

Community & social cohesion in the East Midlands

March 2009



Imagine the communities of 2015 ... thriving and prosperous places where people from all different backgrounds are equal, and where everyone matters – whether old or young, settled or new, black or white. There are local places where all groups feel that they are treated fairly, and that they have a responsibility to others that transcends the differences between them.

Places where people are not fearful of meeting their neighbours, and where they don't see individual differences as a barrier to the success of the whole community. Imagine the local towns and villages where shared spaces – parks, community centres, villages and estates – are a reflection of what binds people together.

Where people have been inspired to get out and work together to solve problems – regenerating their physical spaces, or bringing young people together for shared activities that have resulted in a strong civic spirit.

Imagine places where people are confident about change and the benefits it brings, who are not threatened by others, and who are able to welcome newcomers and offer them the support they need. Where people themselves are the catalysts for change in their local communities – working to bridge the gaps between groups, and to mediate through tensions and conflicts. Where people recognise that while there will always be difference, it need not always be divisive.

Through the conversations we have had as an organisation, we have seen that there is a way to get to our vision. That the world is changing, but that we can shape it. And that if we take integration and cohesion seriously, together we can move from making difference important, towards making an important difference.

Contents

	Page
1.0 Introduction	4
1.1 Community Cohesion	5
1.2 The East Midlands context	6
1.3 Cohesion, equality and Preventing Violent Extremism	8
1.4 Good practice in the East Midlands	11
2.0 Annex 1	17
2.1 Useful links	20
2.2 Bibliography and References	21
3.0 Community cohesion toolkit	23
3.1 What is the toolkit about?	23
3.2 How do I implement the principles?	25
3.3 Useful resources to embed social/community cohesion	30
3.4 Summary of key principles	32

1.0 Introduction

Everyone deserves to live in a strong community, where people get along with each other, where no-one feels excluded, and where everyone has the chance to play a full part in local life.

In Britain, we have learnt to celebrate the talents and contribution to our society of people from different backgrounds, races and faiths. We are becoming more comfortable in our differences and confident in our shared values. The latest data from the Citizenship Survey shows that 82 per cent of people feel that individuals from different backgrounds get on well in their area.

But our continued progress should not be taken for granted; today patterns of migration are changing greatly, with other demographic and social shifts affecting the way we live, work, and relate to each other.

Waterhouse Consulting Group (WCG) has been commissioned by the Equality and Human Rights Commission (EHRC) to produce a toolkit to assist organisations in the East Midlands further enhance cohesiveness in community.

In this report, the importance of community cohesion is highlighted, and some best practice case studies have been analysed and introduced, to give examples of projects underway in the East Midlands and throughout the United Kingdom.

The toolkit at the end of this document can be tailored to an individual's needs and used by organisations who are implementing new policies, embarking on new service design and delivery or simply reviewing existing practices. It has been positioned at the end of the document so organisations can easily have access to only the toolkit and not the whole report if desired. By following the principles recommended in the toolkit, the organisation can ensure everyone regardless of age, disability, gender, race, religion, belief and sexual orientation are included, not overlooked or sidelined. This in effect creates a cohesive society for all.

1.1 Community Cohesion

Community cohesion describes the ability of communities to function and grow in harmony together rather than in conflict. It has strong links to concepts of equality and diversity given that community cohesion can only grow when society as a whole recognises that individuals have the right to equality (of treatment, access to services etc...) and respects and appreciates the diverse nature of our communities. Communities that are strong and inclusive lead to a better quality of life, a stronger sense of identity, belonging, mutual respect and equality, this is central to the idea of a civil society on which democracy rests.

An integrated and cohesive community is one where:

- ❖ There is a clearly defined and widely shared sense of the contribution of different individuals and different communities to a future vision for a neighbourhood, city, region or country.
- ❖ There is a strong sense of trust in institutions locally to act fairly in arbitrating between different interests and for their role and justifications to be subject to public scrutiny.
- ❖ There is a strong sense of an individual's rights and responsibilities when living in a particular place – people know what everyone expects of them, and what they can expect in return. Those from different backgrounds have similar life opportunities including access to services and treatment.
- ❖ There is a strong recognition of the contribution of both those who are newly arrived and those who already have deep attachments to a particular place, with a focus on what they have in common.
- ❖ There are strong and positive relationships between people from different backgrounds in the workplace, in schools and other institutions within neighbourhoods.

In order to create a healthy society where every individual genuinely feels part of the community, a cohesive society is necessary. This leads to the question: what is it that leads to the breakdown of community cohesion?

Some of the strongest points that outline why community cohesion breaks down are;

- A lack of strong civic identity and shared social values to unite communities.
- Fragmentation and polarisation of communities amounting to segregation.
- Not involving local communities, especially young people in decision making and planning.

- Inter-generational tensions.
- Increasing territorial mentality in asserting different racial, cultural and religious identities.
- Inadequate provision of youth services and facilities.
- High level of unemployment, especially young people.
- Activities of extremist groups.

1.2 The East Midlands context

The Economy

It is clear that the global economy is facing significant challenges. Tighter credit conditions mean that we must all prepare ourselves for more difficult times ahead. The East Midlands has embraced a vision to become a flourishing region, one that is prosperous and productive, enjoying high levels of sustainable economic wellbeing. Over recent years the region has experienced a period of above average economic growth and has been one of the fastest growing regions in England. Structural change in the economy has made the East Midlands more resilient than in the past, with a more diverse business base, meaning that the region is better placed to withstand the current economic difficulties.

With a growing population pushing past 4.4 million people, the East Midlands has seen considerable inward migration, both from other regions and from overseas. The region is forecast to experience the most rapid rate of population growth of any region, including London, over the next decade. The East Midlands has historically suffered from a reliance on low skill and low value activities, resulting in lower productivity and less high quality, well paid jobs.

The East Midlands has a more diverse economic geography than many other regions. Economic activity is concentrated in the cities of Derby, Leicester and Nottingham, with additional significant centres in Northampton and Lincoln.

