

Version 1

April 2009

**BUILDING RESILIENCE TO VIOLENT
EXTREMISM**

**DELIVERING THE PREVENT
STRATEGY IN BIRMINGHAM**

Safer Birmingham
Partnership
Working together for a safer city

1. **The Threat**

The UK faces a severe and continuing threat from international terrorism. The most significant threat is currently from Al-Qaida and associated groups. Al-Qaida uses a distorted interpretation of Islam, history and contemporary politics to justify attacks against civilians in this country and overseas, examples in the UK include London, Glasgow and, more recently, Exeter.

Terrorism threatens all of us. Terrorists are criminals who attack common values we all share as British citizens, and although a community-wide approach is required to tackle the issues of radicalisation, it must be recognised that the Muslim communities are more vulnerable. The Prevent Strategy detailed below is about supporting and protecting these communities.

2. **The Prevent Strategy**

The Director General of the Security Service spoke publicly at the end of 2007 about the threat to this country from Al-Qaida-influenced terrorism. He estimated that there were around 2,000 individuals who the Security Service believed posed a direct threat to national security and public safety because of their support for and links to terrorism. The figure in 2006 was around 1,600. In 2007, 37 individuals were convicted in 15 significant terrorist cases; 21 of those individuals pleaded guilty.

To respond to this threat, the Government has developed a counter-terrorism strategy known as CONTEST. This has four main components, each with a clear objective:

- Pursue – to stop terrorist attacks;
- Prepare – where we cannot stop an attack, to mitigate its impact;
- Protect – to strengthen our overall protection against terrorist attacks; and
- Prevent – to stop people becoming terrorists or supporting violent extremists.

The Prevent Strategy has five key strands aimed at addressing the causal factors and stopping people becoming or supporting terrorists or violent extremists:

- Challenging the violent extremist ideology and supporting mainstream voices;
- Disrupting those who promote violent extremism and supporting the institutions where they are active;
- Supporting individuals who are being targeted and recruited to the cause of violent extremism;
- Increasing the resilience of communities to violent extremism; and
- Addressing the grievances that ideologues are exploiting.

These are supported by two cross-cutting work streams which are key enabling functions in delivering the strategy:

- Developing understanding, analysis and information; and
- Strategic communications.

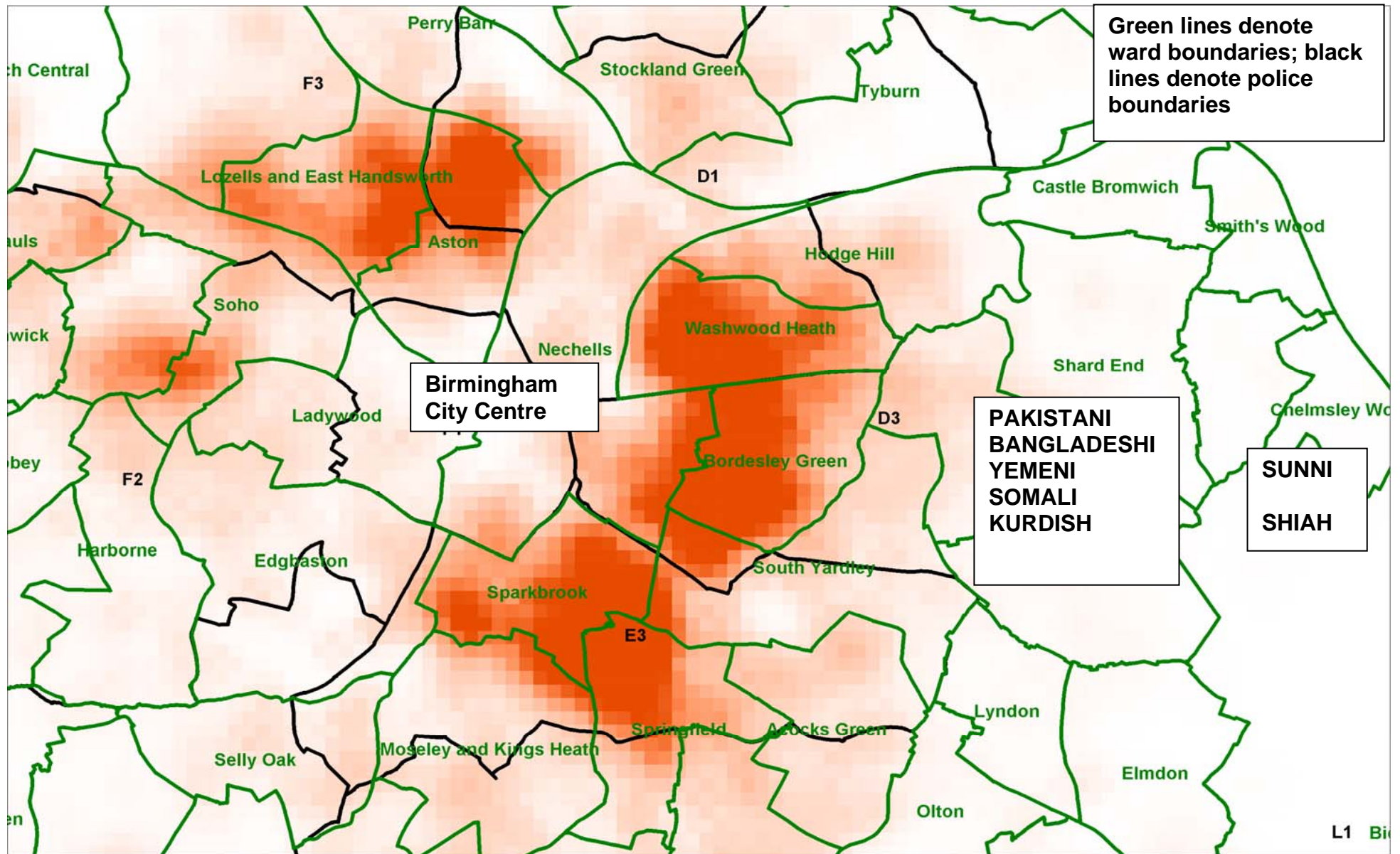
3. Birmingham Context

Muslims in Birmingham account for 14.3 per cent of the city's population (140,000) out of a total population of one million, with Pakistanis numbering just over 104,000 (74% of Muslims in Birmingham). Although it is the seventh highest Muslim population as a proportion of a British city, it is twice as large as the single highest concentration of Muslims outside of London. In April 2001, nine per cent of all 1.6 million British Muslims in the UK resided in Birmingham. Approximately 16 per cent of Britain's entire Pakistani population of 658,000 were found to be in the city of Birmingham (ONS 2005). Muslims in Birmingham comprise one of the most diverse sets of people in the country outside of London, made up of Bangladeshis, Somalis, Yemenis, Iraqis, Kurds, Afghans, Indians, Africans and, of course, new Muslims (converts).

Although in the immediate years after the end of the Second World War, South Asians and African-Caribbean's from former Commonwealth countries came to the United Kingdom in search of work and better opportunities, in recent periods it has been groups from Eastern Europe, the Middle East and North Africa who have migrated to the city of Birmingham. In particular, over the last five years Somalis, who have often come to Birmingham via stays in Holland, Denmark, and Sweden, number approximately 30,000 people (unofficially) and are of different generations, genders, and tribal allegiances. During the 1990's refugee groups arrived and settled within the city in three ways. The first emerged in 1992-93 under a programme called Governmental 1000 in which around a thousand Bosnians who left the country arrived. Second, there are approximately 2,000 Albanian asylum seekers and refugees in the West Midlands, mainly from Kosovo. Finally, approximately 4,000-5,000 Kurdish asylum seekers and refugees live in Birmingham, the vast majority from Iraq. In general, new Muslim groups have settled in parts of the city where current second and third generation South Asian Muslim groups tend to be found. Whilst there is no single profile of a violent extremist or a single radicalisation pathway, there are recognised factors and vulnerabilities. One of these is a change of environment or circumstance (ie. Refugees and new comers). This is especially so there is evidence of trauma in that individual's country of origin. This fact has not been lost in the development of Birmingham Delivery Plan.

The map below, utilising census data from 2001, highlights the locations of the Muslim communities in Birmingham.

