



Community Cohesion National Delivery Plan



Llywodraeth Cymru
Welsh Government

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Foreword

Foreword by Welsh Government Minister for Communities and Tackling Poverty, Jeff Cuthbert AM

I am delighted to launch the Community Cohesion National Delivery Plan. This reaffirms the Welsh Government's ongoing commitment to promote cohesive and inclusive communities across Wales as set out in the Programme for Government. The Plan will continue to build upon the substantial amount of work which has already taken place across Wales to deliver the 'Getting on together – a Community Cohesion Strategy for Wales'.

21st century Wales is a diverse and multi-cultural society and over recent years the scale and pace of economic, social and cultural change has continued to impact upon people across Wales. It is important that we are able to celebrate and appreciate the fact that our communities consist of people with different experiences, cultures and backgrounds. However, it is also important that we can all live together harmoniously and that communities are safe and vibrant places to live and work. Communities should be resilient so people can support each other and able to tackle tensions when they occur.

There are major challenges ahead in terms of changes arising from welfare reform which will have a significant impact upon our communities. This can increase tensions and we have already seen that certain people and communities have been targeted as a result of these changes. This has a significant impact upon levels of community cohesion. We all have a responsibility to ensure that Wales is equal and fair, so that we can live in a country which will not accept hostility and prejudice.

The implementation of the National Delivery Plan will aim to ensure that community cohesion is mainstreamed and remains sustainable across Wales. This is in addition to the Future Generations (Wales) Bill which is proposed to set long term goals to reflect the Wales we want to see in the future. The National Delivery Plan also significantly supports the Equality Act 2010, which created a duty on listed public bodies, when carrying out their functions, to have due regard to the need to advance equality of opportunity and to foster good relations between people who share a protected characteristic and people who do not.

I have agreed funding for Regional Community Cohesion Co-ordinators to deliver the National Delivery Plan and to support local authorities to drive forward work across Wales. I will publish an annual update of the National Delivery Plan to evidence the delivery which is taking place across Wales.

A handwritten signature in black ink, appearing to read 'Jeff Cuthbert', written in a cursive style.

Jeff Cuthbert AM
Minister for Communities and Tackling Poverty



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Chapter 1 – Background to the National Delivery Plan

The focus of the National Delivery Plan 2014-16

The Welsh Government supports the continued focus on the five policy and service areas within the ‘Getting on Together – a Community Cohesion Strategy for Wales’ (2009) across housing, learning, communication, promoting equality and social inclusion and preventing violent extremism. These areas can have a significant impact on how well a community gets on together.

The aim of this new National Delivery Plan is to reaffirm the Welsh Government’s commitment to strengthen community cohesion across Wales. We will support the continuation of work on a pan-Wales basis through Community Cohesion Co-ordinators who have been funded until 2016 to take forward the National Delivery Plan. This will continue to build cohesion through local and regional approaches and ensure consistent all-Wales outcomes are achieved. The Plan will enable organisations with an interest in community cohesion to see what the Welsh Government is taking forward.

The National Delivery Plan will ensure that sustainable structures are in place across service delivery to maintain delivery of community cohesion beyond 2016 and focuses on approaches to tackle current cohesion challenges across Wales. The Plan will support the Future Generations (Wales) Bill to ensure that community cohesion is a key principle which will help to shape our communities by working with people and organisations across Wales.

What Does Community Cohesion Mean?

Community cohesion in its simplest form is the term used to describe how everyone in a geographical area lives alongside each other with mutual understanding and respect. A cohesive community is where a person has a strong sense of belonging. It is safe, vibrant and able to be resilient and strong when tensions occur.

Community cohesion describes the ability of all communities to function and grow in harmony together rather than in conflict. It aims to build communities where people feel confident that they belong and are comfortable mixing and interacting with others, particularly with different people with different protected characteristics.

The Welsh Government continues to define community cohesion as what must happen in all communities to enable different groups of people to get on well together. A key contributor to cohesion is integration which is what must happen to enable new residents and existing residents to adjust to one another and live harmoniously with one another. The vision of an integrated and cohesive society is based on three foundations:

- people from different backgrounds having similar life opportunities;
- people knowing their rights and responsibilities;
- people trusting one another and trusting local institutions to act fairly.

