of other demands within and beyond the curriculum. Artists who have decades of experience of working with children in schools are seeing huge gaps in calendars that only a few years ago had few empty spaces.

So it might seem perverse that where we’ve got to calls for more provision, greater equity, better quality and louder acclamation of arts and cultural education for all children, young people and young adults in our city. It’s because we deem it unacceptable that the level of inequality of access, opportunity and progression still exists – and this is a view backed by Government at all levels.

But we’re the legacy of arts education pioneers such as Dorothy Heathcote, Gavin Bolton, Brian Way, Oozells Street Board School....

It is now our responsibility to pioneer again. There are fantastic things happening in our city. The Birmingham bounce is well underway. But not yet for everyone. For all of us with a connection to supporting the arts and cultural education of children, young people and young adults we are going to need to find ways of working together more effectively. We’re only going to do more, better and greater if we contribute whatever we to do towards that aspiration.

2016 is a great year to start this. The High Sherriff Jonnie Turpie MBE has made the focus of his tenure in office the arts and young people, the Birmingham Rep are hosting ON THE EDGE, the World Festival of Theatre for Young Audiences in July 2016, DanceXchange lead the International Dance Festival, Open Theatre Company are organising a conference called 'Is That All There Is' and a Festival called 'Can Can Can' in March 2016 to promote and celebrate the cultural work of young people with learning disabilities in the city and beyond. 2016 has also been declared the Year of Arts and Young People and arts organisations from across the city are working alongside Birmingham City Council to co-ordinate and communicate a cultural offer to the city's young people that takes in theatres, galleries, concert halls, arts organisations, independent companies, creative industries, schools, colleges, universities and community groups.

That's a great start, but to achieve our aspiration each and every one of us is going to need to do at least one thing differently this year so we can start to build towards fulfilling the pledges of the strategy and work towards meeting the ambitious outcomes we have set ourselves.

This means we're going to have to organise ourselves in completely different ways: it can't rely on Local Authorities and national agencies. Those of us with a commitment to making things happen will have to step up and work out how we work with those we know – and those we don't. New relationships with other agencies and people will need to be formed:

- people from the business community who need us to develop the talent they want to employ;
- people from the Higher Education Sector who need our young people to compete for places on their prestigious courses;
- people across the public sector involved with health, policing, social services and the third sector who are often working with young people with the least access to cultural education.

This is what some members of the advisory group who started this strategy have committed to do: <http://birminghamculture.org/arts-young-people/2016-the-year-of-arts-young-people> we invite you to add yours.

Creative Alliance - create twice as many apprenticeship opportunities for talented young people within the creative and cultural sector in Birmingham so at least 80 young people in Birmingham are moving into employment by the end of the year

Open Theatre Company - have set up and will mentor throughout 2016 a company called 'Because We Can Can Can' which will be run by 12 emerging young artists with learning disabilities: they will develop their skills to professional standards through a range of practical projects, including theatre, film, visual arts and solo performance in stand-up comedy and rapping

Birmingham REP - provide at least 35,000 drama participation opportunities for children and young people across the city and produce the World Festival of Theatre for Young Audiences bringing the best children's theatre from around the world to the city in July 2016

Friction Arts - will make art with children and young people in the places where they live, learn and play to ensure they learn that art is part of life, not separate from it, no matter what their background.

Birmingham City University - Junior Conservatoire and BA Applied Performance productions, both reaching hundreds of children in the region and Junior Art, recently launched and bringing school groups in to the School of Art.

