

CABINET

21 May 2019

Title: 'No one left behind: we all belong' - A Cohesion and Integration Strategy for Barking and Dagenham	
Report of the Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: All	Key Decision: No
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Accountable Strategic Leadership Director: Tom Hook, Director, Policy and Participation	
Summary <p>In 2017, the 3000 residents involved in the Borough Manifesto set out a clear vision for our community in a time of profound change: to make Barking and Dagenham a friendly and welcoming borough with strong community spirit. This ambition recognises that, as people come to the borough from a wide range of backgrounds, bringing an even richer mix of personal stories, we must continue to nurture the spirit of belonging that has always defined our community, and talk with pride about the values that define our borough and that have made it – we believe - the greatest borough in London.</p> <p>Our borough and the context within which the Council operates has changed radically over the last decade and will continue to change for the foreseeable future. The population of the borough is larger and more transient than ever before. Overall population figures show a 25% increase between 2001 and 2016. Over the past five years, our borough has attracted nearly 11,000 more residents than have left over the same period.</p> <p>Barking and Dagenham is also growing much more diverse. The borough has had the fifth largest growth in residents born outside the UK and Ireland between 2001 and 2011, compared with other local authorities in England and Wales. Evidence shows that Barking and Dagenham is one of the fastest changing boroughs in the country when it comes to the proportion of the population that is non-white British.</p> <p>Undoubtedly, these changes come as a challenge for certain parts of our population. Surveys carried out since 2008 have systematically ranked LBBDD below the national average on questions related to community cohesion in the borough. The 2018 Resident's Survey found that just about 7 in 10 (73%) residents agree that their local area is a place where people from different backgrounds get on well together. This is significantly lower, by 16 percentage points, compared to the national average (89%).</p> <p>There is a difference of perception between people who have moved in the borough recently, who tend to be more open to diversity, and those who have been settled here for several generations, who feel more affected by the change brought about in their community. We know that this lack of cohesion is not the sole result of the erosion of traditional communities, but may also arise from important and persistent levels of</p>	

deprivation.

Recognising this challenge, the Council has set itself on a course to create the conditions, partnerships and services that support improvements in the lives of our residents, ensuring everyone has opportunities to succeed and thrive. Importantly, the vision for no-one left behind also means harnessing the borough's potential as London's growth opportunity to deliver growth that is inclusive and benefits all our residents.

This report sets out the Council's new Cohesion and Integration Strategy for the borough, in line with the vision set out in the Borough Manifesto for 2037. At the heart of this vision is the need to reinforce the links that keep and bring people together, across opinions and beliefs, culture, ethnicity, age, sexual orientation and gender, and to ensure that no-one is left behind.

Integration, for us, means *the process of developing equality, participation and belonging to achieve cohesion in a community*. This suggests that cohesion is not a fixed state of affairs and needs constant nurturing through integration, particularly in a rapidly changing and diversifying community like Barking and Dagenham.

This vision will be delivered through three main themes, and associated priorities:

1. Relationships and culture
 - Priority 1: To increase the opportunities for people from different backgrounds to meet and interact
 - Priority 2: To celebrate our culture, heritage and cultural diversity
2. Inclusion and participation
 - Priority 3: To help all residents integrate in our community
 - Priority 4: To listen better
3. Equality of opportunities
 - Priority 5: To create new and better jobs accessible to all and ensure a fair distribution of the benefits of regeneration

There is an emerging broader context within which this strategy is located and in which it provides one of the essential building blocks. This strategy sits, together with the VCSE strategy adopted on 18 February 2019, in the Council's new approach to participation and engagement, with clear interdependencies to the inclusive growth and prevention, independence and resilience strategies. The action plan is emerging and will be strengthened in the next year to align with the Theory of Change and the 3 overarching strategies, as cohesion and integration are cross-cutting.

In addition the strategy builds on our commitment to change the relationship between the citizen and the state, to empower individuals and the community to take greater control over their own lives, and the shaping of their own neighbourhood, and to enable greater participation.

