

Cohesion and Integration priorities delivery plan 2008-2010

Introduction

This delivery plan details the activity and actions to be taken forward over the period 2008 – 2010 in order to deliver against our Cohesion and Integration Priorities. Even though our policy framework covers the next three years, our delivery plan has a two year focus which will enable us to adapt programmes of work to focus on new cohesion and integration issues as they arise. A further delivery plan will be developed for 2010 – 2011 which will build on the success and learning of our approach over the first two years.

Our cohesion and integration priorities for the next three years are:

- **Leadership and community empowerment**

Strong community leadership at all levels is vital to support good community relations across Leeds.

- **Sense of belonging and opportunities for all**

How people behave with, and to, their neighbours, or respond to strangers in their local communities is critical to how relationships develop locally. The importance of individual and community actions in building cohesion and integration needs to be understood and recognised.

- **Preventing the problems of tomorrow**

Any approach to cohesion and integration needs to include a focus on breaking down tensions and building relations within, and between, all communities. This involves dealing with not just facts, but also with rumours and perceptions, and recognising that any of these can fuel tensions between groups. This will also include our approach to the preventing extremism agenda.

- **Children and young people**

The vision in the Children and Young People's Plan is that we want all children and young people in Leeds to be happy, healthy, safe, successful and free from the effects of poverty. The five outcomes of

being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic wellbeing all contribute to achieving cohesive and integrated communities.

- **Communication and information**

The importance of our understanding how our local areas are changing and that factual information and reassurance messages need to be communicated to all communities. Messages about cohesion and integration should be targeted at the whole community, not just immigrants and minorities.

- **The inclusion of cohesion and integration into key council and city based policies and practices**

Provide a commitment to ensuring that, wherever possible, our policies and service promote cohesion and integration and help reduce any tensions and conflict that may arise within our communities.

Within this delivery plan we have outlined a set of success measures and priority actions against each priority. Information against the identified indicators and measures will be regularly gathered and reported through officer, political and partnership governance arrangements.

Priority One: Leadership and community empowerment

Priority Outcomes

- There is recognition of the contribution different individuals and communities make to the future vision for their neighbourhood and the city.
- Local people are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery.
- Community leadership at all levels is developed and our leaders have a greater engagement with local communities.
- Our communities trust local institutions to act fairly and for their decisions to be subject to public scrutiny.
- Voluntary, community and faith organisations are supported to deliver cohesion and integration activities in a co-ordinated way.

Success Measures

We will measure these outcomes by monitoring the following performance indicators:

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------|--------------------------|
| NI 4 - Increase in the percentage of people who feel they can influence decisions in their locality. | Baseline to be set by 2008 Place survey | Increase of 4.1% on baseline figure as measured by 2010 Place Survey | |
| NI 3 - Increased civic participation in the local area. | Baseline to be set by 2008 Place Survey | To be set once baseline established | |
| NI 7 - A thriving third sector – the contribution the council and its partners make to the environment in which independent third sector organisations can operate successfully. | To be set by Office of the Third Sector Survey Autumn 2008 | Increase of 4.1% on baseline as measured by OTS survey Autumn 2010 | |

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------|--------------------------|
| BP 21 – % of staff who feel they are involved in contribution to the direction of the organisation. | 70% | Not applicable – no survey | 76% |
| BP 25 - % of top earners who are: a) women b) from black and minority ethnic communities c) disabled (excluding maintained schools). | 36.83% 5.96% 4.05% | 39% 6.25% 4.2% | 41% 6.75% 4.6% |

Priority actions

By April 2009:

| Action/ Activity | Lead Directorate/ Service |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Cohesion and Integration priorities 2008-2011 agreed by political parties. | Planning, Policy and Improvement |
| Scrutiny Boards evidence cohesion and integration implications considered as part of their enquiries. | Corporate Governance |
| Area Based Community Engagement Plans developed that are linked to Area Delivery Plan and Regeneration Benefit Realisation Plan priorities. | Environment and Neighbourhoods |
| Evaluation of Participatory Budgeting pilots carried out with further programmes developed. | Environment and Neighbourhoods |
| Compact for Leeds codes of practice reviewed and publicised. | Environment and Neighbourhoods |

| Action/ Activity | Lead Directorate/ Service |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| Develop and commission the Leeds LINK in August 2008 to improve the capacity and ability of the council and partners to disseminate information and actively engage people in a broad health and well-being agenda. | Adult Social Care |
| Develop area based health and wellbeing partnerships to further strengthen the engagement of local people in the planning and delivery of services. | Adult Social Care / Leeds PCT |

