

Cohesion Guide



Contents

What is Community Cohesion?	3	What is Neighbourhood Profiling and how does it help?	23
Why is Community Cohesion important?	4	What are the key things we can do to improve cohesion?	25
What makes communities less cohesive?	6	How can local authorities work closely with Neighbourhood Policing teams to improve cohesion?	30
How do we identify areas with low levels of community cohesion?	10	What do we do if something happens, locally, nationally or globally, to affect community cohesion negatively?	31
What indicators are there of tensions in your community?	12	How do we run a tension monitoring group, and how can it help cohesion?	32
How can you understand your community better?	14	How effective are you at managing community cohesion – a self-assessment checklist	33
What is a Neighbourhood Policing team, and who is in it?	17	Appendix A	35
What role can Neighbourhood Policing teams play in tackling community cohesion?	18	Appendix B	36
Who are the key partners?	19	Appendix C	37
How can we build a successful cohesion partnership at every level?	21		
What does a cohesive community look like?	22		



What is Community Cohesion?

Community Cohesion is what must happen in all communities to enable different groups of people to get on well together.

Integration is what must happen to enable new residents and existing residents to adjust to one another. This is a key contributor to successful Community Cohesion.

A vision of an integrated and cohesive community is based on three foundations:

- People with different personal characteristics having similar life opportunities
- People knowing their rights and responsibilities
- People trusting one another and trusting local institutions to act fairly

...and three key ways of living together:

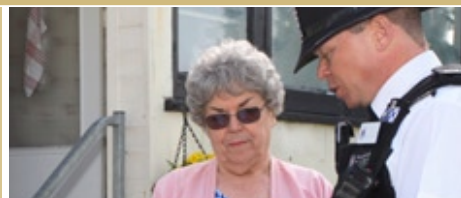
- A shared future vision and sense of belonging
- A focus on what new and existing communities have in common, alongside a recognition of the value of inclusion
- Strong and positive relationships between people with different personal characteristics

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



Identify which of your local neighbourhoods may be vulnerable to low levels of cohesion on page...

07



Why is Community Cohesion important?

Community Cohesion enables a sense of belonging – to a place, to a group, to a community. It helps people get on together in their local area, which in turn helps people feel safer and more secure in their neighbourhoods. This makes people feel better about the circumstances in which they live, increases their positive feelings towards other people and the statutory services which serve them, and, above all, their general feelings of happiness and well-being.

A cohesive community can also help to tackle violent extremism. A community where people have increased contact, relationships and understanding with others is less likely to foster extremist views.

It is important that police teams and other agencies win the trust of the public. It is recognised that certain communities may mistrust the police as an organisation, whether through direct contact, word-of-mouth experiences, or mythical events. This mistrust – especially if it is felt that other sectors of the community have more influence over policing and other agencies – can result in an increase in fear and, in extreme cases, a rise in violent behaviour.

The importance of community cohesion was recognised following the disturbances in the north of England in 2001. The official report into these events (the Cantle Report¹) gave the main cause as being communities leading parallel, polarised lives and not integrating:

“...many communities operate on the basis of a series of parallel lives. They do not seem to touch at any point, let alone overlap and promote any meaningful interchange.”

Obviously these disturbances were an extreme response, but in order to prevent a repeat of these rare events, it is preferable to try to bring communities together to attempt to reduce the suspicions and enmity that may exist between them. Fear grows through ignorance, and this fear can be exploited by extremists; therefore it is wise to tackle the ignorance at its root cause.

There are a range of wide benefits to building cohesion, including:

- *Community Empowerment, including people helping each other out, coming together to solve problems and trusting one another*
- *Volunteering*
- *Equalities and perceptions of fair treatment*
- *Preventing crime and anti-social behaviour*
- *Increasing a sense of belonging and having friends from different backgrounds*

For police teams in particular, benefits include:

- *Crime prevention*
- *Self policing Communities*
- *Sources of intelligence*
- *People who are linked into communities and can calm tensions or act as go-betweens*

¹Community Cohesion: A Report of the Independent Review Team (Chaired by Ted Cantle), 2001

How effective are you at managing community cohesion? Try our self assessment checklist on page...

33





Some local areas have suggested that cohesion is not relevant to them, perhaps people seem pretty similar in their area or there are few people from minority groups. A community in which nearly everyone is similar is not automatically cohesive. That similarity may be enforced by social norms, newcomers may not be welcomed and people may have limited freedom about how they live their lives. And differences between people go much wider than race or faith; age or social class may be more important in some communities.

This sameness may on the surface appear to be cohesive, but unless the community can cope with difference, outsiders and change, it may fall apart when tested. This resilience comes from people being able to stick together and being flexible.

Cohesion is not about trying to make everyone the same; it is about giving people the skills to respect difference, to cope with change and welcome new residents. Alongside these skills there needs to be a shared sense of how to behave in public and relate to others.

From "Cohesion Delivery Framework Overview", DCLG, 2009

Find out what is thought to make certain neighbourhoods less cohesive on page...

06



What makes communities less cohesive?

Research has suggested that places which have low levels of community cohesion have certain things in common.



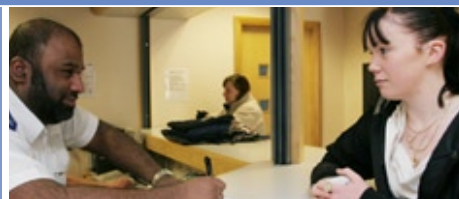
These factors identified through the research are:

- *Deprivation – the less affluent an area is, the lower the level of cohesion*
- *Isolation – whether an area is rural or, if in a city, cut off by physical barriers like major roads or waterways*
- *Population churn – if an area is changing in population terms, e.g. are people resident for only short lengths of time, or have they only recently arrived*
- *Decline in manufacturing – if an area has seen large falls in traditional manufacturing industries*



'Mapping' your community can help to identify areas of low cohesion – find out how on page...

10



These are basic raw measures which can help you decide which neighbourhoods in your area may be vulnerable. You can add further detail to this by using the tables below, which may help you to prioritise areas.