Outcomes

- Greater equity of access to diverse high quality cultural activity for 0-25s: the city's cultural provision reflects and serves the needs, interests and aspirations of young people of all backgrounds and abilities.
- The cultural voice of young people is valued, enabled, developed and shared and their contribution to the city's cultural life is recognised and more young people have a meaningful voice in cultural planning and provision.
- Young people are confident and feel informed about the creative and cultural opportunities that exist within Birmingham and beyond and understand how to broaden and deepen their engagement with arts and culture.
- All professionals working with young people are better informed about the benefits of arts activity for young people and feel confident about integrating cultural activity into their work.
- More young people, including those with identified talent, are supported to develop their full potential as creators, performers, technicians or producers and more young people are provided with high quality careers education so they can make the transition from engagement to employment within the city's creative and cultural sector.
- More young people from diverse backgrounds and abilities are engaged in arts and cultural opportunities as creators, participants, audiences and leaders, are supported to develop their talents and leadership capability and are employed within the creative and cultural sector.

Actions

We

- the arts and cultural organisations, creative businesses, artists and creative practitioners;
- the schools, colleges and universities;
- the public, private and third sector organisations that work with children and young people;

Will

9. Develop activities for children and young people as creators, participants/practitioners, informed audiences, and leaders, and encourage them to develop their cultural lives

from a range of first time experiences, through a choice of organised activities and into independent engagement.

10. Prioritise the allocation of resources and activities to ensure greater equity of access.
11. Showcase the creative output of young people across Birmingham through the creation and promotion of opportunities aimed at children and young people.
12. Ensure the voices of young people are heard in cultural planning and delivery and throughout 2016 and beyond we will engage more widely with young people to develop plans for future action.
13. Link cultural education with high quality creative careers advice, guidance & support for accessing employment opportunities within the creative industries and ensure this is embedded within wider strategies for children and young people.
14. Support the professional development of non-arts professionals, alongside cultural educators, to promote peer learning and professional development.
15. Change volunteering, recruitment and employment approaches to ensure young people of more diverse backgrounds and abilities are employed within the sector.
16. Promote the citywide delivery of the young people's Arts Award qualification alongside other accreditation opportunities.
17. Develop collaborative research projects which map and measure the impact of cultural engagement for young people across Birmingham and the wider region.
18. Develop partnership links relating to communication, funding, sharing resources and information and best practice to support growth & sustainability in the sector underpinned by encouraging us all to sign up to the Creative Futures Pledges.

Measures of Success

By 2019 there will be more arts and cultural activity developed with, for and by children and young people, that is regarded as better quality by young people, parents, educators and arts professionals and which means that more young people of diverse backgrounds and abilities are taking part in arts and culture.

1. There are more opportunities and experiences for children and young people provided by arts and cultural organisations and by schools, colleges and universities as reported by a sample selection of 10% of these bodies in 2016 and 2019. This is particularly in areas or with communities where there is little current provision.

2. More children and young people are taking part in arts and cultural activities as creators, participants, audiences and leaders as reported by the membership of Birmingham Arts Partnership in 2019 compared to 2016.
3. Children and young people are taking part in more arts and cultural activity within the school curriculum and in out of school activities and more young people are following arts courses as reported by a sample selection of 10% of Birmingham schools and colleges. This is reflected in a 25% increase in Arts Awards achievements between 2016 and 2019.
4. More children and young people from diverse backgrounds are working within the arts and cultural sector as reported by the employment surveys submitted by members of Birmingham Arts Partnership.
5. 75% of the city's arts and cultural organisations, schools, colleges and universities and public, private and third sector organisations have signed up the Creative Future pledges and incorporate them into the policies and strategies.

This can only be achieved by greater collaboration and cohesion among arts and cultural organisations, including the city's creative industries. By 2019 artists, producers and practitioners are reporting closer working relationships resulting in more opportunities and experiences for children and young people.

Chapter 3: **A Creative City**

Supporting and enabling the growth of creative and cultural SMEs and micro-businesses and individuals through business support, skills and talent development and access to finance.

