# STRATEGIC EQUALITY AND DIVERSITY ANNUAL MONITORING REPORT

# **DEVELOPMENT DIRECTORATE**

Equalities and Human Resources Overview and Scrutiny Committee

17<sup>th</sup> JANUARY 2012

### 1. EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT

**Knowing Your Community** – A clear knowledge and understanding of the changing profile of the users of the directorate's services and their needs should be used to provide a basis for identifying local priorities and key outcomes. Directorates should demonstrate how this user information is used to improve service outcomes.

The Development Directorate provides a wide range of economic, labour market and demographic information that is made publicly available from <a href="www.Birminghameconomy.org.uk">www.Birminghameconomy.org.uk</a>. A monthly Unemployment Briefing and a quarterly Worklessness Briefing is sent to all Councillors. Our own service monitoring and work with partners also provides critical intelligence that helps us understand changing communities' needs and respond to those needs.

Examples of how this information is used to map local needs, identify equality gaps and determine service priorities and equality outcomes are:

Targeting delivery of the **Working Neighbourhoods Fund** (WNF) at wards across the City with levels of worklessness in excess of 25%. By the time it ended in March 2011, the WNF Programme had supported 3,719 people into employment, 952 into voluntary work, assisted 1,880 clients to obtain accredited training and created or safeguarded 449 jobs. 57% of WNF clients engaged (ie clients with whom employment action plans had been developed), and 54% of WNF clients accessing employment, were from minority ethnic groups inline with the community breakdown of targeted wards.

**Birmingham Energy Savers** is particularly targeting council tenants in Bordesley Green and Woodgate Valley as these are areas that have a high incidence of fuel poverty. 20% of households in Birmingham are in fuel poverty (i.e. spend 10% or more of their income on fuel) and these are predominantly those who experience the greatest disadvantage due to disability or caring responsibility and also tend to live in the most deprived areas.

Evidence from **Building Regulations enforcement** shows that the incidence of homeowners from more deprived inner city wards falling victim to rogue traders remains high, despite recent publicity campaigns (e.g. Nail the Rogues) targeting these areas. These wards have the highest concentrations of BME citizens, and indeed the two Enforcement Officers report that in about 80% of Building Regulations contraventions they are dealing with BME owners. Discussions are taking place to standardise monitoring of enforcement between Planning and Building Regulations to incorporate a series of questions to help focus education initiatives or pre-emptive action.

**Road Safety** uses mass analysis of road traffic casualty and collision data to indicate short and longer-term road safety activities – *see Annex 3*. MAST is a Market Analysis Segmentation Tool which gives a more in-depth analysis into the people involved in crashes. The data shows that in Birmingham the groups of particular concern include a high concentration of recent migrants, families with school aged children in urgent need of housing and high numbers of young parents with pre-school children who are a priority for social housing. This analysis is to be used at a regional and local level in the development of campaigns and initiatives to specifically target the areas where it is shown there is need to raise road safety awareness. MAST data is to be used on a yearly basis where each year's data would be analysed against the previous years' data to assess if there are any significant trends. This will enable the RSET to put resources where it is most needed and to analyse any trends that is occurring.

**Finditinbirmingham** (FiiB) enables the City Council and other purchasers and suppliers to post opportunities to support development of local supply chains and access support through seminars and training. 3,768 (or 38%) of the businesses registered with FiiB are within the City boundary. Through our good links with Birmingham and Solihull Social Enterprise Consortium and the West Midlands Trading Alliance we have reached businesses that are not active in mainstream business organisations such as the Chamber of Commerce and Federation of Small Businesses. This has enabled us to forge relationships with social enterprises and in particular with African Caribbean led businesses. By October 2011 companies were registered with FiiB across Edgbaston, Erdington, Hall Green, Hodge Hill, Ladywood, Northfield, Perry Barr, Selly Oak, Sutton Coldfield, and Yardley constituencies. Although FiiB is not targeted at particular Wards,

16% of the total FiiB membership is in the 6 wards with the highest worklessness rates: 153 businesses in Aston, 783 in Ladywood, 76 in Lozells & East Handsworth, 531 in Nechells, and 91 in Soho. It is therefore likely that it is making a positive contribution to employment in these areas.

Other examples of how knowledge and understanding of the users of the Directorate's services and their needs are used to identify priorities and improve services are:

- Targeting of recruitment by the Employment Access Team (EAT)
- Location and approach of pilot initiatives (eg. DWP Worklessness Co-Design pilot WiSH Project – see Annex 2)
- Evidence for statutory planning documents, eg. the Bordesley Park Area Action Plan
- Information on health inequalities and population trends shared through the Joint Strategic Needs Assessment with PCTs.

Statistical analysis and evidence base informing the draft Core Strategy

(a) Leadership (b) Partnership and organisational commitment – Demonstrate evidence of working with partners in setting and reviewing shared equality objectives e.g. working in partnership with local primary care trusts, the police, fire services, voluntary and community sector

The Directorate plays a key role in determining the future of the city through the statutory planning process and other strategic initiatives, such as the **Core Strategy**, **Big City Plan**, **Area Action Plans**, and **Supplementary Planning Documents**. The Directorate works effectively with partners and stakeholders to stimulate investment and support community cohesion by:

