Kirklees Inclusive Communities Framework

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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

SECTION 2 – PARTNER FOREWORD (CHAIR OF TSL)

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)](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

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

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).

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.
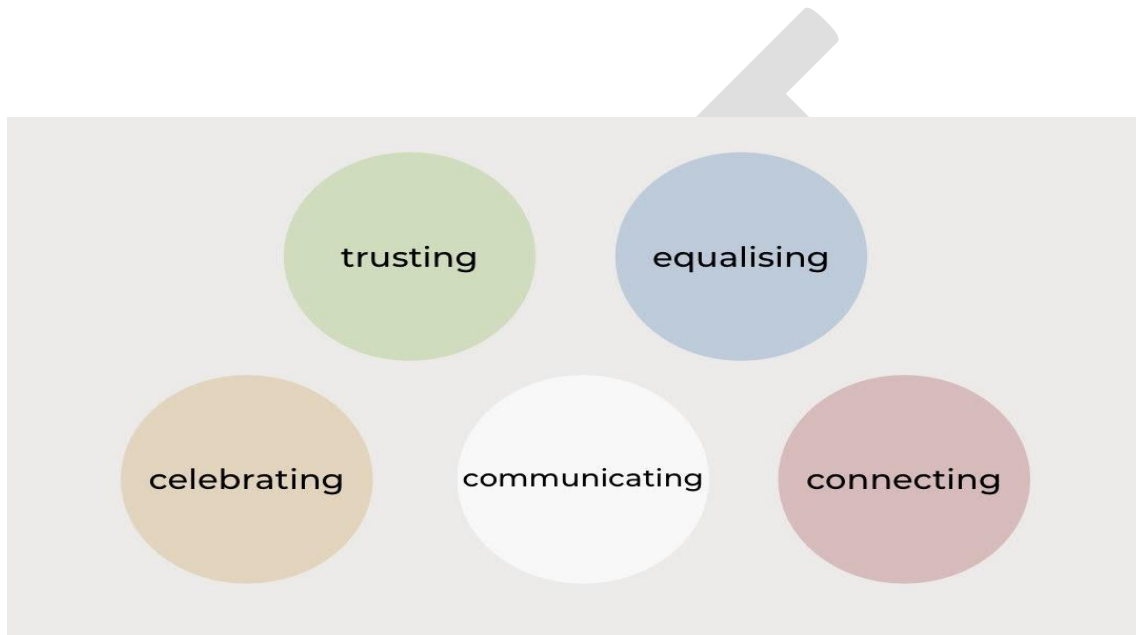
The Inclusive Communities Toolkit provides opportunities for partners across Kirklees to systematically adopt the 5 Inclusive approaches that will ensure we all have the confidence, competence and are able to measure how we play our part in Inclusive Communities. It is designed to provide a reference 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

<mark>[Place this quote in a speech bubble]</mark>
'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 date and intelligence but also qualitative information such as stories, case studies, people's views and opinions gathered through conversations, meetings and surveys

> - 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?

> Here are some examples you may wish to use:
> How good is our place?
> Community Knowledge Profiles (sheffield.gov.uk)

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;
o   Understand when to *step in* and when to *step out* of the way
o   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.
o   How to 'show up' and behave at these meetings to try and build equal, supportive and trusting relationships
o   How to develop trust and nurture relationships rather than create formal structures/systems/assurances
o   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 | SCIEStrengths-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)](#)
- [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 form 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

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?

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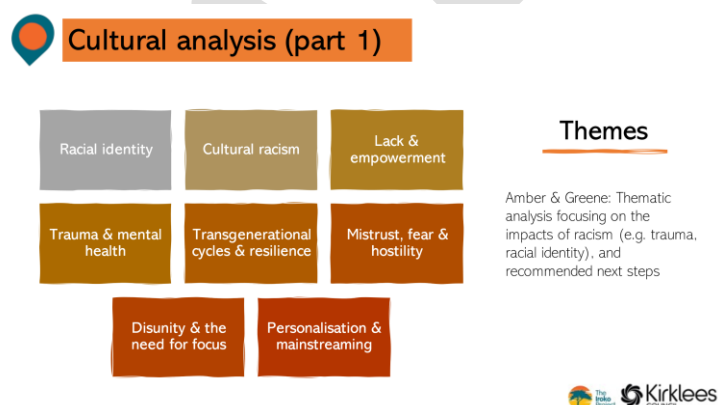
This analysis has begun to reveal the depth of insight available in the information collected, as well as the themes identified in the diagram above, a number of concepts also ran through multiple themes, including:

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)

Systems

Thematic analysis of systems in which racism was experienced (using Nvivo)
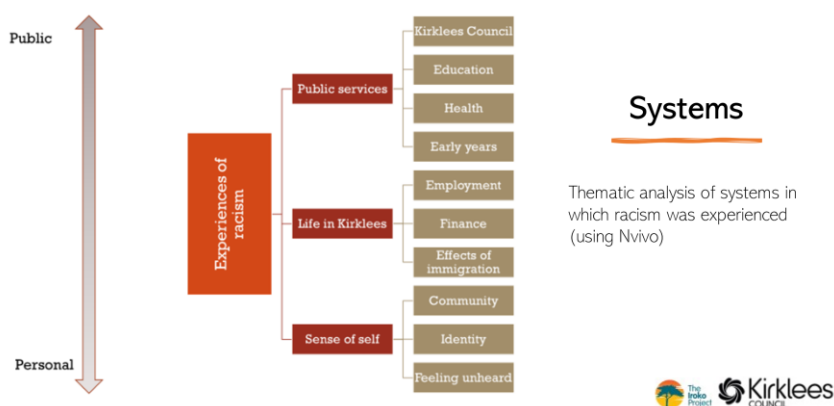
What is clear from this analysis, is that the issue of racism remains endemic, and it has been present throughout participants' whole lives, in both public and personal spaces. This suggests that tackling racism will require an approach that attends to both public and systematic factors such as quality 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.