Community characteristics

Influence	Effect on cohesion
Deprivation	If the area is more deprived, it may be less cohesive
Crime	High crime areas are less cohesive
Anti-Social Behaviour	Areas experiencing high levels of ASB will be less cohesive
Housing	Areas with a high turnover of residents (“churn”) – e.g. people who live in an area for a short time before moving on – are less cohesive
Isolation	Areas which are isolated will be less cohesive; e.g. rural areas, isolated urban pockets
Migrants	Lots of new migrants into an area may lead to lower levels of cohesion
Perception of area	Areas where people who have a low opinion of their areas will have low cohesion
Facilities	Places with a lack of facilities will be less cohesive
Public services	Places with few public facilities will have less cohesion
Industrial decline	Areas which used to have a large manufacturing industry which has since disappeared will be less cohesive



Find out how local authorities can help improve cohesion on page...

30



Individual's characteristics

Influence	Effect on cohesion
Social class	Residents in lower occupations (as defined by National Statistics Socio-Economic Classification) will have a lower perception of cohesion
Gender	Women are more likely to have a lower opinion of community cohesion
Age	Middle aged people are more likely to feel their communities are less cohesive
Place of birth	People born in the UK are less likely to feel that their community is cohesive
Tenure	Residents living in council property have lower perceptions of cohesion
Disability/long term illness	People with disabilities or with long-term illness are less likely to feel their community is cohesive
Qualifications	Residents without qualifications are less likely to feel their community is cohesive

Individual's attitudes

Influence	Effect on cohesion
Respect for ethnicity	People who do not feel there is respect for ethnic differences in their area tend to think there is little cohesion
Migration	People who are against migration tend to feel that there is little cohesion
Sense of belonging	Residents who do not feel like they belong to their community feel a low level of cohesion
Trust of others	People who do not trust others have a lower opinion of cohesion in their area
Trust of local institutions	Residents who do not have faith in the police, council, NHS etc. tend to have a lower opinion of cohesion
Fear of crime	People who have a high fear that they will be a victim of crime have low perceptions of cohesion
Feel unsafe after dark	People who feel unsafe after dark feel a low level of cohesion
Fear of racism	People who feel that there is a high level of racism and that they may be a victim of racist crime are likely to feel lower levels of cohesion

What does a cohesive community look like? Go to page...

22



Applying your knowledge of your local area to these factors should help you decide on courses of action relevant to your work to help improve community cohesion.

It's worth noting that people's personal characteristics do not affect cohesion negatively. Therefore you should make sure your work does not fall into the trap of assuming that work on equalities and diversity will naturally result in increased community cohesion.

However, the previous tables are only a guide; each part of Britain is unique and what affects cohesion in one area may not be relevant for another. For example, a dormitory village in the Home Counties may have a very affluent population with a low level of "churn", but may not be cohesive at all, as there is no sense of belonging to the village nor interaction between residents within it.



You can find examples of some actions to build cohesion in your area on page...

25





How do we identify areas with low levels of community cohesion?

Every area should attempt to map its community. This should be undertaken by a Local Authority, and the results shared with local partners. This exercise gives local authorities:

- A clear understanding of who lives in the local area and where
- Knowledge of where there are conflicts between different groups, the factors triggering them and where fault lines might appear in the future
- Knowledge of the existing and potential divisions between people from the same group
- An understanding of the barriers and opportunities for people mixing or being brought together
- A starting point for decisions about which cohesion actions are needed in the local area, who they should be targeted at and how existing examples of good practice might be adapted to fit the local area

Once this exercise has been undertaken, you can look at your own neighbourhood and use your judgement to ascertain levels of cohesion.

Profile your neighbourhood using the guidance on page...

23



You will know your own neighbourhood and the issues it faces and those that are most important to residents. When thinking about approaches to build cohesion, you might want to consider the following questions:

First, what are the issues to deal with?

- What, if any, are the divides or tensions between diverse groups of people (think across issues such as age, disability, ethnic or national origin, gender, marital status, mental health, race, religion, sexual orientation, or for any other reason of difference)?
- What are the physical divides (e.g. major roads or natural features or boundaries of estates)?
- Are specific groups blamed for the problems in your area (e.g. people living in a particular estate or street)?
- Are there local myths or rumours which lead to this blame?
- Which parts of the community are telling you there is a problem?
And are they right about the group causing the problem?

Secondly, what could you do about these issues?

- Are you engaging with the group who are said to be a problem?
- Could you bring the two groups together in a positive way to tackle a shared issue?
- Do you have the facts on issues such as crime at your fingertips, so you can put people right when they repeat a myth, or tell them about how the local police force is doing?
- Could you work with the negatively perceived group so that they can make a positive contribution to the community and so improve their image?
- Are there people who want to get more involved in their community, who you could get involved?
- What are the local clubs and societies, how could you involve them?
- How could you involve schools?
- What local businesses, faith bodies or charities might join in?
- Have you got contacts who can act as an intermediary for you with other groups?
- Could you work together with other neighbourhood policing teams to address territoriality?

Find out who your key partners are on page...

19



What indicators are there of tensions in your community?

The Institute for Community Cohesion identifies three basic tenets for monitoring tension in a community.

These are:

- *Allowing communities themselves to identify their own priorities and problems*
- *Find out how people are feeling to identify emerging tensions*
- *Share data across agencies to help with this*

Your Crime and Disorder Reduction Partnership (CDRP) should have set up a tension monitoring group across the borough. This is a multi-agency group which examines intelligence fed into it to test for measures of community tension.

“It is vital that you know how information is fed into this group locally”.

Information is fed into these groups – and decisions made hence – based upon the EEP model – Experience, Evidence and Potential.

You can access the full Tension Monitoring guide at

www.communities.gov.uk/publications/communities/cohesionplanning



Find out why tension monitoring is important on page...

13



From the Department of Communities and Local Government's "Guidance for local authorities on community cohesion contingency planning and tension monitoring"

Why monitor tensions?

Within all communities there is the potential for tensions to arise which may lead to conflict. The nature of tensions, conflicts and divisions will differ from one area to another: there may be tensions and mistrust between different ethnic or faith groups, urban and rural dwellers, new arrivals and long-term residents, or along inter-generational lines. Councils need to be able to track and monitor local trends and 'hot spots', alongside any national or international events which may threaten cohesion, and agree and implement actions to manage tensions on the basis that early intervention can make a real difference in preventing incidents of public disorder.