MUSLIM COMMUNITIES IN BIRMINGHAM



Concentration of Muslim Population Utilising 2001 Census Data

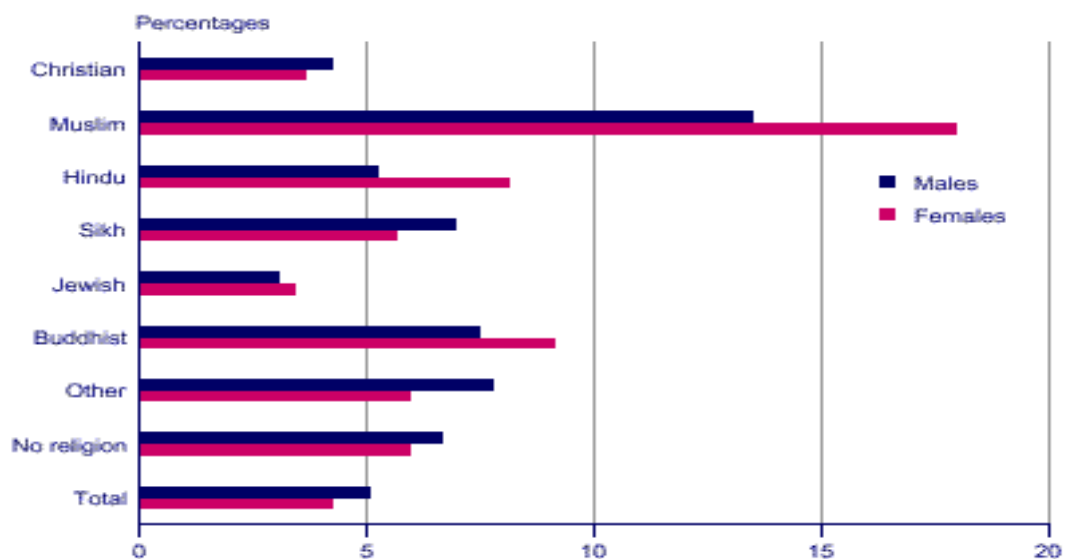
Many of the arrests in relation to extremism issues in the city and across the country have been of ‘Azad’ Kashmiris, Pakistanis, and also some Somalis and African-Caribbean converts. Aside from the political and theological context of violent extremism, one cannot ignore the social, cultural and economic positions of young people in Western European societies who feel so disenchanted that they only see a solution to their problems and that of the Muslim world through the narrow prism of violent extremism. It is apparent, therefore, that problems of intergenerational tension, crises of identity, socio-economic marginalisation, and perceptions in relation to foreign policy as well as wider societal grievances play a considerable part in the processes of creating a sense of deepening alienation and exclusion that encourage susceptible minds to be taken in by the violent, aggressive and politically-motivated theology of reactionary dogma.

Muslim Unemployment Position

Unemployment rates for Muslims are higher than those for people from any other religion, for both men and women. In 2004, Muslims had the highest male unemployment rate in Great Britain, at 13 per cent. This was about three times the rate for Christian men (4 per cent). Unemployment rates for men in the other religious groups were between 3 and 8 per cent.

The unemployment rate for Muslim women at 18 per cent was about four times the rate for Christian and Jewish women (4 per cent in each case). Unemployment rates for women in the other religious groups were between 6 per cent and 9 per cent. Unemployment rates were highest among those aged under 25 years for all religious groups. Muslims aged 16 to 24 years had the highest unemployment rates. They were over twice as likely as Christians of the same age to be unemployed – 28 per cent compared with 11 per cent.

Unemployment rates by religion and sex



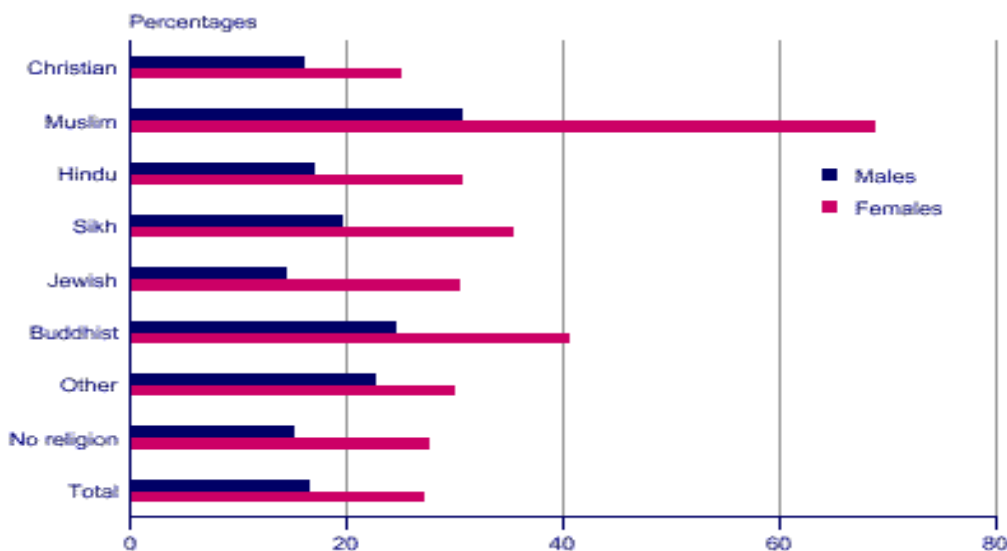
Although unemployment rates for older Muslims were lower, there was a greater difference between their unemployment rates and those for people from other religious backgrounds. Muslims aged 25 and over were more than three times as likely as Christians of the same age to be unemployed – 11 per cent and 3 per cent respectively.

Men and women of working age from the Muslim faith are also more likely than other groups in Great Britain to be economically inactive, that is, not available for work and/or not actively seeking work. Reasons include being a student, being disabled or looking after the family and home.

Among working age men, Muslims had the highest overall levels of economic inactivity in 2004, 31 per cent compared with 16 per cent of Christians. This is partly explained by the young age profile of Muslims and the correspondingly high proportion of students. However, among older men of working age, Muslims also tended to have the highest levels of economic inactivity, largely due to ill health.

Within each religious group, women were more likely than men to be economically inactive. The main reason was that they were looking after the family and home. Muslim women were more likely than other women to be economically inactive. About seven in ten (69 per cent) Muslim women of working age were economically inactive, compared with no more than four in ten women of working age in each of the other groups. Christian women were least likely to be economically inactive (25 per cent).

Economic inactivity rate of working age people by religion and sex



On average, Muslim unemployment in Birmingham is approximately three times the average of the city. Furthermore, ethnic and Muslim minority unemployment rates are hyper-cyclical – that is at times of economic downturn the impact felt by minority groups is often considerably greater. In addition to unemployment and inactivity, there is the further complication of underemployment. Although there is no data to evidence this point, there is a perception that Muslim graduates are not finding the job opportunities which match their actual skills education or ability which can lead to frustration and a sense of grievance.

4. Strategic Assessment

Arguably terrorism affects all the communities across Birmingham, but it is the Muslim communities who will be engaged with regards to the PVE agenda. This is because Muslim communities are most vulnerable to radicalisation, and the agenda seeks to provide support to the people and groups who are making a positive contribution to this agenda. The focus for the delivery of PVE work is specifically directed to support Muslim communities of the four key constituencies of Perry Barr, Ladywood, Hodge Hill and Hall Green. Demographic data and police intelligence have been utilised to identify the key areas to which the projects will be delivered. Although activity will take place across the city, the majority of the projects will be centred on those areas as it is recognised that this is where most vulnerability lies.

West Midlands Police have completed a strategic assessment which highlights emerging issues/trends, which have arisen during 2008, and will identify any major long term issues which could develop during the forthcoming year. Although, the document relates to the West Midlands, Birmingham, as one would expect due to the demographics, features heavily. The document is classified as 'secret' and, therefore, cannot be re-produced in any detail, but provides corroborating evidence to support the implementation of projects and activities in the areas of Birmingham specified above. West Midlands Police is developing an electronic based system to provide automatic 'neighbourhood profiles' on a yearly basis. The profiles will be updated and maintained by neighbourhood officers, and will contain information such as historical geography of the neighbourhood, census information, index of multiple deprivation, and ACORN profiles. An information/intelligence sharing protocol is being developed which will benefit both Birmingham City Council and West Midlands Police, and will add value to the PVE programme.

Government and academic research, and case histories of those who have perpetrated or attempted terrorist attacks have concluded that there is no single profile of a violent extremist or a single pathway to violent extremism.

Following Operation Gamble (February 2006), police operation to address a conspiracy by a group of young Birmingham Muslim men to kidnap and decapitate a serving Muslim soldier) it was the learning from a number of community consultation meetings which defined the themes for the projects which would be funded by the PVE Pathfinder Fund.

The first consultation meeting took place with all elected members on 31 January 2007 in the Council House. This was followed by a community consultation meeting with key figures across different faiths on 1 February 2007 in the Council Chamber. Projects suggested in these consultation meetings fell under 5 themes of Reclaiming Islam, Media, Women, Young People and Cross Cutting Projects.

On 20 February 2007 Cllr Alan Rudge hosted a third meeting with elected members and community representatives in the Council Chamber to outline and consult on a number of projects under the 5 themes that the Council would work to identify appropriate levels of funding. The Equalities Division at Birmingham City Council was tasked to prepare a bid for specific projects that came out of the community consultations to the department for Communities and Local Government (CLG). This was successful and a funding of £525,000 was awarded to Birmingham City Council.

In March 2007 Birmingham City Council in partnership with the British Muslim Forum held a conference with leading Muslim scholars from the Muslim world to communicate more widely to the communities the ideas for building community resilience to violent extremism. Following this, the Council then set out to formally launch the Pathfinder programme and in September 2007 with the support of communities and partners (eg. West Midlands Police, Government Office, West Midlands) and elected members, it did so at the Burlington Hotel in the presence of the Rt Hon Parmjit Dhanda MP, the then Minister for Community Cohesion.

Eleven projects were carried out during the Pathfinder phase.

These projects were the subject of independent evaluation, which had the aims of examining whether the Pathfinder Programme has been effective and to make recommendations for future work in this area.

