

**Local Government Association – guidance on community cohesion – Summary of Key Points**

P = Priority

	No.	Key Point	Luton's Current Position	P	Further Actions Required	Lead	Timescale
Ownership of the community cohesion agenda	1	Ensure that all partners (public, voluntary, community and private) are involved and understand the agenda					
	2	Ensure the work dovetails with the impact on relations between government and the voluntary and community sector. Refer to HM Treasury's cross-cutting review <i>The Role of the Voluntary and Community Sector in Service Delivery</i>					
	3	Involvement of different sections of the community is essential. Real cohesion and real change will only happen if this occurs.					
	4	Recognise, value and use the diversity of knowledge and skills available in the voluntary and community sectors.					
	5	Be prepared to be flexible in order to respond and adapt to circumstances and issues as they arise					

**Local Government Association – guidance on community cohesion – Summary of Key Points**

	6	Make use of the joint CRE/OPDM guidance on partnerships under the Race Relations (Amendment) Act, to be issued in March 2003					
Community and political leadership	7	Establish an unequivocal sign-up by all principal agencies, including the mainstream political parties, based on an acceptance of the value of diversity and to ensure that there is common 'zero tolerance' of racism and discrimination.					
	8	Develop a communications strategy to communicate the community plan on an ongoing basis across the entire community and to ensure that there is the widest possible support					
	9	Encourage and value the work of existing representative structures in undertaking effective local community planning activity					
	10	Get a commitment from each agency to carry out actions for their own services, which underpin the strategic objectives					

**Local Government Association – guidance on community cohesion – Summary of Key Points**

	11	Encourage all sections of the local community (majority and minority groups) to establish community leaders who are also committed to the strategic and to ensure that they actually do listen to the views of their community, represent them fairly <i>and</i> collaborate with other communities. Involve young people particularly in this process. Build capacity amongst communities that are not often heard.					
	12	Build cross-cultural networks and inter-faith structures					
Community and political leadership	13	Ensure that there is a leadership capacity to facilitate the level of change required and to bring in external support as required					
	14	Encourage all councillors to represent the needs of their electorate as a whole and not a narrow constituency					
	15	Elect a member champion to lead on community cohesion work. Appoint a senior officer (and possibly a small team) to work with him or her.					
	16	Set up a programme of introductory talks or seminars about community cohesion					
	17	Involve key local agencies and networks from the voluntary, community, private and public sectors					

