“This was an event to begin our thinking on community cohesion and it has produced an excellent foundation for us all and for OneCity. People were building a common sense of the way forward, they were establishing new relationships, and they were connecting themselves to the heart of the decision-making process. That is exactly what community cohesion should be about.”

Leader of the Council, Sir Simon Milton

“Community cohesion is the most fundamental issue for a successful society.”

Mostafa Ragab, Chair of Westminster Community Network
On 14th March 2006, between 9.30am and 3.30pm, 140 community leaders, partners and officers from Westminster gathered in Porchester Hall, Bayswater to develop new thinking around the topic of ‘community cohesion’ in Westminster. It was organised to feed into Westminster City Partnership’s new ‘City Plan’ and to help the council develop cross-sectoral work around community cohesion and engaged citizenship.

**Sponsored by:**
Westminster City Partnership

**Organised by:**
Westminster City Council Policy Unit
Voluntary Action Westminster
Westminster Community Network

**Report edited by**
Daniel Start

“It was wonderful to have a group of young people fully involved in the day. Their comment that "it was better than going to Thorpe Park" says it all!”

Mike Potter,
Director of Lifelong Learning
Westminster City Council

“The event provided a plethora of ideas and diverse opinions. The challenge is to synthesise these into a coherent strategy that everyone in the community can own and support.”

Christopher McCracken,
Group Operations Manager
City Guardians, Westminster City Council
What happened on the day?

The Chair of the Westminster City Partnership and Leader of the Council - Councillor Sir Simon Milton - opened the day and welcomed all participants. He highlighted the Council’s 5-year plan, ‘One City,’ and its emphasis on developing stronger, more tolerant communities. He expressed his commitment to ensure all the ideas and recommendations arising from the day would be carefully considered and would influence the work of the Westminster City Partnership through its City Plan. Two members of the event design team - Sharon Cohen (Head of Youth Services) and Mostafa Ragab (Chair of the Westminster Community Network) - then highlighted the core purpose and objectives of the day.

Knowledge Hunt
At 10.00am, after opening speeches, each person found two other people they had not met before and, in groups of three, circulated among stalls and workstations where they could read material and post their comments and ideas.

Topics included:

- Defining a vision of community cohesion
- Setting indicators of success
- Mapping existing activities
- Creating a strategy map
- Assessing national best practice
- Identifying key local challenges
- Creating a directory of who’s who

Open Space
At 11.00am the plenary went into ‘Open Space’, a process that allows a group to set its own agenda. Over 25 people volunteered to convene a discussion session in one of the 15 meeting spaces across two time slots. People could choose freely which they attended and a nominated reporter wrote up the notes from each discussion. At the end of each session the group posted its report and three key recommendations on the ‘news wall’. The whole group was able to view and prioritise these. They stuck red dots next to the recommendations they thought were most important and a green
dot and name next to those they wanted to be involved in (the results of this work is shown in the tables at the end of the report). Finally, action teams formed around the most popular topics and a team leader was nominated to help co-ordinate forward action.

**Film & Reporting**
Throughout the day a film crew interviewed people and recorded views and ideas. A team of facilitator stewards managed a newsroom where laptops were used to write-up the reports as they were posted to the walls.

“The event impressed upon people how important and deep-rooted the issue of community cohesion is. Some of these are "biggies" such as education, housing, health, community development. These need to be addressed by various agencies working together, rather than just the City Council alone.”

Mahebub Ladha,
Equalities Policy Manager
Westminster City Council
Vision of the future
A strong picture was painted of vibrant Westminster neighbourhoods with sporting, cultural and religious events and festivals (such as Chinese New Year celebrations) accessible to all. There was an image of shared, common spaces where people could meet for communal activities, particularly for fun and leisure. Young people would be central to these community activities, and increasingly engaged in society and decision-making. Some people also wanted to see all people in Westminster supported to speak a common language, English. This would allow everyone to be able to communicate with each other and would improve access to employment and community services.

People want to see better relationships between younger and older people and a culture of reciprocal care with more people helping the elderly, and problems of rough sleeping and binge drinking addressed. They wanted to see community involvement in decisions, and services delivered transparently and made available and accessible to all. Westminster will be a place where people from all different ethnicities, faiths, ages, abilities, sexualities and neighbourhoods respect, value, understand and trust each other.

