

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

Julie Muscroft

Governance and Commissioning

PO Box 1720

Huddersfield

HD1 9EL

Tel: 01484 221000

Please ask for: Sheila Dykes

Email: sheila.dykes@kirklees.gov.uk

Monday 20 June 2022

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **2.00 pm** on **Tuesday 28 June 2022**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Overview and Scrutiny Management Committee members are:-

Member

Councillor Elizabeth Smaje (Chair)

Councillor Yusra Hussain

Councillor Andrew Marchington

Councillor Jackie Ramsay

Councillor John Taylor

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

To receive apologies for absence of Members who are unable to attend the meeting.

2: Minutes of Previous Meeting

1 - 8

To approve the minutes of the meetings of the Committee held on 19th April and 25th May 2022.

3: Interests

9 - 10

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the agenda which are to be discussed in private.

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the

Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The meeting will hear any questions from the general public in accordance with Council Procedure Rule 11.

7: Inclusive Communities Framework

11 - 74

A report will be presented in respect of the Inclusive Communities Framework.

Contact:

Jo Richmond – Head of Communities

Stephen Bonnell – Head of Policy and Corporate Planning

Caroline Henderson – Partnership Officer

8: Kirklees Communities Partnership Plan 2022-2027

75 - 102

A report will be presented in respect of the Kirklees Communities Partnership Plan 2022-2027.

Contact:

Jo Richmond – Head of Service, Communities

Lee Hamilton – Safer Kirklees Manager

Chris Walsh – Safer Kirklees Manager

9: Allocation of Co-optees 2022-23

103 -
106

To consider the allocation of co-optees to the Scrutiny Panels, for the 2022/23 municipal year.

Contact: Richard Dunne, Principal Governance and Democratic Engagement Officer.

10: Agenda Plan 2022-23

107 -
110

Members will discuss the initial Agenda Plan for 2022-23.

This page is intentionally left blank

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Tuesday 19th April 2022

Present: Councillor Elizabeth Smaje (Chair)
Councillor Andrew Cooper
Councillor Andrew Marchington
Councillor Harpreet Uppal
Councillor Habiban Zaman

73 Membership of Committee

All members of the Committee were in attendance.

74 Minutes of Previous Meeting

The minutes of the meeting of the Committee held on 15th March 2022 were approved as a correct record.

The Chair provided an update as follows:

On 5th April 2022, Cabinet had approved the appointment of a specialist company to design, cost, and obtain an implementable full planning permission for the low carbon housing pilot project. The comments made by this Committee, at the meeting on 15th March, had been included within the report. (Minute 67)

75 Interests

No interests were declared.

76 Admission of the Public

All items were held in public session.

77 Deputations/Petitions

No deputations or petitions were received.

78 Kirklees Employment and Skills Plan 2022-2025: 'Aspire, Achieve and Include'

A report was submitted seeking feedback from the Committee in respect of the Kirklees Post-16 Employment and Skills Plan 2022-2025: 'Aspire, Achieve and Include'.

Gillian Wallace, Head of Employment and Skills and David Shepherd, Strategic Director - Growth and Regeneration attended the meeting to introduce the report and gave a presentation highlighting the following:

- This was a co-produced, locally specific plan, which set out how the Council would work with employers and key partners to develop the local employment and skills system over the next three years. The plan aimed to build upon the work already being done and would help to maximise the opportunities arising from devolution and the Levelling Up White Paper.

Overview and Scrutiny Management Committee - 19 April 2022

- The Cabinet Member was unable to attend this meeting but was in full support of the plan.
- The plan aimed to ensure that residents of the district had access to the relevant skills pathways and that the workforce needs of Kirklees' employers were met. The plan was expected to evolve over its lifespan; being amended and updated as the work progressed.
- Whilst the pandemic had delayed the production of the plan it had also allowed for a period of reflection and consideration to ensure that the priorities and proposals were the right ones, both for the present and the future.
- This was not an implementation plan; it established a list of priorities and actions, agreed with partners, to act as a focus for a collaborative approach to delivery and the achievement of the vision for Kirklees.
- An outline of the context and background, including linkages and alignment with the Economic Strategy, Kirklees Futures and other Council strategies and plans, and the wider regional structure.
- The timeline and next steps.
- How the plan had developed, drawing on engagement with key stakeholders, including a number of local businesses and education providers, and using data led intelligence.
- The challenges and the need for a collaborative approach, alongside key stakeholders, to successfully address them.
- The four key priority areas; Empowering Our Young People; Digital Inclusion; Supporting Our Communities to Learn; and Progress and Skills for the Future.
- The mechanism for delivery and measurement of outcomes; including the establishment of a Partnership Board.

Questions and comments were invited from Committee Members, with the following issues being covered:

- In respect of the development of 'green skills' to assist in achieving the mayoral pledge to build 5000 sustainable homes; a definition of 'sustainable' would be helpful, to provide clarity and ensure that training was provided to the appropriate level and standards. It was noted that there was a wide range of skill sets associated with this area of growth, ranging from construction techniques to behavioural coaching and financial services and with the correct skills pathways in place, Kirklees residents would be able to benefit from this.
- Retrofitting was considered to be a huge area of demand that could be exploited to provide long term jobs, if the necessary skills were increased.
- There was a general lack of provision of education in respect of money management and life skills.
- The development of the necessary technical expertise to fill Council vacancies where there was a shortage in supply, such as highway engineers, aligned more closely with the Council's Workforce Plan, whereas this plan aimed to increase skills, particularly at Levels 2 to 4, where there were gaps. It was suggested, however, that the opportunity could be taken to raise awareness and to encourage consideration of roles such as this as a potential future career.
- In respect of how the plan and partnership might be used to promote and encourage adoption of the real living wage, it was considered that, in order to drive wages upwards, it was crucial that employers were consulted and engaged so that they felt that they were able to sign up to the plan. Work was being

Overview and Scrutiny Management Committee - 19 April 2022

undertaken at a regional level in respect of a Fair Work Charter and consideration would be given to how Kirklees and its businesses could benefit from this. The Council was in a strong position to demonstrate 'what good looks like' and to support other employers to reach that standard.

- The key to higher pay was skills development and progression.
- There was also a need for fairness in terms of earnings and conditions regardless of the level of skills/employment.
- Transport was a key issue so that people were able to access jobs and training opportunities across the district. This plan would sit alongside the Kirklees Transport Strategy, which was to be brought forward later in 2022 and which would align with the West Yorkshire Transport Strategy.
- Assurance was given that officers worked very closely with colleagues from across West Yorkshire to ensure that there was a regional picture.
- It was suggested that there should be representation from young people on the Partnership Board, perhaps a current or recent apprentice, and that thought should be given about how to engage young people about their needs.
- Concern was expressed in respect of how it would be possible for those businesses on the Board to represent the wide range of businesses across Kirklees.
- It was acknowledged that it would be difficult to achieve Board representation for all businesses and that it was therefore important to ensure that all voices were heard either through the work of the Board or the arrangements within the decision-making process. Time to attend meetings was an issue for many businesses; there was a need to make it easy for them, as well as young people, to engage and to ensure that their voices were heard and acted upon.
- The work was data and intelligence-led with skills audits, economic analysis at local and national level, work undertaken by the Combined Authority on growth sectors, and work on re-skilling, at both national and local level, all feeding in.
- This three-year plan needed to fit within a longer-term strategy.
- Consideration could be given to ways in which local employers might be supported to benefit from apprenticeships and achieve positive outcomes for business and young people. If the challenges with apprenticeships for businesses and education/training providers were acknowledged and addressing them was agreed as a priority it would enable a commitment to be given to finding collective and collaborative solutions.
- It was important to ensure that different sizes of business were represented on the Board, that there was a balance between business and learning providers and that a whole system approach was taken, including health and social care representation, in order to provide a proper understanding of barriers.
- Libraries had previously provided assistance to people in accessing digital services and improving digital skills, but also helped to build the confidence to apply for jobs and this was an important element.
- The need to achieve reach across all Kirklees communities, particularly those that might be more excluded, was recognised. There was a need to ensure that there were a number of different pathways available for people, through a range of providers and employers, to achieve a good fit for all, including providing alternative learning opportunities for those that had found that the traditional school environment had not worked for them.

Overview and Scrutiny Management Committee - 19 April 2022

- It was noted that a very good range of providers already existed in Kirklees, undertaking work across a range of groups with different needs. C&K Careers was currently undertaking a project to understand and identify the specific needs of young people who were not in education, employment or training (NEET) in the local area.
- The proposed governance arrangements should ensure continued dialogue and a continuous improvement approach.
- In respect of the offer for older people and those who had been out of work for a prolonged period, and who may have difficulty with digital skills, it was noted that there were current programmes working with groups, such as the over-50s, but the need to establish these individuals as a priority group would be considered. It was acknowledged that the numbers had increased and this had become a higher priority as a result of the pandemic.
- The plan set out an agreed list of priorities and actions but did not provide detail of implementation. The next stage was to develop the delivery and action plans, taking account of current programmes of work and how to build on them, with consideration also being given to funding for successful programmes and activities. European funding would be accessed until 2023. Details of the Shared Prosperity Fund had only recently been released and work was being undertaken with colleagues in West Yorkshire to assess the implications and to establish how Kirklees could benefit.
- Clarity was requested in respect of whether the Board would be working to the outcome measures, or the Action Plan, or both and an undertaking was given to check the cross-referencing in the plan. It was considered that if the actions were delivered then progress would be seen on the measures. It was explained that it was likely that further measures would be introduced as the delivery of the plan progressed.
- The Plan referred to the Board considering 'the sustainability of the actions in this strategy, especially those supported by short-term funding' and it was questioned whether this would apply only to those with short-term funding.
- In response to a question about linkages with the Trans-Pennine route upgrade, assurance was given that regular dialogue took place with Network Rail as well as the Combined Authority in respect of large-scale investment programmes. Network Rail expected the Council to set out, in the plan, the benefits for Kirklees communities to become involved and to deliver a training and construction programme. The Trans-Pennine route upgrade was considered to provide real opportunities for Kirklees, including the potential for local people to access employment throughout the programme.
- Construction was expected to increase significantly over the next few years and the Council was engaged in a number of construction programmes, either directly or indirectly, across district. The plan aimed to ensure that employers would be able to recruit local people.
- It was considered that linkages to specialist discussion groups, to illustrate the involvement of wider representation than those who were part of the Partnership Board, were not reflected in the plan.
- The plan would be progressing to Cabinet at the earliest opportunity and the Committee's comments would be communicated in the report.

RESOLVED -

That the points and suggestions raised by the Committee, including those noted below, be taken into account in the development of the Kirklees Employment and Skills Plan 2022-2025:

- The need for clarity in the definition of sustainable homes, to ensure that training is provided to the appropriate level and standards.
- Consideration should be given to the provision of money management and life skills.
- The importance of building capacity; reach across communities; skills progression; upskilling; and the sustainability of jobs.
- Consideration should be given to the provision of support for local employers in respect of apprenticeships.
- The need for a balance of representation on the Partnership Board, a whole-system approach and to hear the voice of different businesses of all sizes.
- The importance of the engagement with young people.
- Prioritisation of unemployed people over the age of 50 as a group.
- Reference to the linkages to specialist discussion groups.

79 Establishment of Ad Hoc Scrutiny Panel

The Committee considered a proposal to establish an Ad Hoc Scrutiny Panel to facilitate effective scrutiny of a number of the Council's ongoing regeneration projects:

- Huddersfield Blueprint
- Cultural Heart
- Dewsbury Blueprint
- The Small Centres Programme

It was noted that these projects would be take place over a lengthy timescale and it was anticipated that the Panel would facilitate pre-decision, in-depth, scrutiny.

RESOLVED -

That an Ad Hoc Regeneration Scrutiny Panel be established with the Terms of Reference set out in the report, on the basis of a cross-party membership with a 1:1:1:1 ratio.

80 Work Programme 2021-22

The current Work Programme had been circulated.

A schedule of meetings for the new Municipal Year would be sent out shortly after the Annual Meeting of Council on 25th May 2022.

As this was the last meeting of the Municipal Year, the Chair took the opportunity to thank all the Members of the Committee, for their contributions over the last twelve months, and the Governance Officer for the support provided to the Committee.

This page is intentionally left blank

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Wednesday 25th May 2022

Present: Councillor Elizabeth Smaje (Chair)
Councillor Yusra Hussain
Councillor Jackie Ramsay
Councillor John Taylor
Councillor Andrew Marchington

1 Admission of the Public

RESOLVED – That the business for the meeting be considered in public session.

2 Appointment of Overview and Scrutiny Committees and Panels

RESOLVED -

(1) That the appointment of the following Panels/Sub Committees be approved; (i) Calderdale and Kirklees Joint Health Scrutiny Committee (ii) West Yorkshire Joint Health Overview and Scrutiny Committee (iii) Health and Adult Social Care Scrutiny Panel (iv) Children's Scrutiny Panel (v) Economy and Neighbourhood Scrutiny Panel (vi) Corporate Scrutiny Panel (vii) Ad Hoc Scrutiny Panel – Residential Housing Stock Health and Safety Compliance and (viii) Ad Hoc Scrutiny Panel – Regeneration.

(2) That the Panels and Sub Committees as set out at (1) above shall not be in accordance with the requirements of Section 15 and 16 of the Local Government and Housing Act 1989.

(3) That the Ad-Hoc Scrutiny Panel – Residential Housing Stock Health and Safety Compliance be the same membership as the 2021/2022 municipal year to enable continuity and that the re-appointment of the co-opted member be approved.

(4) That the Ad-Hoc Scrutiny Panel – Regeneration be re-established on a ratio of 1:1:1:1 and that the appointment of Members be delegated to Group Business Managers.

This page is intentionally left blank

| KIRKLEES COUNCIL | | | |
|---|---|---|------------------------------------|
| COUNCIL/CABINET/COMMITTEE MEETINGS ETC | | | |
| DECLARATION OF INTERESTS | | | |
| Overview & Scrutiny Management Committee | | | |
| Name of Councillor | | | |
| Item in which you have an interest | Type of interest (eg a disclosable pecuniary interest or an "Other Interest") | Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N] | Brief description of your interest |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Agenda Item 7

Name of meeting: Overview and Scrutiny Management Committee

Date: 28 June 2022

Title of report: Inclusive Communities Framework

Purpose of report:

For Overview and Scrutiny Management Committee to:

1. Note the contents of the Inclusive Communities Framework (ICF) as recommended by Communities Board
2. Comment and advise on:
 - a) the Council's adoption of the ICF as part of the Article 4 Policy Framework (to be decided at Full Council);
 - b) the Council's subsequent implementation of the ICF (if adopted); and
 - c) scrutiny's role in monitoring the implementation of the ICF (if adopted).

| | |
|--|--|
| <p>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</p> | <p>Yes/ no or Not Applicable Yes</p> <p>If yes give the reason why</p> <p>The Inclusive Communities Framework will impact on all electoral wards.</p> |
| <p>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></p> | <p>Key Decision – Yes/No Yes</p> <p>Private Report/Private Appendix – Yes/No No</p> |
| <p>The Decision - Is it eligible for call in by Scrutiny?</p> | <p>Yes/No or Not Applicable Answer Yes if it is a report seeking a decision by Cabinet. If no give the reason why not</p> <p>Not applicable</p> |
| <p>Date signed off by <u>Strategic Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning?</p> | <p>Mel Meggs 15/6/22</p> <p>Eamonn Croston 15/6/22</p> <p>John Chapman 14/6/22</p> |
| <p>Cabinet member <u>portfolio</u></p> | <p>Cllr Carole Pattison Learning, Aspiration and Communities</p> |

Electoral wards affected: All

Ward councillors consulted: Yes via political groups

Public or private: Public

Has GDPR been considered? Yes

1. Summary

As organisations we face challenges in how we work with communities. Often, we do not hear all the voices from the range of people that we need to, losing the valuable experiences that will help us shape better services and places. It is easy to fall into always talking to the same people, and missing people due to their age, background, where they live or their ability to attend a meeting. Our services must respond to a growing diversity of people and ensure we can respond to all their needs collectively and not working in isolation.

The ICF was commissioned by partners on the Communities Partnership Board and is the product of partnership working and engagement, supported by Council officers.

The ICF provides a partner-produced strategic approach to building cohesive communities. It acts as a guide to all Kirklees partners to play their part in talking and listening to communities and, where possible, working out together how to address challenges and unequal access and build on what works. It is guided by the following principles, the pillars of working inclusively:

1. **Belief** that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals
2. **Build belonging and trust** with and between our diverse communities on shared interests and challenges, celebrating what is good in local places
3. **Care** about what matters to local communities and own our shared actions that give us a collective purpose to make a change

In addition, to support implementation, the ICF provides a toolkit consisting of:

- underpinning knowledge;
- links to useful reference material;
- Our 5 Inclusive Approaches;
- statements;
- examples;

- checklists; and
- a self-evaluation tool to enable reflection on practice and a continuous learning loop.

The Council is one of the organisations considering the adoption of the ICF. As with other partnership strategies (e.g. the Joint Health & Wellbeing Strategy), these are approved at partnership level and then considered for adoption in each individual organisation (e.g. the Council, the police, etc.). The relevant governance processes of each organisation are then used to monitor its implementation in each organisation. The ICF will follow this model, with scrutiny therefore able to take a role in monitoring the Council's implementation of the ICF within Council services.

It is proposed that for the Council the ICF will replace what was previously called the Cohesion Strategy. This is in the Council's Policy Framework as per Article 4 of the constitution. For this reason, the decision about whether the Council adopts the ICF will be made at Full Council.

Details of the Budget and Policy Framework Rules can be found [here](#) and includes details of the responsibilities of scrutiny, cabinet and council in relation to the Policy Framework. Details on Article 4 of the constitution can be found [here](#)

2. Information required to take a decision

Background

Partnership discussions

The commissioning of the ICF by the Communities Board was the result of various partnership and community discussions in recent years.

Before the pandemic the Council began conversations with partners and communities about cohesion and how they experienced the Council's approach. It became clear that partners thought we focused cohesion activity through a very narrow lens and presented cohesion as a 'problem to be fixed'. This, and our experiences working alongside communities during Covid, allowed for reflection on the role of large organisations like the Council and who was best placed to address cohesion in communities.

The Council were given some very clear messages by partners and communities:

- A range of factors influence how people feel about cohesion, and being included is one of them
- If a wide range of partners create the right inclusive conditions, then communities have a much better chance of being cohesive.
- Do not keep asking us the same questions when we have already told you what is important
- Being included means: knowing neighbours and feeling connected; a feeling of being treated fairly; being safe; having access to opportunities through good education and employment; and being heard and able to influence

Prior to these conversations, people had already told the Kirklees Democracy Commission that they want to be part of 'ongoing conversations, not stop-start consultations' about what happens locally. Furthermore, other discussions with communities, the Council, and partners led to the agreement of the 'Working Alongside' shared value, which describes how we all want to work together to make our local places even better.

Council priorities

The co-production of the ICF was included in our 2021/23 priorities, as set out in Our Council Plan ([link](#)).

In Our Council Plan (2021/23) ([link](#)), we set out how we want everyone to be proud of the communities in which they live, feel happy, be safe, and get on well. Enabling people to get actively involved in their neighbourhoods and the decisions that affect them will create stronger communities and a more cohesive district. Under a new 'Shaped by People' shared outcome, we also set out ([link](#)) how we want everyone to be able to take part in making the places where they live, work and play better. We said we want to know people in our communities well and understand and appreciate what we and others can offer, to help people be able to get help when they need it. We stated that people should feel valued, respected, involved and listened to.

To deliver on this, we committed to 'support our communities to live well together' by 'co-producing a partnership Inclusive Communities Framework to help to achieve safe and cohesive outcomes', including a guide on how to put principles into action and a

framework for how all partners contribute to the building blocks of inclusive communities ([link](#)). The ICF delivers on this commitment.