In the following months, we will be working towards formalising our approach further through the adoption of a Faith Policy, a Green Spaces policy, and a VCSE assets policy.

Recommendation(s)

The Cabinet is recommended to:

- (i) Approve the “No one left behind: we all belong - A Cohesion and Integration Strategy for Barking and Dagenham”, as set out at Appendix 1 to the report; and
- (ii) Note the proposed approach to cohesion, including the socio-cultural, political and economic themes, and associated priorities and actions.

Reason(s)

Cabinet should agree these recommendations to develop the council’s approach to cohesion and integration in line with the shared long-term, resident-led vision for the borough, as set out in the Borough Manifesto and the emerging theory of change around participation and engagement, inclusive growth, and prevention, independence and resilience, to ensure that no-one is left behind.

1. Context

- 1.1 Barking and Dagenham has been on a significant journey. Connected to the sea via the Thames river, and formerly an industrial hotbed of the car industry, this has always been a borough of change. Working people from near and far came to the borough to improve their lives and to build a better future for themselves and their family. In the 20th century, these were families from the old East End, moving from Bow to the Becontree. In recent times, these movements have shifted and become more diverse, reaching further across the globe. Links extend from Europe as far as China and Africa. Our place and people are now richly connected to the rest of the world.
- 1.2 Our history is one of incredible developments, of new wealth and opportunities, as well as of rapid industrial decline. But despite uncertainty, our community spirit remains, pushing back against those who would seek to divide us, and sticking up for the values that we hold dear. Our community has always fought for equality and fairness. These values drove 187 sewing machinists to walk out of the Ford Car Plant in Dagenham in 1968, to ask for equal pay for men and women. This incredible act of courage was instrumental in achieving the 1970’s Equal Pay Rights Act.
- 1.3 Today, the population of the borough is larger and more transient than ever before. As people come to the borough from a wide range of backgrounds, bringing an even richer mix of personal stories, we must keep the spirit of belonging alive, and talk with pride about the values that define our borough.
- 1.4 Overall population figures show a 25% increase between 2001 and 2016. Over the past five years, our borough has attracted nearly 11,000 more residents than have left over the same period. In Abbey and Thames ward, the population increased by 33% and 36% respectively between 2011 and 2018. Population growth is also projected to continue and reach an estimated 290,000 people by 2050.
- 1.5 Barking and Dagenham is also growing much more diverse. The borough has had the fifth largest growth in residents born outside the UK and Ireland between 2001 and 2011, compared with other local authorities in England and Wales. The diversity of our community has increased by over 30%. Today, there are as many as 72 different non-English languages being spoken in households across the borough.

Evidence shows that Barking and Dagenham is one of the fastest changing boroughs in the country when it comes to the proportion of the population that is non-white British. This diversification is however not uniform. There are areas of very high diversity closer to inner London – and areas of much lower diversity further out.

- 1.6 Surveys carried out since 2008 have systematically ranked LBBD below the national average on questions related to community cohesion in the borough. The 2018 Resident's Survey found that just about 7 in 10 (73%) residents agree that their local area is a place where people from different backgrounds get on well together. This is significantly lower, by 17 percentage points, compared to the national average (89%). Overall, 1 in 7 residents have no intention of staying in the borough.
- 1.7 There is a difference of perception between people who have moved in the borough recently, who tend to be more open to diversity, and those who have been settled here for several generations, who feel more affected by the change brought about.
- 1.8 Conversations with residents suggest that this lack of cohesion is not the sole result of the erosion of traditional communities but may also arise from important and persistent levels of deprivation. For some communities, migration is perceived as directly responsible for the growing difficulty to access affordable housing and for the inability of younger generations to be able to set up home near where their parents live. There is a perception that resources – or services – are distributed to the advantage of specific sections of the community.
- 1.9 Furthermore, anti-social behaviour is more likely to be reported in areas with a high(er) proportion of churn and private rented properties. In a context of economic uncertainty and unsatisfactory outcomes for established communities, this can create or reinforce the perception of a migrant population that will not integrate with the rest of the community, and that does not have pride in the borough or the place they live in.
- 1.10 Core to developing a cohesion and integration approach is the understanding both within and across the Council that policy decisions and actions taken by officers and others impact on this perception on a daily basis. Practical examples include:
 - Faith organisations in shop venues
 - Fly tipping not being removed promptly
 - Low level tensions outside schools
 - Community Facebook page
- 1.11 Significant steps have been taken in the last few years to address some of the challenges. These include: the development of the Good neighbour guide; the Private Rented Property Licensing scheme; improved social media communications; the adoption of a parks strategy that seeks to reinvigorate our open spaces; improved street cleaning; the Summer of Festivals; the Connected Communities programme; Borough and Me; projects like Every One Every Day; research around the changing nature of faith in the borough and the religious planning policy etc.
- 1.12 It is worth noting that this strategy follows the publication, in March 2018, of the Mayor's strategy for social integration, which focuses on relationships, participation, equality and evidence, as well as MHCLG's Integrated Communities Action Plan in February 2019.

