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About this plan

This Plan explains the priorities that Birmingham City Council has set for its work in 2006 and beyond. It states our priorities for action that will continue to successfully transform the city and achieve a secure future for all its people.

In 2005 the Birmingham Strategic Partnership examined trends, influences and challenges for the city. In 'Taking Birmingham Forward', we launched a shared vision for Birmingham:

- a city of national and international significance that has a successful and sustainable place in the world economy
- a city whose local neighbourhoods and vibrant urban villages are flourishing and whose people benefit from its prosperity.

The Council – working alongside city people and our partners – is committed to achieving success for the city. The priorities in this Plan reflect the importance of joint working and explain the Council's part in securing a successful and prosperous future.

City people's views have informed this Plan - we have a comprehensive listening programme that helps us understand what is important to Birmingham people. We've also assessed progress, monitored our performance and talked to partner organisations. The inspectors who review our services have helped us decide where we should focus our efforts and we have compared our performance with that of other councils. The Plan has also been informed by changes in the city as it develops and grows, and some of the significant events that have affected city people.

This Plan sets out clear targets for the Council for 2006 and beyond, and explains how we will measure and report success.

All the information that has helped develop and shape these priorities is available. Pages 58-59 lists the partner organisations in the Birmingham Strategic Partnership and the partnerships working together for Birmingham.

Fitting in with other plans

This document is part of a bigger framework of plans for the city and works with other plans to ensure that all our work combines to focus on achieving success for the city. None of these plans stands alone and all are jointly owned and driven by the organisations that are responsible and accountable to city people.

Some of these plans cover the whole city, while other plans – District Community Plans for example – are developed by local communities. These local plans show how the overall priorities for the city are being tackled locally, reflecting local concerns and local circumstances.

Some of the links between these plans are shown on the next page:

Our planning framework

Taking Birmingham Forward

Developed by the Birmingham Strategic Partnership, this describes the vision for the future of our city and action plans to achieve improvements.

The Council Plan

Translates Taking Birmingham Forward into action for the Council, sets priorities and targets for services.

District community plans

Priorities, service targets, improvement and consultation plans for each district.

Major plans

A set of plans developed by the key agencies working together to shape and improve services across the city.

Local Area Agreement (LAA)

A set of targets agreed with local partners and with central government, allowing us greater local flexibility and freedom to innovate to achieve the city's vision. The LAA themes are:

- Safer and Stronger Communities
- Children and Young People
- Healthier Communities and Older People
- Enterprise and Economic Development

Financial plans

Set out the financial resources available to deliver services and support priorities.

Performance Plan

Sets clear targets for each of the key priorities in the Council Plan; and allocates responsibilities with measures and indicators to monitor progress and hold us to account.

Directorate plans

Translate council priorities and targets into detailed actions and objectives for each service.

Work plans

Detailed plans for all teams and employees ensure that everyone knows what is expected of them and how their work contributes to meeting the council's priorities.

In 2005 the new progressive partnership set out a three-year plan of action to make Birmingham one of the best-run authorities in England, recognised for our excellent services and efficient use of resources. We have made good progress – independent inspectors this year confirmed that the Council is ‘improving well’ and we achieved a 2-star rating. We have continued to improve performance in housing, our social care services, and in our schools, with our children again achieving excellent results. We did this by working with the people who deliver and use our services to create a shared sense of pride in this city and this Council. These improvements show that a clear focus on priorities and strong management is effective in driving improvement forward. This Plan explains how we will build on these successes by continuing to improve services and maintain our focus on delivering better value for money.

2005 was a challenging year for Birmingham and its people. The decline in our manufacturing industries was compounded by the closure of Rover. We also experienced the worst natural disaster in Birmingham in living memory, a tornado in the south east of the city. We were all saddened by the outbreak of disorder in Lozells despite the positive community relations there. The Council has a vital role in tackling these challenges. This Plan explains what we will do to support local people whose lives have been disrupted, and how we will work with communities to understand and resolve tensions.

An important part of our approach is to develop partnerships to make the most of what everyone has to offer to our city. We believe that the city’s businesses; voluntary, faith and community groups; and all public agencies can play a strong role as champions for their local areas, and as our partners in delivering flexible services across Birmingham. In 2005 we agreed a new Community Strategy with our partners, setting out our shared vision for the city in the next 5 years.

This Plan has been developed by the Council’s Cabinet (who are responsible for all the services we provide) and agreed by the city’s councillors. Each Cabinet member has specific responsibilities for action and reports back regularly to the Council on their progress.

The plan reflects our continued commitment to invest in improvement by:

- investing in doing things better so that the services important to all of us, keeping our streets clean, educating our children, supporting those in most need – are provided in the most efficient and effective way they can be
- investing in the people of Birmingham, to involve everyone in improving our city
- tackling inequalities by understanding city people’s needs, and the impact services can have on improving lives and helping people into work

- encouraging Birmingham people to hold the Council to account for the way it performs, and
- building real pride in the areas where we live to create a city of ‘vibrant urban villages’, where communities get on well together.

We will build on the unique qualities, strengths and adaptability of our citizens to build a bright future for Birmingham. The City plays a leading role in the region, and we have developed a strong voice nationally and internationally to pursue our vision of a prosperous and successful city.

Cllr Mike Whitby, Leader of Birmingham City Council



My task as Deputy Leader is to support everyone who works for Birmingham City Council to become more effective and efficient at improving our city. We have shown that we can improve and raise the quality and standard of the services we manage and deliver. We have learned a lot about how to make improvements and we will build on that learning to maintain momentum.

Our Customer Care Strategy is proving that we can transform the way we work. It introduces a choice of routes to contact the Council, and more efficient ways of responding to individual needs. To make even more progress we will help everyone working with and for the Council to find other ways to transform services – positively changing the way we work and unlocking potential. Working together and using our limited resources wisely, we will focus our energies to deliver more for our customers.

In 2006 we will use an Audit Committee to drive improvement by putting in place even more effective financial control and reporting. We will also establish an advisory 'Excellence Board'. This will look at how we can

further improve services, drawing on a team of experienced advisors. 'Excellent' authorities challenge themselves regularly to ensure they reach high standards and are open to further positive ideas for improvement. We want Birmingham to become an excellent authority and we have a committed team to help us get there.

This Council Plan sets a clear course of action to respond to what local people have told us. It focuses on the people who need our services, who want to work with us to check our performance, and who want to become more involved in shaping the way we do things.

Our Plan also reflects the opportunities presented by the work we have done with partners to establish a Local Area Agreement. The agreement – a deal that we and our local partners have negotiated with central government – will run from April 2006 and should help us make more rapid progress on our shared objectives for the city, by driving forward key parts of our Community Strategy. The agreement will demonstrate our belief that joined-up local working does tackle local problems. We hope this will help reduce bureaucracy,

giving us more freedom and flexibility to do things differently to transform our city.

Cllr Paul Tilsley, Deputy Leader of Birmingham City Council



Our Achievements

In this section we outline some of our achievements. We cannot include in this Plan all the information that is available but we explain how and where to find out more in Section 19.

People in Birmingham are positive about our city and are proud of the city's achievements. With three city universities, Birmingham has access to a total regional graduate population of nearly 43,000. We have a strong research base boasting world-class facilities at Aston Science Park and the University of Birmingham Research Park. With the Birmingham Strategic Partnership our ambitious plans for the city are supported by partnerships between the public and private sector bringing in £13 billion worth of investment, and our Local Area Agreement will provide another opportunity to achieve more for the city.

One of the most comprehensive checks on the Council's performance is the series of independent inspections which the Audit Commission co-ordinate on behalf of

the Government. During 2005 inspectors looked at the Council, at our housing services, the services we provide for children and our benefits service. In December they concluded that we are 'improving well' and demonstrating '2 star' overall performance. When inspectors looked at our services for children they said that we are 'serving some children well' and showing 'promising capacity for improvement'. We kept our top score of 4 out of 4 for our Benefits Service.

We have also improved our repairs and maintenance services for our tenants and received a star rating. This Council Plan prioritises our housing services and we will continue to monitor our performance closely as we implement our improvement plans.

We measure our performance using a comprehensive set of indicators including the statutory Best Value Performance Indicators (BVPIs). In 2004/05 we improved against most (56%) BVPIs and 36 (29%) of these showed significant improvement. Performance in a few was less good - these included some adult social care indicators and reducing teenage conception rates

and permanent exclusions from schools. We have prioritised these areas for improvement and will work with partners to achieve more.

We also monitor success in the outcomes around neighborhood renewal. Progress has improved in most areas, especially GCSE results and reductions in burglaries and vehicle crime. We work towards a set of 'floor targets' - focusing on outcomes which are agreed nationally and which aim to close the gap between those areas of the city and the country with the best and poorest outcomes. Most of these improvements have been very positive, but there are some areas where faster improvement is needed. These include tackling worklessness, improving people's health and reducing the amount of non-decent social housing. Through the Local Area Agreement we will work with our partners to achieve more for city people with the greatest need.

