



Coventry City Council

Council Meeting

19 September 2006

Booklet 1

Recommendations

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CABINET

11th July, 2006

Cabinet Members Present:-	Councillor Arrowsmith Councillor Blundell Councillor Foster Councillor Mrs Johnson Councillor Matchet Councillor H Noonan Councillor O'Neill Councillor Ridley Councillor Taylor (Chair)
Non-Voting Opposition Representatives present:-	Councillor Duggins Councillor Mutton Councillor Nellist
Other Members Present:-	Councillor Clifford (by invitation, for the consideration of the matter dealt with in Minute 33 below) Councillor Skipper
Employees Present:-	J. Bolton (Director of Community Services) R. Brankowski (Legal and Democratic Services Directorate) N. Clews (Head of Property Assets) F. Collingham (Communications and Media Relations Manager) J. Crook (Interim Director of Children, Learning and Young People) A. Davey (Head of Culture, Leisure and Libraries) L. Dodd (Community Services Directorate) M. Green (Head of Public Protection) C. Hinde (Director of Legal and Democratic Services) R. Hughes (Head of Corporate Policy) S. Iannantuoni (Chief Executive's Directorate) J. Jardine (Chief Executive's Directorate) S. Manzie (Chief Executive) J. McGuigan (Director of City Development) A. Ridgwell (Director of Finance and ICT) C. Steele (Chief Executive's Directorate) M. Upton (City Services Directorate) J. Venn (Chief Executive's Directorate)

Recommendation

37. Community Cohesion Strategy

The Cabinet considered a report of the Chief Executive seeking approval for a Community Cohesion Strategy for the Council.

The report set out the background, indicating that a cohesive community can be described as a community that is in a state of well-being, harmony and stability. The concept includes race equality and good race relations, social inclusion or respect, and has strong links to the equality and diversity agenda. It goes beyond this, however, and also addresses integration, belonging and acceptance, including issues related to race, faith, gender, disability, age and sexual orientation.

The following national definition has been developed by the Government, the Local Government Association and the Commission for Racial Equality:

“A cohesive community is one where there is:

- *A common vision and sense of belonging for all communities*
- *The diversity of people's different backgrounds and circumstances is appreciated and positively valued*
- *Those from different backgrounds have similar life opportunities*
- *Strong and positive relationships are being developed between people from different backgrounds.”*

The City Council has a long history of working to promote good community relations and race equality, and is working with the Coventry Partnership and local organisations, people and communities across the City to ensure that Coventry continues to be a cohesive city.

The concept of community cohesion and the national definition of community cohesion is already embedded in the Coventry Community Plan and the City Council's Corporate Plan. The strategic approach of both the Coventry Partnership and the City Council is to ensure that community cohesion is "mainstreamed" as the issues it addresses encompass everything the Council does.

The City Council's Vision, agreed in June 2005, is for *“...Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest”*. This Vision is supported by seven corporate objectives, one of which is *“to actively promote equality so that people from different backgrounds have similar life opportunities”*. It is underpinned by five key values, one of which is to *“value diversity, social justice and community cohesion”*.

The Coventry Partnership is developing a community cohesion protocol and a framework for partnership activity, along with guidance on community cohesion for organisations in the City, including those in the private, voluntary and community sectors, so that they can develop a strategic approach to community cohesion for their own organisations. The City Council's community cohesion strategy has been developed within the Partnership's draft protocol and framework.

The City Council's community cohesion strategy sets out four strategic objectives based on the national definition of community cohesion. Each strategic objective has a set of performance measures and targets that will aim to assist the Council to measure progress in developing a cohesive city at a strategic level. Many of the Council's activities already contribute to the development of a cohesive city. The strategy brings these into one place so that the Council can:

- Identify and consider together Council strategies and activities that are key to each strategic objective;
- Set out how these are being reported and managed;
- Identify planned activity and any further activity that is required;
- Monitor and manage the collective impact of this activity through a set of key community cohesion indicators.

The strategy has been produced following consultation with local communities and organisations and using national guidance and advice. It includes activities that are covered by all the Cabinet portfolios and these will be reported on and managed as set out in Appendix A of the Strategy.

The community cohesion strategy commits the City Council to promote community cohesion and to consider this in the delivery of its services and all its activities. As such, it has implications for everything the Council does. Specific activities are set out in detail in Appendix A of the strategy.

As regards legal implications, the concept of community cohesion includes race equality, as well as issues of faith, gender, disability, age and sexual orientation. The Race Relations (Amendment) Act 2000 places a general duty on all public authorities to promote race equality. In addition, the local authority has statutory duties to promote and uphold diversity and equal opportunities under the Disability Discrimination Act, the Sex Discrimination Act and the forthcoming age discrimination legislation.

Consideration of community cohesion will be included in the Council's Equality Impact Assessment process and applied to all the Council's functions and policies through a three-year rolling programme of activity as set out in the Council's Race Equality Scheme.

Progress will be reported to the Cabinet Member (Finance, Procurement and Value for Money) as the Cabinet Member with overall responsibility for community cohesion. The Cabinet Member will also be responsible for identifying additional activity that needs to be undertaken by the Council to promote community cohesion. Progress reports will also be subject to scrutiny and the relevant Scrutiny Board will

be asked to consider how the scrutiny role should be developed in relation to community cohesion.

Community cohesion is a complex concept and it is widely recognised that it is difficult to measure and manage. The Government has produced a set of performance indicators, and a number of these have been included in the measures chosen for this strategy, although, where better local indicators exist, these have been used as an alternative. Benchmarks and targets will be developed when the latest Household Survey information is available in August 2006. The City Council will look to develop better indicators through its membership of the national Institute of Community Cohesion and by using best practice from elsewhere as it develops.

Once adopted, the community cohesion strategy will be delivered through a wide range of Council and partnership activities that will be reported on and managed as set out in Appendix A of the strategy. The expected outcomes of the strategy are that the Council will be better able to:

- *Develop a sense of belonging and involvement for Coventry's communities;*
- *Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances;*
- *Ensure that people from different backgrounds have similar life opportunities;*
- *Develop strong and positive relationships between people from different backgrounds.*

Progress against these four strategic objectives of the strategy will be monitored through a number of performance indicators and associated annual targets as set out in Appendix B of the strategy.

RESOLVED that the City Council be recommended to approve the draft Community Cohesion Strategy attached as Appendix 1 to the report submitted.

Report to
Cabinet
Council

11 July 2006
19 September 2006

Report of Chief Executive

Community Cohesion Strategy

1 Purpose of the Report

1.1 This report seeks approval for a Community Cohesion Strategy for the Council.

2 Recommendations

2.1 The Cabinet is asked to recommend the Council to approve the draft Community Cohesion Strategy attached as Appendix 1 to this report.

3 Information/Background

3.1 The phrase *Community Cohesion* was developed following the disturbances in the north of England a couple of years ago. A cohesive community can be described as a community that is in a state of well-being, harmony and stability. In some ways it is easier to recognise community cohesion when it is absent.

3.2 The concept of community cohesion includes race equality and good race relations, social inclusion or respect, and has strong links to the equality and diversity agenda. But it goes beyond this and also addresses integration, belonging and acceptance, including issues related to race, faith, gender, disability, age and sexual orientation.

