

Appendix A

One Havering

Havering Community Cohesion Strategy

2018 - 2022

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Document Control

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Author	Vernal Scott (Corporate Diversity Advisor)
Lead officer	Phillipa Brent-Isherwood (Assistant Director of Policy, Performance & Community)
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Supersedes	Single Equality Scheme 2013-16, Equality in Service Delivery Policy, Equality in Employment Policy
Target audience	This strategy is aimed at all Council staff, community stakeholders and the wider public. It sets out a series of high level themes, outcomes and related projects that will promote safe, strong and interactive communities in Havering. In a move away from a traditional 'cohesion' approach, the strategy will prompt activity that will make a difference to community relations and further the Council's commitment to meeting its duties under the Equality Act 2010.
Related to	Corporate Plan, Community Safety Plan, Equality Framework for Local Government, Serious Group Violence and Knife Crime Strategy, Reducing Reoffending Strategy, Violence against Women and Girls Strategy, PREVENT Plan, Health and Wellbeing Strategy, Drug and Alcohol Strategy, Business Intelligence Strategy, Cultural Strategy, Economic Growth Strategy, Financial Inclusion Strategy, Voluntary Sector Strategy, Volunteering Strategy, Local Lettings Plan and Consultation Policy.

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			Pippa Brent Isherwood (Assistant Director of Policy, Performance and Community) Vernal Scott (Corporate Diversity Advisor)
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Approval history

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Date	Completed by	Review date
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Foreword

One Havering: Community Cohesion Strategy

Havering is an ambitious borough where local people experience a genuine sense of belonging and pride. We comprise of diverse individuals, families, community groups, lifestyles, and political opinions, but our ethics and functions as a Council are underpinned by an unwavering respect for British values. 'One Havering' is our first Community Cohesion Strategy (2018 – 2022). While acknowledging the differences between local people, it focuses on our similarities, common experiences, aspirations and the values that unite us as one community. Respect and tolerance for difference cannot be taken for granted, hence the development of this important strategy, which aims to:

'Nurture and promote a cohesive, healthy and optimistic borough underpinned by mainstreamed inclusive British values, where everyone experiences dignity and equal life chances, and where neighbours, colleagues and different community groups interact, respect and value each other'.

Good progress has already been made, thanks to effective partnership working with community organisations, including faith leaders and the voluntary sector. Our work on community cohesion will be ongoing over the months and years ahead. When our current objectives are achieved, we'll set ambitious new ones. The future will be shaped by all of us taking responsibility and working together.

Cllr Damian White, Leader of the Council

1. Executive summary

Havering's demographics have changed over the years and will continue to do so in the years ahead. This will bring greater diversity, and with it, inherent opportunities and new challenges, including that of providing high quality services in a climate of greatly reduced budgets and increasing demand. However, by developing this innovative Cohesion Strategy the Council is grasping these challenges as an opportunity to promote inclusive place-shaping, including supporting newer and older communities to live well and interact with each other.

General Cohesion Principles:

Build local community resilience where the greatest cohesion challenges exist, by:

- 1) Establishing a Community Engagement and Cohesion Forum and ensure the profile of participants reflect the diversity of Havering;
- 2) Ensuring thorough community and wider stakeholder consultation and buy-in to the cohesion agenda;
- 3) Delivering focused projects that will address the key issues for that particular area of Havering, including those that generate positive interactive relationships between different community groups and mentoring schemes that build the confidence of young people who lack positive role models;
- 4) Developing a set of localised indicators to measure the integration of newer and minority communities;
- 5) Working with schools to promote British values both in schools and the wider community, and appreciation and adherence to laws;
- 6) Co-designing with the community a Havering Good Citizen Charter (to include schools), which set out the expected commitments and behaviours of all new residents;
- 7) Utilising housing and regeneration plans to encourage social mixing of communities from different cultural backgrounds;
- 8) Improving English language provision through the funding of community-based classes;
- 9) Seeking ownership of the delivery of the Cohesion Strategy and projects by different stakeholder community groups, including disabled and elderly people, LGBT groups, Black and Asian communities, and others;
- 10) Developing community programmes to engage young people away from gangs, radicalisation, and criminal activity;
- 11) Opening ourselves and each other to peer challenge to improve each other's role in promoting greater cohesion.