How it will make a difference

The ICF is guided by the following principles, the pillars of working inclusively:

1. **Belief** that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals
2. **Build belonging and trust** with and between our diverse communities on shared interests and challenges, celebrating what is good in local places
3. **Care** about what matters to local communities and own our shared actions that give us a collective purpose to make a change

To support implementation and improvement against these principles, the ICF provides a toolkit consisting of:

- underpinning knowledge;
- links to useful reference material;
- Our 5 Inclusive Approaches;
- statements;
- examples;
- checklists; and
- a self-evaluation tool to enable reflection on practice and a continuous learning loop.

Organisations who adopt the ICF, including the Council (if agreed), will use these tools to self-evaluate and support their improvement activities.

Through these tools and practices, the ICF enables an improved way of working with communities, shifting away from siloed approaches that focus on fixing problems or communities, and addressing root causes. It aims to simplify what organisations need to do by providing a structure to how we work, rather than requiring changes to organisational policy and strategy. The ICF therefore provides a way for organisations to

still be responsible for their own delivery, policy and impact measures whilst also emphasising their accountability for how these are done through inclusive ways of working. The framework approach provides a wrap around for organisations to be able to actively see how well their actions contribute to inclusive communities. It offers a more mature way of engaging with communities and marks a shift towards 'doing with' not 'to' across the system.

For Kirklees Council, implementation will include shifting our own work around cohesion to role model the ICF principles and approaches.

Connections with other Council and partnership strategies

The ICF is one of four 'top-tier' strategic documents currently in development, setting out how we will achieve our shared outcomes in partnership. The other four are the: Joint Health & Wellbeing Strategy, the Economic Strategy, and the Sustainable Environment Strategy.

As well as the other top-tier strategies, it will also support the delivery of:

- Our Council Plan (2021-23), especially action under the Safe & Cohesive, Shaped by People, and Efficient & Effective outcomes
- Inclusion & Diversity Strategy (2021-23), by complementing its focus on changing the way the Council works with a focus on external engagement and partnership working
- Communities Partnership Plan 2022 – 2027, particularly strategic priority 3: Building Resilient and Inclusive Communities. It will do this by enhancing cohesion and inclusion in programmes of work.

The ICF will be instrumental in supporting the development and implementation of the next iterations of these strategies too.

Expected impact

Effective implementation will lead to:

- Members of the community at the centre of our approach
- Greater resilience within communities
- Improved and in-depth understanding of communities in Kirklees, their lived experience, and the complexity of the issues they experience.
- More evidence and insight data to inform future service delivery

- More efficient and effective allocation of resources
- Easier for services to provide an immediate response whilst holding in sight the long-term solutions and need for collaboration
- Improved learning and development across organisations
- A more partnership-led, whole system, and organisational approach to building a sense of belonging in and across communities.
- More celebration of what's in our communities
- More pride and belonging
- Better local integration of services and place-based working.

Evaluation

In terms of monitoring adoption, self-evaluation, and progress across partners:

- Each organisation will be responsible for self-evaluating with the ICF self-evaluation tool and monitoring its own self-improvement through its own governance structures
- The Communities Board will monitor the impact and implementation of the ICF across partners and will develop a partnership improvement plan

Scrutiny may wish to consider its role in the Council's adoption, self-evaluation, and progress against the ICF's principles.

In addition to monitoring the ICF via self-evaluation, as set out in Our Council Plan, through survey-based methods of measurement and flexible and informal group conversations, we will continue to monitor the proportion of adults feeling they get on well together and the proportion of adults feeling safe. The ICF will play a part in influencing these measures.

Risks and mitigation

There are some risks across partner organisations that will be monitored by the Communities Board:

- The challenges of the emerging post-Covid landscape and its social pressures increasing the risk that services (Council and wider) focus more on the 'immediate' at the expense of long-term strategic development
- Shifting organisational priorities might mean that organisations choose not to adopt the ICF and its principles or are unable to implement it
- Leadership and accountability are directed by siloed budgets

To manage these risks, the Communities Board might consider:

- Promoting proper use of the self-evaluation toolkit
- Ongoing leadership development
- Communities Board approaches to leadership and accountability at the highest level, building on the existing commitment from senior leaders to work collaboratively and realise and enable the capacity in our communities as key to sustainable long-term changes
- Additional support in the first year for organisations to complete their self-evaluation, and development of the resulting implementation and support action plan. These plans will be held by each partner and require appropriate resources and ongoing accountability.

Sustainability

The ICF pillars, inclusive ways of working, and the ongoing implementation and support work demand a continuing dialogue with communities which will ensure the framework remains live and dynamic as part of each organisation's self-improvement activities.

Cost breakdown

There are no specific costs identified in the ICF.

Timescale

5-year Framework with an annual self-evaluation cycle.

3. Implications for the Council

- **Working with People**

As set out above, at its heart, the ICF is about the relationships between organisations (of which the Council is one) and the communities we serve.

- **Working with Partners**

Developed in collaboration with partners, the ICF will be partnership owned and will offer direction for the inclusive work of any partners who adopt the ICF. It marks a wholesale shift to all partners playing their part.

- **Place Based Working**

The ICF centres on working with communities in their places and reviewing and monitoring relevant insight and data. It has a focus on relationships and connectivity within a place.

Through our Place-Based Working Programme, we are changing our council's relationship with local people, so that we can enable more people to shape their communities as citizens, and not just deliver services to customers.

When we talk about having a 'place-based' approach, we mean working with and alongside our citizens and partners, where they are. It's about recognising and celebrating our unique local places and communities, their strengths and aspirations. Above all, it's about putting our relationships first and growing trust. We don't always have to be the people doing things or deciding things. Our role is also about enabling others to act.

Place based working involves meeting people and communities where they are on their journey (whether this is emotionally, mentally, physically or geographically). So it's not only about where we are in Kirklees – it's about where we are in our lives and where we are in relation to each other. We all want to live in places where everyone can trust each other.

The ICF fully supports this approach.

- **Climate Change and Air Quality**

No direct impact on climate change or air quality.

As part of the suite of top-tier strategic documents, the ICF will support the development and delivery of the Sustainable Environment Strategy (currently in development). It will provide guidance to including communities in the development and delivery of that work.

By adopting the pillars and inclusive approaches we will hear more from the people who are most adversely impacted by climate change in its broadest sense.

- **Improving outcomes for children**

Children will be positively affected as part of the wider impact on communities.

We know that strong and inclusive communities are a protective factor for our children.

Through our community-based family support, and support for care leavers we know that a feeling of belonging is critical for children and young people.

- **Other (e.g. Legal/Financial or Human Resources)**

No immediate financial or legal implications but there will be ongoing calls on partners' human resources to enable and support the inclusive approaches. This may have an impact on time needed for appropriate staff development.

Do you need an Integrated Impact Assessment (IIA)?

An IIA has been carried out. A stage 2 assessment was not required.

4. Consultees and their opinions

Communities Board have steered the development activity throughout, supported by a strategic reference group of key partnership leaders. This group has had oversight of development and offered constructive advice throughout the process. Each organisation involved has been tasked with feeding back to their teams information developed via the collaborative work (in 'Design Circles') for further comment and refinement.

In addition, the following groups have been engaged as part of the development process:

- Informal scrutiny (03/02/2022)
- Executive Team (07/06/2022)
- Communities Board (14/06/2022)
- Third Sector
- Health
- Education services
- Council services, including Senior Leadership Teams in all Council directorates
- Political groups

Feedback from these fora has been incorporated into the final version of the framework.

5. Next steps and timelines

20/06/2022 Leadership Management Team

05/07/2022 Cabinet

13/07/2022 Council

14/09/2022 Communities Board

September 2022 onwards – implementation across Council and partners who adopt the framework.

All council services and partners who adopt the ICF will be expected to adopt and follow the principles and approaches outlined in the framework

The Council's annual self-evaluation, alongside those of Partners, will be reported to Communities Board and progress towards working more inclusively will be monitored.

Officer recommendations and reasons

That Overview and Scrutiny Management Committee:

1. Note the contents of the Inclusive Communities Framework (ICF) as recommended by Communities Board
2. Comment and advise on:
 - d) the Council's adoption of the ICF as part of the Article 4 Policy Framework (to be decided at Full Council);
 - e) the Council's subsequent implementation of the ICF (if adopted); and
 - f) scrutiny's role in monitoring the implementation of the ICF (if adopted).

6. Cabinet Portfolio Holder's recommendations

'Not applicable' for the OSMC meeting.

7. Contact officer

Jo Richmond
Head of Communities
Jo.Richmond@kirklees.gov.uk
01484 221000

Stephen Bonnell
Head of Policy, Partnerships, and Corporate Planning
Stephen.Bonnell@kirklees.gov.uk
01484 221000

Caroline Henderson
Partnership Officer
Caroline.Henderson@kirklees.gov.uk
01484 221000

8. Background Papers and History of Decisions

- Informal scrutiny date 03/02/2022 – discussion on the ambitions of the ICF
- Kirklees Council Executive Team 07/06/2022 – recommendation to Council to adopt the ICF
- Communities Board 14/06/2022:
 - o approval of the content of the ICF
 - o recommendation to partners to adopt the ICF

9. Service Director responsible

Jill Greenfield
Service Director for Customer & Communities

Kirklees Inclusive Communities Framework

DRAFT

Contents Page

1. Introduction from Chair of Communities Board
2. Partnership foreword, Chair of Third Sector Leaders
3. What we are trying to achieve
4. Supporting a strategic approach
5. Creating the Kirklees Inclusive Communities Framework
6. Kirklees pillars of working inclusively
7. Toolkit – the Kirklees way of doing things
 - Underpinning Knowledge
 - Inclusive Approaches
8. Measures / impact
 - How will we know we are making a difference?
 - Methods for assessing our work and its impact
 - Self-evaluation framework and how to submit
9. Implementation
 - The role of leaders
 - Implementation and Support
10. Appendices
 - How we did it
 - Kirklees community data sites
 - Contributors
 - Restorative Approach Checklist

SECTION 1 - Intro, Vision and Foreword from Chair of the Communities Partnership Board

Foreword from Chair of the Communities Partnership Board, Cllr Carole Pattison.

March 2020 altered our lives forever. We were asked to 'stay at home and save lives' as the UK was put in lockdown because of the coronavirus pandemic. A feeling of uncertainty was felt across the country and many doors were closed. One part of our lives that did not shut, and in fact were enhanced, were our communities. Individuals, local organisations, and community and faith groups organised themselves with one common goal, to help one another.



From doing shopping for their neighbours, to medication collections, to phone calls with isolated people, and offering lifts to vaccination appointments, communities made a difference. One of the reasons we saw communities deliver such innovative solutions to the challenges we faced is because communities know themselves best.

As we have now moved past the height of covid, there is an appetite in Kirklees for organisations to further build on the power of communities from the past couple of years. The Communities Partnership Board wants to work with partner organisations and the people of Kirklees to achieve our vision for inclusive communities and by doing so, improve the lives of our residents.

An inclusive community is where all people have a sense of security, connection and belonging. They enable everyone to participate and contribute, they value diversity, and are resilient, proud, and welcoming. We recognise that a community that reflects these ideals does not just happen. It takes hard work and perseverance. Everybody contributes to inclusive communities, not just one organisation, group, or institution.

For these reasons, we have followed a partnership-based approach to develop our Inclusive Communities Framework. Produced in collaboration with public, voluntary and community sector organisations from across the district, the Inclusive Communities Framework articulates a set of core principles and approaches organisations can use as a guide to move forward with our communities on the journey towards inclusivity. These principles and approaches will help organisations understand the communities they serve and will help to break down the barriers that continue to exist for some people.

For this framework to change the lives of people in Kirklees we need senior leaders from all partner organisations to champion this approach. They can drive the delivery of inclusivity through the work they are responsible for and set the standard for leadership which inspires others to work in this way. I will hold senior leaders to account, and I will expect them to do

the same to me. When we equally challenge and support each other we see the outcomes we desire.

Inequality directly impacts our efforts to create inclusive communities. Inequality creates barriers to employment and opportunity and while this framework alone will not resolve the causes and impact of inequality, it does contribute to overcoming barriers faced by communities.

The pandemic demonstrated how powerful a sense of belonging in our local place can be and I want us to harness this belief and use it to change lives in Kirklees.

Cllr Carole Pattison

Chair of the Communities Partnership Board

DRAFT

SECTION 2 – PARTNER FOREWORD (CHAIR OF TSL)

(APPROVED BY A PETRIE w/c 23/05/2022)

Partnership Foreword - Inclusive Communities Framework

Inclusive communities are everyone's business – the Chair of the Communities Board makes that case very clear in her foreword and it is one I am more than happy to support as Chair of Third Sector Leaders. We know that when we collaborate to achieve improvements when working with the communities we serve, we have far greater impact than any one organisation working in isolation – hence the partnership approach to the development of the Inclusive Communities Framework.

One of the most important aspects of the Inclusive Communities Framework concerns the importance of leadership. Our responsibility as leaders of organisations which operate within our communities cannot be overestimated, including how we create the conditions enabling leadership by and within communities.

An inclusive community is one where everyone feels empowered to speak up and make changes.

It is the duty of those in leadership roles to create these conditions via the work of their organisations and the example they set – the mindsets and behaviours of our leadership need to embody the principles, approaches and practices outlined in the Inclusive Communities Framework, to ensure we make progress on the journey towards inclusive communities.

We must therefore consistently communicate the progress, expected outcomes of our approach and successes to build trust and foster a sense of belonging within and amongst our communities – inclusive communities **are** everyone's business!

Andy Petrie
Chair, Third Sector Leaders

SECTION 3 What we are trying to achieve with an Inclusive Communities Framework

The Inclusive Communities Framework is an approach built on partnership to building communities where all people have a sense of security, connection and belonging ¹. Where these conditions exist, a place is more likely to have resilient and inclusive communities.

The framework is a tool to enable us as organisations and services in Kirklees, to work together, better aligned, with a common approach.

The Framework is informed by the Working Alongside shared values, which describe how the VCS, Kirklees Council and health partners want to work together to make our local places even better. It also helps the council and our partners work towards achieving the Shaped by People shared goal. This new shared strategic outcome, created by citizens in local places across Kirklees, is all about enabling everyone to be an active citizen.

Inclusion cannot be seen in isolation. Inequality plays a direct role in undermining efforts to create inclusive, cohesive communities. Inequality impacts on a person's sense of belonging by creating barriers to work, good health and a clean and safe environment to live.

Whilst this framework alone will not resolve the causes and impact of inequality, it does contribute to overcoming barriers faced by communities. We have seen, through the localised response to the Covid-19 pandemic, how impactful inclusive, connected and resilient communities can be when we all work together for a common purpose, and how powerful a sense of belonging can be.

People are found to have higher levels of trust, better relations with other people and are more actively engaged in their communities where investment in cohesion and inclusion takes place.

[Beyond Us and Them: societal cohesion in the context of Covid-19 Archives - Belong-The Cohesion and Integration Network \(belongnetwork.co.uk\)](#)

Before the pandemic the Council began conversations with partners and communities about cohesion and how they experienced our approach, it became clear that this focused cohesion activity through a very narrow lens and presented cohesion as a 'problem to be fixed'. This allowed for reflection on the role of large organisations like the Council and who was best placed to address cohesion in communities. It was made clear to us that if we, as a collective, created the right inclusive conditions, then communities had a much better chance of being cohesive. The Council were given some very clear messages:

- Do not keep asking us the same questions when we have already told you what is important
- A range of factors influence how people feel about cohesion, being included is one of them

¹ [Pillars-of-Community.pdf \(centreforsocialjustice.org.uk\)](#)

- Being included meant knowing neighbours and feeling connected; a feeling of being treated fairly; being safe; having access to opportunities through good education and employment and being heard and able to influence

Place based engagement - Working with people in local places

Through our Place Based Working Programme, we are changing our council's relationship with local people, so that we can enable more people to shape their communities as citizens, and not just deliver services to customers.

When we talk about having a 'place based' approach, we mean working with and alongside our citizens and partners, where they are. It's about recognising and celebrating our unique local places and communities, their strengths and aspirations. Above all, it's about putting our relationships first and growing trust. We don't always have to be the people doing things or deciding things. Our role is also about enabling others to act.

Place based working involves meeting people and communities where they are on their journey (whether this is emotionally, mentally, physically or geographically). So it's not only about where we are in Kirklees – it's about where we are in our lives and where we are in relation to each other. We all want to live in places where everyone can trust each other.

People told our Democracy Commission that they want to be part of 'ongoing conversations, not stop-start consultations' about what happens locally. In response, we developed a new Citizen Engagement Framework, which includes using the Place Standard tool to have conversations about any place (it could be your street, neighbourhood or town). The conversations are often hosted by local groups or councillors and they can happen in any setting, which is enabling more people to be included in conversations about their place. The results give us some clear messages about belonging and influence. All the activities and results are available online:

[How good is our place?](#)

What we have been told, and what we have experienced working alongside communities during the pandemic, underpins the Inclusive Communities Framework and forms the basis for our work to build relationships and approaches with all our communities and services that meet local need. We need to ensure our ongoing conversations with communities are coordinated, shared, amplified and inclusive

Equipping staff to have the skills and confidence to work alongside communities and feel empowered to do so is key in this journey.

There has been no better time than now to build on the momentum of the community response to the pandemic within Kirklees. However, inclusion does not just happen, it is an active process. It will take planning, thought and intention to create the conditions in Kirklees for inclusive communities.

Partners and services each have our own unique identity and ways of doing things, and it is important for this diversity to be retained across the district – it reflects our communities, and we have learned that one size does not fit all. Creativity and innovation come from a place of psychological safety, the assurance that it is ok to try new things, to work together in new ways, and to be honest when things go wrong.

Many of us working with communities – particularly grassroots organisations and community anchors – already do this well and have been kind in sharing approaches and good practice as part of the development of this framework.

The Inclusive Communities Framework brings all this learning together and provides a wraparound framework to support good practice, providing guiding principles, approaches, a toolkit, and methods for assessing our impact which we can all use to weave inclusion into our work. The ICF supports all services in Kirklees to work inclusively with communities and enables local place-based planning and action.

We hope that colleagues, community groups, anchor organisation and statutory services will refer to the ICF at the early planning stages of any new work with communities and apply it to existing work. The ICF will help us to think and reflect on the work we are doing and seek inspiration and ideas. The toolkit will enable us to sense check our overarching approach and build in evaluation of our work to measure what we have done and help inform improvements next time around.

The Communities Partnership Board will oversee and monitor the impact of the Inclusive Communities Framework. Individual organisations and services will, through evaluating work undertaken with communities, determine personalised framework implementation and action plans to improve or enhance practice, the ICF can be scaled up or down and can be applied in a way that is proportionate to the task. System leadership will be key to the frameworks success in enabling a positive and consistent approach to our work with communities

Section 4 - Supporting a Strategic Approach – Kirklees Top Tier Strategies

TO FOLLOW

Description of the top tier strategies for the district and Partnerships

Awaiting a finished graphic to describe the interdependencies in a visual way.
Graphic shown below for illustrative purposes only.
Will be confirmed for final print

Common Threads across the four top tier strategies



Section 5 - Creating the Inclusive Communities Framework

The Inclusive Communities Framework is a partnership commitment to inclusion across the district and as such has been a collaborative process, co-created with partners, and facilitated by Belong – The Cohesion and Integration Network.

Groups and services were invited to attend and participate in a series of half-day Design Circles each of which focussed on an aspect of working inclusively.

Participants shared examples of their practice, local insight and discussed what works well in Kirklees, against a backdrop of national research.

From these Design Circles the guiding principles, inclusive approaches and methods for assessing impact evolved. These form our framework and the toolkit included.

Further detail about the Design Circle approach can be found in the appendices (ADD APPENDIX NUMBER WHEN DOCUMENT AT FINAL STAGE).