Current Activities
A large amount of excellent work in schools and through sports is apparent. People highlighted the work ‘Positive Futures’ does with young people at risk, using sports coaching to create new opportunities. They also pinpointed community sports leagues, and cross-cultural teams such as the London Tigers. SureStart, homework clubs, community nurseries and extended schools all contribute to building community cohesion, while a wide range of English language courses also exist.

There are a wide range of innovative cross-cultural initiatives, such as community meeting places (such as community cafes) and events (such as Church Street cook-and-eat evenings in...
which different groups cook and share their food). There is also strong work between the police and young people, via Streetbeatz and the City Guardian programmes, in which police and guardians actively work to engage young people in meaningful activities. Finally, culture, art (e.g. Soho Theatre outreach programme) and health activities (e.g. healthy living centres, and over 50’s activities) are all current ways to bring people together around common aims and objectives.

**Tensions, conflicts and challenges**

To achieve community cohesion there are a wide range of challenges to overcome. Social fault lines were highlighted around bullying and inter-faith tensions in schools, gang violence, homophobia, homelessness, drug / drink problems, Islamaphobia, overcrowded housing and problem dog owners. Specific ‘hot spots’ were highlighted around certain estates, areas and schools. Key deficits included activities for young people and funding and resources for shared community spaces and services. Stereotypes, lack of information and isolation also need to be addressed.

More strategically, people felt a fundamental challenge was the lack of a broad overview of what was going on, with many groups working in isolation and lacking overall leadership or co-ordination.

“I think Community Cohesion will be best served by meeting the challenge of giving children and young people a voice in their communities, especially girls who are often faced with cultural and social barriers to participation.”

Gladys Sheriff,
Chair, Womens Association for African Networking and Development

**Best practice**

There is recognition that Westminster does not have all the answers, and learning from around the country is also important. From a wide range of case studies presented, the most popular was work on increasing the links between those of different faiths, establishing inter-faith forums and using churches and schools for cross-cultural purposes (e.g. the Tower Hamlets pathfinder). A close second was engaging communities to remove barriers and encourage positive interaction between groups.

People felt local employers could also contribute to community cohesion. An example of this is the West London Community Cohesion Pathfinder that focused on helping employers recruit excluded groups. People wanted to see
sports and arts as a positive focus for young people’s energy and as a way to bring people together. They wanted to develop the role of women as ambassadors and mediators between different groups. They also wanted more one-stop services and better co-ordination and collaboration between service providers.

**Measuring success**

From a range of Local Government Association suggested indicators for community cohesion, most popular were those relating to respect between all groups (not just ethnic groups) and how well people in their neighbourhood get along. Other suggested indicators and questions included: ‘how committed am I to living in my area?’ and ‘can I be myself and share my aspirations where I live?’ People recognised the importance of indicators that measure racial and other harassment or crime but noted that they were only as good as the confidence people had to report such incidents.

To measure the health of our communities people wanted a focus on reducing inequality and wished to see a wide range of indicators used, including health and homelessness. People also wanted indicators to measure the perceptions of young people.

“The event gave the opportunity for young people to speak and to be heard by councillors, colleagues and residents.”

Eugene Minogue
Community Sports Officer
Westminster City Council
“What’s most needed now to build a powerful & recognised sense of community cohesion in Westminster?”

25 discussion sessions took place on the day and spanned a wide range of topics. Each was designed to address the above challenge. The headline topics and main recommendations from each are presented at the end of this report, together with the reference number used to cross-refer to them here.

**Involving communities**
People felt that involving young people is central to providing strong, cohesive communities now and in the future. They wanted to see young people being advocates and ambassadors in their own communities, being more involved in decision making, community leadership and street level outreach projects such as music and sports. They wanted to increase parents’, governors’ and communities’ involvement to improve schools and to challenge racism in schools.

Across all ages they wanted a clearer voice from the community, empowered community champions, better ways to influence decision-makers and improved communication to and from communities about important issues. They also wanted to see the democratic system strengthened and the capacity of councillors developed.

**Equality of opportunity**
Supporting children early was also given high priority as a way of investing in our communities. Early intervention can help children who may have behavioural difficulties in future, or who may need support to integrate into society. The group felt that the voice of some groups needed to be heard more too - including older people, the young homeless and the disabled – and their access to employment and services strengthened.