By April 2010:

| Action/ Activity | Lead Directorate/ Service |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Programmes developed to increase civic participation of young people – Youth Council etc. | Children's Services |
| Leadership development opportunities developed for our staff and community leaders who may be involved in 'difficult' discussions within communities. | One HR Service, Corporate Governance & Policy, Planning and Improvement |
| Opportunities put in place to enable our workforce to take part in civic participation activities e.g. mentoring schemes, corporate responsibility projects. | One HR Service |
| Establish a consistent approach to council funding for the community, voluntary and faith sector that promotes cohesion and integration and shares best practice in line with government guidance. | Environment and Neighbourhoods & Resources |
| Develop and implement community involvement and | Environment and Neighbourhoods & Policy, |

| Action/ Activity | Lead Directorate/ Service |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------|
| engagement programmes that include all communities and groups e.g. the Equalities Assembly. | Planning and Improvement |
| Develop an appropriate partnership approach to cohesion and integration for the city. | Policy, Planning and Improvement and Leeds Initiative |

Priority two: Sense of belonging and opportunities for all

Priority Outcomes

- Integrated communities where there are no barriers to individual progression.
- There is a strong sense of pride, belonging and identity within our neighbourhoods, communities and across Leeds.
- There is a strong recognition of the contribution of people who have newly arrived and those who already have a strong attachment to our city.
- There are strong and positive relationships between people from different backgrounds in the workplace, schools and in the spaces and places that people live their lives.
- People from different backgrounds have similar life opportunities, access to services and treatment.
- There is a strong sense of individual rights and responsibilities, people know what is expected of them and what they can expect in return.
- The quality of life of people is improved through mixed neighbourhoods offering good housing options for all.

Success Measures

We will measure these outcomes by monitoring the following performance indicators:

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------|--------------------------|
| NI1 - Increase in the percentage of people who believe people from different backgrounds get on well together in their local area. | Baseline to be set by 2008 Place Survey | Increase of 4.1% on baseline figure as measured by Place Survey Autumn 2010 | |
| NI 2 - Increase in the percentage of people who feel that they belong to their neighbourhood. | Baseline to be set by 2008 Place Survey | To be set once baseline established | |

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|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------|
| NI 6 - Increase participation in regular volunteering. | 2008/09 new data return – baseline in place by Mar 2009 | Not applicable | New indicator – to be set by Mar 2009 |
| NI 140 - Ensure fair treatment by local services. | Baseline to be set by 2008 Place Survey | Not applicable | To be set once baseline established |
| NI 8 - Increase adult participation in sport and active recreation. | 20.5% (2005/06 Active people Survey) | Increase of 1% on the baseline by 2010/11 | |
| NI 11 - Increase engagement in the arts. | 2008/09 new data return – baseline will be in place by March 2009 | Will be determined by the Active People Survey 2009 | |
| NI 110 - Increase young people's participation in positive activities. | To be set when Tell Us survey is completed in June 2008 | To be set when Tell Us survey is completed in June 2008 | |
| NI 195 – Improved street and environmental cleanliness. | To be set when baseline has been calculated April 2009 | To be set when baseline has been calculated April 2009 | |
| BP 14 - % of services which are accessible as assessed by: a) self assessment b) independent audit. | New indicator – baselines to be set | To be set once baselines established | |

Priority actions

By April 2009:

| Action/ Activity | Lead Directorate/ Service |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Develop an understanding of specific communities and neighbourhoods where there are barriers to integration and improvements in quality of life from a geographic and thematic focus. | Environment and Neighbourhoods |
| Map and identify the range of activities and interventions across the city and create opportunities to share what works and pilot new approaches. | Environment and Neighbourhoods |
| Develop an action plan to increase community engagement and empowerment to improve the quality of their local environments: supporting residents to take advantage of opportunities, to identify and remove barriers, and share ideas. | Environment and Neighbourhoods |
| Co-ordinate and deliver a shared programme of activity aimed specifically to engage with asylum seekers, refugees and migrant workers settling in Leeds. | Environment and Neighbourhoods |
| Develop Leeds Migration Action Plan. | Environment and Neighbourhoods |
| Continue work with partners to support a range of programmes that encourage and support volunteering building on the significant volunteering contribution made by the voluntary, community and faith sectors. | Adult Social Care |

| Action/ Activity | Lead Directorate/ Service |
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| Undertake a programme of events and activities to recognise and celebrate the European Year of Inter-Cultural Dialogue 2008, with the active promotion of events in the local media and within communities. | Adult Social Care / City Development |