DRAFT

SECTION 6 – Kirklees pillars of working inclusively

Kirklees Pillars of Inclusive working

Our three guiding principles are the pillars that underpin our approaches to building an inclusive community

1. **Belief** that communities hold solutions, with skills and knowledge that is valuable and will help us achieve our shared goals
2. **Build belonging and trust** with and between our diverse communities on shared interests and challenges, celebrating what is good in local places
3. **Care** about what matters to local communities and own our shared actions that give us a collective purpose to make a change

These pillars were distilled from the work by partners involved in the design circle as foundational touchstones to developing inclusive communities in Kirklees. Partners felt that these pillars were readily transferable to what organisations already have in place, that they were aspirational and that they would focus our collective intention.

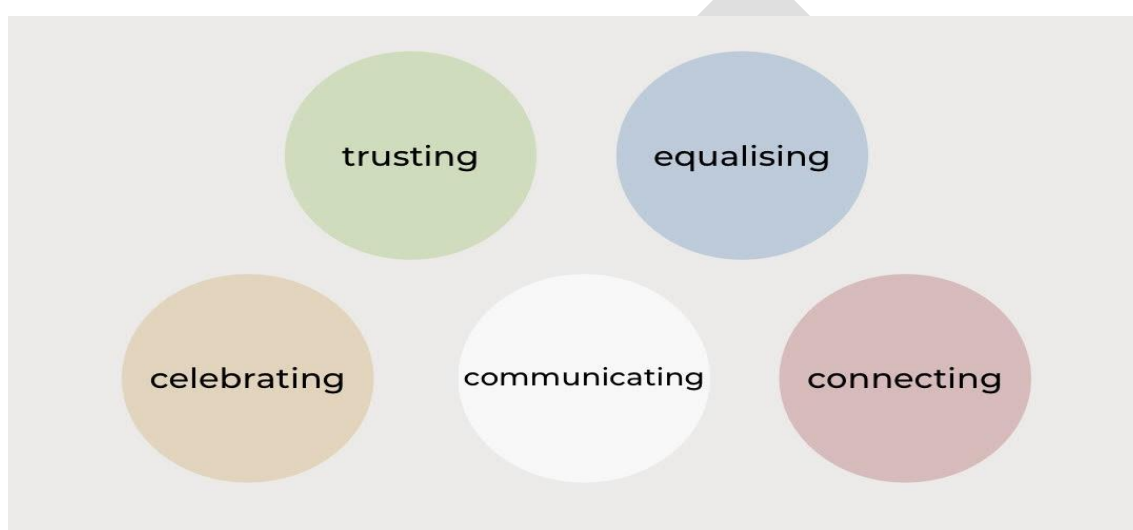
To follow - INSERT VISUAL – Pillars of inclusive working / inclusive approaches

SECTION 7 – TOOLKIT

Why a toolkit?

The ICF Toolkit is drawn from best practice from across Kirklees partners as well as supported by national evidence & research on what works to develop Inclusive Communities.

We have been able to describe **5 inclusive approaches that constitute the Kirklees way of Doing things**, that would demonstrate that agencies are putting the principles into action.



The Inclusive Communities Toolkit provides opportunities for partners across Kirklees to systematically adopt the 5 Inclusive approaches that will ensure we all have the confidence, competence and are able to measure how we play our part in Inclusive Communities. It is designed to provide a reference guide that can be used either by individual agencies or collaboratively with others and includes;

- Underpinning knowledge all agencies/organisations should have
- Descriptions and examples of the 5 Inclusive Approaches
- Self-evaluation tool - to benchmark and demonstrate improvement actions
- Evidence of good practice and how to connect to others in Kirklees who are already working inclusively

The Toolkit offers examples that are diverse to reflect the breadth of roles and responsibilities that partners have across Kirklees. These can be adapted to ensure they are **relevant and proportionate** to your roles and responsibilities.

You will find reference to examples of inclusive practice throughout the framework, supporting you to connect to others and work collaboratively on implementing the framework, sharing experiences and ideas across our partners.

Who is the Toolkit for?

This is for leaders, managers, and teams who want to understand more about the **Kirklees way of doing things** and how their organisation can play their part in contributing to inclusive communities.

The framework makes clear what communities can expect of us and how we want to approach working alongside them. It can also be used as a tool to check in with your partners and communities, how well are you doing in adopting these approaches in the work you are doing together.

7a. Underpinning Knowledge

This section outlines the key ideas and concepts that all partners should understand to make sure we all play our part in developing Inclusive Communities.

Understanding what causes inequalities

Inequality in our communities is evident when some people and communities do not have equitable access to resources resulting in a poorer quality of life than others. Inequality exists for a variety of reasons; structural, economic, the family you are born into; all of these reasons can be compounded by how this influences how some people/ communities are discriminated against. Understanding the root causes of inequality experienced by our communities, helps us to be clear that this is not about individual attributes, but about structures that create the barriers to inclusion. **Inequity** refers to a lack of equity, which means “justice” or “fairness.” Where there’s **inequity** in a community, it means injustice, unfairness, and bias are being perpetuated. That might sound exactly like **inequality**, but **inequities** are what cause **inequality**.

Where people have and feel they have fair opportunities, to education and work, good health, are able to make a contribution, where people feel they belong, this creates the right conditions for Inclusive Communities.

By understanding what causes inequality, how that is experienced by people, communities and/or communities of interest mean we can make sure we know what we need to do, where we need to do it and how we do it – it is key to help us focus our resources and efforts in the right places

[Place this quote in a speech bubble]

'My journey as an Iroko Ambassador so far has been a diary of self-reflection, belief and identity, servant driven leadership with the BAC community of Kirklees'

Understanding communities

An understanding of communities; how different people experience life in the places they live, who they are and what our relationship is to them are key to how we all approach working with local communities.

- **Defining communities**

There are a number of different elements to how communities may be defined. If we are to effectively involve communities, we need to be clear about how and where they exist.

Communities in Kirklees may be:

- ⇐ Geographical communities, i.e., defined by place. For example, ward or district committee boundaries might be used to define a geographical community, or a Town or village
- ⇐ Communities of interest, i.e., defined by a common demographic characteristic or social interest. For example, young people or LGBT people might be defined as a community of interest.
- ⇐ Communities of circumstance, i.e., defined by a shared set of circumstances. For example, benefits claimants might be defined as a community of circumstance

However, it is important to be aware that these types of communities are not mutually exclusive: a community/ individual may combine more than one of the above elements.

Learning about intersectionality and how it affects all of us, both in our work and personal lives, allows us to respectfully communicate with peers and deepens our understanding of the ways in which diversity, equity and inclusion are relevant to our communities.

Intersectionality is an important concept to understand and bear in mind when thinking about inclusion. An understanding of intersectionality helps us recognise that people's lived experiences are complex and not simply about being part of one particular group. Protected characteristics provide a useful framework for understanding diversity, but the world isn't experienced based on one single characteristic – intersectionality is the next step in understanding the complexity and nuances around people's lived experience

- **Who are our communities?**

Kirklees has diverse communities living in diverse geographies. Communities tell us this is important to keep in view when considering how you contribute to developing Inclusive communities in your organisation. For example – what do we mean by neighbourhood, or what we mean by consultation

There are a number of ways of ensuring your organisation understands Kirklees communities;

- Data – who, how many and what need examples.
- Intelligence – what statutory and other research-based intelligence we have

- Insight – this includes analysis of data and intelligence but also qualitative information such as stories, case studies, people’s views and opinions gathered through conversations, meetings and surveys

- | |
|---|
| <ul style="list-style-type: none"> • Links to Kirklees community data sites can be found in the appendices |
|---|

Community Profiles

Community profiles are useful tools that can support a shared understanding of the community and can support planning and delivery of support and services. A good profile actively involves local people and groups to build a picture of the community and usually includes a combination of the above headings. Ideally it should be a co-produced picture that tells the story of that community and its context.

- Where is the community? What areas are there?
- Who is in the community?
- What community networks are there?
- Needs?
- Assets and Strengths?
- Who are the local leaders are?

| |
|--|
| <p>Here are some examples you may wish to use:</p> |
|--|

| |
|---|
| <p>How good is our place?</p> |
|---|

| |
|--|
| <p>Community Knowledge Profiles (sheffield.gov.uk)</p> |
|--|

Community Networks

We could not talk about Inclusive Communities without giving space to talk about community networks.

Community networks vary in purpose, attendance, and formality but all offer valuable space for organisations and/or individuals to share and be part of the learning/insights that communities have, and to form place based and action orientated responses to local issues. This space we refer to as the **‘space of opportunity.’**

How do Kirklees organisations make the most of the **‘space of opportunity’** that these networks are creating and how to nurture and develop more of these spaces? We all need to;

- Understand when to *step in* and when to *step out* of the way
- Identify which groups would *welcome* Council/Health, and other institutions support to enable, empower and resource, and which groups *do not want or need* the input.
- How to ‘show up’ and behave at these meetings to try and build equal, supportive and trusting relationships
- How to develop trust and nurture relationships rather than create formal structures/systems/assurances
- Understand which groups exist at a Place/ Neighbourhood/ hyper-local level

We talk more about community networks and the learning from the pandemic later in the framework, using the learning from our work with networks during the pandemic, to underpin our inclusive approaches.

The value of formal and informal networks has informed the rationale for the framework and forms an essential part of local community infrastructure in Kirklees.

Practice Base

The majority of disciplines have their own evidenced practice base, and we are not asking organisations to change that. What we want to do is raise awareness of some well-established practice bases that we use in Kirklees across organisations and partnerships with local people that support the implementation of the ICF.

Cultural Competence

Relationships are key to helping us feel like we belong and can make valued contributions to our own lives and those of others. It can be difficult sometimes to connect to people when we do not understand our own or others background or culture.

When working with individuals, communities and families we also use a variety of approaches, whether that is case work, groups work community development- not one size fits all.

Cultural competence is the ability to understand to interact effectively with and across diverse cultures.

It is not only about respecting and appreciating the cultural contexts of people's lives. It is also about how we understand the impact of how we deliver support and services has across diverse communities and how we can effectively address inequalities experienced by Kirklees communities

Cultural competence can be improved through training, experiences and education. For our staff and leaders to have cultural competence, they need:

- understanding of our own culture. (It is difficult to understand another's culture if you are not familiar with your own.)
- A willingness and opportunity to learn and experience cultural practices and worldviews of others.
- An open and positive attitude toward cultural differences and a readiness to accept and respect those differences.

We need all our staff regardless of their professional discipline to be able to work with cultural competence and confidence.

By routinely prioritising cultural competence learning, education and experience opportunities for our staff we will not only support relationships between individuals and

communities to be more inclusive, but we will also ensure that our staff and leaders recognise when we need to challenge institutional discrimination.

Here are some examples of when cultural competence can lead to initiatives that tackle institutional discrimination

- [Project Search | Kirklees Council](#)
- [Cultural Competency Training Archives - Third Sector Leaders Kirklees \(tslkirklees.org.uk\)](#)
- [Final Cultural Competence March 2019 \(1\).pdf \(newcastle.gov.uk\)](#)

Strengths based approaches

(SBA) are approaches that have as their starting point the strengths in either people, place or communities' networks. It is often used by adult health and care services, as it resonates well when working with people's capacity to make informed decisions for themselves. More information and training support can be found here.

- [Strengths-based approaches | SCIE Strengths-based approaches | SCIE](#)

Trauma Informed Approaches (TIA)

TIAs ensure that the ways people are supported take into account the impact of past experiences and how they impact how they experience and show up in the now. Fundamental to this approach is a switch in the starting points of professionals working with people from 'what did you do?' to 'what happened to you.'

TIA are used across a number of disciplines and the evidence base is vast, here are some useful links for you to find out more

- [Trauma-informed approaches - NPC \(thinknpc.org\)](#)
- [Adversity and Trauma resources:: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](#)

There are some emerging resources regarding how Trauma informed practice can support the notion of *belonging as an active intervention*.

- [Belonging as an intervention: An opportunity to consider the adult that the child will become - CETC](#)

Restorative practice

Restorative practice is a way of working that puts the focus on building authentic relationships that provide both challenge and support, reducing the likelihood of conflict to arise in the first place, as well as dealing with conflict if it does. Restorative practice has its roots in restorative justice, with a focus on repairing the harm done through criminal activity to both parties.

- See appendix – Restorative Approach Checklist

ABCD

Asset-based Community Development (ABCD) is a community led way of working with communities that focuses on community strengths and assets rather than on deficits and problems. It has a strong focus on sustainability being rooted in communities not services.

In Kirklees we have a number of ABCD related approaches adopted by a variety of organisations.

Kirklees Council have a small Local Area co-ordination team who work alongside communities and can provide access to the LAC network and provide support to organisations who want to find out more.

Further information can be found here

- [Local Area Coordination \(lacnetwork.org\)](http://lacnetwork.org)
- [Asset Based Community Development \(ABCD\) - Nurture Development](#)

Personalisation

Personalisation shifts thinking about how care and health services are delivered that start with the individuals' strengths, preferences and placing them centrally in deciding what care they receive and how its delivered. Personalisation is about choice in how their needs are met.

- [Social prescribing | Kirklees Council](#)
- [NHS England » Personalised care](#)

Person centred

Person centred approaches are where people are treated as a person first and foremost, and any services are based on the persons needs and are respectful and responsive to them as a person.

- [Person-centred care: Prevention practice examples and research - SCIE](#)

All of these approaches can be cross referenced, in general to the adoption of the Five Key inclusive approaches and these links can help you explore more about an approach you are interested in.

Anti-oppressive practice

Anti – Oppressive practice is a way of working that recognizes the power and influence groups have – one of our approaches in the framework focuses on equalising. Founded on reflective questions that recognise these power imbalances, anti-oppressive practice is one way to go about addressing that imbalance. For instance

How can we make our services as accessible as possible?

How can we respect local communities we deliver our work in?

How do we create spaces where people feel safe but can also be challenged?

Kirklees has some great initiatives working across communities and organisations that are rooted in this approach, Iroko is one example, another interesting piece of work is the WYHCP Root Out Racism campaign

- [WYHRootOutRacism anti-racism movement launch :: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](#)

7b. The Five Inclusive Approaches

In adopting the three pillars that underpin working inclusively we can begin to focus on how we will work alongside communities. The Kirklees way of doing things is reflected in the five approaches that form the core of our framework.

In this section we have taken the feedback and learning from the Kirklees ICF design circles, local and national examples of good practice to provide;

- **Descriptors** of each approach and why it is important in developing inclusive communities
- **Statements** that were produced by partners that they felt described what would be true if we were acting in this way.
- **Checklist questions** to aid leadership and management discussions and support implementation/ self-assessment score
- **References** to other materials to support your alignment to the ICF

DRAFT

Inclusive Approach One: Connecting

Connection is vital on many fronts. Connection to a place through relationships with, and the value placed on its assets, such as community groups and centres, greenspaces and shared experiences supports us to build a sense of pride in our places and a sense of belonging to our surroundings. This connection is vital in supporting us to manage our resources, avoid duplication and contribute to building the local infrastructure that build resilience and self-sufficiency.

When people can build strong connections and relationships within their communities, they are more likely to feel safe, valued and lead fulfilling lives. This is especially true for those individuals and groups who sometimes face barriers to connecting with their own or wider communities. This can make having a sense of belonging more complicated - for instance care leavers, LGBTQ+ communities, or people with Learning Difficulties.

This approach requires you to think about your reach into communities and how you can build relationships that allow you to connect.

Our engagement and actions should contribute to building a sense of belonging and not create trauma or damage that undermines this. Placing value on what matters to people, working in a place-based way that recognises and enables people to feel important in our processes.

We will strengthen local social infrastructure, through sharing and combining resources; bringing capacity together; minimising unnecessary duplication; organising and co-ordinating; and working collaboratively.

Through connecting to communities, our Kirklees wide partnership will establish a better and shared understanding of community assets and the role that they can play, as we marshal our resources towards our shared objectives for Kirklees.

We will support people to come together focused on shared values, interests and priorities, we will make sure these spaces are inclusive and welcoming to people from different backgrounds.

Checklist: *This checklist will enable you to complete the self-assessment toolkit as well as provide prompts for discussion about embedding this approach*

What examples do you have of where you have worked in partnership to achieve better outcomes?

When did you last share resources including budgets to improve a shared objective in communities?

Do you prioritise actions that actively foster a sense of belonging in your organisation / team?

Are you connected to a wide range of people in local communities that are part of the community profile?

Case study for 'Connecting' – The Branch

Guiding Principles

The belief that people need gathering and connecting in meaningful ways. A long-term ethos, based on clear principles, needs to be deliberately formed. People can then feel loved and valued, growing in confidence as they make authentic relationships that assist in co – existing, supporting, and learning from one another.

Community ideas and resilience can be built when local communities are supported actively by a central hub, with practical care and knowledgeable advice. If hubs are organic and responsive to the needs of the community through developing, by listening to feedback and responding to initiatives, communities can hold solutions to their own challenges

The importance of celebrating diversity and creating a sense of inclusion, which facilitates the transformation of people into their possible best. Supporting individuals holistically into a place of wellbeing and preventing people becoming isolated or reaching a personal crisis. Recognising personal responsibility and encouraging people to be a part of their own solution.

Belief of non-competitive work with other charities and services to create a wide caring network with many volunteers.

Approaches

Long- term, loving, respecting, connecting, deliberate ethos, responsibility, transformation

The Branch has been in the community for over 24 years, starting off as community groups ran by volunteers. The trust, longevity and experience really helped when they were needed to respond to community needs during the Covid pandemic.

People were reluctant to admit they needed help as they weren't sure what the consequences would be of their admission. It felt risky, but The Branch have created a culture where people could give and take; take when they need help and give back when they could. This is working towards a place of no shame progression into empowering them giving back and then volunteering. They started out by asking 'just enough' questions of people to be able to meet their needs and seeking out those people at grassroots level who were able to mobilise the support needed, this meant that trust was built, and connections were strengthened.

Providing community places and spaces where people from different backgrounds can find love, connection and belonging. Combatting isolation and strengthen resilience, **becoming stronger together**. Designing community activities where people participate, become integrated and develop new skills, encouraging them to be the **best version of themselves**.

Working from the grassroots withing the local community, encouraging organic activities to evolve, creating volunteer enthusiasm, group responsibility and peer support, **becoming better together**. Reaching out to those most excluded in society, offering practical help, and providing a voice for the voiceless.

Inclusive Approach Two: Communicating

Communication is the process by which individuals and groups share their ideas, feelings and thoughts with each other through a variety of mediums. If we create and keep open channels of communication, we will be able to support wider participation of our communities, be more responsive, build solutions together and be able to provide counter narratives to misinformation, prejudice and division when they arise. **Listening** to our communities and what the people who live in them say is so important if we are to stay 'in tune' with issues and priorities and doing this consistently **not just when we want something** from communities.

We will communicate in plain language that people understand. We will use stories, and not just statistics.

We will seek out, listen and be informed by community intelligence from the widest range of voices we can and take full account of how communities define the issues of most importance to them.

We will be open and honest, listening to what the community needs instead of holding on to preconceived ideas, and making decisions 'for' them. We will be clear about where influence and power are shared, and manage expectations based on respect and transparency.

In our work, consultation and engagement, we will make space for lived experience to be shared. It will be evident that agencies and organisations genuinely want to know what people think, we will use 'deep listening' and demonstrate two-way communication; when things are going well and when they are not.

We will develop and use effective approaches, including going out into the community physically to build trust as well as using technology; creating space and routes for everyone to feel that their voice is heard (such as giving people time to chat one to one); and checking out and following up.

Checklist: *This checklist will enable you to complete the self-assessment toolkit as well as providing prompts for discussion about embedding this approach?*

How do you use existing intelligence from a range of sources to help plan, resource and prioritise services?

How do you ensure lived experience is 'deeply listened to' at decision making structures in your organisation?

How do you know what has changed as a result?

Case Study for 'Communicating' – Healthwatch

Healthwatch Kirklees has worked in partnership with organisations across Kirklees to launch a carers lanyard.