- The **Employment Access Team (EAT)** delivering direct employment services by pulling together a range of strategic partners Jobcentre Plus, the Skills Funding Agency, National Apprenticeship Service, HE & FE Colleges, training providers, third sector organisations and others to implement an integrated employment and skills offer.
- Through the Council's **Procurement Policy Framework for Jobs and Skills**, EAT has secured greater access to jobs and training opportunities for local people, particularly those disadvantaged in the labour market. To date the team has supported c. 900 people into employment, of which 413 (46%) were from priority areas where worklessness rates exceed 25%, and 241 (27%) were from minority ethnic groups.
- Enhancing the 'Roots to Work' project by involving specialist voluntary agencies in the design of the model and service delivery by a wide range of partners: Midland Heart, St Basils Youth Homelessness Project, Ashram Housing, Jericho Foundation, Crossmatch Solutions Ltd, and Business in the Community. The Directorate used WNF funding to help 46 homeless people into employment and 52 into settled accommodation. Although there was no targeting of BME communities, approximately 65% of the project's clients referred by partner projects who were ready for employment support at that stage of their progression back towards independence were from BME communities, and the numbers of 'Black', 'Mixed', and 'Other' categories of homeless presentation were disproportionately high compared to the city's demographic profiles. The city council's draft Homelessness Strategy and Review 2012 (p55) does state that 'Black and mixed ethnic groups show disproportionately high levels of homelessness presentations', and contains a graph showing that the numbers of 'Black', 'Mixed' and 'Other' categories of homeless presentation are indeed disproportionately high compared to the city's demographic profiles. The broad 'homeless' category encompasses multiple barriers including disability, mental health, history of offending, and substance abuse.
- Attracting £24m European Regional Development (ERDF) funding to address economic disadvantage. The ERDF Priority 3 Programme Package Plan targets high need areas. 60% of the Super Output Areas (SOAs) within the package are within the top 5% most income deprived in England, with unemployment rates twice the city average and 5 times the national average. The ERDF Package area has a high BME population 71% compared to a Birmingham average of 29% (2001 census). The Package approach will extend the regenerative impetus of the city centre along the key economic corridors to benefit high need areas. The ERDF Programme monitors the number and gender of beneficiaries, and all

projects are being advised to extend monitoring to include age, gender, ethnicity, disability, employment status and business post code in order to evaluate the impact of ERDF on individuals and specific groups (including businesses) within the Package Area.

- Leading Constructing West Midlands, a collaborative partnership with nine major construction and maintenance contractors. The procurement process was used as a lever to support and promote equalities, and provide targeted recruitment and training to help address worklessness as a key priority. Equality objectives were included in the tender specification and submissions by the contractors and are a contractual requirement that form part of the KPIs and will be monitored. The philosophy is to modernise construction procurement by forming long-term partnering arrangements, to develop opportunities to secure local employment, encourage use of local businesses, encourage training for young people and, provide opportunities to enhance workforce profiles from currently underrepresented groups in the community whilst ensuring equality of opportunities for all Birmingham residents.
- Forming **Birmingham City University Partnership**, a collaborative working partnership based on a charter of mutual objectives, to share best practice, promote the construction industry and create local employment opportunities. As a result of this partnership, 10 Building Surveying, Quantity Surveying, Construction and Property graduates were offered posts in Urban Design in 2008/09. Since then no further appointments have been made, but some of the graduates have taken on further studies at BCU and three other students have undertaken year-out placements within Urban Design.
- The Directorate has identified a Care Leavers Champion. We will pilot provision of dedicated in-house work placements that help young people leaving care to develop employability skills. We will also provide them with additional help in progressing towards employment, through linking to the Worklessness in Shard End and Handsworth (WiSH) project and other support.
- Setting up the High Street Support Scheme Co-ordinating Group to involve a cross section of the business community in order to ensure that the needs of all groups were met, in managing the application and distribution of government funds provided to support businesses affected by the civil disturbances in August 2011. This includes representatives from business forums, Midland Association of Restaurateurs Catering and Hospitality (MARCH), Business Improvement Districts, City Centre Management, BIS, Marketing Birmingham, Town Centre Managers from the affected areas, Planning & Regeneration, Legal Services, Environment and Culture, and Homes and Neighbourhoods Directorates.

**Community Engagement and satisfaction** - Demonstrate evidence of community engagement and satisfaction, and outcomes

Consultation and engagement of communities is an integral part of the planning process and all area planning work. The Council's **Statement of Community Involvement** (SCI) sets out how we encourage people to participate in local area planning decision-making, eg:

- Aston, Newtown & Lozells Area Action Plan (AAP) reached the Pre Inquiry Stage in November 2011 and will go to Formal Inquiry in January 2012.
- Moseley Supplementary Planning Document (SPD) is a community-led plan being
  prepared by Moseley Community Development Trust with assistance from the Directorate.
  The Trust carried out extensive consultation with the local community in 2010 and this has
  informed preparation of draft plan. The plan will be published in early 2012 for public
  consultation.
- The Places of Worship SPD was adopted in May 2011.
- Consultation on Planning applications is carried out in accordance with set criteria to a level
  in excess of statutory requirements. Controversial applications are reported to Planning
  Committee with public speaking opportunity.
- Consultation on the Bordesley Park Area Action Plan Options Stage has recently been

completed. This included newsletters to raise local awareness, events held at local venues and presentations to community groups where requested.

Other examples of effective community engagement include:

- The A41 Warwick Road Project, a pilot of the Smarter Routes process based on the Link and Place principles that aim to coordinate network management for all users of a corridor. We consulted with a wide spectrum of stakeholders including the 'disability forums' from an early stage in the project development. Public drop in events were held along the corridor for groups of stakeholders and members of the public. They were encouraged to explain their 'issues and opportunities' by identifying the current pressure points on large plans, outlining what and where we could improve on the existing conditions. Stakeholder opinions strongly informed the project development stage of the Warwick Road Smart Route Strategy. Early stakeholder engagement created a positive image of the project and removed early objections. Public workshops gave positive feedback on the projects developed as a result of the earlier stakeholder consultation.
- The **High Street Support Scheme** is directly targeted at the c.200 independent retailers and SMEs directly affected and c.1000 that were indirectly affected by the disturbances, to raise business confidence and help mitigate against the effects of the disturbances. An action plan was developed from feedback and consultation with key partners. A wide range of support activities were set up with a radio link provision and business watch initiative for the most affected areas in order to improve confidence and security. The projects and support schemes was communicated through a number of drop-in sessions located around the city, web site, a pr and marketing campaign. 99% of the applications received for financial assistance are from ethnic owned businesses. Areas most affected by the disturbances were Handsworth, Winson Green and Lozells which have some of the highest levels of worklessness in the city. These retail areas serve a local population with a high percentage of ethnic minority communities.

