Dear Sir/Madam,

The Cabinet Member for Finance and Civic Affairs (Councillor D. Harvey) is to consider the following reports and make a decision on Monday, 4th July, 2011, at 6.00 p.m. in Committee Room A, Town Hall, Nuneaton.

Yours faithfully,

PHILIP RICHARDSON
Assistant Director – Governance and Recreation

AGENDA

PART 1

PUBLIC BUSINESS

1. EVACUATION PROCEDURE

A fire drill is not expected, so if the alarm sounds please evacuate the building quickly and calmly. Please use the stairs and do not use the lifts. Once out of the building, please gather outside the Yorkshire Bank on the opposite side of the road.

Exit by the door by which you entered the room or by the fire exits which are clearly indicated by the standard green fire exit signs.

If you need any assistance in evacuating the building, please make yourself known to a member of staff.

Please also make sure all your mobile phones are turned off or set to silent.
2. **PUBLIC CONSULTATION** - Members of the public will be given the opportunity to speak on specific agenda items if notice has been received.

3. **DECLARATIONS OF INTEREST** - To receive declarations of personal/prejudicial interests in accordance with the Members' Code of Conduct.

   **Note:** Following the adoption of the new Code of Conduct, members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the member must withdraw from the room unless dispensation has been given by the Standards Committee.

4. **EXPENDITURE OF RACE EQUALITY BUDGET 2011 TO 2012** - report of the Executive Director attached. *(Page 3)*.

5. **NUNEATON AND BEDWORTH COMMUNITY COHESION STRATEGY 2011 - 2013** - report of the Communities Manager attached. *(Page 5)*
AGENDA ITEM NO. 4

NUNEATON AND BEDWORTH BOROUGH COUNCIL

Report to: Single Member Decision – 4th July 2011
From: Executive Director
Subject: Expenditure of Race Equality Budget 2011 to 2012
Portfolio: Finance and Civic Affairs (Councillor D. Harvey)

1.0 Purpose of Report

1.1 To seek approval from the Portfolio Holder for Environment for the expenditure of the Race Equality Budget for 2011 to 2012.

2.0 Recommendation

2.1 That the proposed expenditure of the Race Equality Budget be approved.

3.0 Background

3.1 In 2005, Public Agencies in Warwickshire were instrumental in setting up the Warwickshire Race Equality Partnership (WREP).

3.2 The remit of WREP was to provide key services to the members of the Black and Minority Ethnic (BME) communities of the Borough. These services consisted of:

- Discrimination Casework
- Community Development/Engagement
- Policy Development
- Promoting Race Equality

3.3 The Council has been a funder of WREP since 2005 from the Race Equality Budget. The last financial year the Council funded WREP £15,260.

4.0 The Current Situation

4.1 The effectiveness of WREP has come into question on several occasions over the last several years.

4.2 In addition to a perceived lack of presence in the Borough, WREP have not been seen to work effectively with local groups, especially the Local Ethnic Minority Advisory Council (LEMAC)

4.3 There were no Officers from WREP present in the Borough on the 27th November, which was the day of the English Defence League (EDL) march in Nuneaton town centre. The lack of attendance from WREP Officers led to negative community feelings towards WREP and raised questions of the usefulness of the organisation.

4.4 The EDL march also highlighted that a major piece of work that WREP have been funded for has not been successful. Reporting Points for Racist Incidents should have been implemented and maintained across various venues in the Borough.
however following heightened racial tensions in the period before and after the 27th, there was no incidents reported via these Reporting Points. This is despite efforts from Council staff, who on several occasions have offered support to bring this piece of work back on track.

4.5 WREP however has demonstrated success in their delivery of Discrimination Casework, where they assisted members from the BME community who have suffered discrimination in such areas as employment, housing, receiving goods and services.

4.6 As of the 1st April 2011, the Service Level Agreement with WREP expired. Considering the current situation, and the ability of other organisations to deliver services, this has led the Council to consider the core functions that the Council requires to be delivered and who will deliver these services. Council Officers have met with both WREP and LEMAC to discuss future arrangements for delivery of services.