3.3 A national definition has been developed by the Government, the Local Government Association and the Commission for Racial Equality:

“A cohesive community is one where there is:

- A common vision and sense of belonging for all communities*
- The diversity of people's different backgrounds and circumstances is appreciated and positively valued*
- Those from different backgrounds have similar life opportunities*
- Strong and positive relationships are being developed between people from different backgrounds.”*

3.4 The City Council has a long history of working to promote good community relations and promote race equality and is working with the Coventry Partnership and local organisations, people and communities across the city to ensure that Coventry continues to be a cohesive city.

- 3.5 The concept of community cohesion and the national definition of community cohesion is already embedded in the Coventry Community Plan and the City Council's Corporate Plan. The strategic approach of both the Coventry Partnership and the City Council is to ensure that community cohesion is "mainstreamed" as the issues it addresses encompass everything we do.
- 3.6 The City Council's vision, agreed in June 2005, is for "...Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest." This vision is supported by seven corporate objectives, one of which is "to actively promote equality so that people from different backgrounds have similar life opportunities." It is underpinned by five key values, one of which is to "value diversity, social justice and community cohesion."
- 3.7 The Coventry Partnership is developing a community cohesion protocol and a framework for partnership activity, along with guidance on community cohesion for organisations in the city, including those in the private, voluntary and community sectors, so that they can develop a strategic approach to community cohesion for their own organisation. The City Council's community cohesion strategy has been developed within the Partnership's draft protocol and framework.
- 3.8 The City Council's community cohesion strategy sets out four strategic objectives based upon the national definition of community cohesion. Each strategic objective has a set of performance measures and targets that will aim to assist the Council to measure progress in developing a cohesive city at a strategic level. Many of the Council's activities already contribute to the development of a cohesive city. The strategy brings these into one place so that the Council can:
- identify and consider together Council strategies and activities that are key to each strategic objective;
 - set out how these are being reported and managed;
 - identify planned activity and any further activity that is required;
 - monitor and manage the collective impact of this activity through a set of key community cohesion indicators.
- 3.9 The strategy has been produced following consultation with local communities and organisations and using national guidance and advice. The strategy includes activities that are covered by all the Cabinet portfolios and these will reported on and managed as set out in Appendix A of the Strategy.

4 Proposal and Other Option(s) to be Considered

- 4.1 There is no other option to be considered.

5 Other specific implications

5.1

	Implications (See below)	No Implications
Neighbourhood Management	✓	
Best Value	✓	
Children and Young People	✓	

	Implications (See below)	No Implications
Comparable Benchmark Data	✓	
Corporate Parenting	✓	
Coventry Community Plan	✓	
Crime and Disorder	✓	
Equal Opportunities	✓	
Finance	✓	
Health and Safety	✓	
Human Resources	✓	
Human Rights Act	✓	
Impact on Partner Organisations	✓	
Information and Communications Technology	✓	
Legal Implications	✓	
Property Implications	✓	
Race Equality Scheme	✓	
Risk Management	✓	
Sustainable Development	✓	
Trade Union Consultation	✓	
Voluntary Sector – The Coventry Compact	✓	

- 5.2 The community cohesion strategy commits the City Council to promote community cohesion and to consider this in the delivery of its services and all its activities. As such, it has implications for everything the Council does. Specific activities are set out in detail in Appendix A of the strategy. Any proposals which affect employees will be the subject of consultation with staff and trades unions.
- 5.3 **Legal Implications** - The concept of community cohesion includes race equality as well as issues of faith, gender, disability age and sexual orientation. The Race Relations (Amendment) Act 2000 places a general duty to promote race equality on all public authorities. In addition, the local authority has statutory duties to promote and uphold diversity and equal opportunities under the Disability Discrimination Act, the Sex Discrimination Act, and the forthcoming age discrimination legislation.
- 5.4 Consideration of community cohesion will be included in the Council's Equality Impact Assessment process and applied to all the Council's functions and policies through a three year rolling programme of activity as set out in the Council's Race Equality Scheme.

6 Monitoring

- 6.1 Progress will be reported to the Cabinet Member (Finance, Procurement and Value for Money) as the Cabinet Member with overall responsibility for community cohesion. He will also be responsible for identifying additional activity that needs to be undertaken by the

Council to promote community cohesion. Progress reports will also be subject to scrutiny and the relevant Scrutiny Board will be asked to consider how the scrutiny role should be developed in relation to community cohesion.

6.2 Community cohesion is a complex concept and it is widely recognised that it is difficult to measure and manage. The Government has produced a set of performance indicators, and a number of these have been included in the measures chosen for this strategy, although, where better local indicators exist, these have been used as an alternative. Benchmarks and targets will be developed when the latest Household Survey information is available in August 2006. The City Council will look to develop better indicators through its membership of the national Institute of Community Cohesion and by using best practice from elsewhere as it develops.

7 Timescale and expected outcomes

7.1 Once adopted, the community cohesion strategy will be delivered through a wide range of Council and partnership activities that will be reported on and managed as set out in Appendix A of the strategy. The expected outcomes of the strategy are that the Council will be better able to:

- *Develop a sense of belonging and involvement for Coventry's communities;*
- *Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances;*
- *Ensure that people from different backgrounds have similar life opportunities;*
- *Develop strong and positive relationships between people from different backgrounds.*

7.2 Progress against these four strategic objectives of the strategy will be monitored through a number of performance indicators and associated annual targets as set out in Appendix B of the strategy.

	Yes	No
Key Decision		✓
Scrutiny Consideration (if yes, which Scrutiny meeting and date)		✓
Council Consideration (if yes, date of Council meeting)	✓ 19 September 2006	

List of background papers

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Papers open to Public Inspection

Description of paper

Location

None

DRAFT

A Community Cohesion Strategy for Coventry City Council

Coventry - positive about people
- positive about difference

Coventry – positive about people; positive about difference

Coventry City Council is proud of Coventry's heritage as a city of peace and reconciliation and wants to continue to build upon the good race relations in our city. I am very pleased to say that there is cross party commitment from all political groups in the City Council to making Coventry a cohesive city – it is important to us all.

But we are not complacent and we know that this doesn't happen by accident. A cohesive city is not something that happens overnight or something that the City Council can produce on its own. However strong the council's commitment and leadership, community cohesion comes from local people and local communities.

The City Council is working hard with the Coventry Partnership and local organisations, people and communities across the city to ensure that Coventry continues to be a cohesive city. We need to ensure that everyone in Coventry feels valued by and proud of our city and able to make a contribution to it.

To help us to continue to develop good community relations in Coventry, the City Council has prepared this community cohesion strategy to provide a framework to enable us to consider all our relevant activity together; to plan future work and to help us measure progress. The activity in the strategy covers all of the council's Cabinet Member portfolios and, as Deputy Leader, I have overall responsibility for ensuring the strategy is effective.

We have listened to the views of local people and organisations to help us develop this strategy. To build and maintain a cohesive Coventry in an ever changing world involves every one of us and the City Council needs to be able to respond to this change. To help us do this we need to hear from you about what is already going on in Coventry and what more we could do and how we can continue to work together to make Coventry a city of peace and reconciliation and a cohesive community of communities.

Tony O'Neill (Councillor)
Deputy Leader of Coventry City Council
July 2006

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Towards a cohesive Coventry – a city-wide vision and strategic approach

Using the community cohesion framework – a strategic approach

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What is Community Cohesion?

The phrase *Community Cohesion* was developed following the disturbances in the north of England a couple of years ago. A cohesive community can be described as a community that is in a state of well-being, harmony and stability. In some ways it is easier to recognise community cohesion when it is absent.