The Directorate posts consultations and other opportunities for community engagement on the Be Heard consultation web site. 46 of the Directorate's consultations have been posted on Be Heard since April 2010.

**Responsive services and customer care** – Demonstrate evidence of where the directorate works to provide services to meet the differing needs of users.

The Directorate has adopted a revised process that clearly locates assessing equality impacts in the consultation and service planning processes, defines managers' responsibility for implementing recommendations and actions arising from equality impact assessments, and complements corporate guidance from a Directorate perspective. Members of the Directorate's Equality & Diversity Steering Group provide peer challenge and promote learning from sharing experience of assessing equality impacts. The Directorate demonstrates its commitment to fulfilling the Public Sector Equality Duty by:

- Disseminating briefings and guidance on a wide range of equality issues via a Lotus Notes document library
- Publishing executive summaries of equality analyses on its equalities web page on www.birmingham.gov.uk.
- Amending the Key Decision Report proforma to identify relevant Equality Analysis and consultation reference on Be Heard.
- 33 managers recently participating in Equality Analysis training sessions delivered by the Equalities Division.
- Working closely with Equalities and Legal Services colleagues to undertake effective Equality Analyses of all budget savings proposals.

The Directorate plays a key role in ensuring that planning policies reflect the changing needs

and demands of the city's growing population. The draft **Core Strategy** projects a 100,000 increase in the city's population, requiring 50,600 new homes, with support for economic growth and employment and skills, and an efficient and effective public transport system. Planning policies are reviewed to reflect the changing needs and demands of the city's growing and increasingly diverse population.

At the heart of the **Community Based Budgets** (CBBs) initiative is the **Families with Complex Needs** (FCN) pathfinder in Shard End and the **Worklessness in Shard End and Handsworth** (WiSH) project. These projects were set up with partners to help specific families and individuals with very specific problems. Be Birmingham undertook a thorough analysis of the relative incidence of problems typically relating to those families experiencing complex/multiple needs and problems (eg youth offending, NEETS, incidence of positive drugs tests, domestic violence) which indicated a greater prevalence of these issues in Shard End than any other ward in the city. Since becoming operational in June 2011, WiSH has worked with 140 customers, and has already progressed 12 people into employment. *See the Annex 2 for more details of the analysis underpinning this initiative*.

Supplier diversity and economic and environmental sustainability are key drivers in developing the city's commissioning and procurement policy, of which **Finditinbirmingham** is a part. There is active engagement of local social enterprises including showcasing them at Finditinbirmingham events and providing networking events which offer opportunities to promote the work of local social enterprises and small businesses. Finditinbirmingham gives enterprises that support those with disabilities the chance to obtain business opportunities but also the chance to promote their work: an organisation that supports individuals with mental health issues had an exhibition stand at one of the events. In order to ensure that information, contact and support is available to all groups, Finditinbirmingham events are held at 3<sup>rd</sup> Sector venues all of which have disabled access. All meetings offer facilities to support physical and hearing requirements as part of an open access approach, and breakfast meetings are held at a City Centre location for ease of access both by car or public transport. Finditinbirmingham attempts to measure how effective it is at helping local businesses win City Council contracts by asking city council personnel to advise how many quotations they attract from their supply advertisements on www.finditinbirmingham.com, who won the work, where the successful business is based, and the value of the work. However, the response rate to these enquiries has been very low, and so the impact of Finditinbirmingham on local businesses and employment is difficult to demonstrate at this stage.

A review of existing planning guidance on **Places of Worship** revealed that it needed to be revised and made more relevant. Evidence used included the high percentage of applications for proposals involving Places of Worship which had proven problematic and contentious, the number of enforcement cases as well as city growth projections, which indicated that more new sites would be needed. The **'Supplementary Planning Document for Places of Worship and Faith Related Community and Educational Uses'** (SPD) addresses how the City can embrace and support the religious needs of our growing and more diverse population, while also improving the quality of life for existing communities. Recognising the important role such establishments play in not just religion, but also training, education and the social needs of citizens, the SPD encourages the responsible development of new facilities in a way that protects and enhances the wider social cohesion of all communities. The SPD was subject to a formal 6 week consultation period, which included targeted briefings through the Constituencies and the City Wide Faith Round Table.

Planning Management actively seeks the views of local people on planning applications and residents can address the Planning Committee on any particularly application before a decision is made. The service has introduced initiatives designed to overcome barriers for service users, including encouraging applicants to discuss their proposals with a "Duty Planner" available at Planning Management Reception before submitting their applications. Such discussions help to reduce the time taken to determine applications and improve the quality of applications submitted.

**Road Safety** (RSET) has a commitment to provide cycle training to vulnerable road users and educational campaigns across the city to ensure that their differing needs are met:

- Women on Wheels researched barriers to cycling from BME women and how cultural differences could be overcome. This was delivered in conjunction with other statutory partners wanting to engage BME women into cycling. When promoting the scheme the RSET discovered that the women who attended the training came from different cultures. Working with British Cycling who has set up several cycling hubs across the city, the RSET is now able to offer this successful training to all women. Several women approached a road safety officer at a Women's Festival event with an interest in learning to cycle, and after several meetings, the Women on Wheels project was developed. Ackers Centre was chosen as an appropriate training venue where access for men was limited due to its suitability of discreet areas not in public view. 10 women can now cycle, with 5 achieving Bikeability Level 1 and the women are using Ackers to continue cycling with their families. There are now a further 38 women/girls who have registered for cycle training across the city. British Cycling has now set up a cycling hub at Ackers and across the city where women can have access to bikes.
- The **Steward Scheme** is an initiative from the Streets Ahead on Safety Project delivered in the East of the city. It offers places of worship the opportunity to raise road safety awareness within their community. Volunteers from the community are trained to become Stewards who take responsibility for escorting children to and from their places of worship in a safe and appropriate manner. The scheme is generic and can be offered to all faiths. The Scheme is running at a number of Mosques (Green Lane, Hartopp Rd, Washwood Heath Rd and Trinity Rd) where there were road safety issues with large numbers of children and adults coming and going, but unaware of road safety. Green Lane is a clear example of a pro-active approach where the mosque stewards volunteer to take part in this scheme to better the safety of children. All the current schemes have been implemented in inner city areas where number of Killed or Seriously Injured (KSIs) is the highest. Good praise for the scheme has been received with many parents supportive and feel a need to play a part for it to be successful.
- Older Road Users aims to raise awareness of keeping safe on the roads whichever way older people travel. The project follows two strands to cover all Wards, all genders and all faiths. Community information & awareness events take place at supermarkets and post offices where face to face road safety information and advice is given and safe travel is promoted. Presentation and road safety bingo take place at community groups, religious groups, voluntary groups and Age UK centres. This project has been a success with repeat invitations to work at the same centres again. In the last 3 years KSIs for this vulnerable age group has reduced and this project helps in raising road safety awareness.
- Pedestrian Training for Adults is a workshop specifically aimed at adults who do not speak English as a first language and has been delivered in "High Priority Neighbourhoods". Comprising of a pictorial guide as a teaching aid to deliver pedestrian training in schools and communities adults are taught key topics which include the green cross code, safe places to cross, crossing with pushchairs, holding hands with young children and driver behaviour outside the school gates. Feedback has been very positive with one request to help set up a walking/road safety parent group.
- Child Car Seatbelt Clinics have been delivered to communities where non-compliance of child car seats is a major problem. Regular car child car seat workshops are carried out in schools, children's centres and community centres. The workshops give parents the opportunity to find out about the law and legislation and also to have a practical session of fitting different types of seats. The workshops are in high demand with excellent feedback from centres and the public.

**Enterprise City High Growth Programme** (ECHGP) participants are given every opportunity to provide feedback and evaluate each component of the support they receive. This enables the project to be adapted when necessary to ensure it is meeting the needs of its users. To promote ECHGP to potential participants across all communities in the city, we attend numerous events, directly mail over 1,000 businesses, distribute literature, undertake on-line

promotion, and receive referrals through word of mouth and recommendation. 24 Birmingham Business support networks have helped to promote the programme, and participant feedback has identified 12 separate recruitment channels. The current year's intake of 60 entrepreneurs includes 21 BME applicants, 37 female applicants and 17 young people. The ECHGP is being independently evaluated over the life of the programme and the evaluation is capturing data relating to participant businesses, as part of the longitudinal study into the impact of the programme on the Birmingham economy, including the ethnicity, gender and age of participants to ensure that ECHGP benefits all communities.

**Diverse workforce** – Directorates should demonstrate how they use the corporate workforce profiling information to reflect a workforce with the relevant skills, and understanding to deliver more responsive services

See Annex 1 for the Development Directorate Core Workforce Diversity Profile.

The Directorate is aware of the different communities that make up the city's population, and works to ensure that our recruitment and selection procedures provide equal opportunity to all, by recognising language, cultural, educational and social considerations in offering employment opportunities.. The most recent workforce data available from **People Solutions** and provided by **HR Ops** and **Workforce Intelligence Planning** has been used in compiling this report.

The Development Directorate had a **workforce of 1,135 employees** in November 2011, compared to 1,293 employees at 31st March 2010. The Directorate employed 158 fewer staff in November 2011 than at 31st March 2010, a reduction of 12.2%. The annualised turnover of permanent posts in the Directorate is 21.7% compared with 11.8% in the previous year.

**Women made up 42.6% of the total** in November 2011, compared with 76.5% for the city council as a whole. The Directorate's female workforce has not changed significantly from 43% at 31st March 2010, but had increased from 39.7% of the total in February 2009 and 32.8% in June 2007.

**82** or 7.2% of the Directorate's current workforce had declared a disability in November 2011, no significant change from 7% at 31<sup>st</sup> March 2010, but an increase from 6.2% in 2008/09 and 6.1% in 2007/08. The disability status of 44 or 3.9% of employees is unknown. As a proportion of our workforce we employ nearly four times as many people with disclosed disabilities as the City Council as a whole but the majority of these are in Grades 1-3, a significant proportion of which are Shelforce employees. Self-declaration via People Solutions results in the under-enumeration of people with disabilities. Employees have been encouraged to review and update their information on People Solutions so that equality monitoring and other reports are more accurate and reliable.

**26.5%** of the Directorate's workforce belonged to Black & other non-white Minority Ethnic groups in November 2011, compared with 27% in March 2010, 24% in February 2009 and 20% in June 2007. The proportion of white employees in the Directorate has decreased from 69.9% in March 2010 to 65% in November 2011, compared with 59.5% for the City Council as a whole. At the 2001 Census 70% of the city's population was white. The ethnic origin of 97 or 8.5% of the Directorate's workforce is unknown.

The **service redesign programme** is enabling the directorate to achieve its share of the City's financial savings - in excess of £12 million across its services. In order to ensure that adverse impacts are limited as far as possible and that appropriate mitigation is put in place the assessment of equality impact is always initiated at the earliest opportunity. The service redesign of Shelforce has been a particular challenge as there is a high proportion of staff who have a learning disability. The proposed changes to the structure will potentially have a significant equality impact in this area and the consultation and engagement processes have been tailored to meet their needs.

Specific initiatives to increase the diversity of the Directorate's workforce are **Advancing Women in the Workplace**, **Employee Networks**, and **Urban Design's Student Placement Scheme**.