The primary outcome of our cohesion effort is the building of trusting relationships between people who are similar to, and different from, each other. We want a strong, resilient Havering, and to this end, we will be delivering a range of public-facing cohesion projects over the months and years ahead which are intended to deliver tangible results. The strategy consultation process will seek to give a voice to the Borough's currently 'hidden' communities, including African, Asian, LGBTQ, and minority communities of faith, as well as the wider Caucasian majority. This strategy is complemented by the Council's Development Plan, Regeneration Plan, Hate Crime Initiatives, Prevent initiatives and Fair to All equality policy, all of which will be monitored as components within the proposed Equality Framework for Local Government with which the Council will be aiming for 'Excellent' status.

Unpredictable and unforeseen events may occur from time to time that will seek to challenge and undermine our unity as a community, but we will endeavour to remain focused and support each other through such times, if and when they occur. We will not do the work of the perpetrators of hate and terrorism for them by turning against each other. That said, being 'politically correct' in addressing their destructive agenda is, itself, incorrect, so working with the police and other partner agencies we will observe, analyse, and articulate problems as we see them and apply the necessary solutions as needed. Again, we are one Havering and we will not allow hate or extremist ideology of any kind to propagate and divide us. Wider stakeholder support will help to overcome occasional difficulties and ensure that we remain on course to become a modern beacon Borough. We are just as determined in our approach to hate crime; the perpetrators will not be tolerated. Hate crime is where the victim is targeted solely because of a human characteristic that they cannot alter, such as their ethnicity, disability, sexuality, religious or gender identity. We stand with the police and the victims and will ensure that prevention in relation to all crime remains a top priority across Havering.

Havering's Equality and Community Cohesion Objective is:

'To nurture and promote a cohesive, healthy and optimistic Borough underpinned by mainstreamed inclusive British values, where everyone experiences dignity and equal life chances, and where neighbours, colleagues and different community groups interact, respect and value each other'. *

*** Regardless of age, colour, class, disability, education, ethnicity/race, sex, health status, marital status, nationality, political perspective, religion, transgender identity, sexuality, or socio-economic status.'**

Community Cohesion explained

Community cohesion describes how everyone in a geographical area, such as Havering, lives alongside each other with mutual understanding and respect. Cohesion has a number of inherent complexities, including citizenship rights and responsibilities, perceptions of belonging and difference, fairness and trust, and relationships between different groups. Havering's community profile has changed in recent years and will continue to do so in the years ahead, but not everyone understands the change or appreciates it. It is, however, a permanent feature and will continue to develop in the years ahead. The Council isn't willing to take continued community cohesion for granted. With this strategy and the cohesion themes and community-facing projects detailed below, we aim to ensure that it is sustained and enhanced. Within each theme there are specific projects with clear outcomes which will make both a visible and long lasting difference. We are also open to new ideas. It is important to make clear that there has been cohesion-related work in the Borough for some time, and where those initiatives are still active this strategy will seek to complement them.

Community cohesion is about inclusion and the proactive fostering of good relations. It is also about consultation and engagement, building interactive relationships between neighbours, different faith groups, different races, young and old, and people of different socio-economic status. The Local Government Association has defined a cohesive community as one where:

- There is a common vision and a sense of belonging for all communities;
- The diversity of people's backgrounds and circumstances is appreciated and positively valued;
- Those from different backgrounds have similar life opportunities; and
- Strong and positive relationships are being developed between people from different backgrounds and circumstances in the workplace, in schools and in neighbourhoods.