In section 19 of this Plan we explain how we monitor our progress, reporting back regularly and encouraging city people to hold us to account.

In this section we explain the structure of the Plan. Because some of the terms or names we use may not be familiar to all users of this plan we have included a glossary on pages 60-65.

Target outcomes

this explains what we want to achieve. It will be supported by specific measures, some of which also help us to compare progress with other councils or against central government targets. In our Performance Plan we list all the indicators we use to measure our progress and show how we are performing.

Lead Cabinet Member(s)

Information on the Cabinet, our Overview and Scrutiny Committees and the Council's Regulatory Committees is available on our website www.birmingham.gov.uk

Actions

these will feed into service plans and are underpinned by directorate targets, measures (and milestones where appropriate). Responsibilities for each action will be assigned and progress monitored within directorates.

Council objective:	
Council priority :	
Portfolio priority	Budget Validation Date
Target outcome	
Lead Cabinet Member(s)	Lead Directorate(s)
Actions	Target date(s)
1.	
2.	
3.	

Target date(s)

this explains the deadlines we have set ourselves, including what we intend to do over the next year and actions that require more time.

Lead directorate(s)

this part of the plan will be used to keep a record that expenditure is as intended.

Budget Validation

this part of the plan will be used to keep a record that expenditure is as intended.

Our priorities

INVESTING IN IMPROVEMENT

1. Managing resources effectively, flexibly and responsively
2. Investing in our staff – building an organisation that is fit for its purpose

IMPROVING SERVICES – ASPIRING FOR EXCELLENCE IN ALL OUR SERVICES

3. Raising performance in our services for children, young people, families and adults
4. Raising performance in our housing services

A CITY OF VIBRANT URBAN VILLAGES

5. Cleaner, greener and safer – Your City, Your Birmingham
6. Investing in regeneration
7. Improving the city's transport and tackling congestion
8. A fair and welcoming city
9. Providing more effective education and leisure opportunities
10. Promoting Birmingham as a great international city

Investing in improvement

Our first priority is to improve the quality of life for people in Birmingham – we want to make Birmingham a city that is recognised for its excellent services and efficient use of resources. Delivering better value for money through strong management, rigorous performance management and disciplined financial controls will unlock other improvements to our services. Our Budget, Business Transformation and Efficiencies programmes contain more detail about these improvements - information is available on our website www.birmingham.gov.uk

We will continue to listen carefully to Birmingham people and address their needs. We are strengthening our approach to measuring public opinion across the city and using innovative approaches to engage people we have failed to reach in the past. This year we will survey residents to find out more about their experiences and what they think about living and

working in Birmingham. We will target our consultation so that it improves our understanding of people's needs and aspirations. Alongside our partners, we are eager to use and respond to this information. We will deliver continuous improvements by being flexible and responding effectively to what people tell us. By learning from other excellent authorities, establishing an advisory Excellence Board, and listening to what external inspectors tell us, we will find the best ways to invest in improvement.

Our workforce is essential to delivering these improvements. We are committed to developing our employees and managers and we will work with them to find ways of training and motivating staff to continue to improve our services.

We will use Personal Development Reviews to explain the role that every member of staff plays in delivering improvements, and set individual goals. Managers will be

supported to plan the work of their teams and manage their budgets more effectively.

We will also invest in the people of Birmingham by helping them to develop their local neighbourhoods through the District Strategic Partnerships. These bring local people and organisations together to share local knowledge, tackle problems, and develop local priorities that will improve neighbourhoods and reinforce and enhance pride in them.

The Audit Commission, which inspects our services, has acknowledged that the way we manage our performance is already good. We will develop this further by working with other city agencies to introduce arrangements that will drive delivery of our Local Area Agreement. We will also make our performance information more accessible to everyone who wants to find out more about how the city's services are performing.

Investing In Improvement

Council priority 1: Managing all resources effectively, flexibly and responsively

- 1.1 Review progress on localisation and devolution
- 1.2 Create more opportunities for councillors to represent their constituents' views
- 1.3 Improve value for money through business transformation, effective procurement and better use of resources
- 1.4 Give districts more flexibility to improve service delivery to reflect local community needs
- 1.5 Improve the way we communicate with residents and make it easier to use our services

Council priority 2: Investing in our staff – building an organisation that is fit for its purpose

- 2.1 Manage and review performance
- 2.2 Develop Birmingham City Council as an employer of first choice
- 2.3 Give managers the right tools and information to do their job

Council priority 1: Managing resources effectively, flexibly and responsively

<p>Portfolio priority</p> <p>1.1 Review progress on localisation and devolution</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>To learn lessons from experience so far and identify an action plan for improvements in the future.</p>	
<p>Lead Cabinet Member(s)</p> <ul style="list-style-type: none"> Leader Deputy Leader Local Services and Community Safety Transportation and Street Services Leisure, Sports and Culture Chair of Co-ordinating Overview and Scrutiny Committee 	<p>Lead Directorate(s) Local Services</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Complete the scrutiny review and draw up proposals.</p>	<p>July 2006 Report to Council</p>

Council priority 1: Managing resources effectively, flexibly and responsively

<p>Priority</p> <p>1.2 Create more opportunities for councillors to represent their constituents' views</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Members will have had greater opportunities to influence the policies and programmes of the City Council.</p>	
<p>Lead Chair of Co-ordinating Overview and Scrutiny Committee</p>	<p>Target date(s)</p>
<p>Actions</p>	
<p>1. Carry out scrutiny reviews related to the priorities in this plan and other matters of public interest.</p>	<p>March 2007</p>
<p>2. Carry out work aimed at increasing value for money and efficiency.</p>	<p>March 2007</p>

Council priority 1: Managing resources effectively, flexibly and responsively

<p>Portfolio priority</p> <p>1.3 Improve value for money through business transformation, effective procurement and better use of resources</p>	<p>Budget Validation Date</p>
<p>Target outcome:</p> <ul style="list-style-type: none"> • fund our improvement plan over the next three years • fund an expanded capital programme and tackle the Asset Management Programme backlog • achieve at least the Gershon efficiency-saving target of 2.5% per year over the next three years. 	
<p>Lead Cabinet Member(s) Leader Deputy Leader</p>	<p>Lead directorate(s) Resources Development</p>
<p>Actions</p> <p>1. Identify efficiency savings, take appropriate action and agree our Annual Efficiency Statement.</p>	<p>Target date(s)</p> <p>April 2006 Prepare Annual Efficiency Statement (forward looking statement) outlining our actions throughout the financial year 2006/07</p> <p>June 2006 Prepare a backward-looking statement to measure our success against the targets of 2005/06</p>
<p>2. Make better use of the Council’s property portfolio by reviewing how we use it and selling surplus assets to maximise capital receipts.</p>	<p>June 2006 Create initial programme plan for Excellence in Property Utilisation Project</p> <p>September 2006 Consult key stakeholders and agree model for office accommodation plan, including release of major city centre leases in 2009-11</p> <p>March 2007 Develop an implementation model for the office accommodation plan</p> <p>Achieve a rolling programme of asset disposals to meet the capital receipts target</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼</p>

Council priority 1: Managing resources effectively, flexibly and responsively

Portfolio priority

1.3 Improve value for money through business transformation, effective procurement and better use of resources...continued

	<p>March 2008 First major relocation to new accommodation</p>
<p>3. Improve value for money through business transformation and better use of resources.</p>	<p>April 2006 Service Birmingham established June 2006 All transformation programme management structures to be in place December 2006 2-3 year programme of transformation projects to be defined March 2007 Start the delivery of benefits from Phase 1 Business transformation projects</p>
<p>4. Improve procurement by:</p> <ul style="list-style-type: none"> • making available more efficient procurement tools • achieving savings through a strategic approach to what and how we procure goods and services • improving the skills and competencies of staff • having a clear policy that balances the need for efficiency savings with the social and economic and regenerative impact of how we procure. 	<p>March 2007 Electronic catalogue, contracts database and purchasing cards available Savings plan implemented and cashable savings realised in line with Budget Learning and development programme is in second phase for managerial staff Policy agreed</p>

Council priority 1: Managing resources effectively, flexibly and responsively

<p>Portfolio priority</p> <p>1.4 Give districts more flexibility to improve service delivery to reflect local community needs</p>	<p>Budget Validation Date</p>
<p>Target outcome Services will reflect local priorities.</p>	<p>Lead Directorate(s) Local Services</p>
<p>Lead Cabinet Member(s) Local Services and Community Safety</p>	<p>Lead Directorate(s) Local Services</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Review each devolved service and share best practice, making recommendations for improvements in service delivery.</p>	<p>March 2007 Report on reviews of Libraries and Neighbourhood Advice March 2008 Sport Services</p>
<p>2. Review financial delegation to districts, including the option of developing some capital resources.</p>	<p>December 2006 Cabinet decision</p>

