Annex C
Commission suggestions for action plans

Family group
a) Changing less affluent rural areas

What works well
- Effective partnership working around sharing data and intelligence helps create a fuller picture of the dynamic changes in communities, any translation needs, any information needs etc
- Resources and expertise are pooled with others in a wide geographical area (particularly with isolated communities)
- A welcome pack gives a clear statement and information on services to new arrivals and aids their integration into the community
- Structured communications with settled communities explaining why new arrivals have come, what the area is doing to integrate them and myth busting
- Schemes to build bridges between new arrivals and settled communities.

Where things work less well
- Small local bodies trying to act in isolation, e.g. an increase in demand for translated information on local services can impose a major financial burden
- There is no central point into which information on new arrivals needs can be fed
- Lack of support for new migrants or communication with existing communities.

Family group
b) Stable less affluent urban areas with manufacturing decline

What works well
- A strategic and joined up approach expressed though a clearly articulated strategy and action plan, owned by partners with discrete projects grounded in this strategic framework, and mainstreamed
- A strategic framework to tackle social exclusion and deprivation
• Systems to encourage a representative workforce
• An ability to balance diverse, but often conflicting, interests in an area
• Projects to promote inter-community interaction
• A community development approach that builds active citizenship
• Promoting civic pride and a sense of belonging by using local people as cohesion champions and role models.

Where things work less well
• Area sees cohesion as being addressed by having strong equality and diversity policies in place
• Some good project work, but it is disparate and projects have time-limited resources
• A lack of strategic communications to challenge myths, and create a sense of belonging, leaves space for extremists to fill the gaps.

Family group
c) Stable less affluent urban areas (without manufacturing decline)

What works well
• There are tension monitoring processes
• Sophisticated communication and proactive relations with the media
• Tackling Far Right political activity is a priority
• Policies are ‘cohesion-proofed’ to check potential impact on different groups, and mitigating actions taken as a result
• Diversity is not just about non-white cultures
• Promoting civic pride and a sense of belonging by using local people as cohesion champions and role models.

Where things work less well
• Lack of communication policy reinforces perceptions of lack of respect for other cultures, and/or the marginalisation of settled white community.
Family group
d) Changing less affluent urban areas

What works well

- Cohesion is treated as core business and the difference between equality, diversity, inclusion and cohesion is clearly articulated in strategies, action plans and practice
- There is vision, cross party support and political will, alongside effective partnerships, and community ambassadors to create respect and belonging for all
- There is a co-ordinated approach to building the capacity of staff employed to lead and deliver cohesion to ensure consistency
- There is a strategic framework to tackle social exclusion and deprivation
- There are systems in place to encourage a representative workforce
- Changes in community dynamics, perceptions of residents, and the social networks are tracked
- The international profile of both the population and businesses is mainstreamed across services (eg housing welcome packs hook up migrants to residents’ and other local organisations; citizenship teaching in schools has a global sense; festivals and art and leisure events cover all communities; and migrant employees act as ESOL mentors in the workplace)
- There are welcome packs for new migrants
- There is a sophisticated communication strategy and proactive relations with the media
- Local bodies actively promote and facilitate interaction
- A vibrant voluntary, community and faith sector often plays a key role in integrating, bonding and mediating on relevant local issues.

Where things work less well

- Consultation processes are in place, indicating a high level of satisfaction with services, but there is little or no consultation with hard to reach groups, new arrivals or potential users
- There is no clear communication strategy or processes for the speedy countering of myths
- Community organisations are fragile and may close, leaving gaps in networks that could have been used for communication and strengthen cohesion.
Thematic group
e) Areas with tensions arising from a single issue

**What works well**
- Local bodies have strong engagement processes, including efforts to engage
- Traditionally excluded/‘hard to reach’ communities
- Changes in communities are being tracked
- There are processes in place to support (often aspiring) BME communities moving into mainly-white areas
- Targeted action with young men
- Communication efforts focus on community reassurance and myth busting
- Elected members demonstrate a strong community leadership through a mediating role
- There are bridges between community organisations.