## Local Government Association – guidance on community cohesion – Summary of Key Points

Vision and values	18	Make connections with all local community and neighbourhood planning activity, including those initiated by other organisations or programmes not led by the local authority.					
	19	Consult widely among communities (majority and minority) to encourage involvement and participation of different ethnic, gender, cultural, faith, disabled, young people and older peoples groups. Encourage these groups to explore together their mutual aspirations.					
Vision and values	20	Work with Trades Unions and the business community, encouraging them also to participate in building the vision					
	21	Ensure full involvement of all elected members and the local strategic partnership (LSP), where they exist, so that they own the work; making community cohesion a regular item at cabinet and all partnership meetings.					
	22	Make a public commitment, supported by all other agencies, to building good community relations, and to tackling problems where they exist.					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	23	Invite the leaders of all communities and faiths, both majority and minority, to launch the process and ask for their ideas and support. Involve them closely in the development of a work programme					
	24	Make it clear that the diversity in your area is valued and supported and that a modern multi-racial and multi-faith society, based on mutual respect, understanding and tolerance is the aim.					
	25	Confront those who spread hate and division					
	26	Closely involve local press and media from the beginning of the process: they are key in shaping local opinion					
	27	Get people talking and facilitate an open and honest discussion					
Vision and values	28	Set up a local website, develop questionnaires, host meetings, get schools involved, get out on to the estates, etc.					
	29	Focus on values – respect cultural differences and foster those basic commonly-held civic values					
	30	Ask, don't tell – give people a chance to have their say					
	31	Set out the shared values for your area as the debate unfolds. These should include both rights and responsibilities.					
	32	Ask the local press and media to help					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	33	Use existing channels like the youth service, parish and town council networks and voluntary bodies					
	34	Use the LGA/Inter Faith Network for the UK/DTLR/HO report <i>Faith and community: a good practice guide for local authorities</i> (February 2002), on how to capture the resources of faith communities for promoting cohesion					
Baseline & monitor	35	Make sure that you understand all your communities – where they are, who they are, how old they are and how they live their lives					
	36	Do a baseline assessment, asking yourself questions like ‘what impact does the housing situation have on community cohesion?’					
	37	Decide through consultation what issues need to be addressed and act on them					
	38	Identify and develop both qualitative and quantitative measures of community cohesion to help monitor progress					
Community and voluntary	39	Adopt a ‘Compact’ between local authority and the voluntary and community sector and adapt the new framework to suit your relationship with the sector					
	40	Use the networks of statutory and voluntary agencies to develop cross-cultural contact at all levels					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	41	Review and influence the funding of voluntary and community organisations (including that of national and regional agencies) to provide incentives to promote community cohesion and cross-cultural contact and understanding					
	42	Recognise that voluntary and community organisations providing culturally or religiously sensitive services continue to have an important role to play in many communities					
	43	Develop joint training between the local authority and those involved in the sector, particularly those representing hard to reach groups. Courses on the workings of government (local and central) and how they differ from the sector are useful.					
Community and vol. organs	44	Re-appraise your policy-making process. Ensure it is flexible enough to allow for the more dynamic contribution the sector can bring – dispel myths of ‘red tape’ barriers					
	45	Allow enough time for meaningful consultation					
	46	Gather best practice examples and evaluate your own experiences, feeding back learning					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	47	Ensure you have the right people around the table and be open to contributions and suggestions.					
Faith communities	48	Recognise faith communities in public life as a distinctive part of the voluntary and community sector and involve their representatives in partnerships					
	49	Support faith communities by promoting this role in relations with the local voluntary and community sector infrastructure					
	50	Explore local potential for a forum of faiths					
	51	Seek opportunities to support the public celebration of festivals					
	52	Challenge religious stereotypes, particularly in media reporting					
	53	Use available resources to establish good practice in working with faith communities					
	54	Seek advice from existing local and national organisations					
	Faith communities	55	Promote use of local places of worship by schools and youth organisations as a resource in teaching the values of diversity				
56		Establish and sustain a strong local inter faith structure for inter faith co-operation and mechanism for consultation with faith communities by the local authority and other public bodies					

## Local Government Association – guidance on community cohesion – Summary of Key Points

Young people	57	Use the provision of statutory and voluntary agencies to develop cross-cultural contact at all levels					
	58	Ensure there is a cross-cutting/joined up approach to children and young people that recognises the benefits to other sectors – not just the youth services/Connexions and education					
	59	Engage with disaffected young people, using ‘what works’ programmes – for example, using peers and positive role models					
	60	Develop a ‘youth voices’ programme which young people recognise as their own and is designed to a national standard to facilitate the development of their input into political processes, ensuring that programmes are connected to actual political processes in a meaningful manner					
	61	Ensure that service design and delivery is truly responsive to the points raised by young people					
Youth services should:	62	Ensure integrated service provision that is flexible and holistic, to met the needs of young people					
	63	Develop youth provision which can achieve national or statutory standards (standards to be agreed between local authorities and other agencies)					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	64	Provide community cohesion training and support for staff involved in youth provision					
	65	Ensure a diverse workforce is recruited and represented within youth services					
	66	Ensure youth workers from a diverse range of backgrounds are employed in youth services to help build bridges between communities					
	67	Train and use teams of workers from different backgrounds to deliver programmes, particularly in mono-cultural areas					
	68	Provide opportunities for young people to engage and interact with other young people from different backgrounds					
	69	Encourage initiatives that develop the leadership potential of children and young people that also work to empower them. Provide routes for them into mainstream decision-making processes and structures					
	70	Promote values of tolerance and respect between communities					
Asylum seekers	71	Work with local police to ensure that systems are in place to monitor community tension					
	72	Appoint local personnel with the appropriate skills to mediate in cases of conflict					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	73	Get the local police force to explain their role to asylum seekers as soon as possible after their arrival					
	74	Produce leaflets explaining the backgrounds and cultures of asylum seekers that can be placed in public areas such as libraries, GP surgeries and churches. The leaflets could include a 'mythbusting' section					
	75	Include a section on the local authority website offering information about the local area to asylum seekers and information on the cultures and backgrounds of asylum seekers					
	76	Engage the local population in the induction process; such as organising sports competitions that encourage integrated teams of asylum seekers and local residents, or encouraging asylum seekers to talk of their experiences at community meetings					
	77	Allocate clear responsibility for promoting positive coverage of asylum seekers and refugees in the local media					
Asylum seekers	78	Draw up a programme of awareness raising in schools, residents associations, libraries and other such organisations					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	79	Introduce a programme of volunteering for asylum seekers, matching their skills to those shortages in the local areas, where possible. Produce leaflets for asylum seekers, outlining the benefits of volunteering, and the local organisations that can help them obtain a volunteering post					
	80	Communicate with local self-help organisations and other local authorities in recognising and building on examples of good practice					
	81	Locate and communicate with local voluntary organisations and refugee self-help organisations in identifying the needs of asylum seekers that could be catered for by local authorities					
Regeneration	82	Ensure all authorities, at district, county, unitary and regional level are involved					
	83	Identify the most disadvantaged and disaffected sections of the community and devise programmes that tackle their needs					
	84	Develop programmes that promote community cohesion as an end in itself, through cross-cultural contact, understanding and respect for diversity					

