



# Distinctly **Birmingham**

A European and  
International Strategy for  
Birmingham 2013–2016

“Building the  
city’s global  
competitiveness  
and influence”

**SIR ALBERT BORE**

Leader of Birmingham City Council

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# Foreword

## “history, diversity and openness to the rest of the world is what makes us Distinctly Birmingham”



It is with great pleasure I present to you a new European and International Strategy for Birmingham 2013–2016.

In the last few years Europe and some other parts of the world have witnessed unprecedented changes that have presented huge economic, social and environmental challenges which are now influencing key priorities and policy making for cities. As one of the largest local authorities in Europe there are fewer places where this reality is having greater impact than in Birmingham. How our cities respond to these challenges is critical in securing a safe and prosperous future for all our citizens.

Cities as drivers for economic growth and inclusion need a revised and collective approach to developing our futures. So I have never been more certain of the value and importance of an effective and joined up European and international strategy. This strategy aims to provide an overarching framework beneath which the city council can provide coherent strategic leadership and facilitate effective partnership working arrangements with key partners from across the Birmingham conurbation and internationally.

For much of the last 20 years, the city council's European and international agenda focussed on establishing Birmingham's presence within Europe in order to influence EU urban policy developments and to maximise EU funding resources available to the city. In the face of such tough times this is still of critical importance to us. However, there is now an increased emphasis on enhancing Birmingham's profile, reputation and influence beyond Europe and into a wider global marketplace. In particular, we need to raise our game in emerging economies such as China,

South Asia and South America as well as established economies such as North America. Birmingham has a real opportunity to maximise its access to growth markets for its economic advantage and not lose out to more aggressive nations and cities. To compete on an international scale, Birmingham needs to press home its advantages as a place to do business, invest, study, visit and live.

With a population of over one million people and an economic output approaching £20 billion a year, Birmingham is the West Midlands' regional capital and the UK's second largest city. We were historically labelled the city of a thousand trades and whilst the profile of our economy has somewhat rebalanced since then, our specialist skills in sectors such as advanced manufacturing demonstrate that the legacy of our proud past is as vibrant and as relevant today. We have a long track record of successful European and international engagement both within the city council and also with our wide range of academic, professional, commercial, cultural and voluntary partner organisations.

The city also has a proud history of being outward looking and welcoming to people from different parts of the world. These diverse communities contribute richly to the international nature of the city through their family and friendship ties to their countries of origin. This history, this diversity and this openness to the rest of the world is what makes us 'Distinctly Birmingham'.

I finally would like to take this opportunity to thank all those partners who have contributed to the development of this strategy. Your commitment to engage, collaborate and support my ambitions for Birmingham is warmly appreciated. Working together we will make a difference.

A stylized, handwritten signature in black ink, consisting of a large, looping 'A' followed by several smaller, connected strokes.

**Sir Albert Bore**  
**Leader, Birmingham City Council**

# Executive Summary

## Purpose



The purpose of the European and international strategy is to provide a clear framework for the development of the city's European and international engagement over the next three years.

With clear priorities for action, the strategy will enable a more strategic and coordinated approach to building the city's global competitiveness and influence.

## Objectives

**MAXIMISING**  
European funding opportunities 2014+

**STRENGTHENING**  
European and international partnerships, trade and investment

**ENHANCING**  
influence and reputation

**DEVELOPING**  
joined-up working with our key partners

## Priorities and ambitions

### JOBS & GROWTH

INCLUDING

- Employment & Skills
- Developing Economic Zones
- Enterprise Development & Business Support

### ENHANCING INFRASTRUCTURE

INCLUDING

- Green Growth & Low Carbon Transition
- Digital Growth & Inclusion
- Smart & Integrated Mobility

### ENGAGED & COHESIVE COMMUNITIES

INCLUDING

- Social Cohesion
- Social Inclusion
- Crime & Safety
- Neighbourhoods & Devolution

### KNOWLEDGE & INNOVATION

INCLUDING

- Knowledge Economy
- Research & Innovation
- Education & Learning
- Smart Specialisation

### ATTRACTING VISITORS

INCLUDING

- Business & Leisure Tourism
- Attracting Students
- The Cultural Offer
- Enhancing Appeal