It is also acknowledged that there are seven steps to developing effective community cohesion. These are:

- Leadership and commitment
- Developing a vision and values for community cohesion
- Programme planning and management
- Engaging communities
- Challenging and changing perceptions

- Community cohesion and specialist areas
- Ensuring sustainability of programmes

The general equality objectives relevant throughout this strategy are:

- Understanding the needs of Havering's diverse community
- Improving life chances for all, particularly for the most vulnerable members of the community
- Removing barriers to accessing the Council
- Promoting community relations and civic pride

2. Context, Case and Purpose of this Strategy

A cohesive community is a happier community. Creating a just and fair society where everyone can prosper and get on with each other is a key British value that Havering Council is proud to promote. The consequences of economic and social exclusion are long-lasting and negatively impact everyone in different ways. For example, school children from poorer families do less well than others and are more likely to experience ill-health and pressures associated with unemployment and criminality. If future generations are going to do better with whole-life outcomes, then we must ensure that school attainment gaps for the economically advantaged and disadvantaged, and between pupils of different racial groups, is narrowed.

We also know that where communities live in silos and don't interact there is greater mistrust, anxiety, and prejudice. Havering is a Borough that continues to change with many of our wards becoming more ethnically, culturally and socially diverse. Where areas experience significant population change occurs, tensions can sometimes arise. This can sometimes manifest itself as anti-social behaviour, but sometimes reflects a lack of mutual understanding and stereotyping of a particular community. To do this we want to support the integration of new communities, raise awareness of all forms of hate crime and improve support for victims. We want to work in close partnership with community, voluntary and faith groups to positively engage local people in building good community relations and preventing alienation and mistrust. English language proficiency is a common denominator, or should be, and greatly aids integration. Therefore, availability of English classes is a positive conduit to better cohesion and should be made available where possible to undermine the likelihood of silos developing locally.

Similarly, shared common values, including respect for the rule of law, democracy, equality and tolerance, are inhibitors of division and extremism. Social interactions between different community groups generate a general sense of safety and wellbeing for everybody and lessen the chances of those with a destructive or

exploitative agenda from influencing the vulnerable. Women, disabled people and LGBT communities all need bespoke attention, starting with direct consultation with those groups to ascertain their experiences, needs, and aspirations. Positive equality policies don't always translate to positive attitudes towards the disabled, LGBT communities, and women. Men, on the other hand, are more likely to be the perpetrators of domestic violence and tend to need significant encouragement to address potential medical issues such as prostate and testicular cancer. Again, consultation with men via churches, mosques, gyms and barber shops will be a worthwhile activity to promote healthy and holistic wellbeing, talk about relationships, parenting, sexual health, and domestic violence. This is the reason this strategy is very much a project lead strategy so we, as a community, make a real difference.

We will need to link our efforts to challenging negative behaviours; integration of newer communities; crime rates; and improving health, security, and socio-economic status for everyone. The Council has a key role in creating an ethos in the Borough where change isn't perceived as a threat.

The essence of Havering's cohesion work mostly involves the rollout of a series of innovative community-facing projects that have been designed to enable different or diverse individuals and groups to interact and grow in a unified, vibrant and safe way, rather than be afflicted by alienation, suspicion, ignorance, prejudice, conflict or a sense of grievance. Positive interactive community relationships, equal life chances and dignity for all, are fundamental values respected here in Havering. Service excellence for everybody is another key value; this involves reducing inequality in employment, standards of housing, education, health and economic wellbeing.

However, the major test for cohesion and equality in Havering, as in all Boroughs, isn't just about how well we get on with each other, but how well we do when compared to each other. This is a living strategy, which, when successfully implemented, should help prevent in-community silos and inspire people to reach their personal goals. It addresses the causes of negativity with positive projects that will lead to greater harmony among different community groups. The attainment of life-positive outcomes for everyone is our goal, and to this end, we will keep this strategy growing and under review in the years ahead to ensure that its mission and 'One Havering' title don't become well-meaning rhetoric.