And on three 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 diversity;
- strong and positive relationships between people from different backgrounds.

Cohesion indicators and measures will be used which will have particular resonance based upon differing local and regional demographics and community issues. The core definition of community cohesion can be applied to both rural and urban communities.

Measuring Community Cohesion

Building cohesion within and between communities is an essential step towards improving people's quality of life and to feel part of their local and national identity. Key indicators of community cohesion relate to how people feel about their local area. The National Survey for Wales for April 2012 – March 2013 highlighted that:

- 76% of people agreed that people in their local area treated each other with respect and consideration; a similar proportion (75%) agreed that 'people in this neighbourhood are willing to help their neighbours'. Older people were more likely to have a positive view about people in their local area than younger people.
- 81% of people said they felt safe walking in their local area after dark. People living in the most deprived areas were more likely than people living in the least deprived areas to feel unsafe after dark. 67% of people living in the most deprived areas felt safe walking in their local area after dark, compared with 87% of people living in the least deprived areas.

- 74% of people felt safe on public transport after dark. Older people felt less safe than younger people and women felt less safe than men.

Community Cohesion Strategy – Getting on Together

The Welsh Government supported the delivery of the Community Cohesion Strategy by providing funding of £5 million to local authorities from 2009 - 2012. This aimed to strategically drive the development of a local approach to cohesion based upon identified priorities and understanding. There were over 650 projects funded across Wales, which helped to bring partners together and has increased greater understanding and a focus on related cohesion issues across local areas.

An evaluation of the community cohesion programme in Wales was undertaken by Sheffield Hallam University. This stated the importance of ensuring that the community cohesion agenda is mainstreamed and sustainable across Wales. Subsequently the Welsh Government funded regional Community Cohesion Co-ordinators from 2012 - 2014 with coverage across all local authority areas. The Welsh Government has produced guidance on 'Community Mapping and Tension Monitoring' in 2011 and 'Mainstreaming Community Cohesion' in 2012 in order to provide tools for local authorities to enhance strategic approaches.

Chapter 2 – The Strategic Overview for the National Delivery Plan

Current Picture in Wales

2011 Census data relating to population, ethnicity, religion, and national identity for local authorities in Wales shows that:

- The population in Wales was 3.06 million, the population of Wales has grown by 153,000 in the 10 years since the last census.
- 94% of the 3.06 million people living in Wales were born in the UK, with nearly 6% born outside the UK. Of those from outside the UK the largest number were born in Europe (just over 2%) or Asia (just over 1%).
- Non-white (including mixed) ethnic groups represented 4% of the population in 2011, up from 2% in 2001.
- People aged 25 to 34 living in Wales are much more likely than any other age group to have a language other than English or Welsh as their main language (with Polish being the most common single language after English or Welsh).
- The percentage of the population in Wales aged 65 and over was the highest seen in any census at over 18%, a total of 563,000 people.
- Between 2001 and 2011 the percentage of the population of Wales describing their ethnic group as White British fell from 96% to 93%.
- Between 2001 and 2011 the percentage of the population of Wales describing their ethnic group as Asian more than doubled (from 1% to just over 2%).
- 66% of the residents of Wales expressed their national identity as Welsh in 2011. 34% said that they had no Welsh identity.
- Between 2001 and 2011 the percentage of the population of Wales giving their religion as Christian fell from nearly 72% just over 57%.

Programme for Government

The Programme for Government sets out the specific actions the Welsh Government is taking to 'create a fair society free from discrimination, harassment and victimisation with cohesive and inclusive communities'. The National Delivery Plan helps to achieve the aims to promote equality and fairness across Wales.

Strategic Equality Plans

The Public Sector Equality Duty (Equality Act 2010) came into force in April 2011. This aims to ensure that public authorities and those carrying out a public function consider how they can positively contribute to a fairer society in their day to day activities through paying due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. The Welsh Government published a Strategic Equality Plan and Objectives in 2012.

Community cohesion acts as a key enabler to aid public sector authorities to fulfil all elements of the Equality Duty, particularly the need to foster good relations between people who share a protected characteristic and those who do not. Under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, Public Sector Authorities should reflect their commitment to promoting good relations in their strategic equality plans. Improving contact, increasing understanding and tackling negative stereotypes across communities helps to break down barriers to enhance good relations.