2. Engagement, consultation and co-production

- 2.1 The development of this strategy has undergone several phases. The starting point was the Borough Manifesto consultation, which involved over 3000 residents who identified community cohesion as a key priority and aspiration for the future. We have carried out an extensive review of the academic and policy literature to provide a snapshot on what is being done around cohesion internationally, nationally and in other localities. We have then engaged in a listening exercise locally, during the Summer of Festivals and through a series of world-café style events, e.g. The Big Conversation and focus groups with residents, using pictures of places and situations in the borough as triggers for conversation. These exercises have sought to enable residents to tell us about how they feel living in Barking and Dagenham, what are the borough's challenges and opportunities, but also what people's aspirations are as individuals and as a community. Beyond talking about cohesion, these dialogues have also served as vehicles for cohesion themselves, bringing people together in meaningful exchanges.
- 2.2 Furthermore, in line with the new direction taken by the Council, around the theory of change and the three key strands of Participation and Engagement, Inclusive Growth and Prevention, Independence and Resilience, we have also embedded the principle of co-production within the developments of the strategy itself, e.g. through co-design workshops with partners and residents.
- 2.3 The consultation, engagement and co-production exercises have included the following:
- Engagement as part of a consultation to design the Good Neighbour Guide during the Summer of Festivals of 2017
 - Sep-Dec 2017: One to one conversations with VCS organisations (BDCVS, CAB, BDSWA, Digilab, Lifeline, Studio3Arts, Integrated youth Services (LBBD))
 - Nov 2017-Feb 2018: Two Big Conversation events involving over 100 residents from Barking and Dagenham
 - Jan-May 2018: Six focus groups with residents, in partnership with local organisations (Gascoigne Children's Centre, Young Carers of Barking and Dagenham, Osbourne Partnership, Gascoigne Primary School, Chadwell Heath Tenants and Residents Association). A total of 93 residents, including adults and children, participated
 - 13 Jun 2018: Workshop at the Barking and Dagenham Delivery Partnership
 - August 2018: Feedback to all participants on progress to date, lessons learnt and invitation to September co-production sessions
 - Sep 2018: Co-production sessions (x2) featuring 13 participants from the voluntary and community sector, and residents
- 2.4 Lastly, having drawn together the strands of engagement and co-production, a final public consultation on the draft strategy took place in the period between 5 February and 11 March 2019, providing over 50 additional responses on the Council's portal, and a lot of social media engagement (Facebook and Twitter). Most respondents to the questionnaire were aged between 25 and 74, with nearly 65% women. Over 80% identified with the white British ethnic group with only two respondent indicating they were from a non-white background. A majority indicated being Christian (55%) or

without religion (30%) and straight (86%). Nearly 22% of respondents indicated having a disability.

- 2.5 All of the above contributions and responses were taken into account in finalising the strategy's vision and themes.