The Directorate continues to support 8 women on the **Advancing Women in the Workplace** programme, and the employee-led **Women's Development Network**. While 42.6% of the Directorate's workforce is female, the percentage of female employees in the technical, professional and managerial job groups is 39.7%, 20.6% and 33.3% respectively.

The Directorate's employee led directorate **Black Workers Support Group** has also provided valuable support sessions for members across the Directorate and in particular has supported staff by developing their interviewee skills in preparation for assessment centres.

The Directorate's **Disability Working Group** has supported disabled workers and has contributed to the improvement of services to our communities. The Group has contributed to:

- The Service Specification for the **Total Advice Network**, providing free advice on debt advice, welfare benefits, immigration and related tribunal services.
- Woodcock Street, to ensure suitability for disabled employees.
- Guidance produced for 'People Solutions' on the 'Equality Act 2010 and Disability'.

The **Urban Design Student Placement Scheme** gives young people from all communities and backgrounds\* opportunities to experience working within Urban Design. Students from local schools are assigned to a team of Architects, Building Surveyors, Quantity Surveyors, Engineers or support staff for a two week placement. As part of the learning experience they shadow professional staff, visit sites to see construction projects in progress and undertake a project to gain an understanding of working in the construction industry, what a job involves on a day-to-day basis and what working for Urban Design and the City Council is like. This year, we have hosted 14 placements totalling 115 days, exceeding our target for 2011 of 100 placement days. \*The breakdown is: 4 white British females, 6 white British males, 2 Pakistani males, 1 black / black British Caribbean male, 1 Chinese female.

Individual **employees**' **learning needs and career aspirations** are recorded as part of PDR discussion and captured in service area and Directorate learning plans. The PDR Moderation process involves analysis and validation of equality stats by gender, age, ethnic origin, and disability.

# 2. Demonstrate how the Directorate contributes to LGBT Equality and meeting the requirements of the Stonewall Workplace Equality submission

Demonstrate evidence of the Directorate's progress on meeting requirements of the Stonewall Workplace Equality Index/contribution to LGBT equality

The Directorate actively promotes work that contributes to the City Council's standing and reputation in the LGBT communities as a provider of services and employer of choice.

The Directorate led the **Gay Village Development Group** to contribute to the development and approval of the plans for the £500k Gay Village Environmental Improvement Scheme, as part of the Big City Plan Initiatives programme. We developed very positive relationships with the LGBT business community and the LGBT Community Trust, and a very positive article about the Gay Village appeared in the Midland Zone magazine. The improvements were completed in May 2010

More recently, Planning and Regeneration has been working with the Birmingham LGBT Trust and local businesses to bring forward a piece of **public art for the heart of the City's Gay Village**. The City Council proposed the idea as part of the Big City Plan Initiatives Environmental Improvement scheme and is contributing the majority of the funding through a grant to the Trust. Options for the artwork were put to the community through websites and the

local gay press. The most favoured piece takes the form of a giant "Rhinestone Rhinoceros" sculpture. The rhino has particular significance within the gay rights movements of the 20th Century and the Trust want to reinvigorate the symbol for the Gay Village in Birmingham.

The Directorate's Equalities Champion now attends [has recently joined] the city council's **LGBT Network** as a positive step to develop the relationship of trust that is necessary to actively pursue the LGBT equalities agenda.

The Directorate has used the staff eNewsletter "In Brief" to encourage employees to complete the **Stonewall Workplace Equality Index** online survey, and update their equalities profile on "People Solutions".

# 3. COMMUNITY COHESION – PROVIDING EVIDENCE OF IMPLEMENTING THE CORPORATE COMMUNITY COHESION ACTION PLAN

Provide evidence of implementing the Corporate Community Cohesion Action Plan and clear outcomes.

The Directorate makes a significant contribution to Community Cohesion in a number of ways.

This targeting of resources to reduce employment and skills differentials in the city is exemplified by **Birmingham Economic Development Partnership's £45m Working Neighbourhood Fund** (WNF) programme, which helped tackle worklessness and low levels of skills and enterprise in very specific areas of high deprivation. The WNF programme engaged 17,159 clients: 47% of clients stated that they had a disadvantage; 57% were from a BME Group; 10% indicated that they had a disability. 36% of WNF clients were supported via NESP / CESP contracts; of these 36.2% were young people not in employment, education or training (NEET), and 26.3% were lone parents.

A total of £29m of this WNF Programme's budget was used to implement **7 Neighbourhood Employment & Skills Plans and 10 Constituency Employment & Skills Plans**. The approach resulted from detailed consultation with partners, local providers, community organisations and local members, to address area-specific service gaps and community barriers. Over one third of locally commissioned delivery was awarded to eight third sector organisations through a locally focused joint commissioning process. An additional 20 third sector organisations subcontracted with private sector providers, and a further 15 sub contracted with third sector contracts. The external evaluation of the programme highlighted improved effectiveness in targeting, engagement and delivery, and a capacity-building benefit arising from the involvement of voluntary and community sector agencies:

"Many third sector providers... will continue to look at opportunities for working together in the future. They believe that they have learnt how to deliver contracts more effectively and have also learnt how to adhere to payment on performance which is vital experience for delivering future policy."

The **Employment Access Team** has delivered bespoke recruitment campaigns for the Library of Birmingham, New St Gateway, Midland Arts Centre, Service Birmingham, Tesco and Morrisons, as well as other employers. The Team has so far placed 900 priority residents into employment, and this total continues to grow. Jobs created through inward investment have been targeted towards people from priority Super Output Areas (SOAs), and a wide range of agencies (in particular community and voluntary organisations) are used to disseminate these employment opportunities and engage local workless people.