The Cultural Strategy provides a welcome opportunity to consider the breadth of the creative and cultural sector, its strengths and opportunities, its stakeholders and leading lights and define a sense of ambition in real and deliverable terms. It allows us to further and reset arrangements with key national partners based on strong regional ideas and leadership drawn from the region's public, private and academic sectors

We know that the sector is underpinned by a spectrum of creative enterprise from the arts and cultural sector through to the more commercially focussed creative industries working with and alongside significant, and increasingly well-resourced, partners in Higher Education. The sector employs nearly 55,000 people, including 17,000 freelancers in the Greater Birmingham areas in more than 6,000 organisations.

To move up a gear, we need to develop *sector specific business support* to address shrinkage in those businesses with medium and high growth potential, enabling them to break through the glass ceiling. Our SMEs will target new markets. They will achieve greater confidence and success in

developing resilient business models, accessing finance, and tapping into national grant schemes and programmes.

Working with our universities and adventurous businesses we will contribute to the Midlands Engine; using the potential of research into *cross-innovation* our SMEs will develop spill-over practices which stimulate new product in other sectors. As a partnership, we will seek new spaces where businesses can work with new partners to understand their needs and prototype new practice, products and services for these new and less familiar markets.

We will release the potential of our film and digital media sector, by supporting a three-legged stool of production, audience development and skills. We will exploit opportunities in the ongoing redevelopment and master planning of key areas of the city to ensure that new development integrates cultural planning, whether in housing or office/mixed use projects, and helps meet the cultural needs of residents as well as stimulating growth in the creative economy.

We will position our arts and cultural organisations and festivals as the drivers of our *visitor economy* and will work with colleagues to encourage developments in transportation which support mobility and connect visitors and local audiences with the cultural offer more effectively.

We will build a comprehensive *skills partnership* drawing in schools, FE, HE and businesses will underpin improved career pathways in the region, better reflecting the nature of opportunities in the region, and determinedly plug the gap in specialist skills for the new cultural and creative economy.

Outcomes

- Creative and cultural businesses diversify their markets through cross-innovation and spill-over, leading to business growth.
- Creative and cultural businesses are more entrepreneurial with more resilient and sustainable business models.
- Spaces for creative and cultural businesses promote and enable clustering, creative networking, knowledge transfer and spillover innovation to support growth.
- The city's young and diverse population develops skills necessary to enable creative and cultural businesses to grow.
- Residents have more and better opportunities in direct and indirect creative and cultural sector jobs.

Actions

19. We will promote network events and introduce themed business support, training and mentoring to support growth through product and service innovation and collaboration to reach new local, national and international markets.

20. We will deliver campaigns, events and activities to communicate best practice in the use of finance and availability of grants.⁴
21. We will broker relationships with HE, key national agencies, business support to improve take up of finance & more ambitious approaches to key national funding programmes
22. We will explore policy measures which organisations and partnerships can pursue to create better conditions for SME growth.
23. We will work with Higher Education, and the advanced Manufacturing and Health sectors to improve knowledge transfer and develop effective spill-over innovation.
24. We will convene an effective partnership to support the growth of a critical mass in the Film & TV production sectors and we will explore the potential for creation of space for production of film and television.
25. With industry bodies, we will develop plans to expand the advertising, design and marketing sectors.
26. We will tackle identified sector-specific skills gaps in the broadcast, film and digital media sectors; business leadership, high level design/IT skills for digital media, line production and writing skills for film & TV, skills modernisation and business skills for the jewellery sector, uptake of creative courses at NVQ3.⁵
27. We will initiate a variety of programmes to develop core skills and establish the creative and cultural sector as a career option.
28. We will develop low cost workspace for creative businesses and to support cross innovation.
29. We will create an integrated online skills hub for employers.
30. Develop a citywide programme to support business start-ups in the creative and cultural sector.

Chapter 4: **Our Cultural Capital**

Cementing Birmingham's role and reputation as a centre of imagination, innovation and enterprise, with local roots and international reach

Birmingham is our cultural capital – a growing city of the arts. We want the people of Birmingham and the world to use our cultural capital in as many different ways as possible.

