



Snapshot of Cohesion and Empowerment in the East Midlands

Prepared

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The back to work company



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1. Summary

Potential Programme for East Midlands Neighbourhood Resource Centre (EMNRC)

The programme below sets out the gaps in existing support. It is based on what localities that responded to the mapping exercise say they need to drive improvement, together with similar responses from Connecting Communities, local authorities and the results from diagnostics carried out as part of the Targeted Support Programme.

Support	Activity
Research/Engagement	Developing training and tools to enable areas to research the needs of very diverse communities
Conflict Resolution	Adapting existing training and tools to work with localities in developing conflict resolution, also training and support for community organisations to do this
Intergenerational issues	Training and support tools to enable localities to engage and then respond to intergenerational issues
Staff training	Staff training and support for frontline staff in working with diverse and sometimes isolated communities
Data mapping	Development of data mapping tools and training at neighbourhood level
Customer insight	Training/support in outcome-based accountability (OBA) methods to develop robust customer insight processes



Delivery Planning	Training in how to develop delivery planning
Performance Management	Training in monitoring and impact evaluation, risk assessment
Intelligence and Analytical Capacity	Support to capture and analyse data focusing on communities of interest, geography, economic migrants and isolated BME communities
Neighbourhood Level	Design a local neighbourhood partnership programme which develops a 'single conversation' approach to communities to increase efficiencies and effectiveness
Case Studies	E.g. develop case studies to share useful work with elected members (as Community Champions)
Elected members, Parish councillors	Developing 'Seeing is Believing Approaches' to help them be more 'outward looking' – to see what works in other areas, particularly rural areas
Benchmarking	Aim to help them benchmark and drive improvement
Partnership	Bespoke Partnership work which draws together key officials across the different themes to build capacity of partners working together
Performance	Training on how to measure soft outcomes
Volunteers	Training for volunteers to engage people

2. Introduction

This is a report on the findings from a mapping exercise commissioned by the East Midlands Neighbourhood Resource Centre (EMNRC), through the East Midlands Improvement and Efficiency Partnership (EM IEP) to establish what activities, plans and strategies are in place to support cohesion and empowerment.



The aim of the exercise was to take a 'snapshot' of what local authorities and their partners are currently doing and from this identify where gaps may exist.

Findings from the 'snapshot' would give indications of where gaps may exist which, if addressed through additional support, would strengthen work across the region.

EMNRC, funded through the EM IEP, has funds which it may consider using, together with other regional partners, to address potential gaps.

Such support could translate into a programme of activity which would complement other regional support, providing a comprehensive 'offer' to local authorities and their partners.

The East Midlands region is the fourth largest in England, with the counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Rutland. The region is geographically diverse; with urban, rural and coastal communities. There are a range of groups and communities of interest, faith and geography, with increasing numbers of recent migrants, BME populations, travellers and established migrants from Western Europe.

There is a variation across the region between those areas with well-established work on cohesion and empowerment issues, particularly the major urban areas of Leicester, Nottinghamshire and Derby, and smaller towns such as Boston who have prioritised this work, aiming to improve on Place Survey scores.

All the counties are involved in developing their strategies and plans around these agendas, and are at varying levels of maturity.



The East Midlands has the benefit of a number of regional cohesion and empowerment programmes; Connecting Communities, the previous Government's recent emphasis on activity to address disaffected (mainly, but not exclusively) white working class residents, and the Targeted Support Programme (TSP), a framework of support options for local authorities who need to improve their scores on the NI 4 (the empowerment indicator). In addition, the Regional Empowerment Partnership (EMEP) has a comprehensive action plan with a range of support. The EM IEP has commissioned research on equality and diversity to support local authorities in embedding this work into the core of their policies and practice. High Peak and Nottingham are 'Empowerment Authorities acting as peers and support to councils in the region. High Peak leads a strand of TSP, 'Leading Lights' which is a network of local authority officers responsible for cohesion and empowerment activity.

Two recent assignments commissioned on TSP and on Connecting Communities identified that work on cohesion and empowerment may be at risk because of impending funding cuts, as it will not be seen as a priority where there are competing priorities.

Yet the work resonates with the principles of Total Place and similar outcome-based accountability methods which see citizens at the 'heart' of service delivery. These reports highlight the need to articulate a **stronger business case** to elected members (and sometimes senior officers).