They also recommended better information and advocacy support for service users and better exchange of information. Making it easier for people to learn English would also help people to get jobs, access services and to interact.
with other people in Westminster. Suggestions included language buddies, mentors, lunch clubs and the need to take account of different learning styles.

**Belonging and Identity**
The themes of involvement and opportunity linked strongly to how we build a sense of local civic pride and neighbourly reciprocity. Some felt that volunteering (via timebanks) was the way to develop strong communities. Others felt environmental projects were particularly effective as a way to bring people together - one suggestion was for a front garden street project. Others suggested history projects and the promotion of local festivals and activities.

In general the advice was to promote free community meeting space, find real activities that can unite people in a common cause and provide much more relevant and joined-up multi-agency information with a community and neighbourhood focus. Community cafes and libraries were identified as a resource that could act as community hubs, as well as centres of education and dialogue.

**Valuing Diversity**
Dialogue is key to bridging difference and diversity. Inter-faith work was highlighted as an important way of fostering respect, trust and understanding across diversity.

It is also important to promote cultural awareness by holding cultural events, promoting cultural weeks, establishing a cultural directory, displaying of multicultural poems and art, and by challenging stereo-types. Just as important is inter-generational work, for example young people volunteering to help older people. Increased knowledge of English language would also support stronger dialogue and relationships.

**Strategy**
Finally there were four discussion topics that related to the strategic advancement of our work to increase community cohesion. First we need to establish a shared definition of community cohesion, but we will only know if we have been successful if we have indicators to measure outcomes, including measures that matter to young people. We also need to improve monitoring of ethnic diversity. Managing and co-ordinating community cohesion work will require an approach that can find synergies, create links, reduce duplication, build on what works and linking to existing strategies and frameworks.
What did people think about the day?

All those who evaluated the day said it was valuable, with 60% saying it was “very valuable”. People most enjoyed the group discussions, the sense of momentum, and the networking activity. They mentioned the variety of activities, the linkages between projects and the bigger picture. There was renewed hope from meeting other people working on these issues and the renewing of passion and energy for these issues was just as important as the generation of new ideas. There was also an increased sense of awareness of the issues surrounding community cohesion.

Not so popular was the lack of time to go further with the discussions. Some people found the rooms cold and uncomfortable, and some did not enjoy the closing ceremony. The need for improved accessibility for disabled people, and an appropriate room for prayer was also highlighted.

There is a desire to continue this work and take it to the next level. Many people expressed a strong sense of personal commitment and want to make a difference but also need to balance this with existing activities and commitments. People felt that they need to plan next steps, share ideas, reach out to others and take concrete action.

“The event served to highlight the valuable role of the voluntary and community sector in delivering neighbourhood scale activities aimed at bringing people together.”

Fabian Sharp, Queen’s Park Neighbourhood Forum Manager

“‘The format enabled everyone to contribute ideas. Our duty is to turn these ideas into actions that will benefit our communities.’”

Ch. Sup. Int. David Morgan, Metropolitan Police

“I liked the way individuals could propose topics for debate. There were a wider range of interest groups represented than at many other community based meetings.”

Cllr Carolyn Keen, Chair, Westminster Faith Exchange Westminster City Council
What happens next?

In the fortnight after the event a transcript of all reports was circulated to all participants and a 12 minute short documentary film of the day was posted to the Westminster City Council website. In the month after the event several groups met to develop their action plans and proposals further and a follow-on open evening was held at Porchester Hall on the 4th April to help with this.

Meanwhile, at a strategic level, a structure was developed for the delivery of the Westminster City Partnership’s work in this area. Through May and June proposed actions will be presented to the relevant accountable arms of the Council, its partners and the voluntary sector.

Some proposals are already being implemented and others could be incorporated into existing programmes quite easily. Some may require better joined-up working, while others may need new energy, funds or resources.

The Leader of the Council and Chair of the Westminster City Partnership will provide a response on how these proposals are being taken forward by the autumn. Meanwhile Voluntary Action Westminster and Westminster City Council’s Policy Unit will work to ensure ideas are given advice and support. They extend a warm thank you for the time and energy of all those who gave their time and energy to attend this event and to keep the momentum going.