3 Consultation results

- 3.1 Improving cleanliness in the street, street maintenance, front garden tidiness, having more plants, trees, flowers etc. are seen as the most effective way to increase cohesion by respondents. This is not a surprise in itself but does suggest that more efforts should be targeted on these issues if we are to improve cohesion. Other ideas include reducing crime and anti-social behaviour, having more street parties and events, and improving housing.
- 3.2 Respondents feel that community spirit would be strengthened by increasing activities that bring people together as well as through supporting community groups and volunteering. Several respondents also indicated the need for more affordable and accessible community spaces. This response suggests strong support for initiatives like Every One Every Day (EOED).
- 3.3 In terms of challenges affecting cohesion and integration respondents tended to blame 'multiculturalism' or people living parallel lives and not engaging with each other. Racism, stigma and prejudice were also seen as drivers of division, as were bad manners, lack of education and lack of pride. Rapid change and the pressure on services as well as the poor knowledge of English were also seen as challenges.
- 3.4 About 57% of respondents indicated agreeing with Theme 1: Relationships and culture, 56% agreed with Theme 2: Inclusion and participation and 60% agreed with Theme 3: Equality of opportunities. These percentages are relatively low but this may be due to the lack of granularity in each of these questions and the focus on themes rather than practical actions.
- 3.5 67% of respondents agreed with Priority 1. To increase the opportunities for people from different backgrounds to meet and interact. Some expressed concerns over the role of faith organisations.
- 3.6 69% agreed with Priority 2. To celebrate our culture, heritage and cultural diversity. Many (10) emphasised the need to put more emphasis on British culture.
- 3.7 78% agreed with Priority 3. To help all residents integrate in our community. Many emphasised the need for more support for established communities and pointed to a lack of proposed actions in this regard.
- 3.8 83% agreed with Priority 4. To listen better. Several comments focused on the difficulty to contact the Council, and on their experience with council staff, and some welcomed the proposed staff trainings.
- 3.9 82% agreed with Priority 5. To create new and better jobs accessible to all and ensure a fair distribution of the benefits of regeneration. Some indicated their concerns on the way regeneration is being done, requesting more community

participation and the need to ensure that these did not lead to more overcrowding and competition over services.

- 3.10 Where possible these comments have been taken on board. This includes new actions related to the environment, loneliness and actions to mitigate the impact of transient communities on more established resident communities.
- 3.11 It is proposed to publicise a formal response to the consultation, indicating how it modified the strategy and to publicise this response on the Council's website and social media channels.

4. Vision and strategy themes

- 4.1 Our ambition for cohesion and integration in the years 2019 - 2024 is to set the foundation for achieving the vision set out in the Borough Manifesto for 2037, that is '*to make Barking and Dagenham a friendly and welcoming borough with strong community spirit*'. At the heart of this vision is the need to reinforce the links that keep people together, across ethnicities, opinions and beliefs, culture, age, sexual orientation and gender, and to ensure that no one is left behind. It is worth noting that the cross-cutting nature of cohesion means that this strategy will likely affect other priorities of the Borough Manifesto, in terms of improving the environment, safety, employment and health and wellbeing.
- 4.2 Evidence suggests that cohesion between individuals and groups increases when people have opportunities to meet and engage with other people in a meaningful way. Meaningful interactions enable people to learn about each other's lives, backgrounds and cultures, to develop empathy and trust, and to grow their sense of belonging to the community. Therefore we are creating an environment where people can participate and build strong relationships with one another in a friendly borough.
- 4.3 Recognising the importance of building shared values and celebrating our cultural diversity, our approach also recognises the role of inclusion and participation, as well as equality of opportunities on cohesion and integration. For instance, areas where there are lack of opportunities and high inequality also tend to be hotspots for fly-tipping and other antisocial behaviour, which have a negative impact on cohesion in the borough. In this context, a joint approach is needed, which builds on the relationships between the socio-cultural, political and economic dimensions of cohesion (Figure 1).
- 4.4 In this context, we define integration as *the process of developing equality, participation and belonging to achieve cohesion in a community*. This definition suggests that cohesion is not a fixed state of affairs and needs constant nurturing through integration, particularly in a rapidly changing and diversifying community like Barking and Dagenham.