Havering is predominantly characterised by green open spaces, a thriving town centre night time economy, and a Caucasian older population with a proud appreciation of British identity and values. However, diversity here is more than

ethnicity or skin colour; it is age, disability, culture, gender, religion, marital status, sexuality, nationality, political outlook, and economic status.

Community cohesion cannot be taken for granted, especially as our local diversity continues to evolve with the arrival and settlement of newer communities, and the increasing visibility of previously 'hidden' communities. Tragically, we are also living in an age of random threats brought about by extreme ideology and unpredictable random acts of terrorism. In the face of such threats, consciously managed cohesion is essential to optimising our strengths as a community. In order for people who are different from each other to get on, they need to feel a shared sense of the value of community, belonging and mutual respect. They also need to understand that people who are 'different' present no threat and are more likely to have similar characteristics than might at first be obvious.

We are committed to making Havering a safe place for all residents, especially the elderly, disabled, and other vulnerable or marginalised groups. Life can be much harder for some in our community and we should be honest and transparent in our discourse in order to find workable solutions and promote better life outcomes. Improving integration and the life chances of the most disadvantaged and disconnected will also inspire resistance and resilience against those who might seek to cause division through extremist ideology and hate. There are no acceptable excuses for crime of any kind. Crime undermines personal and community confidence and runs contrary to the spirit of cohesion, therefore, one or two of our suggested projects are specifically designed to thwart the perpetrators of criminality. The Council has a zero tolerance approach to the perpetrators of hate crime and other offences. Through the Havering Community Safety Partnership (HCSP), delivery of the annual Community Safety Plan and associated crime reduction strategies, as well as forums such as the Domestic Violence and Community MARACs (Multi-Agency Risk Assessment Conferences) and the projects set out in this strategy, the Council will continue to work with partners to address crime and disorder in the Borough.

The London Borough of Havering has a long and proud history of engaging with its residents and encouraging co-operation across the borough. The Council will work with communities to identify, promote and uphold diversity and promote a shared sense of pride and belonging locally.

As a Council we are committed to ensuring that we support the empowerment of people in local life and decision making through the delivery of a local Compact with the voluntary and community sector. For the public sector, empowerment is particularly important as it demonstrates where effective relationships and

engagement between service providers and the public have been established. This is even more important in an environment of diminishing resources. We wish to encourage conversations with our communities and listen to what our people are saying. Our approach will be delivered through the implementation of the Voluntary Sector Strategy, and by embedding a new, more proactive approach to community development work via community hubs.

The Council acknowledges that that a “one size fits all” does not work for all sections of the community and is committed to ensuring that seldom heard from communities are not excluded from the process. As such there will be a strong emphasis to ensure that our approach is informed by changing demographics and changes in local need.

All cohesion projects deliberately focus on our many human similarities and seek to enable harmonious outcomes in respect of our often over-exaggerated differences. The rollout of the projects will typically involve the Council working with concerned stakeholders to encourage a shared experience of unison, dignity, safety and respect for the women, men and young people who live, work, learn and play in the borough. All communities will be encouraged to participate.

People have natural biases and are less likely to mix with people who are perceived as different from themselves, or who they don't know. Some people only learn about others from media reports, television and rumour rather than direct contact. Those depictions are often themselves biased or truncated.

There is a difference between bias, whether conscious or unconscious, and outright prejudice. Prejudice is wrong and harmful to the perpetrator as well as their victim. Prejudice and discrimination feeds and exacerbates a sense of grievance, unfairness and isolation, and should be proactively countered by all responsible stakeholders. A successful community cohesion drive will challenge our natural biases and encourage informative interactions with people who are different from us; leading us to treat others with respect and build strong relationships between different parts of the community. The Council is determined to share the facts rather than myths about different ‘diverse’ groups and individuals in order to eradicate prejudice and unwarranted fear and to foster trusting community relations.