Although the evaluation provided clear indications of what succeeded during the Pathfinder phase, it did have limitations with regards to an in-depth summary of actual tangible outcomes. The Programme Manager has added weight to the evaluation by consulting with project leads and assessing reports submitted following the Pathfinder. As a result a number of projects will be re-instated during the first tranche of the new programme, whilst other projects which did not realise their expected potential, will not.

Whilst the Pathfinder proved useful in allowing Birmingham to understand the nature of the problem, gain greater knowledge and understanding of the Prevent objectives, and implement projects, it is recognised that a different approach needs to be taken for this next phase of work in order to improve performance against NI 35.

This plan has drawn on some of the lessons from the Pathfinder phase. In July 2007 the Prime Minister announced expenditure of £70 million nationally to support local authorities over three years to tackle violent extremism. Birmingham has received £2.4 million.

Project leads who were responsible for a number of projects implemented during the Pathfinder phase have completed applications for funding. The application process makes clear the need for sustainability and 'mainstreaming' of the key project themes once funding has expired. 'Mainstreaming' will have a different meaning to different projects. The added value may mean that learning has been cascaded so that agencies and groups can continue the work once the funding ceases. The project may result in the production of toolkits/DVDs etc which can be distributed at minimal cost once funding closes. It may also be the case that the legacy may be an identifiable change in the behaviour and attitudes of participants.

Activity during 2007/2008 was implemented utilising CLG funding. This Delivery Plan takes into account that not only is the next phase of funding delivered through the Area Based Grant, but in addition there is funding from other areas such as the Youth Justice Board Department for Children, Schools and Families, Office for Security and Counter-Terrorism (in respect of objectives 2 and 3) and the police.

5. Programme Management and Governance

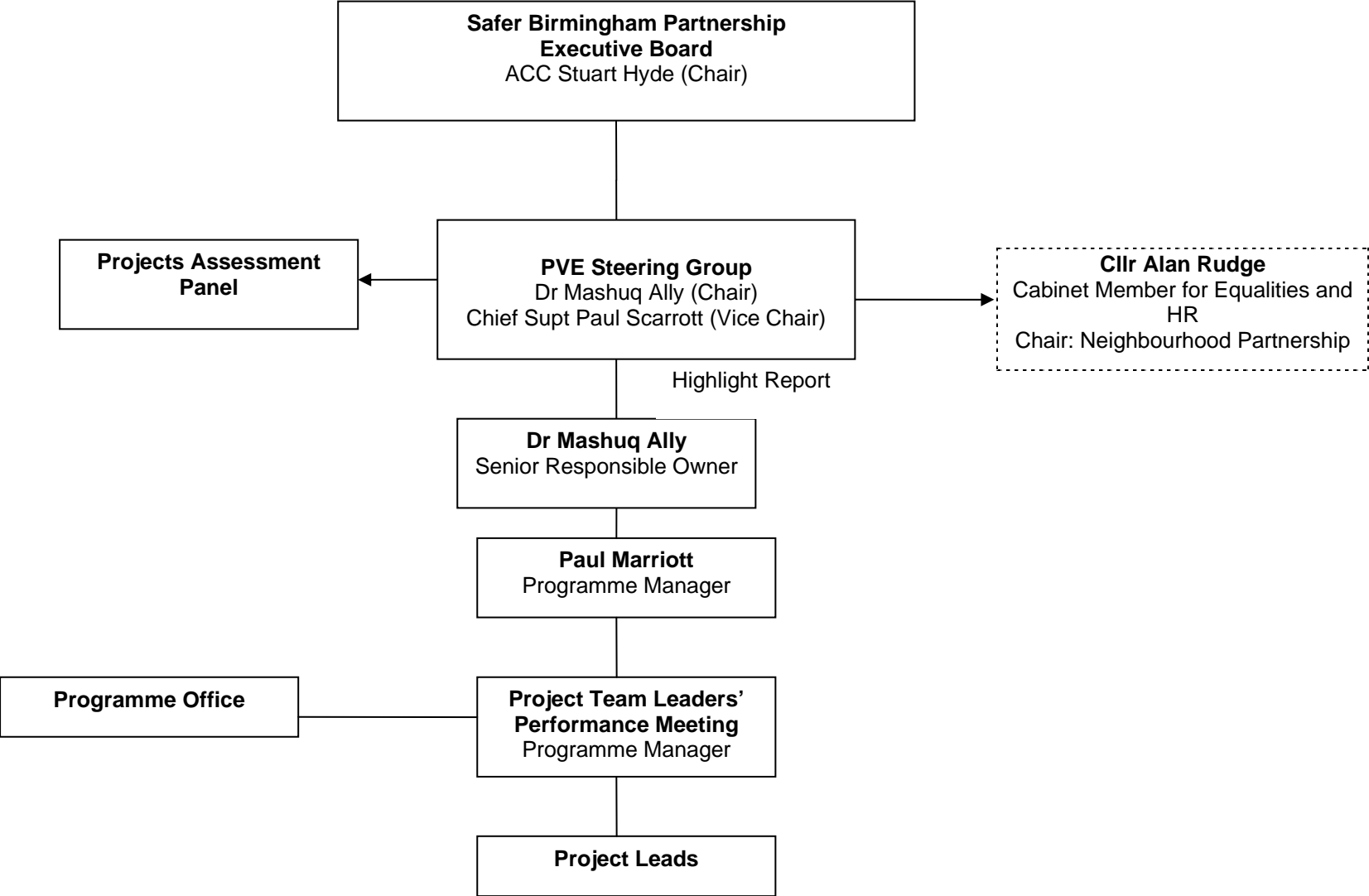
This action plan describes a structure and system based on recognised programme management principles which will ensure that the programme will:

- 1) meet the specific objectives of Prevent Strategy
- 2) be jointly agreed and managed by the police, local authority and other partners
- 3) be proportionate to the level of threat in each local area (utilising police intelligence and the Strategic Assessment)
- 4) reflect local needs and opportunities
- 5) set out clear and tangible milestones in tracking progress.

The attached Governance chart outlines the structures involved in delivery of the PVE agenda in Birmingham. The structure was initially

developed to oversee the implementation of projects utilising funding granted by the CLG, but has been expanded to take into account other PVE funding streams and activities taking place across the city. One of the objectives of the Steering Group will be to co-ordinate PVE activity, thus preventing duplication of effort, ensure maximum synergy and efficiency.

PVE GOVERNANCE



Safer Birmingham Partnership

Safer Birmingham Partnership are the responsible body to whom the Programme Board (PVE Steering Group) are responsible. Terms of Reference for Partnership are currently under development and will be added to this plan upon completion. Attached at Annex C is the Be Birmingham Partnership Framework which illustrates the role of Community Safety within the other strategic thematic boards and partnerships. The PVE structure has been approved by the Chief Executive of Birmingham City Council who has agreed that the lead department for delivery should be the Equality & Diversity Division.

PVE Steering Group

This group is chaired by Dr Mashuq Ally, Head of Equality and Diversity for Birmingham City Council, the senior responsible owner and lead officer for PVE. The Vice-Chair is Chief Superintendent Paul Scarrott, the West Midlands Police lead for Prevent. Membership of the group comprises of the following:

Birmingham City Council

- Director of Public Affairs & Communications
- Service Director, Inclusion Services
- Director of Constituency Services
- Strategic Director of Environment & Culture (Acting)

BeBirmingham

- Director Safer Birmingham Partnership

Partner Agencies

- Director of UK Borders Agency
- West Midlands Police Authority Member
- Government Office West Midlands
- Regional Prisons PVE Lead
- Senior Officer from Probation Services

Community members representing

- Birmingham Central Mosque
- Ashram Housing Association
- Birmingham Race Action Partnership
- Islamic Relief
- Muslim Women's Advisory Group
- Waits Action

The Responsibilities of the group are to:

- (a) Ensure the programme delivers within its agreed parameters (cost, timescale, impact)
- (b) Resolve the strategic and directional issues between projects, which need the input and agreement of senior stakeholders to progress the integration into mainstream.
- (c) providing assurance

The Steering Group commits to regular diarised meetings to coincide with the Project Board meetings at 3 monthly intervals. Its terms of reference are attached at Annex A.

The original purpose of a “Programme Board” was to have oversight of the work of the Programme Manager regarding the £2.4 million provided by the CLG. The Board has developed into a PVE Steering Group for the reasons alluded to on page 10-11.

Project Team Leaders Performance Meeting

This is a structured, diarised, four weekly meeting, chaired by the Programme Manager in order to effectively evaluate progress of the projects, utilising PRINCE 2 methodology. Finance and Press Officers will also be present.

Programme Office

The Programme Office will use an established management system.

- reporting procedures
- updating documentation i.e. Programme Communication Plan and Risk Register
- other procedures including finance.

The individuals identified to carry out the role of the programme office are officers from within the Equality and Diversity Division.

In order to enhance the delivery of the PVE agenda in Birmingham, the City Council made a successful application for the Office for Security and Counter Terrorism for funding for two additional posts (£97,000) to support the Programme Manager.