The region has very favourable transport links, served by the M1 and A1 road networks and the Midlands, West and East Coast railway lines. This has contributed to the rapid growth in population because of the ease of commuting to the major cities within neighbouring regions. East Midlands Airport, located in close proximity to Leicester, Derby and Nottingham, is the country's principal dedicated freight hub, and has also seen rapid growth in passenger flights. The region is equipped with a strong higher education sector, with 10 universities. This has brought a number of notable developments, examples of which include:

- The University of Nottingham has established a campus in Ningbo, China. This has increased both academic and commercial links with China's rapidly growing economy.

- The growth of the University of Lincoln has brought significant and very visible impacts on the regeneration of Lincoln city centre.

Skills: the East Midlands has historically had a slightly lower proportion of people with higher level skills than average. However, in recent years the region has seen an increase in the proportion of the active population qualified to NVQ Level 4 or above. In 2006 28.1% of economically active people in the region were qualified to this level compared to 25.0% in 2003. In line with these favourable developments, the region is also beginning to see a significant increase in businesses demanding increased skills and greater levels of experience from candidates accessing job opportunities across the area.

Enterprise: with a steady rate of new businesses registering each year, the region has seen a net gain in the number of businesses based within its geographical boundaries over the last decade. As well as providing a healthy basis for business start-ups, a strong regional economy relies on the survival of these new businesses and the East Midlands has a strong business survival rate. In the East Midlands 72.2% of businesses that registered for VAT in 2002 survived for three years compared to 71.3% for the UK.

Innovation: businesses in the region have consistently invested more than average in innovation. Business Enterprise investment in Research & Development (BERD) is above the UK average, as is Gross Domestic Expenditure on R&D, which was equivalent to 1.9% of GVA in 2005 in the East Midlands, compared to 1.8% for the UK.

Competition: the East Midlands has a higher percentage of businesses exporting their goods than in the UK as a whole (4.1% regionally compared to 3.7% nationally). As well as increasing the existing customer base for those exporting firms, this also acts as a buffer to shocks in the domestic economy.

The East Midlands has a developing economy and some of the most diverse neighbourhoods in the Country. By continuing to work towards the inclusion of everyone in the region, the East Midlands can become one of the most prosperous and diverse societies in the United Kingdom.

1.3 Cohesion, equality and Preventing Violent Extremism

Race equality, community cohesion and preventing violent extremism are different, important and, if done effectively, will support one another. Hence both in central, regional and local government the same person or group of people is often responsible for all three. But to ensure that we deliver success in all three areas it is important that at the national, regional and local level we are clear both about the differences and the synergies between the three agendas.

Central to race equality is the core aim of building a society based upon the principles of freedom and fairness for all people regardless of their racial or ethnic background. The concept of racial equality focuses on narrowing and where possible eliminating those gaps between different groups which have been shown to cause significant disadvantage and tension between communities. This will help promote cohesion and tackle extremism, but it's not enough on its own, and there are other, wider, motivations for promoting race equality.

Building community cohesion is about building better relationships between people from different backgrounds including those from new and settled communities. Experience has shown that violent extremism can emerge from even the most cohesive communities, but that extremist messages are less likely to find support in this environment. Therefore, work to build cohesion can help prevent violent extremism but will not be enough on its own.

To prevent violent extremism we often need a targeted approach which deals with the specific threat, builds resilience to extremist messages at a community level but also works to counter the global terrorist ideology. At the same time a community in which extremism is minimised is likely to be one where people have more confidence to build relationships with one another and so increase community cohesion and racial equality.

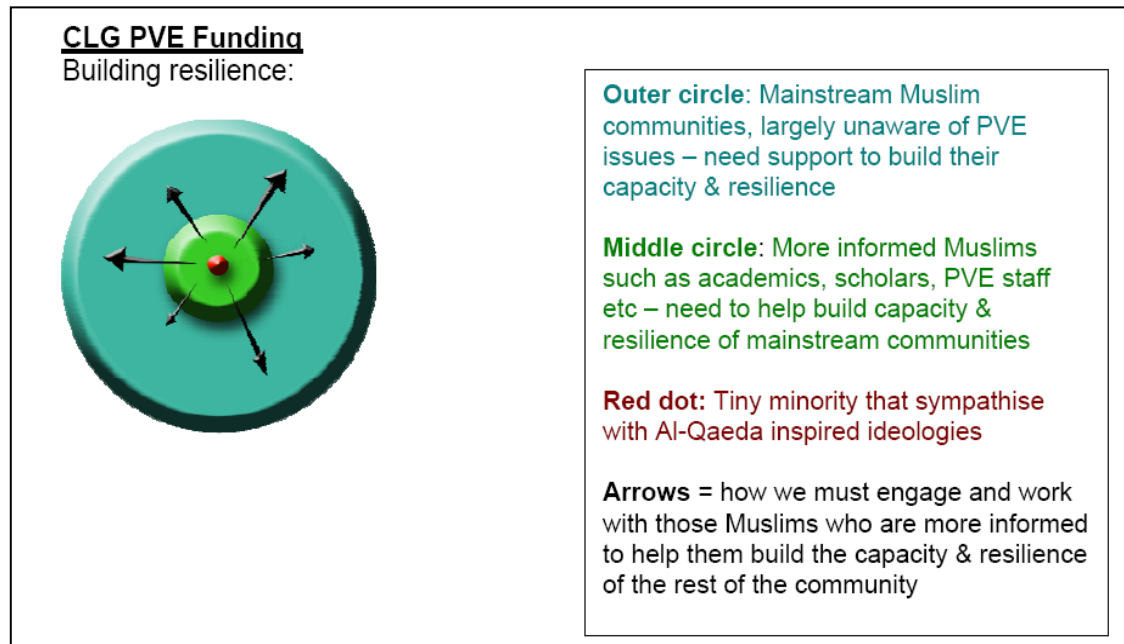
The Preventing Violent Extremism Pathfinder Fund was launched by the Department for Communities and Local Government in October 2006 to support priority local authorities in developing programmes of activity to tackle violent extremism at the local level. It forms an integral part of the Government's wider national framework which is set out in *Preventing Violent Extremism: Winning hearts and minds*.