For our work on cohesion to be sustainable, the Council and all stakeholders will need to be willing to challenge ourselves and look at whether our own practices in any way contribute to the causes of the problems that we are seeking to resolve. Some of the questions or answers might be difficult, but this doesn't mean we

shouldn't ask or answer them. Indeed, stakeholders should be encouraged to challenge each other to see how we might maximise our respective roles to better promote the cohesion agenda. As well as hard questions, we should seek to ascertain what the actual real life outcomes are for our residents. For example: do white schools pupils fair as well as Asian or black pupils? Do older and younger people share an equal sense of safety? Do disabled residents feel enabled by the manner in which they are treated?

There can be no 'no go' topics, including those which seek to understand and counter potential terror. Havering Council is committed to equality and fairness, but this does not extend to our being silent on difficult issues for fear of being perceived as racist, Islamophobic, or any other label. Public sector organisations cannot condone or collude with minority cultural practices that cause harm or abuse; FGM (Female Genital Mutilation) is such an example. The Council is willing to do what must be done to ensure our equality and cohesion effort will have a meaningful impact and change lives for the better, including the lives of people from minority communities at risk of regressive, divisive and harmful cultural and religious practices.

The Council believes disadvantage at birth, or indeed at any time in life, should not be permitted to dictate whole-life outcomes that remain disadvantaged; a change of circumstances and new opportunities should be afforded to all who seek them. Major stakeholders, including the Council, should explore how we can use our respective roles and resources to help make those opportunities possible. As a minimum, institutionalised barriers which inhibit or curtail one's full-life potential or undermine community cohesion, should be systematically identified and removed; a task aided by the good practice of carrying out Equality Impact Analysis. Leadership on community cohesion isn't an easy task, but we wouldn't be responsible leaders if we neglected to tackle these matters.

Effective consultation and buy-in involving all Havering's communities is crucial to the success of this strategy. Through the soon to be established **Community Engagement and Cohesion Forum**, the Council will:

- Work with diverse community groups to directly involve them in the delivery of the projects associated with this strategy;
- Help raise the aspirations of younger people who perhaps lack positive role models;
- Identify 'hidden' or 'excluded' community and seek to involve them in civic engagement;
- Provide leadership on issues that impact on local community cohesion;

- Promote dialogue, tolerance, shared understanding, the breaking down of myths, and the building of strong community relationships between different groups;
- Champion equality and challenge prejudice and misunderstanding;
- Plan for national and international diversity events, such as Day of the Disabled Person, International Women’s Day, Holocaust Memorial Day, World AIDS Day, Black History Month, LGBT History Month, Dementia Awareness Week, International Day of The Older Person, Gay Pride, etc.

How does this Cohesion Strategy meet the Council’s current priorities?

The overarching vision for the Borough is about embracing the best of what Havering has to offer, and how we as a Borough can play an active role in the success of the whole of London. This Community Cohesion Strategy addresses all four of the Council’s objectives:

- 1) Communities making Havering - Supporting families and communities to look after themselves and each other, with a particular emphasis on our most vulnerable residents. This strategy aims to build life-affirming relationships between different individuals and groups and therefore greatly complements the stated objective. It will also help to identify health and wider inequalities and promote productive voluntary and community interactions.
- 2) Places making Havering – Delivering high quality homes which will improve the health and well-being of our residents, and continuing to invest in our housing stock to ensure that decent, safe and high standard properties are provided for all our residents, regardless of their needs. A home is greatly enhanced when the occupants feel safe and neighbours interact and respect each other, which is a key aim of this strategy.
- 3) Opportunities making Havering – The Council is committed to providing first-class business opportunities by supporting the commercial development of companies within the Borough, and to ensuring sustainable economic growth that generates local wealth and opportunities, high-quality skills and careers. The business case for equality and community cohesion is clearly relevant here. Data shows that businesses thrive where diversity and equality are a living and working reality.
- 4) Connections making Havering – The Council wants to capitalise on Havering’s location and connectivity, with fast and accessible transport links both to central London and within the Borough. This strategy sends a strong message to talented people from diverse backgrounds to come to Havering and to see

it as a welcoming destination where they and their families can achieve their full potential.