The Employment Access Team works with **developers**, **contractors and employers** to connect workless residents in areas of high unemployment and worklessness to employment and apprenticeship opportunities, through targeted pre-employment training and support. Agreements with employers will often include specific pathways to jobs, including guaranteed

interviews, after customised pre-employment training, focused on priority customer groups (ie those most disadvantaged in the labour market). For example:

- 18 homeless people have had work placements on the Library of Birmingham through EAT, working in partnership with homelessness agencies; 8 of these have subsequently progressed into permanent employment.
- Customised recruitment and pre-employment training has resulted in 130 people getting
  Contact Centre and Customer Service jobs with Service Birmingham on a homeworking
  basis. The partnership continues to develop customised training for an additional 75
  homeworking opportunities with Service Birmingham that are likely to arise over the next 12
  months.

We are targeting resources at neighbourhood level, including pockets of deprivation in outlying areas of the city. This approach improves access to employment opportunity and promotes economic inclusion across whole communities, thus contributing to community cohesion.

The **Local Centres Programme** has improved more than 20 centres that serve and strengthen local communities, and are better able to meet local demand. Investment in a large number of local centres across the city recognises their importance for communities as place to access services, local facilities, shops and a place of employment. The WNF Programme provided a number of Town Centre Managers to build business partnerships. This resulted in local businesses in Sutton Coldfield Town Centre, Acocks Green and Northfield voting to create Business Improvement Districts, as already established in the city centre, Erdington and Kings Heath. This gave businesses the opportunity to fund their priorities through a local levy.

The **Big City Plan** has directly engaged over 9,500 people with the potential for thousands more being made aware of the document through publications, advertisements and other media sources. Following consultation, Cabinet approved the Big City Plan as the City Council's vision and framework for the future development and regeneration activity of Birmingham's City Centre.

During the **visit of Pope Benedict XVI's to Birmingham** in September 2011, transportation projects under construction were aligned and coordinated to ensure minimum disruption to the traffic network. Due to the high numbers of visitors to the city during the visit, this coordinated approach reduced congestion and minimised disruption, presenting a seamless travel experience for visitors to the city, whilst continuing with our network improvements.

## **Strategic Director's Comments**

The Development Directorate's core aim is to enable growth for Birmingham to achieve economic success and self sufficiency for individuals and communities, and improve the quality of life for all Birmingham's residents. The activities described in this report represent some of the practical examples of how we are achieving this aim.

The necessity to change the way that the council delivers its services has provided an opportunity to review the service that we provide, focus on the things that we do well, and reorganise ourselves to meet the challenges that the city faces. Priorities need to be refocused to ensure that limited resources are directed to those areas which have the greatest impact and benefit to the citizens and economy of Birmingham.

If Birmingham is to succeed economically and socially then a radical change is required and place-based working needs to be embedded into the way we operate to deliver better outcomes at less cost, using partnerships such as the LEP, to work across boundaries on key functions such as climate change, economic inclusion, physical and social regeneration.

We have redefined the Employment team to embrace economic inclusion, worklessness and

social regeneration. The new approach to partnership working, significantly in terms of the resources that will be delivered through the LEP, will play a fundamental role in how we direct opportunities to bring people closer to jobs and it is through such partnerships that we can invest in measures that will bring about social inclusion. The new approach to partnership work will see investment in preventative measures that will ultimately result in long term savings being achieved by reducing recurring social economic costs.

Our economic inclusion, worklessness and social regeneration work will be aligned with the partnership and research intelligence functions of the Directorate. Business Support and Marketing Birmingham (which now has responsibility for inward investment) and Finance Birmingham will be aligned with the Planning and Regeneration service, so that our understanding of what businesses want from the City can directly influence the regeneration agenda, and vice versa.

Equalities and community cohesion considerations remain integral elements of our work.

Signed:

Date:

Mark Barrow Strategic Director of Development

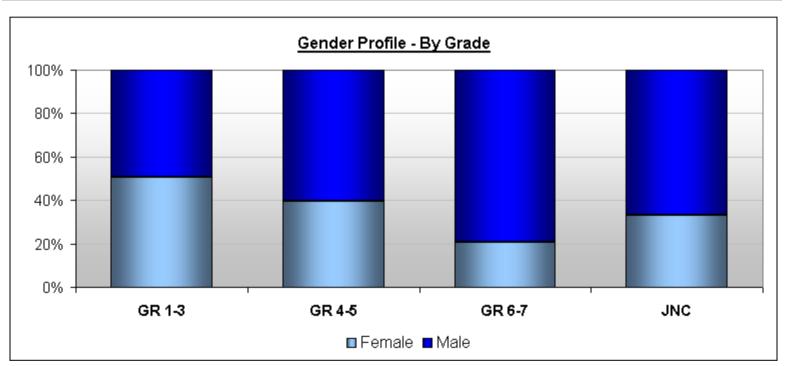
5<sup>th</sup> January 2012

## **ANNEX 1 – WORKFORCE PROFILE**

# **Development Directorate Core Workforce - Diversity Profile**

(data as at 10/11/11 based on contract count)

	Grade Band									
Gender	GR 1-3	%	GR 4-5	%	GR 6-7	%	JNC	%	Tot	al %
Female	273	50.84%	178	39.73%	29	20.57%	3	33.33%	483	42.56%
Male	264	49.16%	270	60.27%	112	79.43%	6	66.67%	652	57.44%
Total	537	100.00%	448	100.00%	141	100.00%	9	100.00%	1135	100.00%



	Grade Band									
Ethnic Origin	GR 1-3	%	GR 4-5	%	GR 6-7	%	JNC	%	Total %	
Asian or Asian British	68	12.66%	61	13.62%	9	6.38%	2	22.22%	140	12.33%
Black or Black British	95	17.69%	33	7.37%	3	2.13%	0	0.00%	131	11.54%
Chinese or other	7	1.30%	5	1.12%	2	1.42%	0	0.00%	14	1.23%
Mixed	9	1.68%	6	1.34%	0	0.00%	0	0.00%	15	1.32%
Not Disclosed	69	12.85%	18	4.02%	7	4.96%	3	33.33%	97	8.55%
White	289	53.82%	325	72.54%	120	85.11%	4	44.44%	738	65.02%
Total	537	100.00%	448	100.00%	141	100.00%	9	100.00%	1135	100.00%