The fund aims to build on the work that leading local authorities are already doing – understanding and engaging in dialogue with their communities, forging partnerships with police, community and faith groups and working with mosques and institutions of education. It has enabled and encouraged a much wider group to follow their lead, acting as a catalyst in the development of bottom-up, community-based programmes to tackle violent extremism. The fund is intended to supplement existing funding streams and programmes that

local authorities can and do use to tackle violent extremism and build community cohesion.

Local areas have developed wide-ranging and ambitious proposals covering the full spread of the themes set out in the guidance. This will support work in around 70 priority local authorities. A list of local authorities that have been supported can be found at Annex A.

The diagram below demonstrates how the PVE funding is intended to work, and who the money is aimed at.



The East Midlands

The below excerpt shows the regions in the East Midlands that have received and are due to receive funding for the Prevention of Violent Extremism.

Government Office Region	Local authorities receiving funding 2008/9	Local authorities receiving funding 2009/10	Local authorities receiving funding 2010/11
East Midlands	Derby UA	Derby UA	Charnwood
	Leicester UA	Leicester UA	Derby UA
	Northampton	Northampton	Leicester UA
	Nottingham	Nottingham UA	Northampton
			Nottingham UA

The East Midlands region received £300,000 of PVEPF funding for the year 2008/09. In total, the East Midlands authorities returned information about 25 PVEPF (preventing violent extremism pathfinder) projects. These mostly included debates and discussions (10 projects), whilst low numbers made use of non-accredited training (2 projects) and accredited training (1). The projects

in the region used web/electronic/printed material delivery methods the most (9 projects) and community-based, outreach/peripatetic and educational establishment work slightly less often.

Projects in the East Midlands mostly had Muslim communities as their primary beneficiaries (11 projects), whilst eight projects did not state a primary beneficiary promoting group at all. Almost half of the PVEPF projects in the East Midlands identified with the PVEPF priorities of promoting shared values (12 projects) and supporting civic and theological leadership (11 projects), with around a quarter identifying with community resilience and skills development.

There is currently a comprehensive review being compiled of projects that have already been delivered. This report is due to be published in the summer of 2009.

Nottingham Muslim Steering Group Away Day

Nottingham City Council carried out consultation and PVE training with council staff and community stakeholders in Nottingham where there was an urgent need for intervention between opposing groups in the Muslim community as well as facilitating an away day for the steering group aimed at developing their action plan.

The three key objectives for this event were to:

1. build relationships between the diverse members of the Muslim community that are involved in the steering group;
2. deal with issues of conflict regarding the PREVENT agenda and to collectively agree on a narrative for the agenda that can be used effectively with the Muslim community in Nottingham and;
3. develop an outline plan of prioritised projects that can be further developed.

The Nottingham Muslim steering group away day exposed a number of underlying tensions between the different groups within the Muslim community participants to see their differences for the benefit of their community. By the end of the day, individuals were working well together – developing plans and debating issues in a healthy way. The fact that the facilitators/trainers were from outside Nottingham but at the same time known and respected professionals was useful and help to develop an atmosphere of trust and mutual respect. The project plans that emerged from the day, and the relationships built have been an excellent starting point for the PVE strategy in Nottingham.

Full information about the project can be found on the Nottingham City Council's website: <http://www.nottinghamcity.gov.uk/CHttpHandler.ashx?id=6635&p=0>

1.4 Good practice in the East Midlands

Leicester

Leicester City Council is mainstreaming the community cohesion theme across its main service areas. It intends to further embed these principles into service delivery. Leicester has a very diverse population and community cohesion is thus an important strand in the council's corporate plan. It is also a cross-cutting theme in its community strategy and in all four areas of its local area agreement (LAA). However, community cohesion is one of the few areas of council activity that is not driven by statutory obligations. It has only one national indicator. This means that promoting community cohesion could be patchy across a council. Interpretations between departments and service areas may well vary.

Members and officers can struggle to understand what community cohesion is, or how it relates to the council's core business. This is particularly so in service areas where cohesion is not an obvious part of service planning. Community-based projects and programmes are more straightforward. It is possible to gather evidence and measure benefits to the community. However, community cohesion in service delivery can be harder to conceptualise and thus harder to sell as a priority. This is particularly so in terms of funding.

Leicester devised a number of sessions as part of a scrutiny review process. They were organised by a Scrutiny Task Group. Major Service areas were asked to come and speak for ten minutes on how community cohesion relates to their core activities and day-to-day work.

These presentations involved officers from:

- housing
- community safety
- youth services
- regeneration
- cultural services
- schools
- social care and health
- communications
- libraries
- transport
- equalities
- those working with asylum seekers, refugees and new economic migrants.

Examples of presentations given included:

- the housing programmes to support new tenants,
- the range of large and small-scale cultural programmes bringing people from different backgrounds together in shared experiences,
- the school twinning programmes and responses to faith-school issues,

- the volunteer and youth development work among young people and 'street level' sporting events,
- the role of libraries in integrating new arrivals, asylum seekers and refugees and helping them to get work experience,
- neighbourhood management as a means of joining up services,
- the importance of local employment opportunities in regeneration projects.

Other mainstreaming activities included a senior managers' forum. This meets up to four times a year to offer senior managers' training and development. One of these forum sessions was allocated to raise awareness of community cohesion and provide updates on developments on this theme. The discussions fed into Leicester's Community Cohesion strategy.

A further outcome has been the publication of a booklet entitled '***The Diversity of Leicester: a Demographic Profile***'. This brought together both 'hard' statistical data and 'soft' local intelligence on Leicester's diverse population and its needs. Senior managers wanted this information in order to have an accurate and reliable understanding of the people who lived in the city.

Leicester also designed an information dissemination programme for staff on its Community Cohesion Strategy. The programme took the form of workshop-based sessions. They were intended to help officers understand community cohesion and help them to incorporate the strategy into departmental services.

The workshops outlined the philosophy and principles of community cohesion. They also considered the council's current community cohesion activities. Participants saw how to identify gaps in service provision and could then prioritise areas for improvement and identify ways forward.