3. Method

A questionnaire (see annex 1) was sent to all local authorities using Government Office East Midlands' Safer and Stronger Communities Network. There were also telephone follow-ups. The following authorities responded:

Bolsover

Mansfield

Boston

Newark and Sherwood



Derbyshire	Nottingham
Leicester	Nottinghamshire
Leicestershire	South Holland

In addition, desk research was carried out to capture information from Lincoln, Nottinghamshire, Leicester, Leicestershire, South Holland and Boston.

Complementary work undertaken on Connecting Communities and the Targeted Support Programme provided additional information, particularly identifying where gaps exist.

The TSP work programme is based on a series of diagnostics conducted by Lead Local Improvement Advisors (LLIAs) working with local authorities who have NI 4 in their Local Area Agreement. This identified a number of areas for improvement – support for these was not available either through the TSP or the Connecting Communities.

4. Findings

Responses from questionnaires

Local definitions ‘what they said’

Cohesion	Empowerment
<ul style="list-style-type: none"> • People from different background getting on well, without fear, ignorance or misconception • Shared understanding of heritage • Inclusive vision • Equal treatment of residents • Positive relationships in schools and at work 	<ul style="list-style-type: none"> • Ability to change the way things are • More people have access to inform, consult and involve • Offering opportunities for engagement and decision-making • Work more closely for the benefit of local residents from differed communities.



	<ul style="list-style-type: none">• Local authorities to listen and respond to views
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4.1 Cohesion

Plans and Activities

Summary of plans and activities from responses:

Lincolnshire

Community Engagement and Empowerment Strategy produced in 2009

Key areas:

- Locality management
 - neighbourhood management, parish planning, developing parish clusters
- Improved consultation
 - including satisfaction surveys, Place Survey, bespoke consultation
- Promoting local democracy
 - including developing scrutiny and Councillors call for Action
- Improved locally-based information provision
 - including engagement

By 2011, Lincolnshire aims to have improved cohesion and sense of community, have higher levels of civic participation and volunteering, overall greater satisfaction in the area and in local decision-making. Lincolnshire has also produced a resource pack for schools on how to support cohesion.



Place	Activity
BOSTON	
Boston Placecheck Project	Intensive neighbourhood engagement work in five areas, which have experienced rapid demographic change, due to migrant workers and their families
Boston Community Showcase	<p>Annual community celebration event, with voluntary/community sectors, Police, HMP North Sea Camp and Age Concern</p> <p>Aim: to deliver safe 'family event' for celebrating different cultures and communities and promote the Third Sector</p>
Getting to Know Boston	Promotional campaign held in 2009 to promote the town through information and community events, focus on migrant workers
Calendar of community events	<p>All citizens receive a community calendar with events and activities</p> <p>Aim: to develop conversations with all communities and between those from different backgrounds</p>
11 Million Day	National initiative, set up by Children's



<p>Boston Good Relations Project</p>	<p>Commission for England – tailored day of activities based on one primary school, included children conducting a consultation on environmental issues – raised awareness of environmental issues amongst children – and for Council how to consult young people and those whose first language isn't English</p> <p>Community Cohesion day – shared practice with Beacon-awarded 'Centre for Good Relations' in Lancashire, to work on civic mediation working through issues and disputes within communities</p>
<p>In 2006/7 Boston was scored lowest in England on cohesion (BUPI score) and has subsequently made the theme a priority, working on tensions between a rapidly changing community in what is a small rural local authority area.</p> <p>Key issues they are addressing:</p> <ul style="list-style-type: none"> • Improving community and democratic participation • Exclusion and community tensions • Civic pride/sense of belonging • Developing neighbourhood engagement through Placecheck, includes member involvement 	
<p>Place</p>	<p>Activity</p>
<p>SOUTH HOLLAND</p>	
<p>A range of projects and activities including posts:</p> <ul style="list-style-type: none"> • Community Integration Officer 	