## Local Government Association – guidance on community cohesion – Summary of Key Points

Regeneration	85	Work to develop a long-term agreement between all local agencies and funding partners in central and regional bodies, which establishes priorities for all sections of the community that is transparent and equitable					
	86	Develop and deliver a local neighbourhood renewal strategy to secure more jobs, better education, improved health, reduced crime and better housing, narrowing the gap between deprived neighbourhoods and others and contributing to national targets to tackle deprivation					
	87	Develop clear links with regional and sub regional partnerships in planning regeneration programmes and in jointly working to build and enhance cohesion					
	88	Ensure that each partnership has representation from the community it serves – both majority and minority communities and, moreover, a full understanding of the dynamics of community cohesion and a programme to promote it					
	89	Promote greater transparency and understanding of investment priorities, in the context of a long-term strategy					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	90	Develop a communications strategy to counter false perceptions about resource distribution					
Regeneration	91	Ensure that the local strategic partnership's local action on learning plan, which will support delivery of the outcomes of the local neighbourhood renewal strategy, includes the learning needed by all sections of the community to participate fully in the regeneration of their neighbourhood					
Sports and cultural activities	92	Undertake user surveys to gauge the range of services accessed and identify gaps in provision					
	93	Ensure incentives for cross community sport and cultural activities, eg by use if an appropriate funding and inspection regime					
	94	Establish what barriers there are to accessing facilities and activities for particular groups. These could be proximity related, cost related, perception related or related to times that facilities are open/activities take place. And then identify actions that can be taken.					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	95	Involve all sections of the community in planning, delivering and evaluating. Consider how this can be done in innovative ways, e.g. using video or theatre					
	96	Develop realistic targets for sport and cultural activities					
	97	Empower and encourage schools to open up schools as a resource					
Sports and cultural activities	98	Introduce safeguards to ensure that PFI arrangements do not adversely impact on the ability of a school to be a community school					
	99	Organise inter-school sports and cultural events					
	100	Organise cultural events to promote inter-cultural and inter-faith understanding and respect					
	101	Mainstreaming summer activities for children and young people into all year round activities, e.g. by providing supported entry and exit routes					
	102	Consider thematic approaches to problems such as drug use, literacy and communication skills using leisure and cultural activities to engage people from across communities/ethnic groups rather than area-based initiatives					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	103	Ensure an effective information/communications plan is in place so that all sections of the community know what is available					
Education	104	Ensure that all schools, colleges and other educational providers take action to develop and promote understanding and respect for the diverse range of cultures and faiths within the local area and in the UK as a whole					
	105	Ensure they take effective measures to address racial harassment and bullying.					
Education	106	Ensure that all formal education utilises a curriculum that recognises the contribution of the diverse cultures and faiths to the development of the UK					
	107	Ensure that local syllabuses on religious education promote awareness of the importance of good inter faith relationships and, in this respect make a contribution to citizenship education					
	108	Ensure that schools for which the LEA is the admission authority attract an intake that reflects their community. Encourage other schools and education providers to do so					
	109	Ensure schools promote cross-cultural contact within their own parental network					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	110	Ensure that the disparities in educational attainment are being addressed (in terms of teaching and by use of role modelling and mentoring programmes)					
	111	Obtain 'value added' data on the educational attainment levels of the various groups (and by gender) in the community					
	112	Encourage all schools to develop school twinning and exchanges, to include teaching and learning projects, with schools with different intakes to promote cross cultural contact, respect and understanding					
Education	113	Further encourage schools to develop curriculum and extra-curriculum cross cultural programmes and activities, e.g. for arts and sport, parental schemes, travel to school arrangements and seating plans					
	114	Actively involve parents from different communities in pre school activities and out of school childcare.					
	115	Ensure every effort is made to reach out to parents, whose help is needed in creating tolerant home environments and supporting the values taught in schools					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	116	Review supplementary education programmes to focus on basic education and cross-cultural contact					
	117	Assist the review of further education and higher education provision at a local level to ensure that it provides equal opportunities					
	118	Consider setting up extended schools which provide additional facilities from the school site, to help engage local communities					
	119	Use Adult and Community Learning to encourage greater awareness, understanding and participation amongst 'mature' learners					
Housing and planning	120	Ensure that housing agencies, including housing associations, jointly review existing and proposed housing provision, to consider its impact on cross cultural contact and community cohesion. Such reviews need to be informed by sound information on the make-up of the local community and issues and barriers they face					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	121	Review, with other services such as health, leisure and education, the impact of housing policies on access to those services. Ensure the requirements of 'supporting people' address community cohesion in providing appropriate support to marginalised, vulnerable and disengaged people within communities					
	122	Consult different communities about their housing preferences, and what they consider to be the barriers to achieving them. Work to overcome the barriers					
	123	Encourage and facilitate inter-community contact, ensuring that methods of engagement are wide enough to reach all communities. In particular, identify the needs of under-represented groups and young people particularly in relation to housing					
Housing and planning	24	Work with private landlords, developers and estate agents, to challenge potentially discriminatory practices in lettings and property sales. They can also help through their procurement role, in developing new and positive approaches to the promotion of community cohesion and equal opportunities					