**Where things work less well**
- Community strategies do not include forward and resilience planning
- Lack of communication strategy
- The VCS is weak.
Cohesion Delivery Framework | 37

Annex D
Addressing the issues identified by the Mapping exercise

The mapping exercise should have resulted in a list of key local issues and groups to address. As we noted in the main text, there are some actions which are relevant to the majority of problems and so we would suggest that all local areas consider undertaking them:

- Local authority and other local leaders to provide leadership
- Develop and market a local vision
- Communication with local communities to address myths
- Schemes to promote interaction
- Using a cohesion impact assessment for any proposed change.

Below we have set out for a number of issues the actions which local areas could take in response. This is not an exhaustive list and local areas will identify additional issues and other solutions. In deciding what actions to undertake it’s worth aiming to have a mix of long term projects and quick wins, or to recognise that some actions are one off and others will need to be ongoing.

The issues list does not precisely map to the influences list, this is for two reasons:

- While we are clear that deprivation, crime/ASB, inequalities, population churn, housing, education etc influence cohesion, they are not issues where we would target cohesion policies; instead work to address these issues needs to bear cohesion in mind, either recognising that success may translate into better cohesion; or that not taking cohesion into account may make cohesion worse (this is where the cohesion impact assessment can come in useful). This may mean that greater importance should be placed on areas such community buildings or youth work, recognising their value to cohesion.

- Equally, while we are clear that information about individual characteristics is important, these should not form the entire basis of your strategy. It is right to target activities on some groups where there are specific cohesion challenges; but other than that, the identification of groups should inform the actions you take not define them, for example rather than holding a festival focussing on one ethnic group, a festival should be of interest to all local groups. In particular, cohesion should not just be about minority groups – it needs to engage with the majority and recognise that within that majority there will be groups which need to be addressed, in particular white working class people are often discussed in this context.
<table>
<thead>
<tr>
<th>Issue Identified</th>
<th>Action which a local areas could take</th>
</tr>
</thead>
</table>
| Lack of respect for ethnic difference                    | Work with local media  
Promote cohesion duty in schools and work with local colleges  
Provide support for specific groups eg gypsies and travellers or asylum seekers |
| Existing population have negative views about migrants   | Work with local media  
Promote cohesion duty in schools and work with local colleges  
Promote citizenship ceremonies  
Use translation guidance  
Provide support for specific groups eg gypsies and travellers or asylum seekers |
| Low level of pride in local area or some groups not feeling they belong | Run activities to promote local sense of belonging  
Hold a citizens’ day  
Promote citizenship ceremonies  
Work with local media  
Promote cohesion duty in schools and work with local colleges  
Review how taking account of cohesion in housing and regeneration policies might help  
Provide support for specific groups eg gypsies and travellers or asylum seekers |
| Low level of trust of others, or of or by some particular groups | Work with local media  
Hold a citizens’ day  
Review how taking account of cohesion in housing and regeneration policies might help |
| Low level of trust of local institutions                  | Review how taking account of cohesion in funding policies might help  
Use translation guidance  
Work with local neighbourhood policing teams  
Work with local media  
Review how taking account of cohesion in housing and regeneration policies might help |
| Fear of crime, feeling unsafe after dark or fear of racist crime | Work with local neighbourhood policing teams  
Engage people in the local community  
Work with local media  
Review how taking account of cohesion in housing and regeneration policies might help |
| Low levels of people having friends in another ethnic group | Hold a citizens’ day  
Promote interfaith work  
Promote cohesion duty in schools and work with local colleges  
Promote ESOL classes |
<table>
<thead>
<tr>
<th>Issue Identified</th>
<th>Action which a local areas could take</th>
</tr>
</thead>
<tbody>
<tr>
<td>People not pulling together or helping each other</td>
<td>Hold a citizens’ day&lt;br&gt;Run activities to promote local sense of belonging&lt;br&gt;Strengthen the local VCS&lt;br&gt;Encourage volunteering&lt;br&gt;Promote interfaith work</td>
</tr>
<tr>
<td>Low levels of volunteering</td>
<td>Strengthen the local VCS&lt;br&gt;Encourage volunteering&lt;br&gt;Promote interfaith work&lt;br&gt;Hold a citizens’ day</td>
</tr>
<tr>
<td>Low levels of empowerment</td>
<td>Undertake activities to encourage empowerment of people in the local community&lt;br&gt;Hold a citizens’ day&lt;br&gt;Run activities to promote local sense of belonging</td>
</tr>
<tr>
<td>Divides on basis of ethnic, faith or cultural differences</td>
<td>Hold a citizens’ day&lt;br&gt;Run activities to promote local sense of belonging&lt;br&gt;Promote interfaith work&lt;br&gt;Provide support for specific groups eg gypsies and travellers or asylum seekers&lt;br&gt;Work with local media&lt;br&gt;Promote cohesion duty in schools and work with local colleges</td>
</tr>
<tr>
<td>Divides based on new migrants vs existing residents</td>
<td>Information packs for new migrants&lt;br&gt;Provide support for specific groups eg gypsies and travellers or asylum seekers&lt;br&gt;Work with local media&lt;br&gt;Promote cohesion duty in schools and work with local colleges&lt;br&gt;Promote citizenship ceremonies&lt;br&gt;Promote interfaith work</td>
</tr>
<tr>
<td>Gangs and youth violence</td>
<td>Work with local neighbourhood policing teams&lt;br&gt;Promote cohesion duty in schools and work with local colleges&lt;br&gt;Use tension monitoring and contingency planning guidance</td>
</tr>
<tr>
<td>Inter-generational conflict</td>
<td>Use mentoring and buddy techniques&lt;br&gt;Promote cohesion duty in schools and work with local colleges</td>
</tr>
<tr>
<td>Not speaking English</td>
<td>Promote ESOL&lt;br&gt;Use translation guidance&lt;br&gt;Promote citizenship ceremonies&lt;br&gt;Use mentoring and buddy techniques</td>
</tr>
</tbody>
</table>

