

**Name of meeting:** Overview and Scrutiny Management Committee  
**Date:** 01 November 2022  
**Title of report:** Inclusive Communities Framework Update

**Purpose of report:**

- To provide Overview and Scrutiny Management Committee with an overview of the Council's high level implementation plan for the Inclusive Community Framework.
- For Overview and Scrutiny Management Committee to comment and advise on the Council's implementation plan for the ICF
- To update on previous actions requested by Overview and Scrutiny Management Committee on 28/06/22

<b>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?</b>	<b>Yes/ no or Not Applicable</b> No  <b>If yes give the reason why</b>
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	<b>Key Decision – No</b>  <b>Private Report/Private Appendix – No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Yes/No or Not Applicable</b> Answer Yes if it is a report seeking a decision by Cabinet. <b>If no give the reason why not</b>  <b>Not applicable</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>  <b>Is it also signed off by the Service Director for Finance?</b>  <b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	Mel Meggs 20/10/22  Eamonn Croston 20/10/22  Julie Muscroft 20/10/22
<b>Cabinet member <u>portfolio</u></b>	<b>Cllr Carole Pattison</b> <b>Learning, Aspiration and Communities</b>

**Electoral wards affected:** All

**Ward councillors consulted:** Consulted on adoption of Inclusive Community Framework via political groups

**Public or private:** Public

**Has GDPR been considered?** Yes

## **1. Summary**

The Inclusive Communities Framework has been adopted by the Council on 12/10/22 and this report provides a summary of the developing implementation plan both for the Council, and to support the Communities Partnership Board in their role of partnership lead. The report also provides a summary of we will know how the Inclusive communities framework has made an impact and how it connects to other Kirklees strategies.

The report also responds to a number of actions identified at the previous scrutiny meeting on 28/06/22 as well as providing a further summary on how we will know it has made an impact through the self-evaluation process as part of the Inclusive Community toolkit.

## **2. Information required to take a decision**

### **2.1 Background**

As organisations we can face challenges in how we work with local people. Often, we do not hear voices from the wide 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. As we learnt from the pandemic, our services must respond to a growing diversity of people and ensure we can respond to all their needs collectively and not work in isolation.

There is a great deal of good practice that has developed over the years, and in pulling this together and highlighting the good work we can learn and move forward together with our partners and communities, to build a more consistently inclusive way of doing business

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 inclusive communities. It acts as a guide to all Kirklees partners to take action by playing their part in talking and listening to communities and, where possible, working out together how to address challenges and/or unequal access and build on what we know 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 enough to act** on 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;
- Examples of good practice to encourage and support greater understanding;
- Checklists to support delivery and planning; and
- a self-evaluation tool to enable reflection on practice and a continuous learning loop.

The Council is one of the organisations adopting the ICF.

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.

Article 4 can be found in Part 2 of the Council's constitution – Articles of the Constitution - and details the responsibilities of scrutiny, cabinet and council in relation to the Policy Framework.

More information can be found at:

[The Constitution | Kirklees Council](#)

## 2.2 Council priorities

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

In Our Council Plan (2021/23), 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, [Shaped by People - Council Plan 2021/23 | Kirklees Council](#), where we set out 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. The ICF is part of us delivering on this commitment.

## 2.3 How it will make a difference

The ICF helps people work out what action they need to take to be more inclusive and help us build a more inclusive Kirklees.

Organisations who adopt the ICF, including the Council will use these tools to self-evaluate and support their improvement actions.

It is a framework rather than a strategy so that can be picked up and used by any service or organisation and does not require a long process of revision of each organisations policies or national approaches that may be embedded across, for example the NHS or the Police. The Framework can be used by large or small organisations who want to refresh their approach to working with communities.

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.

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

## 2.4 Action on Previous Scrutiny recommendations

Documents need to be in accessible language, this is particularly important when those documents are to be incorporated within the Council's Policy Framework – be mindful of 'organisational memory'.	<ul style="list-style-type: none"> <li>ICF has been amended to take this into account, Online version will ensure language and layout is accessible and plain English. This work has begun.</li> </ul>
Positive stories to be included in the web-based version.	<ul style="list-style-type: none"> <li>Web based version to include stories and good practice examples, these are being gathered.</li> </ul>
Footnote to be added re participation in Design Circles.	<ul style="list-style-type: none"> <li>Details of participants/organisations included</li> </ul>
Need for reference to action within the 'care' pillar.	<ul style="list-style-type: none"> <li>Care Pillar has been amended to "Care enough to take action" and further emphasis on action added.</li> </ul>
consult Legal Services about the potential to include an accessible summary of the ICF within the Constitution to sit alongside the ICF.	<ul style="list-style-type: none"> <li>As a legal document the constitution notes the ICF (and all other strategies) only by name.</li> </ul>
Draft Implementation Plan and self-evaluation toolkit to be submitted to OSMC at the earliest opportunity.	<ul style="list-style-type: none"> <li>Implementation and self-evaluation work to date to be discussed at Scrutiny in November 2022.</li> </ul>
Representatives of partners to be invited to OSMC to give a broader perspective on how the framework is being used by other organisations and perhaps give examples of how they are implementing.	<ul style="list-style-type: none"> <li>As partners move forward with implementation, they will be invited to future updates to Scrutiny to give examples of ICF implementation</li> </ul>
Noted that the document will be refreshed as lessons are learned from implementation.	<ul style="list-style-type: none"> <li>ICF will continue to be updated as lessons are learned from implementation and self-evaluation as part of the annual cycle</li> </ul>
The role of Councillors at the heart of the organisation must be seen in the implementation.	<ul style="list-style-type: none"> <li>Implementation plan includes role of Councillors in both council implementation and in helping partners understand Councillors role as community experts. Discussions have taken place to support Cllrs understanding/ awareness of the ICF via the induction programme.</li> </ul>

<p>Consideration be given to the inclusion of sections within all scrutiny reports as standard to address in each case ‘how this will contribute to moving forward in respect of the Health and Wellbeing Strategy, Economic Strategy, Sustainable Environment Strategy and Inclusive Communities Framework’</p>	<ul style="list-style-type: none"> <li>• Lead officers developing the three strategies have been meeting to discuss how the ICF will underpin our strategic approach moving forward. The Policy Team are supporting a self-assessment of the HWB strategy.</li> </ul>
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## 2.5 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 three 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.