5.0 Core Functions and Proposed Budget Expenditure

5.1 In order to ensure the required services are provided to the community, the core services which the Council should fund have been determined as follows:

- Discrimination Casework
- 3rd Party Reporting of Discrimination (Reporting Points)
- BME Community Liaison/Advocacy
- BME Community Forums

5.2 The proposed budget expenditure is as follows:

- WREP will be allocated £8,000 to deliver Discrimination Casework and will liaise and provide an advocacy service for the BME community
- LEMAC will be allocated £7,000 to Introduce and maintain Reporting Points for 3rd Party Reporting of Discrimination and will also liaise and provide an advocacy service for the BME community.

5.3 Both WREP and LEMAC will also have a remit of promoting Race Equality within the Borough. The Council, along with other agencies/organisations operating within the Borough, will work and assist with community development matters.

5.4 For grants to both organisations, a Service Level Agreement will be drawn up to ensure that the agreed performance objectives the Council requires are delivered.

5.5 In the event neither organisation can fulfil the requirements above, or of the Service Level Agreement, a contingency plan will be developed in consultation with the Portfolio Holder and the Executive Director.

ALAN FRANKS
1.0 Purpose of the Report

1.1 To seek approval to embed the refreshed Nuneaton and Bedworth Community Cohesion Strategy 2011-2013 “Our Borough, Our Community” into the Borough Council’s policy framework. (See Appendix A for a copy of the Strategy)

2.0 Recommendation

2.1 That the refreshed Nuneaton and Bedworth Community Cohesion Strategy “Our Borough, Our Community 2011-2013 be approved by the portfolio holder to be delivered as part of the Council’s policy framework.

3.0 Background

3.1 This report draws attention to the Community Cohesion Strategy for Nuneaton and Bedworth “Our Borough, Our Community 2011-2013”, which has been developed by the Communities Team and is the first such strategy for the Council.

3.2 The Portfolio holder’s approval is being sought to note and endorse the new strategy for inclusion within the Council’s policy framework.

3.3 Within the Corporate Plan 2007 – 2021, the Council has outlined a key aim “To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire”. (Aim 1; priorities 3 and 4)

3.4 The Community Cohesion Strategy for Nuneaton and Bedworth outlines the work that will be facilitated by NBBC in partnership with other agencies over the next two years. By including the Plan within the Council’s policy framework, employees will need to have regard to it in their service planning, decision-making, implementation and scrutiny/review actions and processes.

3.5 Since the launch of the first strategy a number of major changes have taken place with change in central government, particularly in relation to funding and performance management regimes. As a result the strategy has been refreshed to reflect these changes and current priorities in the Borough.
4.0 **Community Cohesion Strategy for Nuneaton and Bedworth “Our Borough, Our Community”**

4.1 It is important that, as a Council, we provide strong leadership, promote effective partnership working and work with other local providers in the area. It is with this in mind that we have created our vision for the Borough: As outlined in our Sustainable Community Strategy 2007-2021, our vision is: “**By 2021, Nuneaton and Bedworth will be a place with strong, vibrant communities where everyone has access to opportunities, choices and high quality services**”

4.2 The Borough has experienced numerous changes over several years. However, these changes have not come without their challenges and only by working together as a community will be able to resolve issues and become a vibrant, confident place for all to live and work.

4.3 ‘Our Borough, Our Community’ outlines our approach to community cohesion for Nuneaton and Bedworth and sets out key areas that we will be focusing on in order to build stronger and more empowered communities.

4.4 The community cohesion strategy and associated action plan will focus on three key areas;

- Addressing disadvantage
- Engage and communicate with communities more effectively
- Developing confident and vibrant communities

By working in partnership with other stakeholders we will ensure all projects and interventions add value and there is no duplication.

**Rachel Jackson**  
Communities Manager
‘Nuneaton and Bedworth: Our Borough, Our Community’

Nuneaton and Bedworth Borough Council
Community Cohesion Strategy (2011-2013)

Version: Three
Date: June 2011
Review Date: June 2013
This document is also available in other languages on request:

Also available in Large Print, CD Rom, Audio Tape and Braille on request.

