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About this plan

This plan explains what Birmingham City Council will do next year and the targets we have set for 2005 and beyond. It sets out our objectives and priorities for action, and explains how we will measure success.

The plan outlines the part the council will play to achieve the vision for Birmingham explained in 'Taking Birmingham Forward,' produced by the Birmingham Strategic Partnership and developed by a wide range of city people and organisations over the last year.

The priorities in this plan have been drawn up by listening to what Birmingham people have

said about the city and council services. We have assessed progress in our services, compared our performance with other councils and listened to the inspectors who review our services. We have looked at change in the city, evaluated options and identified improvements.

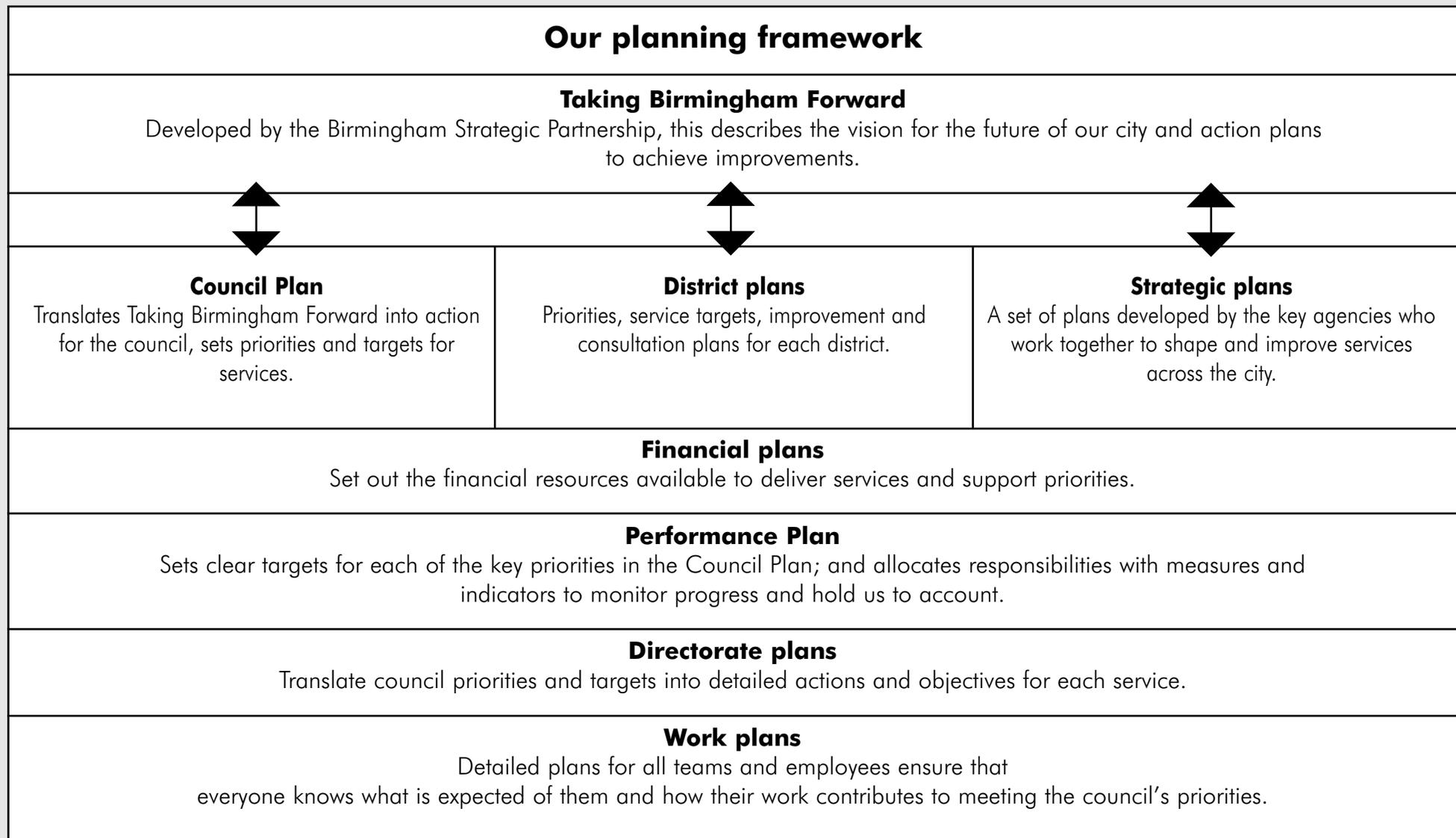
All the information that has helped develop and shape these priorities is available. Please refer to page 49 for a list of our source documents and how to access them.

Fitting in with other plans

This document is part of a bigger framework of plans for the city. Other plans explore the longer-term vision for the city in more detail: for example, the

future economic potential which our City Economic Strategy outlines, or our Children and Young People's Strategy, in which all the organisations working to improve the lives of our children and young people set out goals and actions to deliver improvement. In every district in the city, we are developing local community plans - focusing on local priorities and concerns and finding ways to make change work for everyone.

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



In this plan, we chart a clear course of action to improve services and secure the prosperity of Birmingham – objectives shared by organisations throughout the city.

In the city's Community Strategy 'Taking Birmingham Forward', we set out our 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.