## 2.6 Expected impact

Effective implementation will contribute to a range of outcomes:

- Members of the community and elected members at the centre of our approach
- Greater resilience within communities
- Improved understanding of communities in Kirklees and their experience of living in Kirklees
- More evidence and insight data to inform future service delivery
- More efficient and effective allocation of resources
- 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.

## 2.7 **How will we know – evaluation**

The approach to monitoring adoption, self-evaluation, and progress across partners:

- Each organisation will be responsible for self-evaluating their approach using 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 undertake an annual review of progress looking at relevant data and insight including the Clik survey, Place Standard feedback, satisfaction surveys, community tensions monitoring, case studies and stories and we will continue to monitor community feelings of safety and getting on well which enables us to benchmark across the region.

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

## 2.8 **High Level implementation Plan**

The Inclusive Communities Framework has been adopted by the Council and we are now developing an implementation plan both for the Council, and to support the Communities Partnership Board in their role of partnership lead. The high-level implementation plan described in the presentation is supported by a developing detailed operational plan to ensure that priority actions, resources and support are in place to implement the Inclusive Communities Framework. This is rightly a dynamic implementation plan, with areas built in for review and further development to maximise the impact of the Inclusive Community Framework.

## 2.9 **Risks and mitigation**

As with all new approaches, there are some identified risks across partner organisations that will be monitored by the Communities Board:

- The challenges of the emerging post-Covid landscape and its social and economic pressures increasing the risk that services (Council and wider) focus more on the 'immediate' at the expense of long-term
- 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 may be directed by siloed budgets

To manage these risks, the Communities Board may 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.

## **2.9 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.

The Framework does not depend on large additional budgets or resources but does require commitment and time.

## **2.10 Cost breakdown**

There are no specific costs identified in the ICF.

## **2.11 Timescale**

We would anticipate a formal 5-year Framework review with an annual self-evaluation cycle that would inform the development of the approach



## 2.12 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 and builds on existing good practice which it seeks to share and amplify.

- **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 and cohesion and inclusion being at the heart of our work.

- **Place Based Working**

The ICF centres on working with communities in local places. 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.

The ICF promotes this approach.

Within the Place Standard approach, elected members are at the heart, the Inclusive Communities Framework is a tool that will support this approach more broadly in our approach to listening and reaching a wide range of voices. The ICF approaches that include connecting, communicating and trusting all underpin and place value on the involvement and engagement with elected members and will promote the role of members, and serve as a reminder to partners outside of the Council.

Elected members can expect those teams, services and organisations who adopt the ICF to work alongside communities and elected members in a way that is inclusive.

- **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 from a wider range of voices to inform our approach and will seek to enable communities to act.

- **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 and the ICF underpins a contextual safeguarding approach, in that if communities are inclusive and safe, this in turn supports the safety of our children and young people.

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.

### **3 Consultees and their opinions**

Consultation on the ICF has formally concluded, though we will continue to learn and review as we learn from implementation.

The Implementation of the ICF will be discussed by the Communities Board from a partnership perspective.

The Council's own implementation plan has been developed with support from the Policy and Partnerships Team and Transformation Team supported by a small team of officers who will form a project team to implement the ICF.

#### **4 Next steps and timelines**

- The implementation of the ICF will be incremental as the range of partners discuss their own plans and timelines, and as services and teams within the Council programme in how and when they will use the Framework. This may be used across whole Directorates, across specific projects and/or within teams.
- Within the Council a range of service areas have self-nominated to be early adopters including Adults and Children's services, the team leading the Assets Review, Communities and Access Services and the Policy and Partnerships Team and they will begin the process of self-evaluation in the coming weeks.
- Our implementation plan has a focus on delivery within the Council, and an additional focus on partnership implementation. It includes timelines, learning and development, support within the Council for teams undertaking this work, elected member engagement/briefings, review and learning and evaluation of impact as described in the presentation.
- We continue to work with our partners to support them to implement the ICF and in particular to ensure we work alongside and influence the development of the key strategies currently developing.
- Over the coming 12 months we will begin to see action plans developed and changes in delivery and approach.

#### **Officer recommendations and reasons**

1. OSMC notes the work carried out to respond to previously raised scrutiny actions

2. OSMC notes the work to date on implementation of the Inclusive Community Framework and that it will continue to evolve as we learn by doing
3. OSMC provides any advice and suggestions on the implementation of the Inclusive Community Framework.

## **5 Cabinet Portfolio Holder's recommendations**

'Not applicable' for the OSMC meeting.

## **6 Contact officer**

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## **7 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
- Communities Board 14/06/2022:
  - o approval of the content of the ICF
  - o recommendation to partners to adopt the ICF
- Overview and Scrutiny Management Committee 28/06/2022
- Cabinet approval 05/07/2022
- Full Council 12/10/2022
  - o Approval to adopt the ICF as part of Article 4 in the constitution

## **8 Service Director responsible**

Jill Greenfield

Service Director for Customer & Communities