This strategy adopts an approach that is inclusive of people with ‘protected characteristics’ under the Equality Act, but also those not explicitly covered by the Act, such as carers or people who are financially self-sufficient and have little interaction with social care or social housing. In accordance with this approach and as made clear by our overall objective, the Council aims to meet and go beyond its responsibilities under the Public Sector Equality Duty by nurturing a Borough where:

- All residents feel they belong, feel safe, and have respect for each other
- There is a shared vision of ‘cohesion’
- British people and those of diverse identities interact positively and feel appreciated and valued
- People of different backgrounds have similar life opportunities
- Strong and positive relationships are being developed between people from different backgrounds and circumstances in the workplace, in schools and in neighbourhoods
- People of all backgrounds can live, work, learn and socialise without fear

Leadership is in place at political, officer and community levels, to ensure responsibility for the success of this strategy is owned, shared, and actively managed. Our vision is brought to life by the content of this strategy and other activities which complement our spirit of cohesion. Successful implementation of this strategy is dependent on integrated working and new partnerships between and within communities, businesses, voluntary and faith groups, residents, and the wider public.

“We want to help our residents to make positive lifestyle choices and ensure a good start for every child to reach their full potential. We will support families and communities to look after themselves and each other, with a particular emphasis on our most vulnerable residents.”

Excerpt from the Council’s vision re. Communities.

Across the health and social care economy, our Joint Health and Wellbeing Strategy (JHWS) has been developed by Havering’s Health and Wellbeing Board and it is the overarching plan to improve the health and wellbeing of children and adults in our borough. The vision of the Havering Health and Wellbeing Board is: *“For the people of Havering to live long and healthy lives, and to have access to the best possible health and care services.”*

Informed by the Joint Strategic Needs Assessment (www.haveringdata.net/jsna) and other needs analysis, we have identified the most pressing health and social care issues in the borough. By working collectively as a strategic partnership, the Health and Wellbeing Board has prioritised the actions we need to take to deliver our vision and improve outcomes for local people across four key themes:

- **Theme 1: Primary prevention** to promote and protect the health of the community and reduce health inequalities. *Healthy* life expectancy can be increased by tackling the common socio-economic and behavioural risk factors for poor health:
- **Theme 2: Working together to identify those at risk and intervene early** to improve outcomes and reduce demand on more expensive services later on.
- **Theme 3: Provide the right health and social care/advice in the right place at the right time.**
- **Theme 4: Improve the quality of services and user experience**

With addressing inequalities at the very heart of the Health and Wellbeing Strategy, the actions the Council has committed to will also form the delivery plan for this Community Cohesion Strategy. The Council and its partners are committed not only to increasing the life expectancy of our residents, but to ensuring that people are encouraged and supported to remain active and contribute to community life.

3. Cohesion Themes and Projects

Tangible cohesion is intrinsic to the holistic wellbeing of everyone in our community. We want local people to get on with each other and for all local organisations and business to see themselves as integral to making that happen. A calendar of events is already organised to celebrate nationally recognised initiatives such as International Women's Day, Black History Month, Day of the Disabled Person, Holocaust Memorial, LGBT Pride, World AIDS Day, etc. The practical element of this strategy involves the delivery of a range of projects that will prompt productive interactions between people who are different from each other. The projects will deliberately emphasise what makes them similar. When successful, the overall outcome of the projects will be the promotion of shared understanding across the Borough about our similarities, but also, a crucial appreciation of how our differences can enhance rather than tarnish each other's lives. The Corporate Diversity Advisor will work with services, both internal and external, to produce and develop cohesion-related projects across the borough and within available resources. An initial list of projects will be contained in an update report due in April 2019.