### TRADE & INVESTMENT

INCLUDING

- Attracting Inward Investment
- Enhancing Trade Links
- Exploring New Markets

## Governance

### European and International Committee

North and South America

China and the Far East

Europe

Commonwealth, inc. countries of origin

### European and international portal

# 1. Background

## The context and positioning for a European and International Strategy for Birmingham 2013–2016

### Why does Birmingham need a European and international strategy?

As a city our international reach is considerable, as are our natural strengths on the global stage. We have, however, arguably been set back in the past by a lack of coordination, a lack of prioritisation, and the absence of a strategic approach when it comes to both the way the city collectively makes the most of opportunities and activity overseas, and the way the city handles opportunities and visits from overseas interests. The city council believes these challenges can be overcome through a more strategic programme of European and international engagement – created via a citywide European and international strategy.

Over

140

direct connections from  
Birmingham Airport

Certainly there is no questioning the fact that Birmingham is an international city, with friends, partners and a natural reach that extends across the world. But what is so distinct about Birmingham? Birmingham has many assets that makes it an ideal place to live, work, study, visit and do business in, including:

- Our **internationally renowned universities** attracting tens of thousands of students and academics to the city every year. Our reputation for academic excellence is helping educate the world's next generation of business leaders, scientists, engineers and political leaders
- Birmingham is a leading destination for business and leisure tourists. In 2012, 34m tourists visited the city (an 11% increase in the last six years). The NEC Group venues each year host more than **750 events visited by over four million people**, and Birmingham is the most visited English city outside London for European visitors
- We are internationally connected with over **140 direct connections from Birmingham Airport** providing Birmingham with access to 400 million people across Europe, and plans for a new high speed rail link will deliver a 40-minute connection to London
- We have an **international population, one of the youngest and most diverse in Europe**, with over 1 million people; 78,000 of whom are fluent in two or more foreign languages. Almost 50% of the population is under 35. The diversity of our communities is reflected in the city's cultural and business offerings

- We are recognised globally as a city to visit and do business in. Leading industry publication, Site Selection magazine in its 'Best to Invest' report (May 2013), ranked Birmingham **10th in the 'Top Western Metros'** and the Financial Times FDI Magazine featured the city in its '50 Global Enterprise Zones'
- Birmingham built a reputation as the 'workshop of the world' and was at the forefront of the Industrial Revolution. **Innovation, design and advanced manufacturing** remain key characteristics of the city's economy today: Advanced manufacturing contributing some £600m to the economy. The city is also home to iconic brands such as Jaguar Land Rover, Acme Whistles, MG, the original Mini and Triumph Motorcycles
- Birmingham does not only have a proud industrial past, but looking forward, the city has identified an economic focus on the growth of **Six Economic Zones**: The Advanced Manufacturing Hub, the Life Sciences Campus, the Food Hub, the City Centre Enterprise Zone, the Tyseley Environmental Enterprise District, and the Longbridge ITEC Park. Collectively they are expected to create 1.8 million square metres of new floor space and attract £1.5 billion of investment
- We have strong partnerships with **seven partner and sister cities**, including Chicago (USA), Guangzhou (China) Frankfurt & Leipzig (Germany), Johannesburg (South Africa), Lyon (France) and Milan (Italy). We are also engaged in Treaties of Friendship between Nanjing and Changchun, China and Mirpur in Azad Kashmir, Pakistan. The most publicly visible manifestation of these partnerships is the annual Frankfurt Christmas Market which is now the centrepiece of the city's event programme and attracts over four million visitors each year
- We are home to **world-renowned sporting brands**, from Edgbaston Cricket Ground to Premier League football to the Belfry Golf club, host of the prestigious Ryder Cup on four occasions. Equally, world class facilities such as the Town Hall and Symphony Hall and **famous cultural institutions** including

the City of Birmingham Symphony Orchestra and Birmingham Royal Ballet help contribute to visitor numbers each year

- We have a **strong voice** in European and international policy development, with a dedicated European Office in Brussels and leading roles within key European organisations.

Where we haven't always made the most of these assets in the past, we cannot afford to miss the opportunities in the future.