Contact us on:

Applied Language Solutions
Contents

Foreword 4

Introduction 5

Demography of Nuneaton and Bedworth 6

What is Community Cohesion? 7

Where are we now? 8

Playing our part: How will Nuneaton and Bedworth Borough Council promote Community Cohesion? 9

How will Community Cohesion be monitored? 11

Action Plan Appendix A

List of abbreviations Appendix B
Foreword

‘Our Borough, Our Community’ outlines our approach to community cohesion for Nuneaton and Bedworth and sets out key areas that we will be focusing on in order to build stronger and more empowered communities.

The Borough has experienced many changes over several years and has welcomed people from diverse cultures and countries. However, these changes have not come without their challenges and only by working together as a community will be able to resolve issues and become a vibrant, confident place for all to live and work.

Therefore we feel it is vital that we support and engage all our communities in order for this strategy to achieve the aims and priorities outlined.

Whilst this is a Nuneaton and Bedworth Borough Council document, we recognise we cannot achieve this alone and so it is essential that we work closely with our partners to develop community cohesion. With the co-operation of our partners, we will continue to work with our local communities to ensure that all our residents can enjoy being part of a strong and vibrant Borough.

Councillor Dennis Harvey
Leader of Nuneaton and Bedworth Borough Council
Introduction

Community cohesion is relevant in almost every area of activity in the Borough, as it is about how different people view, understand and get on with one another.

Community cohesion is not a new issue; however it is a relatively recent term used in government terminology. We have refreshed the previous strategy to emphasise our intentions as a local service provider to meet the current challenges that face the Borough.

The current economic environment is having a crucial impact on the social fabric of communities across the Borough. Furthermore legislation such as the Localism Bill is placing greater importance on local communities and people making decisions at a grassroots level.

It is important that, as a Council, we provide strong leadership, promote effective partnership working and work with other local providers in the area. It is with this in mind that together with our partners we have created our vision for the Borough:

As outlined in our Sustainable Community Strategy 2007-2021, our vision is:

“By 2021, Nuneaton and Bedworth will be a place with strong, vibrant communities where everyone has access to opportunities, choices and high quality services”

Shaping our Future – 2007-2021

We want Nuneaton and Bedworth to be a place where:

- There is a shared sense of belonging amongst all communities
- All people have similar life opportunities
- Strong and positive relationships are being developed between people from different backgrounds in schools and within neighbourhoods
- The diversity of people’s backgrounds is positively valued

To achieve the above, we have set the following three aims:

**Aim 1:** To address disadvantage

**Aim 2:** To engage and communicate with communities more effectively

**Aim 3:** To develop confident and vibrant communities

Under these aims, objectives and actions have been identified which are detailed within the action plan and attached as Appendix A.
Demography of Nuneaton and Bedworth

The English Indices of Deprivation 2010 provide a relative ranking of areas across England according to their level of deprivation. Whilst, at a County level, it appears that Warwickshire is not particularly deprived, there is considerable variation across the Districts and Boroughs. Nuneaton & Bedworth have the highest levels of deprivation in the County. The Borough ranks as the 108th most deprived Local Authority District (out of the 326 Local Authorities in England).

Narrowing inequalities between communities is a countywide issue, the primary aim being to reduce differences across the county in terms of achievement, opportunity and quality of life. The focus is not just geographic, but also communities of interest, working to improve the quality of life of all across Warwickshire, but more quickly for those most disadvantaged in our more disadvantaged communities.

Within Nuneaton and Bedworth there are nine small areas (“super output areas” containing populations of around 1,000 to 1,500 individuals) of Warwickshire ranked within the top 10% most deprived areas nationally on the overall Index of Multiple Deprivation 2010. These areas are regarded as being among the most deprived areas in England and are comparable to some of the deprived areas of Birmingham, Leeds and Liverpool.

The fact that there are now more areas of Nuneaton & Bedworth ranked within the most deprived areas nationally implies that the ‘gap’ between the least and most deprived areas in Warwickshire is getting wider. The reason for this apparent decline is not clear. It could be that deprivation levels in the County have remained static in a generally improving national context, or it could be that there has been real absolute decline in some our neighbourhoods.