Our goal as a council is to become one of the best-run authorities in England, recognised for our excellent services and efficient use of resources. But we will achieve this only by working with the people who deliver and use our services and by building a shared sense of pride in our city and this council.

Developing partnerships – making the most of

what everyone committed to the city's future can offer – is an equally important part of this approach. This plan confirms our belief in the role that the city's voluntary, faith and community groups can play. We want to help them develop as people who can champion the areas of the city where they work, and as our partners in delivering flexible services.

At the heart of this plan is our determination to invest in improvement:

- Investing in doing things better so that the services important to all of us – keeping our streets clean, teaching our children, looking after those most in need – are provided when they are needed, in the most efficient way we can.
- Investing in the people of Birmingham, and finding ways to involve everyone in creating better ways to deliver our services.
- Encouraging more people to hold us to account for the way we perform.
- Building real pride in the areas where we live to create a city of vibrant urban villages.

We will build on the unique qualities, strengths and adaptability of our citizens to build a bright future for Birmingham that we can all look forward to and benefit from. Birmingham already plays an important part in the region. Developing our voice nationally and internationally to gain greater recognition for our achievements is a vital part of creating a successful future for this city.

Cllr Mike Whitby, Leader of Birmingham City Council



At the heart of our plans for Birmingham and this council is our commitment to finding better and more innovative ways of doing things – and once we have found ways to improve, to bring about change quickly and effectively.

The key to unlocking the potential of the council is focusing the energy of councillors, managers and employees to deliver more by using our limited resources wisely and well. We can use the lessons we learn from our successes – and also from what hasn't worked well – to create different ways of working. By doing so we can achieve the improvements that are so important to the people of this city. Birmingham people want better ways of

contacting the council and seek good, two-way communication. Both the council and citizens want openness as we explain and justify our work.

Our response to what local people have told us is set out in this plan. It provides a clear course of action, focusing on the people who need our services, who want to tell us how we're performing, and who want to become more involved in shaping the way we do things.

Cllr John Hemming, Deputy Leader of Birmingham City Council



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 government targets.

Lead Cabinet Member(s)

the Cabinet Member or committee responsible for this priority.

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 the actions that require more time.

Lead directorate(s)

the directorate(s) responsible for the actions under each priority.

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 and young people
4. Raising performance in our housing services

A CITY OF VIBRANT URBAN VILLAGES

5. Reinforcing our commitment to a clean, green and safe city
6. Investing in regeneration
7. Improving the city's transport
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

We want to make Birmingham a council that is recognised for its excellent services and efficient use of resources. Value for money is the cornerstone of delivering services effectively.

We will listen to Birmingham people and address their needs. We will deliver continuous improvements by being flexible and responding effectively to what people tell us.

Our workforce is essential to delivering these improvements. We are committed to developing our employees so that staff are well trained and motivated to deliver 21st century services. We also need effective managers at every level.

Our promise to staff is to provide the right tools so that they can deliver improvements and their performance can be managed.

We will also invest in the people of Birmingham – encouraging them to become more involved in what we do, helping them to develop their local neighbourhoods and reinforcing and enhancing a sense of pride in their city.

Our resolve to invest in improvements leads to our values of Belief, Excellence, Success and Trust. They reflect our drive for Birmingham to be BEST in delivering services.

Investing In Improvement

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

- | | | |
|------------|--|------------|
| 1.1 | Review progress on localisation and devolution | page 9 |
| 1.2 | Create more opportunities for councillors to represent their constituents' views | page 10 |
| 1.3 | Improve value for money through business transformation, effective procurement and better use of resources | page 11-12 |
| 1.4 | Give districts more flexibility and allocate Community Chest funding to districts | page 13 |
| 1.5 | Improve the way we communicate with residents and make it easier to use our services | page 14 |

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

- | | | |
|------------|--|---------|
| 2.1 | Manage and review performance | page 15 |
| 2.2 | Develop Birmingham City Council as an employer of first choice | page 16 |
| 2.3 | Give managers the right tools and information to do their job | page 17 |

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 Phase 1 and identify improvements and an action plan to improve future phases.</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 	<p>Lead Directorate(s) Local Services</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Carry out the review and draw up proposals for effective and flexible financial arrangements in all districts.</p>	<p>October 2005 Review completed</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>Target date(s)</p>
<p>Lead Chair of Co-ordinating Overview and Scrutiny Committee</p>	
<p>Actions</p>	
<p>1. Carry out scrutiny reviews designed to support the priorities in this plan.</p>	<p>March 2006</p>
<p>2. Contribute to the reviews of localisation and devolution.</p>	<p>September 2005</p>
<p>3. Carry out work aimed at increasing value for money and efficiency.</p>	<p>March 2006</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 3 years - fund an expanded capital programme and tackle the Asset Management Programme backlog - achieve more than 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</p>
<p>Actions</p> <p>1. Identify efficiency savings, make appropriate changes and agree our Annual Efficiency Statement.</p>	<p>Target date(s)</p> <p>April 2005 Lead councillor identified; outline action plan produced.</p>
<p>2. Make better use of council property by reviewing how we use it and selling surplus assets.</p>	<p>March 2006 Agree office accommodation strategy; review property holdings and find ways to release value in them; establish multi-disciplinary disposal team.</p> <p>March 2007 Planning links with local services and business transformation objectives; acquire/create new accommodation.</p> <p>March 2008 First major relocation to new accommodation</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

3. Reduce treasury management risk to generate savings.

July 2005 Review completed and savings made

4. Allow districts to spend 25% and Cabinet portfolio holders 10% of capital receipts (up to a combined maximum of £1 million on any one sale).