We heard from members of the public that they were continually being asked “Who are you?” and “Why are you here?” when supporting someone in health and care settings. Carers spoke to us about having a lanyard and card that could be used in any health or social care setting across our locality to highlight why they were supporting someone.

Healthwatch Kirklees reached out to:

- Locala
- Mid Yorkshire Trust
- CHFT
- Kirklees council
- My health Huddersfield
- Carers Count Kirklees
- Carers Wakefield
- Curo health
- SWYFT

All agreed that they would like to be involved in this project and raise awareness of the issues carers experienced.

Members of the public and partners came together to co-design, deliver this project and to discuss how carers could become more visible within health and care settings. Mid Yorkshire has kindly allowed for the roll out of their pink carer lanyards across the whole of Kirklees and additional lanyard stock was purchased jointly by Locala and Kirklees Council.

The lanyards will be launched in Carers Week 2022 and all GP services, hospitals and health and care settings have received a stock of lanyards to provide to their carers.

The carers who were involved in their work would now like to work towards expanding this idea to other localities and eventually across the West Yorkshire region. Healthwatch and partners will continue to communicate and work towards this goal.

Inclusive Approach Three: Equalising

This is about power, how we recognise who has it, who has not and how we use it. How our roles, responsibilities and our structures can contribute to either creating more inclusive communities, making no difference at all to how communities experience inequality or amplifying the exclusion they may face.

Equalising relationships and structures will help create a culture where people can both give and take, which helps to remove stigma, avoids compromising peoples' dignity, and mobilises peoples' ideas, creativity, skills and energy. We will routinely consider such questions as 'who is not represented in the room?'. We cannot always equalise a situation and unequal structures exist all around us, some of which we can directly influence and some we can't. Recognising power and understanding how this plays out in working with communities is important.

Recognising when things are not working well and acknowledging that some issues, such as race and division within and between communities, are difficult to talk about, is part of improving services. Showing that we can accept criticism and challenge is part of equalising the power dynamics. Problems are opportunities to open up the issues, not an occasion to close things down and hide them.

Adopting an equalising approach requires us to look at how we share power, resources and risks; fairly and openly, learning when we get things wrong and taking action to put things right where we can.

We will make sure that access to resources such as our funding, grants and commissioning processes are accessible in ways which enable this equalisation of power.

We recognise and value skills and expertise within communities and see these as essential to being able to achieve our outcomes. We show this by *resourcing sustainable* solutions, including through community development, appropriate training.

We will support and champion a strong, connected, and diverse voluntary and community sector.

We will co-produce events, activities and services in ways which are accessible, culturally relevant, and take account of peoples' own identities.

We will bring the community to decision-making tables, to share power and support communities to make their own decisions.

We understand inequality and how they impact different communities and groups differently, and act to tackle deprivation, prejudice, discrimination, and division.

Checklist: *This checklist will enable you to complete the self-assessment toolkit as well as providing prompts for discussion about embedding this approach*

How can communities influence and/or take part in your decision-making processes? Who currently takes part and who does not?

When things are not going well in communities how do you listen to all the people impacted?

How do you involve those impacted by things not going well, in co-designing the solutions by using the assets that exist in a place and to inform partnership actions?

How do you ensure you understand the impact of inequalities on communities and ensure co-production takes into account how it can address those inequalities?

DRAFT

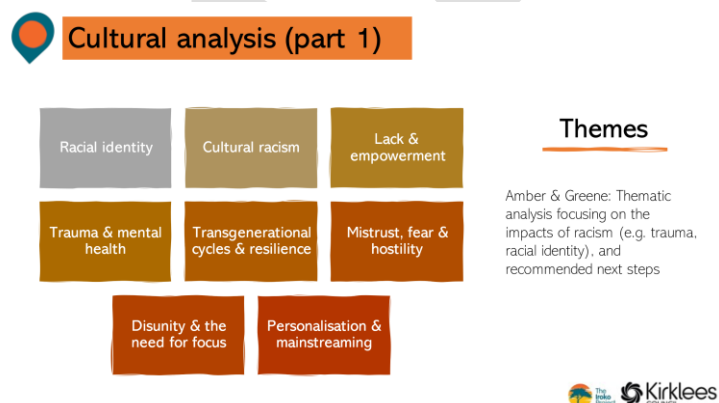
Case Studies for 'Equalising'

[Growing Great Places - About \(spacehive.com\)](#)

Iroko Project - Working in an Equalising Way

The Iroko project is a Kirklees Council and community collaboration aiming to understand the inequalities facing the Black African Caribbean community in Kirklees, and co-design an action plan to tackle these inequalities. It is led by ten external (to the council) community members of the local Black community (Iroko Ambassadors) who use their knowledge, lived experience and relationships to guide and facilitate community engagement.

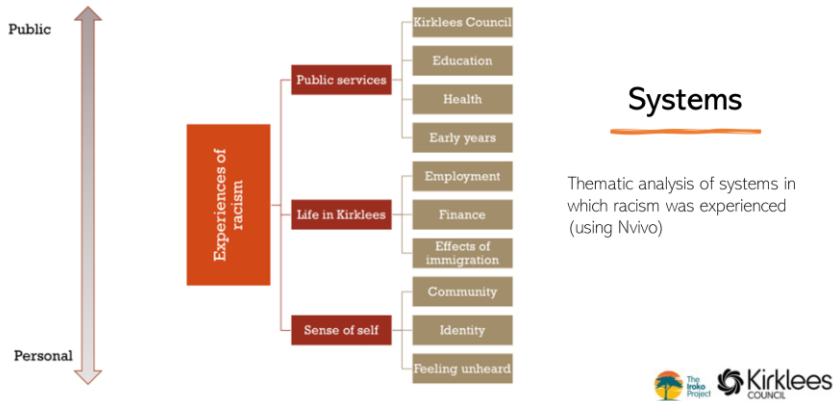
The analysis of some of the information collected as a part of the Iroko project sessions #HearMyVoice, focused on sharing experiences of racism in small focus groups. There was a total of 63 participants and facilitators, with both participants and facilitators coming from the Black African and Caribbean community in Kirklees and ranging in age from 30-65+, each of the sessions focused on a different theme: Living, Leadership, and Legacy, and in each session, participants shared stories from their lived experiences of racism in relation to the themes.



This analysis has begun to reveal the depth of insight available in the information collected, as well as the themes identified in the diagram above, a number of concepts also ran through multiple themes, including:

- o Representation, which was raised in relation to employment, education, public services, and mental health services, revealing its importance particularly in the public sphere.
- o Resilience, which was described as a 'can-do attitude' and was proudly spoken of in terms of participants' attitudes, experiences and challenges they face with being black within Kirklees.

Cultural Analysis (Part 2)



What is clear from this analysis, is that the issue of racism remains endemic, and it has been present throughout participants' whole lives, in both public and personal spaces. This suggests that tackling racism will require an approach that attends to both public and systematic factors such as quality and diversity policies, as well as more personal factors such as the way people think through measure such as unconscious bias training. A full report is available which will underpin work with the Black community.

Co-production Board

In 2019, people working within Kirklees Adult Social Care started to explore how to create more opportunities for co-production. Although there were pockets of coproduction happening, the ambition was for this to become *the way we do things*. With support from The Social Care Institute for Excellence (SCIE) people who draw on social care and support, carers, family members and staff were invited to come together to coproduce a plan for how to make this ambition a reality.

The group decided to test and learn through taking a co-productive approach with two projects

1. Developing an Integrated contact centre service for health and care
2. Review of the Direct Payments policy

Throughout 2021, people who draw on care and support, carers and Kirklees Council staff continued to have conversations about how to build on the learning of the two projects and make the Kirklees Vision for Adult Social Care a reality through coproduction. They set out to create a new Coproduction Board. This group worked together to shape the whole process of setting up the board including creating the terms of reference and the recruitment materials as well as designing and taking part in the recruitment process. Board members and coproduction partners involved with coproduced projects are paid for their time and contributions.

This is how members of the board describe what they are working to achieve.

We are a group of local people working in partnership with Kirklees Council and other local partners. We are independent and offer advice and support around co-producing projects.

We are people with lived experience that intend to play an equal role in designing, delivering and evaluating services, rather than making suggestions that professionals are responsible for deciding upon and implementing. Co-production is a two-way process; in return for working together with the Council, everyone involved should get something out of being involved e.g. learning, payment, friendship.

As community members we are committed to working positively together as part of a team to improve the way services are designed locally. We believe we can make a difference and would like more members of the community to come forward and join us to be part of this innovative approach.

DRAFT

Inclusive Approach Four: Trusting

Setting the culture of our relationship with communities is fundamental to being inclusive. What we know in Kirklees, is that relationships based on trust are more effective and resilient.

What do we mean by Trust?

In its simplest form, Trust is a set of behaviours, such as acting in a way that is honest, kind and reliable and a **belief** that people and organisations will behave in those certain ways.

Trust is developed through relationships, and the trust between organisations and communities builds the bridge to the resources and support that help communities get where they want to be.

“You can’t collaborate with people you don’t trust” Stephen Covey, Progress at the Speed of Trust.

We make sure our teams are supported to prioritise to build relationships with communities.

We are honest and open about what we have to do, what we can and cannot do in respect of our areas of responsibility, whilst also creating time and space for listening to what this may mean for communities.

We recognise that decisions are best made as close as possible to the communities they affect. Communities also come to trust that this will happen.

We do what we say will we do.

Checklist: *This checklist will enable you to complete the self-assessment toolkit as well as providing prompts for discussion about embedding this approach*

How would you describe your relationship with communities? Is this a shared understanding across your whole organisation? Do you have better relationships in some places, or with some people rather than others?

How would communities describe their relationship to your organisation? And are there any differences between your perspectives?

How do you enable, empower, resource your teams to build trusting relationships?

Case study for 'Trusting' – Community Champions

The Community Champions programme was a Government funded, short term programme that became so much more. Delivered in collaboration with the voluntary sector, health organisations and the Council, at its core was trust and communication.

Its primary aim was to promote Covid safety and increase vaccine uptake within identified communities – Black, African and Caribbean communities, geographical areas with low take up, with South Asian communities, unpaid carers and people living with a disability.

From the start, the approach was flexible and adaptable – not prescriptive, we had a set of shared outcomes and trusted our voluntary and community sector to know what would work. Communities were empowered to drive their own change and placed value on local people and local knowledge.

Trust – in action. We learnt to genuinely recognise and work with each other's strengths. The value of flexibility and adaptability in a fast paced and constantly changing scenario was key. Groups found ways to work with the community that worked for them, and they engaged within ever changing regulation and guidelines, and often changing target groups.

The importance of relationships, communication and conversation was fundamental. Our Learning & Support network ensured voices were being heard, we were acknowledging and understanding challenges. New connections for VCS organisations were made - with GPs, Primary Care Networks, pharmacies - and these are not one-off conversations with new and strong relationships formed.

New possibilities & opportunities – for Champions, VCS Organisations and the Council. Champions self-esteem and confidence improved, and they gained new skills and employment.

How we listen matters, the messenger is as important as the message.

We saw the impact when Communities take the lead and we collaborate.

Inclusive Approach Five: Celebrating

The action of celebrating what communities and individuals achieve all help to build a sense of belonging and trust. It also increases the sense of shared values and respect between communities and organisations to acknowledge what is good in our places and what we can achieve together. It encourages and supports individuals and communities to continue contributing and be part of the changes they want to make in their communities. Evidence tells us where more people volunteer, communities benefit from closer social connections, higher trust in organisations and higher levels of optimism and resilience.

We will credit and celebrate the achievements of individuals and organisations. Contributors should be rewarded for their time and input (this does not always have to be monetary).

We will encourage active social engagement and support volunteering (and seek to remove the barriers to people taking part).

By using the arts, sport and other fields of activity, we will promote a shared vision of place.

Checklist: *This checklist will enable you to complete the self-assessment toolkit as well as providing prompts for discussion about embedding this approach?*

Do you have a volunteer/ recognition scheme?

What volunteering / participation opportunities do you have?

How did you check that events were culturally relevant i.e., food, timings etc.?

How do you make sure you get to hear about the good things happening in communities?

When did you last celebrate something with local people? How did it feel?

Case studies for 'Celebrating'

Make Space for Us is a research project between Yorkshire Sport Foundation, Women in Sport, Make Space For Us and Kirklees Council (Parks and Everybody Active team.) The project aims to gain an understanding around teenage girls' perceptions of being active in green spaces, in this case Holroyd Park in Ravensthorpe. Similar projects are taking place in Burngreave (Sheffield) and Greensborough Park (Rotherham.)

Ravensthorpe is a focus area for Yorkshire Sport Foundation, due to data and insight around physical inactivity levels. Yorkshire Sport Foundation also wanted to work in an area where the potential of investment could be identified.

There have been 2 stakeholder workshops run by Yorkshire Sport Foundation and Women in Sport with local authority partners. Local authority partners helped identify key schools and community groups within the local area. The schools and community groups identified teenage girls who were from Ravensthorpe, who were incentivised to take part with iTunes vouchers. The consultation was held face to face in Ravensthorpe in a safe and trusted space, allowing the teenage girls to really express their thoughts and opinions.

The intention is that Holroyd Park will be used by teenage girls, which will improve inactivity levels, create a safe and welcoming space, reduce anti-social behaviour and develop an asset that is utilised by the community who helped shape the asset. The learnings and approach from the research will also be able to be used across other green spaces across Kirklees.

West Yorkshire Police - Kirklees District Reward and Recognition Presentations

District celebration events are held twice a year celebrating the achievements of police officers, support staff, citizens of policing and partners and members of our community for going the extra mile, and making a difference.

The presentations reward and recognise the achievements, hard work and promote joint working.

The benefits of holding inclusive DISTRICT presentations include:

- Sense of Belonging
- Increased partnership working
- Community empowerment
- Improved culture
- Higher loyalty and satisfaction from employees and our community.
- Promotes inclusivity "Everyone is part of the team".
- Increased productivity and engagement across the District

WYP are proud of been 20th in the most inclusive companies list, we would like to enhance our position by continuing to forge even more effective relations with all key stakeholders moving forwards.

Linking the 5 inclusive approaches to Community networks.

By building on the ICF five inclusive approaches there is an opportunity for organisations to invest in the relationship with Community Networks without knowing what the outcome/s are going to be and focus on relationships with people rather than projects, services or programmes. Organisations should take this opportunity to invite themselves to consider how they ‘show up’ as contributors to these networks as mutual spaces and as equal partners and trust that the approach will help us all get to where we need to be.

The following table provides a summary of the learning from working alongside some of Kirklees community networks during the Covid 19 pandemic, what good looks like and highlights how these relate to the ICF 5 inclusive approaches.

| | Inclusive Community Framework Approach | Learning from working with/ alongside Community Networks during the pandemic |
|---|---|---|
| <i>Importance of building relationships</i> | Trusting Communicating | <ul style="list-style-type: none"> - To work together across a place - To combine processes/systems/communication to act as one team with one community response - That once engaged, networks want to be part of future dialogue, and identify opportunities for ways the Council/ Health and other institutions can work together more |
| <i>To trust each other</i> | Trusting Equalising | <ul style="list-style-type: none"> - To trust each other, take risks and develop trusting relationships - To share power, resources and risks fairly and openly, learning when we get things wrong - Not all activity needs to be formalised or resourced – it’s the connection that matters |
| <i>How to communicate (manner and mechanism)</i> | Equalising Communicating | <ul style="list-style-type: none"> - The importance of neutral spaces to meet - To listen and learn, and not try to control a Community Network or its activities - The value of external facilitation to help the Council/ Health and other institutions as well as residents/ groups learn together - The Council/ Health and other Institutions do not need to respond immediately but instead can listen to what is shared, reflect and respond later - That there are different ways to use online platforms to meet, communicate and collaborate, which are different to those most commonly used by Council/ Health and other institutions e.g., WhatsApp, Zoom, Facebook groups, cloud storage |

| | | |
|--|--|--|
| <i>Understand each other's strengths</i> | Equalising Connecting Celebrating Communicating | <ul style="list-style-type: none"> - Community Networks can act quickly and with ease compared to the Council/ Health and other institutions (Speed of response) - How the Council/ Health and other institution could/ would want to shape future joint approaches to activity - To bring the knowledge and information that exists within the Council/ Health and other institutions to share with Community Networks - The power of informal and hyper local networks |
| <i>Ways to reach and address inequalities</i> | Trusting Equalising Connecting | <ul style="list-style-type: none"> - That Community Networks offer new ways of working with/alongside local residents to reach and address inequalities e.g., Community Champions project and Project Iroko - That networks can find/identify those with previously hidden need, and act as a connector with formal services where needed |

DRAFT

SECTION 8 – MEASURES AND IMPACT

How will we know we are making a difference?

The absence of prescribed outcomes for partners within the ICF is deliberate, however outcome focussed self-evaluation is a positive part of all our work with communities. As always- how, and what, we choose to and are able to measure should be part of the initial planning for a piece of work.

We want to build on the measures which organisations in Kirklees already have, some of which are national and / or regulatory measures i.e., OFSTED, Police performance outcomes, Equality Impact Assessment.

We are all committed to working towards, and achieving, partnership Shared Outcomes for the district [Our Council Plan 2021/23 | Kirklees Council](#)

Many of us also have organisational measures such as corporate plans or measures required by funders.

During the Design Circles partners shared examples of how and what they measure to assess the impact of their work. Links to some of these are shared below for reference and inspiration.

From the discussions at the Design Circles, a set of methods for assessing our work and its impact has been developed.

We considered how our collective contributions and progress towards achieving inclusive communities could be tracked. This has led to the creation of a simple self-evaluation tool which allows for continuous learning and improvement. This in itself will also develop and change as we learn.

Case Study – Local Services 2 You and partners

Ashbrow Community Youth Support Strategy

The area was experiencing a high level of gang related activity and violence involving young people and although there was lots of positive activity taking place to try and counter this, the impact wasn't clear. A series of meetings were held involving Ward Councillors, residents, community groups, schools, KMC, the Police and others.

From this, a community-based strategy to tackling the issue was developed. The purpose of this was to develop a way of working collaboratively with young people and communities in the locality, improving understanding, intelligence, and the ability to meet needs and tackle the issues. It also aimed to support the community response and understand how agencies can best work together to engage, work with, support and respond to these locally identified needs.

From this work a local network of around ten community organisations has developed which has led to greater collaboration and coordination of activity locally with groups supporting each other. The voice of young people has informed the approach through those community groups and the Ashbrow Youth Panel, ensuring the insights of young people are central.

As well as ensuring a strong network of activities, the approach has also involved developing local learning, volunteering and employment opportunities to provide positive pathways for young people.

There is still more work to do to tackle the issue of serious violence in our community but the work to date provides a strong foundation on which to build.

Methods for assessing our work and its impact

There are challenges involved in deciding the appropriate measures to assess our work. What works for one piece of work may not be right for another, or we may have measures imposed upon us as a condition of funding. Careful consideration should be given to how we collect insight, intelligence and data (as well as when this should be done and by whom) so we can understand the difference our work has made to communities, and how our work contributes to building inclusion.

Partners discussed these challenges during the development of the ICF and reached consensus and a shared understanding of the good practice considerations listed below. These build on the guiding principles and inclusive approaches within the toolkit and are our starting point when thinking about how to measure and evaluate our work with communities. They should be used alongside the self-evaluation tool.

Taking the time.

- As we are planning and delivering work, we will build in time for the right kind of assessment methods with a focus on ‘how will we know we have made a difference?’
 - these are not after thoughts or add-ons to be done hurriedly after the work is completed, but an integral part of what we are doing.
 - Whenever appropriate, we will make time for listening, reflection and relationship-building.
-

Using combined approaches.

- We will gather and draw understanding from both quantitative and qualitative information. We will make use of the value that comes from both small-scale (*intensive*) and large-scale (*extensive*) assessment processes. This could include questionnaires and surveys, focus groups, anecdotal comments, mystery shopping, reporting mechanisms, demographic information, asking people to share their experiences through written stories or videos.
 - In our engagement, assessment and evaluation work, and in publicising and promoting our activities, we will use different channels and methods – face to face, online and paper giving full consideration to the principles of environmental sustainability.
-

Sharing what we know.