⁴ Actions 17-19 arise from recommendations of the GBSLEP's Creative City Access to Finance research

Birmingham's proud history as 'the city of a thousand trades' still informs our cultural vision of many forms of art, connecting, supporting and enriching the communities, places and events that make up our industrious city.

Over the last decade Birmingham's arts, heritage, culture and creative industries have flourished and this city has become a better place for people of all walks of life to experience the arts, live, work, study and forge new careers.

We are a city that attracts the best in the world, where creative people are nurtured, and artists and makers want to make their home – a city that inspires imagination, innovation and enterprise. A place where distinctive work is made and people come to seek it out.

We are a non-stop city of the arts, of heritage and production, of visual art, digital art, music, film, craft and jewellery, of dance, theatre, food and street art, of literature, photography and public art. We are admired for our collections and libraries, the quality of our venues, productions, festivals, events, exhibitions, talent and collaborative spirit.

We are committed to making the most of this cultural capital and making more of its potential to enrich the city. We want our arts and culture to be recognised as a source of pride for the people of Birmingham, a motivation for young people, an inspiration for artists, an attraction for visitors, an asset to our businesses and universities, and a driver for creativity, research and innovation.

Through our cultural capital, we will strive to cement Birmingham's role as a centre of imagination, innovation and enterprise, with local roots and international reach.

Outcomes

- More artists, creators, makers, producers, performers and curators attracted to train, live and work here and contribute to Birmingham.
- Birmingham has a compelling, consistent and clear story about the quality, range and depth of its cultural ecology locally, citywide and internationally.
- Birmingham's status and reputation as a cultural capital leads to improved opportunities for international partnerships and inward investment.
- Local confidence, identity and awareness of the cultural offer are improved with added "feel-good" factor.
- Birmingham's accessibility as a destination, and the attractiveness and depth of the cultural offer, drives more overnight stays from visitors, growing the visitor economy and providing more and better opportunities in direct and indirect jobs for local people.

Actions

31. We will identify and lead on the key cultural messages and actively promote our achievements as part of a confident and coherent city story.
32. We will improve our physical and promotional signposting about the city's cultural assets and centres, in and out of the city centre.
33. We will promote the Jewellery Quarter as both a significant heritage site and visitor destination, and as a centre for contemporary making.
34. We will develop Digbeth and Eastside as both cultural destinations and homes for digital and creative businesses; a combined centre of innovation.
35. We will support development of capital projects in the cultural sector with clear links to our strategic ambitions and outcomes including places for artist development and production, and for artists to live and work.
36. We will improve the practice and funding base for commissioning and developing Public Art.⁶
37. We will support, develop and promote a range of arts and cultural festivals, established, growing and new that contribute to achieving economic, social and cultural impact for the city.⁷
38. We will encourage the city's key property developments actively to enhance and support our cultural ambitions.
39. We will ensure heritage is properly considered in planning and development processes.⁸
40. We will influence transport policy and capitalise on developments in transport links to connect the local offer and create a more effective visitor offer.
41. We will explore the potential for a "Birmingham Prize" – a major international prize in a culturally related discipline.

Chapter 5: Our Cultural Future

Culture in Birmingham has been, and continues to be, one of the city's great success stories, contributing not only to the quality of life for residents, but to the city's £5bn visitor economy, to the growth of creative industries, to the city's reputation as a place to invest or to study, and to its role as a thriving centre for the West Midlands region. Sustained public investment over a prolonged period of over thirty years has established the most developed cultural infrastructure in the country outside London. The fourteen largest cultural organisations in the city have a combined turnover of £85million, 66% of which is generated through commercial activity.

⁶ Headline from Public Art strategy, underpinned by sub-actions

⁷ Headline from the Birmingham Festivals Strategy, underpinned by sub-actions

⁸ Headline from Heritage strategy, underpinned by sub-actions

This thriving cultural sector brings benefits to the region's businesses, universities, schools and colleges and helps deliver other important public sector agendas such as health and wellbeing, community cohesion and the environment. Traditionally, however, the overwhelming majority of investment into the cultural sector has come from Birmingham City Council and Arts Council England. The city council is now finding it increasingly difficult to protect its relatively generous level of investment in culture and the Arts Council's investment levels are likely to be at standstill at best.