April 2005

5. Work with business managers in all services to use business transformation to identify problems and challenges and put solutions in place.

March 2006 Business transformation toolkit implemented

6. Appoint a business transformation strategic partner to help us improve the way we work.

March 2006 Partner selected

7. Improve procurement by:

- introducing an e-catalogue and contracts database
- analysing spending and achieving improvements from future corporate
- contracts and e-auctions.

March 2006 Opportunities for further savings identified; corporate purchasing systems for commodity goods and services implemented.

Council priority 1: Managing resources effectively, flexibly and responsively

<p>Portfolio priority</p> <p>1.4 Give districts more flexibility and allocate Community Chest funding to districts</p>	<p>Budget Validation Date</p>
<p>Target outcome Services will reflect local priorities.</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.</p>	<p>March 2006 Refuse collection, street cleansing, parks, car parks and devolved highway services March 2007 Libraries and neighbourhood advice March 2008 Sport</p>
<p>2. Develop a Community Chest approach to using Neighbourhood Renewal Fund (NRF) and other funding to achieve the most relevant targets in districts.</p>	<p>April 2005 Implement Community Chest March 2006 Review Community Chest</p>
<p>3. Review how we use community facilities and develop more effective provision.</p>	<p>March 2006 Review completed and action plan produced</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 service strategy by:</p> <ul style="list-style-type: none"> designing the 'First Response' procedure and introducing it in Social Care and Health so that staff can answer enquiries quickly, politely and with the right information building a single customer record and corporate customer relationship management (CRM) system so that requests don't get lost reviewing the business case for streamlining phone numbers/e-mail addresses for enquiries implementing our customer service charter and training front-line staff. 	<p>March 2006 Customer relationship management (CRM) solution agreed and procured through our business transformation strategic partnership; First Response toolkit in place; business case prepared for streamlining phone calls and emails.</p> <p>March 2007 Preferred solution implemented Phase 2 of 'First Response' and Phase 1 of corporate CRM implemented; phase 1 of increasing indirect contact for customers (kiosks/hotlines).</p> <p>March 2006 Improvement achieved in customer handling</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>2005 New PDR process established</p>
<p>2. Make sure that directorates use our agreed management competencies to improve performance.</p>	<p>March 2006 Regular meetings/workshops with directorates to promote competencies and best value</p>
<p>3. Provide consistent training and development for individuals, teams and services.</p>	<p>March 2006 Training for managers about performance and competency</p>
<p>4. Improve consultation with staff and their representatives.</p>	<p>2005 onwards</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</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 2006 Pilot web-cam interviews; continue pool recruitment approach and extended job categories; extend work with Jobcentre Plus.</p>
<p>2. Develop a strong brand for all council advertising and recruitment work.</p>	<p>March 2006 Agree corporate branding for recruitment.</p>
<p>3. Develop the work of the corporate recruitment team in response to customer feedback.</p>	<p>March 2006 Finalise service level agreements, core and enhanced services.</p>
<p>4. Review terms and conditions of service to create an attractive employment package and achieve the flexibility needed to support improvements.</p>	<p>March 2007 Package in place</p>
<p>5. Reward innovative ways of working that support our objectives.</p>	<p>March 2006 Set up Awards Schemes for outstanding staff; set up monthly Merits Scheme.</p>
<p>6. Develop our strategy for age.</p>	<p>December 2005 Produce strategy</p>
<p>7. Develop our strategy for faith.</p>	<p>December 2005 Produce strategy</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 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 2006 Pilot business transformation project in Social Care and Health March 2007 Project plan for whole organisation March 2008 Implementation complete in whole organisation</p>
<p>2. Restructure human resources (HR) to get the most from our investment in e-HR.</p>	<p>March 2006 Pilot business transformation projects March 2007 Implementation complete in whole organisation</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 2006 Launch electronic People Solutions personnel database; launch “anytime/anywhere” computing that will allow secure access to council services from any computer; implement improved back-up and recovery services; enable back-up power services; improve monitoring to reduce service downtime; develop ‘Inform’ to deliver accessible management information. March 2008 Access for whole organisation to People Solutions personnel database</p>

Improving services – aspiring for excellence in all our services

Housing and children's services are our priorities for improvement. Getting these basics right means that people will feel and see the difference as we extend our goal of excellence to all our services. Talking to our customers, monitoring their use of services and consulting them effectively will help us improve our services to meet individual needs by responding sensitively to them.

To help us serve all Birmingham's communities better, we are working towards having a more diverse workforce.

Using 'equality impact assessments' we will take a consistent approach to addressing inadequacies in our services. This will help us remove the insensitivities that can often lead to discrimination.