	Grade Band									
Disability	GR 1-3	%	GR 4-5	%	GR 6-7	%	JNC	%	Total %	
No	424	78.96%	437	97.54%	139	98.58%	9	100.00%	1009	88.90%
Unknown	44	8.19%	0	0.00%	0	0.00%	0	0.00%	44	3.88%
Yes	69	12.85%	11	2.46%	2	1.42%	0	0.00%	82	7.22%
Total	537	100.00%	448	100.00%	141	100.00%	9	100.00%	1135	100.00%

	Grade Band									
Age Range	GR 1-3	%	GR 4-5	%	GR 6-7	%	JNC	%	Total %	
<20	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
20-29	50	9.31%	30	6.70%	1	0.71%	0	0.00%	81	7.14%
30-39	84	15.64%	128	28.57%	13	9.22%	1	11.11%	226	19.91%
40-49	149	27.75%	152	33.93%	49	34.75%	3	33.33%	353	31.10%
50-59	158	29.42%	115	25.67%	68	48.23%	5	55.56%	346	30.48%
60-69	75	13.97%	23	5.13%	10	7.09%	0	0.00%	108	9.52%
>=70	21	3.91%	0	0.00%	0	0.00%	0	0.00%	21	1.85%
Total	537	100.00%	448	100.00%	141	100.00%	9	100.00%	1135	100.00%

Excludes Sessional and Casual Employees

# ANNEX 2 - Families with Complex Needs (FCN) pathfinder in Shard End and the WISH project (Worklessness in Shard *End and Handsworth*)

Be Birmingham undertook a thorough analysis of the relative incidence of problems typically relating to those families experiencing complex/multiple needs and problems (eg rate of youth offending, NEETS, incidence of positive drugs tests, rate of domestic violence) which indicated a greater prevalence of these issues in Shard End than any other ward in the city. This, along with the low level of population turnover and well developed community infrastructure led to the ward being chosen to pilot the Community Based Budgets work on Families with Complex Needs (FCNs).

A new set of service delivery arrangements has been established building on the CYP Directorate service redesign and high levels of close partnership working, centred around the Family Common Assessment Framework (FCAF) and lead professional model, however a critical initial challenge was to identify the families themselves so that they could be properly engaged with. In the absence of a clear and generally accepted definition of the characteristics going to make up an FCN, a range of administrative data was originally used under the guidance of the multi agency Operations Group to attempt to do this, and a list of potential FCNs was produced. However when local front-line professionals assessed the families, they felt in many cases that they did not in fact constitute FCNs and that another approach was needed.

Following the training of well over 100 local front line professionals from a wide range of public and third sector agencies in delivering the FCAF, the number of completed assessments of families experiencing difficulties is now increasing, and the first group of these are now being analysed for common trends that will enable us to better identify FCNs across the whole city in future. CYP colleagues are recognising typical characteristics of very high levels of unemployment, domestic violence and mental health problems amongst parents and behaviour issues, ADHD/autism and physical/verbal aggression in children. Once more assessments have analysed to confirm the robustness of these initial findings, this 'template of issues' will be used to help find the families elsewhere in the city that need support, as well as helping to measure progress on those families already being worked with.

# **ANNEX 3 - West Midlands Road Safety Partnership Forward Planning**

This is an early summary of likely issues to emerge from two projects carried out by GreenSafe Limited to help WMRSP. One of the projects looks at the implications of the new strategic environment for the Partnership; the other consists of a mass analysis of casualty and collision problems in the West Midlands. Neither project is yet complete, but this document has been put together to help with forward planning by WMRSP officer support. GreenSafe Limited reserves the right to amend, withdraw and add to these points as the projects unfold.

## **Mass Analysis Project**

Issues emerging from this include:

- West Midland casualty demographic profiles are usually very different from the English 'average' and the demographic profiles of rural neighbours. As a matter of some urgency a review of the demographic suitability of existing interventions – regional, joint and local – should be resourced.
- Birmingham has a larger proportion of 2-10 year-olds involved in collisions than the WM and England norms. Consider a review of activities and demographic targeting to these age groups.
- Solihull has a steeper 'spike' at the so-called 'transition age' when children move from primary to secondary school. Consider research into why this is and interventions to deal with it.
- Solihull has higher-than-WM-norm numbers of child casualties involving cycling, possibly
  reflecting a higher child cycling population. Dudley, Wolverhampton, Walsall and Sandwell
  join Solihull in having noticeable peaks at secondary school age cyclists. Consider a
  review of the concomitant safety measures that go with existing measures to encourage
  cycling.
- Solihull's casualty demographic profile is usually atypical to both West Midland and England norms. Solihull should be careful in sharing *outputs* from joint working.
   Interventions designed for optimal impact in most areas of West Midlands will be likely to miss out key demographics in Solihull. Attention should be paid to sharing *processes*.
- West Midlands has a proportionally greater involvement of young people in P2W collisions than England; Dudley's peak at 16-19 is especially noticeable. Interventions aimed at young P2W riders of small machines should be considered (e.g. Take Control and Scooter Academy).
- Review District spending on local safety schemes to make sure that an appropriate amount is allocated on this essential activity. Use the Kernel Density Maps to identify locations.

Points and suggestions not arising from the mass analyses, but from meta-analysis of West Midlands road safety include:

- Make sure that proposed Smart Routes corridor schemes have allocated resources to synergistically improve existing road safety problems and ensure that new problems are not created during the scheme delivery phase. This may mean:
  - Resourcing a central or distributed analysis/draft design function for spotting opportunities to add/amend road safety elements to the Smart Routes projects;
  - Tightening up and resourcing proper road safety audit processes which may be shaky or non-existent after recent resource cuts.
- Review activities to reduce driving-for-business casualties and, if appropriate, resource a project for a West Midlands Driving for Business project.
- Resource a project to analyse road surface friction values against wet skidding accidents
  across the West Midlands. Most, if not all, the Districts will take routine skid resistance
  measurements and that spatial data can be plotted against wet skidding collisions in
  Spectrum or some similar GIS tool. This would help target routine maintenance at locations
  where people are getting hurt as well as the surface failing.
- Resource a project to use GIS tools to establish the collision risk on West Midlands A and B
  roads. The output should be a list of those roads with higher values than Table 26 of
  RRCGB and a programme of route interventions.