Council priority 1: Managing resources effectively, flexibly and responsively

<p>Portfolio priority</p> <p>1.5 Improve the way we communicate with residents and make it easier to use our services</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Access to services is simpler and quicker and more queries or service requests are dealt with first time.</p>	<p>Lead directorate(s) Chief Executive's</p>
<p>Lead Cabinet Member(s) Deputy Leader</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Deliver our Customer First Programme by:</p> <ul style="list-style-type: none"> • providing a single-number and e-mail address contact point for all Council services • improving the website to deliver the outcomes in the customer service strategy • encouraging contact through telephone and e-mail whenever possible and focusing face to face contact with customers who most need personal support • improve customer service by implementing Charter Mark, training front-line staff and using the Comments, Complaints and Compliments Procedure to drive improvement. 	<p>March 2007 Single-number contact centre is working</p> <p>Website development is complete</p> <p>An in-person contact point model agreed and being built in at least one district</p> <p>Continue the Customer Services Accreditation programme.</p> <p>Have a corporate accreditation scheme in place for Charter Mark.</p> <p>Demonstrate service improvements through our Comments, Complaints and Compliments Procedure</p>

Council priority 2: Investing in our staff – building an organisation that is fit for its purpose

<p>Portfolio priority</p> <p>2.1 Manage and review performance</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>A more productive workforce that contributes to efficiency savings.</p>	
<p>Lead Cabinet Member(s) Equalities and Human Resources</p>	<p>Lead directorate(s) Resources</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Implement performance development and review (PDR) across the council and train managers to use it.</p>	<p>March 2007 Continue implementation of PDRs making the process more accessible electronically through the People Solutions inline pages Provide the organisation with relevant monitoring data through the Excellence in People Management project</p>
<p>2. Make sure that directorates use our agreed management competencies to improve performance.</p>	<p>March 2007 Make management competencies available electronically through the Learning Zone area of People Solutions</p>
<p>3. Provide consistent training and development for individuals, teams and services.</p>	<p>March 2007 Make training and development available electronically through the Learning Zone area of People Solutions Extend the Leadership Development Programme pilot to the organisation during 2006 Make Project Management training available to all staff during 2006</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼</p>

Council priority 2: Investing in our staff – building an organisation that is fit for its purpose

Portfolio priority

Budget Validation Date

2.1 Manage and review performance...continued

4. Improve consultation with staff and their representatives.

March 2007 Finalise the joint management and trade union framework on consultation and employee involvement
Deliver and report on results of the employee census during 2006

Council priority 2: Investing in our staff – building an organisation that is fit for its purpose

<p>Portfolio priority</p> <p>2.2 Develop Birmingham City Council as an employer of first choice</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>We will recruit more effectively and reduce the effect of vacancies on services.</p>	
<p>Lead Cabinet Member(s) Equalities and Human Resources</p>	<p>Lead directorate(s) Resources</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Recruit in innovative ways so that our workforce reflects the city’s diversity and encourages people from all groups to apply for jobs.</p>	<p>March 2007 Extend pool recruitment to include other groups Extend use of open days and outreach work</p>
<p>2. Develop a strong brand for all council advertising and recruitment work.</p>	<p>March 2007 To complete and launch the Council’s recruitment advertising rebrand</p>
<p>3. Develop the work of the corporate recruitment team in response to customer feedback.</p>	<p>March 2007 Reduce the use of consultants and extend the use of in-house assessment centres</p>
<p>4. Review terms and conditions of service to create an attractive employment package and achieve the flexibility needed to support improvements and achieve equal pay.</p>	<p>March 2007 Complete and implement a pay and grading review</p>
<p>5. Develop our strategy for age.</p>	<p>October 2006 Publish guidance on age discrimination in employment March 2007 Produce a strategy</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼</p>

Council priority 2: Investing in our staff – building an organisation that is fit for its purpose

<p>Portfolio priority</p> <p>2.2 Develop Birmingham City Council as an employer of first choice...continued</p>	<p>Budget Validation Date</p>
<p>6. Develop our strategy for faith.</p>	<p>October 2006 Implement the strategy</p>
<p>7. Develop our redeployment, secondment and placement procedures to support employees facing organisational change and those wishing to have flexibility in their employment.</p>	<p>June 2006 Implement the new redeployment, secondment and placement procedures across the whole Council</p>
<p>8. Continue to implement our organisational development programme.</p>	<p>April 2006 Start the second phase of the 'BEST' values programme</p> <p>October 2006 Complete the pilot study of assessment centres</p> <p>March 2007 Report the findings of the pilot study. Managers and staff start to use the assessment centre process</p>

Council priority 2: Investing in our staff – building an organisation that is fit for its purpose

<p>Portfolio priority</p> <p>2.3 Give managers the right tools and information to do their job</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Improve our use of technology to give managers the information they need electronically.</p>	
<p>Lead Cabinet Member(s) Equalities and Human Resources</p>	<p>Lead directorate(s) Resources</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Develop our human resources information system (HRIS) so that information can be entered and retrieved locally.</p>	<p>March 2007 Pilot a business transformation project for the whole organisation in one area e.g. anniversary based leave March 2008 Implementation completed in the whole organisation</p>
<p>2. Restructure our ways of managing people to get the most from our investment in systems.</p>	<p>March 2007 Pilot 'self-service' project March 2008 Implementation completed throughout the Council</p>
<p>3. Improve the way we use IT systems to help managers and staff by:</p> <ul style="list-style-type: none"> • widening access to our Birmingham Inline intranet as the central point for information on HR policies, procedures, guidance and best practice • improving the reliability and responsiveness of corporate IT systems, including e-mail • widening access to financial information and e-mail • developing where appropriate other comprehensive management information systems. 	<p>March 2007 Extend "anytime/ anywhere" computing that will allow secure access to council services from any computer Achieve Excellence in People Management Project objectives to allow secure access to consistent management information on people management Develop strategy for the Council's use of SAP March 2008 Our whole organisation has access to the People Solutions personnel database</p>

Improving services – aspiring for excellence in all our services

We have made good progress with our plans to improve our housing and children's Social Care services. We will keep them high on our list of priorities as we consolidate our improvements. We have learned from our experience and will use this learning to provide a focus for action in 2006 and beyond.

Our children's trust arrangements continue to develop. Children's services partners have now agreed a joint approach to secure further improvements in outcomes for children, young people and families.

We also want to improve the support we offer to adults, responding to their particular needs and concerns, and promoting their well being. As a city, our strength is in our people. By 2010, we aim to be widely respected as a Council that enables people to live successful independent lives in safe and strong communities. We will continue to work with partners to get these basic services right. We

will measure our success against the outcomes set out in the White Paper "Our health, our care, our say: a new direction for community services".

The outcomes our services should help to deliver are:

- improved health and emotional well being
- improved quality of life
- making a positive contribution
- choice and control
- freedom from discrimination
- economic well being
- personal dignity.

We will continue to work closely with partners to get these basic services right so that people will feel and see the difference as we extend our goal of excellence to all our services. We will pay particular attention to vulnerable groups and people with disabilities, and adopt an approach that aims to prevent problems occurring.

We will invest in tools that make the best use of the information we get from talking to people who use and need our services. We will monitor their use of services and consult them effectively.

We will also use the information we have collected through our 'equality impact and needs assessments' to help us identify and tackle insensitivities.

By bringing information together about customers' needs and views, we will improve our services to meet individual needs. Our staff are vital to this and a diverse workforce, helps us serve all of Birmingham's communities better. We will maintain our clear focus on the services that most need improvement. But we will also continue to seek excellence in all the services Birmingham people want.