Improving Services – aspiring for excellence in all our services

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

- 3.1** Achieve an improved performance assessment in children's services to take Social Care and Health out of special measures page 20
- 3.2** Provide integrated services to children and young people page 21

Council priority 4: Raising performance in our housing services

- 4.1** Raising performance in our housing services page 22

Council Priority 3: Raising performance in our services for children and young people

<p>Portfolio priority</p> <p>3.1 Achieve an improved performance assessment in children’s services to take Social Care and Health out of special measures</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Successful completion of improvement plans resulting in a satisfactory inspection in July 2005 and continuous improvement in delivering children’s services.</p>	<p>Lead directorate(s) Social Care and Health</p>
<p>Lead Cabinet Member(s) Social Care and Health</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Work with our external support team to deliver the inspection of children’s services action plan.</p>	<p>July 2005 Inspection planned</p>
<p>2. Ensure compliance with the Laming recommendations from the Victoria Climbié Inquiry.</p>	<p>April 2006</p>
<p>3. Increase the number of foster placements through better recruitment and retention of foster carers.</p>	<p>June 2006</p>
<p>4. Implement a children’s service quality assurance system.</p>	<p>June 2006</p>
<p>5. Develop a joint planning and commissioning strategy.</p>	<p>June 2006</p>

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

<p>Portfolio priority</p> <p>3.2 Provide integrated services to children and young people</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) Education and Lifelong Learning Social Care and Health</p>	<p>Lead directorate(s) Learning and Culture Social Care and Health</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Develop a framework for integrated children’s services and pilot multi-professional team-working.</p>	<p>September 2005</p>
<p>2. Implement the children’s centres programme.</p>	<p>2005-06 Phase 1 2006-08 Phase 2</p>
<p>3. Develop our information-sharing and common assessment framework strategy for children at risk.</p>	<p>October 2006</p>
<p>4. Implement our inclusion strategy.</p>	<p>July 2005 Implement Phase 1</p>
<p>5. Develop the Children and Young People’s Plan.</p>	<p>April 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 March 2006.</p>	
<p>Lead Cabinet Member(s) Housing</p>	<p>Lead directorate(s) Housing</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Deliver the improvements in repairs, maintenance and estates services set out in our Performance Improvement Plan (including action to deal with antisocial behaviour, achieving value for money and checking performance with tenants).</p>	<p>March 2006</p>
<p>2. Respond to the Supporting People inspection and implement our action plan.</p>	<p>December 2005 Inspection completed March 2006 Action plan finished</p>
<p>3. Improve the support offered to homeless people.</p>	<p>Detailed targets and timescales will be shown in our Performance Improvement Plan.</p>

A city of vibrant urban villages

Strong and vibrant communities are central to our desire to deal successfully with the issues that matter to the people of Birmingham. Through regeneration across the city and flexible local services, we can tackle challenging issues citywide. Some of these issues concern health and achieving national targets for sustained improvement in health.

We will work with businesses, voluntary, charity and faith-based groups, and other key agencies – as well as involving people more in improving their communities – to transform Birmingham into a city of vibrant urban villages.

The city will benefit if each person achieves their full potential. We want to raise ambitions and increase opportunities, particularly in more deprived areas and communities, to help enhance civic pride and promote renewal.

To move forward as an international city of the 21st century, we should also involve Birmingham's businesses fully, harnessing their technology and expertise.

A city of vibrant urban villages

Council priority 5: Reinforcing our commitment to a clean, green and safe city

- | | |
|--|---------|
| 5.1 Your City, your Birmingham | page 26 |
| 5.2 Improve the quality of our street environment | page 27 |

Council priority 6: Investing in regeneration

- | | |
|---|------------|
| 6.1 Improve council services to local business and work with partners to encourage enterprise and innovation | page 28 |
| 6.2 Make the most of opportunities from new developments | page 29-30 |
| 6.3 Deliver a programme of improvements as a catalyst for further investment in local centres | page 31-32 |
| 6.4 Improve parks and green facilities across Birmingham | page 33 |
| 6.5 Extend the use of our museums and art galleries services to support the city's heritage, cultural and learning provision | page 34 |
| 6.6 Improve the quality and choice of housing in Birmingham | page 35 |

Council priority 7: Improving the city's transport

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|---|------------|
| 7.1 Improve the city's transport infrastructure and networks and tackle congestion | page 36-37 |
| 7.2 Promote safer and sustainable travel | page 38 |

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 page 39
- 8.2** Develop wider access and choice for service users page 40
- 8.3** Improve provision of residential, nursing and specialist care and develop more community-based services for older people page 41

Council priority 9: Providing more effective education and leisure opportunities

- 9.1** Improve involvement between learners, families and providers to realise their full potential and narrow achievement and attainment gaps page 42
- 9.2** Promote collaboration and innovation so that schools and other learning providers meet the needs of communities page 43
- 9.3** Improve the impact of Birmingham's library and arts provision page 44

Council priority 10: Promoting Birmingham as a great international city

- 10.1** City message and influence page 45
- 10.2** Enhance Birmingham's reputation as a national and international centre of sport and culture page 46
- 10.3** Explore opportunities to develop flagship schemes page 47