By April 2010:

| Action/ Activity | Lead Directorate/ Service |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| Building on programmes such as Breeze, organise city wide and local events that give young people an opportunity to mix and interact in a way that promotes cohesion and integration. | Children's Services |
| Using a range of interventions such as culture, sport, interfaith and intergenerational activities, implement a co-ordinated programme of neighbourhood based approaches to promote cohesion and integration – for example in areas where people are predominantly from the same background, making use of public spaces across the city. | Environment and Neighbourhoods & City Development |
| Develop a programme of events to promote and celebrate Citizenship ceremonies. | Corporate Governance |
| Establish a multi sector integration task group to develop an understanding of what integration means to our city. | Environment and Neighbourhoods & Policy, Planning and Improvement |
| The personalisation programme in Adult Social Care will give people economic power and greater opportunity which has the potential to make a significant impact in the most deprived areas of the city. | Adult Social Care |

Priority three: Preventing the problems of tomorrow

Priority Outcomes

- We have a better understanding of our communities and neighbourhoods.
- Resilient communities that are able to identify and deal with tensions.
- There is reduced incidence of hate crime.
- We understand the political, social, economic and other conditions and activities that are likely to lead to people not being welcoming to others who they perceive as different or outsiders.

Success Measures

We will measure these outcomes by monitoring the following performance indicators:

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------------------------|--------------------------|
| NI 23 - Improve perceptions that people in the area treat each other with respect and dignity. | Baseline to be set by 2008 Place Survey | To be set once baseline established | |
| NI 27 - A greater understanding of local concerns about anti-social behaviour and crime by the local council and police. | Baseline to be set by 2008 Place Survey | To be set once baseline established | |

Priority actions

By April 2009:

| Action/ Activity | Lead Directorate/ Service |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Work with central and regional government and local partners to develop programmes to address the preventing violent extremism agenda. | Environment and Neighbourhoods |
| Develop a local authority action plan to respond to the national Prevent Strategy. | Environment and Neighbourhoods |
| Co-ordinate and commission targeted activities to prevent violent extremism. | Environment and Neighbourhoods |
| Co-ordinate and implement a hate crime strategy that increases awareness, improves support for victims and develops a programme for perpetrators of hate crime. | Environment and Neighbourhoods |
| Develop a methodology to identify communities or areas that may be affected by community conflict. | Environment and Neighbourhoods |
| Undertake a review of work carried out to reduce tensions and hate crime in a targeted locality to understand how can we identify and mainstream a sustainable approach. This approach will then be rolled out across the city to other areas that have been identified as being at risk. | Environment and Neighbourhoods |
| A programme of inter generational work will be developed across Leeds with a focus on secondary schools. | Adult Social Care / Education Leeds |

By April 2010:

| Action/ Activity | Lead Directorate/ Service |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Develop our community intelligence reporting system to include all reports of incidents and activities that might affect community relations such as myths, rumours, reports of hate crime and anti-social behaviour. | Environment and Neighbourhoods |
| Develop a system to co-ordinate and track interventions in response to community tensions. | Environment and Neighbourhoods |
| Develop robust measures of community tensions. | Environment and Neighbourhoods |
| Develop a programme of support for communities to help them deal with conflict situations by providing conflict training resolution skills for local people including children and young people. | Environment and Neighbourhoods |
| Develop robust measures of hate crime reporting and support for victims of hate crime. | Environment and Neighbourhoods |
| Establish multi agency time limited task groups in three areas identified as high risk to tackle issues, reduce tensions and improve cohesion. | Environment and Neighbourhoods |
| The links between hate crime and adult safeguarding will be established and protocols reviewed in order to strengthen partners response to the reporting mechanisms and responses to all incidents. | Adult Social Care & All Council Directorates |

Priority four: Children and young people

Priority Outcomes

- All children and young people are supported in their personal and social development.
- All children and young people have positive opportunities.
- All children and young people feel safe in their communities.
- All children and young people have the opportunity to achieve their potential.
- All children and young people are supported by excellent, integrated services that have strong capacity for supporting community cohesion.