For further information visit

www.westminster.gov.uk/communitycohesion where there is a film of the event and full reports, or contact jspira@westminster.gov.uk 020 7641 3411.

“I don’t think I have ever seen so much input from such a variety of people with genuine concern - ever! To see a room [that] size covered in Flip-charts and ‘Post-it’ notes was quite incredible, and showed what enthusiasm for proper community cohesion there is in Westminster.”

Jeff Harris
Assistant Director, Community Protection
Westminster City Council
List of all discussion groups, including all recommendations, by reference number

Red dots indicate the total level of importance people at the event gave to the associated recommendations under each topic. Green dots indicate the total number of people signing-up to stay involved in developing the recommendation or ideas.

Totals for each project are shown in bold.

<table>
<thead>
<tr>
<th>Ref No.</th>
<th>Project Titles &amp; Recommendations</th>
<th>Red dots</th>
<th>Green dots</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>Interfaith dialogue and action for community cohesion (bringing different faith groups together) to create mutual understanding, respect and trust</strong></td>
<td>40</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>• Specially designed events to bring different religions and faith communities together to share their social and cultural life</td>
<td>21</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>• Specially organised events on different religions to increase mutual understanding of each others religions/faiths</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>• Promote active involvement of religious leaders in the wider debates (public/political)</td>
<td>8</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>• Revisit the concept of political correctness in promoting community cohesion</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>• Encourage faith/religious communities to drive their inter-faith agenda</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>• Work closely with faith and religious leaders to raise awareness of community cohesion</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td><strong>Libraries as community hubs – finding out what communities want.</strong></td>
<td>25</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>• Community ambassador scheme talk to people. This will benefit all community involved in projects</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td><strong>Implementation of the DDA in Westminster</strong></td>
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<td>---</td>
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<td></td>
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<tr>
<td>• Community meeting space needed – without cost. Raise awareness of space. Would benefit community groups</td>
<td>12 3</td>
<td></td>
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<tr>
<td>• Signposting – social bridging. Would raise awareness of all the community</td>
<td>6 1</td>
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<tr>
<th>4</th>
<th><strong>Poems for the waiting room – in praise of diversity</strong></th>
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<tbody>
<tr>
<td>• Put out more information about what the individual can do to get the DDA implemented</td>
<td>7 8</td>
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<tr>
<td>• Better Taxicard availability</td>
<td>7 4</td>
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<tr>
<td>• More accessible buildings</td>
<td>7 5</td>
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<tr>
<th>5</th>
<th><strong>Increase involvement of the community in local initiatives by providing a channel to capture their views.</strong></th>
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<tbody>
<tr>
<td>• Actively consult the community with regards to local initiatives, thereby allowing individuals a channel for expression.</td>
<td>15 1</td>
</tr>
<tr>
<td>• Community project</td>
<td>9 7</td>
</tr>
<tr>
<td>• Create the concept of a community champion by raising the profile of individuals who take initiative. This could provide inspiration for others to follow suit.</td>
<td>14 7</td>
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<tr>
<td>Section</td>
<td>Title</td>
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<tr>
<td>6</td>
<td>Educating on racism in schools</td>
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<tr>
<td></td>
<td>• Involve schools and extended communities (governors, parents, staff, local community) in race and racism issues and in initiatives that explore the rights and responsibilities relating to this theme</td>
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<td></td>
<td>• Research and partner with neighbouring or London-wide best practice examples. Eg: Lambeth, and other local authorities whose children attend Westminster schools</td>
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<tr>
<td></td>
<td>• Use creative media (drama, art, music) to challenge the cultural myths that give rise to racism in schools</td>
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<tr>
<td>7</td>
<td>How do we engage young people in community cohesion?</td>
</tr>
<tr>
<td></td>
<td>• In order to engage young people in addressing the issue of Community Cohesion, develop and support youth ambassadors to communicate and advocate for activities that support this aim</td>
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<td></td>
<td>• Involve young people in decisions and design of activities, exploring new ways to approach this at a local level</td>
</tr>
<tr>
<td></td>
<td>• Provide more detailed and outreach work to engage young people on their own turf. Employ more local young people in youth initiatives. E.g. Sports unit, streetbeatz projects, outreach, music</td>
</tr>
<tr>
<td>8</td>
<td>Early intervention for children</td>
</tr>
<tr>
<td></td>
<td>• Stress the importance of early intervention for community cohesion</td>
</tr>
<tr>
<td></td>
<td>• The use of emotional health check as standard practice within all schools in Westminster</td>
</tr>
<tr>
<td></td>
<td>• Practical and cost effective ways that community cohesion can be implemented</td>
</tr>
</tbody>
</table>
9 (Defining) Community Cohesion