Council priority 5: Reinforcing our commitment to a clean, green and safe city

<p>Portfolio priority</p> <p>5.1 Your City, Your Birmingham</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Deliver specific enforcement exercises and inspections.</p>	
<p>Lead Chairman – Licensing Committee Chairman – Public Protection Committee Cabinet Member for Local Services and Community Safety</p>	<p>Lead directorate(s) Chief Executive's</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Support police community support officers and special constables in local communities.</p>	
<p>2. Tackle environmental crime through effective use of regulatory wardens, targeting fly-tipping, fly-posting, littering, placarding and dog fouling.</p>	<p>During 2005/06 Programme of work carried out</p>
<p>3. Carry out a city-wide survey to assess environmental quality.</p>	<p>August 2005</p>
<p>4. Work with partners to implement a plan to tackle illegal under-age sales.</p>	<p>1st January 2006 Plan developed</p>
<p>5. Work with partners to improve the standards of licensed premises, people and vehicles.</p>	<p>By 31st March 2006 Final outturn (with quarterly monitoring)</p>
<p>6. Implement the Licensing Act 2003.</p>	<p>By December</p>
<p>7. Prepare and implement a plan to respond to new legislation on gaming.</p>	<p>By 31st March 2006</p>

Council priority 5: Reinforcing our commitment to a clean, green and safe city

<p>Portfolio priority</p> <p>5.2 Improve the quality of our street environment</p>	<p>Budget Validation Date</p>
<p>Target outcome Our streets will be cleaner.</p>	
<p>Lead Cabinet Member(s) Transportation and Street Services</p>	<p>Lead directorate(s) Local Services Development</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Put in place minimum standards for street cleaning across Birmingham.</p>	<p>April 2005 Minimum standards established September 2005 Cleanliness index for the city and districts established</p>
<p>2. Implement our recycling initiatives.</p>	<p>September 2005 Pilot started</p>
<p>3. Implement new powers under the Traffic Management Act (when available) and develop our Considerate Contractor Streetworks Scheme.</p>	

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.1 Improve council services to local business and work with partners to encourage enterprise and innovation</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. Review the council's support to local business through the Single Business Account (a national priority of the 'Working with Business project' under electronic government).</p>	<p>March 2006 Prepare the business case for the Single Business Account</p> <p>March 2007 Implement the Single Business Account.</p>
<p>2. Investigate the feasibility of a venture capital fund for local business.</p>	<p>March 2006 Investigate any current schemes and review results to feed into feasibility study.</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.2 Make the most of opportunities from new developments</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Support new developments that bring investment, jobs and other benefits to the city.</p>	<p>Lead directorate(s) Development</p>
<p>Lead Cabinet Member for Regeneration Chairman of Planning Committee</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Deliver major new developments</p> <p>i) Eastside</p> <p>ii) New Street Station</p>	<p>March 2006 Planning, development and delivery of:</p> <ul style="list-style-type: none"> • Masshouse including City Park Gate, Martineau Galleries and sites 3 and 7; • Learning, Leisure and Technology Park City Park; • Curzon Street Station (with the Royal College of Organists); • Digbeth Renaissance Project. <p>March 2006 Support progress on planning and funding applications; agree a procurement strategy.</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼ ▼</p>

Council priority 6: Investing in regeneration

Portfolio priority

6.2 Make the most of opportunities from new developments...continued

<p>ii) Digbeth Coach Station</p> <p>iv) Snow Hill</p> <p>v) Paradise Circus</p>	
<p>2. Increase the number of Birmingham residents in work, particularly from areas of high unemployment.</p>	<p>March 2006 Support submission of planning application; start compulsory purchase order process.</p> <p>March 2006 Confirm legal agreements and support progress on reserved matters application.</p> <p>March 2006 Support preparation of a master plan; implement short-term environmental improvements.</p>
<p>3. Establish the South West Birmingham Growth area.</p>	<p>June 2005 Agree new Local Public Service Agreement target for increasing employment where unemployment is high.</p>
<p>4. Maintain a commitment to delivering a high-quality planning service.</p>	<p>March 2006 Draw up strategy for growth in South West Birmingham and support A38 Central Technology Belt through development of sites.</p>
<p>5. Review planning and building enforcement policies to improve the resolution of complaints and advice on breaches of control.</p>	<p>Quarterly reporting on planning application performance</p> <p>Annual reporting on the planning quality checklist</p> <p>March 2006 Complete review of planning enforcement March 2006; continue the campaign against cowboy builders.</p>

Council priority 6: Investing in regeneration

<p>Portfolio priority</p> <p>6.3 Deliver a programme of improvements as a catalyst for further investment in local centres</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Support public investment in local areas to improve economic regeneration and ensure sustainable improvements to the physical infrastructure and the environment.</p>	<p>Lead directorate(s) Development</p>
<p>Lead Cabinet Member(s) Regeneration</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Deliver improvement schemes for agreed local centres and respond to our scrutiny review of local centres.</p>	<p>March 2006 Complete schemes in 7 local centres (including Hawthorne Road, Lea Village, Soho Road, Stratford Road, Maypole, Pershore Road, Selly Oak). 2006/07/08 Identify and work on further schemes, informed by scrutiny review.</p>
<p>2. Produce a new Local Development Framework.</p> <p>Prepare a planning framework for specific local centres.</p>	<p>April 2005 Start review. May 2006 Consult March–May 2006. October 2006 Deposit with Secretary of State. March 2006 Adopt Kings Heath and start consultation on options for Frankley and Aston/Newtown.</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼ ▼</p>

Council priority 6: Investing in regeneration

Portfolio priority

6.3 Deliver a programme of improvements as a catalyst for further investment in local centres...continued

3. Deliver planned area-based economic regeneration projects.

March 2006 Progress council-led economic regeneration projects in:

- North West (SRB6)
- Kings Norton (NDC1)
- Aston Pride (NDC2)
- East Birmingham North Solihull and North West Birmingham/South Black Country Regeneration Zones
- Birmingham/Sandwell Housing Market Renewal Area

Provide support to deliver 'Enterprising Communities'.