Who needs to be involved?

The most effective way to do this is through establishing a multi-agency tension monitoring group, led by an officer/s from the local authority and/or the local police force. This should include key partners from the statutory sector (e.g. housing, community safety, education, fire service, health, probation/youth offending team, community workers, neighbourhood wardens, police community support officers and the National Asylum Support Service), and relevant representatives from the voluntary, community and faith sectors.

What sort of information is relevant?

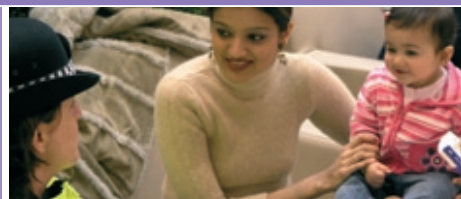
The group will need to share and collate details of incidents and situations likely to impact upon community tensions; as well as details of public order incidents which have a community cohesion angle.

Tensions can be more easily managed if action is taken as early as possible to address them and with this in mind, the group should also consider future events which have the potential to raise tensions. These might include planned local demonstrations by extremist groups, cultural events or sporting fixtures, or national and international events.

You can access the full Tension Monitoring guide at
www.communities.gov.uk/publications/communities/cohesionplanning

*Find out how to establish your own
tension monitoring group on page...*

32



How can you understand your community better?

Understanding your community means knowing who lives there, how they feel, and what their key issues are.

“Knowing who lives there” is not as easy as it might sound. In some areas, populations change very quickly, and Census data (only taken once every ten years) is quickly outdated. Additionally, whilst some populations in your area may be highly visible, others may be present in large numbers but not immediately noticeable.

That said, it’s very important to get good estimates of population change. This will help you plan activities on the ground, and work with the correct agencies to make sure that all parts of your local community can access your services equally. You should be able to get some up-to-date information on population change and incoming communities from your Local Authority. This information will not be perfect but in the absence of a more accurate alternative it should be used as much as possible.

Who knows about my community?

The Council	<i>Housing will have some information on the backgrounds of people in council property</i>
	<i>Council Tax should hold data on all householders</i>
	<i>Diversity and Equalities Team (may be named differently according to your council) should have regular data updates based on local intelligence and surveys</i>
	<i>Benefits Agency may have some aggregated data they can share with you</i>
	<i>Translation Department may be able to notify you of any particular trends in requests for translation into certain languages</i>
Office of National Statistics	<i>Hold data based on the Census, however these are only taken every ten years and take around two to three years to be analysed</i>
National Health Service	<i>The NHS should collate patient data, including by age, ethnicity and gender</i>

Identify sources of key local knowledge and information using the partnership guide on page...

19



Community engagement is a key element of neighbourhood policing. In order to understand the needs of your community, it is important to have strong methods of community engagement, and – vitally – in conjunction with your local partners. It is much easier to engage with communities together; you can divide labour and costs, and most importantly you are providing a united front to the public. With the adoption of a single indicator in public confidence in the police and local authorities in making neighbourhoods safe, it is key that partners are seen to be working together to tackle crime and disorder.

Engagement is not just about consulting with resident groups. It is about involving residents – from all backgrounds – in your day-to-day work. The strongest crime reduction projects see residents taking active participation in tackling local issues – that is, working together with police and partners in identifying issues, developing a range of options and carrying out responses jointly. This helps:

- *Increase visibility to the public*
- *Build trust between the residents and the agencies*
- *Develop a sense of ownership for the local area by the residents*

In order to get this engagement, however, it is important to use as many opportunities as possible to interact with residents. It is not enough to book a Church Hall and expect the entire community to turn up. Together with partners, good community engagement involves visiting pre-existing local groups (e.g. parent and toddler sessions, faith groups, business groups like Rotary Club, specialist groups like Neighbourhood Watch), and finding ways of accessing more hard-to-reach and hard-to-hear groups, especially young people and recently-arrived communities. In these instances it is often worth working closely with partners from the Local Authority (e.g. youth workers or housing officers), as they may have already gained the trust of these groups.

A vital part of community engagement is communication. As well as being physically visible within the community, it is important that residents know what is happening in their area in terms of:

- *Crime*
- *Police activity*
- *The results of criminal investigations*

Therefore it's important that beat officers and Police Community Support Officers have as much information on the local area to hand as possible. In the course of engaging with the public, officers will likely hear a lot of myths and rumours about other parts of society; it is important that these can be challenged with the facts by officers on the ground. Officers should try and commit to memory:

- *How many migrants there are in the area, if known*
- *How housing is allocated*
- *How well the force is doing on crime, especially in that neighbourhood*
- *Who is most likely to be a victim*
- *Who are the people committing the crime*
- *Any recent notable successes in terms of arrests made or crime waves stopped*

Create a directory of key partners and sources of local knowledge using the template on page...

20



Online **crime mapping** is becoming increasingly popular and there is an expectation that every force will provide this facility in the near future. This is a good way of spatially demonstrating patterns of crime though it may have a negative effect on fear.

Residents may also be disappointed at the level of data shown. **Crime alerts** by email, online, press releases or neighbourhood newsletters can help keep residents informed of certain offences in their areas and help prevent reoccurrences. This also gives you the option of being selective about the information you release, whilst taking care to adhere to data protection principles.

Newsletters and **neighbourhood policing web pages** can keep the public informed of what the local priorities are, what teams and their partners are working on in the local area, and contact details for teams and individual officers. Newsletters can be expensive to print and difficult to distribute but are key to keeping the community informed.

Feedback on both high-profile local events and to individuals who have reported incidents is vital in enabling communities to feel part of the policing family. If a crime has occurred and everyone in the community knows about it, it is better to keep them

updated with relevant facts than to allow local myths to circulate. Additionally, if a resident reports a crime or incident, it is good practice to follow up their call with a report on what action has been or will be taken. This makes the reporter feel that their call has been taken seriously, acted upon, and that they are valued.

Make sure you have an up-to-date **Database of Contacts** in your community – many Neighbourhood Policing teams may call this a KIN (Key Individual Network) but this can be much larger than that.