## What will this European and international strategy achieve?

Simply put, the city council believes that a successful European and international strategy will enable the city to be more competitive internationally, and more effective when it deals with European and international partners. It would allow the city to realise four key aims, enabling us to:

- **Coordinate** activity effectively throughout the city, to ensure a joined-up approach across the city's educational, business, government, and cultural partners
- Focus and **prioritise** activity, effort, and resource into those areas of biggest benefit to support the delivery of the city's objectives
- **Define** clearly how the city's European and international activity supports and delivers the priorities of the city as a whole, and how European and international partners can engage to support these priorities
- **Work in partnership** together as a city of many organisations, and in collaboration with European and international partners.

## European and international strategy consultation

We believe that the success of a European and international strategy relies upon it being **a strategy for the Birmingham conurbation as a whole, and not just any one organisation within the area**. The partnership and the priorities which underpin the strategy must span the city's



public sector; universities and colleges; business community; sporting and cultural organisations and local community groups and the people they represent. Clearly, we would not be able to achieve the ambitions for this strategy without having a collective and agreed vision across all of these key stakeholders.

Whilst the city council is committed to providing the leadership to ensure the effective implementation of the strategy, we are reliant upon partners across the city to help make its ambitions a reality. The initial consultation, via the Green Paper, enabled a wider contribution to the development of this strategy and explored with key partners an emerging set of key objectives and priorities. It is hoped that this open and transparent approach will have enabled a greater sense of shared ownership for its ongoing implementation and, ultimately, its success.

## Who is Birmingham's European and international strategy for?

We believe the beneficiaries of the strategy itself will be everyone in Greater Birmingham – and all of the partners we deal with at a European and international level. We recognise that many people, businesses and organisations are regularly engaged with activity overseas, whether that be through generating overseas visits or going abroad to exchange ideas, trade or access funding. This, of course, will continue. The focus of this strategy will be in bringing together partners across the city where joint action will yield greater added value for all concerned.

It is envisaged this will include engagement with:

- **Key strategic partners:** such as the Greater Birmingham and Solihull LEP and Marketing Birmingham, including their Business Birmingham arm, particularly where it comes to engagement with European funding and policy, and inward investment
- **Education:** particularly through European and international student recruitment, and European and international engagement
- **Business & business intermediary organisations:** particularly those with an interest in European and international trade, and/or European and international connections through their own business structure
- **Key asset partners:** particularly when it comes to attracting EU funding to the city, promoting the city and developing new international transport connections
- **Community and cultural organisations:** particularly those that have an international reach and/or that have close ties to the countries of origin of Birmingham's communities.

Over

750

NEC Group events, visited  
by over 4 million people



## 2. Objectives and priorities

### Our focus and ambitions

#### Objectives of a European and international strategy

The city council believes that a successful approach to a European and international strategy needs to begin with a clear set of objectives. Our development work and consultation has suggested that, whilst priorities will vary from organisation to organisation, successful activity taking place across the city can be traced back to one (or more) of four distinct objectives. These are not presented in any priority order:

##### 1. Maximising European funding opportunities

Europe provides a vast source of potential resource which can be directed to support the city's priorities. Over the last 25 years the city has benefited from over £700m of EU funding through one form or another and, through better identification of possibilities and closer alignment to our priorities, the volume of funding, not to mention its impact, can be significantly increased. In delivering this objective, we see key activity including:

- Strengthening the city's engagement in **EU structural funds** to support Economic Growth and Economic Inclusion
- Developing territorial funding strategies to support city and **LEP priorities**
- Aligning EU funding to complement other economic activities such as **Enterprise Zones**
- Maximising Innovation and R&D funds, such as **Horizon2020** to support the city's enterprise, smart and green priorities
- Targeting other relevant EU transnational funding opportunities, such as **COSME, ERASMUS and the Connecting Europe Facility**, supporting the city's ambitions

Over  
**£700m**  
of EU funding over the  
last 25 years

- Maximising the City's role in the Climate KIC (**Knowledge and Innovation Community**), and proactively seeking to be part of future KICs on themes which align to city priorities such as on Healthy Ageing, Raw Materials and Added Value Manufacturing
- Leveraging European initiatives to further **support and develop international opportunities** with countries beyond Europe such as China and India.