4. Overarching Cohesion Priorities

Priority 1

We will engage with all communities in the further development of this cohesion strategy via the soon to be established Community Engagement and Cohesion Forum.

We will do this by:

- Producing Terms of Reference for the Community Engagement and Cohesion Forum
- Reaching out to local community groups and inviting them to participate
- Furthering consultation via the already established Compact
- Using available data and neighbourhood profiles to evidence changes in communities, highlight community needs and to inform the development and delivery of community initiatives.
- Equipping communities with the skills and knowledge to deliver services on behalf of themselves and the Council
- Supporting the development of an ensemble of voluntary sector agencies working in partnership to bid for funding and contracts

What will success look like?

- Successful roll out of a series of cohesion-related projects
- Increased levels of volunteering within Havering.
- Increased interventions such as special project vehicles and neighbourhood agreements.
- Increased participation in consultation and community engagement activities, from all sectors of the population.
- Increased levels of public trust and confidence in the Council and its services.

Priority 2

Our residents will feel safe and protected in their homes and neighbourhoods.

We will do this by:

- Developing and implementing an annually refreshed Community Safety Plan.
- Developing and implementing a Corporate Hate Crime Protocol.

- Working with partners to prevent local residents being drawn into extremist behaviour, through the development and implementation of an annually refreshed PREVENT plan.
- Disrupting gang activity, organised crime groups and criminals involved in the supply of drugs through the production and delivery of a refreshed Serious Group Violence Strategy 2017-2021.
- Reducing reoffending through the delivery of the Reducing Reoffending Strategy 2016-2020.
- Ensuring protection and support services for children, young people and adults at risk of danger and harm from sexual exploitation.
- Improving support and interventions provided for victims of domestic abuse and their families through the delivery of Violence against Women and Girls Strategy 2017-21.
- Delivery of a Community Safety communications plan to address the disproportionate fear of crime in Havering.

What will success look like?

- A reduction in repeat victimisation for hate crime and domestic abuse
- Reduced levels of reoffending
- Improvements in the perception of crime in Havering as measured by the Police Public Attitude Survey

Priority 3

To ensure our economic and physical regeneration activity supports the creation of safe, strong, cohesive communities.

We will we do this by:

- Developing new housing zones across the Borough.
- Reducing disparities in educational attainment by ensuring that people are supported through their learning journey and have equal access to all learning opportunities.
- Working closely with our local businesses to ensure that learning and training opportunities are aligned to current and future business need.
- Implementing and delivering a new Employment and Skills Plan 2018-2021 to support residents into work and support businesses with a better skills and employment offer

- Developing a pilot employer brokerage service which will provide the infrastructure to engage with employers to identify employment and training needs and provision
- Providing support and advice to people impacted by welfare reforms. Encourage a regular programme of high quality outdoor arts events, including street arts and local shows.
- Encouraging, in partnership with local leisure providers, access to our sporting and leisure venues by making them safe and accessible to all.

What will success look like?

- A growing economy with rising employment, supplying a range of skill sets to meet the demands and changing needs of the local economy.
- Increased take up of learning and training opportunities across all age groups and protected characteristics.
- Increased employment sites that support business investment and expansion.
- Improved connectivity, including road and rail, and the communications network.

Priority 4

- We will reduce inequalities in health and wellbeing across communities in Havering.
- People who use our services will have a healthy life expectancy and an improving quality of life.

We will do this by:

- Supporting Havering residents to lead healthy, active lifestyles by providing access to good quality leisure facilities and open spaces and through the provision of information and advice.
- Continuing to engage with Friends of Parks groups to maintain and improve the borough's parks and open spaces
- Reducing the impact of alcohol and drugs through the delivery of the Drug and Alcohol Strategy 2016 - 2020.
- Implementing strategies to improve mental wellbeing and supporting those suffering from mental ill health.
- Working with agencies to develop and provide services that allow older and vulnerable people to live independently either in their own homes or cared for in the community.
- Providing and facilitating support for carers to assist more people to be cared for at home.