The Scrutiny Task Group has highlighted how community cohesion has become part of Leicester's services over the last three years. This was something that the council did not previously have real evidence of, though it had hoped this was happening. The scrutiny review process was vital to this process while at the same time engaging members in cohesion issues. It has effectively shown how mainstreaming cohesion can help deliver high-quality services throughout the council's activities. This in turn has helped the cohesion agenda remain a high priority within the council. The senior manager's forum and the staff dissemination programme have ensured that community cohesion continues to be a priority for the council.

Leicester Pathfinder had already established routes to developing community cohesion within the City under the umbrella of their diversity agenda. A strong Local Strategic Partnership has underpinned Leicester's approach to the Programme, providing a strong community based platform for the programme and a means of engaging widely with local communities.

In terms of sustaining the programme, Leicester has ensured that the targets and objectives of the Pathfinder programme are reflected in the planning documents of the LSP and the City Council.

Leicester's success to date has been in the strength and breadth of its formal and informal networks for delivering community cohesion. As a Beacon Council for community cohesion, Leicester City Council has demonstrated a high level of commitment to the principles of community cohesion. The Pathfinder Programme in Leicester builds on this record of excellence with a programme that places the community and voluntary sector at the heart of a strong partnership. Each of the ten projects within the Leicester Pathfinder reaches out to young people at risk of exclusion and alienation through utilising leadership skills to welcome diversity, reduce prejudice, challenge myths and resolve conflict. Key outcomes are:

- *Greatly enhanced relationships with the local press combined with better strategic relationships between local media, the City Council and the community with practical projects that involve young people in reporting on community cohesion activities within the media.*
- *A bottom up approach to project integration which places the onus on funded participants in the Pathfinder Scheme for making sure the programme integrates with other similar programmes on the ground.*
- *Projects tackling cohesion through schools based work with young people, which will link into the extended schools programme.*

Charnwood

Charnwood Pathfinder has built upon its existing connecting community's programme which for a number of years sought to identify the issues that bind local communities together.

The Pathfinder programme represents the next phase of development. It aims to overcome a historical lack of "organisational learning" and then to convert this better understanding of local social issues into changes in how local organisations work together.

Charnwood has focused particularly on generating and releasing capacity within the voluntary and community sector.

Key outcomes of the programme so far have been:

- An open call to voluntary sector organisations designed to encourage smaller or less well engaged groups to participate in the Pathfinder programme. Funding for small scale projects was in effect used as an incentive for engagement. Though this approach to project development can lead to logistical problems, it has had the effect of opening the Pathfinder programme to a wider group of participants than would normally be the case.

- Creation of a Web-based community resource to record a wide range of community information in relation to community cohesion. This can be used as a source of best practice for local voluntary sector groups by sharing information from a number of different sources.
- Research commissioned from Staffordshire University (in partnership with the Leicester Pathfinder) to establish the economic impact of new arrivals to the area, with a view to quantifying the positive contribution new communities can make.

Charnwood has used community profiling and information sharing to find out what is going on in the local area and 'join up' services wherever possible. This approach has been an essential element of their drive towards creating a sustainable programme.

By mapping services, Charnwood has successfully identified gaps which will be picked up by mainstream funders. As a Pathfinder working within a two tier political structure, Charnwood has sought to use the community cohesion agenda to build better links between the County and the District. The County has joint funded parts of the programme and it is hoped cooperation around the agenda will continue.

Derby

Highlighting and developing key strengths within the University of Derby. The UK Government has set a target of 50% Higher Education (HE) enrolment for 18-21 year olds by 2010. The HE Sector is now looking at providing more support for traditionally resistant groups, these include:

- Students from geographically remote areas,
- Students from under represented ethnic minorities,
- Students with no family history of HE,
- Mature/ working students.

This project has been sponsored by the Higher Education Funding Council for England to examine how HE provision can be made more flexible and accessible to students particularly from the above groups.

Other projects exist at Northampton, Leeds Metropolitan, Staffordshire Universities and The Medway Consortium. The pilots have been tailored to build on Derby University's leading reputation for flexible learning and "Learning through work".

*The Leicester Mercury's relationship with the **Leicester Multi-Cultural Advisory Group (LMAG)** is a positive example of how media can work with local voluntary and statutory partners to promote the messages of integration and cohesion to a wide audience. The local newspaper editor chairs the Advisory Group's regular meetings. Trust is developed because the confidentiality of discussions and meetings is respected. The editor's presence is not to report on what is said at the meetings, but to provide an opportunity for dialogue to achieve a greater degree of understanding between the media and community groups. This contributes to more effective, sensitive and informed reporting, which promotes cohesion and overcomes the challenges of sensationalism and myths. The paper's approach is to challenge sensationalism and myths, and it has an effective rebuttal policy in place if far right and extremist messages are voiced in communities.*

Mansfield

Mansfield District Council, Mansfield Community and Voluntary Service, the Human Relations Network and the Nottinghamshire Police form the core of a Pathfinder Partnership aimed at tackling the effects of the loss of the mining culture and the effects of Mansfield's history on social cohesion in the area. It aims to address these issues by building a sense of shared history at a community level and developing models through which community cohesion can be promoted and developed in the future. Key outcomes so far include:

- The healing history project, through which community and voluntary sector representatives provided workshops at which the local history of Mansfield and in particular its mining culture could be explored. The project was aimed at groups of citizens which spanned old and young and representatives of different communities.
- The 'This is where I live' project, aimed at creating a greater understanding amongst young people of their past. The Pathfinder is planning to distribute it to agencies, including the police as part of their background training reminding people about cohesion from others' perspectives.
- A range of projects aimed at engaging with local faith communities and the wider community. The projects include the development of an inter-faith network and the production of a report called 'Religious Identities post September 11th'. The objective of these projects is a practical one – constructive engagement of Mansfield's faith communities in producing the local community strategy and Active Citizenship agenda.
- A programme of 'dialogue facilitation' designed to get neighbours talking to each other. The project uses community and voluntary sector groups in getting neighbours talking to each other about common issues, such as local educational standards, intergenerational issues and even national and international issues. The objective is to promote greater understanding and communication between neighbours.