##### 2. Strengthening international partnerships, trade and investment –

We believe that Birmingham's successful international engagement should be responsible for enhancing the profile of the city. Within the context of this objective, we see key activity including:

- **International partnerships** – enhancing and refocusing our existing international relationships with China, India, North America, South Africa and the Middle East and consider other emerging opportunities
- **Building on countries of origin** – building on well established connections that local people and communities have with their countries of origin with a particular focus on education, culture, cohesion, trade and investment

- Developing the city's **trade and research connections** to support the competitiveness and growth of Birmingham's businesses
- Enhance the marketing of **key growth sectors** such as advanced engineering, financial services and life sciences
- Maximising **inward investment**, including financial and intellectual capital
- Developing **closer, more integrated connections to the international trade work and structures already operated** by UKTI, the Chamber of Commerce and other business support organisations
- Developing **academic partnerships** to support the city's universities and continue to attract overseas students to the city and increase academic research and cross boundary education in the FE sector
- Supporting strategic growth to enhance **international connections**, such as new air routes to China and North America
- Working with the schools sector to develop the International Baccalaureate offer in the city, often of crucial interest to international companies in deciding where to relocate their executives and their families
- Exploring the economic value of the language skills we have in the city and identifying specific language skills gaps and how we can work with schools, HEIs and businesses to meet language demands to support trade and investment activity (a 2010 report by the West Midlands Regional Observatory stated that 9% of WM employers felt there was a gap in foreign language skills).

### 3. Enhancing influence and reputation in Europe

Europe remains a key international priority area as a source of considerable funding opportunities and a centre for European policy development. Through this objective, we see key activity including:

- Sustaining and strengthening relationships with the key EU institutions to engage and influence
- Strengthening our role in Europe to enhance influence and maximise the benefits of networking, mutual learning and joint working with other key European cities
- Enhancing our European Partner City relationships

- Developing a new European Service for key partners and enhancing its engagement with EU institutions through its Greater Birmingham and West Midlands and Brussels Office.

### 4. Developing better 'joined-up' working with our key partners

Working with key strategic partners we should always be working to develop our European and International engagement with a shared vision, a shared strategy and a shared plan for growth and prosperity by developing more effective partnership and joint working arrangements. We see key activity including:

- Developing a new set of shared governance arrangements for the city's European and international engagement
- Establishment of territorial 'Associations' where integrated work programmes can be developed across institutions, sectors and priorities
- Securing a collective ownership and shared responsibility to co-ordinate activities that represent a coherent, consistent and joined-up approach to Birmingham's global engagement
- Facilitating better communication, mutual learning and knowledge management across partners
- Establishing a new European and international portal to capture, manage and communicate key information regarding the city's European and international engagement.

### Priorities relevant to Birmingham's European and international strategy

The city council is clear that whilst a clear set of objectives, including what the city can achieve through successful European and international engagement, are essential in shaping a strategic approach, they are only half of the picture. The other half is focussed upon developing clear priorities which outline what the city ultimately wants to achieve from these objectives.

Looking specifically at those areas where European and international activity can add value, we have agreed on a set of priorities that can be presented in six distinct categories. These are summarised below:

### **1. Jobs and growth**

To include priorities around employment and skills, supporting the creation of new economic zones and supporting enterprise and business development.

### **2. Enhancing infrastructure**

To include green growth and low carbon transition, enhancing digital connectivity and inclusion and developing smarter integrated mobility solutions.

### **3. Engaged and cohesive communities**

To include the promotion of social cohesion and social inclusion, tackling crime and community safety and supporting devolved neighbourhood management.

### **4. Knowledge and innovation**

To include the enhancement of the knowledge economy, supporting research and innovation, improving education and learning and developing smart specialisation.

### **5. Attracting visitors**

To include the promotion of business and leisure tourism, attracting overseas students, promoting Birmingham's cultural offer and enhancing Birmingham's international appeal.

### **6. Trade and investment**

To include attracting inward investment and Foreign Direct Investment, enhancing trade links with Birmingham's businesses and exploiting new markets around the world, particularly in the city's key growth sectors.

As would be expected, these priorities also directly relate to a number of other strategic policy initiatives being led by the city such as the Smart Commission, Green Commission, Youth Unemployment Commission, Social Inclusion Process and White Paper, the development of Economic Zones, as well as the GBSLEP Growth Strategy and plans to align this to a new EU investment strategy. Part of the role of this European and international strategy is to facilitate and put a greater focus on the delivery of the European and international aspects of these policy initiatives.