- People from different agencies and organisations, and at different ‘levels’ in the organisations, will share information with each other as appropriate (*whilst working in line with relevant data protection legislation, and good practice on confidentiality*). In this way, all of us will be able to make use of what each of us know.
 - Utilising what is already there.
-

Noticing ‘what we are not noticing.’

- We will be alert to such questions as ‘who is not in the room?’ Are there people with an interest in the issues we are working on who we feel we have not heard from?
 - On this basis, we will take proactive steps so that people who have not so far been involved can participate.
-

Keeping it simple.

- During assessment and evaluation activities (*as in our engagement and service delivery*) we will keep the language simple and free of jargon.
 - We will show what we mean by using examples and stories, not just data and concepts.
-

Using appropriate language.

- We will use categories and language which will be recognised by the people we are talking about – and seen as respectful by them.
-

Getting hold of the intangibles.

- We want to be innovative and brave; we want to understand and get underneath the ‘hard to define’ challenges in local neighbourhoods and communities. This might include issues of trust, influence and leadership that can be complex and embedded.
 - The quality and quantity of social connections; the levels and forms of social mixing between people from different groups, places and communities; and attitudes towards difference, diversity and shared values are all considerations in each piece of work.
-

‘Minding the gap’.

- We will notice differences and distances between the way that official organisations are talking about an issue and how community members see things (*a recent example of this would be the extent to which community members are confident about the messages being used to promote the take up of Covid-19 vaccine and the successes of the Champions model using local trusted voices*).
-

Acknowledging the problems.

- We will acknowledge the problems and challenges which we and our communities are facing – and the challenges we face together in addressing them
 - Honest discussions, listening to each other and working out who is best placed to make a difference may be more impactful than ‘doing what we always do and getting what we always get’.
-

Celebrating the positives.

- We will write up and promote good news stories sharing the successes together (*which will often be about how we are addressing the problems and challenges*).
 - We will organise celebration events and use other ways to highlight positive steps we are all taking and the good work which is going on.
-

The Self Evaluation Tool

By completing a self-evaluation of our work, we highlight what we have achieved, how well we have implemented the inclusive approaches, what we may do differently next time and what support we need for that.

The self-evaluation tool will help us understand the impact the ICF is having on Kirklees communities by taking into account each approach and reflecting on how well we are incorporating these into our work. It is not a precise impact measurement tool, but it does give us an indicator of how well we are doing and both an organisational, and partnership, view of the actions we need to take to do even better.

We are asking that each organisation will commit to carry out the self-evaluation on an annual basis (or use the tool more often or for individual activity/ programmes of work – please see link to individual programme / activity evaluation toolkit)

Insert link and screen shot type mini diagram of the self-evaluation tool.

The self-evaluation toolkit once completed will result in the following.

- An organisational high level self-evaluation score
- ICF implementation and support plan for the next 12 months

This information should be collated and submitted to the Communities Board for review, and to support the development of the partnership **ICF implementation and support plan**



The scores and implementation plans are an important measure of progress, and we have designed the process and tools to have a **ripple effect**. **This will be** through the process of self-evaluation and learning that we trust will raise awareness and galvanise commitment to building Inclusive Communities. ***There should be as much importance placed on the quality and value of the self-reflective dialogue as the actual scores.***

Each organisation has its own leadership structures, governance and impact measures and therefore would need to work through how it can utilise the tool to arrive at high level score and implementation and support plan for their respective organisation.

Here is an example of how an organisation such as Kirklees Council may go about using the ICF Self-evaluation toolkit

The first year's evaluation will provide the baseline for monitoring progress in subsequent years. Self-evaluation against the ICF will be an annual exercise.

Step 1; To establish evaluation scores and identify further action:

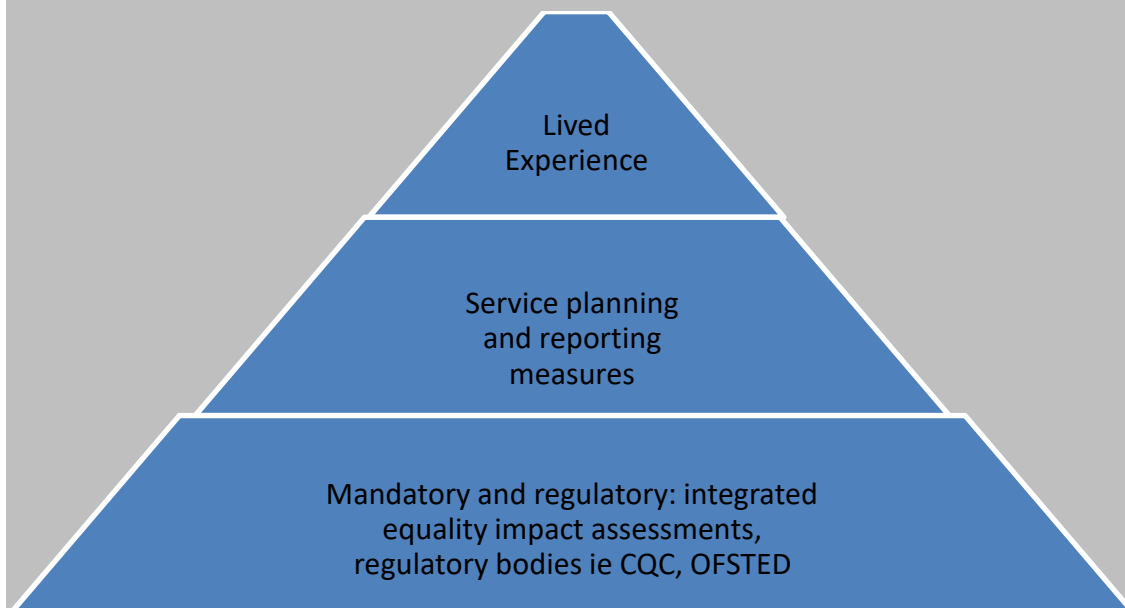
Hold annual Directorate level meeting for ½ day

Review existing Directorate outcome reporting and impact measures against the 5 Inclusive approaches using the self-evaluation tool.

Existing evidence could be drawn from

1. The Directorates mandatory and regulatory measures
2. Service reporting /impact measures
3. Lived experience – case studies, stories, feedback, consultations

This will establish current self-evaluation scores and indicate compliance with regards the 5 inclusive approaches, and their levels of confidence in applying the inclusive approaches to their work.



The tool will also support the Directorate to identify the actions they need to take over the next 12 months to improve their practice, and the support or learning need to achieve these. From these the Directorates are enabled to create their individual **ICF implementation and Support plan. We anticipate these will be embedded within the existing service planning processes.**

The Directorate Self-evaluation will be submitted to Executive team.

Step 2: Organisational oversight

Executive Team would hold a focused annual ICF review of the 5 Directorates self-evaluation scores, action plans and support required. They will agree an organisational high-level score and **organisational ICF implementation and Support plan**.

This collated version would formulate **Kirklees Council's submission** to the Communities Board.

Communities Board review the self-evaluation submissions of all participating organisations to monitor the impact of the ICF and commission an annual report on progress with a set of summary recommendations.

The Communities Board would then share these plans back with participating organisations and make the required recommendations to the Communities Board and other relevant key Kirklees partnership boards to support the ongoing implementation of the ICF.



SECTION 9 – Implementation

The role of leaders in implementing the ICF

Strong and shared or distributed leadership is needed to support our organisations and the staff in them to make Inclusive Communities everybody's business.



When we think of systems of leadership, institutions generally operate within a vertical leadership model (hierarchical) whereas communities generally have a more organic horizontal leadership model. These differing models of leadership can create tension with the other.

What the organisations can do as supporters and enablers is explore the 'space of opportunity' where both organisations and communities can come together to discover what is possible when we meet as equals.

Developing Inclusive Communities fits in to this space of opportunity.

https://www.jeder.com.au/wp-content/uploads/2021/03/Participatory-Community-Building-Guidebook-2020_v2-1.pdf

Working in this space of opportunity is the **key leadership objective** and we need leaders at every level to demonstrate the following attributes in order successfully implement the ICF.

Accountability – committed to having a visible commitment to inclusion, hold themselves and others accountable for how they contribute to inclusive communities. Provide high challenge and high support to the work delivered by their organisation and others in communities and building positive relationships.

Responsibility – take responsibility for ensuring the system and processes are in place so the ICF can be implemented fully. There is an expectation that partnership boards will regularly hold their partners to account and review how their collective work at the board is contributing to Inclusive Communities. Responding when things are not going well, making sure they do what they can to play their part, because they care about the communities of Kirklees.

Understanding – leaders need to be curious about intelligence and insight, use listening to communities as an essential part of their origination data and intelligence and use this to inform their design, planning and delivery. Understand what cultural competence is needed to support staff to work effectively, and to maximise the space of opportunity.

Collaborate – prioritise strong partnerships, use their own spheres of influence to drive and embed the ICF. Align resources, contributing to help create the conditions for Inclusive communities. Strategic leaders will champion the ICF at every level, from implementation to championing the communities they work alongside.

Communities Board - leaders of change

The Kirklees Communities Board, which is elected member led, and works alongside the Kirklees Health and Well Being Board and the Children's and Adults Safeguarding Boards, has a significant role in embedding the Inclusive Communities Framework across the district.

The Board and its partners are key to articulating, and achieving, the vision of the Inclusive Communities Framework by using the language of inclusivity and role modelling the guiding principles and approaches within their respective organisations and services. They will take individual and collective responsibility for championing the approaches required to achieve the system change priorities needed to create the conditions for inclusive communities.

As well as driving behaviour change, the Board will monitor the impact of the ICF, by evaluating their own work and having oversight of the work of others. They will provide high challenge and high support to organisations working alongside our communities across Kirklees and hold each other to account, building positive and authentic relationships.

System leadership – shared responsibility

Whilst none of us are formally 'in-charge', adopting the guiding principles, approaches and toolkit of the Inclusive Communities Framework enables all of us to lead person-centred and community-oriented work, and create a wave of system leadership which inspires others to work in this way.

The ICF supports local leaders at all levels to work alongside communities, and to act in a way that embodies the 3 key pillars of building Inclusive communities. They need to be active in building a story of our local areas as welcoming open places where everyone is treated with dignity and respect and feels that they belong.

Working in this way will help to build competence, skills and knowledge across the system, strengthening local connections and trust within communities, and giving us all the opportunity to contribute to developing and implementing inclusive communities and a shared vision of place.

Implementation and Support

As part of the self-evaluation toolkit, there will be produced;

- Annual report on progress and a set of summary recommendations.
- High-level progress report to Partnership Executive.
- Kirklees wide implementation and support plan

This process will provide the key monitoring and review function for the ICF
The scores and implementation and support plans will be reviewed on annual basis as part of continuous cycle of improvement.

The Implementation and Support Plan (to follow - template) will provide the main monitoring function of how well the ICF is being implemented across Kirklees and provide tangible ways of making recommendations across partners and other partnership boards.

Using these documents, a set of implementation support workshops will be commissioned by the Communities Board This will enable the ICF to be a dynamic framework and support ongoing learning and continuous improvement by;

- Routinely self-evaluating our work and relationships to communities
- Connecting others to good practice
- Delivering workshops on common themes identified by partners

ICF workshops for the first year of delivery will focus on the foundational approaches to support organisations build their own understanding of these.

The implementation plan will be updated annually.

SECTION 10 – APPENDICES

Appendix xx - How we did it

The Inclusive Communities Framework is a Partnership commitment to inclusion across the district and as such has been a collaborative process, co-created with partners, and facilitated by Belong – the national cohesion and integration network.

Why a professional framework

Following covid there was a collective ambition across Kirklees to build on how organisations could further build on the power of communities that had been so evident during the pandemic. At the same time there was a fast-emerging realisation across the UK that communities know themselves best and could bring about the best solutions to what challenges they face.

In Kirklees we have a considerable community insight about what they have told us is important to them and how they want organisations to work alongside them. It is clear that the way we all worked together during the last two years has had a positive impact on relationships that we all want to retain.

This was in the context of challenging and divisive narratives looking to apportion blame for the pandemic, when a lack of trust in our leadership system became more evident and at a time when long standing health inequality was amplified.

It is clear we need to change some of the ways in which we have been working as a system and as such, this framework has a primary focus on organisations within that system.

How we went about it?

Diverse groups and organisations working across the district with different communities attended a series of half-day, virtual Design Circles, each of which focussed on an element of working inclusively but also referenced the work which had gone before. A restorative approach was used. Partners contributed their insight, experience and reflections on what works well and what more could be done to create a sense of belonging and fairness, and they were invited to provide their feedback on the content created from each Design Circle, which was shared between sessions. This approach was complemented by a broader engagement strategy including discussions with a Strategic Reference Group, the Communities Partnership Board, members and other groups. We have also through belong network reviewed existing and emerging national best practice.

All of this feedback was used to triangulate and sense check what we were producing from the design circles.

Design Circle 1 – October 2021

Design Circle 1 focussed on what we all do to contribute to inclusive communities, with partners responding to the questions

- ‘What is the most important thing that your organisation does which helps towards integration in Kirklees?’
- ‘As we develop and apply an Inclusive Communities Framework in Kirklees, what will this mean to our places and our people, and what will we start to notice?’

From this, a set of draft principles were produced to describe **what** we need to have as a foundation when working with communities. These have been further distilled into the Kirklees Pillars of Working Inclusively shared earlier in the framework.

Design Circle 2 – November 2021

Design Circle 2 focussed on good practice in Kirklees, ensuring voices are heard, how to focus on the needs of, and involve, particular people, groups or areas, the challenges to inclusive approaches and how to work through these.

The output from Design Circle 2 was a set of draft approaches describing **how** we work inclusively.

These have been translated into a toolkit, providing simple checklists for us to reference our work against. Case studies have been provided to demonstrate the approaches in practice.

Design Circle 3 - February 2022

Design Circle 3 centred on how to assess our work in line with the draft principles and approaches developed in previous design circles and what else we could do, so that we know how we are making a positive difference and understand the impact of our work with communities.

Partners use a range of measures which feel proportionate and appropriate according to their work, the communities they work with, and their capacity. It was agreed that having the flexibility and freedom to determine measures which feel ‘right’ is important, but organisations are often required to report on measures and impact to satisfy the needs of funding bodies.

The output from Design Circle 3 was a draft set of methods for assessing our work and its impact. Using these, and the toolkit elements developed in Design Circle 2, a simple self-evaluation tool has been developed

Appendix xxx – Kirklees Community Data sites

Kirklees Observatory

<https://observatory.kirklees.gov.uk/>

Involve

<https://www.kirklees.gov.uk/involve/#:~:text=Involve%20is%20a%20tool%20to,and%20future%20involvement%20across%20Kirklees>

Kirklees Joint Strategic Needs Assessment

<https://www.kirklees.gov.uk/beta/delivering-services/joint-strategic-needs-assessment.aspx>

Kirklees Communities Partnership Plan

<https://www.kirklees.gov.uk/beta/community-safety-partners/kirklees-community-safety-partnership.aspx>

CLiK Survey (Current Living in Kirklees) 2021

<https://www.kirklees.gov.uk/involve/entry.aspx?id=1021>

Young Peoples Survey 2022

<https://www.kirklees.gov.uk/involve/entry.aspx?id=1124>

Place Standard engagement

[How good is our place?](#)

Appendix xxxx – Contributors

The Inclusive Communities Framework was developed in partnership by the following

Design Circles

Belong – The Cohesion and Integration Network

Healthwatch Kirklees

Indian Muslim Welfare Service

Kirklees College

Kirklees Council Directorates (Corporate, Growth and regeneration, Adults and Health, Children and Families, Environment and Climate Change)

Locala

LS2Y

NHS Kirklees Clinical Commissioning Group

Outlookers

The Branch

The Brunswick Centre

Thornton Lodge Action Group

Third Sector Leaders

West Yorkshire Police

West Yorkshire Combined Authority

Strategic Reference Group

LCD West Yorkshire

Healthwatch

CCG (Clinical Commissioning Group)

South West Yorkshire Partnership NHS Foundation Trust

Kirklees College

West Yorkshire Police

Third Sector Leaders

Locala

Kirklees College

Communities Partnership Board

| Name | Position | Organisation |
|-------------------|---|------------------|
| Amanda Evans | Service Director for Adult Social Care Operations | Kirklees Council |
| Jo Richmond | Head of Communities | Kirklees Council |
| Cllr Masood Ahmed | Labour, Dewsbury South, Councillor and member of the PCC Panel | Kirklees Council |
| Cllr Cahal Burke | Liberal Democrat, Lindley, Councillor and member of the PCC Panel | Kirklees Council |
| Cllr Mohan Sokhal | Labour, Greenhead, Councillor | Kirklees Council |

| | | |
|--------------------------------|--|---------------------------------------|
| Clr Carole Pattison | (Chair of Communities Board), Portfolio Holder of learning, Aspiration and Communities | Kirklees Council |
| Clr Naheed Mather | Portfolio Holder of Environment | Kirklees Council |
| Clr Mark Thompson | Conservative, Birstall and Birkenshaw, Councillor and member of the PCC Panel | Kirklees Council |
| Iain Yates | Delivery Manager (Policing and Crime) | West Yorkshire Combined Authority |
| Joanne Atkin | Head of Kirklees Probation Delivery Unit | Kirklees Probation Service |
| Val Johnson | 3rd Sector Leaders Representative | TSL Kirklees |
| Louise Fletcher | Head of Nursing & Safeguarding | NHS Kirklees CCGs & Calderdale CCG |
| Jill Greenfield | Service Director Customer & Communities | Kirklees Council |
| Julie Kiddy | Operations Manager | Wakefield and Kirklees Victim Support |
| James Griffiths | Kirklees Divisional Commander | West Yorkshire Police |
| Lee Hamilton | Safer Kirklees Manager | Kirklees Council |
| Mel Meggs | Director for Children's Services | Kirklees Council |
| Rachel Spencer Henshall | Strategic Director – Corporate Strategy and Commissioning | Kirklees Council |
| Dale Gardiner | Kirklees District Commander | West Yorkshire Fire and Rescue |
| Jacqui Stansfield | Service Manager, Adults Safeguarding Board | Kirklees Council |
| Sharon Hewitt (TBC) | Board Manager, Children's Safeguarding Partnership | Kirklees Council |

Partnerships

Mental Health Alliance

Health and Care Partnership

JSMT

CCG Partnership Forum

Tackling Inequalities Partnership Board

Appendix xxxxx – Restorative practice checklist

Restorative Approach Checklist

Whether you are thinking about your service planning, beginning a new project, developing a strategy or simply reviewing the way you approach something in your work, the following prompts might help you to adopt a restorative approach.

Whatever it is you're working on, think about how you might ensure that it...

- **Puts a focus on relationships** – whether it's between managers and employees, between colleagues, between partners or between employee and service users or citizens.
 - Who are the people involved or impacted by this piece of work and how might relationships be strengthened?
 - Are there opportunities to promote stronger connections?
 - Do interactions promote care and respect?

- **Supports a 'with' approach-**
 - From the very beginning does it incorporate curious listening to those impacted in order to really understand what is needed?
 - Does it empower people to make decisions based on their own needs?
 - Does it encourage accountability?
 - Where decisions are made by people in a position of power, have others had an opportunity to be listened to and their views taken into account?
 - Are expectations clearly communicated and does it allow for clarifying expectations?
 - Does it allow for everyone to be involved, whatever their connection to it might be? Is there anything stopping certain people being involved?