Cotton Lane Activity Centre: Derby City Council's Cohesion Strategy
'The 'Derby Way' relies on three principles: Integration requires a degree of individual and group acceptance and co-operation; Cohesion requires a significant level of collective joint working to overcome factions and conflict; and 'it's about people sticking together'.

This strategy emphasises the importance of shared communal space to allow for interaction, and for people to meet. Cotton Lane Activity Centre is in an area where there is a lack of shared spaces, and now stands in the neighbourhood as a dedicated publicly owned, accessible-to-all building. Users having public meetings there contribute to the costs of the building and its up-keep activities include children's activity schemes and public meetings.

Legislative Changes

The Home Office has modernised race relations laws to ensure that public bodies promote equality, and has introduced tough new penalties for racially aggravated offences. Plans to increase in the recruitment, retention and promotion of black, minority ethnic staff have also been implemented.

Work on race must continue to maintain momentum in ensuring that recent laws are being used effectively, and that the recruitment initiative continues to improve, helping to increase the number of people who feel that they live in inclusive communities.

Government Offices monitor and implement funding streams aimed at promoting social inclusion and community cohesion, including the 'Connecting Communities' programme. It carries out important work monitoring tensions arising in the diverse communities of the region and feed back information to Government. Government offices also lead on promoting inter-faith awareness within the region and on monitoring the integration and inclusion of New Arrivals, asylum seekers and refugees.

Whilst this report provides a short overview of community cohesion, and some projects that are being undertaken. It is very difficult to provide recommendations based on work undertaken, locally or nationally. It is recommended that the toolkit in section 3 is used by organisations to help promote the integration of every individual in society, and in turn raise the standards for community cohesion, leading the way for the remaining counties in the country.

2.0 Annex 1

Local authorities receiving funding in support of work to prevent violent extremism

Government Office Region	Local authorities receiving funding 2008/9	Local authorities receiving funding 2009/10	Local authorities receiving funding 2010/11
South West	Bristol	Bristol	Bristol
			Gloucester
South East	Aylesbury Vale	Aylesbury Vale	Aylesbury Vale
	Crawley	Brighton and Hove UA	Brighton and Hove UA
	Milton Keynes UA	Crawley	Crawley
	Oxford	Milton Keynes UA	Medway UA
	Portsmouth UA	Oxford	Milton Keynes UA
	Reading UA	Portsmouth UA	Oxford
	Slough UA	Reading UA	Portsmouth UA
	Southampton UA	Slough UA	Reading UA
		Southampton UA	Slough UA
		Woking	Southampton UA
		Wycombe	Windsor and Maidenhead UA
			Woking
			Wycombe
London	Barking and Dagenham	Barking and Dagenham	Barking and Dagenham
	Barnet	Barnet	Barnet
	Brent	Bexley	Bexley
	Bromley	Brent	Brent
	Camden	Bromley	Bromley
	Croydon	Camden	Camden
	Ealing	Croydon	Croydon
	Enfield	Ealing	Ealing
	Greenwich	Enfield	Enfield
	Hackney	Greenwich	Greenwich
	Hammersmith and Fulham	Hackney	Hackney
	Haringey	Hammersmith and Fulham	Hammersmith and Fulham
	Harrow	Haringey	Haringey
	Hillingdon	Harrow	Harrow
	Hounslow	Hillingdon	Hillingdon
	Islington	Hounslow	Hounslow
	Kensington and Chelsea	Islington	Islington
	Kingston upon Thames	Kensington and Chelsea	Kensington and Chelsea
Lambeth	Kingston upon Thames	Kingston upon Thames	

	Lewisham	Lambeth	Lambeth
	Merton	Lewisham	Lewisham
	Newham	Merton	Merton
	Redbridge	Newham	Newham
	Southwark	Redbridge	Redbridge
	Sutton	Richmond upon Thames	Richmond upon Thames
	Tower Hamlets	Southwark	Southwark
	Waltham Forest	Sutton	Sutton
	Wandsworth	Tower Hamlets	Tower Hamlets
	Westminster	Waltham Forest	Waltham Forest
		Wandsworth	Wandsworth
		Westminster	Westminster
East of England	Bedford	Bedford	Bedford
	Luton UA	Luton UA	Cambridge
	Peterborough UA	Peterborough UA	Luton UA
	Watford	St. Albans	Peterborough UA
		Watford	St. Albans
		Watford	
East Midlands	Derby UA	Derby UA	Charnwood
	Leicester UA	Leicester UA	Derby UA
	Northampton	Northampton	Leicester UA
	Nottingham	Nottingham UA	Northampton
			Nottingham UA
West Midlands	Birmingham	Birmingham	Birmingham
	Coventry	Coventry	Coventry
	Dudley	Dudley	Dudley
	East Staffordshire	East Staffordshire	East Staffordshire
	Sandwell	Sandwell	Sandwell
	Stoke-on-Trent UA	Stoke-on-Trent UA	Stoke-on-Trent UA
	Walsall	Walsall	Telford and Wrekin UA
	Wolverhampton	Wolverhampton	Walsall
			Wolverhampton
Yorkshire and the Humber	Bradford	Bradford	Bradford
	Calderdale	Calderdale	Calderdale
	Kirklees	Kirklees	Doncaster
	Leeds	Leeds	Kingston upon Hull; City of UA
	Rotherham	Rotherham	Kirklees
	Sheffield	Sheffield	Leeds
			Rotherham
			Sheffield
		Wakefield	

North West	Blackburn with Darwen UA	Blackburn with Darwen UA	Blackburn with Darwen UA
	Bolton	Bolton	Bolton
	Burnley	Burnley	Burnley
	Bury	Bury	Bury
	Hyndburn	Hyndburn	Hyndburn
	Liverpool	Liverpool	Liverpool
	Manchester	Manchester	Manchester
	Oldham	Oldham	Oldham
	Pendle	Pendle	Pendle
	Preston	Preston	Preston
	Rochdale	Rochdale	Rochdale
	Stockport	Stockport	Salford
	Tameside	Tameside	Stockport
	Trafford	Trafford	Tameside
			Trafford
North East	Middlesbrough UA	Middlesbrough UA	Middlesbrough UA
	Newcastle upon Tyne	Newcastle upon Tyne	Newcastle upon Tyne
			Stockton-on-Tees UA
			Sunderland