Perhaps most importantly of all, all residents should know the means by which they can contact you, either by phone, email or in person.

Some useful websites:

www.neighbourhood.statistics.gov.uk

Office of National Statistics Neighbourhood websites – includes demographic detail on every neighbourhood in Britain

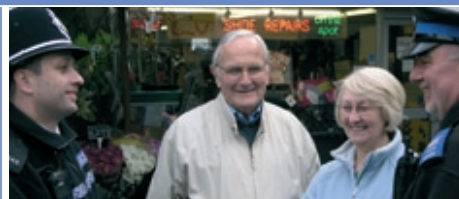
www.neighbourhoodpolicing.co.uk

National Policing Improvement Agency's Neighbourhood Policing webpages



Explore how Neighbourhood Policing teams can help tackle low community cohesion on page...

18



What is a Neighbourhood Policing Team, and who is in it?

A Neighbourhood Policing (NP) team is a group of officers dedicated to work purely in one geographical area.

The purpose of neighbourhood policing is to deliver the right people, at the right places and in the right numbers, in order to create neighbourhoods that are safe and feel safe. Neighbourhood policing aims to provide communities with:

- *Access – to policing or community safety services through a named point of contact*
- *Influence – over community safety priorities in their neighbourhood*
- *Interventions – joint action with communities and partners to solve problems*
- *Answers – sustainable solutions to problems and feedback of the results*

Whilst “neighbourhood” generally describes a geographic area, there is no universal definition shared by all community safety partners. Communities themselves also have widely differing views of what constitutes their neighbourhood. For the purposes of neighbourhood policing a “neighbourhood” should be defined through local agreement between communities, local authorities, police, police authorities and partner organisations.

Despite reductions in overall crime, some disorders and criminal offences generate fear and insecurity and can change the way that people go about their daily lives. Neighbourhood policing is about confidence – confidence that the police are working closely with their partners and the community to understand the issues that matter to people, and are dealing with them. Confidence in policing is essential, it provides legitimacy and the community support needed to act in preventing crime and bringing offenders to justice. This is a key element of developing a cohesive community.

The make up of Neighbourhood Policing teams differs depending on location and need. Generally speaking, it can be made up of police officers, police community support officers, community wardens, special constables, volunteers and partners, all working together in partnership with local people.



Find out more about how ‘neighbourhoods’ can be defined and profiled on page...

24





What role can a Neighbourhood Policing team play in tackling community cohesion?

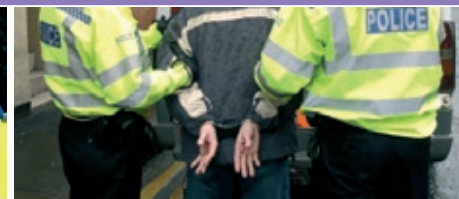
A NP team has a vital role in community cohesion. The police are the most visible frontline workers operating in a neighbourhood. Their role is clear and understood by all sectors of society. Because of this, they are uniquely placed to act as a bridge between groups and other agencies. The police are known for their “can-do” approach to issues, and therefore they are best placed to be able not only to deal with issues of crime and disorder, but to act as referrers to other agencies for issues that fall outside of the police’s remit. Successfully managing this will greatly increase the public’s confidence in the police as a force for good in their neighbourhood.

The police also tend to be the most numerous representatives of any statutory agency in a neighbourhood, and therefore should be well placed to co-ordinate any events designed to bring communities together in partnership with other agencies.

Perhaps the most important role of the NP team is to gain the trust and confidence of all the different sections of the community. Cohesion occurs where communities feel safe and secure, and feel that they are being treated evenly and without prejudice. Some communities may have a negative image of the police due to past experiences or historical precedents. It is vital that the Neighbourhood Policing teams win the “hearts and minds” of these communities and work hard to overcome any prejudices the communities may have about the police. Once all sectors of the community trust the police and know they can expect to be treated no differently to anyone else, then faith in the police as an organisation to serve and protect all parts of the community will be restored. This is hugely important in creating a safe environment for residents.

Find out more about how Neighbourhood Policing teams and local authorities can work together on page...

30



Who are the key partners?

Under the Crime and Disorder Act 1998, there are five statutory partners that make up Crime and Disorder Reduction Partnerships. These are:

- *The Police*
- *The Police Authority*
- *The Local Authority*
- *The Fire and Rescue Service*
- *The Primary Care Trust (NHS), or Local Health Board in Wales*

The responsible authorities have a statutory duty to work with other local agencies/organisations to develop and implement strategy to tackle crime and disorder, ASB & drug misuse.

There will be some parts of the **Local Authority** that will be much more relevant to your community cohesion work than others, most notably:

- *Community Safety team (the delivery arm of the CDRP, sits in the council, often called “Safer...Partnership”. This team will support the CDRP and should also house the Anti-Social Behaviour team)*

- *Environmental Departments (graffiti, litter, abandoned vehicles etc.)*
- *Housing*
- *Youth Offending Team*
- *Neighbourhood Wardens and/or Enforcement Officers*
- *Parks Department*
- *Trading Standards and Licensing*
- *Education*

All councils are structured differently so it is likely that these teams may be called different names and work in slightly different ways. However, these are all services that councils provide, so will exist in one format or another.

Additionally, many councils will have departments or teams that deal with or co-ordinate community engagement, community cohesion, diversity and equalities and population data. It is worth asking your Local Authority's Community Safety Manager for information about these teams within your area.

The **Fire and Rescue Service** often has an excellent local reputation already and tend to be keen to

expand their community operations, in order to increase awareness about fire safety, reduce deliberate fires and fit smoke alarms. Much like the police, they have the benefit of being highly visible and having their role clearly understood by the public. They are often more than willing to work together on community events. The Bain Report (2002) outlines the need for the Fire Service to do more preventative, community-based work and doing this jointly with other agencies makes this much easier.

The **Primary Care Trust (Local Health Board in Wales)** may be more difficult to co-ordinate activity with but this should not dissuade you from trying. There is scope to do joint work with community health teams and drug and alcohol action teams (parts of which may be based in the local authority).