These new two year staff positions (Young Persons' Development Officer and a Researcher/Analyst) will effectively lift strategic lessons from a range of new projects, help ensure sustainability and continuity and cross link themes/projects to partners involved in mainstream activity.

Commissioning Process

In accordance with Birmingham City council financial accounting procedures, an application form has been devised, based on the Community Leadership Fund application, for organisations to complete in order to request funding. The form contains a detailed section outlining the desired outcomes of the programme together with engagement criteria.

Those projects incepted as a result of the Pathfinder programme will be required to complete the form in order to request further funding. This will allow for corporacy and transparency, also ensuring that organisations are committed to the aims and objectives of the prevent strategy, through the inclusion of the engagement criteria.

The commissioning framework is explained below and should be read in conjunction with the flowchart below;

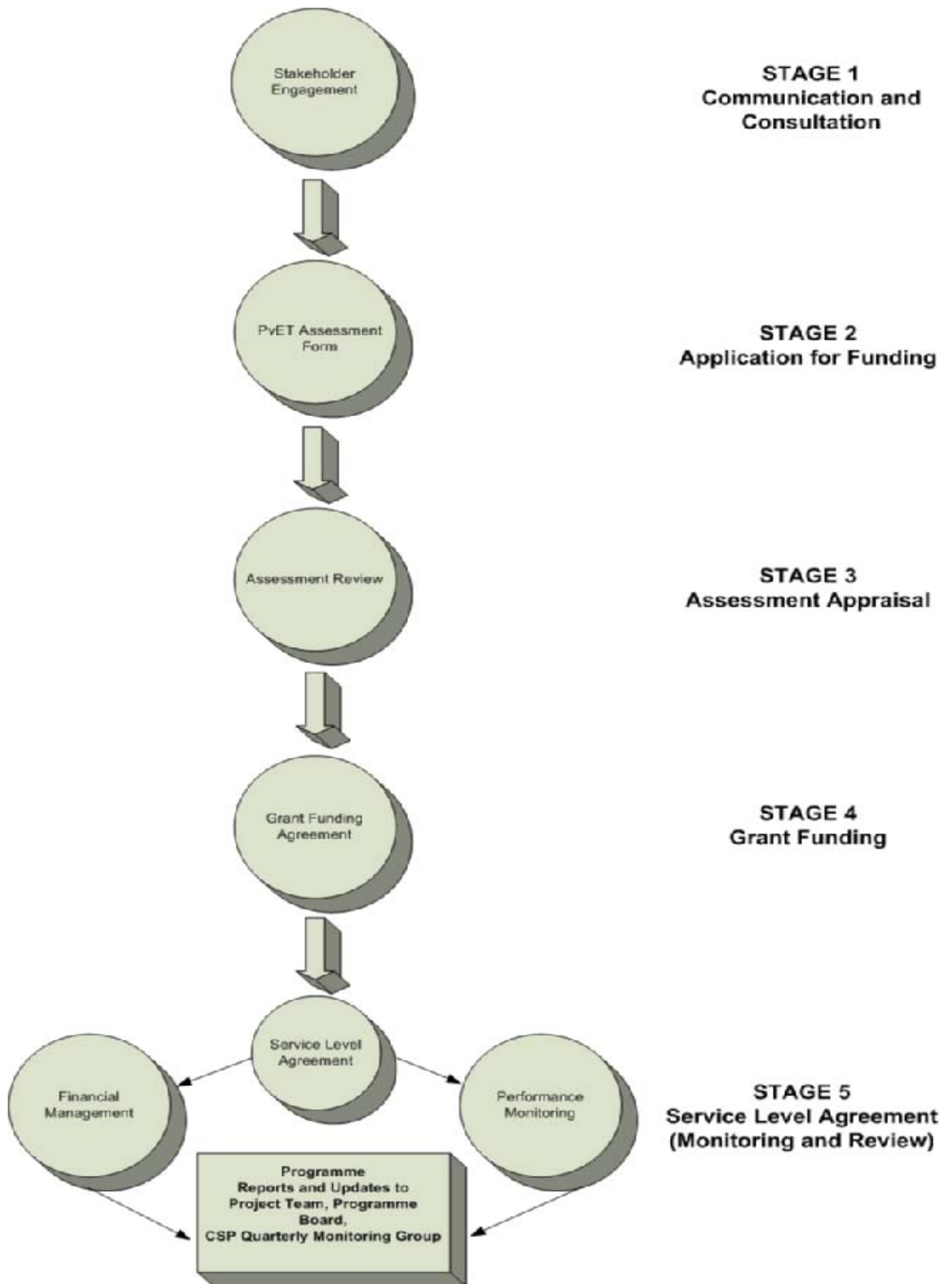
- Stage 1** Evaluation of Pathfinder phase
- Stage 2** Application Forms completed and submitted
- Stage 3** Project Assessment Panel convened to review applications and make recommendations to Programme Board. Panel consists of:

- Chair of Programme Board
- Vice Chair of Programme Board
- Programme Manager
- Member of Muslim Women's Advisory Group
- Birmingham University Lecturer and Researcher
- Committee member of Key Birmingham Mosque

The 3 community members were selected for their credibility, knowledge and experience of the PVE Agenda.

- Stage 4** Recommendations of Assessment Panel discussed at Programme Board where decisions are made to grant funding.
- Stage 5** Service Level Agreement s drawn up and funding allocated. Performance monitoring carried out at monthly Project Leads Performance Meeting as described in Governance chart and on Page 14.

Commissioning Framework



Once project applications have been considered and approved, the full list of projects within the programme will form a Projects Dossier. The Dossier will include the following:

- i. description of the project
- ii. funding required with details of expenditure
- iii. main activities and timescales
- iv. outputs and measurement
- v. evaluation and monitoring
- vi. resource requirements

Below is the programme schedule:

Measure Benefits			
Pathfinder projects evaluation process (Aug 2008)	Tranche 1		
	Continuation of projects defined as successful <ul style="list-style-type: none"> • Identify projects • Distribute application/assessment forms • Engage with project leads • Assess/review completed application/assessment forms by Projects Assessment Panel • Begin Projects (Sept/Jan 09) 		
			Tranche 2
			<ul style="list-style-type: none"> • Gap analysis to determine which objectives of Prevent Strategy are not being addressed • Identify new projects • Distribute application/assessment forms • Engage with project leads • Assess/review completed application/assessment forms by Projects Assessment Panel • Begin Projects (April/July 2009)
		Tranche 3	
			To be determined after completion of Tranche 2

Stakeholder Engagement Strategy

This defines the framework that will enable effective stakeholder engagement and communication, and can be found at Annex B.

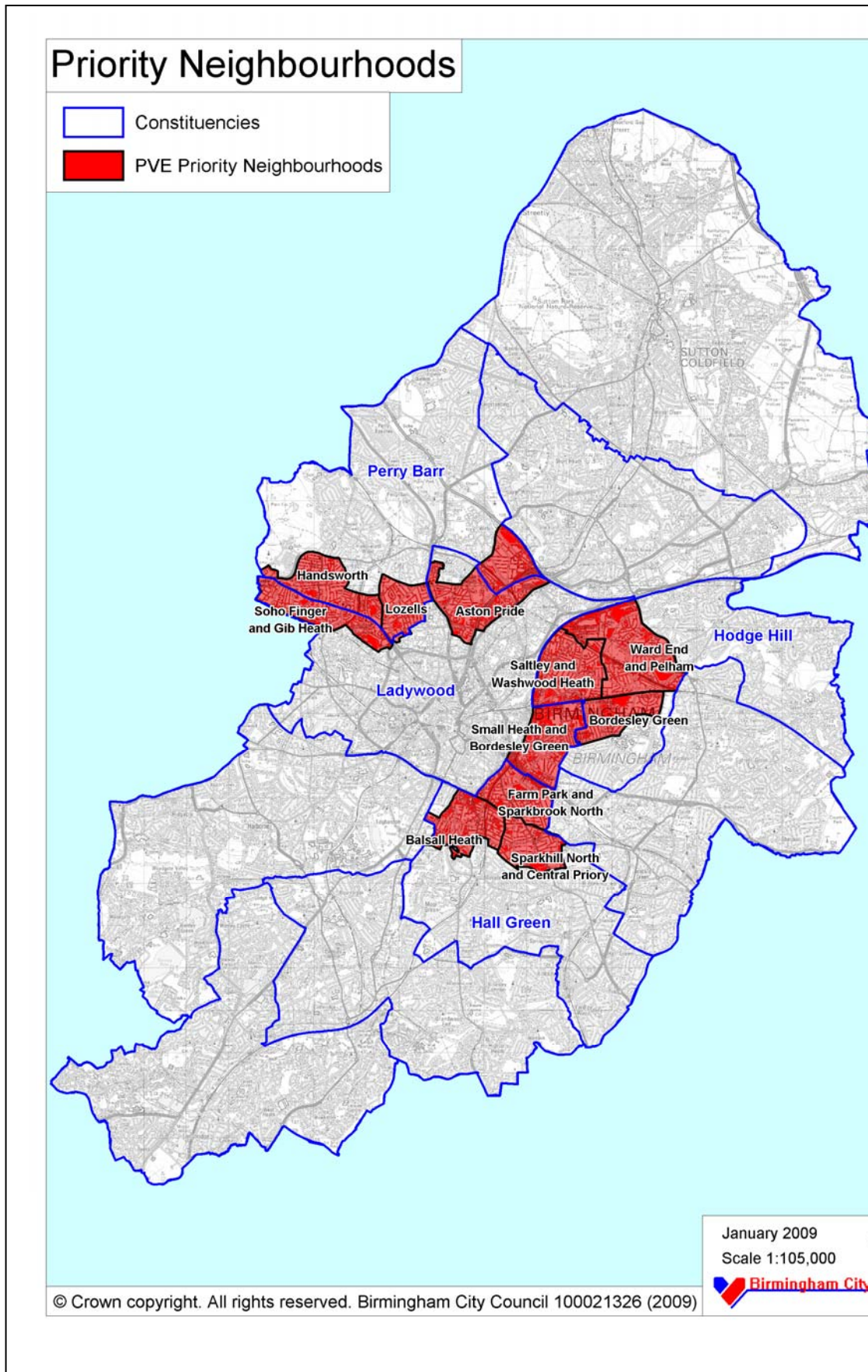
Clearly there are stakeholders at every level from the Chief Executive/Assistant Chief Constable to individuals engaged at Neighbourhood level. Indeed, a key element of engagement is through Birmingham's Neighbourhoods model. The intention is to engage in effective neighbourhood partnership working through the respective Neighbourhood Managers. In particular there are 11 Priority Neighbourhoods where this engagement will be particularly prevalent.