<ul style="list-style-type: none"> • Language and Tuition Project • Cultural Festival • Sports Tour • Community Choir • Pride in South Holland Awards • History and Heritage book <p>Connection Communities has funded some of the above, as well as Placecheck Portfolio of Place</p>	<p>This links to Council's 'Democratic Community Leadership' (and Empowerment) which supports members in their role as Community Champions</p>
<p>South Holland has scored poorly in Place Survey on NI 1. The main issues are intergenerational between older and young people, compounded by the rural nature of the District, and perceived lack of activities for young people.</p> <p>Tensions between indigenous groups and new arrivals, largely from Eastern Europe.</p> <p>Pockets of tension towards travelling families – particularly around planning for sites. Tensions between local residents and internal migration, largely people and retirees from the south.</p> <p>Major focus on work at neighbourhood level, links to neighbourhood policing and community-led planning. Making stronger links to Migration Impact Fund initiatives.</p> <p>Elected members involved through Portfolio Holder for rural services – aim to improve engagement and involvement of local residents.</p>	



Place	Activity
DERBYSHIRE	
	<p>Derbyshire has scored poorly in the last Place Survey and is keen to improve delivery</p> <p>Currently they are consulting and engaging with residents</p>
BOLSOVER	
Bringing People Together Fund	<p>2008 Place Survey provides evidence – Derbyshire Community Cohesions strategy being produced</p> <p>Event planned to get more members involved</p>
<p>Needs better understanding and research on why communities have cohesion issues, particularly related to ethnicity and race. Practical case studies of what can be done at low cost in rural areas would help.</p>	

Nottinghamshire

Place	Activity
NEWARK AND SHERWOOD	
	<p>Community Cohesions forum is attempting to assess the situation and holding conversations with different groups</p> <p>Considering 'better' reporting systems</p>



	<p>Little evidence exists – so building up ‘the picture’ – identified Newark North ward having high reporting of hate crimes</p> <p>Cohesion issues exists for travellers, and people from Eastern Europe, as well those with disabilities and minority groups</p>
<p>Activities not advanced, at very early stages – aim to link to neighbourhood work.</p> <p>Elected members not directly involved.</p> <p>Need more research and help to carry out a clear programme of work.</p>	
Place	Activity
MANSFIELD	
<ul style="list-style-type: none"> • Improved satisfaction level • Improved social and community cohesion • Create a Thriving Third Sector • Participatory budgeting pilot being rolled out • Active Citizenship Programme • Inter-faith Forum • Pot of £150,000 allocated 2010/11 for cohesion 	<p>A range of activities such as sports activities, learning and cultural activities, volunteering, building capacity of Third Sector to access contracts, support for older people to improve the quality of life</p> <p>Neighbourhood ‘hubs’ established as focal points</p>
<p>Plans based on CAA and Place Survey and Neighbourhood Perception surveys.</p> <p>Key issues:</p>	



- Persistent low level ASB
- Worklessness
- Low level jobs
- Perception that young people have few activities

Need to co-ordinate neighbourhood work more cohesively.

Place	Activity
NOTTINGHAM	
<p>Joint Cohesion and Empowerment Plan</p> <p>Aims to respond to funding from consultation with EU migrants e.g. improve translation and interpretation service</p> <p>Aim to reduce inequality, discrimination and deprivation</p> <p>Increase and promote interaction between people and communities</p>	<p>Responding to issues of exploitative and illegal employment practices</p> <p>Monitoring work supported by the Migration Impact Fund e.g. English Language</p> <p>Developing work of faith groups</p> <p>Support Muslim Communities Steering Group</p> <p>Develop cohesion in major sporting events</p> <p>Develop a range of events which provide opportunities for interaction through high profile sports events</p>



	<p>Develop the role of arts in cohesion</p> <p>Train community groups in how to run community events to include planning, health and safety, first aid and legal issues</p> <p>Support community groups that bring people from different groups together e.g. International Club, Novas Scarman, cohesion volunteers</p> <p>Develop Hate Crime Strategy</p> <p>Analyse Tension Monitoring reports</p> <p>Improve effectiveness of engagement and consultation by developing and publicising engagement tools</p>
<p>Key issues:</p> <ul style="list-style-type: none"> • Racism and bullying amongst young people, intergenerational issues including with students and gangs. Work feeds into Local Empowerment Plans (neighbourhood delivery plans). Working with Third Sector partners to address issues around lack of community development resource for transformational work which would help people with increasing their personal responsibility. 	