**Local Government Association – guidance on community cohesion – Summary of Key Points**

Housing and	125	Make sure that housing authorities improve awareness of, and access to, social housing for groups which are currently under-represented in social housing. Choice-based lettings approaches can be used to good effect here.					
	126	Ensure that housing authorities provide accessible advice and information appropriate to the needs of different communities in the locality. There needs to be appropriate advice and assistance to help people to apply for social housing. Housing authorities should evaluate, in liaison with different groups in the locality, the effectiveness of current advice.					
	127	Build race equality and community cohesion into local authorities' consideration of the transfer of ownership or management responsibility of their stock to, for example, arms length management organisations					
	128	Implement existing good practice guidance on race and housing equalities and diversity issues					
	129	Establish reappraisal systems to monitor allocations policies					

**Local Government Association – guidance on community cohesion – Summary of Key Points**

	130	Ensure formal and informal mechanisms for resident involvement are proportionate, representative and focused. Regular review of engagement structures need to be in place and linked to other service provision					
	131	Work with bodies such as the Housing Corporation and the National Federation of Housing Associations in implementing race and diversity action plans and sharing good practice					
	132	Make available translated materials or provide access to community language speakers					
	133	Act promptly to address anti-social behaviour but ensure preventative approaches are in place to minimise the need for expensive or protracted legal procedures. Maximise the range of approaches to tackling anti-social behaviour – ranging from mediation and Acceptable Behaviour contracts to injunctions and possession orders					

**Local Government Association – guidance on community cohesion – Summary of Key Points**

Housing and planning	134	Establish support from statutory agencies (e.g. police/social services) and local community groups for new households (such as asylum seekers, refugees, travellers or emerging communities) moving onto estates, particularly where those families may be at risk of hostile receptions. Ensure a planned and co-ordinated approach linked to clear and unambiguous media messages					
	135	Aim to ensure that when under-represented groups are exposed to social housing it is as positive an experience as possible (e.g. review procedures for viewing empty properties)					
	136	Reform the planning system to enable local authorities to be more directive in specifying the mix of property types, sizes and tenure for particular sites.					
	137	Ensure community cohesion is recognised as a legitimate objective for planning authorities within the planning guidance so that new development encourages greater mixing of ethnic groups, incomes and family types					