Improving Services – aspiring for excellence in all our services

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Council priority 3: Raising performance in our services for children, young people, families and adults

- 3.1** Sustained improvements in our services for children and young people
- 3.2** Provide more effective integrated and localised services to children, young people and their families
- 3.3** Raise performance in our adult care services

Council priority 4: Raising performance in our housing services

- 4.1** Raising performance in our housing services

Council priority 3: Raising performance in our services for children, young people, families and adults

<p>Portfolio priority</p> <p>3.1 Sustained improvements in our services for children and young people</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Children and young people in Birmingham will be better safeguarded.</p>	
<p>Lead Cabinet Member(s) Children, Young People and Families</p>	<p>Lead directorate(s) Children, Young People and Families</p>
<p>Actions</p> <p>1. Review the Council’s policies and procedures to ensure compliance with the recommendations of the Bichard Report, including monitoring the take-up of training provided by the National College for School Leadership (NCSL) for headteachers and school governors on safer recruitment.</p>	<p>Target date(s) October 2006</p>
<p>2. Increase the number of initial and core assessments of children and young people referred to social care that are completed within 7 and 35 working days respectively.</p>	<p>September 2006</p>
<p>3. Pilot a community safeguarding toolkit with the National Society for Prevention of Cruelty to Children (NSPCC). Train voluntary, community and faith groups so they can play their part in helping children and young people stay safe.</p>	<p>September 2006 Toolkit is available for distribution</p>
<p>4. Improve our provision for looked after children by increasing the longer-term stability of foster placements through better commissioning of foster-care services.</p>	<p>March 2007</p>
<p>5. Develop a comprehensive disability strategy and joint commissioning strategy. These will cover access to universal services and transition arrangements between children, young people and adult services, schools, colleges and employment.</p>	<p>October 2006</p>

Council priority 3: Raising performance in our services for children, young people, families and adults

<p>Portfolio priority</p> <p>3.2 Provide more effective integrated and localised services to children, young people and their families</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Children and their families will benefit from specialist services and support at children’s centres.</p>	
<p>Lead Cabinet Member(s) Children, Young People and Families</p>	<p>Lead directorate(s) Children, Young People and Families</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Implement the children’s centres programme.</p>	<p>2006-08: Phase 2</p>
<p>2. Pilot our information-sharing and common assessment framework strategy for children at risk including putting in place a single point of contact that children, young people and families can trust, and who can help them get appropriate support which is well planned, regularly reviewed and effectively delivered.</p>	<p>October 2006</p>
<p>3. Develop the extended use of schools as a focal point for local integrated work.</p>	<p>October 2006</p>

Council priority 3: Raising performance in our services for children, young people, families and adults

<p>Portfolio priority</p> <p>3.3 Provide more effective integrated and localised services to children, young people and their families</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Services for people that better meet needs and preferences.</p>	
<p>Lead Cabinet Member(s) Adult and Communities Housing</p>	<p>Lead directorate(s) Adults and Communities Housing</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Confirm our plans for well being and social care services for older people.</p>	<p>March 2007</p>
<p>2. Work with our health partners to put the right packages of care in place more quickly for people leaving hospital.</p>	<p>March 2007</p>
<p>3. Implement the ‘Independent Living’ Service Improvement Action Plan to support residents to live independently in their own homes.</p>	<p>October 2006</p>
<p>4. Improve services for people with learning disabilities so that they have choices of care and accommodation to meet their needs and help them maintain their independence as city residents.</p>	<p>March 2007</p>
<p>5. Consult local people and develop measures to help us show improvements in our services.</p>	<p>October 2006</p>

Council priority 4: Raising performance in our housing services

<p>Portfolio priority</p> <p>4.1 Raising performance in our housing services</p>	<p>Budget Validation Date</p>
<p>Target outcome Recognition by inspectors of progress in our improvement plans by Autumn 2006 and increased percentage of housing stock which meets the Decent Homes Standard.</p>	
<p>Lead Cabinet Member(s) Housing</p>	<p>Lead directorate(s) Housing</p>
<p>Actions</p> <p>1. Deliver the improvements in repairs, maintenance and estates services set out in our Service Plan 2005+:</p> <ul style="list-style-type: none"> • To know and deliver what our customers need; • To be an excellent provider of social housing; • To understand and invest in the future of housing in the city; • To be a well-managed team. 	<p>Target date(s)</p> <p>March 2007</p>
<p>2. Implement the recommendations from the Supporting People improvement plan dated January 2006.</p>	<p>July 2006 Implement action plan</p>
<p>3. Continue with the implementation and roll-out of the home options programme for homeless households.</p>	<p>2006 Fully integrate Supporting People and Homelessness Strategies as required by the Office of the Deputy Prime Minister (ODPM)</p> <p>2006-2007 Complete roll-out of housing options service in the 3 pilot areas</p> <p>March 2007 Establish a fully integrated Home Options Advice service</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼</p>

Council priority 4: Raising performance in our housing services

<p>Portfolio priority</p> <p>4.1 Raising performance in our housing services...continued</p>	<p>Budget Validation Date</p>
<p>4. Improve homes to the national Decent Homes Standard in line with our major works programmes and complete our work to consider housing options for each district.</p>	<p>July 2006 Complete appraisals in remaining districts – Yardley, Hall Green, Erdington, Edgbaston, Perry Barr and Sparkbrook</p> <p>April 2006+ Improve homes to the Decent Homes Standard in line with the major works programmes up to 2010 with enhanced tenant satisfaction</p>
<p>5. Continue to use 80% of our housing land sales to improve council homes and their tenants' local services.</p>	<p>March 2007 Implement the Housing Development Plan to clear and sell housing land to maximise capital receipts to support the improvements set out in our Housing Revenue Account Business Plan 2005-10</p>
<p>6. Develop greater opportunities for tenant participation, empowerment and involvement through the tenant compact review, including the development of district tenant groups.</p>	<p>July 2006 Consult tenants on developments in tenant participation</p> <p>October 2006 Start implementation of agreed developments</p>

A city of vibrant urban villages

Strong and vibrant communities that get on well together are central to the city's future success. During 2005, parts of the city suffered severe economic pressures and natural disasters. We showed that city people and city organisations can pull together to overcome these challenges. Our plans for 2006 and beyond reflect this and include actions that will further improve our response to unforeseen pressures.

We will continue to work closely with businesses, voluntary, charity and faith-based groups, and other key agencies, harnessing their expertise and knowledge to transform Birmingham into a city of vibrant urban villages. This will enable everyone to make the most of one of Birmingham's strongest features: its social capital.

In our Local Area Agreement we have made a clear commitment to improving the quality of life for Birmingham people. By making the

fastest improvements for those people and places with the greatest needs we will close the gaps that exist between people and between areas.

When each person achieves their full potential, the whole city will benefit. Together with our partners we will work with children and young people to help them play their part in the city's successful future. This Plan explains what we will do to raise ambitions, increase choice, enhance opportunities and enable young people to achieve in education and improve their future prospects.

Birmingham people are proud of their city and through our 'Your City Your Birmingham' initiative we will work with local communities to enhance local pride, hold our services to account and promote responsibility among all citizens. Clean, safe and healthy homes and environments are vital to people's sense of well being and security. With our partners

across the city we will find innovative ways to support people to improve their health and give their children the best start in life.

We want to improve the city's transport and tackle the problems caused by congestion in our city centre and local centres. We will grow our city by helping people into jobs and helping local businesses to thrive.

Working towards our long-term vision to improve the future prosperity of the city region, we will make the most of the strong relationships we have developed with cities across Europe, China, the USA and Asia. We will try to secure the best possible opportunities for Birmingham from the new European Union budget. We will optimise the benefits that the NEC group and our international airport bring as gateways to the city. Working with government and other councils we will develop a strong and vibrant city region.

A city of vibrant urban villages

Council priority 5:

- 5. Cleaner, greener and safer - Your City, Your Birmingham

Council priority 6: Investing in regeneration

- 6.1 Develop a long-term vision for the sustainable growth of the city
- 6.2 Capture growth for the city
- 6.3 Investing in regeneration
- 6.4 Improve parks and green facilities across Birmingham
- 6.5 Extend the use of our museums and art galleries services to support the city's heritage, cultural and learning provision
- 6.6 Improve the quality and choice of housing in Birmingham
- 6.7 Sustainable and efficient use of energy

Council priority 7: Improving the city's transport and tackling congestion

- 7.1 Manage congestion by improving the city's transport and infrastructure
- 7.2 Promote safer and sustainable travel

A city of vibrant urban villages...*continued*

Council priority 8: A fair and welcoming city

- 8.1** Improve our partnerships with voluntary, not-for-profit, community and faith groups and increase their involvement in our services
- 8.2** Develop wider access and choice for service users

Council priority 9: Providing more effective education and leisure opportunities

- 9.1** Improve involvement between learners, families and providers to realise their full potential, improve outcomes and narrow the gaps in achievement and attainment
- 9.2** Promote collaboration and innovation so that schools and other learning providers improve outcomes for children, young people and families and meet the needs of communities
- 9.3** Improve the impact of Birmingham's library and arts provision

Council priority 10: Promoting Birmingham as a great international city

- 10.1** City message and influence
- 10.2** Enhance Birmingham's reputation as a national and international centre of sport and culture
- 10.3** Explore opportunities to develop flagship schemes

Council priority 5: Cleaner, greener and safer – Your City, Your Birmingham

<p>Portfolio priority</p> <p>5. Cleaner, greener and safer - Your City, Your Birmingham</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Improve public perception of Birmingham’s environment.</p>	
<p>Lead Local Services and Community Safety Transportation and Street Services Chair of Licensing Committee Chair of Public Protection Committee</p>	<p>Lead directorate(s) Resources Local Services</p>
	<p>Target date(s)</p>
<p>Actions</p> <p>1. Tackle cleanliness, raise community awareness and tackle persistent offenders through inspection and enforcement, including:</p> <ul style="list-style-type: none"> • dealing with environmental crime through effective use of regulatory wardens, targeting fly-tipping, fly-posting, littering, placarding and dog fouling • continuing to improve our street-cleaning standards • considering further improvements on recycling initiatives • working with partners to implement a plan to tackle illegal under-age sales of alcohol • working with partners to improve the standards of licensed premises, people and vehicles • implementing our plan to respond to the new legislation on gaming • implementing and maximising effective use of the Clean Neighbourhoods and Environment Act 2005 to raise environmental standards throughout the city • making the food hygiene scores of inspected premises available on the internet. 	<p>March 2007</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼</p>