Leicestershire

Place	Activity
<p>LAA Sustainability Community Strategy responds to need to address his agenda</p> <p>Responding to areas in the County that need more help and support to understand cohesion issues, and their particular groups</p> <p>Schools resource pack produced</p>	<p>Pack developed in response to need by schools to support learning about different groups, faiths and cultures</p>
<p>Key issues:</p> <ul style="list-style-type: none"> Lack of cultural diversity in areas of Leicestershire when compared to Leicester City. Work feeds in to work at District level. Have a lead member on the Stronger Communities Board 	
Place	Activity
<p>LEICESTER</p>	
<p>Support to 'outer' housing estates</p> <p>Strengthening relationships</p> <p>Addressing needs of new communities and asylum seekers</p>	<p>Connecting Communities Programme</p> <p>Work with Novas Scarman and Community Cohesion volunteers, African Caribbean Citizens Forum and others</p> <p>Diversity 'hub'</p>



Inter-cultural work with children and young people/Bridging the generational gap	Use of events and other activities to bring generations together in shared activities
Learning to live in Leicester	Community Cohesion fund to support community activities, festivals and events
Celebrations	
Living with 'good' services	Ensuring public services are user friendly and culturally sensitive
New arrivals	Toolkit for new arrivals
Living with tension	Addressing tension within between communities
Addressing violent extremists	City-wide specialist youth worker, Muslim communities consultant – Connecting Communities

From the questionnaires responses key issues overall were:

- Need to respond to community tensions.
- Need to understand the needs and research the issues for specific groups, communities and faiths, including new arrivals, travellers and BME.
- Understanding of what works in small rural areas.
- How to address intergenerational issues.
- How to engage with local people more effectively.


Opportunities for EMNRC to complement existing activity:

Support	Activity
Research/Engagement	Developing training and tools to enable areas to research the needs of very diverse communities
Conflict Resolution	Adapting existing training and tools to work with localities in developing conflict resolution, also training and support for community organisations to do this
Intergenerational issues	Training and support tools to enable localities to engage and then respond to intergenerational issues
Staff training	Staff training and support for frontline staff in working with diverse and sometimes isolated communities
Elected members, Parish councillors	Developing 'Seeing is Believing Approaches' to help them be more 'outward looking' – to see what works in other areas, particularly rural areas
Benchmarking	Aim to help them benchmark and drive improvement
Partnership	Bespoke Partnership work which draws together key officials across the different themes to build capacity of partners working together
Case studies/Good practice	
Performance	Training on how to measure soft outcomes
Volunteers	Training for volunteers to engage people

4.2 Empowerment

Summary of responses and plans:

Place	Activity
NOTTINGHAM	
NI 4 Empowerment and Communities Working	<p>Work on NI 4 is progressing well – data gaps identified and where improvements can be made</p> <p>Reviews of cohesion and empowerment strategies – and community work and facilities</p> <p>Links to Connecting Communities through the LSP</p> <p>Efficiencies likely through citizen involvement in service delivery e.g. preventative social care – i.e. citizens involved in redesign of services</p>
MANSFIELD	
General position of communities and individuals is 'detachment'	Work crosses both cohesion and empowerment, links to neighbourhood level work, and safer communities
SOUTH HOLLAND	
Portfolio Holders of Place	One element is 'Democratic Community Leadership' where members work with local neighbourhoods to strengthen participation, involvement and



Place	Activity
Community-led planning	empowerment Aim to allow people to have a more active role
<p>Using neighbourhood approaches and this work is fully integrated</p> <p>Key issues:</p> <ul style="list-style-type: none"> Capacity is the biggest barrier to effective engagement, need accurate data mapping, lack of resources, need to improve communication and links to Parish Councils to build trust 	
BOSTON	
<p>Boston Placecheck reads across Cohesion and Empowerment</p> <p>Key issues:</p> <ul style="list-style-type: none"> Recent Equality Impact Assessment found strategies weighted too much towards migrants – needs better balance messages to residents more effectively 	
Elected members and Parish Councils	Training/support to engage them in this agenda – articulating the ‘business case’
Efficiencies	How to use customer insight to drive programme redesign and potentially create efficiencies through reducing duplication and waste (Total Place/type methodologies)



NEWARK AND SHERWOOD	
Developing 'customer-focused experimental activities'	
Considering public consultation	
No links as yet to neighbourhood working	
Empowerment is part of the wider communication strategy	
BOLSOVER	
'Bringing People Together' fund	Community Chest fund to provide LSP funds
Hard to engage – as response is poor	But, have successful Citizen and Youth Council

From the questionnaire responses, key issues overall were:

- There appears to be a greater emphasis on cohesion rather than empowerment.
- In smaller Districts lack of capacity and resources are an issue.
- Commitment and role of elected is critical and not always clear.
- Data gaps exist, which effect developing evidence-based approaches.