Future Generations (Wales) Bill

The Future Generations (Wales) Bill (working title) is intended to tackle the inter-generational challenges Wales faces in a more joined up and integrated way - ensuring specified Welsh public services make key decisions with the long term well being of Wales in mind.

It is proposed that the Future Generations (Wales) Bill will set ambitious, long term goals to reflect the Wales we want to see in the future. Placing these goals on a statutory footing will set a course for specified public services in Wales to pull together towards a healthier and more prosperous country by pursuing and balancing the economic, social and environmental well-being of Wales. To help achieve these shared goals, we propose to put named public service organisations under a duty to show how they contribute effectively to the achievement of the goals through the objectives that they set and the actions that they take. It will set a course for all public services in Wales to provide for the well-being of a sustainable Wales.

It is intended that the Bill will provide a Commissioner for Future Generations who will undertake engagement through national conversations which will ensure that people across Wales are involved and empowered, thereby helping to improve the lives of the people of Wales. The National Delivery Plan compliments the six proposed draft goals in the Future Generations (Wales) Bill which include:

- A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.
- A resilient Wales - A society that is capable of adapting successfully to changing circumstances that impact, in particular, upon ecosystems, infrastructure, and communities.
- A more equal Wales - A society which enables people to fulfil their potential no matter what their background or circumstances.
- A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, sport and recreation.
- A prosperous Wales – An innovative and productive, low carbon emission economy that makes more efficient, and more proportionate use of resources, and which generates wealth and provides employment opportunities for a skilled and well-educated population.
- A healthier Wales – A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

Chapter 3 – The Implementation of the National Delivery Plan

Community Cohesion in Wales: Landscape and Challenges

Embedding community cohesion principles into service delivery will result in services being responsive to local demographics and need. This will help to ensure that people have trust in service delivery and organisations. It will also mean that the needs of individuals and communities are clearly understood.

The development of a strong community identity is an important part of enabling people to feel connected and to actively participate in society. Shared values and understanding are an integral part of creating resilient communities who are able to respond to tensions when they arise. This can be especially important in communities which have witnessed changes over recent years with the population becoming more diverse. People's backgrounds and experiences should be welcomed and shared across Wales and breaking down negative stereotypes and misconceptions remains an important challenge.

Community Safety

Although there have been great strides to ensure that Wales is a welcoming country, there are still major challenges ahead to ensure that hostility, prejudice or other forms of discrimination are not tolerated. We have published 'Tackling Hate Crimes and Incidents: A Framework for Action' (2014) which aims to empower victims across Wales to report hate crimes and incidents. There is an important role for service delivery to be responsive and to ensure that fairness and equality are underlying principles in support of the Welsh Government's Strategic Equality Plan.

There is a strong link between fear of crime and levels of community cohesion. We have published 'Wales Anti-Social Behaviour: A Policy and Practice Review' (2014) which shows that between November 2012 to October 2013, the four Welsh police forces received 114,361 anti-social behaviour (ASB) complaints, whilst Welsh social landlords reported that they had recorded 20,323 complaints. However, recorded incidents of ASB appear to be reducing. The new Anti-Social Behaviour, Crime and Policing Act 2014 has been commenced in part, and is expected to be commenced further in the autumn. That Act streamlines powers in relation to tackling ASB.

We aim to make Wales hostile to slavery and to provide the best possible support to the survivors of this heinous crime. The Welsh Government's 'Anti-Slavery Coordinators Annual Report' (2013) shows how vulnerable people are exploited. We are continuing to

take the lead to provide the best possible support to victims across Wales and there is an important role here to work with our communities.

We strongly support the links between 'Prevent', which operates in the 'pre-criminal' space, and community cohesion, where all forms of extremism can be tackled by communities working together to eliminate hatred. There are emerging challenges to tackle hatred typically associated with the views of the far right. Such extremist attitudes are damaging and corrosive to community cohesion, where such messages can spread division and hatred. A strong relationship with our faith communities and organisations plays an important role in tackling tensions.

Community Inclusion

It is important that we can continue to value diversity and to appreciate the positive impact which different people can make to their communities. Breaking down misperceptions and myths about certain people and communities still remains an important issue. We have published 'Travelling to a Better Future: Gypsy and Traveller Framework for Action' (2011) which aims to improve understanding of cultures across settled and travelling communities and to promote greater integration. We will also be consulting on a new Refugee Delivery Plan in 2014 which will aim to continue to support and improve the wellbeing of people in Wales.