- Get a real *shared* definition of Community Cohesion that is meaningful. Find out what Westminster *people* think relating to this issue. 11 7
- Find better ways to influence decision makers and instigate more consultation before decisions are taken. Communicate more – identify leaders and networks. 24 8
- In order to create a sense of local identity: support people to feel comfortable about raising an issue and approaching the right organisation. 4 2
- Imaginative events/initiatives to unite around, to reach new people. 16 5

10 Future role of elected members (in Community Cohesion)

- More information on existing networks within Westminster. Create understanding as to the role of councillors and how the democratic systems work. 18 8
- Councillors to be more involved in real partnerships and given support to do their work e.g. research. Link between Cabinet and Scrutiny. 17 4
- Look at boundaries of area forums. Make the process more local, more representative in order to increase the impact on decision making. 21 7

11 Promoting Cultural Awareness

- Open invitation to invite religious leader to focus groups and forums 1 1
- Promote respect and understanding of different cultures, instigate cultural weeks in schools, local community in all areas 13 3
- Invest financially in community cohesion needs 4 0
12 Create inter-generational activities to promote a more harmonious existence within the community.

- Create more projects that appeal to different age groups i.e. young people volunteering to do household chores for elderly people, in the end having celebrations, home visits.
- Places like community cafes with good cheap food run with volunteers. Human resources need to support development of good group of volunteers, and funding for staff.
- Changing funding criteria to such groups i.e. shifting from outcomes like employment to wholeness and inclusion.

13 Promote collaboration between parents, teachers and outside agencies to increase success of schools and academies.

- Outside agencies are willing to get involved with schools. We need to communicate our intentions to them.
- Parents could be involved in classes i.e. homework classes, parenting classes. Informal knowledge/learning available to the community from parents to be recognised and used.
- Teachers – parent partnerships need to develop. Faith organisations could be brought on board to help schools.

14 Promoting social inclusion and access to services for older people – “A Voice for the Elderly”

- Create a forum for the elderly in different localities. Hear their voice and increase their level of empowerment.
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<tr>
<th>16</th>
<th>Creating a Blueprint for Community Cohesion</th>
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<tr>
<td></td>
<td>Educate through forums</td>
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<td></td>
<td>• Organise (with access to interpreter) a roadshow on request from service provider to educate service users on services available in the community and how to tapping into it.</td>
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<td></td>
<td>• Extend community transport. Re-allocate funds to meet the real needs. Advertise as to how to apply for funds. Create a newsletter/media to communicate who their neighbours are and which day-activities are available for the house bound.</td>
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<tr>
<td>15</td>
<td>Promoting Resident Involvement</td>
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<tr>
<td></td>
<td>• Westminster City Partnership to lead on resident consultations and feedback to residents, building a profile of needs across organisations</td>
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<td></td>
<td>• Redefine resident status to ensure that all Westminster residents are included in consultations.</td>
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<td>• Make information available in a flexible format to residents and service providers at a local and central borough level in order to encourage involvement and influence decision making</td>
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<tr>
<td>16</td>
<td>Making it easier for people to learn English</td>
</tr>
<tr>
<td></td>
<td>• Take account of adult learning styles – more informal, less classroom, ideally create opportunities for ‘buddy’ style support (Adult Learning Mentors)</td>
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<td>• Focus on how to draw people in. Work carefully to get people on board: through people and organisations they trust. Attention to motivation – what will get people to take the first step and then continue?</td>
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<tr>
<td></td>
<td>• Employ adult education to train mentors who can themselves help with informal language learning in the community,</td>
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linked to community activity and projects e.g. lunch clubs, parenting support  

17 How do we help young homeless people in Westminster to experience social cohesion?  

- Develop programmes for young homeless people to be more involved in school programmes. This would create greater social awareness  
- Looking at ways local business might support part-time work, and work experience for young homeless people. This would create CV links with the local community.  
- Increase awareness and make use of local business funding to support enterprising schemes for the homeless. This would create work skills and be a source of sponsorship for creating more social cohesion  

18 Open Strategy – recognising inter-connected strategies and activities  

- Resource a pilot project by identifying who is working on community cohesion and what benefits they are experiencing  
- Run a pilot project e.g. sports strategy and open spaces strategy – community cohesion theme of LAA. Identify where the gaps and overlaps are, where can we work together and where can we build on what already exists.  