Additionally there are other agencies and organisations that you may want to involve. Some – especially community groups or voluntary sector organisations - will be unique to your area, and it is important that you identify these groups and use them as a means of accessing the community. Others are common to areas across the country.

You could use local partnerships to help pursue some of the suggestions for building cohesion on page...

11



Use the table below to create a directory of key local partners:

AGENCY / ORGANISATION / POST	KEY CONTACT	PHONE NUMBER	EMAIL
Community Safety Manager			
Neighbourhood Manager			
Neighbourhood Police Officer			
ASB Manager			
Housing Officer			
Drug and Alcohol Team Manager			
Neighbourhood Warden			
Environmental Enforcement Team Manager			
Graffiti Officer			
Parks Manager			
Secondary school Head Teacher			
Primary school Head Teachers			
Fire Service Station Manager			
Probation Officer			
Youth Offending Team Manager			
Community Health Officer			
Neighbourhood Watch Manager/Chair			
Council for Voluntary Services			

How effective are you at managing community cohesion? Try our self assessment checklist on page...

33



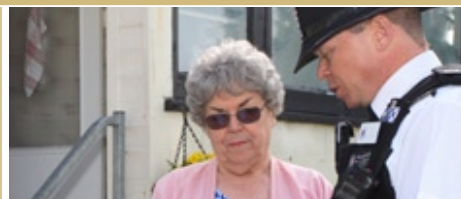
How can we build a successful cohesion partnership at every level?

“Successful partnerships operate by being replicated from top to bottom. If you have a strong community safety partnership, you will find it easier to have a strong partnership at neighbourhood level”.



See how local authorities can work with Neighbourhood Policing teams to improve cohesion on page...

30





What does a cohesive community look like?

“A cohesive community has been described as one where there is a sense of belonging for all communities, where diversity is appreciated, where life opportunities are available to all and one where strong and positive relationships develop between people from different backgrounds”.

For advice on how to increase cohesion between those of diverse backgrounds see page...

27



What is neighbourhood profiling and how does it help?

Neighbourhoods are geographic areas of a size and character that best serves the needs of local communities. They are defined through local agreement between the police, partners and citizens.

Neighbourhood profiles have emerged as part of the response to this environment and support the police service in keeping track of these changes. They have been developed as the result of the evidence base supporting effective policing from areas of work including the National Reassurance Policing Programme, Community Cohesion work stream, Citizen Focus and Neighbourhood Policing.

Neighbourhood profiles have been produced for all neighbourhoods in England and Wales as part of the roll out of Neighbourhood Policing. The primary purpose of neighbourhood profiles is to inform and drive engagement activity. They are 'living' products that track neighbourhood changes to ensure that all communities are heard in support of the key aims of Neighbourhood Policing: to involve partners and communities in identifying local policing priorities and solving local problems and to tackle criminality in neighbourhoods.

The neighbourhood profile provides a detailed baseline picture of a community. It is a useful tool to support police and partners in recognising and responding to change, for example, in population, perception, crime, disorder or other factors. Without this benchmarking tool, subtle but important changes may be difficult to recognise.



Find out more about how neighbourhoods are profiled on page...

24



The neighbourhood profile should cover eight minimum categories.

These are summarised in the table below:

CATEGORY	CONTENT
Contextual Map	Neighbourhood boundaries, broad geography and relationship to surrounding area
Demographic Data	Appropriate demographic profiling (Experian Mosaic dataset and profile, ACORN, index of multiple deprivation, vulnerability locality index, etc.)
Demographic Data	Neighbourhood housing types (local authority, social housing, the National Asylum Support Service approved accommodation, etc.)
Infrastructure (physical)	Neighbourhood services and facilities (commercial, sports & entertainment, education & health, public services, faith centres, manufacture, retail, transport, etc.)
Infrastructure (human)	Partners (local authorities, youth services, etc.) and community representatives (resident groups, voluntary organisations, faith groups, Neighbourhood Watch, etc.)
Neighbourhood Priorities	Current priorities and update on action on previous priorities
Satisfaction, Confidence and Fear of Crime	A range of datasets to provide comprehensive overview of neighbourhood issues to drive engagement
Demographic Characteristics	Overview of neighbourhood demographics (age/ethnic profile, transient and vulnerable groups, etc.)

The National Policing Improvement Agency have developed a full guide to Neighbourhood Profiling, available at www.neighbourhoodpolicing.co.uk



For advice on overcoming physical barriers to cohesion within a neighbourhood go to page...

28



What are the key things we can do to improve cohesion?

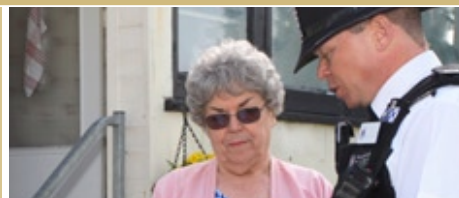
The Department of Communities and Local Government have identified a range of key issues affecting Community Cohesion, and remedial actions a local area can take to help in each case.

Issue Identified	Action which a local area could take
Lack of respect for ethnic difference	• <i>Work with local media</i> • <i>Support schools in their duty to promote community cohesion and work with local colleges</i> • <i>Provide support for specific groups e.g. Gypsies and Travellers or asylum seekers</i>
Existing population have negative views about migrants	• <i>Work with local media</i> • <i>Support schools in their duty to promote community cohesion and work with local colleges</i> • <i>Promote citizenship ceremonies</i> • <i>Use translation guidance</i> • <i>Provide support for specific groups e.g. Gypsies and Travellers or asylum seekers</i>
Low level of pride in local area or some groups not feeling they belong	• <i>Run activities to promote local sense of belonging</i> • <i>Hold a citizens' day</i> • <i>Promote citizenship ceremonies</i> • <i>Work with local media</i> • <i>Support schools in their duty to promote community cohesion and work with local colleges</i> • <i>Review how taking account of cohesion in housing and regeneration policies might help</i> • <i>Provide support for specific groups e.g. Gypsies and Travellers or asylum seekers</i>
Low level of trust of others, or of or by some particular groups	• <i>Work with local media</i> • <i>Hold a community day</i> • <i>Review how taking account of cohesion in housing and regeneration policies might help</i>

continued >>

To find out more about the role schools have to play in increasing community cohesion see page...