- Resource a project to establish a West Midlands Evaluation Standard. This should take advantage of changes in funding processes, such that crude casualty numbers have less influence over activities, and more emphasis can be given to:
  - Measuring changes in attitude, such as attitudes to speed, mobile phone use, seatbelt use;
  - Measuring changes in behaviour, such as speeding, mobile phone use, seat-belt use:
  - Changes in perception of risk across discrete areas;
  - Ensuring that interventions have an underlying theory of change and a matching evaluation of activities/outputs to bring that change about.

This standard should then be applied to *all* road safety interventions, engineering, ETP and enforcement, across the West Midlands. This will help ensure future spending of public resources on road safety will be efficiently targeted and effective. Use should be made of nationally -provided resources such as Road Safety Knowledge Centre, Evalu-it.com, UK-MoRSE and the forthcoming Road Safety Observatory.

 Resource a project to disseminate social marketing skills among road safety practitioners in the West Midlands.

## **WMRSP Strategic Review**

Work on this is at an early stage and has been paused during the Transport Select Committee's review of the Strategic Framework for Road Safety, due to commence in October. However some early issues have emerged. In addition the DfT have just published the results of their three-year project examining the Delivery of Local Road Safety (RSRR124) which has some pertinent advice.

- Section 5 (and Appendix D) of RSRR124 makes clear that the 'co-existence' model of partnership working is not an example of good practice. At its best WMRSP may have reached the level of 'co-ordination' but since the demise of Road Safety Grant funding and changes to safety camera operations, systemic and structural weaknesses in the Partnership have caused a slipping back to 'co-existence'. Significant effort should be put into moving from 'co-existence' to 'co-ordination' or even 'co-ownership'.
- Section D3.3.1 of Appendix D to RSRR124 has some advice on membership of the executive board of a partnership. The level of seniority of attending Police partners should be particularly noted.
- Section D3.3.3 has useful advice on establishing specialist groups to support the officer steering group. This would help ensure activities are not confined to discussion at steering group meetings.
- Leadership at Member level could be improved by the incoming Chairman setting an improvement agenda to be completed by the time he/or she relinquishes the Chair. Improvements could be operational, resource-based or strategic.
- West Midlands Police have a sophisticated GIS collision data analysis function that is currently under-used outside WMP. From a Partnership perspective an under-used resource is a wasted resource.
- Box D4.1 of Appendix D of RSRR124 shows an example of data sharing that is not emulated by WMRSP, at least partly because of the lack of involvement of West Midlands Ambulance Service. A re-invigorated WMRSP should make strenuous efforts to involve WMAS.
- Section D5.2 of Appendix D of RSRR124 has good advice on overcoming differences in partner organisational cultures to improve partnership working, including staff secondment between partner organisations.
- Section D5.3 discusses the working basis for partnerships, contrasting partnerships based on trust with those based on formal arrangements. It is evident that WMRSP falls between these two positions, with little trust evident in many areas of activity and a few formal arrangements in place. This should be rectified; decide what kind of Partnership you want to be and become that kind.
- I would draw your attention to Key Finding number seven under Section D6.

Emerging issues from the strategic review include:

- One of the review workshop exercises involved projecting forward to 2016 and 'reviewing'
  how objectives of the 'vision' were met during the 'previous' five years. The group allocated
  to this fairly typical partnership building exercise found it very difficult.
  - One factor they decided was/will be vital was improved use of social media. There is far too little understanding of essential tools like Facebook, Twitter and LinkedIn among partners. Not just lack of understanding of how to use these tools, but what they can achieve that is not practically achievable by traditional 'old media'. This should be remedied by local professional development procured through the Partnership; there is massive, inexpensive knowledge and training available in the commercial sector in Birmingham alone.
  - This group saw clearly that success will come/was achieved through less specialisation, breaking down silos and carefully targeted collaboration between partner organisations and the wider stakeholder environment (LEPs, ITA etc). This underlines the importance of making improvements already identified through RSRR124 and other sources.
- Another group was tasked with discussing targeted enforcement, a task somewhat hampered by the absence of West Midlands Police from the workshop. The comments made during this exercise show that strenuous efforts must be made to re-build the Partnership with WMP firmly on-board.
- The group tasked with discussing education had some firm views:
  - There is a great need to review the education initiatives in place at the moment;
  - Behavioural analysis and use of social marketing tools are in their infancy at the moment;
  - A skills audit would be a good way to remedy the above, perhaps continuing the work of RRSLG and bring on-board third sector and private sector bodies;
  - The critical nature of financial and political tensions and splits along ideological lines dictate the boundary between autonomy and partnership, rather than the split occurring at the point of maximum utility in terms of road safety delivery.
- The group tasked with empowering local people seemed confused about how localism could influence road safety, with a reluctance to give credence to the views of 'uneducated lay people'. There was some appreciation of getting local people to 'own' their road safety problems would be helpful. A great deal of work is needed to get to the point where Partnership members are ready to empower local people in road safety and it starts with the political will to do it.
- There is a lack of leadership at officer and Member level that hampers progress, both in partnership building and operational collaboration.

#### **Conclusions**

There are plenty of indicators for short and longer-term activities in this summary. These activities split between three areas: devising and delivering interventions; evaluating existing interventions, activities and operational processes; and making structural and cultural changes to WMRSP at member and officer level.

Source: Greensafe Limited