As public spending levels continue to decline and other claims on the public purse grow, the amount allocated to arts and culture is likely to be squeezed. For the city's cultural sector to thrive in response to these external competitive pressures our arts organisations and leaders will need to hone further their entrepreneurial skills, seeking new markets and opportunities to exploit without losing sight of their individual artistic visions.

The building blocks of our planned approach to securing the stability of the city's cultural life and identifying opportunities for growth and development over the next three years can be summed up in three words – collaborate, devolve and re-balance.

Collaborate –

The city's cultural organisations have a strong record of collaboration, regularly working with each other on a wide range of projects that cross artform and size boundaries. Birmingham Arts Partnership (BAP) has already delivered two large-scale city-wide free festivals (Four Squares in 2013 and the Birmingham Weekender in 2015), and runs Arts Connect in partnership with Wolverhampton University – the collaboratively-managed “bridge” organisation funded by Arts Council England to connect the worlds of culture and education in the region.

The city's larger arts organisations work regularly with smaller companies and/or artists in the city in a variety of artistic and organisational partnerships, production and promotion. From April 2016 onwards this collaborative work will be further strengthened and expanded through BAP transforming itself into Culture Central, a new membership-based organisation open to all not-for-profit companies and individuals working in the cultural sector. This new organisation will open up new funding streams and develop and enable delivery of a range of new collaborations across marketing, data-sharing, production, training, production and learning and participation.

Similarly, the current forum in which the city's wide range of arts festivals regularly meet to discuss matters of common concern and the emerging collaboration between the ten local arts forums in the city will both offer strong and supportive foundations for future collaboration. Together, and with the myriad individual artists, companies and partnerships active in Birmingham, these arrangements will deliver the city's cultural offer more effectively. Building on existing collaborations and creating new collaborative initiatives will be vital to our efforts to ensure the sustainability of the city's cultural life over the next three years and beyond.

Devolve -

The city council has traditionally played a leading role in shaping Birmingham's cultural offer and that, together with the significant financial investment that has accompanied it, has been enormously successful in producing the impressive cultural infrastructure we now enjoy. The council's inability to continue to invest at past levels will, however, necessitate a related review of its ability to play such a direct role. As the city's culture budget and internal resources shrink over the

life of this plan, there will be an increasing need for cultural planning, events programming, project management and funding streams to be led by the appropriate collaborative network in the city.

One of the keys to retaining and, we hope, growing the quality and quantity of cultural activity in the city over this challenging period will be in the way that the city council enables, supports and works actively in partnership with the emerging clusters of artists, producers and cultural organisations in the city. While it will still be an important partner in “place-shaping”, this will be in partnership with other interested parties through the Partnership for Culture commissioning arrangements. The sector itself, which has led the development of this strategy, will play a greater part in steering debate and in leading the delivery of the actions, and will be an active voice in the partnership.

Re-balance –

While local government resources for culture look set to reduce, funding from DCMS and other national bodies is relatively secure. However, this funding is skewed disproportionately across the country, including through Arts Council England, Creative England, Creative & Cultural Skills, Creative Skillset and the BBC.

Work undertaken by the GBSLEP’s Access to Finance programme has found that this problem is compounded by Birmingham’s relatively poor performance in accessing national funding streams and work to support applicants to make more effective applications to funds that are available is referenced in the Creative City section above.

Funding from philanthropy, sponsorship and commercial activity is growing in the cultural sector in the city, but not as quickly as the decline in local government funds; and there is still less availability of funding from these sources, and from residents’ disposable income, in Birmingham than in the South East.