The Communities First Programme supports our most disadvantaged groups in the most deprived areas of Wales with the aim of alleviating persistent poverty and tackling the causes of poverty. Communities First Clusters play a significant role by working within communities, which helps to build and sustain higher levels of cohesion. There is a real need to ensure that people with protected characteristic(s) are engaged in the programme and that specific needs in terms of support and advocacy are provided. Community Involvement is one of the three key principles that underpin Communities First. Each Cluster has to submit a Community Involvement Plan (CIP) as well as a Delivery Plan. The CIP aims to ensure that local people and community organisations are able to play a full part in the Programme, are able to shape the work undertaken in their area and feel informed and empowered.

The Welsh Government carried out a consultation, 'Continuity and Change – Refreshing the Relationship between the Welsh Government and the Third Sector in Wales' (2013). This will help to inform our thinking on the future direction of this important relationship. Following extensive dialogue and development with key Third Sector Stakeholders, we published the new Third Sector Scheme on 31st January this year. Building on this, further work is underway to develop the internal and external working arrangements to support the Scheme's delivery. The Third Sector as a whole and, in particular, Third Sector infrastructure bodies such as County Voluntary Councils, have a strong role to play in supporting communities and community organisations to contribute to the tackling poverty and community cohesion agendas.

Challenges to Resilience

The census data from 2011 has highlighted that there are continuing challenges around changes to the population demographics. Inward migration into the UK following the expansion of the European Union in 2004 has led to changes in some communities across Wales and there are a greater range of cultures, backgrounds and beliefs than previously. There are still major challenges to ensure that the principles of community cohesion continue to be fostered. There is a need for efforts to explore and understand the experiences of different migrant populations and the local implications of and responses to migration.

The challenges around tackling child poverty and improving the outcomes of children and young people living in low income households have become particularly acute in light of UK Government Welfare Reforms. The scale of the UK Government cuts go far beyond what the Welsh Government can fully mitigate. Nonetheless, we want communities to become resilient in the face of these challenges, meaning that people know where to turn to for support, do not “go without” unnecessarily and avoid circumstances which will make life worse, such as becoming homeless or building up debt. We will continue to do what we can to reduce the cost of living and ensure that people are not excluded from accessing services or discrimination advice. Through ‘Building Resilient Communities: Taking Forward the Tackling Poverty Action Plan’ (2013) we have looked at the impact of poverty on different groups in society and what will make most difference to them. We know that disabled people are particularly at risk of living in poverty. We need to do all that we can to ensure that those more at risk of living in poverty are supported so that we mitigate the everyday impact that poverty has on people and communities.

Aim and Outcomes of the National Community Cohesion Delivery Plan

The aim of the National Delivery Plan from 2014 -16 is to continue to strengthen, mainstream and sustain both local and regional community cohesion approaches. This will reinforce positive work and progress which has already been achieved across Wales. The National Delivery Plan supports the draft national goals included in the Future Generations (Wales) Bill and has a high level outcome that **communities across Wales are safer, inclusive and resilient**.

The Plan is being delivered across 7 outcome areas which are being taken forward by Community Cohesion Co-ordinators across Wales:

- Outcome 1: Departments, organisations and people understand **hate crime**, victims make reports and get appropriate support;
- Outcome 2: Departments, organisations and people understand **modern slavery**, victims make reports and get appropriate support;
- Outcome 3: Increased awareness and engagement across **Gypsy and Traveller communities**;
- Outcome 4: Increased awareness and data established on **immigration**;
- Outcome 5: **Communities First** staff are knowledgeable about community cohesion issues and communities across the protected characteristics are involved in the Communities First programme;
- Outcome 6: Key **policies and programmes** through relevant plans are evidencing delivery against cohesion priorities; and
- Outcome 7: Policies and services are **responsive to changes in communities**.

Further information on the 7 priority outcomes can be found at Chapter 4.

Measuring Progress

Welsh Government will monitor the National Delivery Plan and publish an annual report during 2015 and 2016 which will highlight the progress of delivery across the identified national outcomes. This will evidence ongoing practice across Wales and aim to transparently show progress.