Priority Neighbourhoods

- Aston Pride
- Lozells
- Handsworth
- Soho Finger & Gib Heath
- Ward End & Pelham
- Washwood Heath & Saltley
- Bordesley Green
- Bordesley Green & Small Heath
- Farm Park & Sparkbrook North
- Sparkhill North & Central
- Balsall Heath

PVE activity will also take place in other areas of Birmingham, as it is recognised that violent extremists can emerge from any neighbourhood. But it is within the eleven neighbourhoods listed that the greatest areas of vulnerability lie, and this is where most activities will take place to support the local communities.

The map below indicates the areas of Birmingham.



6) **Activity Delivery and Projects**

As alluded to earlier a number of funding streams have been made available to various Birmingham City Council Departments, and West Midlands Police, and this plan outlines the different projects being implemented. West Midlands Police have developed a strategy for Prevent which focuses on the needs of Communities, Partners and Neighbourhood Policing Teams. The Prevent Department is led by a Superintendent who provides a strategic overview of Prevent across the four police forces in the West Midlands region. Day to day Prevent operations in West Midlands Police are managed by a Chief Inspector who controls four main Prevent sections.

The Community Engagement and Intelligence Team are responsible for maintaining a comprehensive knowledge of local communities, key contacts and emerging community issues. They are structured to provide support for West Midlands communities and the wider regional forces.

A Risk Management Team has responsibility for issues relating to vulnerable individuals. This includes Terrorist Act offenders released from Prison and those subject to Control Orders and Special Immigration Appeals Cases.

West Midlands Police are recruiting and training 23 Security and Partnership officers to work across the force area. The Security and Partnerships Officers will work closely with communities and partners developing trust and confidence on prevent issues. This will additionally raise awareness amongst police, partners and communities.

The role aims to provide an overt, visible and accessible link between the covert counter terrorism function, the police family, communities and partners.

The role is focussed on delivering the five core Prevent objectives and ensuring all aspects of intelligence are addressed by neighbourhood policing resources.

Primary responsibilities include:

- Awareness, briefing and debriefing
- Gathering community intelligence and raising awareness of Counter Terrorism
- Building relationships with communities and partners

Funding Allocated for PVE Delivery in Birmingham

Source of Funding	08/09	09/10	10/11	Lead Partner
Area Based Grant (Communities and Local Government)	£645,000	£800,000	£968,000	Equality & Diversity
Department for Children Schools and Families	← £400,000* →			Children, Young People & Families/ West Midlands Police
Office for Security and Counter Terrorism (Objectives 2 & 3)		← £97,000 →		Equality & Diversity
Channel Project (Office for Security and Counter Terrorism)	£75,000 (not time specific)			Equality & Diversity
Youth Justice Board		← £189,000 →		Youth Offending Service
Area Based Grant (DCSF)	← £25,000 →			Children, Young People & Families

The following table outlines the work currently under development against each of the Prevent Strategy objectives.

*This funding has been allocated to West Midlands Police to deliver the schools toolkit and 'Watch over Me' DVD. This funding is for the West Midlands Region (West Midlands, Staffordshire, Warwickshire, Worcestershire, Shropshire and Herefordshire) and not specifically for Birmingham, though due to the geographic and demographic make up of the City Birmingham will receive more than the other local authorities. The allocation for Birmingham is £25,000 with five other local authorities receiving £15,000 each.

PROGRAMME OF ACTION

OBJECTIVE ONE: Undermine extremist ideology and support mainstream voices

Why is this important?

Al-Qaida and other violent extremists have developed an ideology which sanctions and even requires violence against civilians. They justify the use of violence by presenting a distorted interpretation of Islam, history and contemporary politics. The ideology is one factor in the radicalisation process – albeit never the only factor and seldom the most important. Countering that ideology – exposing its inaccuracies and shortcomings – is an important part of Prevent Strategy. But this work can rarely be done directly by Government, as there are important local considerations

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
<p>Connected Histories</p> <p>A Birmingham Archives and Heritage project which seeks to engage young Muslims with a view to raising their awareness of the complete way in which Muslim history is intertwined positively with British history. The aims are to promote these connected histories and to provide a basis for the development of an awareness of the past that can lead powerfully to the construction and formation of identity.</p>	<p>Izzy Mohammed</p> <p>Birmingham City Council</p>	<p>£29, 830</p>	<p>Jan-Oct 2009</p>	<p>Monthly Projects Leads Performance Meeting</p>	<ul style="list-style-type: none"> • Develop programme and 'toolkit' to deliver to existing PVE projects • Produce archive collection at Birmingham Archives and Heritage • Complete community documentary • Produce an exhibition • Develop

					<p>web presence</p> <ul style="list-style-type: none"> • Complete community event
<p>Asylum and Refugee Care Ltd</p> <p>Delivery of a series of success clubs with young people from the Somali community designed to enable young people to develop knowledge, skills and attitudes that are more likely to lead to personal success through developing time limited projects that focus on the development of goal setting skills, managing mentoring relationships, an informed sense of morality, group identity and entrepreneurial skills.</p> <p>Each Success Club will have an organisational mentor and appropriate support in learning key issues or developing key relationships in order to achieve both the personal, process and outcome focussed goals of the Success Club.</p>	Mohammed Aden	£9,985	Feb-June 2009	Monthly Projects Leads Performance Meeting	<ul style="list-style-type: none"> • Deliver 4 Success Clubs within specified timescale
Development of women's forum, 'Muslimah in Action' with the objective of:	Zubeda Limbada Birmingham City Council	Application under development	Not yet defined		

<ul style="list-style-type: none">• Connect organisations, projects and services• Assist capacity building for existing organisations• Strengthen social networks• Promote role models for women• Help Muslim women create a social platform and contribute to the development of communities and the city as a whole <p>Provide leadership against terrorism</p>					
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OBJECTIVE TWO: Disrupt those who promote violent extremism and strengthen vulnerable institutions

Why is this important?

In this country and overseas propagandists are an essential part of the process by which individuals are recruited to the cause of violent extremism.

Propagandists make use of a wide range of institutions and other platforms. Local partners with others have an essential role to play in disrupting the propagandists and also in supporting the institutions where they may be active.

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
<p>Capacity Building and Governance of Mosques</p> <p>Building on the success of last year's Pathfinder this project seeks to reduce the risk of Mosques being infiltrated by violent extremists. The programme aims to help build the capacity of Mosque Committees to improve leadership and ensure that women and young people participate in the development of the Mosque. In addition, the programme ensures that Mosques are in compliance with charity law and aware of the laws and regulations of the UK covering areas of Health and Safety, Child Protection, CRB checks etc.</p>	Karl George	£75,000	July 2008-March 2009	Monthly Project Leads Performance meeting	<ul style="list-style-type: none"> • 30 Mosques benefit from governance project • Complete mosque governance toolkit for the 30 mosques • 'Mentor' mosques developed

OBJECTIVE THREE: Support individuals who are vulnerable to recruitment by violent extremists

Why is this important?

Advocates of violent extremism very often target individuals who for a range of reasons are vulnerable to their messages. Although there is presently less evidence on vulnerability in relation to violent extremism compared with other forms of crime, local partners will recognise relevant factors: peer pressure, the absence of positive mentors and role models, a crisis of identity, links to criminality including other forms of violence, exposure to traumatic events (here or overseas), changing circumstances (e.g. dislocation to a new environment, including migration and asylum) and a sense of isolation. A range of existing structures and programmes are already in place to support people exhibiting many of these vulnerabilities (e.g. helplines, mentoring programmes) and it is critical that we build on and make the most of these.