Council priority 5: Cleaner, greener and safer – Your City, Your Birmingham

<p>Portfolio priority</p> <p>5. Cleaner, greener and safer - Your City, Your Birmingham <i>...continued</i></p>	<p>Budget Validation Date</p>
<p>2. Develop action plans to apply lessons learnt from the tornado and other emergencies last year, and address the requirements of the new Civil Contingencies Act.</p>	<p>October 2006</p>
<p>3. Tackle crime and anti-social behaviour by:</p> <ul style="list-style-type: none"> • improving performance in reducing the 'incidents' of crime and anti-social behaviour • creating a safer travelling environment in buses, taxis and cars • making people feel safer at home and in public places. 	<p>March 2007</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.1 Develop a long-term vision for the sustainable growth of the city</p>	<p>Budget Validation Date</p>
<p>Target outcomes</p> <p>Work with local businesses and partners to identify needs, improve council services and those of partners, to secure business growth.</p>	
<p>Lead Cabinet Member(s) Regeneration</p>	<p>Lead directorate(s) Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Agree a city region growth plan.</p>	<p>July 2006</p>
<p>2. Develop a city centre master plan.</p>	<p>March 2007</p>
<p>3. Produce a strategy for South West Birmingham.</p>	<p>March 2007</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.2 Capture growth for the city</p>	<p>Budget Validation Date</p>
<p>Target outcome Support new developments that bring investment, jobs and other benefits to the city.</p>	
<p>Lead Regeneration Chair of Planning Committee</p>	<p>Lead directorate(s) Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Re-launch Locate in Birmingham as a service to help capture growth for the city.</p>	<p>January 2007</p>
<p>2. Pursue a landmark project at Spaghetti Junction, Aston Expressway benefiting surrounding communities.</p>	<p>May 2006 Decision on funding expected May – December 2006 Development work</p>
<p>3. Progress the development of Eastside including:</p> <ul style="list-style-type: none"> • the City Park • the Martineau Galleries • a technology-led development, creating a learning and leisure quarter. 	<p>October 2006 Select the winning scheme as part of a design competition October 2007 Complete the planning of a compulsory purchase order (CPO) to assemble the necessary land</p> <p>June 2006 Decide on the planning application May 2007 Approve and appoint development partner October 2007 Complete the planning of the CPO to assemble the necessary land</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼ ▼</p>

Council priority 6: Investing in regeneration

Portfolio priority

6.2 Capture growth for the city...continued

Budget Validation Date

4. Finalise the West End development framework.

March 2007

5. New Street Station Gateway

- Submit external funding applications including a business case to support its transformation.

June 2006

Submit a planning application

December 2007

Government decision expected

6. Casino

- Bid for a regional entertainment complex serving Birmingham.

December 2007

Government decision expected

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.3 Regeneration</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Support investment to improve economic regeneration as part of developing sustainable communities.</p>	
<p>Lead Cabinet Member(s) Regeneration</p>	<p>Lead directorate(s) Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Support our Local Area Agreement’s economic development and enterprise theme.</p>	
<p>2. Progress the physical regeneration of the south west estates in partnership with Kings Norton New Deal for communities:</p> <ul style="list-style-type: none"> • Produce the Development Planning Document. • Identify development partners. 	<p>September 2006 Consultation on first stage March 2007</p>
<p>3. Continue to lobby central government to provide resources for the “T4Change” Action Plan to respond to the impact of the tornado in Sparkbrook.</p>	<p>May 2006 Review progress</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.4 Improve parks and green facilities across Birmingham</p>	<p>Budget Validation Date</p>
<p>Target outcome Increased use and satisfaction with parks and green spaces. Reduced anti-social behaviour and reduced 'fear of crime' in parks.</p>	
<p>Lead Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Lead directorate(s) Local Services</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Finalise our Parks and Open Spaces and Playing Pitch Strategies and start implementing them.</p>	<p>March 2007 Parks and Open Spaces Action Plans published in each district</p>
<p>2. Complete improvements and re-open Handsworth Park following Lottery, Single Regeneration Budget and other investments.</p>	<p>July 2006</p>
<p>3. Start the Aston Hall and Park refurbishment programme.</p>	<p>January 2007</p>
<p>4. Produce parks and biodiversity 'Greening the City Action Plans' to support our Community Strategy, including:</p> <ul style="list-style-type: none"> entering Cannon Hill, Lickey Hills, Kings Heath, Castle Vale and Handsworth parks for Green Flag awards. 	<p>September 2006 Judges' decision on Cannon Hill, Lickey Hills, Kings Heath and Castle Vale parks September 2008 Judges' decision on Handsworth Park</p>
<p>5. Produce a Lottery Landmark Bid for Cole Valley, including proposed Tolkien Centre.</p>	<p>June 2006 First-round results expected</p>
<p>6. Develop a local investment programme for Sutton Park.</p>	<p>March 2007</p>
<p>7. Continue the major review of trees in the city.</p>	<p>June 2006 Publish our Tree Policy for trees growing by highways October 2006 Start the second phase of the review</p>
<p>8. Support the launch of a Tree Partnership Charity for Birmingham.</p>	<p>April 2006 Seek formal approvals and budget September 2006 Establish the charity</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.5 Extend the use of our museums and art galleries services to support the city's heritage, cultural and learning provision</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increase the number of new visitors to museums and galleries.</p>	<p>Lead directorate(s) Children, Young People and Families</p>
<p>Lead Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Deliver the 'Renaissance in the Regions' programme.</p>	<p>2006-08 Report on progress</p> <p>December 2006-2008</p>
<p>2. Develop exhibitions, events and permanent displays to attract new audiences.</p>	

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.6 Improve the quality and choice of housing in Birmingham</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Improve the quality and choice of housing in Birmingham</p>	<p>Lead directorate(s) Housing</p>
<p>Lead Cabinet Member(s) Housing</p>	<p>Target date(s)</p>
<p>Actions</p> <p>Address supply and demand by developing housing markets to support Birmingham City Regional Growth agenda by:</p> <ol style="list-style-type: none"> 1. implementing our affordable housing development programme 2. implementing the Urban Living Scheme to renew housing markets in North West Birmingham. 	<p>March 2006 Working with our registered social landlord partners, deliver 706 new affordable homes</p> <p>2006-08 Deliver National Affordable Housing Programme funded schemes</p> <p>April 2006 Complete the implementation of our current capital programme of £12 million</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.7 Sustainable and efficient use of energy</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increase sustainable use of energy in the city.</p>	
<p>Lead Cabinet Member(s) Regeneration Deputy Leader</p>	<p>Lead directorate(s) Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>Deliver sustainable energy proposals:</p> <ul style="list-style-type: none"> • Develop the Eastside and ICC Combined Heat & Power (CHP) companies • Establish an Energy Fund and implement energy-saving measures for council property. 	<p>March 2007 Procure the two CHP companies March 2007 Establish the Energy Fund</p>

Council priority 7: Improving the city's transport and tackling congestion

<p>Portfolio priority</p> <p>7.1 Manage congestion by improving the city's transport and infrastructure</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Make travel in the city easier by making transport improvements in consultation with business, partners and residents.</p>	
<p>Lead cabinet member(s) Transportation and Street Services</p>	<p>Lead directorate(s) Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Agree congestion targets with the Department for Transport.</p>	<p>October 2006</p>
<p>2. Open the Northfield Relief Road to traffic.</p>	<p>March 2007</p>
<p>3. Secure central government funding for Selly Oak New Road.</p>	<p>September 2006</p>
<p>4. Implement the Congestion Task Force's proposals:</p> <ul style="list-style-type: none"> • complete the identified 'quick wins' • start medium-term proposals in the 2006/07 highways capital works programme. 	<p>March 2007</p>
<p>5. Finalise the private finance initiative (PFI) process.</p>	<p>March 2007</p>
<p>6. Car parking:</p> <ul style="list-style-type: none"> • complete upgrade of identified surface-level car parks • start refurbishment work on selected multi-storey car parks. 	<p>September 2006</p> <p>March 2007</p>
<p>7. Start reletting the car-parking enforcement contract.</p>	<p>March 2007</p>