39

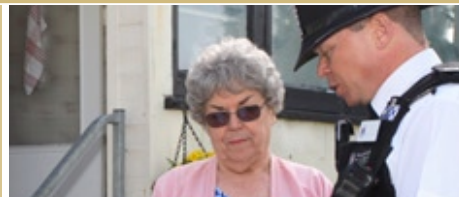


Issue Identified	Action which a local area could take
Low level of trust of local institutions	• Review how taking account of cohesion in funding policies might help • Use translation guidance • Work with local neighbourhood policing teams • Work with local media • Review how taking account of cohesion in housing and regeneration policies might help
Fear of crime, feeling unsafe after dark or fear of racist crime	• Work with local neighbourhood policing teams • Engage people in the local community • Work with local media • Review how taking account of cohesion in housing and regeneration policies might help
Low levels of people having friends in another ethnic group	• Hold a community day • Promote interfaith work • Support schools in their duty to promote community cohesion and work with local colleges • Promote ESOL classes
People not pulling together or helping each other	• Hold a community day • Run activities to promote local sense of belonging • Strengthen the local VCS • Encourage volunteering • Promote interfaith work
Low levels of volunteering	• Strengthen the local VCS • Encourage volunteering • Promote interfaith work • Hold a community day

continued >>

To understand your community better, see page...

14

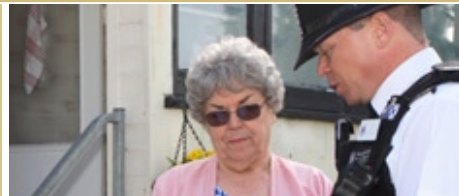


Issue Identified	Action which a local area could take
Low levels of empowerment	• Undertake activities to encourage empowerment of people in the local community • Hold a community day • Run activities to promote local sense of belonging
Divides on basis of ethnic, faith or cultural differences	• Hold a community day • Run activities to promote local sense of belonging • Promote interfaith work • Provide support for specific groups e.g. Gypsies and Travellers or asylum seekers • Work with local media • Support schools in their duty to promote community cohesion and work with local colleges
Divides based on new migrants versus existing residents	• Information packs for new migrants • Provide support for specific groups e.g. Gypsies and Travellers or asylum seekers • Work with local media • Support schools in their duty to promote community cohesion and work with local colleges • Promote citizenship ceremonies • Promote interfaith work
Gangs and youth violence	• Work with local neighbourhood policing teams • Bring in conflict resolution and mediators • Support schools in their duty to promote community cohesion and work with local colleges • Use tension monitoring and contingency planning guidance
Inter-generational conflict	• Use mentoring and buddying techniques • Support schools in their duty to promote community cohesion and work with local colleges

continued >>

For advice on dealing with incidents that may affect cohesion see page...

31



Issue Identified	Action which a local area could take
Not speaking English	• <i>Promote ESOL</i> • <i>Use translation guidance</i> • <i>Promote citizenship ceremonies</i> • <i>Use mentoring and buddying techniques</i>
Large number of new migrants	• <i>Information packs for new migrants</i> • <i>Promote ESOL lessons</i> • <i>Use translation guidance</i> • <i>Support schools in their duty to promote community cohesion and work with local colleges</i>
Poor quality of area as a place to live	• <i>Review how taking account of cohesion in housing and regeneration policies might help</i> • <i>Hold a community day</i> • <i>Undertake activities to encourage empowerment of people in the local community</i> • <i>Promote citizenship ceremonies</i>
Low level of facilities – a lack of places to meet	• <i>Review how taking account of cohesion in funding policies might help</i> • <i>Review how taking account of cohesion in housing and regeneration policies might help</i> • <i>Work with local partners to identify ways of creating more safe neutral spaces</i> • <i>Promote interfaith work</i>
Physical segregation in public sector housing or at schools	• <i>Review how taking account of cohesion in housing and regeneration policies might help</i> • <i>Support schools in their duty to promote community cohesion and work with local colleges</i> • <i>Provide support for specific groups e.g. Gypsies and Travellers or asylum seekers</i>
High crime and ASB	• <i>Work with local neighbourhood policing teams</i>

continued >>

Find links to research and guidance on English language translation and migration on page...

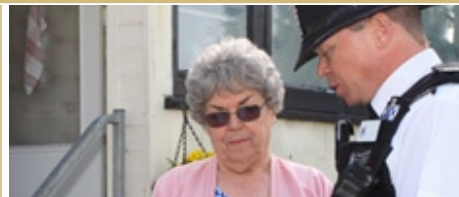
38



Issue Identified	Action which a local area could take
Lack of community social structures	• <i>Hold a community day</i> • <i>Run activities to promote local sense of belonging</i> • <i>Promote interfaith work</i> • <i>Strengthen VCS</i> • <i>Encourage volunteering</i> • <i>Undertake activities to encourage empowerment of people in the local community</i>
Isolation caused by rurality or urban barriers such as large roads	• <i>Hold a community day</i> • <i>Run activities to promote local sense of belonging</i> • <i>Promote interfaith work</i> • <i>Encourage volunteering</i> • <i>Review how taking account of cohesion in housing and regeneration policies might help</i>
Violence or high level of tension	• <i>Work with local neighbourhood policing teams</i> • <i>Use tension monitoring and contingency planning guidance</i> • <i>Bring in conflict resolution and mediators</i> • <i>Use mentoring and buddying techniques</i>

Why not bring your community together through sport and culture?
Follow the link on page...

39



How can local authorities work closely with Neighbourhood Policing teams to improve cohesion?

Linking local authorities with neighbourhood policing teams is vital in improving cohesion. Whilst the police are the visible arm of the statutory sector, many of the services which will aid cohesion can only be implemented by the Local Authority. The ideal state of neighbourhood policing is joint service delivery between agencies, whereby residents accessing one service can be assured that even if their query is not linked directly to that of the agency they are reporting to, it will be passed on and dealt with effectively.

Local Strategic Partnerships are important in communicating positive messages and reporting back community concerns. While most authorities are still investigating how best to communicate on cohesion issues through the LSP, the LSP can and should be the means by which a shared vision for an area is developed and communicated.