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
<p>Birmingham Youth Offending Service</p> <p>Birmingham Youth Offending Service has received funding from the Youth Justice Board. The project includes a number of wide ranging interventions which will be implemented in collaboration with the overall Birmingham PVE Delivery Plan</p> <p>The project aims to reduce the risks of individual young people within the Criminal Justice System becoming vulnerable to violent extremism and develop and test out a model of intervening in the process of radicalisation of young people.</p>	<p>Dawn Roberts</p> <p>Birmingham City Council</p> <p>Senior Responsible Owner: Dawn Roberts</p>	<p>£189,000 over 2 years</p> <p>(from Youth Justice Board)</p>	<p>August 2008-July 2010</p>	<p>Internal Youth Offending Service Management and monthly Project Leads Performance Meeting</p>	

<p>Youth Inclusion Programmes (Lozells, Washwood Heath, Sparkbrook)</p> <p>Delivering a number of projects to vulnerable young people including success clubs (defined earlier in objective one)</p> <p>Journey of the Soul Working with young people alienated from their elders and wider society through a process of exploring self identity from inward spiritual well being to project a positive outward focus. The project links young people with elders within their community to build effective ongoing relationships.</p> <p>Discussion Groups The development of a series of community-led discussion groups called 'The Circle' to help young people develop a better understanding of Islam. This will enable mainstream imams to re-connect with young people as mentors, teachers and authoritative voices as well as countering the arguments of violent extremists.</p> <p>The project will encourage young people to reject violent extremism from an</p>	<p>Maria Jardine Birmingham City Council</p>	<p>£171,948</p>	<p>January-December 2009</p>	<p>Monthly Project Leads Performance Meeting</p>	<ul style="list-style-type: none"> • Deliver 36 sessions of 'The Circle' • Deliver 6 workshops of 'Journey of The Soul' • Deliver 12 Success Clubs • Deliver one to one mentoring in 12 week programme
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<p>informed position of spiritual strength and understanding. It will also help them to become more confident in promoting cohesion within their communities.</p>					
<p>Shard End YIP Kingstanding YIP</p> <p>Assess the influence of violent extremism and explore the reasons for violent extremism with those at risk of being influenced.</p>	<p>Dave Williams Alison Holmes Birmingham City Council</p>	<p>£12,000 £12,000</p>	<p>Feb 2009-Feb 2010</p>	<p>Monthly Project Leads Performance Meeting</p>	<ul style="list-style-type: none"> • Service Level Agreement yet to be determined
<p>Mosaic</p> <p>Project is part of a network of multiple, Muslim-led initiatives united in a common good of breaking down barriers across British society. The Mosaic Mentoring Network, facilitated by the Prince of Wales Charities, seeks to encourage successful Muslims from across the public and private sectors to mentor young Muslims in the most deprived areas of the city. This will be part of a multi-regional arrangement and at present is a joint venture with Sandwell MBC</p>	<p>Jonathan Freeman Business in the Community</p>	<p>£150,000 Over 3 years (£30,000 over 3 years from Sandwell MBC)</p>	<p>Jan 09 – April 11</p>	<p>Monthly Project Leads Performance Meeting</p>	<ul style="list-style-type: none"> • 'Sign up' 25 schools in Birmingham area in which to deliver mentoring • Register at least 175 mentors • Secured support of at least 60 local businesses • Provided at least 3300 mentoring experi-

					ences and 33 world of work visits
<p>Children, Young People and Families Directorate</p> <p>Deliver a number of initiatives in schools with assistance of West Midlands Police</p> <p>(i) Provide a toolkit which will raise awareness, provide information, help schools understand the positive contribution they can make to empower young people whilst protecting them from violent extremist activity, and provide advice on managing risks locally.</p> <p>(ii) to make available to all secondary schools and colleges a high quality education tool “ watch over me” DVD which addresses the issues of radicalisation and community cohesion for a period of three years and to provide a multi-agency training programme to support the delivery.</p>	<p>(i) Inspector Asghar Shah West Midlands Police</p> <p>(ii) Nargis Rashid Birmingham City Council</p>	<p>£400,000 (from DCSF)</p>	<p>Until April 09</p>		
<p>Channel Project</p> <p>The Channel Project is a multi-agency approach to support vulnerable</p>	<p>Ravdeep Pabla West Midlands Police</p>	<p>£75,000 (OSCT funded)</p>	<p>Jan 09 -</p>	<p>To be determined</p>	

<p>individuals. It is a local and community based initiative, which utilises existing partnership working between the police, local authority and the local community. The project takes referrals from a number of sources on individuals that may be vulnerable to becoming involved in violent extremism. A joint risk assessment of each individual case is then made by project members and any issues of concern are identified. A programme of intervention tailored to the needs of the individual is then developed and implemented. Involvement of community partners is key. They will have expertise and insight into the process of assessment, referral and intervention. Further information is available from the ACPO National Community Tensions Team at nctt@acpo.pnn.police.uk</p>					
<p>Young Persons Development Officer post to forge links with existing co-ordinators and assist in establishment of Pan-Birmingham Youth Forum</p>	<p>Paul Marriott Birmingham City Council</p>	<p>£48,793 (from OSCT)</p>	<p>Dec 08-April 10</p>	<p>Performance management through existing governance structure</p>	

OBJECTIVE FOUR: Increase the capacity of communities to challenge and resist violent extremists

Why is this important?

Strong, organised and empowered communities are better equipped to effectively reject the ideology of violent extremism, to isolate apologists for terrorism and to provide support to vulnerable institutions and individuals. We want communities to take the initiative in these areas but we can work with communities to enable them to do so. Collaborative work itself undermines the narrative of separation and conflict which is often used by violent extremists, emphasising that there is more that unites us than divides us.

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
Working in collaboration with Madrassahs who already work to a curriculum and assessment framework, to produce a common curriculum which will include learning of the Quran, Islamic studies and citizenship.	Nargis Rashid Birmingham City Council	£16,000	April 09-April 10	Monthly project Leads Performance Meeting	<ul style="list-style-type: none"> • No Service Level Agreement signed at present time, due to insufficient capacity to deliver project
Support Madrassahs to meet their legal requirements, create a safe learning environment for children and improve the learning opportunities they offer through awareness raising seminars, teacher training and development, and managers network meetings.	Nargis Rashid Birmingham City Council	£54,645	April 09-April 10	Monthly project Leads Performance Meeting	<ul style="list-style-type: none"> • Madrassah managers understand need to implement safe-guarding procedures • Staff understand child protection , health and safety,

					<p>teaching and learning , citizenship and behaviour management policies and procedures</p> <ul style="list-style-type: none"> • Children, parents and Madrassah teachers are involved in improving Madrassahs • Madrassah managers share best practice and exchange information • Improved links between Madrassahs and mainstream schools
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OBJECTIVE FIVE: Effectively address grievances

Why is this important?

In the UK and overseas violent extremists exacerbate and then selectively exploit certain grievances to recruit people to their cause. But if a grievance is both well founded and legitimately expressed we must be ready to address it with evidence counter argument or informed debate.

At a local level experiences of racism, perceptions of inequality and community conflict, and the experience of other forms of criminality can all create grievances that may be exploited by apologists for terrorism. Other perceived grievances may relate to the accessibility of services, perceived media hostility, stigmatising Muslim communities e.g. anti-terrorism legislation (and to Islamophobia and extreme far-right activity). If the grievances are legitimate community engagement mechanisms should work as well for Muslims as for the rest of the population in airing and solving the issue.

There are existing government programmes which are already intended to address many of these issues. Very often we need only to be making connections between these existing programmes and this strategy.

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
Through the delivery of the Hate Crime Strategy address grievances in relation to Islamophobia, racism and bullying	N/A	N/A	N/A	N/A	

There are no specific PVE projects which currently address Objective Five, though arguably elements of projects listed under other objectives obviously do. Gap analysis will enable this objective to be prioritised for Tranche Two.

OBJECTIVE 6: Developing Prevent-related research and analysis

Why is this important?

Both local and national projects must be underpinned by a strong evidence base. While our understanding of radicalisation and how to counter it is increasing, we recognise that it needs to be more advanced. Among a broad range of questions, we want to know more about the nature and scale of radicalisation and about both vulnerability and resilience, in order to help target support where it is most needed. This is especially important in the light of the current economic downturn.

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
Researcher/Analyst Post to assist in ensuring Birmingham 'narrative' remains current, analyse and evaluate project outcomes to ensure legacy and best practice is preserved.	Paul Marriott Birmingham City Council	£48,793 (from OSCT)	Dec 08-Apr 10	Performance management through existing governance structure	

OBJECTIVE 7: Strategic communications

Why is this important?

Violent extremists rely on propaganda and are assiduous in crafting and distributing their messages. Much of this propaganda comes into this country from overseas. Our own communications play a critical role in exposing this propaganda, but unless well prepared and considered can inadvertently fuel the terrorist narrative.

We need to ensure consistency of message across departments, and from the local through the regional to the national. Local practitioners will, of course, need to use their knowledge of their own communities to develop effective communication channels and messages related to this agenda.