Council priority 7: Improving the city's transport and tackling congestion

<p>Portfolio priority</p> <p>7.2 Promote safer and sustainable travel</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Develop measures that improve safety and encourage walking, cycling, use of buses and trains.</p>	
<p>Lead cabinet member(s) Transportation and Street Services</p>	<p>Lead directorate(s) Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Improve road safety by:</p> <ul style="list-style-type: none"> • continuing to develop and implement our Safer Routes to Schools programme • implementing our inner-city "Streets Ahead" project. 	<p>March 2007 March 2007</p>

Council priority 8: A fair and welcoming city

<p>Portfolio priority</p> <p>8.1 Improve our partnerships with voluntary, not-for-profit, community and faith groups and increase their involvement in our services</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Choice and flexibility in the way services are provided to better meet customers' needs and create fairer access to services.</p>	<p>Lead directorate(s) Adults and Communities Children, Young People and Families</p>
<p>Lead cabinet member(s) Adults and Communities Local Services and Community Safety Equalities and Human Resources</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Develop the Compact principles and commitments in all our partnership work with not-for-profit and community groups.</p>	<p>March 2007</p>
<p>2. Develop a Corporate Funding Strategy for not-for-profit and community groups, setting out clear and fair criteria for decisions about funding them.</p>	<p>June 2006 Corporate strategy agreed</p>
<p>3. Create a single information point on council funding opportunities for not-for-profit and community groups.</p>	<p>June 2006 Project plan agreed March 2007 Single access point established</p>
<p>4. Continue to consult not-for-profit and community groups on how they can work with us to meet identified needs, provide better value for money and more personalised, high-quality services.</p>	<p>March 2007</p>

Council priority 8: A fair and welcoming city

<p>Portfolio priority</p> <p>8.2 Develop wider access and choice for service users</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Services that reflect the needs and preferences of service users.</p>	<p>Lead directorate(s) Adults and Communities Children, Young People and Families Local Services</p>
<p>Lead Cabinet Member(s) Adults and Communities Children, Young People and Families</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Develop strategies for commissioning services and support plans that will provide better choice and quality for:</p> <ul style="list-style-type: none"> • people with learning disabilities • people with physical disabilities • people with mental health needs • people who are carers. 	<p>March 2007 Commissioning strategies produced March 2008 Implementation plans in place</p>

Council priority 9: Providing more effective education and leisure opportunities

<p>Portfolio priority</p> <p>9.1 Improve involvement between learners, families and providers to realise their full potential, improve outcomes and narrow the gaps in achievement and attainment</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increase the percentage of 14-year-olds achieving level 5 or above at key stage 3 in English, maths, science and ICT.</p>	<p>Lead directorate(s) Children, Young People and Families</p>
<p>Lead cabinet member(s) Children, Young People and Families</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Make sure that the national agreement on raising standards and tackling workload is implemented across the city's schools.</p>	<p>July 2007</p>
<p>2. Focus on specific groups in the city, for example black Caribbean boys, white disadvantaged boys and looked after children.</p>	<p>November 2006</p>
<p>3. Support schools in making the curriculum more flexible and personalising learning in all phases.</p>	<p>November 2006</p>

Council priority 9: Providing more effective education and leisure opportunities

<p>Portfolio priority</p> <p>9.2 Promote collaboration and innovation so that schools and other learning providers meet the needs of communities</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increase the percentage of 16-year-olds achieving at least 5 A*– C GCSEs or equivalent.</p>	
<p>Lead Cabinet Member(s) Children, Young People and Families</p>	<p>Lead directorate(s) Children, Young People and Families</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Transform learning for 14 to 19-year-olds through student and modern apprenticeships, high-quality work experience and vocational learning.</p>	<p>October 2006</p>
<p>2. Invest in secondary schools through the Building Schools for the Future initiative (wave 2) and Public Private Partnership 2 (also covering primary schools).</p>	<p>October 2006</p>
<p>3. Consolidate primary school networks that share expertise, resources and good practice.</p>	<p>June 2006</p>
<p>4. Increase the number of schools achieving and maintaining the healthy schools standard, promoting healthy lifestyles and contributing to reductions in obesity, smoking, teenage pregnancy and general ill health.</p>	<p>September 2006</p>

Council priority 9: Providing more effective education and leisure opportunities

<p>Portfolio priority</p> <p>9.3 Improve the impact of Birmingham’s library and arts provision</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increase the number of visits to arts activities and libraries.</p>	
<p>Lead cabinet member(s) Leisure, Sport and Culture</p>	<p>Lead directorate(s) Children, Young People and Families</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Finalise the business case for the preferred Library of Birmingham option and carry out the relevant actions.</p>	<p>March 2007</p>
<p>2. Increase library opening hours.</p>	<p>July 2006</p>
<p>3. Improve library book stock.</p>	<p>July 2006</p>
<p>4. Develop new arts delivery hubs for music, dance and regeneration and new local area arts partnerships.</p>	<p>January 2007</p>
<p>5. Develop the ‘C21 Arts City’ with Arts Council England to maximise investment in and benefits from the arts in Birmingham.</p>	<p>January 2007</p>

Council priority 10: Promoting Birmingham as a great international city

<p>Portfolio priority</p> <p>10.1 City message and influence</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increase the financial resources available for the city</p>	
<p>Lead Cabinet Member(s) Leader</p>	<p>Lead directorate(s) Chief Executive's</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Working with our neighbours – particularly the Birmingham city region – to secure devolved powers and extra resources from national government and Regional Development Agencies.</p>	<p>2006-2008</p>
<p>2. Secure the best possible deal for Birmingham under the new European Union budget.</p>	<p>2006-2008 Helping shape the new 'Objective 2' programming document for 2007-13 and preparing the Council and its partners for take-up of new transnational funding programmes</p>
<p>3. Build on the influence of Core Cities and Eurocities networks and Birmingham's role within them.</p>	<p>2006-2008</p>
<p>4. Build on our partner city links, developing national and international relationships to enhance Birmingham's status and reputation.</p>	<p>2006-2008</p>
<p>5. Develop the benefits of the NEC Group and Birmingham International Airport (BIA) as gateways for to Birmingham and the wider region.</p>	<p>2006-2008 Implement programmes to develop the NEC Group and BIA and to secure economic growth</p>
<p>6. Develop a new international strategy and action plan for Birmingham.</p>	<p>April 2006 June 2006 – Draft strategy and action plan available Autumn 2006 – Agreement of the final version 2006-2009 Implementation of the action plan</p>

Council priority 10: Promoting Birmingham as a great international city

<p>Portfolio priority</p> <p>10.2 Enhance Birmingham’s reputation as a national and international centre of sport and culture</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Increased levels of participation in sport, cultural and physical activity.</p>	<p>Lead directorate(s) Children, Young People and Families Local Services</p>
<p>Lead Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. A year-long sponsored programme of public events including:</p> <ul style="list-style-type: none"> • World Judo Cup Final • Tumbling and Trampoline World Cup • ArtsFest Eastside • European Athletics Indoor Championship. 	<p>April 2006 September 2006 November 2006 March 2007</p>
<p>2. Establish a policy and funding procedure to attract major national and international events.</p>	<p>September 2006</p>
<p>3. Improve health and well being through sport and physical activity through:</p> <ul style="list-style-type: none"> • ‘Developing FUNDamentals’ • exercise on prescription • ‘Walk 2000’ • falls prevention • ‘Swim 4 free. 	<p>September 2006 March 2006 GP surgeries signed up to the schemes March 2007 A walk in every ward March 2007 More homes using the programme March 2008 Swim 4 free contributing to our local public service agreement (LPSA) target.</p> <p style="text-align: right;">continued on next page ▼▼▼▼▼</p>

Council priority 10: Promoting Birmingham as a great international city

Portfolio priority

Budget Validation Date

10.2 Enhance Birmingham's reputation as a national and international centre of sport and culture...continued

4. Work with the Olympic Taskforce for Birmingham and the region to maximise the regional profile, economic benefits and levels of participation with London 2012.

March 2007 Executive steering group set up

5. Through the Urban Culture Programme create, with partners, the Eastside Arts Village.

October 2006

6. Agree and start implementing a new Cultural Strategy Action Plan for Birmingham.

April 2006

7. Establish and launch FILM Birmingham.

June 2006

Council priority 10: Promoting Birmingham as a great international city

<p>Portfolio priority</p> <p>10.3 Explore opportunities to develop flagship schemes</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Clear, realistic and funded action plan(s) will be developed.</p>	
<p>Lead Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Lead directorate(s) Local Services</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Consult key stakeholders and regional and national agencies.</p>	<p>October 2006</p>
<p>2. Develop briefs and secure funding for feasibility studies.</p>	<p>December 2006</p>
<p>3. Commission feasibility studies to inform business cases and action plans.</p>	<p>January 2007</p>
<p>4. Depending on the outcomes of the studies, investigate how to get resources to implement the full business plans; funding strategies; and bidding processes.</p>	<p>March 2007</p>

Section 18 How we resource our priorities

We will achieve the improvements set out in this Plan through disciplined management of our resources. In this section of the Plan we outline our most important resources – our budget and the teams that commission, manage and deliver our services*. Improving the way we use these resources is high on our list of priorities; we know this plays a vital part in achieving successful outcomes for people in Birmingham.