The concept of community cohesion includes race equality and good race relations, social inclusion or respect, and it has a strong links to the equality and diversity agenda. But it goes beyond this and also addresses integration, belonging and acceptance including issues related to race, faith, gender, disability, age and sexual orientation.

A national definition has been developed by the Government, the Local Government Association and the Commission for Racial Equality. The City Council has used this definition to develop this community cohesion strategy.

“A cohesive community is one where there is:

- *A common vision and sense of belonging for all communities*
- *The diversity of people's different backgrounds and circumstances are appreciated and positively valued*
- *Those from different backgrounds have similar life opportunities*
- *Strong and positive relationships are being developed between people from different backgrounds.”*

The particular challenge of this definition of community cohesion is that it requires the recognition and indeed the celebration, that people and communities in Coventry are different and have different needs, whilst at the same time promoting equality of opportunity and the understanding that Coventry's communities have much in common. The development of strong relationships between people from different backgrounds will help local communities integrate with each other so that Coventry is truly cohesive.

There are different approaches and some inherent policy tensions in responding to the government's definition of community cohesion. This is reflected in the current national debate about multi-culturalism and integration, universal/national values and tolerance and respect. More practically at service delivery level, this can manifest itself as an apparent tension between providing services to meet different needs to promote equality of opportunity and delivering services in a way that brings people from different backgrounds together. In addition, targeting services for disadvantaged communities with specific needs can sometimes lead to perceptions of unfairness and resentment from other communities.

The concept of community cohesion is relatively new and there is still more work to be done to understand how best to promote cohesion and how to tackle the factors that have the greatest direct impact on it. It is particularly difficult to measure cohesion and, although the government has identified a number of general performance indicators, work continues on developing better ways of doing this. As a founder member of the National Institute of Community Cohesion, the City Council plans to be closely involved in this work. The current approach to community cohesion being taken by the Coventry Partnership and the City Council is set out in this strategy

Developing Community Cohesion – the key factors

The “State of the English Cities” research study published in March 2006 described social cohesion in English cities as “a multi-faceted notion covering many different kinds of social phenomena” but identified **material conditions** as being fundamental to social cohesion – particularly employment, income, health, education and housing. Relations between and within communities suffer when people lack work and endure hardship, debt, anxiety, social esteem, ill-health, poor skills and bad living conditions.

Quality of life and, in particular, the local environment, can often lay at the heart of how people feel about where they live – both their local neighbourhood and their city.

These basic necessities of life provide the foundations for a strong social fabric – without these a community is unlikely to be cohesive. As the major public service provider in Coventry, with statutory responsibility for the social and economic well being of the city and its inhabitants, the City Council has a key role in ensuring these basic needs are met. It does this through its own service provision and through working in partnership with local communities and other agencies and organisations, particularly the Coventry Partnership, to deliver the Coventry Community Plan.

The “State of the English Cities” report identified a second basic tenet of cohesion as **social order, safety and freedom from fear**. Respect for other people, along with peace and security are hallmarks of a stable and harmonious urban society – a community will not be cohesive where there is a lack of respect for social, cultural and religious differences, and along with conflict and crime, this leads to social stress, insecurity and instability. The City Council has a civic leadership role in promoting mutual respect amongst local people and communities and is committed to creating a city where people feel safe and confident and no-one is disadvantaged by the neighbourhood in which they live. By working with the Coventry Partnership and the Community Safety Partnership and local communities the Council will seek to prevent conflict, deal with it if it arises and tackle crime and anti-social behaviour.

The third factor is the development of **positive interaction exchanges and networks between individuals and communities** or “active social networks” providing mutual support, information and trust – a community will not be cohesive if there is misunderstanding, suspicion, mistrust and resentment. Again the City Council has an important role in working with local communities to build trust – elected members performing their neighbourhood councillor role are very important as is neighbourhood working. As a provider of services and funding, the City Council also needs to ensure that communication about the reasons for its decisions minimises the risk of the development of resentment amongst local communities.

Social inclusion or integration of people into the mainstream institutions of civil society is a further factor that impacts on cohesion and includes people’s sense of belonging to a city and the strength of shared experiences, identities and values between those from different backgrounds. Whether or not local people feel they have a genuine stake in local society and pull together can be a key factor in the cohesiveness of a community. If they do not, the result can be social or residential segregation, social exclusion, disaffection and isolation.

Lack of social inclusion can be exacerbated by lack of **social equality** or disparity in access to opportunities such as income, health or quality of life or future life chances. A high level of inequality in living standards or very unequal prospects for upwards social mobility may be associated with frustration, envy and resentment which can damage overall cohesion. The

City Council is committed to actively promote equality so that people from different backgrounds have similar life opportunities.

How Cohesive is Coventry?

Coventry is the centre of a sub-region serving half a million people and, as a city of around 305,000 residents, is the 11th largest city in the UK. The city grew throughout the early and mid twentieth century with migrants settling in the city from across the UK, Ireland and the Indian sub-continent. Following rapid population decline associated with economic restructuring during the 1980s, the city's population stabilised in the 1990s and is now beginning to grow.

Coventry has a younger population than the average for England with 24% under 18 years of age and 35% under 24. The high proportion of 18-24 year olds reflects the fact that the city has two successful universities – Coventry University and the University of Warwick – and the city has a higher percentage of children than average, many living in Coventry's more deprived neighbourhoods. The "State of the Cities" report identified Coventry as one of only six cities in the UK where the population was getting younger. The percentage of Coventry's population that is over 65 is 16%, lower than the national average and the city currently has about 5,200 people aged over 85, a group that is expected to grow to 17% by 2010.

The city is ethnically diverse, with some 22% of Coventry's inhabitants coming from minority ethnic communities compared to 13% for England as a whole. About a quarter of the children in Coventry's schools are from minority ethnic backgrounds. Asian and Asian British communities together make up 7.8% of the city's population of whom 6.6% have an Indian background. The next largest minority group is made up of people with a White Irish background who make up 3.2% of the population. Coventry's population with a Black or Black British background is 1.8% - slightly lower than the English average of 2.3%.

Newer communities that have settled in Coventry in the last five years include Somalian, Kurdish, Afghanistani and Bosnian groups. The city is also currently benefiting from economic migrants from the new accession states in the European Union including Poland.

There are over 100 languages spoken in Coventry and a variety of faith communities – these include 65% who identify themselves as Christian, 4.6% Sikh, 3.9% Muslim and 2.6% Hindu. Over 15% of Coventry's population say that they follow no religion.

For over the last two decades the City Council has led a successful programme of work with private and public sector partners to regenerate the city and restructure the local economy. Significantly, improvement in employment levels and increased household incomes are reflected in the fact that Coventry had improved its position to 64th in the Index of Deprivation in 2004. However, there is still concern about absolute deprivation levels and the differences between the more affluent and less well off neighbourhoods in Coventry. The City Council and its partners have identified 31 priority neighbourhoods in the city that are the most disadvantaged.

However there is significant contrast in the distribution of incomes across the city with the poorest households receiving under £7,121 pa compared to the richest earning over £52,808. The difference in life expectancy between the most affluent and disadvantaged remains high, with a gap in life expectancy of 5.5 years for men and 4 years for women between priority neighbourhoods and the rest of city. Unemployment rates vary across the city from 0.5% in Wainbody to 6.9% in Foleshill (Job Seekers Allowance measure).