To achieve our aims over the next three years, it is vital that we find ways to re-balance the finances of the cultural sector, replacing what is likely to be lost as public funding from the city council and other public bodies with income from as wide a range of different sources as possible. Most of the cultural organisations in the city already receive funding and/or earn income from a plurality of sources, but an increased emphasis on further diversification will be necessary.

We will work to secure greater local influence over national funding through the devolution deal, so that culture is placed at the very heart of the plans for the Midlands to become the “engine of growth” and delivers the greatest impact for the local economy. We will use our cultural resources to support WMCA’s positioning in national and international markets. We will take the opportunities presented by the flexibilities of the devolution arrangements to identify and secure new funds to ensure that cultural activity continues to play an active part in regional growth, through its proven ability to create jobs, attract inward investment, develop tourism and contribute to cross-sector innovation.

We will make the strongest case possible that culture is placed at the very heart of the plans for the Midlands to become the “engine of growth”. We will identify and secure new funds through the combined authority to ensure that cultural activity continues to play an active part in regenerating the region through its proven ability to create jobs, attract inward investment and develop tourism. The cultural sector’s unique ability to promote health and wellbeing, social cohesion and environmental awareness will be a key factor in attracting new sources of public funding and we need to ensure that the cultural voice is heard in the appropriate forums.

We will work to develop an integrated strategy for the WMCA which links the cultural, creative and tourism agenda clearly to the emerging Strategic Economic Plan in the areas of transportation (to connect the offer), skills (to support education and employment) and marketing (to attract investment and visitors). We will seek to join up programmes and funding through a single approach to central government with our local WMCA partners.

The Arts Council is committed to increasing its investment of Lottery revenue outside of London and we must continue to work closely with them to ensure that we have the quality of proposals to attract significant investment to our region.

The strength of the current and emerging collaborative cultural partnerships in the city will be a key factor in identifying and bringing other new sources of funding and investment into the city's cultural life. Major trusts and foundations, commerce, the education sector, philanthropists and investors will each be important sources for new income, and a strong network of independent cultural clusters actively supported by the city council will give us the best possible chance of securing it.

Whilst attracting new sources of income will be key to our ability to thrive, continuing to improve the efficiency of the cultural sector will also play a part. Culture Central, a strengthened partnership between the city's festivals and the new collaboration between the arts forums will each offer opportunities to identify and implement new ways of working and sharing to ensure that resources are exploited to their full.

Outcomes

- The business model for cultural delivery makes best use of available resources, and provides more opportunities for artists' employment and audience participation.
- A wider range of partners contribute to resourcing culture in the city, drawing in those who benefit directly or indirectly from Birmingham's cultural capital to meet (and exceed) the gap resulting from the decline in public funding.
- An increased and fairer share of national resources is used to deliver the cultural strategy, enabling greater impact.
- Planning and delivery of the city's key agendas of skills and employment, health and wellbeing and the cultural, creative and visitor and economy are better integrated, leading to improved health, skills and social cohesion and enabling greater impact.

Actions

We

the arts and cultural organisations, creative businesses, artists and creative practitioners;
the schools, colleges and universities;
the public, private and third sector organisations

Will

42. encourage collaboration between cultural organisations, in the city and beyond, as a means to optimise the business model through driving out unnecessary cost and opening up opportunities for artists, audiences and income generation.
43. encourage all stakeholders in the city with an interest in the outcomes of a flourishing cultural sector to contribute to its resourcing.

44. support organisations to develop the knowledge, contacts and products to diversify their income base, including exploring new markets.
45. explore innovation in our funding models, including reviewing potential for the use of capital, equity and earn-back approaches.
46. work with the West Midlands Combined Authority to advocate for national resources for culture to be rebalanced at pace, and to provide resources to sustain and grow our offer.
47. work with the West Midlands Combined Authority to develop a model which integrates cultural investment with local planning and seek to secure greater freedom over national resources available to deliver our strategic aims.