## Local Government Association – guidance on community cohesion – Summary of Key Points

Employment and economy	138	Review employment opportunities for all sections of the community, to establish the barriers to equal opportunities and to develop a programme of remediation (delivered on a cross cultural basis)					
	139	Take action to raise expectations and, where possible, facilitate the progression of under-achieving groups, through for example participation in the Entry to Employment programme currently being introduced; and challenging of views about stereotypical occupations					
	140	Encourage programmes that ensure equal access to all public sector agencies and subsequent advancement					
	141	Develop compacts with all local employers to develop equal access to the full range of employment opportunities					
	142	Develop special assistance in areas of greatest disadvantage, through regional and national programmes, to tackle the problems of depopulation and low demand housing					
	143	Ensure proper and effective representation from the business sector on the LSP					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	144	Monitor recruitment, uptake and retention of work-based learning routes for evidence of unrepresentative recruitment					
Employment and economy	145	Public authorities need to ensure they are compliant with the specific duty introduced by the RR(A)A 2000					
	146	Conduct detailed ethnic monitoring to establish the composition of your workforce					
	147	Develop an action plan, where the workforce is unrepresentative, for addressing the issues including targets for representation from different sections of the community and by gender, utilising positive action schemes where possible					
	148	Consider mentoring programmes for ethnic minority staff, outreach into local communities, participation in schemes such as Common Purpose using head-hunters and secondments for senior vacancies					
Community safety & policing	149	Ensure CDRPs have effective stakeholder representation (including a housing association (or RSL) nominated representative) on the partnership body in addition to active involvement in task groups addressing key objective areas					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	150	Establish targets and actions with the crime and disorder strategy, ensuring that these are reviewed and measured					
	151	Ensure that there are good relations between police authorities and forces and the local authority with regular meetings to ensure close working					
Community safety and policing	152	Review with the police authority and force the incidence of crime and anti-social behaviour generally and at the local and neighbourhood level; take account of existing and developing strategic policing plans in drawing up local strategies through the CDRPs; and work with the police authority and force to ensure that police, local authority and other community safety resources are appropriately targeted					
	153	Review and assess local authorities' contribution to crime reduction and safer more cohesive communities across the full range of their service and strategic responsibilities and to work constructively with the police including the sharing of information					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	154	Work with the police authorities, forces and other partners to ensure that strong links are developed with all sections of the community through recognisable patch responsibilities, with clear and rapid communication channels, especially with local young people, and the ability to respond to and manage rumours					
	155	Work with police authorities, forces and other partners to ensure consistent high standards of diversity/community and race relations training in public agencies					
Community safety and policing	156	Encourage effective multi-agency arrangements for addressing racist incidents and where possible set in place third party reporting arrangements. Use these arrangements for monitoring hotspots such as badly run pubs that may act as a focal point for racist activities					
	157	Ensure wide consultation on the crime and disorder reduction partnerships involving all sections of the community. Ensure that the consultative mechanisms used actually reach and actively involve all communities, in particular 'hard to reach' groups					

## Local Government Association – guidance on community cohesion – Summary of Key Points

	158	Discuss with the police authority a strategy to ensure that the police respond to all racist and provocative incidents with vigour on the basis of pre-established routines					
	159	Develop a contingency plan for any future disturbances and to identify and respond to triggers which may increase community tensions or potential social disorder					
Press and media	160	Ensure that the press and media are keeping pace with improving community relations and reporting on positive developments as well as setbacks					
	161	Invite the press and media to discuss a protocol between themselves and other agencies to ensure that extremist views do not predominate, nor do such views get reported in ways in which they prey upon fears and prejudice					
	162	Encourage press and media participation in strategic and delivery partnerships					
	163	Encourage the press and media to promote a positive view of diversity, dispel ignorance and promote understanding – again covered by a local protocol					
	164	Consider whether the press and					

**Local Government Association – guidance on community cohesion – Summary of Key Points**

		media have fair representation from all sections of the community amongst their staff and offer training in local diversity issues					
	165	Provide press with information relating to community cohesion activities and achievements					
	166	Use the local press and media more generally to promote an honest and open dialogue about attitudes, behaviour and culture – again within the protocol					