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 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 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**
Importance of building relationships	Trusting Communicating	- 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
To trust each other	Trusting Equalising	- 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
How to communicate (manner and mechanism)	Equalising Communicating	- 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

Understand each other's strengths	Equalising Connecting Celebrating Communicating	- 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
Ways to reach and address inequalities	Trusting Equalising Connecting	- 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

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.

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 qualitiative 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 organsiations, 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 assessmement 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 that '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 l 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:
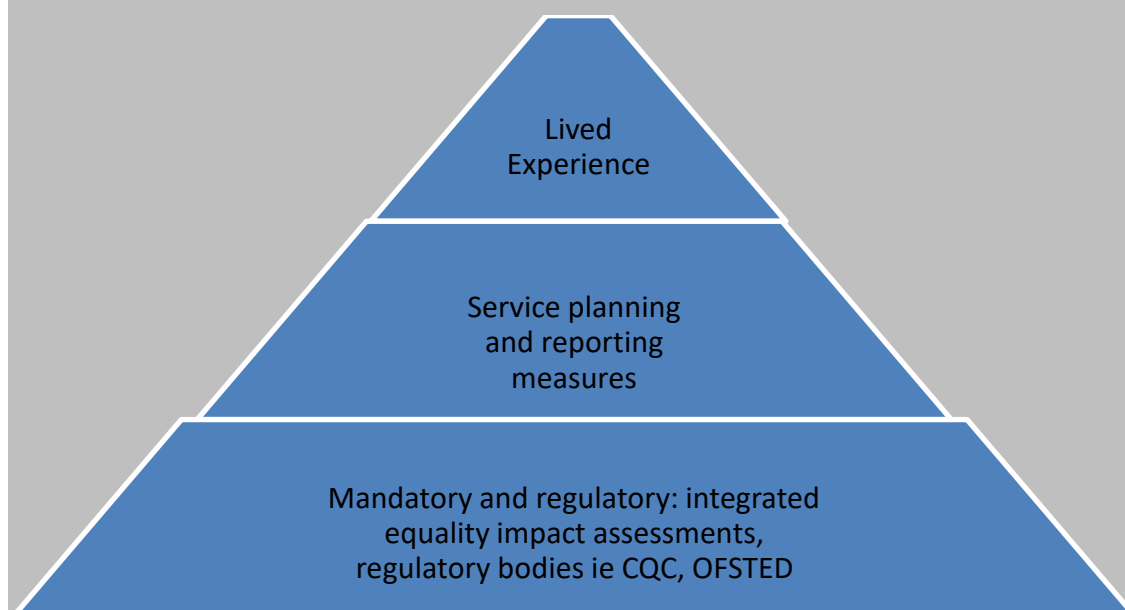Hold annual Directorate level meeting for ½ day

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.

Lived
Experience

Service planning
and reporting
measures

Mandatory and regulatory: integrated
equality impact assessments,
regulatory bodies ie CQC, OFSTED

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.
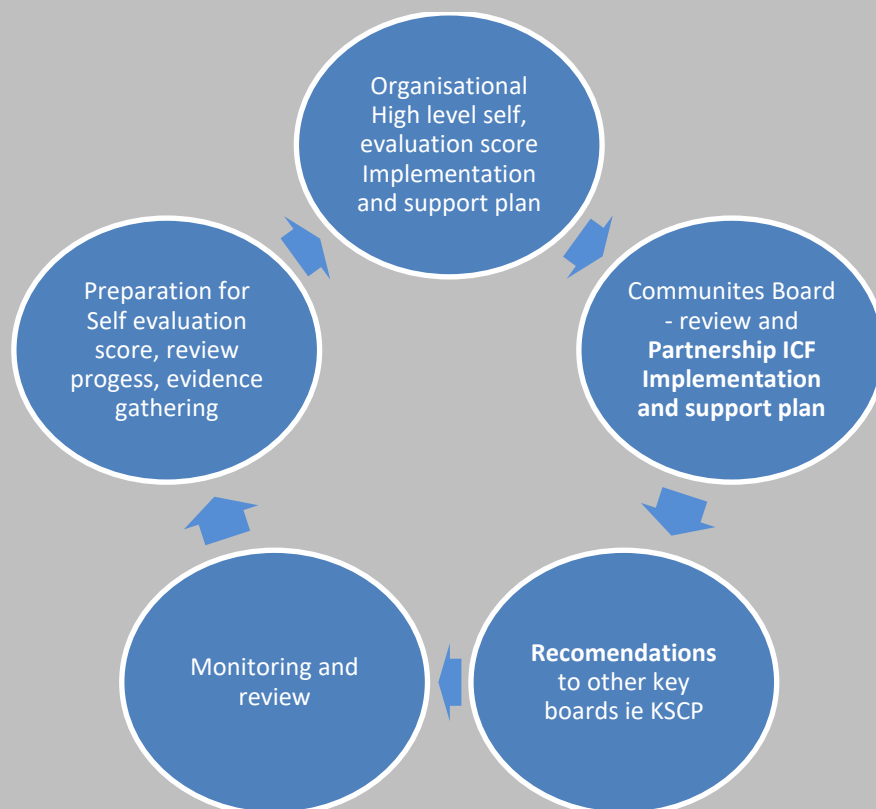
SECTION 9 – Implementation

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 originations 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

Cllr Carole Pattison	(Chair of Communities Board), Portfolio Holder of learning, Aspiration and Communities	Kirklees Council
Cllr Naheed Mather	Portfolio Holder of Environment	Kirklees Council
Cllr 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?