The Local Authority can also help link police teams with Third Sector (voluntary and community groups) organisations. These can be hugely important in gaining information about parts of the community which may be hard to reach through traditional policing means of engagement. Additionally, good links with these organisations can help you spread a positive message through the community.

Small locally-based community networks can play an important role in providing a platform for various groups to share their views and aspirations during regeneration initiatives. Largely driven and owned by local people, these can be generated as part of large projects or as a response to events – but councils need to ensure their support is seen as even-handed and supportive of different communities.

Local Authorities are often well placed to produce communications in the form of press releases, newsletters etc, and these are often stronger when jointly branded between the police and the council; it demonstrates a unity of purpose to the local community.

It is important to consider the roles of elected members. New councillors need to be introduced to the relevant cohesion issues in their wards. It is particularly important to demonstrate to those who have been elected on a single or limited number of issues how these fit into the community cohesion strategy and the mainstream work of the council. Communication and cohesion staff often need to contact ward councillors when a critical situation arises and they should play a role in monitoring and communicating at local level.

Cohesive communities are beneficial to neighbourhood policing teams. Find out why on page...

04



What do we do if something happens, locally, nationally or globally, to affect community cohesion negatively?

Often a cohesive community is at risk from events that may occur many thousands of miles away. Britain is home to many people from across the world, some from areas that see disruption and turmoil, and often events in countries with which they have links can have a knock-on effect for communities in the UK.

Therefore it is important to be aware of global issues which may affect the communities living in your neighbourhood; if you are aware of the communities in your area, and monitor the situation in the countries with which they have links, you can ensure that their fears and concerns are listened to and understood. Occasionally this may require a police presence in certain sensitive locations. Be sure to access guidance from central bodies at times of global strife.

On the rare occasions when incidents occur closer to home, e.g. a terrorist incident on British soil or a disturbance between communities in your

neighbourhood, you will have to manage the situation differently. With regard to national issues, you should be sensitive to possible retaliatory attacks and an increase in race or faith hate crimes following a terrorist incident, and try and plan for this occurrence with the communities concerned, so if an incident occurs you have a plan ready to tackle any fall-out.

For local incidents you will need to be prepared to resolve conflict between rival groups if necessary, and ensure your responses are always even-handed and cannot be seen to favour one particular side. Use local communications to ensure communities feel reassured and that you are neutral, and ensure regular contact with key individuals in the affected community.



Improve your awareness of what might be affecting the level of cohesion in your community on page...

07





How do we run a tension monitoring group, and how can it help cohesion?

The Government believes that it is vital for every local authority and its partners to consider developing a local cohesion contingency plan which sets out the roles, responsibilities and processes to be activated should local community tensions be assessed as likely to result in serious violence or disturbance and in the event of actual disorder occurring.

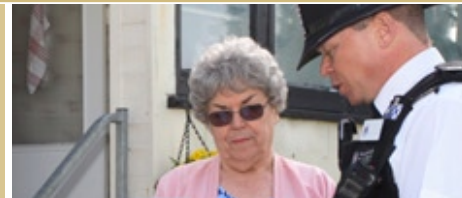
Effective monitoring of tensions is the best way to head-off problems. There are a variety of means for monitoring tensions and countering myths and misinformation at different levels. There are formal arrangements established by police and linked to local authorities through Crime and Disorder Reduction Partnerships, community forums that are committed to reporting concerns, and ad-hoc groupings generally established by community cohesion teams. One authority has obtained an additional layer of information through linking the CDRP to a network of agencies for third party reporting of hate crime that is fed into a network of contacts and the safe neighbourhood action partnership.

You can find more information on establishing a Tension Monitoring group at:

www.coventry.ac.uk/researchnet/d/361

Revisit the benefits of a 'cohesive community' on page...

04



How effective are you at managing community cohesion? – a self-assessment checklist

Local Authorities	✓	✗	?
Equality Plans for Race, Disability and Gender			
Civil Contingencies Plan			
Cohesion Contingency Plan			
Emergency Plan			
In touch with communities – listening to differences			
Support for community led initiatives and capacity building			
Mechanisms to promote local engagement in decision making			
Strategy to welcome and settle new arrivals and work with the host community			
Support to schools in their duty to promote community cohesion			
Communications promote belonging and reflect the diversity of the population			
Accessing pre-existing networks of civil society and contact			

From cohesioninstitute.org.uk



What is community cohesion?
Find out on page...

03



Police	✓	x	?
Neighbourhood Policing			
Community Contact Database			
Overall crime reducing			
Independent Advisory Groups, Community Police Consultative group, access to diverse communities at all levels			
Monitoring of community tensions at a local, regional and national level			
Briefing for colleagues with a community intelligence role promoting the value of “deconstructed conversations” to tension monitoring			
Processes to debrief colleagues in day to day contact with people at street level			
Local knowledge of community “composition”			
Local identification of vulnerable premises/environments			
Local analysis of hate crime and intra-ethnic disorder			
Tension monitoring should form an integral part of NIM products and processes			
Contingency planning for specific local issues/risks			
Specialist officers e.g. Gypsy Traveller liaison officers, Gay and Lesbian Liaison officers			
Local and central pool of staff with valuable resources and skills including faith, language and culture expertise			
Intelligence and community practitioners to understand and practice the role of EEP (Experienced, Evidenced, Potential) in tension monitoring			

From cohesioninstitute.org.uk



Identity sources of ‘local knowledge’ using the advice on page...