5. Read across to Connecting Communities and Targeted Support Programme (TSP)

From work carried out in parallel to this exercise, a number of requirements were identified which could be added to a potential work programme for EMNRC support, they are:

Delivery Planning	Training in how to develop delivery planning
Performance Management	Training in monitoring and impact evaluation, risk assessment
Intelligence and Analytical Capacity	Support to capture and analyse data focusing on communities of interest, geography, economic migrants and isolated BME communities
Neighbourhood Level	Design a local neighbourhood partnership programme which develops a 'single conversation' approach to communities to increase efficiencies and effectiveness
Case Studies	E.g. develop case studies to share useful work with elected members (as Community Champions)

The above could add value to the potential support areas in the last section.

6. What next?

The content of the potential programme for the EMNRC to be considered for delivery as a regional programme. It could form part of a comprehensive package of support, alongside Connecting Communities and TSP and the activities being delivered by the EMEP.



This would build the capacity of the smaller Districts who have identified elements of the programme which would enable them to drive accelerate improvement, and would potentially contribute to increasing efficiencies.

The shape of the programme could include work with County Councils and their Districts to provide bespoke support, as well as a wider 'offer'. The focus on neighbourhood support would ensure that emphasis is on **local** cohesion and empowerment, which if scaled upwards, would result in a stronger and safer region.



Annex 1

Questionnaire

Cohesion and Empowerment in the East Midlands

The East Midlands RIEP, together with the East Midlands Neighbourhood Resource Centre, want to find out what is being done by LSPs in their neighbourhoods to strengthen community cohesion and involve and empower local people. We want to ensure that any support we can provide fits closely to what you tell us is needed.

Please help by completing this e-questionnaire (or passing it to the appropriate member of staff). We will be following up a sample of respondents by telephone to find out more.

Thank you so much for your help. If you need to know more contact Natalie Jones, Paula Grizzard or Melanie Rowe

Please respond to Jan Hall jan@thebacktoworkcompany.com by **10th March 2010**



Cohesion and Empowerment in the East Midlands

COHESION

A. What does Community Cohesion mean in your locality, neighbourhoods?

B. Do you have plans, activities which focus on improving cohesion?

C. If so, tell us about them



D. What evidence do you have of the need for such plans/activities?

E. What are the key cohesion issues?

F. How are the plans/activities measured?

G. Do they feed into a wider process of neighbourhood level work, if so how – if not, what are the barriers?



H. Are elected members involved?

I. If you have no plans/activities are you considering developing these, or do barriers exist which are preventing them?

J. What would ease these barriers?

K. What support would be most effective to develop cohesion work?



EMPOWERMENT

A. What does 'Empowerment' mean in your locality, neighbourhoods?

B. Tell us about the work you are doing at Neighbourhood level to strengthen empowerment

C. How is current performance; what is working, what could be improved, do you have data gaps?



D. What plans do you have to improve, strengthen, do thing differently (if appropriate)?

E. How is this work feeding into other neighbourhood level working, and across themes (i.e. safer, employment, health etc.), or other targeted work, such as Connecting Communities?

***F. Do you envisage any efficiencies as a result of the work you are doing to involve and empower people locally?
If so, tell us about them***



<i>G. Do you use your Empowerment work to inform 'customer insight' i.e. to involve people in shaping decisions about delivering services? If not, who is responsible for customer insight in your local area?</i>
<i>H. Are elected members involved?</i>
<i>I. How do you measure performance?</i>



<i>J. What would strengthen and support your work?</i>
<i>K. Finally – have you been approached for information on cohesions/empowerment – if so and when?</i>
<i>L. Any comments to help build up a picture of work across the region?</i>



Name	
Organisation	
Email	
Telephone	

Thank you so much for your time, we will let you know the results!