Success Measures

We will measure these outcomes by monitoring the following performance indicators:

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------|--------------------------|
| Number of family of schools and clusters accredited to the Stephen Lawrence Standard. | 1 | 5 | 8 |
| NI 69 – The proportion of children and young people that have experienced bullying. | 33% | 30% | 23% |
| NI 108 - Key Stage 4 attainment for Black and Minority Ethnic groups. | Not set | 37% | 42.2% |
| % of Leeds schools rated at least satisfactory in the Ofsted criteria of how well the school contributes to community cohesion. | New – baseline to be established in 2008-09 academic year | To be set once baseline established | |

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------|--------------------------|
| The number of children's centres that have achieved the Stephen Lawrence Award. | 3 | 4 | 6 |
| LKI-IYS9 – Number of volunteering opportunities for young people. | New indicator for 08/09 | 680 | 920 |
| LKI-IYS6 – Number of children and young people involved in positive activities through the Target Activity Programme (TAP). | New indicator for 08/09 | To be set once baseline established | |
| LKI-IYS7 – Number of children and young people involved in anti-social behaviour and gang focussed work through the Target Activity Programme (TAP). | New indicator for 08/09 | To be set once baseline established | |
| NI 44 – The difference in the proportions of each BME group of young people on youth justice disposals against the proportion of each black or minority ethnic group in the equivalent local population. | New indicator | 90% confidence in drop in over representation | TBA |

Priority Actions

By April 2009:

| Action/ Activity | Lead Directorate/ Service |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Expand the Stephen Lawrence Educational Standard cluster approach, and through the innovation group progress development of the national standard. | Education Leeds |

| Action/ Activity | Lead Directorate/ Service |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Implement the Equality and Community Cohesion plans with targeted locality programmes, involving city-wide partnerships, e.g. Together for Peace, Peace Jam and Rewind. | Education Leeds |
| Develop the potential of the Inclusion Charter Mark as a cluster or family of schools improvement tool. | Education Leeds |
| Establish bespoke programmes to raise the achievement of black and minority ethnic pupils in the 11 secondary schools containing the majority of the black and minority and ethnic minority pupils; and continue to deliver the black pupils and the multi-ethnic achievement programmes. | Education Leeds |
| Develop and deliver the Making a Difference programme aimed at learners from black and minority ethnic backgrounds and their parents and ensure Out of Hours/Education Leeds provision targets named cohorts of learners. | Education Leeds |
| Implement a strategic approach to raising the attainment of all Gypsy, Roma and Traveller children across all educational settings through developing effective partnerships, promoting best practice and monitoring/reviewing provision. | Education Leeds |
| Lead development and implementation of the anti-bullying strategy action plan, including working with schools, ensuring school policies are in place, training is offered and a single central referral point is identified and in place. | Education Leeds |
| Promote safety for children and young people through the Anti-Bullying Strategy Database for monitoring. | Education Leeds |

| Action/ Activity | Lead Directorate/ Service |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Promote cohesion in learning and communities through support for the use of the Stephen Lawrence Education Standard within children's centres. | Early Years |
| Promote positive roles through expanding volunteering opportunities for young people within Leeds. | Integrated Youth Support Service |
| Promote the leadership and participation of young people in vulnerable/at risk black and minority ethnic and white heritage communities. | Integrated Youth Support Service |
| Engage more young people in positive activities through the Youth Service, Breeze and Extended Services. | Integrated Youth Support Service |
| Engage more vulnerable children and young people through targeted youth support, Positive Activities for Young People (PAYP) and Youth Inclusion Programmes (YIPs). | Integrated Youth Support Service |
| Implement actions identified in the 08-09 Leeds Youth Justice Plan under Section C6 - Public confidence - and C7 - Improving victim satisfaction. | Youth Offending Service |
| Share monitoring information on disproportionality (NI 44) with Local Criminal Justice Boards (LCJB), courts and Youth Offending Service (YOS) Partnership. | Youth Offending Service |
| Develop group work initiative for young offenders involved in hate crime. | Youth Offending Service |

| Action/ Activity | Lead Directorate/ Service |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| Establish three year mentoring programme for young people potentially at risk of radicalisation (dependent on Preventing Violent Extremism (PVE) funding). | Youth Offending Service & Integrated Youth Support Service |
| Consolidate existing Safer Schools Partnerships and develop others in key schools (dependent in part on PVE funding). | Youth Offending Service & Education Leeds |
| Provide the public with more information about what happens to offenders on community sentences and enable them to influence choice of offenders' reparation. | Youth Offending Service |
| Continue Weapons Awareness Programme for young people at risk of carrying weapons. | Consortium of Agencies through the Royal Armouries |

By April 2010:

| Action/ Activity | Lead Directorate/ Service |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Develop the new Children & Young People's Plan 2009-2014 in order to improve outcomes for this client group. | Children's Services |
| Increase opportunities for young people to make decisions about resource allocations, as set out in the Ten Year Youth Strategy. | Integrated Youth Support Service |
| Deliver programmes addressing gang culture and weapons awareness. | Integrated Youth Support Service |

Priority five: Communication and information

Priority Outcomes

- There is a consistent approach to communicating with all our residents and communities in a way that best meets their needs.
- Our elected members, key community leaders and staff have an overview of the changing communities, and cohesion and integration activities.
- Our elected members, key community leaders and staff are confident to tackle and dispel myths and rumours.
- Our partners and local media understand and are engaged with our approach to cohesion and integration.