- **Includes ways to learn, grow and improve-**
 - Does it promote reflection?
 - Does it allow for identifying what went well and what didn't go so well?
 - Does it allow for acknowledging when mistakes have been made?
 - Does it allow for safe and respectful challenge?
 - Are there opportunities and mechanisms for feedback and sharing lived experience and are these accessible? Are these encouraged? Will these be heard, and acknowledged? Will people be kept informed of outcomes, including changes?
 - Have connections with other parts of the system been identified and nurtured so that learning can be shared, and accountability understood?

DRAFT

This page is intentionally left blank



Name of meeting: Overview and Scrutiny Management Committee

Date: 28th June 2022

Title of report: The Communities Partnership Plan

Purpose of report: For Overview and Scrutiny Management Committee to:

1. Note the contents of the Communities Partnership Plan as recommended by Communities Board
2. Comment and advise on:
 - a) the Council's adoption of the Communities Partnership Plan as part of the Article 4 Policy Framework (to be decided at Full Council);
 - b) the Council's subsequent implementation of the Communities Partnership Plan (if adopted); and
 - c) scrutiny's role in monitoring the implementation of the CP Plan (if adopted).

| | |
|---|--|
| Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? | Not Applicable |
| Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u>? | Yes - As the Communities Partnership Plan is an Article 4 Strategy the Overview and Scrutiny Management Committee are asked to comment of the Plan. KND to be issued. |
| The Decision - Is it eligible for call in by Scrutiny? | Yes |
| Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance? Is it also signed off by the Service Director for Legal Governance and Commissioning? | Service Director Jill Greenfield 13.06.22 Strategic Director Mel Meggs 13.06.22 Eamonn Croston, Service Director for Finance: 14.06.22 John Chapman, Head of Legal Services: 14.06.2022 |
| Cabinet member portfolio | Cllr Carole Pattison |

Electoral wards affected: ALL

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? Yes, no relevant information is contained in the plan

1. Summary

Section 5 of the Crime and Disorder Act 1998 places a statutory duty on a named responsible authorities to work in partnership to reduce crime and disorder. Known as Community Safety Partnerships (CSPs) the act defines CSPs as *“An alliance of organisations which generate strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area”*.

The 1998 Crime and Disorder Act places a statutory duty on CSPs to develop a strategic plan which addresses multi-agency issues affecting quality of life for residents. In Kirklees, this Plan is known as the ***Kirklees Communities Partnership Plan***.

The 2018-2021 Communities Partnership Plan is due to expire, with a new Plan developed using insight, data and analysis from the most recent Partnership Strategic Intelligence Assessment (PSIA). The PSIA and emerging priorities was discussed by Scrutiny previously on 19th November 2022 to inform the development of the plan.

Priority areas are

- Reducing violence and tackling exploitation and abuse which includes serious violence, violence against women and girls, organised crime and safe town centres
- Reducing ASB and Neighbourhood Crime which includes personal and environmental ASB, vehicle crime, burglary and criminal damage
- Building Resilient and Inclusive Communities which includes Tackling Hate Crime, safeguarding people from radicalisation, asylum, migration and integration, inclusion and belonging
- Risk which includes reducing reoffending, substance misuse, road safety and water safety.

The vast majority of the priorities are evidence based using data and insight from the Strategic Intelligence Assessment. On occasion, we also address issues where it is public concern that underpins its inclusion, such as road safety or where we identify emerging issues as a result of the pandemic or cost of living. The Delivery Plan priorities are reviewed annually after a review of progress and intelligence.

2. Information required to take a decision

A decision is not required, but comment from the Overview and Management Scrutiny Committee on the final version of the plan and priorities is welcomed. The

Communities Partnership Plan has been approved by the Communities Partnership Board and will be submitted to Full Council, following Cabinet in July.

3. Implications for the Council

3.1 Working with People

The Communities Partnership Plan will continue to put the victims and witnesses of crime and disorder at the heart of our approach, we want to be better at capturing the lived experience of our most vulnerable residents, alongside our evidence and insight data, to inform future service delivery and ensure we are putting our resources in the right places.

We acknowledge that supporting the victims and witness of crime and disorder, including repeat victims, cuts across all aspects of any Community Safety Plan, and we will continue to work closely with colleagues in Police, Adult and Children's safeguarding and the voluntary sector to ensure our most vulnerable individuals and communities are supported.

Our restorative approach of working 'with' local people and elected members to solve problems at the earliest possible opportunity underpins our overarching work around prevention and early intervention, building on the positives within communities.

We will be using the emerging Inclusive Communities Framework to underpin our approach to working alongside communities to address the priorities within the four strategic priorities of Violence and Exploitation, Neighbourhood Crime, Building Resilience and Risk. Prevention remains at the heart of the partnership approach and where issues do occur, intervening and working with victims and communities at the earliest opportunity.

3.2 Working with Partners

The Pandemic has further embedded working practices and relationships with key partners across the system as well as improving relationships with other partners fundamental in tackling crime and disorder, such as Public Health. The Communities Partnership Plan will continue to build upon these relationships, utilising approaches from Public Health to tackle issues around crime and disorder, for example, adopting a Public Health approach to serious violence. Partnership is core to the delivery of the priorities within the plan.

The Kirklees Communities Board aims to have greater clarity and focus on its priorities in the coming year, providing a greater platform for strategic collaboration and interconnectivity that will reduce duplication and make best use of our resources. The cross-cutting nature of crime, disorder and community resilience means that collaboration with other Boards is essential in achieving successful outcomes. Issues such as Exploitation and Youth Violence are priorities for both the Communities Board and the Children's Partnership therefore continuing to build collaboration and identifying shared outcomes and approaches is essential to our success moving forward.

a. Place Based Working

The Partnership, for a number of years has recognised and responded to the diverse geography of Kirklees and as such organised itself into a Place based four-district model. This model was significant in our response to Covid19 and the development of the Covid response hubs. These hubs have increased the commitment and engagement across the partnership and will continue to evolve to support the delivery of the new Partnership Plan as our working practices adjust following our ongoing response and recovery from Covid19. Our approach to tackling violence has utilised our place-based approach, using data and intelligence to highlight key areas for engagement and activity. Through the development and delivery of local action plans, areas will see enhanced service delivery to tackle the current issue and to prevent future issues. Our response to challenges in neighbourhoods is now focused and coordinated at a place level, aligning with Place Standard delivery plans as appropriate.

b. Climate Change and Air Quality

As part of our commitment to climate change and air quality Safer Kirklees continue to use electric vehicles which enables our Community and Environmental Support Officers to travel across the district in an environmentally friendly way.

Covid19 has changed the way in which the partnership meets operationally and strategically with virtual meetings reducing travel across Kirklees and West Yorkshire. Virtual working has resulted in a significant decrease in the use of paper and reduced environmental impact of travel for partnership meetings with most if not all meetings being paper free. The Partnership does however still acknowledge the need and benefit of meeting face to face, especially with local communities, residents and the most vulnerable and continues to increase its visibility post restrictions to a pre pandemic level. Safer Kirklees staff remained on the front line with communities throughout.

c. Improving outcomes for children

The strategic themes within the Partnership Plan all have an impact upon children and young people who are a part of our communities in Kirklees. We have made significant investment in children and young people in our approach to Domestic Abuse and our work to reduce violence in under 25s in partnership with the West Yorkshire Violence Reduction Unit, which should reduce the numbers of young people becoming involved in/or the victim of serious crime. The Partnership are engaging in new and emerging issues such as water safety where we will look to reduce this risk at the earliest opportunity through education, prevention and early intervention.

d. Other (eg Legal/Financial or Human Resources) Consultees and their opinions

The Partnership in exercising its requirements under Section 5 of the Crime and Disorder Act 1998 should prepare an annual PSIA and prepare and implement a Community Safety Plan.

In 2022, the partnership will be required to prepare and implement a strategy to tackle serious violence with the expected introduction of a new statutory duty.

The Legal challenges and demands associated with tackling our most prolific ASB offenders continues to be time consuming and costly.

The CPP has been developed in collaboration with our partners involved in Communities Board and the range of subgroups. The subgroups involve a wide range of partners including the Police, Health, childrens and adults services, voluntary and community sector, FE and HE sector, education colleagues, Fire Service. The CPP is informed by regular working with ward councillors. The Mayors Office, including the Violence Reduction Unit have engaged with the development process.

4. Next steps and timelines

The Partnership Plan has been approved by Communities Board (June 14th) and is to be presented to Cabinet in July, and then to Full Council in August 2022 (Dates TBC)

5. Officer recommendations and reasons

That Overview and Scrutiny Management Committee:

- Note the contents of the Communities Partnership Plan (CPP) as recommended by Communities Board
- Comment and advise on:
 - a) the Council's adoption of the CPP as part of the Article 4 Policy Framework (to be decided at Full Council);
 - and
 - b) scrutiny's role in monitoring the implementation of the CPP (if adopted).

6. Cabinet Portfolio Holder's recommendations

Scrutiny is asked to note the report and give views on adoption.

7. Contact officer

Jo Richmond, Head of Service, Communities
Lee Hamilton/Chris Walsh Safer Kirklees

8. Background Papers and History of Decisions

The Partnership Strategic Assessment and emerging themes for the Plan was discussed by Scrutiny on November 9th 2021 and comments responded to within this version.

The unformatted version of the Communities Partnership Plan and measures are attached.

Link to West Yorkshire Police and Crime Plan: [The Police and Crime Plan - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)

Link to Safer Kirklees (SIA not yet updated to 2021 version): [Safer Kirklees | Kirklees Council](#)

9. Service Director responsible

Jill Greenfield Service Director for Access and Communities

Kirklees Communities Partnership Plan

2022 - 2027



Our Vision

People in Kirklees live in cohesive communities, feel safe and are protected from harm

***Graphics being worked on through comms**

Contents

Foreword.....

Introduction
 About the Partnership Plan, Kirklees and our approach.....

Kirklees Strategic Priorities ‘A Five Year Plan’
 Strategic Priority 1 - Tackling Violence, Abuse & Exploitation
 Strategic Priority 2 - Reducing Anti-Social Behaviour (ASB)
 & Neighbourhood Crime
 Strategic Priority 3 – Building resilient and inclusive communities...
 Strategic Priority 4- Reducing the Risk of Harm.....

Governance and delivery arrangements

Plan on a Page.....

Contacts

Kirklees Partnership Plan 2022

Foreword – Councillor Carole Pattison

Hello and welcome to the updated Kirklees Communities Partnership Plan. In March 2020, we faced the greatest challenge of our lifetime. The response from residents, partners and the council to the Covid-19 pandemic was incredible. I was so proud to see the hard work and dedication that went into protecting each other and our wider communities.

One positive of the pandemic was that it strengthened our partnerships in Kirklees, which will only benefit us as we begin our recovery from the crisis. Our recovery from Covid-19 must be one of inclusion. We saw how the pandemic cruelly exposed the inequalities in society and we want to ensure our recovery leaves no one behind. Our updated Council Plan explains how we intend to do this.



This partnership plan outlines our key strategic community safety priorities for Kirklees. We will review these priorities annually to ensure they reflect the needs of our residents and our communities. For example, violence against women and girls in society has been tragically brought back into the spotlight. The safety of women and girls is of paramount importance to myself, our residents and our partners and we have therefore incorporated this into our key strategic priorities. While we can't tackle these issues alone, we are fortunate to have such excellent partners here in Kirklees. Our colleagues in the public, education, third and faith sector are exceptional to work with and they are committed to ensuring the best possible outcomes for our residents.

During the pandemic our residents played a vital role in protecting their communities. They did this by looking out for their neighbours, contributing to the community response, and following the guidance to protect family and friends. Residents are central to this plan, and we must seize this opportunity to work closer and more efficiently with them to help us deliver safer communities.

By working with residents and partners our approach in Kirklees is one of prevention and early intervention. Through shared knowledge, expertise and intelligence we can prevent issues or address them immediately to ensure they do not escalate to wider community safety issues. Kirklees residents deserve to live, work and study in safe communities that they are proud of. I'm determined to ensure the council and its partners work tirelessly to deliver this.

Cllr Carole Pattison

Cabinet Member for Learning, Aspirations and Communities.

Foreword – Chief Supt Jim Griffiths

Having worked in Kirklees for a number of years, I am aware of how many fantastic partnerships there are at both a strategic and practitioner level. This has undoubtedly improved over the last few years with great strides in working together to solve problems and issues that affect the people of Kirklees.

Significant progress has been made in reducing issues of real concern for residents such as violent gang related crime, firearms offending and non-recent sexual offending. The strong links we have forged together are continuing to put suspects before the courts and provide victims with the help they need.



At a local level, close co-operation between the police and Safer Kirklees has resulted in extra police officers in Huddersfield and Dewsbury town centres, and extra funding for recent work in Batley and Spen to combat anti-social driving.

The successes that have been made over the past few years does not mean that there isn't still work to be done, in fact quite the opposite, there remains a great deal of progress to be made. I am sure that the strength of both strategic and individual partnerships within Kirklees will make this possible.

Increasing the safety of women and girls and reducing domestic abuse in all its forms is just one of these challenges, as is modernising our capabilities for tackling growing threats such as cybercrime. Tackling and adapting to these challenges provides new considerations and opportunities for all of us to support each other in identifying those at risk.

Those committing crime do not stop at the borders of Kirklees or West Yorkshire, making it imperative that we work with our neighbouring Districts to prevent threats including protecting vulnerable people often forced to operate outside of local areas.

My own personal drive has always been to prevent crime from happening but when it does, it is incumbent on all of us to try and identify those who have committed offences so that we can take action to prevent them from offending again.

It is often very difficult for groups or individuals to stand up and provide evidence but by working together, we can gather vital intelligence that allows all of us to make the live so those in communities better and safer.

The strategic priorities within this plan align with those within Policing. They allow us to focus our resources and efforts on key areas where we can make the most impact in improving the experiences of the communities and residents across Kirklees.

Chief Superintendent Jim Griffiths
Vice Chair Kirklees Communities Board

Introduction

About the Partnership Plan

The Kirklees Communities Partnership plan sets out our local community safety partnership priorities for action for the coming 5 years. Kirklees is a great place to live, work, study or visit and we will build on all that is good to address the local challenges that we have. We will tackle violence on our streets where it occurs and disrupt exploitation; we will work together to stop violence against women and girls; work alongside communities to make neighbourhoods safer, and we will focus on working upstream to address the causes of crime. We want everyone to feel they belong and are safe.

The 1998 Crime and Disorder Act places a statutory duty on Community Safety Partnerships to develop a **strategic plan** which addresses multi-agency issues affecting the quality of life for residents. The **Kirklees Communities Partnership Board** (our CSP) fulfils the statutory duty of the Community Safety Partnership for Kirklees and has responsibility for ensuring we deliver our services and programmes of work in line with the principles and approaches emerging from the development of our Inclusive Communities Framework

Our existing Partnership Plan was reviewed in October 2020 to reflect the Kirklees experience of, and learning from, the Covid pandemic and this is embedded in this plan. Covid significantly changed both how local people experienced crime and their local neighbourhoods; and also showed us how communities, the Council and our partners can work better together.

Our Approach

Kirklees is committed to working alongside communities. We want to hear local peoples' voices and develop inclusive, safe communities where people want to live, work, study, and visit. For communities to be inclusive, for people to feel they belong, they must feel safe and be safe. Co-producing local solutions to priorities with local people and our elected members is key to the success in our delivery of the Plan. Working upstream as a Council, and addressing systemic inequalities underpins our approach to safe communities. Our emerging Inclusive Communities Framework will support our delivery of this ambition.

Working Regionally to stop Crime

Cross border partnerships with neighbouring authorities and partners help us to do our job better and keep people in Kirklees safer. Joining up resources and funding where appropriate, to tackle our common issues, that do not stop or start at our boundaries is an essential part of the work of the Communities Partnership. Working with the West Yorkshire Mayors Office, in particular via the Violence Reduction Unit enables us to tackle issues in a cooperative and coordinated manner and contribute to the 2021 – 2024 West Yorkshire Police and Crime Plan¹.

¹ [The Police and Crime Plan - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)

The online challenge

The internet is an integral part of everyday life for so many people. Nearly nine in ten UK adults and 99% of 12 to 15 year olds are online. As the internet continues to grow and transform our lives, often for the better, we should not ignore the very real harm which people face online every day.

In Kirklees we acknowledge the cross-cutting risk posed within the online world and how the internet can be used to spread terrorist and other illegal or harmful content, undermine civil discourse, and abuse or bully other people. Our approach in Kirklees is to work with our partners to raise awareness and build resilience, particularly amongst young people, to the threat posed online, whilst supporting regional and national attempts to reduce risk.

Prevention

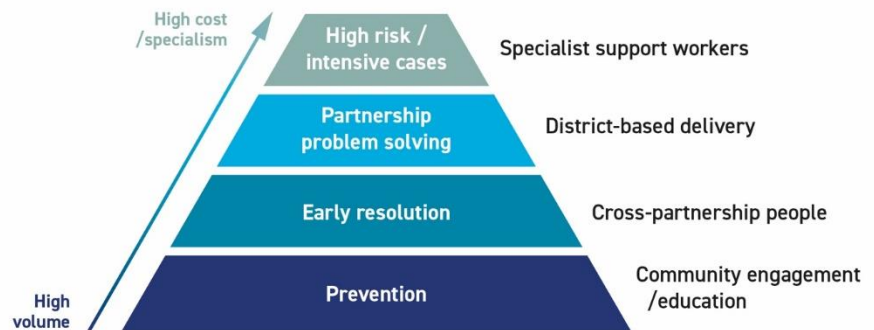
The Kirklees Inclusive Communities approach to creating safer communities is based on the principle that the best way to tackle community safety issues and reduce the fear of crime is to prevent issues happening in the first place and where they do occur, address them at

the earliest opportunity alongside local people, before issues become more difficult to tackle and harmful to individuals and communities.

Our approach focuses on prevention, early resolution and help at the initial stages, working with communities to identify potential solutions. We will use all the tools at our disposal to stop crime impacting on people's lives.

To deliver safer communities in a sustainable and effective way, it is critical that partners, communities and elected members are working together in an integrated way to solve shared problems. Stakeholders and communities need to be fully engaged and actively involved in delivering this plan if we are to achieve our aim of developing Kirklees as a better place to live, work, visit and study.

In some areas of our work the complexities of people's lives and experiences can make the victim and perpetrator relationship fluid, we are exploring how a trauma informed approach can improve outcomes in complex cases. Drawing on good practice from across the region and our own local expertise in contextual safeguarding we intend to develop new ways of working to apply to stop anti-social behaviour that affects people's quality of life.



How We Identify our Priorities

The **Kirklees Communities Partnership Plan** identifies the strategic community safety priorities for the district in collaboration with a wide range of statutory partners (including the Council and its Elected Members, Police, Fire and Rescue Authority and Probation Services) and non-statutory partners (such as community and voluntary sector providers, the wider health sector and housing).

The priorities within this plan are informed by an in-depth analysis of data from a range of sources which are detailed in a Partnership Strategic Intelligence Assessment (SIA) for Kirklees.

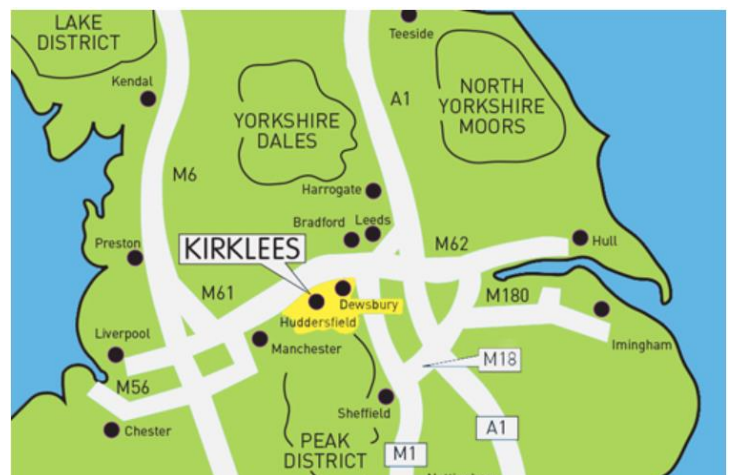
On occasion, the data and intelligence does not fit with public concern, but the concerns might be so deep rooted, that we include an issue in the Plan, to dig deeper and better understand why this is the case and establish what can be done to improve the situation.