Measures of Success

6. By 2019 there will be a greater range of high quality arts and cultural activity happening in the city.
7. Birmingham City Council's investment level in cultural activity by the not-for-profit sector is stabilised at a realistic and sustainable level.
8. Regular and sustainable investment in cultural activity by the not-for-profit sector in the city is being secured from a variety of sources within the public, commercial and education sectors.
9. The majority of not-for-profit cultural organisation and individual artists based in the city are members of Culture Central and working collaboratively to secure new investment, produce great art and grow and diversify audiences.
10. Arts Council England's investment in the cultural life of the city is a higher %age of its total UK investment than it is in 2016.
11. A single integrated approach to cultural and creative development and a commitment to investment in cultural activity are fully embedded in the West Midlands Combined Authority plans.

Final Version

Appendix Two

Actions for Birmingham City Council Arising from the Cultural Strategy 2016-19

Birmingham City Council cannot continue to provide all the services which historically supported this sector. The strategy clearly indicates that the future role of the Council is likely to be in working better together internally to support cultural outcomes, in bringing partners together, in enabling activities and, to a limited extent, in funding/commissioning activities to support BCC priorities where these will otherwise go un-delivered. All of this needs to be done within a severely constrained budget.

Birmingham City Council's responsibilities in supporting the partners to deliver the strategy are:

- a) Facilitate the continued development of the LAF network, No11 Arts and the cultural co-design approach
- b) Support signposting/communicate information
- c) Through the Partnership for Culture, advocate for the impact of culture on a range of other agendas, including health, skills, investment
- d) Through the Heritage Strategy Group, advocate for the recording of local heritage and through the Library of Birmingham and the contract with BMT, support the provision of records of heritage, and the celebration and understanding of the city's heritage (including through Heritage Week)
- e) Ensure Heritage is properly considered in planning and development processes
- f) Where funds allow, work with the Partnership for Culture to commission activities to meet identified gaps in provision or meet BCC priorities
- g) Support and encourage the showcasing of young people's cultural achievements
- h) Enable the voice of young people, and of local communities, in decision-making about cultural provision
- i) Champion the Creative Future pledges through Council services
- j) Work with GBSLEP to connect activities of the Business & Learning programme in the library service to the Growth Hub offer
- k) Disseminate information about available funding
- l) Work with partners to develop a shared approach to grow the film and tv economy
- m) Collaborate across the Council to improve conditions for business start-up and growth, particularly in Digbeth, Eastside and Jewellery Quarter
- n) Collaborate across the Council to plan appropriately for cultural infrastructure and programmes within key developments
- o) Through Marketing Birmingham, work with the cultural sector to promote a coherent message about our achievements and ambitions and to improve physical and promotional signposting
- p) Continue to improve the practice and funding base for public art, through the internal Public Art Gateway Group
- q) Facilitate the continued development of the network of festival organisers
- r) Work with colleagues in the WMCA to influence improvements to the transportation links across the visitor offer
- s) Through the Partnership for Culture, review business models and support diversification of income streams and the development of innovative financing
- t) To work with WMCA colleagues to advocate for national resources for culture to be rebalanced at pace, and to seek to secure greater freedom over national resources available

MOTIONS FOR DEBATE FROM INDIVIDUAL MEMBERS

To consider the following Motions of which notice has been given in accordance with Standing Order 4(A)

Councillors Neil Eustace and Paul Tilsley have given notice of the following motion:-

“This Council

- notes concerns about damage to grass verges raised by residents and Councillors of all parties;
- notes initiatives taken by the Executive to test new ways of tackling the problem;
- believes there needs to be a thorough investigation of the scope of the Council's powers to prevent parking on grass verges;
- calls for an examination of a range of solutions to the problem;
- calls for a full assessment of the costs of damage caused by verge parking and of the level of public concern.

This Council proposes that a scrutiny review of the subject - and of other forms of anti-social behaviour on the highways - would assist the Executive in devising a way forward; such a review should include examination of the impact of delays in dropped kerb installation and charges for this service.”