19 To beautify our neighbourhood, front gardens project and Queens Park station  

- Involve as wide a spectrum of people in the garden project (especially young people, City Guardians and schools) E.g. By holding a garden design competition, by obtaining sponsorship from garden centres  

Creating a Blueprint for Community Cohesion 17
<table>
<thead>
<tr>
<th>20</th>
<th>Linking equalities work to community cohesion, and improving the monitoring of ethnic diversity</th>
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<tbody>
<tr>
<td></td>
<td>• Review the categories of ethnic coding and make them consistent across Westminster</td>
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<td></td>
<td>• Better advocacy and info support for service users, and exchange of information in Westminster. Creation of a community development budget</td>
</tr>
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<td></td>
<td>• When we talk about informed choices, they have very different meanings, given the oral tradition of communications in certain communities.</td>
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<tr>
<th>21</th>
<th>The Haves and the Have Nots – how can we get them to communicate and interact</th>
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<tr>
<td></td>
<td>• Look at best examples of such interactions: church, faith groups and neighbourhood associations – build on these</td>
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<td></td>
<td>• Involve all classes of societies in decision-making</td>
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<td></td>
<td>• Use existing projects to develop opportunities to build tolerance and understanding – we believe that nurturing common interests leads creates spaces where there is a level playing field.</td>
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<th>22</th>
<th>How do we seek out and listen to the unheard voice?</th>
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<tbody>
<tr>
<td></td>
<td>• Nurture mutual respect: implement policies, practices</td>
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and procedures to create harmony and change perception

- Communicate issues, and importantly share results. Implement structures so that more results are shared at all levels
- Source resources: Money, personnel, time to hear and receive information from the unspoken voices in the community.

**23 Neighbourhoods and local streets are key to bring people together**

- Better (cheap or free) spaces for community activities. No charges for streets. Develop protocol for sharing. Promote events which bring groups together. More activity spaces
- Access to community information and knowledge - keep it real, relevant and current. Eg: better noticeboards, newsletters, multi-agency, neighbourhood focus.
- Promote events and environmental concerns as ways of uniting different people: make them sustainable. Use the right unifiers for each neighbourhood forum, library or school.

**24 Measuring success in community cohesion**

- Need to define measurements that make sense for Westminster (& London) including ‘hard’ and ‘soft’ data (e.g. a sense of well-being / participation) Need to baseline measures.
- Need to make sure we capture some ‘cohesion’ measures that matter to young people (E.g. involvement and inclusion)
- Some specific suggestions of possible measures: volunteering, participation, population ‘churn’ (turnover), use of the city & youth survey, tracking cohorts
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<tr>
<th></th>
<th>Who am I? Vs Who are we?</th>
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<tbody>
<tr>
<td>25</td>
<td>• Establishment of local time banks, community volunteering</td>
<td>71 13</td>
</tr>
<tr>
<td></td>
<td>• Creation of community champions to initiate local festivals, arts projects, tournaments, etc (shared activities)</td>
<td>33 6</td>
</tr>
<tr>
<td></td>
<td>• Create an online, living archive of our city and the individuals who reside there.</td>
<td>21 6</td>
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<td></td>
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<td>17 1</td>
</tr>
</tbody>
</table>
“The event provided a plethora of ideas and diverse opinions. The challenge is to synthesise these into a coherent strategy that everyone in the community can own and support.”

Christopher McCracken,
Group Operations Manager, City Guardians
Westminster City Council

“I thought the opportunity for all of the participants to shape the agenda was invaluable. I was also heartened by the impact of the work of colleagues in the sports unit on the lives [of young people]. It was an example of true empowerment.”

Natasha Bishop
Assistant Director, Community Protection
Westminster City Council

For more information please see:
www.westminster.gov.uk/communitycohesion

where there is a film of the event and full reports, or contact:

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Large format versions of this report are also available.