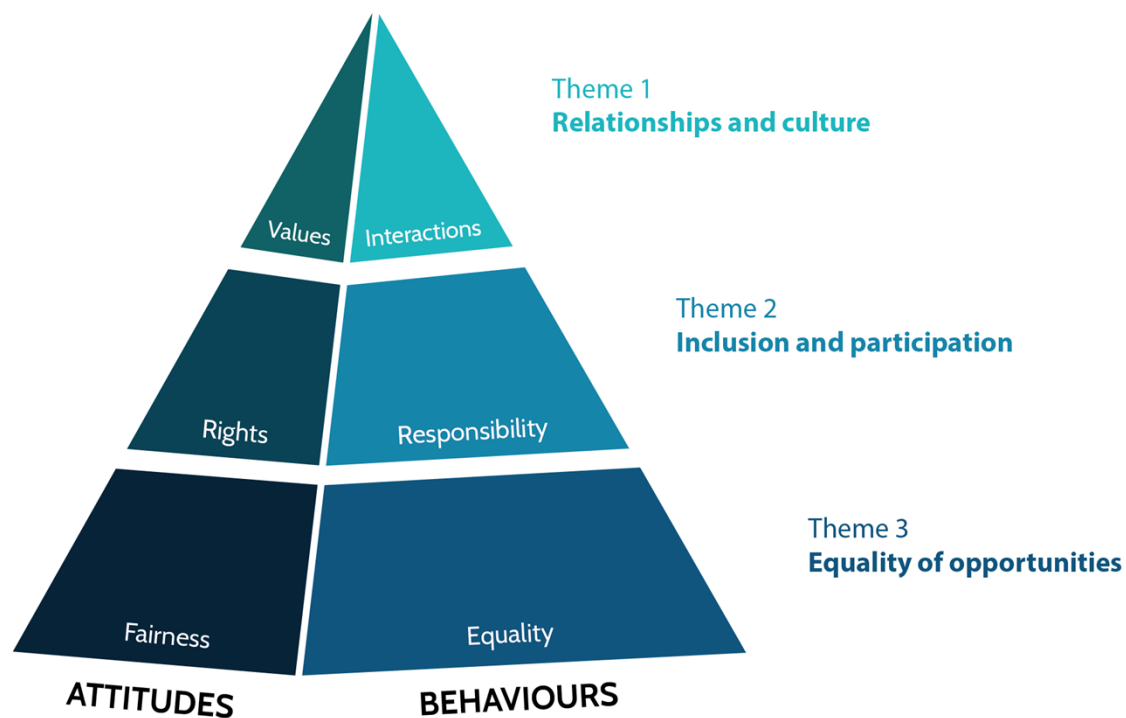


Figure 1 - Approach to cohesion and integration in Barking and Dagenham

- 4.5 Our approach highlights the relationships between the socio-cultural, political and economic dimensions of cohesion. The top layer focuses on the socio-cultural dimension and places an emphasis on relationships and culture. The middle layer focuses on the political dimension, and the importance of inclusion and participation. The foundational layer, at the bottom, focuses on the economic dimension, and the concepts of fairness and equality.
- 4.6 This isn't a strategy that tries to do everything; its primary focus is on the top two layers (relationships and culture, inclusion and participation). But it does suggest that what happens in the equality dimension - whether we succeed in our approach and manage to leave no one behind - will have implications on integration and ultimately cohesion in the borough. That is why this strategy needs to be informed by and in turn help shape what is done in our approach to inclusive growth.
- 4.7 The strategy proposes five priorities, each of which has a specific action plan. However, this is not a static document. Many actions are currently ongoing and, as our borough keeps changing in the years ahead and new challenges and opportunities develop, more actions will be added to support the development of a strong community spirit where it is needed most.