Details of Programme or Project	Project Lead	Resources	Timescale	Progress Update and Evaluation Process	Outcomes
Media Skills Workshop The purpose is to assist individuals within the Muslim community - community leaders, young people and Muslim women - to increase their communications skills. At the same time, the workshops provide opportunities for the media to increase their understanding of the Muslim communities	Zubeda Limbada Birmingham City Council	£14,000	Jan-Sept 09	Monthly project Leads Performance Meeting	<ul style="list-style-type: none">• Seven media workshops completed• Media training manual produced• Participants produce positive media reports for publication• Sustainable network created

7) Performance Measurement

Birmingham has adopted National Indicator 35 (Building Resilience to Violent Extremism) as one of its Local Area Agreement outcomes for 2008 – 2011.

The indicator is in effect an assessment framework under four headings, each of which is scored 1 – 5.

- (i) understanding of, and engagement with, Muslim communities
- (ii) knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives
- (iii) development of a risk-based preventing violent extremism action plan, in support of the Prevent objectives
- (iv) effective oversight, delivery and evaluation of projects and actions.

Area 1: *Understanding of, and engagement with, Muslim communities.*

Score	Description
1	Community engaged on an ad hoc basis and through wider faith/minority groups. Mechanisms and engagement is/are not self sustaining or productive. Understanding of the make-up of the local Muslim community is limited and superficial.
2	Regular mechanisms for consulting and working with Muslim community, but attendance and reach not wide. Tendency to engage with individuals and interest groups rather than communities. Basic knowledge of structure of local Muslim community in terms of ethnicity and geographical extent.
3	Regular and reliable mechanisms for frequent contact with whole communities, as well as individuals within communities. Strong knowledge of the make-up of the Muslim communities, including different ethnic groups, denominations, social and economic status, elected representatives and community leaders, knowledge of location and denomination of mosques, awareness of community groups. Knowledge of partner agencies appropriately utilised.
4	Regular and reliable mechanisms which include all communities and under-represented groups such as women and youth in an ongoing dialogue. That dialogue influences and informs policy. Sophisticated and segmented understanding of Muslim communities, the structures within them, and the cultures which make them up.

5	A self sustaining, dynamic and community driven engagement which takes place on a number of different levels and in a number of different ways, with innovative approaches to communication and engagement of all groups. Sophisticated understanding of local Muslim communities is used to drive policy development and engagement.
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Area 2: Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives

Score	Description
1	Awareness of the issues, but no thinking about what it means for the locality or how to engage fully with the agenda. Poor understanding of causes of violent extremism and the Government's Prevent strategy objectives.
2	Basic understanding of what is required from local partners, and familiarity with key documents and guidance material. Attempts to draw together an evidence base and to analyse the underlying causes of violent extremism.
3	Good understanding of the Prevent objectives and drivers of violent extremism among partners. Established evidence base draws on a number of sources, including evidence from a number of local partners about violent extremism within the local area. Awareness of appropriate research. Attempt to take into account specific local circumstances and build evidence of strength of drivers locally, including sharing of information between partners.
4	Strong understanding of the Prevent objectives and the drivers of violent extremism, as well as of the interfaces with related policy areas. Full use of local, national and international research, guidance and expertise on the agenda, including good information sharing between partners. Good understanding of local circumstances and drivers.
5	Sophisticated understanding of the Prevent objectives and the drivers of violent extremism. Full use of local, national and international research, guidance and expertise on the agenda to build a wide-ranging and sophisticated evidence base. Clearly strong information interchanges between local partners across delivery organisations and strands of activity. Strong understanding of local circumstances and drivers.

Area 3: Development of a risk-based preventing violent extremism action plan, in support of delivery of the Prevent objectives

Score	Description
1	Basic, narrowly focused action plan in place.
2	Action plan with clear resource allocations and timeframes attached to actions. Some linkages to Government's 'Prevent' strategy objectives and to the drivers of violent extremism. Some links to feedback from community engagement.
3	Risk-based comprehensive and clear action plan which makes clear links to the 'Prevent' strategy. Links to community engagement and knowledge and understanding of the drivers of violent extremism. Range of activity covering different strands of the 'Prevent' strategy.
4	Risk based and strategically focused action plan with clear links to the knowledge and understanding of the drivers of violent extremism, the 'Prevent' strategy and to extensive consultation with communities. Clear buy-in from senior officers and strategic partners. Necessary actions, capabilities, policies and projects clearly identified. Strong focus on multi-agency partnership working, including synergies with CDRPs and other bodies. Broad range of activity delivering all strands of the 'Prevent' strategy, including through a range of mainstream services.
5	Risk based and strategically focused action plan with strong links to the knowledge and understanding of the drivers of violent extremism, the 'Prevent' strategy and to extensive consultation with communities and local partner agencies. Agenda effectively 'mainstreamed' through consideration of existing service delivery and policies, alongside the development of specific actions, projects and capabilities. Awareness of agenda throughout partner organisations. Full range of activities across all strands of the 'Prevent' strategy. Innovative actions, projects and capabilities clearly identified. Strong evidence of multi-agency approach to deliver across a broad range of partners and agencies, including synergies with CDRPs and other bodies.

Area 4: Effective oversight, delivery and evaluation of projects and actions.

Score	Description
1	Loose and informal monitoring of projects, leading to haphazard delivery and frequent overruns and changes of scope. Evaluation is informal and haphazard. Audit arrangements in place.
2	Clear plans for delivery and oversight. Some level of formal evaluation, but no clear mechanism for follow-up. Audit arrangements and risk management in place.
3	Monitoring mechanisms in place with regular reviews to ensure delivery. Oversight group in place. Formal evaluation but which has no real effect on developing future projects and actions. Strong audit arrangements and risk management in place.
4	Proven monitoring mechanisms in place which help ensure regular delivery of projects within timescale, to the required standard and budget constraints. Oversight group with range of skills and representing appropriate range of interests. Formal evaluation using appropriate methodology which has some impact on the development of future projects. Strong audit arrangements and risk management in place.
5	Strong tried and tested monitoring mechanisms which allow highlighting and resolution of issues, track progress and ensure consistent delivery of projects and actions within timescale, to the required standard and budget constraints. Oversight group with appropriate skills and seniority in place and actively involved in monitoring. Professional and extensive evaluation of project against agreed objectives, which has real impact on development of future projects. Strong audit arrangements and sophisticated risk management in place.

An independent evaluation of last year's 'Pathfinder' PVE projects has made an assessment that Birmingham currently has a 'benchmark' score of 2.5 against the four measurement criteria. However, it must be stated that the scoring did not take into account the role of the newly appointed Programme ~Manager, the new governance structures, or the emerging police/Birmingham City Council partnership.

This evaluation has utilised information from the Pathfinder programme to review current performance, and make recommendations as to future direction and engagement.

NI 35 Assessment Framework	Score
<p data-bbox="347 237 1098 304"><i>Understanding of, and engagement with, Muslim communities</i></p> <ul style="list-style-type: none"> <li data-bbox="359 315 1161 349">• Communities consulted e.g. after arrests in 01/07 <li data-bbox="359 353 1189 898">• More than basic knowledge of the Muslim communities: <ul style="list-style-type: none"> <li data-bbox="496 427 1189 600">➤ Team knowledge = Prevent Team made up of highly qualified and experienced senior Muslim professionals e.g. the Head of the Prevent Team was also the Head of Youth at the Council <li data-bbox="496 607 1189 898">➤ Corporate knowledge = Birmingham City Council has good grasp of Muslim communities and understanding of, and engagement with, Muslim communities with a number of elected Members, community engagement forums and ‘issue specific’ groups e.g. the Community Cohesion Forum chaired by the Chief Executive <li data-bbox="359 904 1118 972">• Size and diversity of the Muslim communities in Birmingham is significant and complex <li data-bbox="359 978 1161 1084">• Evidence of strong support by the Lead Equality and Diversity Member but more work needs to be done with other elected Members 	2.5
<p data-bbox="347 1128 1106 1234"><i>Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives</i></p> <ul style="list-style-type: none"> <li data-bbox="359 1240 1189 1487">• Clear demonstration of knowledge and understanding of the Prevent agenda e.g. <ul style="list-style-type: none"> <li data-bbox="496 1314 1189 1487">➤ Individual knowledge and leadership = Head of Equality and Diversity leading on the Prevent agenda happens to be a highly regarded and knowledgeable scholar on Islam <li data-bbox="359 1494 1145 1599">• Clear understanding of the drivers and causes of extremism via projects such as Study Circles, Success Clubs etc <li data-bbox="359 1606 1098 1682">• Knowledge and understanding of the Prevent objectives e.g. a clear Pathfinder strategy 	3
<p data-bbox="347 1722 1139 1827"><i>Development of a risk-based preventing violent extremism action plan, in support of delivery of the Prevent objectives</i></p> <ul style="list-style-type: none"> <li data-bbox="359 1834 815 1868">• Action Plan for Pathfinder <li data-bbox="359 1874 807 1908">• Action Plan for 2008 – 11 <li data-bbox="359 1915 1082 1975">• Community Cohesion Executive link to West Midlands Police 	2

<p>Effective oversight. Delivery and evaluation of projects and actions</p> <ul style="list-style-type: none"> • Informal monitoring of Pathfinder Projects (by BCC) • Assessments by Lord Patel, HMIC and the Audit Commission • Independent Review and Evaluation • Clearer audit arrangements have been put in place • Governance structures have been improved • Secondment of personnel from the West Midlands Police to help with programme management 	2.5
<p>Overall Score</p>	2.5

Achieving a higher score against NI 35 is the objective of Birmingham City Council, albeit with the caveats listed above. Based on the independent evaluation placing Birmingham currently at 2.5, a realistic target would be:

- i) 3 by the end of 2008 – 2009
- ii) 3.5 by the end of 2009 – 2010
- iii) 4 by the end of 2010 – 2011

Birmingham is waiting for the Office for Public Management to complete their work of developing an effective performance management for the N135 framework. Once this work has been completed an accurate reflection of the work being undertaken in Birmingham can be made.