2.1 Useful links:

- ❖ *A toolkit to help schools contribute to the prevention of violent extremism*
http://www.oldham.gov.uk/preventing_violent_extremism_toolkit_for_schools.pdf
- ❖ *Cohesion Impact Assessment Tool* (Communities and Local Government)
www.communities.gov.uk/documents/communities/pdf/communitycohesiontool.pdf
- ❖ *Guidance on producing a Migrants' information pack* (IDEA) and *How to communicate important information to new migrants* (Communities and Local Government)
www.idea.gov.uk/idk/core/page.do?pageId=7917246
- ❖ *Leading Cohesive Communities* (LGA)
www.lga.gov.uk/lga/publications/publication-display.do?id=21989
- ❖ *Guidance on the duty to promote community cohesion* [in schools] (DCSF/Communities and Local Government)
www.teachernet.gov.uk/wholeschool/communitycohesion/
- ❖ *Community Cohesion Resource Pack* [for schools] (DCSF)
www.teachernet.gov.uk/wholeschool/communitycohesion/communitycohesionresourcepack
- ❖ *Community Cohesion and Housing: a good practice guide* (CIH £28)
www.cih.org/publications/pub655.htm
- ❖ *Promoting Sustainable Communities and Community Cohesion* (ASC)
www.hcaacademy.co.uk/sites/default/files/Promoting_sc_cohesion_full_apr07.pdf

2.2 Bibliography and References

Commission on Integration & Cohesion (2007), *Our Shared Future*, Wetherby, Crown.

Communities and Local Government (2008) *Local authorities receiving funding in support of work to prevent violent extremism*, London, CLG.

Communities and Local Government (April 2007), *Preventing violent extremism pathfinder fund 2007/2008 case studies*, London, CLG.

Communities and Local Government (2008), *Preventing Violent Extremism pathfinder fund: mapping of project activities 2007/2008*, Nottingham, CLG.

Department for children (2008), schools and families, *Learning together to be safe*, Nottingham, DCSF.

East Midlands Development Agency (2009), *Regional Economic Strategy – ‘A flourishing region’*, Nottingham, EMDA

Home Office (June 2004), *Community Cohesion Pathfinder programme*, London, Home Office.

Home Office (March 2005), *Community Cohesion: Seven steps, a practitioner's toolkit*, London, Home Office.

Leicester City Council (May 2008), *The diversity of Leicester: A demographic profile*, Leicester, Leicester City Council.

Nottingham County Council (August 2008), *Nottingham Muslim Steering Group Away Day; report of proceedings and output from event*, Nottingham, Waterhouse Consulting Group.

Suffolk County Council (June 2008), *Social Inclusion and Community Cohesion Toolkit*, Suffolk, Suffolk County Council.



**Community Cohesion toolkit
For organisations in the East Midlands**

March 2009

3.0 Community Cohesion toolkit for organisations in the East Midlands

3.1 What is this toolkit about?

In order to support organisations in the East Midlands to meet obligations to consider inclusion and community cohesion in all planning, practices and services this toolkit has been developed to act as a concise reference guide, with a checklist to help ensure that the following five social inclusion principles are embedded across the organisation.

What are the five social inclusion principles and why should they be important?

The five principles help to improve our understanding of what ‘inclusion’ means in practice:

1. Understanding the needs of individuals, families, neighbourhoods and communities
2. Recognising, planning for and responding to the changing demography of the East Midlands
3. Recognising that social exclusion can affect anybody
4. Understanding the specific barriers to participation faced by individuals and communities
5. Involving individuals and communities from diverse backgrounds in planning services

By considering these five principles when planning and delivering the services provided, it will ensure that there is fair treatment and access to services for everyone.

Social Exclusion, Social Inclusion and Community Cohesion are inextricably linked. Sometimes the terms are used as one and the same. However, there are subtle differences between them as the following definitions demonstrate:

Social Exclusion

“Social Exclusion often occurs when people or places suffer from a series of multiple problems including: unemployment, poor skills, low incomes, poor housing, high crime environments, rural isolation, poor health and family breakdown”. Cabinet Office, Social Exclusion Unit

Social Inclusion

“Social Inclusion is the term given to policies and procedures, through which the problems causing social exclusion are tackled. Social Inclusion is not simply a remedy; it is also about preventing the circumstances that lead to exclusion”. Cabinet Office, Social Exclusion Unit

While the majority of people living in the East Midlands enjoy a good quality of life, there are certain groups and communities who suffer from social exclusion. It is the responsibility of individual Councils and public, private and voluntary sector partners to respond to this, and to develop a more inclusive and prosperous environment for people to work and live in.

Community Cohesion

“Community Cohesion is about recognising the impact of change and responding to it. It is about people within communities coming together to interact and participate with one another. Community Cohesion is principally the process that must happen in all communities to ensure different groups of people get on well together”. Commission on Integration and Community Cohesion 2007

It is useful to understand the distinctions between these terms. Awareness of the problems associated with **social exclusion** through to addressing, and preventing, those problems by ensuring policies and procedures follow the **social inclusion** principles leads to the outcome of **community cohesion**.

Will this create more work for us?

Following these five principles should not create more work, but should in fact facilitate improvements to the planning and delivery process. This will ensure that all individuals, groups and communities are given due consideration and lead to appropriate services being planned and delivered.

This toolkit uses the five principles to suggest some questions that should be referred to when preparing plans and policies. In addition, the Social Inclusion and Community Cohesion teams across the County and City councils in the East Midlands are available to support all areas of understanding and embedding these principles.

Does this really apply to the work I do?