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</p> <p>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. Roll out a programme of park refurbishments including tree husbandry, tied to regeneration initiatives, development opportunities and employment training and apprenticeships.</p>	<p>June 2005 Park refurbishment programme October 2005 Employment training and apprenticeships implemented</p>
<p>2. Identify park improvement schemes for each district, through consultation; include them in district community plans and seek external resources to implement them.</p>	<p>March 2006 New strategy in place</p>
<p>3. Provide extra park keepers and rangers, increase the use of parks and reduce antisocial behaviour by:</p> <ul style="list-style-type: none"> • addressing antisocial behaviour in parks • creating safer environments with greater public appeal • reviewing progress and providing vocational training. 	<p>June 2005 Extra park keepers and rangers recruited</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 Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Lead directorate(s) Learning and Culture</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Deliver the 'Renaissance in the Regions' programme.</p>	<p>October 2005 Report on progress</p>
<p>2. Develop exhibitions, events and permanent displays to attract new audiences.</p>	<p>May 2005 Launch 'Ask the Audience' consultation initiative.</p>
<p>3. Develop a heritage strategy for Birmingham.</p>	<p>September 2005</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>Increase the 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>Target date(s)</p>
<p>1. Address supply and demand in housing market areas.</p>	<p>Programme of activity each year, with detailed targets and timescales, will be shown in our Performance Plan.</p>
<p>2. Improve homes to the national Decent Homes Standard in line with our major works programmes. Develop resident involvement through options appraisal.</p>	<p>July 2005 Complete options appraisals for Northfield, Hodge Hill, Sutton, Selly Oak and Ladywood. July 2006 Complete appraisals in remaining districts; Improve homes to the Decent Homes Standard in line with the major works programmes for 05/06, 06/07 and 07/08.</p>
<p>3. Start schemes to use 80% of our housing land sales to improve council homes and their local services.</p>	<p>April 2005 Start schemes.</p>

Council priority 7: Improving the city's transport

<p>Portfolio priority</p> <p>7.1 Improve the city's transport infrastructure and networks and tackle congestion</p>	<p>Budget Validation Date</p>
<p>Target outcome 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. Develop a strategy and detailed proposals to tackle congestion.</p>	<p>March 2006 Complete congestion task force report, taking into account proposed Local Public Service Agreements and relationship with the city centre study.</p>
<p>2. Implement transport projects that improve local transport safety and efficiency.</p> <ul style="list-style-type: none"> • Red routes • Emergency routes • Special vehicle lanes. 	<p>March 2006 Complete transport study of development in city centre and highway capacity. December 2005 Implement existing routes and consider future programme. December 2005 Agree priority routes with emergency services and build into design of highway improvements and traffic management proposals. December 2005 Introduce high-occupancy lanes, including freight/taxi/private hire.</p> <p style="text-align: right;">continued on next page ▼ ▼ ▼ ▼ ▼</p>

Council priority 7: Improving the city's transport

Portfolio priority

7.1 Improve the city's transport infrastructure and networks and tackle congestion...continued

3. Complete the detailed considerations for the Private Finance Initiative (PFI) for highway maintenance improvements and explore ways for districts to shape local elements.

December 2005 Complete detailed considerations.

4. Complete the feasibility study of the underground metro in the city centre.

May 2005 Complete a feasibility study; evaluate the consultants' report; conclude the metro transport appraisal.

5. Progress key highway schemes and other transport improvements.

By March 2006 Start on the Northfield Relief Road.
March 2006 Selly Oak New Road public enquiry; continue land negotiations, appoint a contractor; bus mall consolidated scheme: start and complete work.

6. Make council-owned car parking more effective and efficient.

March 2006 Complete the detailed business case and report to Cabinet; complete proposals and start improving council-controlled multi-storey car parks and city centre surface-level car parks.

Council priority 7: Improving the city's transport

<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 directorate(s) Development</p>
<p>Lead cabinet member(s) Transportation and Street Services</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Work with partners to make city buses cleaner, more attractive, safer and more reliable.</p>	<p>March 2006 Investigate (with Centro and Travel West Midlands) providing bus conductors/assistance to reduce fear of crime. Move forward on "bus showcase" schemes.</p>
<p>2. Improve road safety including safer cycling and walking routes and safer parking.</p>	<p>March 2006 Implement a "Safe Routes" to school programme. Implement local area road safety programmes.</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 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) Social Care and Health</p>
<p>Lead cabinet member(s) Social Care and Health 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 2006</p>
<p>2. Develop a Corporate Funding Strategy for not-for-profit and community groups, setting out clear and fair criteria for funding decisions.</p>	<p>March 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>March 2006 Project plan agreed March 2007 Single access point established</p>
<p>4. Consult with 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 2006 Project plan agreed</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 Cabinet Member(s) Social Care and Health Local Services and Community Safety</p>	<p>Lead directorate(s) Social Care and Health Local Services</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Develop commissioning strategies in order to provide better choice and quality of service 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 2006 Commissioning strategies produced</p>
<p>2. Improve and develop District Community Plans for 2006-2010 to reflect local needs.</p>	<p>March 2006</p>
<p>3. Develop a policy and protocol to enable districts to exercise greater choice about service provision.</p>	<p>October 2005 Develop policy and protocol.</p>