*continued*
<table>
<thead>
<tr>
<th>Table D1:</th>
<th>Action which a local areas could take</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issue Identified</strong></td>
<td><strong>Action which a local areas could take</strong></td>
</tr>
</tbody>
</table>
| Large number of new migrants | Information packs for new migrants  
Promote ESOL lessons  
Use translation guidance  
Promote cohesion duty in schools and work with local colleges |
| Poor quality of area as a place to live | Review how taking account of cohesion in housing and regeneration policies might help  
Hold a citizens’ day  
Undertake activities to encourage empowerment of people in the local community  
Promote citizenship ceremonies |
| Low level of facilities – a lack of places to meet | Review how taking account of cohesion in housing and regeneration policies might help  
Work with local partners to identify ways of creating more safe neutral spaces  
Promote interfaith work |
| Physical segregation in public sector housing or at schools | Review how taking account of cohesion in housing and regeneration policies might help  
Promote cohesion duty in schools and work with local colleges  
Provide support for specific groups eg gypsies and travellers or asylum seekers |
| High crime and ASB | Work with local neighbourhood policing teams |
| Lack of community social structures | Hold a citizens’ day  
Run activities to promote local sense of belonging  
Strengthen VCS  
Encourage volunteering  
Undertake activities to encourage empowerment of people in the local community |
| Isolation caused by rurality of urban barriers such as large roads | Hold a citizens’ day  
Run activities to promote local sense of belonging  
Promote interfaith work  
Encourage volunteering  
Review how taking account of cohesion in housing and regeneration policies might help |
| Violence or high level of tension | Work with local neighbourhood policing teams  
Use tension monitoring and contingency planning guidance  
Bring in conflict resolution and mediators  
Use mentoring and buddying techniques |