The Partnership SIA² brings together a wide range of data sources relating to crime, anti-social behaviour, environmental issues and substance misuse alongside insight into public confidence and perceptions of safety, inequality, elected member engagement and community feedback. The SIA considers the changing socio-economic and demographic profile of Kirklees to contextualise some of the community safety challenges in the borough.

Moving forward our approach to priority setting will embed lived experience of local people and better engage our local places in an inclusive way.

About Kirklees

Part of the Yorkshire and the Humber region, Kirklees is set in the heart of West Yorkshire with 425,500 residents, we are a vibrant and diverse place made up of towns and villages with strong local identities and distinct needs, working with a Place Based approach enables us to work at a hyper local level alongside our communities . This Plan breaks down Kirklees into 4 areas (Batley & Spen, Dewsbury & Mirfield, Huddersfield and Rural). For more information on the Kirklees district please visit [Visitors | Kirklees Council](#)



[Add link to Kirklees stats](#)

[Add link to JSNA](#)

picture of Kirklees within W.Yorkshire Map/visuals under review

² [Safer Kirklees | Kirklees Council](#)

Kirklees Strategic Priorities 2022-2027; - A Five Year Plan

The 2022-2027 Kirklees Communities Partnership Plan (KCPP) contains 4 **strategic priorities** which will be updated on an annual basis to ensure they remain relevant.

The plan details what we will do, as a partnership, to reduce crime and tackle issues that matter to local people and impact on quality of life in Kirklees.

We will include local communities more effectively in our planning and delivery at a local level, with an approach that will facilitate a clearer focus on the places people live and/or the communities they are a part of. Developing local solutions with our Elected members and local people will be core to our delivery.

For each strategic priority, the Partnership have specific **delivery/ action plans** that detail **multi-agency interventions** to tackle the issue, along with additional performance measures for each. Partners are committed to better communication and engagement, with a stronger focus on lived experience and co-production to ensure effectiveness and sustainability as we move forward. We want to work inclusively with our partners and local people guided by the **Inclusive Communities Framework**.

Within each strategic priority are a number of actions the Communities Board will oversee, along with xx key performance measures.

Underpinning each strategic priority is the Communities Board commitment to:

1. **Develop coordinated** partnership responses to tackling each strategic priority, through the lens of **Prevention and Early Intervention and lived experience**.
2. Be **intelligence, insight and data informed** and give strong oversight and scrutiny to our workstreams.
3. **Embed a place-based approach** working with our partners and ward members to tackle our strategic priorities, recognising the differences and commonalities within our communities and localities, and working alongside local people.
4. Develop stronger strategic links between the **Safeguarding Partnerships for Adults and Children and wider Health partnerships** to ensure a joined-up approach is in place in the delivery of the KCPP.
5. **Identify and address inequalities as part of core business**
6. **Ensure that our statutory duties are met** as a partnership, further developing our shared planning and accountability processes as a Board.



Strategic Priority 1 - Tackling Violence, Abuse & Exploitation

The Partnership in Kirklees will focus on keeping people safe, tackling violence, abuse and exploitation and disrupting organised crime groups. The causes and factors associated with serious violence, abuse and exploitation are wide and far reaching. We will work collaboratively across multiple agencies and geographical boundaries to affect change and tackle the root causes. We will work alongside communities who are disproportionately affected ensuring we have a clear approach to prevention, disruption and enforcement.

What this includes:-

- **Tackling Domestic abuse**
- **Reducing Violence inc.**
 - Youth Violence
 - Serious Violence
 - Violence against women & girls
 - Organised Crime
 - Safer Town Centres
- **Tackling Exploitation**
 - County lines and youth exploitation
 - Modern Slavery

The Kirklees Communities Board will:-

- Disrupt Organised Crime Groups (OCGs) and use enforcement against those that exploit individuals including our children and young people.
- Work with the West Yorkshire Violence Reduction Unit (VRU) to reduce serious violence, and give sharp focus to those involving weapons, working upstream to tackle the causes that draw people into violence.
- Stop violence against women and girls by working together to change attitudes and behaviours that undermine safety
- Work closely with the Kirklees Blueprint, [hyperlink/ explainer](#) to develop a vibrant night-time economy free from violence and fear.
- Develop a clear approach to reducing domestic abuse with an additional focus on work with perpetrators and children and young people.
- Safeguard children, young people and vulnerable adults who are being exploited, breaking down the barriers that exist to prevent, identify and report crimes
- Deliver services that meet the needs of victims and survivors, getting the initial response right first time, every time.
- Embed a trauma-informed approach across our work to ensure services are sensitive, empathetic and understand the impact of lived experiences
- Work with our third sector partners and with local communities to deliver locally developed solutions to local priorities
- Increase intelligence reporting to help us tackle Modern Slavery
- Work with our regional partners aligned to the West Yorkshire [Police and Crime Plan](#) to use our resources most effectively

Key Performance measures

- Reduction in violent offences resulting in injury below figure for 2021/22 (4,404 offences).
- Reduction in Violence against women and girls (target to mirror that in the WY Police and Crime Plan)
- Reduction in Knife Crime (target to mirror that in the WY Police and Crime Plan)
- Reduction in the number of repeat Domestic Violence incidents reported to West Yorkshire Police below figure for 2021/22 (47.9%).
- Increase in reports of Modern Slavery to the National Reporting Mechanism (NRM)

Strategic Priority 2 - Reducing Anti-Social Behaviour (ASB) & Neighbourhood Crime

We know that incidents of Anti-Social Behaviour and crime in our neighbourhoods adversely affects communities, we know it can have a significant impact on people's lives and wellbeing. All partners have a role to play, alongside the Police and the criminal justice system, in ensuring our local towns and villages feel safe. To address the root causes of these issues, we must adopt an approach that works with our Housing and Substance misuse service providers as well as increasing our engagement with our third sector partners. We want to develop locally based solutions with our communities. Our approach 'victims first' will remain at the forefront of our delivery around this priority, whilst developing a trauma informed approach to community safety.

What this includes:-

- **Reducing Anti – Social Behaviour (ASB)**
 - Personal i.e. neighbour disputes, threats, intimidation
 - Environmental i.e. graffiti, litter, fly tipping
 - Nuisance i.e. speeding vehicles, rowdy behaviour
 - Arson
- **Tackling Neighbourhood crime**
 - Vehicle Crime
 - Theft
 - Criminal damage
 - Domestic Burglary

The Kirklees Communities Board will:-

- Work with partners to review our ASB process through a trauma informed lens, to improve outcomes for local people and explore better options for neighbour disputes.
- Improve our approach to Community Triggers- [add link](#) to make sure the victims of anti-social behaviour (ASB) receive a high quality, consistent problem solving approach
- Use our full range of partnership tools and powers to enforce and hold perpetrators of crime to account.
- Work with local people to increase a sense of belonging and pride in local areas and build resilience to crime, working with community groups, Neighbourhood watch and elected members.
- Design out crime at the earliest opportunity adopting specialist advice where necessary, using physical measures to keep our communities safe. i.e. Environmental Visual Audits, target hardening.
- Work in partnership to protect those most vulnerable to Cyber-crime including fraud, online abuse and exploitation.
- Using a combination of prevention / early intervention and use of enforcement tools, create places that are clean, free from fly tipping, of which communities can be proud of.
- Develop a team of mediators that can resolve neighbour disputes at the earliest opportunity to reduce further harm and escalation.
- Work with local people to keep their homes, cars and neighbourhoods resistant to crime

Key Performance measures –

- Reduce the % of Kirklees Respondents who identify Anti-Social Behaviour (ASB) as a Community Safety Concern in their area below 60%.
- Reduce the number of nuisance incidents reported to the Police below the figure for 2021/22 (5,131 incidents)
- Reduce the number of fly tipping incidents reported to the Kirklees Council below the figure for 2021/22 (6,017)
- Increase the percentage of people living in homes and neighbourhoods estates who are satisfied with services provided by Kirklees Council (2021 : 68% said they were satisfied)
- To reduce the number of deliberate fires (primary and secondary) recorded by WY Fire and Rescue Service below the figure for 2021/22 (1,054 incidents)
- Reduce vehicle offences below the figure for 2021/2022 (1,971 offences)
- Reduce Total Crime below the figure for 2021/2022 (45,418 offences)
- Reduce residential burglary offences below the figure for 2021/2022 (1,307 offences)

Strategic Priority 3 – Building resilient and inclusive communities

Communities in Kirklees continue to show great resilience in the face of the challenges presented by the Covid pandemic, with mutual aid groups, the voluntary and community sector and individuals stepping up from all areas of the borough and all communities to offer kindness and support.

We know that factors such as inequality and hate crime undermine community confidence and that national and international issues can undermine our sense of belonging and of fairness. As a partnership committed to driving forward our Inclusive Communities Framework, we want to

work with local communities to ensure people feel they have a voice and are listened to; that people have confidence they will be treated fairly and that all communities feel engaged and supported to build communities that they want to be a part of, in places they feel safe.

What this includes

- **Tackling Hate Crime**
- **Prevent** - Safeguarding against radicalisation
- **Supporting integration and new communities**, including Asylum Seekers and Migrants
- **Building inclusive communities**, strengthening a sense of belonging

The Kirklees Communities Board will:-

- Reduce hate crime by building inclusive communities, whilst holding perpetrators to account and raising awareness of the impact of hate crime.
- Provide leadership and oversight of the Inclusive Communities Framework (ICF) program of work to enhance cohesion and inclusion.
- Ensure communication, engagement and collaborative working with Elected Members, aligned with our Place based approaches, to develop effective neighbourhood solutions, harnessing local knowledge and community connections.
- Listen to and work with local communities in neighbourhoods to build trust and confidence to report issues at the earliest opportunity.
- Work with communities to build transparency and strong partnerships in our delivery of Prevent, reducing the threat of extremism in Kirklees and safeguarding those most vulnerable to radicalisation.
- Develop our partnership infrastructure around inclusion and cohesion to improve coordination and collaboration
- Enable effective support and integration of new and emerging communities, including Asylum Seekers and refugees.
- Celebrate and promote the diversity of communities and faiths within Kirklees with a programme of positive communications, events, commemorations and celebrations.
- Deliver services that meet the needs of victims and survivors, getting the initial response right first time, every time for people of all backgrounds and from all communities.

Key Performance measures – baselines?

- Reduce the number of repeat victims reports of Hate Crimes to West Yorkshire Police below the figure for 2021/22 (25.9% repeat rate)
- Increase the % of Kirklees respondents who are satisfied with their local area above 72% (CLiK Survey)
- Increase the % Young People who report that they feel safe in their neighbourhood above 75%
- Increase the % of Kirklees respondents who report feeling safe in their local area above 80%
- Increase the % of Kirklees respondents who report that they feel people from different backgrounds get along from above 55%.
- Insert ICF Measures when available

Strategic Priority 4- Reducing Risk

Within this priority are themes which cut across the whole of the Partnership Plan, in addition to emerging areas of work prioritised to reduce risk to local communities. We know that reducing risk at an early stage will help us to reduce the likelihood of critical incidents occurring that have significant impact on communities, such as water safety. Whilst the number of people killed and seriously injured on our roads continues to reduce it remains a priority and concern for local communities. Each of these areas of work has a focus on prevention alongside enforcement. Drugs and Alcohol is often a driver behind many types of crime, by focusing on supporting people away from offending behaviour we will reduce the numbers of people who become victims of crime.

What this includes

- **Reducing Reoffending**
- **Reducing the impact of Substance Misuse**
- **Reducing Water related fatalities**
- **Addressing Road Safety**

The Kirklees Communities Board will:-

- Work with partners such as Yorkshire Water, Kirklees Active Leisure and the Canal and River Trust to reduce the risk of drowning in open water
- Develop more effective collaborative work with specialist services that can help us deal with underlying issues (such as mental health, unemployment and substance misuse) that present challenges to our success in a range of areas including ASB, Domestic Abuse, Neighbourhood Crime and Reducing Re-offending.
- Improve and increase our work with communities to address road safety concerns and enable appropriate and targeted awareness raising and enforcement
- Ensure the development of a Kirklees Drugs and Alcohol Strategy, acknowledging the impact Drugs and Alcohol can have upon Community Safety issues, addressing prevention, early help and treatment as well as enforcement.
- Refresh the Kirklees reducing re-offending Strategy, with a focus on holistic support to change behaviour
- Working with education settings and providers to reduce school exclusions and the vulnerabilities this creates for our children and young people.
- Deliver services that meet the needs of victims and survivors, getting the initial response right first time, every time for people from all backgrounds and communities.

Key Performance measures

- Reduction in the number of first-time entrants in the CJS
- Reduce the number of People Killed and Seriously Injured – reduce by 10 Killed or Seriously Injured per year
- Reduction in demand on partnership resources associated with risky behaviours around open water
- Reduce reoffending rates for drug related crime
- Increase the number of offenders referred to drug treatment services

Governance and delivery arrangements

The Kirklees Communities Board, which is elected member led, oversees the implementation of the Partnership Plan and works alongside Kirklees Health and Well Being Board, Children’s and Adults Safeguarding Boards to address shared strategic issues such as serious violence, exploitation, inclusion, wellbeing and equality. The Communities Board makes recommendations to the Councils Cabinet as well as to decision making structures in other partner organisations. The Kirklees Communities Board has a Strategic and legal requirement to:

*below to go into a info graphic

| | |
|--|--|
| Prepare an annual Partnership Strategic Assessment (SIA) | Prepare and implement a Partnership Community Safety Plan, including how we monitor progress |
| Prepare and implement a Reducing Reoffending Strategy | Conduct duties relating to community engagement and consultation in development of strategies |
| Have in place an information sharing protocol | Conduct Domestic Homicide Reviews and apply learning |
| Review the persons who attend the CSP to ensure they have the requisite knowledge and skill to exercise the functions | Review expenditure of any partnership monies |

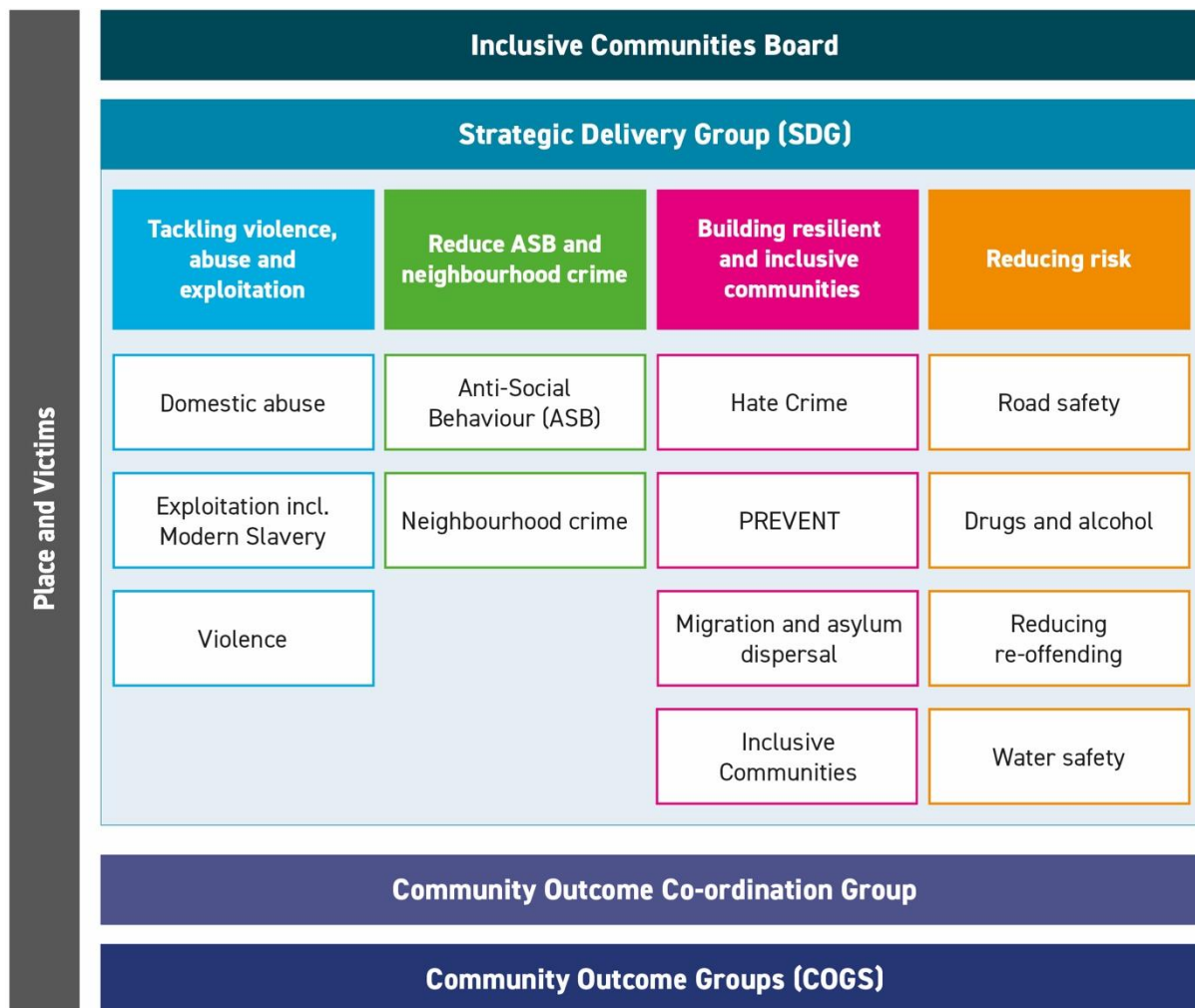
The Kirklees Communities Board and its Partners work closely with the West Yorkshire Combined Authority, who are core members of the-Board, to ensure there is strategic alignment between policies and priorities and the sharing of best practice. This includes supporting the delivery of the West Yorkshire Police and Crime Plan 2021-2024 and its associated outcomes which are strongly linked within this plan.

The Councils overview and Scrutiny function acts as a check and balance for the work of the Communities Board, providing appropriate challenge on performance.

The Kirklees Strategic Delivery Group (SDG) sits underneath the Kirklees Communities Board and provides co-ordination, challenge and support for the delivery of each of the strategic priorities including identifying resources for thematic areas in the Partnership Plan, bringing success and/or challenges to the attention of the wider Board as required.

The Community Outcome Groups (COGs), provide a platform for multi-agency problem solving to take place within each of the 4 localities, using the strong partnership we have in Kirklees to tackle complex issues that cannot be resolved by

one single agency alongside the developing approach to ward partnerships and local action planning.