The governance structures for the European and international strategy will, through a co-design process, identify and prioritise specific actions where collaboration across a range of partners in the city will yield added value and measurable outcomes. Whilst not wanting to pre-empt the actions which this co-design process will identify, the 'key activities' outlined (above in Section 2) begin to point towards some of the key actions which could be further focussed on and implemented.

Strengthening our  
role in Eurocities to  
maximise influence  
and the benefits of  
networking, mutual  
learning and joint  
working with other  
key European cities

### 3. Enabling success

## Existing strengths and enablers

Birmingham's existing strength as an internationally connected city, with a wealth of partners and activity taking place, provides a solid infrastructure to support the city's successful international agenda. We believe all of these provide the basis of a powerful toolkit for helping support a successful European and international strategy. We are fortunate in that the following will be significant enablers for the successful strategy:

#### Existing partner and sister cities links

Birmingham has a strong and well established history of working in formal relationships with cities from around the world. These relationships are formalised though what is known as 'partner city agreements' with the cities of Lyon in France, Frankfurt and Leipzig in Germany and Milan in Italy. We also have 'sister city agreements' with Chicago in the United States, Guangzhou in China and Johannesburg in South Africa. Beyond these agreements we also have a Treaty of Friendship between Birmingham and Changchun and Nanjing in China and Mirpur in Azad Kashmir, Pakistan as well as established municipal and educational connections with India and Bangladesh. These existing relationships have built numerous excellent examples of successful co-operation over a number of years that will enable the city to facilitate renewed and refocused activities in support of delivering the city's priorities and ambitions.

#### Links with countries of origin

Birmingham is a welcoming city and has a long history of attracting migrants from around the world. Most notably the city has a large population of residents from the Asian sub continent and the Caribbean. More recently, the city has attracted migrants from a widening range of countries, including Central and Eastern Europe, Africa and the Middle East. This trend of inward migration over the past 60 years has contributed to the demographic of one third of the city's population being from black and minority ethnic backgrounds. This 'super

diversity' adds to the richness of the city and contributes to Birmingham being a multi-lingual city with over 50 languages spoken and a significant proportion of the workforce being fluent in more than one language. These ties and links back to those countries of ethnic origin offer the city an enormous opportunity to use its citizens as ambassadors for the city in support of a number of its ambitions. Of particular interest are those ambitions around education, culture, cohesion, trade and investment.

#### Existing European and international networks

Birmingham has a long and successful track record of meaningful engagement in European and international networks. It was a founder member of Eurocities, which now hosts membership from over 130 of Europe's largest cities and is now widely respected and valued as a credible network for lobbying and influencing on issues of EU policy and funding. Further afield we are also members of the Commonwealth Local Government Forum bringing together representatives of municipal government across the 54 Commonwealth countries sharing best practice and developing educational programmes. Other partners across the city, particularly the academic and cultural partners, will also be members of networks of equivalent value supporting and 'enabling' successful engagement around the world.

#### Cultural assets

Birmingham has a huge cultural offer and assets that are world renowned. The most notable of these include the City of Birmingham Symphony Orchestra and Birmingham Royal Ballet, which sell out venues around the world. Birmingham's cultural diversity is also strongly reflected in the arts with the city hosting annual St Patrick's Day, Vaisakhi, and Eid Mela celebrations and being home to the UK's foremost South Asian arts organisation,

Sampad, and the UK's largest black-led arts centre, The Drum. In the city itself we have the Town Hall, Symphony Hall, National Indoor Area, National Exhibition Centre, International Convention Centre, Birmingham Museum and Art Gallery, Ikon Gallery, Cadbury World and a number of theatres, sporting and music venues that attract millions of visitors into the city each year. Through Birmingham's partner city connections, we host the annual Frankfurt Christmas Market, the largest authentic German Christmas Market outside Germany and Austria, which has over 4 million visitors each year. Such has been its success that in recent years it has sparked a trend now emulated in many other UK cities. Further to this, the opening of the new Library of Birmingham, which will be the largest public library in Europe, will only add to the attraction of the city as a place to live, work, study, visit and stay.

### Academic links

Birmingham has internationally renowned universities, which accommodate in excess of 70,000 students, attracting 14,500 from overseas every year. Our universities operate well established and highly valued networks which span the globe, and have also invested heavily in their presence in key areas of opportunity internationally and are expanding ties in many parts of the world, and in particular with China. The city's academic partners are a crucial part of Team Birmingham and a huge asset towards enabling further joined up and effective European and international engagement, particularly in the unique areas of specialism they each have.