Chapter 4 – Outcomes of the National Community Cohesion Delivery Plan

Outcome 1: Departments, organisations and people understand hate crime, victims make reports and get appropriate support

What this will look like	How we will achieve this	Performance measure		
		How much we did?	How well we did it?	Is anyone better off?
1. Local / regional structures are in place to take forward action linked to 'Tackling Hate Crimes and Incidents: A Framework for Action'	Establishment of baseline data to drive local decision making	Baseline data on hate crime established	Baseline data enables further changes to be established in years 1 and 2	Information included in relevant plans and drives service delivery
	Mapping of existing services, training, programmes and interventions to identify gaps and needs	Mapping has been completed in collaboration with partners	Gaps and needs are identified and are being actioned	Information is being utilised to target delivery with partners
	Engagement with existing structures / formation of new structures to drive leadership and partnership working across key areas including police, health, housing and social services	Structures have been established and are inclusive of partners Number of hate crimes reported across the protected characteristics by Local Authority	Structures can evidence delivery based upon priorities identified % change in the number of reports through Police	Actions and priorities are being delivered through structures
	Implementation and	Report completed	Actions are taken forward	Information is being

	review findings from the Equality and Human Rights Commission into how local authorities are tackling hate crimes from Spring 2014	setting out proposed actions and process for review	and review is held	utilised by local structures to drive improvements and information provided to inform strategic Equality Plans
2. Departments, organisations and people have clear and accurate information to signpost and increase hate crime reporting	<p>Development of clear information on reporting and signposting</p> <p>Support the national Third Party Reporting model delivered by Victim Support and embed within regional and local structures</p> <p>Co-ordinating training opportunities for front line staff to tackle Hate Crime through Victim Support and other providers</p>	<p>Information has been developed in an accessible format</p> <p>Number of hate crimes/incidents reported across the protected characteristics, by Local Authority, through the third party reporting centres.</p> <p>Number of front line staff accessing training by department</p> <p>Number of front line staff accessing training across third sector organisations</p>	<p>Partners have been engaged and are clear on hate crime reporting</p> <p>% Increase in the number of reports through Third Party Reporting</p> <p>Training is targeted in the areas identified within the gap and need assessment</p>	<p>People have clear information on how to report and reporting increases</p> <p>People are aware of third party reporting and are receiving advocacy and support</p> <p>Staff have information and support to increase reporting</p>

3. Increased multi-agency approaches to address high risk levels of hate crimes	Promote MARAC model to support high risk victims of hate crime working with regional Police Forces	Number of hate crime cases referred to MARAC	% Increase in the number of cases through MARAC	Victims are safe and are supported across agencies
4. Campaigns, activities and communication are co-ordinated during hate crime awareness week to increase understanding and reporting	Facilitation of national campaigns at local level	Partners have been engaged within a regional approach to highlight Hate Crime Awareness Week and activities are supported by local authorities	People are able to access enhanced information and support and organisations representing protected characteristics are engaged	People have greater awareness and understanding of hate crime

Outcome 2: Departments, organisations and people understand modern slavery, victims make reports and get appropriate support

What this will look like	How we will achieve this	Performance measure		
		How much we did	How well we did it	Is anyone better off?
1. Local structures are agreed and work effectively to tackle Modern Slavery	Modern slavery champions / Lead officers are established in each partner organisation to support the work of the regional forums	Structures have been established and are inclusive of partners Number of cases reported by Local Authority to the National Referral Mechanism Number of cases reported, by Local Authority, through First Responders	Structures can evidence delivery based upon priorities identified	Actions and priorities are being delivered through structures
	Establishment of baseline data (quantitative and qualitative) to drive local decision making	Baseline data on modern slavery established	Baseline data enables further collection in years 1 and 2	Information included in relevant plans and drives service delivery
2. Training and awareness raising resources are signposted and delivered by partner agencies	Embed training on modern slavery into training programmes to which local authorities are involved	Relevant opportunities are identified within training	Training is embedded and sustainable	Staff have information and support to increase reporting