Based on the most recent data the BME population in Nuneaton and Bedworth equates to 8.6% of the Borough’s population. The 2001 census shows that the Indian ethnic group accounts for 4.4% of the population as opposed to 2.9% in 1991. Older age groups are predicted to increase by 25% by 2021.

An ongoing challenge is responding to the needs of migrants from Eastern Europe with a particular reference to the emerging and transient Polish community in the Borough. One of the difficulties, as is the case nationally, is that there is limited data on the actual number of migrants who are currently living in the Borough.
What is Community Cohesion?

Community cohesion means different things in different areas. A definition put forward by the Department for Communities and Local Government (2008) is “community cohesion is what must happen in all communities to enable different groups of people to get on well together”. It is much easier to understand what community cohesion is when it is absent and when there is disharmony between communities and groups. Most people do not want to live in areas where these conditions exist.

Community cohesion is strongest when people have the opportunity, the resources and the motivation to participate in society as fully as they wish and on an equal basis with others. A lack of community cohesion occurs when people are prevented from participating or feel alienated.

These barriers, which can be self imposed are not always visible. They relate to how much money people have, their health and the confidence they have to engage in social activities. Sometimes there are obvious barriers such as discrimination, which doesn’t always take place along ethnic or religious lines.

The diagram below shows the key elements of community cohesion. The key lesson being that simply improving one aspect without others may not result in the increased feeling of cohesion across a community.

The Umbrella of Cohesion

Source: Department for Communities and Local Government
Where are we now?

A key priority of the Borough Council and other partners is to evolve and improve the way we engage and support communities as outlined in the Sustainable Community Plan 2007-2021. We are continually working to improve the ways through which communities can shape and influence their area.

Central to achieving cohesive communities is reducing the economic and social disadvantage prevalent between northern and southern parts of the County and at a local level between the Eastern and Western parts of the Borough.

Over the life of this strategy, initiatives will focus on areas of commonality rather than focusing on that, which divides us. We will continue to focus on ensuring that the processes through which local priorities are agreed are inclusive and also working to develop stronger links between individuals and communities across Nuneaton and Bedworth.

The Borough has many areas with their own distinctive and unique identities. Within these areas, there are issues that are prevalent that are not present in others. All of these together present a wide and varied community that the Council, together with other agencies serves.

In order to realise our vision and associated priorities we will work to promote community cohesion through:

- Targeted projects and initiatives
- Participative community and public involvement
- Working closely with our partners

Ensuring that we focus on the medium to long term and not just short quick-wins will also be crucial. There is no end to the engagement of developing cohesive communities, it is an evolving process where all involved will continually learn and adapt, based on the needs of communities in the Borough.

Playing our part: How will Nuneaton and Bedworth Borough Council promote Community Cohesion?

It has been discussed in the previous section what community cohesion is, but why is it relevant to Nuneaton and Bedworth Borough Council? The idea of community cohesion is not something that most people think about on a daily basis. However, it’s a theme that underpins our society, and forms a part of each of our daily lives.

In Nuneaton and Bedworth, community cohesion is an issue to which the Council is taking a positive approach in order to improve the lives of the residents of the Borough. It is a theme which flows through our Sustainable Community Plan and Corporate Plan.
There are also numerous other policies in place to ensure that equality and diversity are valued and implemented in practical ways to further build strong and cohesive communities.

Since community cohesion concerns human relationships there are no shortcuts to improvement. Our aim will be to focus on improving the social and economic conditions across the Borough in a way that builds stronger communities both now and in the future. This does not require the setting up of lots of new structures but, ensuring that communities and stakeholders can get involved and influence the current structures in the most effective way.

**Family Intervention Project (FIP)**

The Nuneaton and Bedworth Family Intervention Project was established in December 2009, to target services in the most deprived areas of the Borough and provide comprehensive intervention to support the most chaotic families. The families all present with complex multiple difficulties. These include; housing difficulties, substance misuse, child protection concerns, anti social behaviour, offending, mental health needs, parenting difficulties, debt, domestic abuse, educational exclusion and attendance difficulties.

Family intervention projects work to turn around the behaviour of families and reduce their impact on their community. In so doing, they also bring stability to families’ lives, prevent homelessness and improve opportunities for children. They combine intensive support with focused challenge.