The city's reputation for academic excellence attracts worldwide interest and there are numerous existing projects and relationships that share knowledge and best practice around research and innovation.

### Global financial institutions

As the regional capital, Birmingham is now a leading European business hub and the centre for financial and business services for the wider region. As described previously, the city hosts a large number of global financial institutions including Deloitte, KPMG, Pricewaterhouse Coopers, Ernst and Young, Deutsche Bank and the Royal Bank of Scotland, as well as being the headquarters of the Islamic Bank of Britain. These institutions have a worldwide reach and have a huge contribution to play in supporting Birmingham's global ambitions. As equally crucial members of Team Birmingham, these institutions are a major ingredient of the city's commercial offer deserving of a more formal mandate to promote the city and attract people, business and investment, supporting its economic growth and prosperity.

Birmingham has  
internationally renowned  
universities accommodating  
in excess of

70,000

students,

14,500

of whom are from overseas

## Civic links

The Leader of the council and the Lord Mayor play key civic roles in promoting the city, welcoming visitors and forging links with business and commerce. Both can crucially enhance the city's international profile, particularly through municipal engagement across the Commonwealth but also with North America and the Far East. Many countries' ambassadorial parties and visiting delegations expect to be welcomed by civic or political leaders and, as such, civic leadership and visibility can play a huge role through hosting civic functions for dignitaries, including partner and sister cities that bring civic and trade delegations to the city.

## Trade and business links

Birmingham is home to the largest concentration of businesses outside London with over 48,000 companies and over 700 international firms. The 2012 Mercer Quality of Living index placed the city second in the UK. US leading industry publication, *Site Selection* magazine in its 'Best to Invest' report (May 2013), ranked Birmingham tenth in its 'Top Western Metros', and the *Financial Times FDI* magazine's featured the city in its '50 Global Enterprise Zones'. The Birmingham Chamber of Commerce is home to a number of established international initiatives and networks such as the India Pakistan Trade Unit and the Midlands' chapter of the British American Business Council.

## Proximity and reach

One of the key enablers for the Greater Birmingham area is its prime location in the heart of England. With 90% of the UK reachable within four hours, it also benefits from having over 140 direct connections from Birmingham Airport, providing access to 400 million people across Europe. The city's central location at the heart of the UK motorway network makes Birmingham an ideal place to invest and do business in. Plans for new high speed rail links will provide a 40-minute connection to London, effectively also plugging Birmingham into the European high speed rail network.

Over  
700  
international firms

Over  
48,000  
companies

# 4. Governance and delivery

## Making it happen

### Management and coordination

As with any strategy, its management and coordination will be crucial to its success. To do this in an effective and engaging manner, new governance arrangements will be required to ensure that a better 'joining up' of our European and international engagement and a collective ownership of the overall strategy by all partners is established.

As one of the major partners in developing Birmingham's European and international agenda, the council's European and International Affairs Team will be responsible for the overall day-to-day governance of the strategy. It is therefore essential that the team plays an active role in the management arrangements necessary to implement the strategy, thereby ensuring effective coordination and delivery. To this end, they will be responsible for this coordination and provide the secretariat support for the strategy and its implementation.

### An outcome driven purpose

A clear outcome of the consultation process was the need to establish new arrangements that are outcome-driven and not purely a platform for sharing information. This ambition will be the driving motivation and underlying principle for any new arrangements that will follow. In keeping with the partnership approach taken on consulting on the core objectives and priorities for the strategy, all core partners will play a part in the co-design of the governance arrangements to ensure that any new structures put into place are practical, realistic, manageable and enable the intended engagement and collaboration across partners that will ultimately lead to the envisaged outcomes that are crucial to the global ambitions for the city. Notwithstanding this, an outline plan for the configuration of these new arrangements is outlined below.

### Configuration

#### The European and International Committee and Area Focussed Associations

The basic structure for the new arrangements will be to establish a high level European and International Committee with Area Focussed Associations operating beneath it. It is intended that the former maintain responsibility for the strategic oversight of the strategy, whilst the latter provide the practical and operational drive for its implementation.