	<p>Co-ordinate train the trainer programme</p> <p>Facilitation of national campaigns at local level</p>	<p>Front line staff have been identified and receive training</p> <p>Number of front line staff accessing delivered training across third sector organisations</p> <p>Partners have been engaged within a regional approach to highlight Hate Crime Awareness Week and activities are supported by local authorities</p>	<p>Training is targeted in the areas identified</p> <p>People are able to access enhanced information and support and organisations across the protected characteristics are engaged</p>	<p>Agencies have information and support to increase reporting</p> <p>People have greater awareness and understanding of modern slavery</p>
<p>3. A multi agency, regional referral pathway, aligned to existing child and adult safeguarding protection procedures</p>	<p>Local authority contacts are signposted to support the development of Multi agency operational intelligence-led procedures for suspected cases of modern slavery (MARAC approach)</p>	<p>Number of cases referred to MARAC</p>	<p>% Increase in the number of cases through MARAC</p>	<p>Victims are safe and are supported across agencies</p>

Outcome 3: Increased awareness and engagement across Gypsy and Traveller communities

What this will look like	How we will achieve this	Performance measure		
		How much we did	How well we did it	Is anyone better off?
1. Improved awareness of Gypsy and Traveller culture that informs service provision	Identification / development of relevant information and briefings (including provision of accurate information to press office)	Relevant information and briefings are identified in a timely manner	Briefings are up to date and influence service support and provision	Local authority officers and members have up to date, accurate information to support Gypsy & Traveller inclusion
	Co-ordinating training opportunities for staff in Local Authorities	Front line staff have been identified and receive training Number of Council members accessing training	Training is embedded and sustainable	Staff have information and support to increase awareness
2. The needs of Gypsy and Traveller people are engaged, including through the Accommodation Needs Assessment and the Local Development Plan	Promote opportunities for engagement with local Gypsy and Traveller communities	Number of people who have been engaged with under each opportunity	Established mechanisms for engagement across the local authority with Gypsy and Traveller communities	Gypsy and Traveller communities are consulted to ensure that Accommodation Needs Assessments and LDPs accurately reflect need.

Outcome 4: Increased awareness and data established on immigration

What this will look like	How we will achieve this	Performance measure		
		How much we did	How well we did it	Is anyone better off?
1. Key staff understand local migration patterns and their implications	<p>Identify and promote key data sources</p> <p>Raise awareness of key issues related to migration including the co-ordination of training where required (including impact of Romanian, Bulgarian and EU Roma)</p>	<p>Baseline data has been established based upon local priorities</p> <p>Relevant information, training and briefings are identified in a timely manner</p>	<p>Baseline data enables further collection in year 2</p> <p>Briefings and relevant training are up to date and can influence service support and provision</p>	<p>Information included in relevant plans and drives service delivery</p> <p>Staff have information and support to increase understanding and awareness</p>

Outcome 5: Communities First (CF) staff are knowledgeable about community cohesion issues and communities across the protected characteristics are involved in the CF programme

What this will look like	How we will achieve this	Performance measure		
		How much we did	How well we did it	Is anyone better off?
1. Communities First staff and cluster boards are knowledgeable about community cohesion issues and are confident about involving communities from across the protected characteristics in the Programme	Agree training and briefing where required on cohesion themes for CF Cluster staff and cluster boards around community cohesion, equality and hate crime issues	Number of CF staff trained	Number of CF staff trained and the rating they gave to the training	Staff are able to recognise equality and diversity matters through CF delivery
2. Community Cohesion Co-ordinators (CCC) are working with CF Clusters to develop Community Involvement Plans (CIP) and Delivery Plans (DP) to increase engagement across protected characteristic groups	Support CF Clusters to strengthen and improve Cluster Delivery Plans (DP) and Community Involvement Plans (CIP) across protected characteristic people	Number of people with a protected characteristic involved in the CF programme	Plans are reflective of cohesion priorities and local demographics	Greater engagement is evident with people and organisations representing protected characteristics