In addition there is a range of communities in Coventry that may experience disadvantage that do not necessarily have a geographical focus – these communities of interest include: disabled people, older people experiencing isolation and poverty, homeless people, disaffected young people, people from the most disadvantaged black and minority ethnic groups, asylum seekers and refugees, people experiencing mental ill health and ex-offenders.

For a city of its size and diversity, Coventry is comparatively well-integrated. Recent government research on segregation in cities using an Index of Dissimilarity measured unevenness in distribution between different ethnic groups. This research shows that segregation between White and Non-White communities in Coventry is low, particularly for a city with a high level of ethnic diversity, with an index of 0.4 compared to 0.72 for Blackburn and 0.58 for Birmingham. Similar comparative data shows that, whilst there is a higher concentration of Black and Asian communities in Coventry's deprived areas, this is relatively low in comparison to many similar cities in England.

This relatively high level of integration may be reflected in the high perception levels of cohesion recorded by Coventry's annual quality of life survey where around 91% - 92% of respondents agreed that people from different backgrounds get on well together in 2004 and 2005. The percentage of respondents who agreed that residents respect differences between people from different backgrounds rose from 85% in 2004 to 90% in 2005.

Local election results have demonstrated that Coventry has not seen the rise in support for the far right political parties that has recently been experienced by neighbouring authorities in the West Midlands and similarly diverse cities in England.

Police crime figures show there were 422 racist incidents in 2002/03 and the number rose to 519 in 2003/04. The figure fell to 378 incidents in 2004/05 when 76.5% of the incidents were recorded as hate crimes and 23.5% as non-crime racist incidents. The most prevalent crime in 2004/05 was actual bodily harm, followed by harassment, alarm and distress. Hate crime incidents rose in number again in 2005/06 to 441. Hate crime reporting centres have been operational in Coventry since April 2003. In 2003/04 228 racist incidents were reported to these centres, several of which were repeat victims. In 2004/05 only 90 incidents were reported rising to 120 in 2005/06 – there is a possibility of double counting as some incidents were also reported to the police.

There is a lower level of reported homophobic incidents reported to the Police – with 18 in 2002/03, 32 in 2003/04, 19 in 2004/05 and 23 in 2005/06. It is known that homophobic hate crime is under-reported.

The number of racial incidents recorded by the Council rose from 96 in 2003/04 to 126 in 2004/05. Following awareness raising and improved reporting procedures in schools the number of reported incidents rose to 563 in 2005/06.

Towards a cohesive Coventry – a city-wide vision and strategic approach

The concept and promotion of community cohesion is already well embedded in both the Coventry Community Plan and the City Council's Corporate Plan, other policies and strategies. The strategic approach of both the Coventry Partnership and Coventry City Council is to ensure that community cohesion is "mainstreamed" as the issues that it encompasses are part of everything we do.

The **Coventry Community Plan** vision is "*that each person in Coventry can experience: being healthy, keeping safe, achieving and enjoying, making a positive contribution, realising economic well-being and having supportive friends and community*" – fundamental elements

in the creation of a cohesive city. Committed to focusing on service improvement across the city, particularly within Coventry's priority neighbourhoods and communities, the Community Plan called "Progress through Prevention" aims to improve outcomes for everyone in the city whilst closing the gap between those experiencing greatest disadvantage and the rest of the city. The Plan is also Coventry's **Neighbourhood Renewal Strategy** and encompasses the city's **Local Area Agreement (LAA)** with central government which aims to improve service delivery and performance and quality of life for local people in the key areas of employment, health, education, crime, housing and environment. These are being addressed under the four blocks of: Safer and Stronger Communities; Healthier Communities and Older People; Children and Young People; and Economic Development and Enterprise.

With an underpinning theme of Equalities and Communities, the Community Plan has specific outcomes of making Coventry a more inclusive and cohesive city by 2010 with more equal opportunities for people from different backgrounds.

The Coventry Partnership is developing a **specific vision and protocol for achieving community cohesion** in Coventry, along with a framework for partnership activity and guidance for its partner organisations based upon the Home Office's "Seven Steps to Community Cohesion".

The Partnership's draft community cohesion vision and protocol asks partners to commit to promoting community cohesion:-

Coventry – Positive about people, positive about difference

We want Coventry to be a city of peace and reconciliation and a cohesive community of communities. The Coventry Partnership is committed to making Coventry a cohesive city. Through service delivery and actions partners will work to:

- *Develop a sense of belonging and involvement for Coventry's communities;*
- *Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances;*
- *Ensure that people from different backgrounds have similar life opportunities;*
- *Develop strong and positive relationships between people from different backgrounds*

And we will take active steps to promote community cohesion and work to identify and break down barriers that prevent Coventry becoming a truly cohesive city.

We will support our partners in delivering this vision.

This protocol largely reflects the national definition of community cohesion but has added the aim of "involvement" because this is critical to developing mutual respect and shared ownership of the city for our communities.

This City Council community cohesion strategy uses the Coventry Partnership's community cohesion protocol and framework in developing the Council's strategic approach to community cohesion.

The **City Council's vision**, agreed in June 2005, is for "...Coventry to be a growing accessible city where people choose to live, work and be educated and businesses choose to invest." This vision is supported by seven Corporate Objectives one of which is "to actively promote equality so that people from different backgrounds have similar life opportunities," and is underpinned by five key values, one of which is to "value diversity, social justice and community cohesion."

This vision and the corporate objectives provide the strategic direction for the Council in developing and delivering its services and identifying priorities. The values underpin council work so that community cohesion is embedded in the council's activities and managed through the council's performance management framework. The development of this community cohesion strategy will provide focus on the impact of key areas of activity rather than attempt to capture and manage everything that the council does that could impact upon community cohesion.

Using the community cohesion framework – a strategic approach

The City Council's community cohesion strategy uses the community cohesion framework developed by the Coventry Partnership to:

- identify and consider together council strategies and activities that are key to each strategic objective;
- set out how these are being reported and managed;
- identify planned activity and further activity that is required;
- monitor and manage the collective impact of this activity through a set of key community cohesion indicators.

This activity is summarised briefly below under general activity and **four strategic objectives** and then set out in more detail in a table at Appendix A. Each strategic objective has a set of performance measures and targets that will aim to assist the council to measure progress in developing a cohesive city at a strategic level. These are set out in Appendix B.

General activity - in addition to the four themes, the strategy identifies some general strategic activity to develop further the council's and city's understanding and a strategic partnership approach to community cohesion. This includes working with the National Institute of Community Cohesion, located in Coventry and Leicester, to better understand how a community can become un-cohesive; supporting the work of the Coventry Partnership and its Equalities and Communities Theme Group and Community Cohesion sub-group including being the accountable body for £1.4m of NRF funded Community Cohesion projects; and ensuring that the City Council's programme of Equality Impact Assessments include the consideration of all aspects of community cohesion.

Develop a sense of belonging and involvement for all Coventry's communities – areas of activity under this strand include ensuring the City Council consults and involves its communities in developing its services and plans and ensures that Coventry's communities are given a voice. Key areas for activity will include working with a range of partnerships and user groups; developing a revised consultation strategy for the council; the formal adoption of the Statement of Community Involvement; and Neighbourhood Management including the further development of neighbourhood forums. Ensuring Coventry's communities have a voice will be a particular priority for this year.

Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances – activities under this strand focus on promoting diversity and tackling prejudice, discrimination and harassment. Key areas of activity include training; positive communications and managing negative communications and addressing hate crime.

Ensure that people from different backgrounds have similar life opportunities – much of the council's mainstream service activity contributes to this strand. Key activity here is around ensuring better and more equitable access to services and tackling barriers that cause disadvantage in the critical areas of education; employment; housing; health; crime and environment.