5. Theme 1: Relationships and Culture

- 5.1 Fundamentally, the council's cohesion and integration strategy aims to cultivate a sense of belonging in our community by encouraging harmonious interaction among people and groups with plural, varied and dynamic cultural identities. This will be done by focusing on the following two priorities:
- Priority 1: to increase the opportunities for people from different backgrounds to meet and interact

- Priority 2: to celebrate our culture, heritage and cultural diversity

- 5.2 To achieve this, the Council is enabling a new relationship with residents, as facilitator. In addition, it has launched a number of initiatives and events, e.g. Summer of Festivals, Every One Every Day, and aims to build on existing structures and initiatives happening in the borough. This means working with residents, partners, including statutory and non-statutory institutions and bodies, schools, voluntary and community organisations, faith organisations and businesses to create more opportunities for people from different backgrounds to interact and to increase mutual understanding and respect.
- 5.3 Culture has a social value. It can support many different kinds of learning at all ages both informal and formal and is a vital aspect of the education of all young people in formal education. It can support social networks and create social cohesion, help people to be healthier and more socially and physically active and encourage people to take care of places and take ownership.
- 5.4 The plans for the Becontree, which will see the co-production with residents of a ten-year plan to renew and restore the Becontree estate to coincide with its 100th anniversary in 2021, is a great opportunity to support local people to lead and collaborate on culture and shaping neighbourhoods in the Borough. Furthermore, the Council has stated its ambition to commission culture events across all services and sectors in order to build a reputation as a Borough that really explores the social value of culture for all.
- 5.5 In addition, the Heritage Strategy highlights the rich history of the borough, celebrating this and setting out a set of measures, in line with Ambition 2020 and the Growth Commission, to ensure the better promotion of heritage culture in the borough and to ensure the physical and intellectual history of place is conserved. Our heritage is a precious asset which makes an important contribution to people's quality of life, their sense of identity and to a successful and sustainable economy.
- 5.6 Other important initiatives include the Cultural Education Partnership, Creative Barking and Dagenham and the Cultural Connectors, and Pen to Print. The Cohesion and Integration strategy will build on these initiatives and focus on the way new stories can be added to the rich texture of place locally.

6. Theme 2: Inclusion and Participation

- 6.1 Being a member of our community comes with certain responsibilities towards our friends, family, neighbours and our environment to be proud stewards of the place we call home, and to be part of the changes we want to see in our borough. The Council has launched a number of initiatives to support this vision. This includes the Parks and Open Spaces strategy, the Good Neighbour Guide, as well as recycling campaigns.
- 6.2 Civic pride in the place and in the community is the shared value that guides us together as one community, with all its cultural diversity. Everything that we do, in how we treat one another and our borough– from our parks to our streets and our homes should show this value. This will be done by focusing on the following priorities:
- Priority 3: to help all residents integrate in our community

- Priority 4: to listen better

- 6.3 Civic pride is rooted in our tradition of openness and respect for people's individuality, esteem, pride and self-expression. Everyone is welcome in Barking and Dagenham and we want everyone to be given a chance to succeed, and to become a full and active member in our community. This means helping residents integrate in our community, and know their rights and responsibilities, including the right to grow and thrive and to find help and support when need arises. This also means encouraging behaviours that contribute positively to our community and help us make Barking and Dagenham the greatest borough in London.
- 6.4 As a Local Authority, we want to ensure that the integration of all residents in our community takes the best possible course. This includes new residents, who are moving to our community as well as residents who are born and bred in Barking and Dagenham, and who struggle in the face of adversity, deprivation and loneliness. But we can't do this alone, we need to work hand in hand with partners, voluntary and community groups and businesses, as well as residents to make this process both inclusive and participatory.
- 6.5 As a Council, we also need to become better at listening to the community. Over the past couple of years, the Council has dramatically improved its approach to communication, moving from a broadcasting model to one that makes use of the possibilities offered by social media platforms, such as Facebook and Twitter, and increasingly, one which favours online citizen participation and engagement. But listening is not the sole responsibility of the Council. If we are to succeed in our ambition to make Barking and Dagenham a friendly and welcoming borough, we all need to listen more to each other, and to engage in respectful dialogue, even when we disagree with each other. This includes admitting when we are wrong.