- Developing and implementing initiatives to reduce social isolation.
- Developing the use of integrated impact assessments to assess (and mitigate where possible) the health, equality and community cohesion impacts of our functions, policies and strategies.

What will success look like?

- A reduction in the harm caused by problematic drug and alcohol abuse
- Increased take up of mental ill health and wellbeing services
- An increase in the number of older and vulnerable people who have access to services that allow them to live independently either in their own homes or cared for in the community.
- Increased support for carers, allowing more people to be cared for at home.

5. Responsibility and Accountability

Overall responsibility and accountability

The Leader and Cabinet are responsible for holding the Council to account for the delivery of the Strategy. The Chief Executive has overall responsibility for ensuring that the actions in this Strategy are delivered. Leadership will also come from the Policy, Performance and Community service.

The Role of Elected Members

Members have a very important role in championing community cohesion and demonstrating that this is a key responsibility and at the heart of how the Council runs its business. This Strategy will stand a greater chance of success if it is championed by Cabinet Members, together with the related projects. Ward councillors are also well placed to provide support in local communities.

The Leader and Executive Members

The Leader and Cabinet hold the Council to account for the delivery of the Strategy. The Leader will advise the Cabinet of progress in delivering this Strategy.

Senior Leadership Team (SLT)

The Senior Leadership Team is responsible for overseeing this Strategy, and is responsible for ensuring activity is carried out in a timely manner and to an agreed quality standard.

The Corporate Leadership Team (CLT)

Outcomes related to the themes contained in this Strategy have been allocated to relevant Heads of Service and Assistant Directors. They are responsible for ensuring activity is carried out in a timely manner.

All Staff

All staff are responsible for promoting the values contained within this strategy and ensuring that people are aware of their rights and responsibilities so that everyone knows what is expected of them and what they can expect in return. These values are enshrined in the Council's Code of Conduct and reflected in the golden thread across and down the organisation through the Corporate Plan, objectives and appraisals. Many staff live in the borough so their support and advocacy for local projects will be key.

Community Engagement and Cohesion Forum

This is the principal forum that will monitor the delivery of cohesion projects across Havering. It will also reaffirm the Corporate Objective and listen to potential threats and concerns about cohesion from forum participants.

Lead Officer

The Corporate Diversity Advisor is responsible for providing progress reports on the implementation and delivery of this strategy.

6. Key actions and measures of performance

Projected demographic and economic changes (see Appendix C) mean that both the Borough and Council will look very different in the future. Therefore we are committed to developing new ways of delivering services by working in partnership with other public and voluntary sector organisations. In doing so we aim to reduce inequalities and safeguard those most at risk. An action plan which details key actions and measures of performance is available in Appendix B.

7. Timescales

The Community Cohesion Strategy 2018 - 2022 is a four year plan. The action plan will be refreshed annually. The strategy is due to be refreshed by March 2022.

8. Consultation

The original draft of this document was consulted on through the Havering Community Safety Partnership and all partners therein. Further consultation will take place via the Community Engagement and Cohesion Forum, which is currently being established.

9. Authorisation and communication

The strategy has been authorised by Cabinet and will be communicated via the Council's usual corporate communications networks to both staff and residents.

10. Implementation and monitoring

The lead officers stated in the action plan will be responsible for ensuring the actions are delivered in accordance with the timescales stated.

Delivery of the action plans will be reviewed quarterly. The Corporate Diversity Advisor will be responsible for providing a six-monthly report to the Senior Leadership Team outlining the progress made in delivering the Strategy.

11. Evaluation and review

The Council will produce a six-monthly report outlining its progress in delivering the strategy. The Strategy will be reviewed every four years

12. Further information

Please contact the Corporate Diversity Advisor by email to diversity@haverling.gov.uk or vernal.scott@haverling.gov.uk