Develop strong and positive relationships between people from different backgrounds

– young people are a focus of activity here with culture and leisure activity as well as education providing opportunities for bringing people together. Elected Members have a critical leadership role both at a city and neighbourhood level in bringing communities together, understanding different interests and identifying potential conflicts so that they can be resolved.

Managing Performance

All of the activity set out in the strategy is being reported and managed through existing strategies and plans and reporting mechanisms. This strategy pulls this activity together into one place. To assess the combined impact this activity is having upon the cohesiveness of the city, a number of performance indicators have been identified and are set out in Appendix B.

Progress will be reported to the Cabinet Member (Finance, Procurement and Value for Money) as the Cabinet Member with overall responsibility for community cohesion. He will also be responsible for identifying additional activity that needs to be undertaken by the Council to promote community cohesion. Progress reports will also be subject to scrutiny and the relevant Scrutiny Board will be asked to consider how the scrutiny role should be developed in relation to community cohesion.

Community cohesion is a complex concept and it is widely recognised that it is difficult to measure and manage. The government has produced a set of indicators, and a number of these have been included in the measures chosen for this strategy, although, where better local indicators exist, these have been used as an alternative. The City Council will look to develop better indicators through its membership of the national Institute of Community Cohesion and by using best practice from elsewhere as it develops.

Community Cohesion – general activity			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
0.1	Institute of Community Cohesion – as a founder member the City Council will sit on the Board and work with the National Institute to develop wider understanding about community cohesion to assist the council to promote cohesion in Coventry	Full work programme still under development June 2006 - Council to be confirmed as a partner in Institute project to develop research methodology to understand patterns of segregation and integration and its impact on cohesion	Institute Board Reported to Cabinet Member, (Finance, Procurement & Value for Money) by Head of Corporate Policy
0.2	Coventry Partnership – Community Cohesion outcomes are included in the Coventry Community Plan. The council will work with other partners to develop a partnership approach to community cohesion including the development of a shared framework and continue to support the work of the Equalities and Communities Theme Group. Council's role as accountable body for Neighbourhood Renewal Fund will include managing the £1.4m programme of projects delivering community cohesion	July 2006 – protocol, framework and guidance agreed by Coventry Partnership September 2006 – Self Assessment of progress – further programme of action developed for 2006/07 April 2006– programme of £1.4m NRF funded projects agreed to deliver the community cohesion outcomes in the Community Plan – programme ends in March 2008	Equalities and Communities Theme Group Action Plan Managed through Coventry Partnership Performance Mgt system Reported to Cabinet by Chief Executive Reported to Cabinet Member Finance, Procurement & Value for Money by Director of Finance and ICT
0.3	Equality Impact Assessments – the council has commenced a three year programme of Equality Impact Assessment (EIA) of all its policies and functions in response to its legal duties under the Race Relations Amendment Act (2000) and the Disability Discrimination Act (2005). The process will identify and address any adverse impacts of these upon particular groups in the city and includes race; gender; disability, age, faith and sexuality. The process has been amended from April to address the wider definition of community cohesion.	Three year programme from April 2006 to March 2009 is set out in the council's Race Equality Scheme	Race Equality Scheme Progress reported annually to the Cabinet Member , Neighbourhoods, Health & Equalities by Head of Corporate Policy

Community Cohesion – general activity			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
0.4	Allocation of Finance – it is important to ensure that the funding decisions made by the Council are fair and transparent and that local people and communities understand why decisions have been taken so they do not lead to an increase in mistrust between different groups. The council will continue to consult on its objectives and finances as part of its budget setting process and ensure its budget is well communicated.	Medium Term Financial Strategy – September 2006 Consultation on council's objectives and finances December 2006 – January 2007 Budget agreed and information disseminated February 2007	Reported to Cabinet Member (Finance, Procurement & Value for Money) by Director of Finance and ICT
0.5	Disability Equality Scheme – the council will be required to have a formal Disability Equality Strategy in place by December 2006 and work is underway on the development of the strategy. The council is committed to disability equality and has had a Disability Equality Policy for several years. The DES will address the council's role both as an employer and service provider and also its role in positively promoting Disability Equality in the community	April 2006 – December 2006 development; consultation and adoption of Scheme	Disability Equality Scheme Progress reported annually to the Cabinet Member (Neighbourhoods, Health & Equalities by Head of Corporate Policy
0.6	Gender Equality Scheme – this will become a formal requirement by March 2007. The Council adopted its Gender Equality Policy in 2005. The new Scheme will address the council's role both as an employer and as a provider of services.	September 2006 – February 2007 development; consultation and adoption of Scheme	Gender Equality Scheme Progress reported annually to the Cabinet Member (Neighbourhoods, Health & Equalities) by Head of Corporate Policy
0.7	Development of performance measures – the council is working with other members of the Coventry Partnership to develop a set of core indicators to measure equality of opportunity and quality of life at city, neighbourhood management area and neighbourhood level and for communities of interest. This will enable better information and comparative data to be used across the city and help improve and target service provision and manage performance.	July 2006 – core set of indicators agreed by partners Benchmarking and applications developed for use in neighbourhood and service planning to be rolled out by March 2007	Performance and Evaluation Group of the Coventry Partnership Head of Corporate Policy

Strategic Objective 1 - Develop a sense of belonging and involvement for all Coventry's communities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
1.1	<p>Consultation – the council wants to encourage local people and communities to share their views on the council's objectives and services and, where possible, to participate in decisions on the delivery of services. Consultation can take a variety of forms from simple customer surveys and focus groups; involving individuals in planning their care and user groups influencing service design to consulting citizens and communities on council policy and priorities. Being consulted and involved in decision making can be a key to giving communities a sense of belonging and involvement. Clarity about any constraints around a consultation exercise and feeding back on results to consultees are critical factors in this.</p> <p>A specific development in 2006/7 is the adoption of the Statement of Community Involvement that forms part of the new Local Development Framework as part of the new planning system.</p> <p>Although there is developing good practice on consultation and involvement across the council there is still an absence of co-ordination; unnecessary duplication and a need to learn from good practice in parts of the council and with partner organisations that causes frustration amongst local communities. This will be addressed in 2006/7 by the setting up of a central research and consultation resource and the revision of the council's consultation strategy to ensure that all mechanisms are developed to reach all communities</p>	<p>Current activity includes the further development of "Hear by Right" consultation and involvement for young people and the work of the Children's Champion and the Youth Council in ensuring that young people's voices are heard – including ensuring children with BME heritage are involved</p> <p>Statement of Community Involvement sets out how the council will involve local people and communities in developing planning policy and planning decisions Adopted Autumn 2006</p> <p>Central Council research and consultation unit to be set up in 2006/07</p> <p>Consultation Strategy developed by end of 2006/07</p> <p>The council will also work with its partners in the Coventry Partnership – including the Community Empowerment Network – to develop a co-ordinated and more effective approach to consultation with local communities</p>	<p>Reported to Cabinet by Chief Executive</p> <p>Part of Local Development Framework reported to Cabinet Member, (Urban Regeneration & Regional Planning) by Director of City Development</p> <p>Reported to Cabinet Member (Policy, Leadership & Governance) by Chief Executive</p>