#### European and International Committee

The role of the European and International Committee will be to oversee the strategic direction for the strategy. Comprising senior representation from local partners, the European and International Committee will provide the forum for discussion and action around Team Birmingham's European and international agenda and seek to provide strategic guidance to the Area Focussed Associations. It is proposed that the Committee be chaired by the Leader of Birmingham City Council and include within its membership from representatives of business, education, communities and other key sectors. The Committee would meet twice per year.

#### Area Focussed Associations

Area Focussed Associations will be established to focus on the geographical regions identified within this strategy document. This includes North and South America, China and the Far East, Europe, and the Commonwealth countries including countries of origin. Whilst it is important to have this territorial focus, it must be recognised that opportunities for collaboration may take place outside these territories and sufficient flexibilities will need to allow for responsive approaches to be taken whenever and wherever opportunities arise.



The Associations will aim to bring together all key stakeholders with a specific geographical interest and facilitate the better joining up and co-ordination of the aims and actions outlined in this strategy. The focus will be on identifying actions where collaboration across a range of partners in the city will bring opportunities for more purposeful and successful outcomes.

Through a co-design process, the Associations will translate the priorities set out in the European and international strategy into areas of measurable joint action where collaboration across a number of partners in the city will yield added value and measurable outcomes.

It is likely that each would operate in a slightly different way depending on its membership, for example, formal meetings, informal networking events, etc. It is proposed that they would each have a thematic focus to reflect stakeholders' broader focus within the geographical regions and provide a better co-ordination of activities ongoing in that region. For example, the China/South East Asia association may choose to prioritise Foreign Direct Investment, student recruitment, new air routes and green growth as its priorities for action. Conversely, the Europe association may choose joining up EU funding bids, EU policy influence and enhancing EU trade links as its priorities. These are only illustrative examples. Birmingham City Council will provide the secretariat and aim to facilitate and encourage the required joint working.

Like the European and International Committee, it is anticipated that membership will be diverse. It will also be reflective of the specific interests and needs of the identified geographical area. In order to achieve the aspirations of the individual associations and geographical areas, it is envisaged that each will have the required flexibility to choose how it will operate.

The Area Focussed Associations will report to the European and International Committee.

## European and international portal

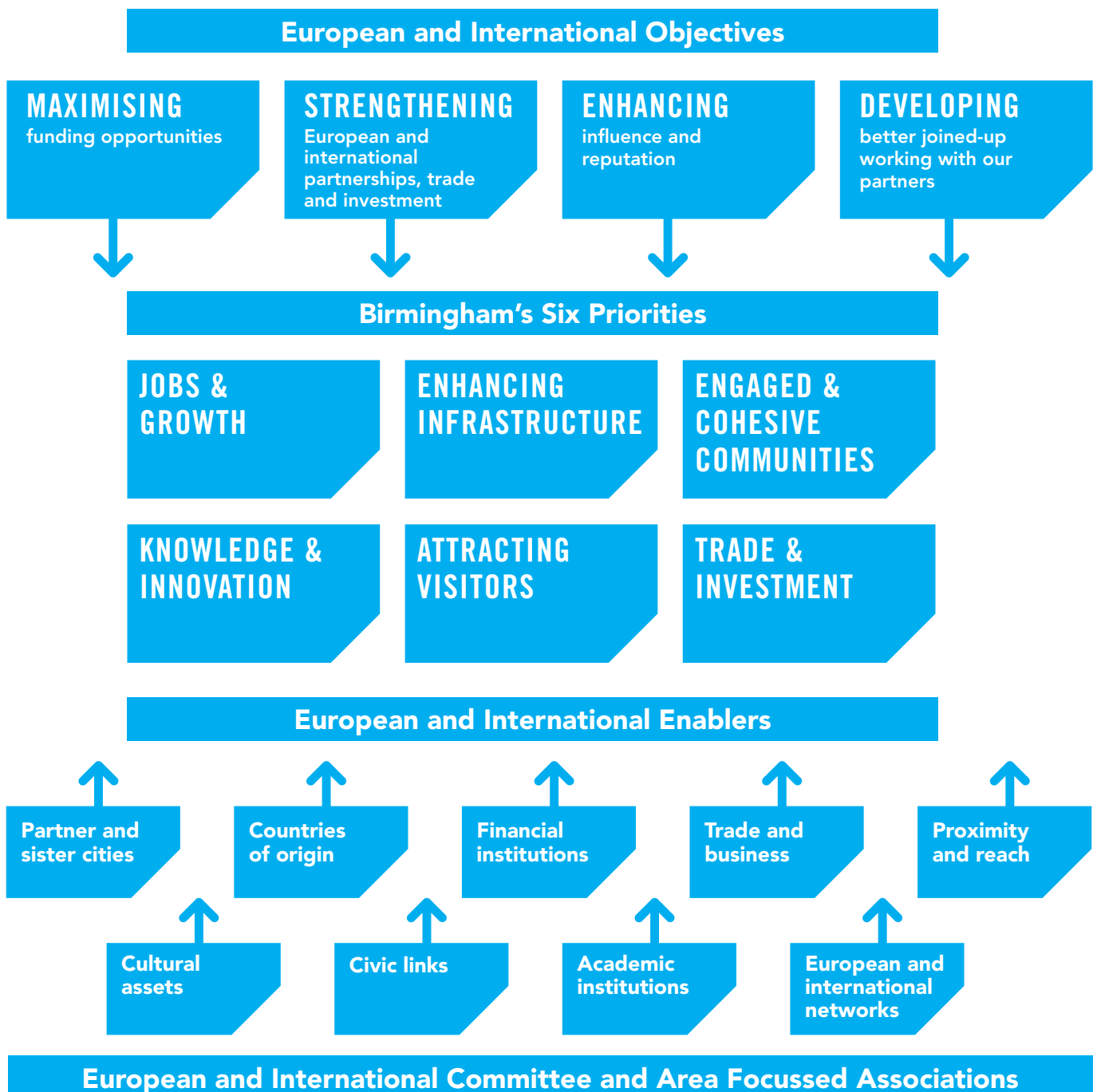
It is expected that a new European and international portal will be developed to capture, manage and communicate key information regarding the scope, nature and impact of the city's European and International engagement.