Success Measures

We will measure these outcomes by monitoring the following performance indicators:

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|------------------------------------------------------------------------------------------------------------|-----------------|------------------------------|------------------------------|
| BP 16 - % of people who think the council keeps them informed about the services and benefits it supplies. | 51% | Not applicable – no survey | 55% |

Priority actions

By April 2009:

| Action/ Activity | Lead Directorate/ Service |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| A city wide programme of promoting equality, diversity, cohesion and integration is developed including celebration of key holidays and community events and using the About Leeds newspaper as a key communications tool. | Policy, Planning and Improvement |
| Continue to develop the Welcome to Leeds website information and materials. | Environment and Neighbourhoods |
| Develop processes to ensure that information about cohesion and integration activity is captured and is shared across our partners. | Policy, Planning and Improvement |

By April 2010:

| Action/ Activity | Lead Directorate/ Service |
|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| A Cohesion and Integration Communication and Press Strategy is developed. | Policy, Planning and Improvement |
| Myth busting information is developed to counteract the spread of rumours and misunderstanding. | Policy, Planning and Improvement |
| Improved development opportunities to understand cohesion and integration for our elected members, staff and key community contacts. | One HR Service, Corporate Governance & Policy, Planning and Improvement |

| Action/ Activity | Lead Directorate/ Service |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| A Cohesion Ambassadors Programme developed for our staff. | One HR Service & Policy, Planning and Improvement |
| Develop the Joint Strategic Needs Assessment so that it will have the capability to provide locality and community based needs assessment information. Undertake work on the need for a data warehouse to enable the sharing of key data and analysis. | Adult Social Care & All Council Directorates. |

Priority six: The inclusion of cohesion and integration into key council city based policies and practices

Priority Outcomes

- Cohesion and integration is an integral part of our policies and practices.
- Cohesion and integration is embedded within the council's services and plans.
- The causes and risks to cohesion are known at a local level.

Success Measures

We will measure these outcomes by monitoring the following performance indicators:

| Performance Indicator | Baseline | Target March 2009 | Target March 2011 |
|---------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------------------|--------------------------|
| BP 07 - Satisfaction with the council overall. | 61% | Increase of 4% on baseline figure as measured by Place Survey Autumn 2010 | |
| BP 28 – Implementation of Equality and Diversity Scheme. | New indicator – baseline to be set | New indicator – baseline to be set | |
| Impact assessment measure from Equality and Diversity Scheme 2008 – 2011. | New indicator – baseline to be set | New indicator – baseline to be set | |

Priority actions

By April 2009:

| Action/ Activity | Lead Directorate/ Service |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| Develop a project to undertake a council wide review of activities and priorities that impact on cohesion and integration. This will include a gap analysis to identify existing and required resources to deliver our priorities and desired outcomes. | Policy, Planning and Improvement |
| A programme of equality, diversity and community cohesion impact assessments carried out across our services, with major regeneration and housing schemes prioritised. | All Directorates |
| As part of the challenge process adopted for service improvement plans, strengthen the considerations given to equality, diversity, cohesion and integration. | Policy, Planning and Improvement |
| Develop services to support people from minority groups with mental health needs, with a particular emphasis on asylum seekers and refugees including those with no access to public funds. | Adult Social Care |

By April 2010:

| Action/ Activity | Lead Directorate/ Service |
|-----------------------------------------------------------------------|-------------------------------------------------------------------|
| Develop comprehensive intelligence on service user / community needs. | Policy, Planning and Improvement & Environment and Neighbourhoods |

| Action/ Activity | Lead Directorate/ Service |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Hate crime awareness training available for all our staff. | One HR Service & Environment and Neighbourhoods |
| Include local cohesion and integration targets within area delivery plans. | Environment and Neighbourhoods |
| Integrate the Communities and Local Government Community Cohesion and Community Conflict Impact Assessment Toolkit into the council's impact assessment framework. | Policy, Planning and Improvement |
| Priority actions developed for 2011 and beyond. | Policy, Planning and Improvement |