Strategic Objective 1 - Develop a sense of belonging and involvement for all Coventry's communities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
1.2	Consultation and involvement through Partnerships – the council will continue to work in partnership with a range of organisations and Boards that involve communities of interest to improve services and improve outcomes for local communities.	Coventry Partnership Board Community Empowerment Network Older People's Partnership Learning Disabilities Partnership Physical & Sensory Impairment Partnership Children and Young People's Partnership	Activities and Milestones set out in relevant plans and reported to Cabinet and to Cabinet Member (Children, Learning & Young People) by Director of Community Services and Director of Children, Learning & Young People.
1.3	Neighbourhood Management - the Neighbourhood Management service works with residents to find local solutions to local problems and to involve them in planning service improvements. It also works to align residents' priorities with the priorities of service providers, with the aim of making a better use of resources and improving the quality of those services. A key activity in 2006/7 will be to set up a forum in each of Coventry's 18 wards to involve local people.	Developing and setting up ward forums Forums begin September 2006	Reported to the Cabinet Member (Neighbourhoods, Health & Equalities) by Head of Neighbourhood Management
1.4	Ensuring Communities have a voice – to develop a sense of belonging and involvement for local communities at a city level to ensure that different communities' views are heard and give a platform for different voices. This will link to activity to bring different communities together It is particularly important to ensure that young people have a voice and the council's youth service supports a range of youth forums	To be developed with the relevant Cabinet Members and Scrutiny Board in 2006/7 In 2006/7 the Youth Service will develop, maintain and/or consolidate youth forums for: Looked After Children and Young People; Young carers; young parents; deaf young people; NDC Area Forum; BME groups and young people with disabilities	Reported to Cabinet Member (Finance, Procurement & Value for Money) by Head of Corporate Policy

Strategic Objective 1 - Develop a sense of belonging and involvement for all Coventry's communities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
1.5	Elections – taking part in the electoral process is a fundamental part of citizenship and involvement. As part of the statutory annual update of the electoral register, the council contacts every household in the city. During the 2006 survey the council will target the 3 wards with the lowest response rate to increase registration. In addition the council targets young people aged 18 and rising 19 year olds to encourage them to vote and to work in specific support posts during an election to encourage democratic participation.	Survey of Households autumn 2006	Reported to Cabinet Member (Human Resources, Corporate & Customer Services) by Director for Legal & Democratic Services
1.6	School Governors- being a school governor is an important way of becoming involved in the local community and the city. The Governor support service works to support schools and raise the standards of achievement for all pupils and is working to increase the percentage of governors from minority ethnic groups to better reflect the diversity of the population of Coventry	Governor Support Service – Services for Schools Operational Plan	Reported to Cabinet Member, (Children, Learning & Young People) by Director of Children, Learning & Young People
1.7	Community Groups – provide a range of services including language training; social events; and opportunities for people to meet and develop a sense of belonging.	Activity planned for this year includes the development of a community groups policy to assist the council to allocate resources appropriately and ensure the provision of community facilities best meet the council's objectives. Community Groups Policy developed by October 2006	Reported to Cabinet Member (Culture, Leisure & Libraries) by Head of Corporate Policy
1.8	Compact – the City Council's compact with the voluntary sector sets out how the council will involve and consult with organisations in the voluntary sector	In 2006/07 the council will work with the Coventry Voluntary Service Council to develop an updated Compact statement	Reported to Cabinet Member (Finance, Procurement & Value for Money) by Head of Corporate Policy

Strategic Objective 2 - Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
2.1	Race Equality Scheme 2006-2009 – provides a clear focus for the council's race equality work and sets out aims and the practical ways the council meets its responsibilities. It is a living document and will be reviewed and revised regularly as well as being incorporated into the council's performance management scheme.	Race Equality Scheme adopted June 2006 Three year programme of equality impact assessments	Reported to Cabinet Member (Neighbourhoods, Health & Equalities) by the Head of Corporate Policy
2.2	Equality Training – to promote understanding of diversity amongst its employees and to improve its service delivery to local people the council delivers a range of equality and diversity training. Equality training is also responsive to specific events e.g. following the London bombings in July 2005 a training programme was developed for Neighbourhood Wardens to increase awareness and provide a better understanding of community issues and address myths and misconceptions about different religious groups to make wardens more active and aware of community tensions and to enable them to support local neighbourhoods by providing advice, guidance and appropriate signposting where there were incidents of harassment To promote and develop consistent standards of understanding and training around diversity issues across the city the Council led the Coventry Partnership DiverseCity project to develop a resource book, workbook, microsite and comprehensive training programme for employers to use with their employees.	Training Development and Learning Strategy Training units include: Asylum Seekers and Refugees Awareness; Cultural Awareness; Equality and Diversity; Harassment and Bullying at Work; NCFE Certificate in Equality and Diversity; Race and Racism; Religion and Belief: Sexual Orientation and Equality Impact Assessment. Training for elected members Training for teachers on developing the curriculum and school environment to reflect our culturally diverse communities Production of an accompanying resource book on Cultural Etiquette for employees July 2006 and development of further partnership training and working in Coventry	Reported to Cabinet Member (Human Resources, Corporate & Customer Services)
2.3	Positive Images Campaigns – the City Council has supported the Coventry Partnership's " <i>Celebrating Coventry</i> " campaign which has promoted the diversity of Coventry's population. Four campaigns have taken place since April 2004 covering age; ethnicity; sexual orientation and disability through posters, bus advertising and associated items.	Fifth " <i>Celebrating Coventry</i> " campaign October 2006	Equalities and Communities Theme Group Action Plan Coventry Partnership Performance Management system

Strategic Objective 2 - Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
	The council also supports the “ <i>Keep Racism out of Football</i> ” campaign and has sponsored the Coventry City Football Club poster and distributed these to all local schools and other local venues.	Support for “ <i>Keep Racism out of Football</i> ” world cup England team posters and distribution to schools and centres June 2006 New season “ <i>Keep Racism out of Football</i> ” campaign September 2006	Reported to Cabinet Member (Finance, Procurement and Value for Money)
2.4	Sexual Orientation Equality Action Plan – following the adoption of the council's sexual orientation policy in 2005, an action plan has been developed with a range of stakeholders and local people to assist the council develop its services in line with council policy	Key areas of activity include: Young People Social Scene/Support Groups Positive Images/Attitudes/Environment Employment and Training Actions and milestones set out in Sexual Orientation Action Plan	Sexual Orientation Equality Group Reported to Cabinet Member (Neighbourhoods, Health & Equalities)
2.5	Communications – the council communicates with local residents through a variety of media. The way that the council communicates – the media used; the images and messages - can reinforce and promote diversity everyday. It is also important to ensure that local people have access to the council's communications – some types of media appeal more to certain people; some are more accessible to some groups. The council is currently reviewing its communications strategy and, as part of this, will also undertake some research on how effective and accessible current communications are to different groups in Coventry. In addition it is important to identify and respond to negative and inaccurate reporting that could impact on cohesion. This will include myth busting by challenging wrongly held beliefs and assumptions.	Revised Communications Strategy agreed summer 2006 Research into effectiveness and accessibility of communications undertaken by December 2006 Develop a monitoring system of local media to identify any negative reporting that could	Reported to Cabinet Member (Policy, Leadership & Governance) by the Head of Corporate Policy