Council priority 8: A fair and welcoming city

<p>Portfolio priority</p> <p>8.3 Improve provision of residential, nursing and specialist care and develop more community-based services for older people</p>	<p>Budget Validation Date</p>
<p>Target outcome</p> <p>Services for older people that better meet needs and preferences.</p>	<p>Lead directorate(s) Social Care and Health</p>
<p>Lead cabinet member(s) Social Care and Health</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Confirm our commissioning intentions and implement the first phase of our older people’s commissioning strategy.</p>	<p>March 2006</p>
<p>2. Continue to increase the number of people taking up direct payments and promote fairer access for all community groups.</p>	<p>March 2006</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 and narrow achievement and attainment gaps</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 cabinet member(s) Education and Lifelong Learning</p>	<p>Lead directorate(s) Learning and Culture</p>
<p>Actions</p>	<p>Target date(s)</p>
<p>1. Implement the national agreement on raising standards and remodelling the teaching workforce.</p>	<p>December 2005 Implementation of planning, preparation and assessment time</p>
<p>2. Focus on specific groups in the city, for example black Caribbean boys and white disadvantaged boys.</p>	<p>September 2005</p>
<p>3. Support schools in making the curriculum more flexible and personalise learning at all phases.</p>	<p>September 2005</p>
<p>4. Develop models to extend the use of schools to meet the needs of local communities.</p>	<p>October 2005</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) Education and Lifelong Learning</p>	<p>Lead directorate(s) Learning and Culture</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 2005</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 2005</p>
<p>3. Develop primary school networks for sharing expertise, resources and good practice.</p>	<p>June 2005</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 2005</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) Learning and Culture</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>June 2005</p>
<p>2. Increase library opening hours.</p>	<p>October 2005 Start consultation with local communities.</p>
<p>3. Improve library book stock.</p>	<p>November 2005</p>
<p>4. Improve access to and the quality of arts provision in Birmingham.</p>	<p>October 2005</p>
<p>5. Work with Arts Council England and major city arts organisations to develop the benefits to Birmingham of investment in the arts.</p>	<p>November 2005 Progress report</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 Recognised benefits 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 – the Birmingham city region – to secure extra money from national government and Regional Development Agencies.</p>	<p>April 2005 onwards</p>
<p>2. Secure the best possible deal for urban areas in negotiations on the new European Union budget.</p>	<p>April 2005 onwards</p>
<p>3. Build on Core Cities, Eurocities and Birmingham's role within them.</p>	<p>April 2005 onwards</p>
<p>4. Build on our partner city links, developing national, European and international relationships to enhance Birmingham's status and reputation.</p>	
<p>5. Optimise the benefits that the NEC Group brings to the city.</p>	<p>2005-08 Implement programmes to develop the NEC Group and encourage more visitors to the city.</p>
<p>6. Develop a Birmingham marketing strategy.</p>	<p>March 2006 Put strategy for international status in place – 'looking outwards and welcoming inwards'.</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>The city will benefit from future sports and culture events.</p>	<p>Lead directorate(s) Learning and Culture Local Services</p>
<p>Lead Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Target date(s)</p>
<p>Actions</p> <p>1. Lead the Urban Culture programme with city and regional partners.</p>	<p>September 2005</p>
<p>2. Agree a new cultural strategy for Birmingham.</p>	<p>September 2005 Produce our draft strategy.</p>
<p>3. Establish a policy and funding procedure to attract major national and international events.</p>	<p>October 2005 Progress report</p>

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 Clear, realistic and funded action plan(s) will be developed.</p>	<p>Lead directorate(s) Local Services</p>
<p>Lead Cabinet Member(s) Leisure, Sport and Culture</p>	<p>Target date(s)</p>
<p>Actions</p>	<p>June 2005</p>
<p>1. Consult key stakeholders and regional and national agencies.</p>	<p>July 2005</p>
<p>2. Develop briefs and secure funding for feasibility studies.</p>	<p>August 2005</p>
<p>3. Commission feasibility studies to determine business cases.</p>	<p>November 2005</p>
<p>4. Depending on the outcomes of the studies, investigate resources for full business plans, funding strategies and bidding processes.</p>	

Finding out more

Measuring progress – targets and key indicators – summary

Every portfolio holder and strategic director is responsible for specific portfolio priorities. Each priority has a target outcome, which 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 the Government or service inspectors. We manage our performance in a number of ways and report on progress regularly.

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 in districts to understand local concerns and identify local priorities. The objectives and priorities in this plan affect the whole city and each district team will look at what it can do to help deliver the targets we set ourselves. District plans will contain much more detail about how the city-wide objectives and priorities affect them.

Finding out more

The tables below shows how to find information about the source documents which we have used to develop our priorities. Also listed are contacts for performance information and for the district community plans.