PVE Steering Group – NI35: Building Resilience to violent Extremism

Terms of Reference

The Steering Group will oversee the local delivery of PREVENT one of the four strands of the Government's counter terrorism strategy known as CONTEST across the City of Birmingham in accordance with the National Indicator 35: Building Resilience to Violent Extremism.

The Programme Board will be responsible to the Community Safety Partnership for ensuring the programme delivers within its agreed parameters, i.e. cost, timescales, impact.

Membership

Birmingham City Council

- Director of Public Affairs & Communications
- Service Director, Inclusion Services
- Director of Constituency Services
- Director Safer Birmingham Partnership
- Strategic Director of Environment & Culture (Acting)

Partner Agencies

- Director of UK Borders Agency
- West Midlands Police Authority Member
- Government Office West Midlands
- Regional Prisons PVE Lead
- Senior Officer from Probation Services

Community members representing

- Birmingham Central Mosque
- Ashram Housing Association
- Birmingham Race Action Partnership
- Islamic Relief
- Muslim Women's Advisory Group
- Waits Action

Responsibilities

Make Recommendations to Safer Birmingham Partnership Executive Board regarding the Partnership's Delivery Plan for Preventing Violent Extremism.

Maintain an overview of activity linked to the Delivery Plan across Birmingham ensuring that the objectives of the national PREVENT Strategy are being addressed.

Identify opportunities to further develop the plan by feeding into other departments with a shared interest in the prevention of violent extremism across Birmingham.

Identify interdependencies between different work strands looking for opportunities to mainstream PREVENT related work.

Identify and encourage the sharing of good practice and joint working between agencies.

Receive reports of progress from the Programme Manager outlining progress of projects and to identify any risks and issues that effect delivery of the Programme.

Report progress and any risks to the effective delivery of the programme to the Safer Birmingham Partnership Executive Board via the Chair.

Monitor performance against NI35.

At the end of the Programme:

- i. Assurance that all projects have been delivered satisfactorily
- ii. Approval of the end of programme report following evaluation
- iii. Forward decisions and recommendations to the Safer Birmingham Partnership Executive Board.
- iv. Programme closure notification to Safer Birmingham Partnership Executive Board.

Stakeholder Engagement Strategy

- (a) following identification of stakeholders, criteria on how they will be grouped and tracked
- (b) how the programme will engage with all stakeholders, including mechanisms for encouraging, receiving and responding to feedback
- (c) measures to determine how well the communication process is engaging with stakeholders, as defined by the Programme Communication Plan, which is designed to:
 - (i) raise awareness amongst all stakeholders of the intended outcomes of the programme
 - (ii) keep all stakeholders informed of progress before, during and after delivery of projects
 - (iii) promote key messages from the programme
 - (iv) demonstrate a commitment to meeting the requirements of the Community Safety Partnership
 - (v) make communications and dialogue by encouraging stakeholders to provide feedback and ensuring that they are informed about the use of their feedback to influence the programme or individual projects
 - (vi) ensure all those responsible for projects have an understanding of the outcomes of the programme.

A communication plan has been formulated as a result of an initial stakeholder engagement strategy. A copy of the Stakeholder engagement map is attached.

The Programme will engage with the stakeholders in the following manner;

- i. key players – monthly meeting
- ii. need strong buy-in – bi-monthly meeting
- iii. active consultation – monthly or bi-monthly meeting through structured meetings systems in existence
- iv. maintain interest – phone call every two months
- v. keep informed – written update every three months following Programme Board meeting

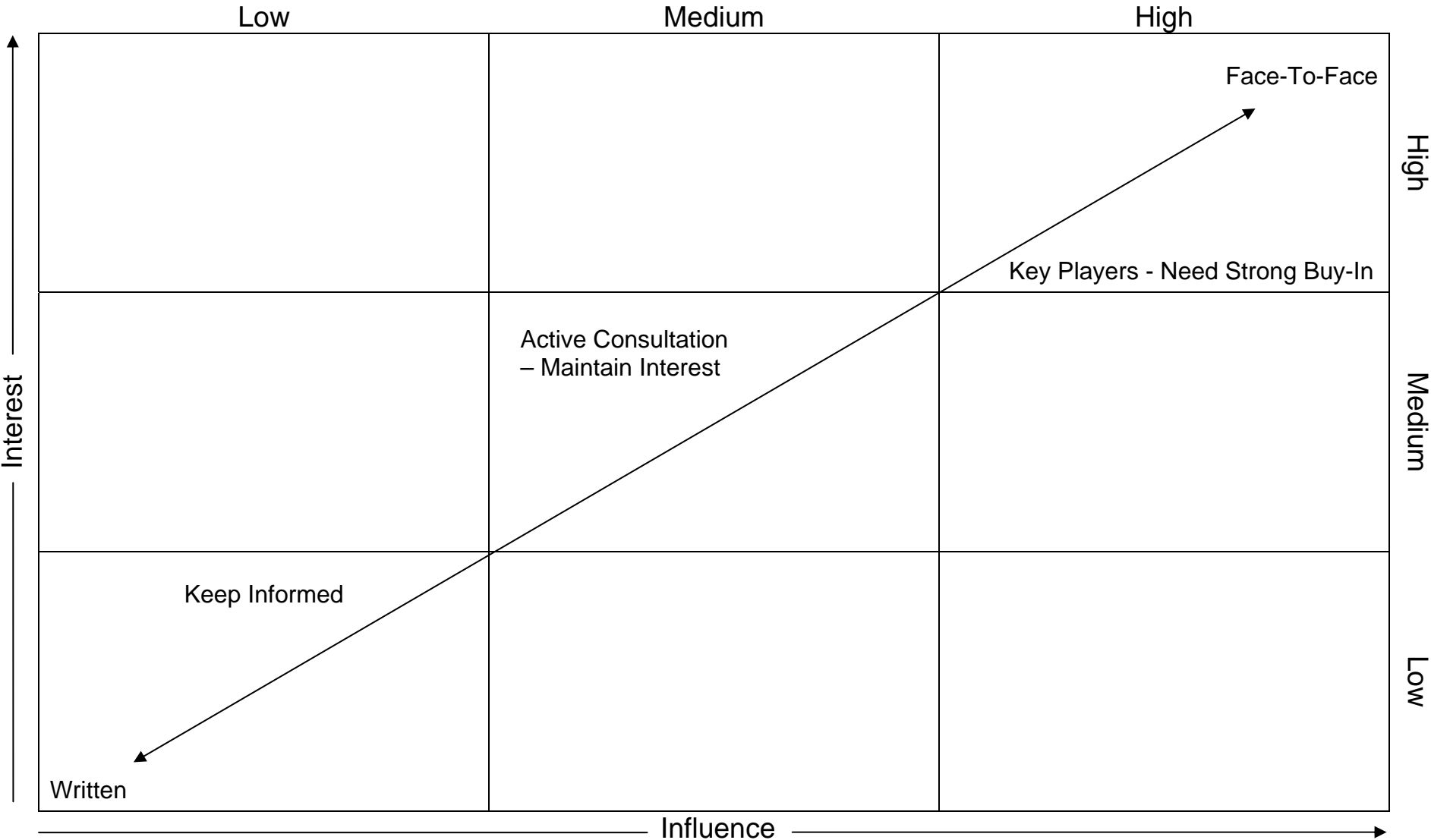
The purpose of the communication is

- (i) raise awareness amongst all stakeholders of the intended outcomes of the programme
- (ii) keep all stakeholders informed of progress before, during and after delivery of projects
- (iii) promote key messages from the programme
- (iv) demonstrate a commitment to meeting the requirements of the Community Safety Partnership
- (v) make communications and dialogue by encouraging stakeholders to provide feedback and ensuring that they are informed about the use of their feedback to influence the programme or individual projects
- (vi) ensure all those responsible for projects have an understanding of the outcomes of the programme.

A spreadsheet will be maintained within the programme office to ensure the Communication Plan is rigidly adhered to. The stakeholder engagement map will be reviewed every four months (next April 2009) to ensure stakeholders are being appropriately engaged with, dependent upon their level of interest and influence.

A formal media strategy is currently under development in conjunction with Birmingham City Council's Press office.

STAKEHOLDER ENGAGEMENT MAP





Be Birmingham Partnership Framework

Strategic Thematic Boards & Partnerships, (including forums, sub groups & cross-cutting time limited working groups)