**More information is available in the plans that form our Budget, our Human Resources Strategy (2003-05) and our People Management Strategy (2006+).*

Our budget

Our budget has two main elements:

- The revenue budget funding, for which comes from three main sources:
 - central government, which uses standard formulas that take account of the size and circumstances of each local authority, but we also bid for grants for specific services or areas of the city
 - the Council Tax paid by Birmingham’s householders, and
 - money we earn for some of our services.
- The capital budget, which is funded from several sources:
 - grants from central government, European Union, and others like the Lottery

- the money we receive when we sell council-owned land and buildings
- borrowing (some of which is supported through contributions to revenue from developers and other partners), and
- contributions from the revenue budget.

We produce a three-year financial plan to support our priorities. We update it annually and move resources to where they are most needed to maintain improvements and respond to local needs, including:

- corporate programmes to co-ordinate consultation - learning more about people’s needs and views and cutting the costs
- renegotiating contracts to get better value for money
- making better use of technology to streamline administrative processes and provide quicker access to information.
- redesigning adult care services to meet the changing needs and expectations of older people by developing new, more cost effective services.

We manage our other assets, including our buildings and the land owned by the Council, to improve the services we provide from them and the value we get from them, and to release money for investment in services.

Over the last year we have also looked at other ways of transforming how we work and how we manage all our resources, and we have a vigorous and consistent approach that challenges everyone to find more efficient ways of working. More information about these challenging and exciting improvements is now available on our website.

Our Human Resources – Team Birmingham

Over 57,000 people work together to deliver the city’s vision of a prosperous, happy and healthy city served by excellent public services. The people who work for the Council are vital in achieving excellence. We recognise the importance of having a skilled, well-motivated, and committed team and we know that city people want to talk to staff who understand their needs and can communicate with them effectively and sensitively.

We involve everyone who works for Birmingham – developing ideas for improving services, sharing information about what works best and how different services can support each other. In our Human Resources and People Management Strategies we explain how we will improve the support available to managers and their teams.

Our Business Transformation programme helps teams develop better ways of delivering services. Our Personal Development Reviews ensure that we have clear plans for every individual who works for us. This helps everyone understand the importance of what they do to improve our city. Strong service planning helps us direct resources where they are needed. We will pilot new approaches to support greater flexibility.

19. Finding out more

Measuring progress

Every portfolio holder and strategic director is responsible for specific priorities and actions. Each priority has a target outcome that explains what we want to achieve. We will track our progress using specific measures that show how we are improving and how we compare with other councils or against targets set by central government or service inspectors. Every three months we will report to Cabinet on progress against these measures. These reports will explain our action to improve performance. They will highlight the areas in need of support and closer attention to help us meet our targets.

Strategic Directors will also review each others proposed improvement activities. This will help

secure cross-council learning and will ensure that all appropriate action to improve performances has been considered. The Deputy Leader will meet with Strategic Directors to discuss whether the actions are proving successful, and if any further action, or support is required.

We will also publish occasional performance reports and summaries highlighting, in a concise and easily understandable way, where we are doing well and where we need to do more to meet our targets.

Within our Local Area Agreement and through many of the shared plans agreed with our partners, we will set clear targets. With our local partners and central government we will

manage our performance to deliver improvement. We will then report publicly on progress.

Making a difference in local areas

This Plan is an important part of our planning framework but it does not stand alone. It reflects the work we are doing across the whole city with partners and in individual districts. The objectives and priorities in this plan affect the whole city. Each district team will look at what it can do to help deliver the targets. District Community Plans contain much more detail about how the city-wide objectives and priorities affect them and the action plans that local people have developed to address local needs and concerns.

Districts

Contact:

www.birmingham.gov.uk/districts

Edgbaston	Steve Bent	0121 303 4978	www.birmingham.gov.uk/edgbaston
Erdington	Sally Potter	0121 303 9299	www.birmingham.gov.uk/erdington
Hall Green	Peter Hobbs	0121 444 3546	www.birmingham.gov.uk/hallgreen
Hodge Hill	Mike Davis	0121 464 0180	www.birmingham.gov.uk/hodgehill
Ladywood	Brian O'Mara	0121 464 4630	www.birmingham.gov.uk/ladywood
Northfield	Ian Ellis	0121 303 9439	www.birmingham.gov.uk/northfield
Perry Parr	Jesse Gerald	0121 464 9458	www.birmingham.gov.uk/perrybarr
Selly Oak	Linda Collis	0121 464 9072	www.birmingham.gov.uk/sellyoak
Sparkbrook	Elaine Wills	0121 464 5402	www.birmingham.gov.uk/sparkbrook
Sutton Coldfield	Sue Watts	0121 464 9083	www.birmingham.gov.uk/suttoncoldfield
Yardley	Lloyd Crooks	0121 303 6695	www.birmingham.gov.uk/yardley

Other key plans and strategies

We haven't included everything we do in the council in this plan – many of the priorities we have set ourselves are explained in more detail in other plans. Some of these other plans are:

<p>Taking Birmingham Forward</p>	<p>A vision for the city produced by the Birmingham Strategic Partnership, reflecting views from a wide range of city organisations and individuals www.bhamsp.org.uk</p>
<p>Community Safety Strategy</p>	<p>A joint plan of action to reduce crime and disorder which includes clear targets for action and responsibility shared by all partners in the Birmingham Community Safety Partnership www.birmingham-csp.org.uk</p>
<p>Education Plan</p>	<p>This explains what we are doing to meet a range of targets to improve the achievements of pupils and support adult learners, and develop schools and other learning facilities www.bgfl.org</p>
<p>Local Development Schemes</p>	<p>Covering the whole of the city, these will set out policies and proposals to guide development and the use of land. Over the next few years, we will change the way we set out this guidance as we start to prepare Local Development Frameworks that focus on local areas. www.birmingham.gov.uk – search term 'local action plans'</p>
<p>Local Area Agreement (LAA)</p>	<p>The aim of the LAA is to improve the quality of life for Birmingham citizens, with particular focus on making the fastest improvements for the people and the places with the greatest need. The Birmingham LAA will support the delivery of key targets in our Community Strategy - 'Taking Birmingham Forward'. www.birmingham.gov.uk – search term 'Local Area Agreement'</p>
<p>Customer Services Strategy</p>	<p>Sets out the vision for customer experience that the Council wants to achieve. www.birmingham.gov.uk/ccs.bcc</p>
<p>Children and Young People Plan</p>	<p>Describes the priorities and actions for providers of children's services. Ensures co-ordination of planning between all relevant children and young people service providers behind a common vision. Implement the requirements of Children Act 2004. www.birmingham.gov.uk – search term 'Children and Young People Plan'</p>

Other key plans and strategies

Economic Strategy

It provides a framework to secure the continuing renaissance and growth of Birmingham and sets down the City's plan for the next ten years.

www.birmingham.gov.uk – search term 'Economic Strategy'

Consultation & Engagement Strategy

This strategy is to improve the quality and consistency of Council consultation and engagement. To ensure that the Council engages and consults efficiently with all sections of the community, particularly those whose voices are seldom heard

www.birmingham.gov.uk – 'search term 'Consultation & Engagement'

A full list of the council's key plans is available at www.birmingham.gov.uk and Birmingham Inline – search term 'plan community'.

Feedback – your views on this plan

Your views on this Plan, the Council's priorities, and the way we have developed them are important. We would like your views, you can send them to us by:

1. sending an e-mail to planteam@birmingham.gov.uk
2. writing to the Corporate Policy & Performance Team at: The Council House, Victoria Square, Birmingham, B1 1BB

If you would like a reply, please remember to give your name, office address (or e-mail address) and telephone number.

Remember, your views are important!