<p>Annual Opinion Survey</p> <ul style="list-style-type: none"> • survey of residents' views of the council and the city 	<p>Contact:</p> <p>Claire Sanderson 0121 303 3133</p>	<p>www.birmingham.gov.uk</p> <p>search term "annual opinion survey"</p>
<p>Performance Plan</p> <ul style="list-style-type: none"> • Performance Plan 2004/05 	<p>Contact:</p> <p>Wendy Terry 0121 464 8121</p>	<p>www.birmingham.gov.uk</p> <p>search term "performance plan"</p>
<p>Corporate Performance Assessment (CPA)</p> <ul style="list-style-type: none"> • Audit Commission CPA scorecards • Audit Commission CPA corporate assessment reports 	<p>Contact:</p> <p>Louise Collett 0121 464 2340</p>	<p>www.birmingham.gov.uk/cpa</p>
<p>Strategic Assessment</p> <p>- a set of key data that paints a picture of Birmingham and the challenges we face</p>	<p>Contact:</p> <p>Tony Smith 0121 303 4550</p>	<p>www.birmingham.gov.uk/consultation</p> <p>then follow links to Birmingham Community Strategy Consultation</p>

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	Karen Cheney 0121 303 9746	www.birmingham.gov.uk/northfield
Perry Parr	Michael Merrigan 0121 464 9458	www.birmingham.gov.uk/perrybarr
Selly Oak	Linda Collis 0121 303 9726	www.birmingham.gov.uk/sellyoak
Sparkbrook and Small Heath	Elaine Wills 0121 464 5402	www.birmingham.gov.uk/sparkbrook
Sutton Coldfield	Sue Watts 0121 464 9083	www.birmingham.gov.uk/suttoncoldfield
Yardley	Lesley Ariss 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:

- | | |
|---|---|
| Taking Birmingham Forward | A vision for the city produced by the Birmingham Strategic Partnership, reflecting views from a wide range of city organisations and individuals.
www.birmingham.gov.uk – search term 'community strategy' |
| Community Safety Strategy | 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 |
| Education Plan | This explains what we are doing to meet a range of targets to improve the achievements of pupils and support adult learners, and to develop schools and other learning facilities.
www.bgfl.org/uploaded-documents/edplan.pdf |
| Local Development Schemes | Covering the whole 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' |
| Social Services Delivery and Improvement Statement | A plan agreed with the Social Services Inspectorate to improve our social care services. |
| Housing Performance Improvement Plan | A comprehensive action plan to improve our housing services. |

A full list of the council's key plans is available on Birmingham Inline – search term 'policy mapping' and will be accessible on www.birmingham.gov.uk soon.

Feedback – your views on this plan

As part of Team Birmingham 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 ccp@birmingham.gov.uk
2. writing to the Corporate Policy & Performance Team at: Room M49, 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!

Term	Definition
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.
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 strategic partnership	A consortium of companies with skills in specialist areas who will assist the council in transforming its services to citizens and manage its Information Technology services.
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 that fulfil priorities set by the Council.
Commodity goods and services	Goods or services that are regularly required by an authority to carry out its functions.

Customer relationship management solution	An IT system designed to process customers' comments and provide a record of all customer interactions.
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 assessment	A requirement of the Race Relations (Amendment) Act 2000, which demands that local authorities assess whether any proposed function, policy or procedure could have an adverse effect on equality of opportunity with regard to race, gender, disability, age and faith.
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 (Annual efficiency statement)	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 will be required to issue an annual efficiency statement outlining their strategy for making and monitoring savings.
Human resource information system (HRIS)	An IT system that allows the council to keep up-to-date personnel records for all its employees.
Inclusion strategy	A three-year strategy for schools and early years settings (such as nurseries) which promotes an inclusive educational environment in which children from various backgrounds and with various needs can play, learn and achieve together.

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 approach	A method whereby a number of similar posts are identified, and candidates recruited to them, in one collective recruitment exercise.
Procurement	The process of acquiring goods, works and services from suppliers or service providers.
Scrutiny review	In accordance with the Local Government Act 2000, the role of overview and scrutiny committees is to review and scrutinise the decision-making and performance of the council's Executive. A scrutiny review is an in-depth investigation of any given subject by one of these committees. Such reviews are often in response to public concerns and cover various service areas.
Single business account	A tool for local authorities to manage their dealings with businesses through a central point. It works with the local authority's customer relationship management system and can be accessed by phone, contact centre or local authority website.
Strategy	The overriding framework which details priorities and desired outcomes for a particular service or service area. It is different from a plan, which sets out the practical steps required to implement a strategy
Taking Birmingham Forward (Birmingham Community Strategy)	A document produced by the Birmingham Strategic Partnership that sets a long-term vision for Birmingham. It identifies issues and proposals for tackling them, as well as providing a framework in which agencies and partnerships in the city can plan and take forward key tasks.

Treasury management	The council's management of its cash-flows, banking, borrowing and lending, and of the risks associated with these activities.
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.
Venture capital fund	Funds made available to small- and medium-size enterprises that demonstrate growth potential, usually in the start-up or early phases of their development.
Victoria Climbié inquiry/Laming Recommendations	The Victoria Climbié inquiry, chaired by Lord Laming, was an independent inquiry set up in 2001 to investigate the circumstances surrounding the death of an eight-year-old victim of child abuse. The result of this inquiry was a series of recommendations with which the council and other agencies must comply to minimise the risk of another tragedy. We and others must comply to ensure that such a tragedy does not recur.