7. Theme 3: Equality of opportunities

- 7.1 In its Equality and Diversity Strategy for 2017-2021, the Council has adopted a vision to create a place where people understand, respect and celebrate each other's differences. A place where tolerance, understanding and a sense of responsibility can grow and all people can enjoy full equality and fulfil their potential. Part of the efforts to achieve this vision include improving outcomes for all and ensuring that no one is left behind.
- 7.2 Recent developments point to the huge progress we have made over the past couple of years when it comes to the physical regeneration of the Borough. We are actively demonstrating that Barking and Dagenham is 'London's Growth Opportunity' by delivering ground breaking developments, attracting major investment into new homes, industry, and infrastructure. This growth has the potential to bring tremendous benefits to the borough and to its residents, generating 20,000 new skilled jobs over the next 20 years.
- 7.3 Regeneration is about so much more than bricks and mortar. It is about hearts and minds, it is about people. We need to use regeneration plans to shape great places and support strong communities, making Barking and Dagenham a great place to live, work and visit; and renewing the borough for the 21st century. We know that without empowered and involved residents and communities, our approach to

regeneration could equally translate into growing inequality, social exclusion and division.

- 7.4 We now need to link these developments to the aspirations of our residents set out in the Borough Manifesto to ensure that no one is left behind. That is why our approach to inclusive growth – and the forthcoming inclusive growth strategy - is absolutely driven by the idea of fairness and equality of opportunity.
- Priority 5: to create new and better jobs accessible to all and ensure a fair distribution of the benefits of regeneration across the borough
- 7.5 The Equality Impact Assessment – attached as Appendix 2 – looks at specific actions that the strategy will propose to support people with protected characteristics.

8. Financial Implications

Implications completed by: Geetha Blood, Group Accountant, Housing and Environment

- 8.1 There are no direct financial implications arising from this report.

9. Legal Implications

Implications completed by: Dr. Paul Feild Senior Governance Lawyer

- 9.1 The Council's has the power to carry out the work to construct a cohesion and and integration strategy for the borough and identify and implement actions to any of the options which emerge to progress the strategy as it has been given a general power of competence under section 1 of the Localism Act 2011. This provides the Council with the power to do anything that individuals generally may do. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps with the general power of competence. The use of the power in section 1 of the Localism Act 2011 is, akin to the use of any other powers, subject to Wednesbury reasonableness constraints and must be used for a proper purpose.
- 9.2 Whilst the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to participate in the transaction and enter into the relevant project documents further support is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.
- 9.3 Furthermore the Council is bound to a statutory duty under the Equality Act 2010 to take into account in its activities what the impact will be on different groups. The Equality Act 2010 provides that a public authority must in the exercise of its functions have due regard to the need to eliminate discrimination and to advance equality of opportunity between persons who do and those who do not share a relevant 'protected characteristic'. This means assessments need to be carried out of the impact of application of potential strategies and so the final decision of adoption of an approach needs to be taken in the light of such information.

10. Other Implications

- 10.1 **Public Health Issues** - The Joint Health and Wellbeing Strategy 2019-2023 focuses on three priority themes and sets out six outcomes to be achieved by 2023, which will help to achieve the longer term aims detailed in the Borough Manifesto and reduce health inequalities across the life-course. One of the three themes of the Strategy which have the largest potential to impact health is theme 3 *Building Resilience including prevention and self-management*. This strategy supports the delivery of the outcomes cited in the Joint Health & Wellbeing Strategy, as studies have regarded social cohesion and integration as an important determinants of population health. Relationships are important for physical health and psychosocial well-being. High levels of social support can positively influence health outcomes through behavioral and psychological pathways. For example, social support may help people stick to healthier diets and reduce emotional stress. Both of these pathways can affect biological functioning in the cardiovascular, neuroendocrine, and immune systems. Social support can therefore both directly benefit people and indirectly buffer them from risk factors that might otherwise damage health.
- 10.2 **Contractual Issues** - In the event that any procurement aspects arise from the consultations, then this would need to be carried out in line with the Councils Contract Rules, and if the spend denotes, it may have to comply with EU Legislation.

Public Background Papers Used in the Preparation of the Report: None

List of Appendices:

Appendix 1: Draft Cohesion and Integration strategy

Appendix 2: Community and Equality Impact Assessment