BSP Board Members (in alphabetical order)

Organisation

Abdul Rashid	Faith Leaders Group Birmingham Central Mosque
Anil Patani	West Midlands Police
Brian Cooper	Birmingham Council of Faiths
Brian Carr	BVSC
Councillor Jerry Evans	Sparkbrook District Chair
Councillor Jim Whorwood	Cabinet Member for Local Services and Community Safety
Councillor John Hemming	MP for Birmingham Yardley
Councillor Ken Hardeman	Cabinet Member for Regeneration
Councillor Les Lawrence	Cabinet Member for Education and Lifelong Learning
Councillor Mike Whitby	Leader of the Council
Councillor Paul Tilsley (Chair)	Deputy Leader of the Council
Councillor Sir Albert Bore	Leader of the Labour Group
Councillor Sue Anderson	Cabinet Member for Social Care and Health
David Cragg	Learning & Skills Council
David Maxted	Strategic Director of Local Services
Dr Naomi Rees	Partnership Manager C/o Learning & Culture
Dr Peter Strachan	Groundwork (Environment Partnership representative)
Ifor Jones	District Director

BSP Board Members (in alphabetical order)	Organisation
Jason Lowther	Corporate Policy and Performance Team, Birmingham City Council
Jean Templeton	St Basils (Strategic Housing Partnership representative)
Joy Warmington	Birmingham Race Action Partnership
Margaret Tovey	Jobcentre Plus
Mick Rice	Birmingham Association of Neighbourhood Forums
Mohammed Shafique	Birmingham Community Empowerment Network
Naseem Akhtar	Birmingham Community Empowerment Network c/o Balsall Heath Forum
Paul Slatter	Birmingham Community Empowerment Network
Professor Michael Clarke	University of Birmingham
Rob Donald	Centro
Rosie Paskins	Birmingham & Solihull Advantage West Midlands
Sheila Healy	Government Office for the West Midlands
Sophia Christie	Eastern Birmingham PCT
Stephen Hughes	Chief Executive, Birmingham City Council
Sue Battle	Birmingham Chamber of Commerce & Industry
Vacant	Birmingham Cultural Consortium representative
Vijith Randeniya	West Midlands Fire Service

Term	Definition
Age strategy	This strategy explains how the Council will implement the requirements of legislation on age.
Annual Efficiency Statement (AES)	This a report which the Council makes to central government three times a year recording the efficiencies we are making and the savings we are achieving which can be counted against the "Gershon" efficiency targets.
Asset Management Programme	A document which gives details of the Council's arrangements for managing our assets, the condition of the Council's assets and planned action to improve the use of our assets.
Audit Committee	The Audit Committee provides independent assurances that we have adequate arrangements to identify, manage and control risks. It also carries out an independent review of our financial and non-financial performance and oversees the financial reporting process.
BEST (Belief, Excellence, Success Trust)	The set of core behaviours that Birmingham City Council and its employees seek to demonstrate in the delivery of council services.
Bichard Report	A national set of recommendations for protecting and safeguarding children and young people through, for example, strengthening arrangements for vetting, recruiting and training of employees working in children's services
Birmingham Strategic Partnership	An organisation made up of Birmingham's major public sector agencies, as well as representatives of the private, voluntary and community sectors, who work together to bring about improvements in the local community. (See also 'Taking Birmingham Forward'.)
Business case	A management tool that analyses project costs and benefits to indicate how a new proposal will contribute to the council's overall efficiency and effectiveness.
Business transformation	A programme to transform the Council's services to citizens and manage our Information Technology services.

Term	Definition
Capital Programme	This explains how the Council allocates its capital resources to deliver Council priorities and the actions in the Council's Asset Management Plan.
Cashable savings	A direct financial saving or benefit, which releases cash that can be spent elsewhere or used to improve another Council service.
Charter mark	The Government's national standard and quality improvement scheme for customer service.
Common assessment framework strategy	A set of common guidelines to be followed by all agencies and practitioners involved in the assessment of children, which aims to support joint working between professionals responsible for their health, welfare or education
Commissioning Strategy	A detailed plan setting out guidelines for arranging, negotiating and buying services to deliver the Council's priorities.
Compact	The Birmingham Compact is an agreement signed by the Birmingham Strategic Partnership in 2005 which aims to improve partnerships between public sector agencies and the third sector, including voluntary and community sector groups, faith groups engaged in voluntary action, not for profit groups and social enterprises.
Overview and Scrutiny Committee(s)	Overview and Scrutiny is an important part of the "checks and balances" necessary to ensure that the Cabinet is accountable to the City Council's 120 members. The role of the Overview and Scrutiny Committees is to review and scrutinise the decision making and performance of the Council's Executives to ensure that they are fair, practical and represent the best interests of the public.
Customer First Programme	The programme of projects that will improve customer service from the point of contact through to the service being provided.

Term	Definition
Customer relationship management solution	An Information Technology system which helps the Council to process customer comments and record all customer interactions.
Core cities	Are the City Councils of England's eight largest cities (outside London) - Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield. The Group works together, and with the Government, to develop policies to strengthen their economies.
Decent Homes Standard	<p>Everyone is entitled to live in a home that is “wind and watertight, warm and has modern facilities.”</p> <p>That’s what the Government has laid down by law and housing departments like ours in Birmingham are working towards ensuring that council homes meet the Decent Homes Standard by 2010.</p> <p>There is a minimum standard that the housing department and housing associations have to meet, but work to bring a home up to this level will not be carried out if the tenant does not want it.</p>
Devolved service	A service whose management has been transferred from a central directorate to a district office as part of the council’s localisation agenda.
Equality impact and needs assessments	Equality Impact and Needs Assessments help us to find out whether services are meeting the requirements of the Race Relations (Amendment) Act and are appropriately taking into account the needs and concerns of people from different racial groups, women and men, and people with disabilities.
Eurocities Network	A network of leading European cities.
Excellence Board	A group including key officers, members and external representatives working together to advise the City Council on its plans and actions to achieve the Government's externally assessed 'Excellent City' status.
Faith Strategy	The City Council’s strategy that takes account of the requirements of legislation on religion and belief.

Term	Definition
Feasibility study	A study to assess whether a proposed project is practical and likely to succeed. It will usually consider issues such as the project's benefits, costs, effectiveness, public opinion and other factors.
Gershon	This refers to a review into Public Sector Efficiency, conducted by Sir Peter Gershon, which identifies key areas where savings can be made in all government and council services. All councils are required to issue an annual efficiency statement outlining their strategy for making and monitoring savings.
Home Options Advice Service	A service provided by the Council and other agencies to provide quality housing advice and options to people that will enable them to secure permanent or temporary accommodation.
Human Resource Information System (HRIS)	An IT system that allows the council to keep up-to-date personnel records for all its employees.
Independent Living	Assistance to people to help them overcome problems in daily living, and to assist with maintaining independence at home. Information and advice is provided also practical solutions that will allow a person to be more independent. This might mean trying a different way of doing something or using aids and adaptations in the home.
Initial and core assessments	Initial Assessments are a short assessment carried out within 7 days to gain an understanding of a child's needs and circumstances.
	Core Assessments are an in depth assessment of a child and her/his family to be completed within 35 days.
Inner City 'Streets Ahead' project	A road safety project aimed at reducing road accidents and injuries and improving use of different forms of transport available in parts of inner city Birmingham

Term	Definition
Local Area Agreement	A set of targets agreed with local partners and with central government, allowing us greater local flexibility and freedom to innovate to achieve the city's vision. The LAA themes are: <ul style="list-style-type: none"> • Safer and Stronger Communities • Children and Young People • Healthier Communities and Older People • Enterprise and Economic Development.
Local public service agreement (LPSA)	An agreement between the council, partner agencies and central government which sets particularly challenging targets for the delivery of particular services to the citizens of Birmingham. The council and partner agencies receive additional funding when agreed targets are met or exceeded.
Locate in Birmingham	A city initiative encouraging businesses to move to Birmingham.
Localisation and devolution	In April 2004 the City Council began to devolve some of its powers to 11 District Committees and re-organise many local services to be delivered by the Districts, each with a District Director.
People Solutions	An internal online resource for managers and staff providing easy access to our Human Resources policies and procedures.
Performance and development review (PDR)	A one-to-one meeting held at least every six months between a member of staff and his or her line manager, which provides an opportunity to review performance, identify training and development needs and set goals for the coming months.
Pool recruitment	A method of recruiting to similar posts through one collective recruitment exercise.
Procurement	The process of acquiring goods, works and services from suppliers or service providers.

Term	Definition
Progressive partnership	This is the term used to describe the arrangement by which the Conservative and Liberal Democrat Groups on Birmingham City Council work together to lead the City Council.
Public private partnership 2	Birmingham's second major school rebuild package to replace worn out accommodation where it is most needed.
Renaissance in the Regions Programme	A programme to enable regional museums to raise their standards and support education, learning, community development and economic regeneration (Birmingham is a regional centre for the West Midlands).
SAP	The enterprise resource planning information technology solution used by the Council currently providing financial ledger, payments and procurement systems.
Single Regeneration Budget	A regeneration initiative that the council can bid for money to help regenerate areas of the city
Strategy	A framework showing priorities and desired outcomes. It is different from a plan, which sets out the practical steps required to implement a strategy.
Supporting People	The Supporting People programme pays for housing related services that help people live independently. The programme aims to help vulnerable people improve their quality of life by providing a stable environment, which enables them to live more independently.
Universal services	Services available to everyone in the community, without a need for prior assessment.
Urban culture programme	National Lottery Funding awarded to a number of cities, including Birmingham, to be spent on cultural programmes. The programme is a partnership between the Millennium Commission and Arts Council England, building on the European Capital of Culture 2008 competition which Birmingham entered in 2003.