Yes, the five social inclusion principles should be applied to everything that we do, particularly when we work in areas like:

- Adult and Community Services including Libraries
- Children and Young People’s Services including Education
- Community safety
- Culture and sport
- Economic development
- Green spaces

- Highways planning
- Rural services
- Transport
- Waste management

The five social inclusion principles also support the preventing Violent Extremism programme; by taking time to assess the needs of individuals, groups and communities who could be affected by our plans, policies and practices, the resulting service delivery outcomes should be more efficiently delivered. This will ensure a best fit between the needs of the population and the resources available regionally.

3.2 How to embed social inclusion & community cohesion: What do I need to do?

Section A outlined how Social Inclusion and Community Cohesion are fundamental to all aspects of work across the region. Section 2 is intended to help you to ask the right questions about your policy planning or service development in order to ensure that the principles of social inclusion are embedded into the process.

The section is divided into 5 parts, each representing one of the Social Inclusion principles outlined in the previous section. Working through the suggested questions will ensure that all five principles are effectively incorporated into any policy or service development. Each point starts with a question and is followed up by a short description of what this might mean in practical terms to decision makers. The action boxes suggest a small number of achievable actions that you will need to undertake to embed each principle.

Principle 1: Understanding the needs of individuals, families, neighbourhoods and communities

i) Have you considered how your service could impact on individuals, families, neighbourhoods and communities across your area?

The principles will help you to consider the impact that the policy or service will have on all sections of the community, including excluded and marginalised groups.

- Is your service accessible to users?
- Have you considered the needs of anyone who may need to use it?
- Is it in the right place?
- Publicised to the right people, at the right times?

This applies as much to the provision of care for the elderly as to design of a road junction.

ii) Have you involved all relevant stakeholders in the development of the policy or service?

Do you really know what the needs are? Have you effectively engaged with the community and consulted them to find out?

ACTIONS TO TAKE:

- Engage effectively and consult actively with key external and internal stakeholders.
- Involve a range of user groups from the beginning of the process to ensure the service is in line with the needs of all potential service users.
- Start to develop a system that allows you to identify who your

Principle 2: Recognising, planning for and responding to the changing demography's

i) Have you used all available data in the production of your services?

The demography of the East Midlands is changing. The importance of evidence based decision making cannot be understated. Any decision needs to be firmly supported by a robust base of data, both quantitative and qualitative. Planning services must be based on an identified need. This reduces the risk of incorrect or misleading recommendations being put forward and also ensures that the service reflects the reality on the ground. More information on the 'cohesiveness' of the East Midlands can be obtained from the Social Inclusion and Community Cohesion Teams.

ii) Are you using the same evidence base as other policies within your councils across the region?

It is important that organisations and Councils work in a systematic and consistent way. This ensures that policies and services are more likely to complement each other as they all use the same evidential baseline data. Examples of research you could consult are the Joint Strategic Needs Assessment and the Community Cohesion Profiling Index; contact the Social Inclusion and Community Cohesion team for more information about these.

ACTIONS TO TAKE:

- Look at all available data in your specific region.
- Involve relevant officers and external partners to make sure no key data or information has been excluded.
- Use the community cohesion indexing profiles to inform your service about potential geographic areas most at risk of community cohesion issues.

Principle 3: Recognising that social exclusion can affect anybody

- i) **Are you thinking about ALL groups in the community?**
Consideration needs to be given to individuals and communities facing exclusion due to lack of employment opportunities, poor education attainment, poor housing, poor health and issues exacerbated by rurality. In addition, the East Midlands is an increasingly diverse county, which includes people from many different nationalities and backgrounds. You need to think about the impacts service development will have and make reasonable adjustments to respond to these different needs.
- ii) **Do your services take into account that social exclusion can affect anybody?**
Some individuals and communities face multiple deprivations, and as their need is consequently more obvious, service planning to take account of their needs can be easier. However, many individuals and communities face social exclusion in relation to one or two factors, so their need is often hidden.
- iii) **Is there a risk that your policy or service development will unintentionally socially exclude any groups of the community?**
Although policies and services rarely intend to discriminate against any specific groups of people in the community, it does not mean that this will not happen in practice once the policy has been implemented. You will need to consider whether this may be the case with your policy or service. You may also find the information relating to Equality Impact Assessments useful, this can be found at:

Charnwood Borough Council -

<http://www.charnwood.gov.uk/pages/equalityimpactassessment>

Derbyshire County Council -

http://www.derbyshire.gov.uk/council/equalities/equality_impact_assessment/default.asp

Leicestershire County Council –

http://www.leics.gov.uk/index/your_council/equality_and_diversity/equality_impact_assessments.htm

Northampton Council -

http://www.northampton.gov.uk/site/scripts/documents_info.php?documentID=370&pageNumber=10

Nottingham County Council – <http://www.nottinghamshire.gov.uk/esdreviews>

ACTIONS TO TAKE:

- It is vital that new and existing service developments are Equality Impact Assessed in order to ensure that there is no adverse impact on groups and communities that may then be excluded from the decisions that are made.
- Consider whether your policy or service could be developed to have a positive impact on socially excluded groups.
- Liaise with the Social Inclusion, Community Cohesion and Diversity Team from your area if you are concerned that you may unintentionally exclude any groups.

Principle 4: Understanding the specific barriers to participation faced by individuals and communities

- i) Do you understand the multi-dimensional nature of social exclusion?**
Poor housing is often related to lower income, lower educational attainment and poorer health. This shows how multiple barriers support and reinforce one another. Policies and services need to take this into account and where possible develop multi-agency solutions in order to combat these barriers in an integrated way.
- ii) Does the policy or service impact on any other issues?**
More often than not the answer will be yes. Have you thought about what other service provider(s) you could make links with to ensure that the plans you are developing have the best possible outcomes for service users?

ACTION TO TAKE:

- Consider any secondary impacts your policy or service development may have in terms of creating barriers to participation and take action to ensure these are removed.