14



Appendix A

Relevant pieces of intelligence might include:

- *quantitative data (e.g. police crime statistics and intelligence reports)*
- *qualitative community intelligence from neighbourhood wardens, community workers, casework by local councillors and feedback from local community meetings and organisations*
- *racially or religiously motivated offences or incidents*
- *details of new arrivals, refugees and asylum seekers, and Gypsy and Traveller communities in the local area*
- *gang and turf conflicts*
- *neighbour disputes*
- *complaints of noise nuisance*
- *examples of poor community/local authority relations, poor community/police relations/low levels of trust in local politicians*
- *surveys of community views on reassurance, cohesion and safety matters*
- *state of local economic activity (decline or improvement)*
- *financial and social investment in the area*
- *demand for housing and condition of the local housing stock*
- *plans for renewal and the sustainability of planned or actual improvements*
- *political extremism*
- *media reports*



Appendix B

Local Authorities can use the following scoring sheet to help measure the likely level of community cohesion in an area:

Characteristic	Measurement	My Area
Is my area suffering from high levels of deprivation?	Is it in the top 10 % of deprived areas according to the Index of Multiple Deprivation?	
How strong is the local economy?	Is the local level of unemployment above 5 %?	
What is the level of crime?	Is the level of crime in your area more than 10 % above the national average?	
Is there a high level of community tension?	Does your Community Tension monitoring indicate a level of tension that is regularly “imminent”, “high” or “moderate”?	
Is there a high level of population churn?	Has more than 30 % of the population lived in the area for less than one year?	
Is there a large quantity of social housing?	Is less than 50 % of the housing stock owner-occupied?	
Is your area experiencing new migration?	Does your area have over 3 % of new National Insurance numbers from A8 countries?	
How happy are people to be living in their local area?	Use Place Survey Q2: “Overall, how satisfied or dissatisfied are you with your local area as a place to live?”	
Is your community geographically isolated?	Are there roads, rivers, railway lines etc. which physically divide your community from the rest of the area?	
What is the standard of education in your area?	Do more than 40 % of your local population have no qualifications?	
What is the standard of public health in your area?	Did more than 20 % of your population describe themselves as having “not good health” in the latest Census?	
Have you had high levels of industrial decline in your area?	Is there a former heavy industry in your area (e.g. coal, textiles, steel, engineering etc) which historically employed a large proportion of local residents but is no longer relevant?	
What is the level of volunteering in your area?	Use Place Survey Question 8: “In the last 12 months, have you given unpaid help to any groups, clubs or organisations?”	
Do people have a sense of belonging to their local area?	Use Place Survey Question 1: “How strongly do you feel you belong to your immediate neighbourhood?”	

If you can answer “yes” to more than half of these questions, your area probably has a low level of community cohesion.

Appendix C

Where can I get more help?

The guidance currently available is listed below, along with where it is can be found. We plan further guidance to fill gaps. We also plan to keep existing guidance under review so that we, or the organisation which owns it, can revise and reissue it when necessary. We will revise this list whenever new guidance is issued. We would be interested in any comments on gaps in this list.

Department of Communities and Local Government's (DCLG) Community Cohesion pages:
www.communities.gov.uk/communities/racecohesionfaith/communitycohesion

A summary of 'What works' research in Community Cohesion, based on work in six local areas:
www.communities.gov.uk/publications/communities/whatworks

Other key sources of information are IDEA and ICOCO whose websites are below.

IDEA have a series of pages offering advice:
www.idea.gov.uk/

As does the institute of Community Cohesion:
www.cohesioninstitute.org.uk

This site includes a toolkit for estimating population change:
www.coventry.ac.uk/researchnet/icoco/toolkits/population

The Commission on Integration and Cohesion website:
www.integrationandcohesion.org.uk/

Appendix C

Where can I get more help?

Current guidance

Belonging

Citizens' day Framework (Citizenship Foundation)

www.citizenshipfoundation.org.uk/main/resource.php?s367

Guidance on Building a Local Sense of Belonging

www.communities.gov.uk/communities/racecohesionfaith/communitycohesion/cohesionpublications/

Cohesion Impact Assessment

Cohesion Impact Assessment Tool (Communities and Local Government)

www.communities.gov.uk/documents/communities/pdf/communitycohesiontool.pdf

Conflict Resolution

Community Conflict: A Resource Pack (Home Office and ODPM)

www.communities.gov.uk/publications/communities/communityconflict

Communications and media

'A sense of belonging' – the Cohesion Communications Toolkit (ICOCO)

www.coventry.ac.uk/researchnet/icoco/d/323

Reporting on Diversity (Society of Editors)

www.communities.gov.uk/publications/communities/cohesionreportingdiversity

English language

Guidance for Local Authorities on Translation of Publications (Communities and Local Government)

www.communities.gov.uk/publications/communities/translationguidance

Integration

Guidance on producing a Migrants' information pack (IDEA)

www.idea.gov.uk/idk/core/page.do?pageId=7917246

How to communicate important information to new migrants (Communities and Local Government)

www.communities.gov.uk/publications/communities/newmigrantsinformation

New European migration: good practice guide for local authorities (IDEA)

www.idea.gov.uk/idk/core/page.do?pageId=6949778

Interfaith

Face-to-Face and Side-by-Side: A framework for dialogue and social action in a multi faith society (Communities and Local Government)

www.communities.gov.uk/communities/racecohesionfaith/faith/faithpublications/

Leadership

Leading Cohesive Communities (LGA)

www.lga.gov.uk/lga/publications/publication-display.do?id=21989

Appendix C

Where can I get more help?

Current guidance

Meaningful interaction

Guidance on Meaningful Interaction. How encouraging positive relationships between people can help build community cohesion

www.communities.gov.uk/communities/racecohesionfaith/communitycohesion/cohesionpublications/

Schools and colleges

Guidance on the duty to promote community cohesion [in schools] (DCSF/Communities and Local Government)

www.teachernet.gov.uk/wholeschool/communitycohesion/

Community Cohesion Resource Pack [for schools] (DCSF)

www.teachernet.gov.uk/wholeschool/communitycohesion/communitycohesionresourcepack

Sport and culture

Bringing communities together through sport and culture (DCMS)

www.culture.gov.uk/reference_library/publications/4563.aspx

Sustainable communities

Community Cohesion and Housing: a good practice guide (CIH £28)

www.cih.org/publications/pub655.htm

Promoting Sustainable Communities and Community Cohesion (ASC)

www.hcaacademy.co.uk/sites/default/files/Promoting_sc_cohesion_full_apr07.pdf

Tension monitoring

Guidance for local authorities on community cohesion contingency planning and tension monitoring (Communities and Local Government)

www.communities.gov.uk/publications/communities/cohesionplanning

Understanding and Monitoring Tension and Conflict in Local Communities (ICOCO)

www.coventry.ac.uk/researchnet/icoco/toolkits/tension