Strategic Objective 2 - Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
		impact on cohesion and rebut any myths or inaccuracy of reporting – date to be agreed	
2.6	Events and Festivals – these are a way that communities celebrate their culture and can be used to promote diversity. The council supports a programme of events in the city run by CVOne - including the Godiva Festival and the Coventry Jazz Festival - and Peace Month, which specifically promotes peace and reconciliation and diversity. Many more events are put on by local organisations and groups themselves.	New post of Events Co-ordinator created whose role will be to co-ordinate the city's programme of events and facilitate and assist local groups and communities in putting on local events. Annual Programme of Events	Reported to Cabinet Member (Culture, Leisure & Libraries) by Director of Community Services
2.7	Hate Crime Reduction Strategy – “Challenging and Reducing Hate Crime” is an inter-agency strategy for Coventry. The strategy contributes to and works in parallel with the overall Community Safety Strategy “Towards a Safer, More Confident City”. Hate Crime is the antithesis of the positive value of diversity as it is motivated by prejudice against someone different. The strategy aims to tackle hate crime through training and education; encourage reporting and provide support to victims including the provision of local reporting centres; support and encourage effective action against offenders and develop programmes to address offending behaviour; and encourage the use of sport, art and cultural activities to help address issues of discrimination and promote community cohesion	Hate Crime Reduction Strategy Action Plan 2006/08 sets out a series of actions and milestones under the themes of: <ul style="list-style-type: none"> ▪ Prevention, Education and Training ▪ Encouraging reporting and support for victims ▪ Offenders ▪ Community Cohesion 	Progress managed through the Coventry Hate Crime Reduction Partnership; the Coventry Anti-Harassment Forum and the Community Safety Partnership Reported to the Cabinet Member (Neighbourhoods, Health & Equalities)

Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
3.1	Equality Strategy – the Council’s Equality Strategy pulls together all the council’s equality policies into one place. It sets out the council’s strategy to promote equality of opportunity both as an employer and as a provider of services. In 2006/07 the strategy and action plan will identify a number of key equality indicators and targets relating to the council’s corporate objectives to bring additional focus to the council’s activities.	Revised Strategy and Action Plan for 2006/7 agreed at Cabinet August 2006 Activities and Milestones set out in Action Plan	Reported annually to Cabinet by Head of Corporate Policy.
3.2	Interpreting and Translation Service – this service is critical to equality of opportunity as it enables customers who need to have an interpreter – either because they cannot speak English or require sign language - to access services. Following research commissioned by the Coventry Partnership, the current provision of interpreting and translation services being used by service providers in Coventry, the City Council and Primary Care Trust services are being merged to provide a better service for local people. The transition phase is being funded through Neighbourhood Renewal Fund and being project managed by Community Services	Development of a joint Interpretation and Translation service Project milestones and dates to be developed	Reported to Equality and Communities Theme Group and NRF Sub-Group and Coventry Partnership Board
3.3	Children and Young People’s Plan – this is the single overarching plan for all children’s services in Coventry developed through the Children and Young People’s Strategic Partnership and is focused on the Every Child Matters outcomes of being healthy; staying safe; enjoying and achieving; making a positive contribution; economic well-being with the addition of a local outcome of having supportive families, friends and communities. It has eight aims which address issues that are fundamental to building cohesion in Coventry and which have been built into the Local Area Agreement and into a raft of supporting Plans and strategies that will deliver the outcomes set out in the CYPP. The Plan will contribute to community cohesion in the city under a number of the strands.	Strategic Action Plans showing Year 1 Key Actions are set out in the Children and Young People’s Plan for each of the national outcomes plus an additional plan for integrated processes: <i>Being Healthy</i> <i>Staying Safe</i> <i>Enjoying and Achieving</i> <i>Making a Positive Contribution</i> <i>Having Economic Well-being</i> <i>Integrated processes</i>	Reported to Children and Young People’s Partnership Board Reported to Cabinet Member, (Children, Learning & Young People)

Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
3.4	<p>Education – this is one of the six areas that are key to social inclusion and education attainment at 16 has been identified by the government as an indicator for measuring the cohesiveness of a community. The City Council has a Corporate Objective to "<i>Ensure the best quality Education for all and that children and young people can achieve their maximum potential</i>"</p> <p>As a Local Education Authority the Council works to support Coventry schools in improving attainment, all of whom have their own improvement plans.</p>	<p>The Children and Young People's Plan is the key strategic document for all services for children in Coventry (as set out above). In addition to the outcome of "<i>Enjoying and Achieving</i>" the aims of the Plan include <i>maximising the potential for disabled children and young people and for looked after children and young people to live healthy, happy and successful lives.</i></p> <p>Activities and Milestones are set out in the Children and Young People's Plan and the Cabinet Member (Children, Learning & Young People) Strategic Plan including specific targets and/or actions for looked after children; gender and disabled children; improving the attainment of pupils with English as an additional language and from underachieving groups and the provision of educational opportunities for Traveller pupils</p>	<p>Reported to Children and Young People's Partnership</p> <p>Reported to Cabinet Member (Children, Learning & Young People) by Director of Children, Learning & Young People</p>
3.5	<p>Employment – this is one of the six areas identified as being key to social inclusion and cohesion as access to employment is critical to equality of opportunity. The council has a corporate objective to "<i>regenerate the city and ensure people have a good choice of jobs and housing</i>". The council will work to promote equality of opportunity in employment both through its own policy and practice as the largest employer in Coventry and through the support measures provided through Regeneration Services.</p>		

Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
	<p>Through the Coventry Partnership the council is committed to "Leading by Example" in its employment practice and works in partnership with JobCentre Plus to support the Coventry Partnership's Job Strategy Group and its partner Boards including those for Learning Disabilities; Mental Health, Older People and Children and Young People's Partnerships.</p>	<p>City Council Recruitment Strategy – develop creative recruitment processes to improve the diversity of the workforce</p> <p>Partnership Accord with Job Centre Plus</p> <p>Partnership with Remploy will support disabled people in applying for jobs and remain in council employment</p> <p>NDC "Streets Ahead" project</p> <p>Activity over the coming year will include the development of an Employment Strategy through the Jobs and Economy Theme Group that will focus on issues facing both demand (employers) and supply (workers); the development of the fourth block of the Local Area Agreement – Economic Development and Enterprise including the Local Enterprise Growth Initiative which will assist the development of enterprise and business within priority neighbourhoods of the city and an Economic Development Strategy for the city.</p>	<p>Reported to the Cabinet Member (Neighbourhoods, Health & Equalities)</p> <p>Reported to Jobs and Economy Theme Group and Coventry Partnership Board</p> <p>Reported to Cabinet Member (Urban Regeneration & Regional Planning) by Director of City Development</p>

Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
	<p>The council is working to bring jobs into Coventry by investing in and facilitating the physical regeneration of the city and through inward investment activities. Particular activities are aimed at getting local people into the new jobs provided, especially those who experience the greatest barriers to accessing work – such as long term unemployment, lack of skills; and incapacity. Much of this work is undertaken in partnership with employers; investors and partner organisations – colleges; Learning and Skills Council and Job Centre Plus and through the Jobs and Economy Group of the Coventry Partnership – recent examples include the Area Jobs Bus and the Mature Workforce Initiative and the council has just signed a Partnership Accord with JobCentre Plus to help the hardest to reach to get into work.</p>		

Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
3.6	<p>Health – the council has a corporate objective to <i>"promote health, independence and choice for all citizens"</i> and is committed to tackling health inequalities, working closely in partnership with other agencies and local communities, particularly for neighbourhoods and communities in greatest need.</p> <p>This work aims to reduce preventable ill health and early death, focusing on neighbourhoods with the highest ill health and need; support individuals and community groups to make changes which will help them to live longer and healthier lives; protect young children by helping to prevent accidents in the home; quit smoking support; improve access to services by giving individuals appropriate information and advice.</p> <p>Other mainstream services, including support to disabled adults and older people and sports development, also make a significant contribution to health.</p>	<p>LAA – Healthier Communities and Older People</p> <p>Health Inequality Strategy</p> <p>Cabinet Member Plan for Health Neighbourhoods, Health & Equalities</p>	<p>Health and Well-Being Theme Group and Coventry Partnership Board</p> <p>Reported to Cabinet Member, (Neighbourhoods, Health & Equalities)</p>
3.7	<p>Housing – access to a choice of housing is a further critical area for both social inclusion and community cohesion. The council has a corporate objective to <i>"regenerate the city and ensure people have a good choice of jobs and housing"</i></p> <p>Although the council no longer owns council housing it retains the strategic role for housing in Coventry. The city's Housing Strategy aims to ensure decent homes, housing choice and support for Coventry citizens. The strategy addresses the overall housing supply in the city; affordable housing; the specific provision of housing to promote independent living for those who need it and to meet the needs and aspirations of the people of Coventry and create more balanced tenures at neighbourhood level.</p>	<p>Housing Strategy and associated strategies include the Older People's Housing Strategy and the Supporting People's Strategy; and the Asylum Seekers and Refugee Strategy.</p> <p>An outline programme of housing schemes has been agreed and will be funded by the council's Strategic Housing Regeneration Fund. Other activity over the coming year includes the development of a choice based letting scheme.</p>	<p>Reported to Cabinet Member, (Community Services & Housing)</p> <p>Housing Theme Group</p>

Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities			
Ref no	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
3.8	<p>Crime – being able to live and work free from crime and the fear of crime is critical to quality of life and one of the critical factors in improving social inclusion and cohesion. The council is an active of Coventry's Community Safety Partnership (which also acts as a Coventry Partnership Theme Group) and has a corporate objective to "<i>create a city where people feel safe and confident and no-one is disadvantaged by where they live.</i>" The city's Community Safety Strategy "A Safer Stronger Coventry" is based around a number of themes: reducing crime, fear of crime and anti-social behaviour; offenders; reducing the harm of illegal drugs and alcohol; cleaner, greener, safer neighbourhoods; community cohesion and empowerment; and children and young people.</p> <p>Key activities that will impact on equality of opportunity include the increased emphasis on tackling domestic violence and hate crime; support to the most vulnerable people to access crime prevention resources and the development of neighbourhood groups so that local communities can have access to partnership services and influence partnership services.</p> <p>Active Intelligence Mapping (AIMs) brings together local agencies to deploy staff and resources to tackle crime and anti-social behaviour and tackle emerging hot spots.</p>	<p>Community Safety Strategy 2005-2008</p> <p>LAA – Safer and Stronger Communities</p>	<p>Community Safety Partnership; Coventry Partnership Board</p> <p>Reported to Cabinet Member (Neighbourhoods, Health & Equalities) by Head of Corporate Policy</p>

Strategic Objective 4 - Develop strong and positive relationships between people from different backgrounds			
	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
4.1	Culture and Leisure Strategy – culture and leisure activity, including sport, is one of the best ways to bring people from different backgrounds together to share experiences and build relationships. Coventry's Cultural Strategy is going to be revised by in partnership with a range of stakeholders and providers in the city, with the aim of making Coventry a great place to live and work and visit; improve the quality of life for everyone in the city; support personal, social, economic and physical development and regeneration programmes in the city and make a real difference to community life and community cohesion.	Cultural Strategy Development of Brief July 2006 Consultation October 2006 Draft Strategy January 2007 Strategy adopted June 2007	Cultural Partnership/ Culture Theme Group; Coventry Partnership Board Reported to Cabinet Member (Culture, Leisure & Libraries) by Director of Community Services
4.2	Children and Young People – are a key group under this strand. The Children and Young People's Plan includes outcomes for children and young people as "having supportive families; friends and communities" and "making a positive contribution". By supporting schools and through its own youth services the council is encouraging the development of strong and positive relationships between children from different backgrounds in a variety of ways including school twinnings; sports and cultural events. Examples include initiatives such as "Swapping Cultures" and "Positive Futures".	New activity tin 2006/07 will include an arts project involving 16 schools from across the city funded through Neighbourhood Renewal Fund that will explore and celebrate diversity; and bring both children and parents from different backgrounds together - Project milestones to be developed Children and Young People's Plan Cabinet Member (Children, Learning & Young People) Strategic Plan	Children and Young People's Strategic Partnership Reported to Cabinet Member (Children, Learning & Young People) by Director of Children, Learning & Young People
4.3	Neighbourhood Management – in addition to the development of ward forums and neighbourhood planning which will involve and bring local people together, the Neighbourhood Management service supports and facilitates a range of local community organisations and activities in neighbourhoods which can bring people from different backgrounds together – including assisting the integration of newer communities.	Neighbourhood Management Operational Plan	Reported to Cabinet Member (Neighbourhoods, Health & Equalities)

Strategic Objective 4 - Develop strong and positive relationships between people from different backgrounds			
	Area of Activity and how it contributes to community cohesion	Key Strategies, Plans, Activities and Milestones 2006/07	How progress is reported and managed
4.4	Elected Members – in their community leadership role, elected members have a key role in ensuring that potential sources of tension between different communities are tackled at source; providing information; bringing people together; mediating where necessary and by encouraging people from all communities to participate in the life of their neighbourhood.	Ward Forums set up September 2006	Ward Forums
4.5	Community Cohesion Meetings – following the success of the meeting held in September 2005 when people from a range of communities and organisations came together to discuss community cohesion issues, the council plans to hold a similar meeting annually and more frequently if necessary. This will link to the development of a platform for different voices	Next meeting September 2006	Report to Cabinet Member (Finance, Procurement & Value for Money)

Benchmarks and targets for indicators marked with an asterisk will be developed when data from the Household Survey is available in August 2006

Indicator	Benchmark 2005/06	Target 2006/07
Strategic Objective 1 - Develop a sense of belonging and involvement for all Coventry's communities		
Percentage of people satisfied with their neighbourhood as a place to live <i>Analysis by City and comparison between neighbourhoods and communities of interest</i>	*	*
Percentage of people who feel they are able to influence decisions affecting their neighbourhood <i>Analysis by City and comparison between neighbourhoods and communities of interest</i>	*	*
Percentage of people actively involved or interested in getting involved in activities to improve their neighbourhood <i>Analysis by City and comparison between neighbourhoods and communities of interest</i>	*	*
Strategic Objective 2 - Appreciate and positively value the diversity of Coventry people's backgrounds and circumstances		
Percentage of people who agree that their neighbourhood is a place where residents respect differences between people <i>Analysis by City and comparison between neighbourhoods and communities of interest</i>	*	*
Numbers of Hate Crime Incidents reported to the Police	441	Increased number of reports
Numbers of Racial Incidents reported by the Council	563	593
Strategic Objective 3 - Ensure that people from different backgrounds have similar life opportunities		
Set of core quality of life indicators to cover: employment; education; health; housing; crime and environment <i>Analysis by City and comparison between neighbourhoods and communities of interest</i>	*	*
Strategic Objective 4 - Develop strong and positive relationships between people from different backgrounds		
Percentage who agree that their neighbourhood is a place where people from different backgrounds get on well together <i>Analysis by City and comparison between neighbourhoods and communities of interest</i>	*	*