<p>3. CCC and Lead Delivery Bodies (LDBs) / CF Clusters are meeting regularly to share intelligence, plan, develop and implement best practice.</p>	<p>Share intelligence around community cohesion issues and involve CF in planning activities around relevant activities (including immigration and Gypsies and Travellers)</p> <p>CF staff are represented on regional forums, for example Hate Crime Forums</p>	<p>Share relevant information and provide timely updates, including through regional CF staff meetings</p> <p>Identify and map relevant opportunities to engage CF staff within the community cohesion programme and in alignment with delivery priorities</p>	<p>A range of initiatives for engagement are demonstrated across community cohesion</p> <p>Programmes / planning is taking place across wider cohesion priorities and CF Clusters</p>	<p>Enhanced evidence around community cohesion issues are shared and CF staff are engaged and working with co-ordinators to deliver priorities within Plans</p> <p>CF Clusters are involved in planning and co-ordinating delivery across relevant cohesion priority areas</p>
<p>4. Communities First staff are working with representative community organisations around the CF themes (Health, Learning and Prosperity) and are involved in relevant Hate Crime Forums</p>	<p>Work with Clusters, as appropriate, to develop equality and diversity monitoring systems</p> <p>Provide advice to Clusters on tackling hate crimes</p> <p>In partnership with</p>	<p>Organisations representing communities from the protected characteristics are engaging with CF. Bespoke information on hate crime is developed for CF staff based upon local demographics</p>	<p>Equality and diversity data and intelligence is set out in Plans</p> <p>CF Clusters have been engaged and are clear on hate crime reporting</p>	<p>CF Clusters can evidence how equality and diversity data is utilised to drive delivery</p> <p>Increased reporting and awareness through CF staff of hate crime</p>

	Clusters, develop best practice of engagement across protected characteristic communities across the three themes	Best practice to link examples of links between community cohesion and the CF programme are identified	Best practice areas are developed with examples across all protected characteristics	Best practice is influencing delivery across CF clusters to drive new initiatives
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Outcome 6: Key policies and programmes and relevant plans are evidencing delivery against cohesion priorities

What this will look like	How we will achieve this	Performance measure		
		How much we did	How well we did it	Is anyone better off?
1. Local authorities understand which key policies and programmes are relevant to community cohesion	Development of cohesion-related work through Single Integrated Plans are supported and mapped	<p>Audit of cohesion related work within SIP to identify potential gaps is completed in alignment with work through the Future Generations (Wales) Bill</p> <p>Potential gaps are identified and acted upon</p>	SIP's are able to demonstrate mainstreaming of cohesion work through review and monitoring of delivery	Single Integrated Plans reflect and are delivering against local cohesion priorities
2. Local and regional Strategic Equality Plans reflect national and local cohesion themes	<p>Development of practice examples and work across community cohesion and promoting good relations to strengthen Strategic Equality Plans (SEPs) to reflect this element of Equality Act 2010</p> <p>Explore and develop community cohesion</p>	<p>Audit and identification of practice within SEP are identified and potential gaps are identified and acted upon</p> <p>Number of staff who have undertaken</p>	<p>Practice examples are developed to influence SEPs</p> <p>Training is targeted in the areas identified across</p>	SEPs are able to demonstrate priorities through the Promoting Good Relations element of the Equality Act 2010

	training as part of core Equality and Diversity Training within local authorities	community cohesion training	relevant corporate programmes	Staff have greater understanding and awareness of community cohesion and local/ regional priorities
3. Third sector organisations understand, support and engage with community cohesion priorities	To raise awareness, engage and support Third Sector Organisations to develop cohesion related projects and work	Third sector organisations have information on cohesion priorities and stakeholders are mapped across key work areas	Third sector is engaged with cohesion activities including relevant forums	Third sector is aware of cohesion priorities and is able to participate in delivery

Outcome 7: Policies and services are responsive to changes in communities

What this will look like	How we will achieve this	Performance measure		
		How much we did	How well we did it	Is anyone better off?
1. Local authorities recognise changes to community demographics	Key data and information is mapped across the protected characteristics	Data and baseline mapping is completed based upon local need	Baseline data enables further trends to be established in year 2	Information included in relevant plans and drives service delivery
2. Local authorities recognise and respond at an early stage to address community tensions	Support community tension monitoring processes Support Welfare Reform Groups to identify future community tensions	Map current structures and identify how tensions are currently dealt with Number of potential incidents identified through tension monitoring systems Mapping undertaken to assess the impact of welfare reform changes across protected characteristics	Tension monitoring systems are developed and sustainable Tension monitoring and future cohesion priorities across welfare reform are embedded within work priorities	Tension monitoring systems are sustainable and are responsive to emerging tensions when they arise Welfare Reform Groups are evidencing consideration of future cohesion priorities and issues across protected characteristic groups