Principle 5: Involving individuals and communities from diverse backgrounds in planning services

- i) Have you consulted key groups of stakeholders?**
Consultation with service users should wherever possible be undertaken when a new service development is likely to affect them. The term 'users' should be interpreted broadly and efforts should be made to include ALL sections of the community, including groups who may be marginalised or socially excluded.
- ii) Is the method of consultation chosen appropriate for the group to be targeted?** For instance, if Black and Minority Ethnic (BME) groups are being consulted, have any particular accessibility or language requirements they may have been addressed? If children are being consulted is the format used appropriate and in clear language?
- iii) Are the results of the consultation fed back to those who contributed?**
By letting people know how their contribution was used to influence the ultimate decision they are more likely to want to be involved again in the future and feel like partners in the decision making process.

ACTIONS TO TAKE:

- Where appropriate hold focus groups with socially excluded groups to understand their specific issues in relation to the proposed policy or service development
- Make sure you let consultees know what influence, if any, their input had.
- Consult through a range of media, e.g. the internet or the press.

3.3 Some useful resources for embedding the Social Inclusion principles

There is a wide pool of resources available to help you to incorporate the five social inclusion principles into everything you do. The list below highlights some of the key ones:

1) Social Inclusion and Community Cohesion Unit

This Unit is available at every local authority in the region. The Social Inclusion and Community Cohesion team in your area are available to be used as a resource at your disposal. They can provide first hand advice on how to embed the five social inclusion principles into policies and service planning.

Government Offices work with regional partners and local organisations to maximise the impact of national funding streams to support the regeneration of neighbourhoods and communities, and to encourage social inclusion.

2) Community Safety Partnership (CSP) Strategic Needs Assessment

The aim of this document is to assess and describe the trends and emerging issues in terms of crime, disorder, community safety and substance misuse for each CSP within the East Midlands and make appropriate recommendations for action.

The Strategic Needs Assessment will help to inform decision makers of the key priorities and areas of concern and should guide prioritisation of community safety issues and the adoption of relevant responses.

3) East Midlands Business Community Directory

This community services directory is an online source of community information. It is designed to:

- Be a searching and signposting tool for the public, staff and other organisations who provide services to the general public
- Provide organisers of local activities and services an easy and effective means of promotion
- Provide information on what activities are on offer and how services can be accessed

It contains information on organisations based in East Midlands, but does include national and international organisations. It also acts as a signpost to good sources of information already on the web.

The service can be used to access information and locate appropriate organisations who could be consulted on the.

More information on Business Community Directory East Midlands can be found at: <http://www.businesscommunitydirectory.co.uk/business-services/East%20Midlands>

4) Consultation Plan and Guidance documents

To find out about East Midlands policies relating to consultation and guidance on how to conduct an external consultation exercise, please see:

<http://www.goem.gov.uk/goem/planning/regional-planning/>

5) Staff Networks

The East Midlands currently supports a number of staff support networks. These networks have two main functions. Firstly to provide a forum for members to discuss the issues they share in common and secondly to act as the voice for that group's interests and needs.

This second function means that the Staff Support Networks can be approached to be consulted with on policies that may affect them.

For more information on staff networks contact your local authority who can provide you with comprehensive information on networks in your area.

6) Equality Impact Assessments (EIA)

An Equality Impact Assessment (EIA) is a way of systematically and thoroughly assessing, and consulting on, the effects that a current or proposed policy, procedure, protocol, service or strategy is likely to have on people who experience discrimination or exclusion relating to race, disability, gender, age, sexual orientation or faith.

An Equality Impact Assessment Toolkit has been produced by the Improvement and Development Agency that can be found by using the link below.

Improvement and Development Agency -

<http://www.idea.gov.uk/idk/core/page.do?pageId=8017247>

3.4 Summary of key principles

Principle 1: Understanding the needs of individuals, families, neighbourhoods and communities

- Have you considered how your service could impact on individuals, families, neighbourhoods and communities across your area?
- Have you involved all relevant public and third sector stakeholders in the development of the policy or service?

ACTIONS TO TAKE:

- Consult actively with key external and internal stakeholders.
- Involve a range of user groups from the beginning of the process to ensure the final policy or service is in line with the needs of all potential service users.
- Start to develop a system that allows you to identify who your customers are as well as routes to access them.

Principle 2: Recognising, planning for and responding to the changing demography's

- Have you used all the available data in the production of your policy or service development?

ACTIONS TO TAKE:

- Look at the Joint Strategic Needs Assessment to see what relevant data already exists.
- Involve relevant planning and performance officers and external partners to make sure no key data or information has been excluded.
- Use the community cohesion indexing profiles to inform your policy or service.
- Make sure your policy or service development is based on the same evidence as your service plan.

Principle 3: Recognising that social exclusion can affect anybody

- Are you thinking about ALL groups in the community when developing your policy or service?
- Does the policy or service take into account that social exclusion can affect anybody?
- Is there a risk that your policy or service development will unintentionally socially exclude any groups of the community?

ACTIONS TO TAKE:

- It is vital that new and existing policies and service developments are Equality Impact Assessed in order to ensure that there is no adverse impact on groups and communities that may then be excluded from the decisions that are made.
- Consider whether your policy or service could be developed to have a positive impact on socially excluded groups.
- Liaise with the Social Inclusion and Community Cohesion Team in your area if you are concerned your policy or service development may unintentionally exclude any groups.

Principle 4: Understanding the specific barriers to participation faced by individuals and communities

- Do you understand the multi-dimensional nature of social inclusion?
- Does the policy or service development impact on any other issues?

ACTIONS TO TAKE:

- Consider any secondary/unintentional impacts your policy or service development may have in terms of creating barriers to participation, and take action to ensure these are removed.
- Read the Social Inclusion and Community Cohesion Strategy.

Principle 5: Involving individuals and communities from diverse backgrounds in planning services

- Have you consulted key groups of stakeholders?
- Is the method of consultation chosen appropriate for the group to be targeted?
- Are the results of the consultation fed back to those who contributed?

ACTIONS TO TAKE:

- Where appropriate hold focus groups with socially excluded groups to understand their specific issues in relation to the proposed policy or service development
- Make sure you let consultees know what influence, if any, their input had.
- Consult through a range of media, e.g. the internet or the press.