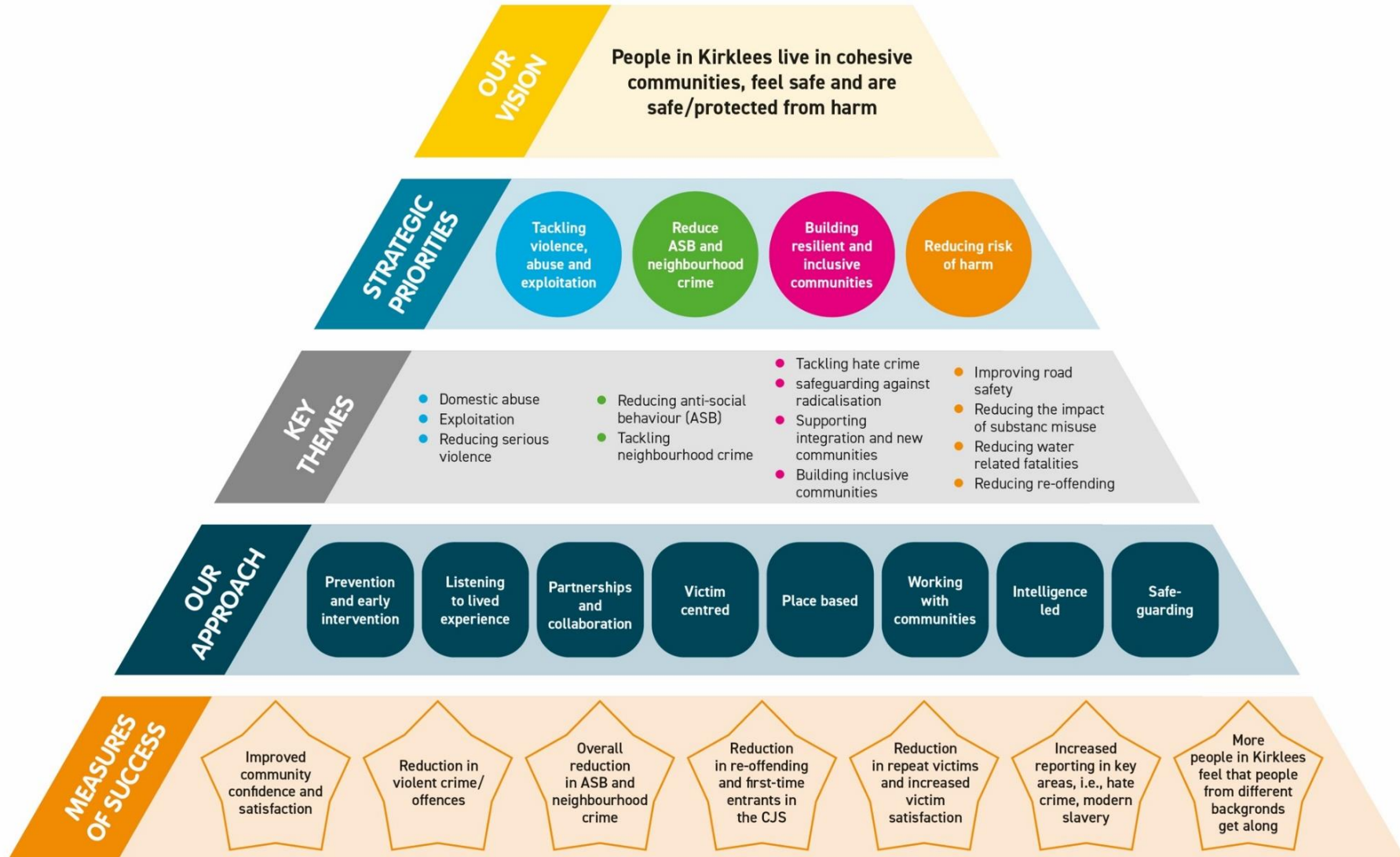


To measure success, the Kirklees Communities Board has a suite of strategic performance indicators for the Partnership Plan and monitor these on a regular basis, in addition to clear deliverables and indicators in each delivery plan. These are detailed at the end of each priority and brought together on page xx

Priority leads will report on progress to the Communities Board and publicly through the Council’s Overview and Scrutiny Committee.

The Communities Board will ensure that the Partnership Plan is reviewed on an annual basis to ensure that it remains current and reflective of the concerns and lived experience of local people and emerging threats.

Minutes of the Communities Board are published on the Community Safety Page of the Council’s website.



Appendix 1

Summary of the Strategic Intelligence Assessment

Kirklees Strategic Intelligence Assessment

We have developed our priorities with due regard to our data and intelligence, consultation with partners and through on-going community engagement. The priorities are informed by work throughout the year with our Elected Members. We have considered a wide range of data including crime, anti-social behaviour and public perceptions which can be seen in the **Kirklees Strategic Intelligence Assessment** [INSERT LINK](#). The next section of the Partnership Plan identifies key themes emerging from this analysis.

The SIA highlights how lockdown restrictions had a significant impact on recorded crime with overall offences not sure what overall offences means? reducing by 13% in 2020 compared with 2019 (the trend for the 5 years prior to 2019 was year-on-year increases), which is a similar trend to other West Yorkshire authorities. Nationally as well?

Having said this, the overall reduction did not apply to all offence types:

- Offences where Covid restrictions meant there were fewer opportunities to commit crimes (more people at home / town centres largely closed) saw significant **decreases** – for example theft offences (from person / vehicles), shoplifting and burglary offences.
- However, there were **increases** in recorded drugs offences (attributed to more proactive and targeted policing), stalking / harassment offences and online offending (such as fraud).

A further theme emerging from the SIA relates to the impact of Covid and associated restrictions on ways of working and individuals / communities more generally.

Many of our services adapted to new ways of working in the pandemic. Reduced face to face contact with our communities has meant that the prevention and early help approaches we would usually have in place were not always possible, and some issues escalated more quickly that we would have seen pre-pandemic. The increase in people being at home for longer periods of time also created some increase tensions. ASB and hate crime reports were much more focused on where people lived (neighbour disputes), as opposed to town centres.

Covid 19 and associated restrictions has resulted in significant changes to how people live their lives and interact with others in their neighbourhood. The SIA recognises the impact on communities which saw a significant increase in volunteering and neighbourliness, although there have also been examples of division and blame over issues such as following rules and vaccination take up. At an individual level, the SIA suggests people being more connected with their

neighbourhoods but also recognises the risks relating to physical and mental health which include negative perceptions of the area and fear of crime.

The next section groups together some of the key findings from the SIA that has led to the 4 priority areas for action in the Plan.

Tackling Violence, Abuse & Exploitation

The SIA tells us that violence against the person accounts for 44% of overall crime although nearly 80% of these offences do not involve any physical injury being sustained (such as assaults without injury, malicious communications and harassment).

Using a combination of local analysis and informed by wider policy development, the SIA recommends the need to focus on particular types of violence against the person – namely violence against women and girls and tackling serious violence.

The SIA restates the fact that victims of **domestic abuse** typically experience abuse for several years before coming forward, often going to several agencies before accessing the right support services.

Although domestic abuse (which now includes coercive and controlling behaviours) can affect both men and women, the most prevalent abuse remains that men are the perpetrators and women are victims/survivors. Link to DA strategy? Needs assessment

Analysis in the SIA shows the number of recorded cases of **Modern Day Slavery** (where someone is trafficked for forced labour, sexual exploitation or domestic servitude) in Kirklees remains static, although significant spikes associated with targeted operations and historic cases were evident. The SIA also recognises the likelihood of significant under recorded as the issue is often “out of sight” with lower levels of public awareness. Modern Day Slavery often has significant links to organised crime and does not stop or start at the Kirklees boundaries and the priorities we have detailed in the Plan reflects some common themes with our neighbouring boroughs that are brought together in the West Yorkshire Mayors Community Safety Plan

Reducing Anti-Social Behaviour (ASB) & Neighbourhood

The SIA provides a comprehensive assessment of current risks relating to **Anti-Social Behaviour (ASB)**. When this is broken down by the 3 main categories, the key issues identified are:

- **Personal ASB** (which is targeted towards individual or household e.g. noise / neighbour disputes) – more people at home combined with less in person mediation contributed towards an increase in noise complaints and neighbour disputes.
- **Nuisance ASB** (impacting on the wider community e.g. rowdy behaviour / fireworks) – more people at home for longer period meant increased

experience of these issues resulting in more reports of issues such as nuisance motorcycles

- **Environmental** (impacting on the physical environment e.g. fly-tipping / graffiti) – significant increase in fly-tipping (in the first lockdown) which reduced over time although repeat hotspots remain.

The SIA highlights that crimes and ASB are clustered in neighbourhood hotspots, most commonly in more deprived areas with higher unemployment, poverty and less quality greenspaces. The SIA suggests a combination of more opportunities and more people spending time in their own neighbourhoods has contributed to the higher incidences of neighbourhood issues.

Building resilient and inclusive communities

The SIA spotlights how COVID and associated restrictions has seen both positive (increased volunteering) and negative (scapegoating) impacts on **community tensions**. A wide range of factors impact on tensions – both national and international issues and policy as well as local incidents which impact on people's lives. Alongside the connectivity it offers, the on-line space can also play a part in increasing tensions, spreading misinformation and fuelling prejudice.

The reporting of the murder of George Floyd and the subsequent Black Lives Matter protests has raised the profile of anti-discrimination activities and the impact of racism on our communities. Over the summer of 2021, there were a number of racially motivated online abuse cases targeted at high profile individuals in particular football players and Black politicians. In Kirklees we saw peaceful protests in support of this and other movements such as environmental causes. This shone a light on local inequalities, amplified the need to focus on lived experience and to better listen and understand communities, this has informed the emerging Inclusive Communities Framework.

In common with the national picture (which saw an 8% increase over the last year), Kirklees saw a 10% increase in recorded hate crimes. This could be interpreted as a positive sign of increased confidence in partnership responses but needs closer assessment, and the SIA does highlight that repeat incidents were more frequent in transphobic and disability related incidents.

Add a [section on inequality/deprivation/racism](#) – link needed.

The current **counter terrorism / extremist** national threat level was raised to substantial for a significant period, meaning that a terrorist attack is judged as a strong possibility. The most significant threats to national security are assessed by Government as Daesh / Al Qaida inspired groups, extreme right-wing groups and an increasing threat from other individuals/groups with no particular ideology.

Reducing Risk

The SIA identifies several areas where people can be at risk without sustained intervention and/or prevention – this includes accidental fire deaths, water safety, road safety and re-offending. It also highlights issues that affect other cross cutting

priority areas such as drugs and alcohol that cause harm to individuals, families and communities.

Road traffic casualties have decreased by 58% over the past decade, the majority of which sustain slight (as opposed to serious / fatal) injuries. This trend was particularly noticeable over the lockdown period, generally associated with a large reduction in traffic volume. Having said this, road safety remains a key concern for local people which is demonstrated through consistently showing as the top priority emerging from perception surveys and more recently through local campaigning about dangerous driving and protecting vulnerable road users.

Covid and associated restrictions has impacted on work to address **drug and alcohol misuse** in terms of health (increased misuse) and links to other community safety issues including violent crime, domestic abuse and organised criminal gangs. The SIA recognises both immediate (such as drug related deaths) and longer term (impacting on health services and quality of life) issues relating to problematic use of drugs and alcohol.

Partnership Plan Outcome Framework

| Reducing Serious Violence | Neighbourhood Crime & ASB | Building Resilient & Inclusive Communities | Reducing Risk |
|---|--|--|--|
| Reduction in violent offences resulting in injury below figure for 2021/22 (4,404 offences). | Reduce the % of Kirklees Respondents who identify Anti-Social Behaviour as a Community Safety Concern in their area below 60%. | Reduce the number of repeat victims reports of Hate Crimes to West Yorkshire Police below the figure for 2021/22 (25.9% repeat rate) | Reduction in the number of first-time entrants in the CJS |
| Reduction in Violence against women and girls (target to mirror that in the WY Police and Crime Plan) | Reduce the number of nuisance incidents reported to the Police below the figure for 2021/22 (5,131 incidents) | Increase the % of Kirklees respondents who are satisfied with their local area above 72% (CLiK Survey) | Reduce the number of People Killed and Seriously Injured – reduce by 10 Killed or Seriously Injured per year |
| Reduction in Knife Crime (target to mirror that in the WY Police and Crime Plan) | Reduce the number of fly tipping incidents reported to the Kirklees Council below the figure for 2021/22 (6,017) | Increase the % Young People who report that they feel safe in their neighbourhood above 75% | Reduction in demand on partnership resources associated with risky behaviours around open water |
| Reduction in the number of repeat Domestic Violence incidents reported to West Yorkshire Police below figure for 2021/22 (47.9%). | Increase the percentage of people living in homes and neighbourhoods estates who are satisfied with services provided by Kirklees Council (2021: 68% said they were satisfied) | Increase the % of Kirklees respondents who report feeling safe in their local area above 80% | Reduce reoffending rates for drug related crime |
| Increase in reports of Modern Slavery to the National Reporting Mechanism (NRM) | To reduce the number of deliberate fires (primary and secondary) recorded by WY Fire and Rescue Service below the figure for 2021/22 (1,054 incidents) | Increase the % of Kirklees respondents who report that they feel people from different backgrounds get along from above 55%. | Increase the number of offenders referred to drug treatment services |
| | Reduce vehicle offences below the figure for 2021/2022 (1,971 offences) inc by place | Insert ICF Measures when available | |
| | Reduce Total Crime below the figure for 2021/2022 (45,418 offences) | | |
| | Reduce residential burglary offences below the figure for 2021/2022 (1,307 offences) inc by place | | |

Contact and further information

Safer@Kirklees.gov.uk

01484 221000

<https://www.kirklees.gov.uk/beta/community-safety-partners/kirklees-community-safety-partnership.aspx>





Name of meeting: Overview and Scrutiny Management Committee

Date: 28 June 2022

Title of report: Allocation of Scrutiny Co-optees for the 2022/23 municipal year

Purpose of report: To consider the allocation of Scrutiny Co-optees for the 2022-23 municipal year.

| | |
|--|----------------|
| Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? | Not applicable |
| Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ? | Not applicable |
| The Decision - Is it eligible for call in by Scrutiny? | Not applicable |
| Date signed off by <u>Strategic Director</u> & name | Not applicable |
| Is it also signed off by the Service Director for Finance? | Not applicable |
| Is it also signed off by the Service Director for Legal Governance and Commissioning? | Not applicable |
| Cabinet member portfolio | N/A |

Electoral wards affected: All

Ward councillors consulted: Not applicable.

Public or private: Public Report

Has GDPR been considered? Yes.

1. Summary

- 1.1 At the beginning of each municipal year the Overview and Scrutiny Management Committee is required to re-appoint the voluntary and statutory co-optees and allocate them to Panels or the Co-optee Pool.
- 1.2 Voluntary co-optees generally serve a maximum term of four years. Statutory co-optees are nominated by the Diocese or apply in their role as a school governor. Where a co-optee is not involved in any work for a year, then that year does not count towards their service.

2. Information required to take a decision

- 2.1 At the start of the municipal year 2021/22 there were a total of eight co-optees involved in scrutiny six of which were serving the final year of their appointed 4-year term.
- 2.2 A recruitment exercise was undertaken in November 2021 which attracted 15 applicants of which 10 went forward to the appointment stage of the process. This included attendance at one of two workshop sessions that included input from Cllrs Liz Smaje and Andrew Marchington.
- 2.3 All 10 applicants who attended a workshop session have been deemed suitable to be appointed as a voluntary scrutiny co-optee.
- 2.4 Set out below is a table that includes the current and new co-optees and the proposed allocations for the 2022/23 municipal year.
- 2.5

| Name | Allocated panel in 2021/22 | Proposed Allocation 2022/23 |
|-------------------|--|---|
| Toni Bromley | Childrens Scrutiny Panel | Childrens Scrutiny Panel |
| Helen Clay | N/A | Health and Adult Social Care Scrutiny Panel |
| Jane Emery | N/A | Economy and Neighbourhoods Scrutiny Panel |
| Chris Friend | Economy and Neighbourhoods Scrutiny Panel. | Economy and Neighbourhoods Scrutiny Panel |
| Oliver Gibson | N/A | Childrens Scrutiny Panel |
| Garry Kitchin | N/A | Corporate Scrutiny Panel |
| Jonathan Milner | N/A | Economy and Neighbourhoods Scrutiny Panel |
| Ramzan Mohayuddin | N/A | Health and Adult Social Care Scrutiny Panel |

| | | |
|-------------------|-----|---|
| Kristina Parkes | N/A | Corporate Scrutiny Panel |
| James Ryan | N/A | Corporate Scrutiny Panel |
| Graeme Sunderland | N/A | Childrens Scrutiny Panel |
| Kim Taylor | N/A | Health and Adult Social Care Scrutiny Panel |

3. Implications for the Council

There are no specific implications for the Council at this point.

4. Consultees and their opinions

No consultation was appropriate in respect of the contents of this report.

5. Next steps and timelines

Subject to the decision of the Committee, the co-optees will be advised of their allocated Panel.

6. Officer recommendations and reasons

- 6.1 That the Management Committee agree the allocation of co-optees for the 2022/23 municipal year
- 6.2 That the existing serving co-optees be thanked for their continued commitment and contribution to the work of Scrutiny in Kirklees.
- 6.3 That the following retiring co-optees are thanked for their service and commitment to the work of scrutiny:
 - Andrew Bird
 - Philip Chaloner
 - Lynne Keady
 - Dale O'Neil
 - Dave Rigby
 - Linda Summers

7. Cabinet Portfolio Holder's recommendations

Not applicable.

8. Contact officer

Richard Dunne, Principal Governance Officer
Tel 01484 221000
Email: richard.dunne@kirklees.gov.uk

9. Service Director responsible

Julie Muscroft, Service Director, Legal, Governance and Commissioning

This page is intentionally left blank

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – DRAFT AGENDA PLAN 2022/2023

| Date of Meeting | Item / Lead Officer | Comments |
|--|--|----------|
| 25 May 2022 Agenda desp: 17 May Deadline: 12.00 16 May | <ul style="list-style-type: none"> • Establishment of Panels • Re-establishment of Ad Hoc Panel and appt of Co-optee | |
| 28 June 2022 14.00 Agenda desp: 20 June Deadline: 15 June – 12.00 | <ul style="list-style-type: none"> • Appointment / Allocation of Co-optees 2022/23 • Inclusive Communities Framework • Communities Partnership Plan • Work Programme/Agenda Plan | |
| 26 July 2022 13.30 Agenda desp: 18 July Deadline: 14 July – 12.00 | <ul style="list-style-type: none"> • Leader’s Priorities for the Council for 2022/23 • Social Isolation and Loneliness • Scrutiny Panel Work Programmes for 2022/23 • Work Programme/Agenda Plan | |
| 13 September 2022 14.00 Agenda desp: 5th Sept Deadline: 1 st Sept – 12.00 | <ul style="list-style-type: none"> • PROV Update on grant distribution to anchor organisations contract – Update • PROV Heritage and Tourism Strategies • PROV Citizen’s Outcome • Work Programme/Agenda Plan | |
| 1 November 2022 14.00 Agenda desp: 24 th Oct Deadline: 20 Oct – 12.00 | <ul style="list-style-type: none"> • Crime and Disorder including: . <ul style="list-style-type: none"> – Refreshed Strategic Intelligence Assessment (SIA) – Domestic Abuse update – Refresh of Communities Partnership Plan • PROV – Inclusion and Diversity Annual Report • Work Programme/Agenda Plan | |

| Date of Meeting | Item / Lead Officer | Comments |
|--|---|----------|
| 20 December 2022 14.00 Agenda desp: 12 Dec Deadline: 8 Dec – 12.00 | <ul style="list-style-type: none"> • Work Programme/Agenda Plan | |
| 7 February 2023 14.00 Agenda desp: 30 Jan Deadline: 26 Jan – 12.00 | <ul style="list-style-type: none"> • Work Programme/Agenda Plan | |
| 7 March 2023 14.00 Agenda desp: 27 Feb Deadline: 23 Feb – 12.00 | <ul style="list-style-type: none"> • Leader’s Priorities – End of Year Update • Annual Review – Local Flood Risk Management • Work Programme/Agenda Plan | |
| 18 April 2023 14.00 Agenda desp: 6 Apr Deadline: 4 April – 12.00 | <ul style="list-style-type: none"> • Work Programme/Agenda Plan – End of Year Review and Look Forward to 2023/24 | |

Potential items to be programmed:

- WYMCA Funding to look at how the Council can move towards a more proactive and strategic approach; priority rather than funding led.
- Final Report – Ad Hoc Scrutiny Panel, Residential Housing Stock Health and Safety Compliance
- Further work in respect of social isolation and loneliness
- Culture Strategy

- Corporate Safeguarding Policy - further report following the rollout of the refreshed policy
- Armed Forces Covenant - further info requested
- Pre-decision scrutiny 2022/25 Council Plan (incl Peer Challenge updates)
- District-Wide Net Zero Target
- VCSE Strategy

This page is intentionally left blank