**There are other plans that are relevant to community cohesion for Nuneaton and Bedworth which include:**

**The Warwickshire Sustainable Community Strategy 2009-2026**

The Warwickshire Sustainable Community Strategy (SCS) for Warwickshire is the long term vision for the area that provides the framework for all partners to work together to achieve. It recognises that there are many complex challenges facing communities today and that a long term approach is required to tackle these in a way that is joined up, addresses inequalities, represents value for money and meets the needs of the communities of Warwickshire.

**Warwickshire Health Inequality Strategy**

This Warwickshire Health Inequality Strategy sets out a framework for improving health inequalities across the county and is currently being revised. It is our intention to reflect the countywide priorities, but also to ensure that the gaps in life expectancy and quality of life within the Borough and across the county are addressed. Locally the key aim is to reduce early mortality, with a range of projects being developed and implemented within some of our most disadvantaged communities.

**The Nuneaton and Bedworth Sustainable Community Plan 2007-2021 (SCP)**

launched in April 2007 aims to improve the quality of life for those who live in the Borough. It is delivered via the LSP and emerged following consultation with a wide cross section of communities and stakeholders. The LSP is currently refreshing the Sustainable Community Plan to ensure that it is responsive to the current priorities of communities.
The Nuneaton and Bedworth Corporate Plan 2007-2021 sets out the medium and long term aims of the Council in relation to the services it provides together with the core values that underpin the way we will serve local communities.

Nuneaton and Bedworth Safer Communities Partnership 2011- 2012 – Crime and Disorder and Substance Misuse Plan was adopted in April 2011. This Plan outlines the focus of the Partnership’s delivery over the next year and will be reviewed in 2012 to enable it to evolve and meet the changing priorities of local communities in Nuneaton and Bedworth and respond to the Strategic Assessment planning cycle. It will be used by those agencies within the Partnership to commit resources, both people and financial, to best ensure we meet our objectives of reducing crime and disorder and the fear of crime within our Borough.

Community Leadership

Following on from the Sustainable Community Plan, the Council believes it is in a good position in order to carry out this strategy and assume a community leadership role in community cohesion activities. Recent legislative changes have now reformed the role of local Councils into ‘community leaders’ and give Councils powers to improve the social, economic and environmental well being of the communities they serve.

With the above in mind, Nuneaton and Bedworth Borough Council aims to excel in its role as a community leader, working in partnership with other bodies in order to improve the quality of life of the people in the Borough.

Equality and Diversity

As one of the biggest employers and service providers in the area, the Council is committed to promoting equality and respecting diversity. We are working to promote equality of opportunity in the way we deliver our services and in our workplace.

Community cohesion plays a huge part in equality and diversity in that without it, community cohesion would not exist. Therefore it is vital that the Council aims to achieve equal opportunities within its communities and neighbourhoods and it is important that the Council has the right policies, procedures and services in place to make this happen.

Since May 2010 the government abolished the requirement to conduct a place survey together with the national indicators used to measure perceptions within communities. This represents a challenge for the Council until a new performance management framework has been identified and adopted. As an interim measure it is proposed to use the following data collection tools to measure and monitor progress:

- Community Surveys
- Community Forums
- Projects commissioned as a result of this strategy
- Quality of Life data
- Indices of Multiple Deprivation 2010
The principal outcomes we are aiming to achieve through the range of projects commissioned are as follows;

- People from different backgrounds getting on well together
- Addressing Anti-Social Behaviour
- Reducing multiple deprivation
- People treating each other with respect
- Supporting people to volunteer in their community
- Building resilience in communities
### Objective 1

**Work in partnership to promote educational and vocational opportunities particularly in areas of significant deprivation**

- To narrow the gap between communities in Nuneaton and Bedworth and the rest of Warwickshire particularly in relation to education.
- To support schools serving the most deprived communities in the Borough to increase the level of educational attainment.

<table>
<thead>
<tr>
<th>What will we do?</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Set up three community mentoring projects</td>
<td>Improving learning outcomes in areas of deprivation in the Borough</td>
</tr>
<tr>
<td>b) Family Intervention Project</td>
<td></td>
</tr>
</tbody>
</table>

### Objective 2

**Promoting access to key services for disadvantaged groups and vulnerable people**

- In partnership with local community facilities and residents groups to ensure disadvantaged groups have greater access to information on services that impact on their quality of life.