This is required in order to maintain the core principle that the new strategy and its supporting governance arrangements remain outcome-driven. Without becoming overly burdensome the portal will capture and monitor the European and international engagement of its partners around the world and aim to capture the key outcomes and benefits of this engagement, measured against the objectives and priorities outlined in the strategy document.

## 5. Knitting the strategy together

This European and international strategy and supporting governance arrangements will provide the means to facilitate the prioritisation, coordination and partnership working to enable the city to become more effective when it comes to progressing a shared approach to European and international activity.

The crux of this approach is based upon the fact that key city European and international activity can be broken into four distinct objectives with six supporting priorities. Working with the city's key enablers and a robust and well coordinated set of governance arrangements, the strategy knits together as presented below.



## 6. Team Birmingham

**This list of Team Birmingham partners provided below is illustrative and will evolve and be built upon further throughout the delivery of the European and international strategy.**

### Key strategic partnerships

- Greater Birmingham and Solihull Local Enterprise Partnership
- Marketing Birmingham

### Education

- University of Birmingham
- Aston University
- Warwick University
- Birmingham City University
- Birmingham South and Central College
- Brasshouse Language Centre
- Newman University
- Birmingham Metropolitan College
- University College Birmingham
- Bournville College
- Birmingham schools

### Business and business intermediary organisations

- Greater Birmingham Chambers of Commerce
- Manufacturing Advisory Service
- Confederation of British Industry
- KPMG
- Pricewaterhouse Coopers
- Kraft/Mondelez
- Deutsche Bank
- Ernst and Young
- Pinsent Masons
- UK Trade and Investment
- Business Improvement Districts
- Federation of Small Businesses
- Deloitte
- Shanghai Automotive Industry Corporation
- Jaguar Land Rover
- International Synergies Ltd
- Islamic Bank of Britain

### Key asset partners of Birmingham City Council

- National Exhibition Centre Group
- Innovation Birmingham
- Birmingham Airport

### Cultural and community organisations

- City of Birmingham Symphony Orchestra
- Birmingham Hippodrome
- Birmingham sporting institutions
- Sampad – South Asian Arts agency
- Birmingham Consular Association
- Birmingham community groups
- Birmingham Royal Ballet
- Town Hall Symphony Hall
- The Drum
- Birmingham Museum & Art Gallery
- Birmingham Voluntary Service Council
- Midlands Arts Centre

**Further information:**

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