<table>
<thead>
<tr>
<th>What will we do?</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Establish a communications network of community facilities in the Borough</td>
<td>An increase in the number of people from different backgrounds who get on well together</td>
</tr>
<tr>
<td>b) Establish communication points in all relevant facilities</td>
<td>An increase in those who feel treated fairly by local services</td>
</tr>
<tr>
<td>c) Deliver Operation Dahlia to two communities in the Borough</td>
<td>An increase in people participating in activities that will improve overall health</td>
</tr>
</tbody>
</table>

### Objective 3

**Promote opportunities, information and services to tackle health inequalities**

- With partners to deliver targeted initiatives to promote more healthier and active lifestyles.

<table>
<thead>
<tr>
<th>What will we do?</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) We will work to deliver four community events to promote healthy living and active participation to raise aware</td>
<td>An increase in people participating in activities that will improve overall health</td>
</tr>
</tbody>
</table>
## Aim 2 – Engage with and communicate to communities more effectively

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>We will work…</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improve information regarding Council services and community activities</strong></td>
<td>To improve residents knowledge regarding services and activities through a range Council and partner publications and electronic media</td>
</tr>
<tr>
<td>a) Further develop the Council 'In-Touch' publication to interest all communities</td>
<td></td>
</tr>
<tr>
<td>b) Establish and train a network of community partners to assist in case of major emergencies</td>
<td></td>
</tr>
<tr>
<td>An increase in those who feel treated fairly by local services</td>
<td></td>
</tr>
<tr>
<td>An increase in those who are aware of civil protection arrangements</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2</th>
<th>Build strong and cohesive communities, this will require all to understand the different cultures and communities within the Borough</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Raise awareness and understanding of different cultures and communities</strong></td>
<td>a) We will work with community and voluntary groups to deliver nine intergenerational and inter-community projects</td>
</tr>
<tr>
<td>An increase in people treating each other with respect</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 3</th>
<th>Listen to communities and develop services to meet local needs and improve quality of life for residents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Empower communities to shape services in their local area</strong></td>
<td>a) Strengthen the role of community forums by developing and delivering local service plans for each area</td>
</tr>
<tr>
<td>An increase in the number of people who feel they can influence decision making</td>
<td></td>
</tr>
</tbody>
</table>
Aim 3 – Develop confident and vibrant communities

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>We will work to…</th>
<th>What will we do?</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor and manage tensions within communities</td>
<td>build resilience and manage tensions effectively and respond accordingly</td>
<td>a) Work to establish discrimination incident reporting points</td>
<td>An increase in reporting of discrimination incidents with a view to developing baseline data to target future work in areas of significant numbers of incidents</td>
</tr>
</tbody>
</table>

| Objective 2 | | | |
|-------------| | | |
| Continue to empower and build the capacity of community and voluntary groups across the Borough | Ensure that the Borough has a healthy third sector, it is vital that the capacity, knowledge and skills are improved in order to represent communities effectively | a) Carry out an audit of skills and knowledge gaps amongst local groups in Nuneaton and Bedworth | An increase in the number of people from different backgrounds who get on well together |
| | | b) Work with partners to provide training programmes to address gaps effectively. | An increase in the number of people participating in volunteering |

| Objective 3 | | | |
|-------------| | | |
| To develop participatory activities with and for young people | Empower younger people to develop and deliver initiatives in their own local communities | a) Develop three projects to deliver activities in partnership with younger people | An increase in the number of people from different backgrounds who get on well together |
|   | b) Engage younger people in developing the provision and shaping of services | Reduction in anti social behaviour |
Appendix B

List of abbreviations

BME - Black and Minority Ethnic

FIP - Family Intervention Team

LSP - Local Strategic Partnership

NBBC - Nuneaton and Bedworth Borough Council

SCS - Sustainable Community Strategy

WCC - Warwickshire County Council

WCAVA - Warwickshire Community and Voluntary Action

WREP - Warwickshire Race Equality Partnership

LEMAC - Local Ethnic Minority Advisory Council