



# Inclusive Cities Action Plan

SHEFFIELD CITY COUNCIL

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Autumn 2022



# Background information

Following on from the work of Cohesion Sheffield, we are developing an approach to cohesion and inclusion that is more focussed on the actions of the individual building up to a collective approach. We are suggesting that a step-by-step approach, rather than a fully worked up action plan, is more likely to bring people on board and for them to feel agency in this sphere. As a result we developed a simple statement of intent that has been tested with various leaders and organisations prior to hopefully being incorporated into Sheffield's evolving Sustainable Communities approach:

- #WeAreSheffield embodies how we are all working together to build a city of hope, where everyone that chooses to live here is treated fairly and has the same life chances.
- #WeAreSheffield is about being a good neighbour, being kind to each other, checking we are all alright.
- Cohesion, integration, inclusion are all variations on a theme that cities across the world want to resolve. #WeAreSheffield covers all of this.
- We don't want a theoretical exercise, to create a strategy that burns brightly and means nothing. We want people in Sheffield to feel it.
- Sheffielders have said for years that it is the largest village. And it takes a village to raise a child. So how do we nurture this so that it is equally true for everyone who lives here no matter who they are?
- We recognise that tribes exist but want to remove the negatives of tribalism.
- We want to create opportunities for people to meet each other, to get to know each other. We want to refresh our social infrastructure.

Once it has been adopted then we plan to develop actions to support it, taking our first steps, but without a pre-determined route to the end-point. The statement of intent encourages Sheffield to nurture its friendly village notion, to celebrate and encourage acts of kindness, especially when those acts cut across boundaries of culture, interests, and experience. We believe that these acts, building on our existing activities, will lead us to a more cohesive and inclusive city.

Since this action plan was drafted, some activities have overtaken us:

- the State of Sheffield 2020 report's response to covid included a pledge to "Working better together to drive change. Building on the strong foundation of partnership working which we have seen throughout the crisis – strengthening and investing in the assets we need to underpin this";
- Sheffield is responding to the outcomes of a Race Equality Commission, delivered in June 2022;
- the increasing cost of living and the focus on poverty this has caused has become a focal point; and
- SCC is developing a new corporate plan that includes a renewed focus on neighbourhood/place based working.



Find out more

[info@compas.ox.ac.uk](mailto:info@compas.ox.ac.uk)

## LEADING IN THE DEVELOPMENT OF A SHARED LOCAL STORY OF INCLUSION

| Actions to achieve this priority  | Progress to date   | How this supports the strategic priorities of the city   | Lead responsible for delivery   | Timescale                                     | Success Criteria           |
|---|--|--|---|---|----------------------------|
| Promote positive stories of local communities, including stories of individuals who have made Sheffield home and of communities who are part of Sheffield | <p>Migration Matters festival happens yearly and includes a variety of positive stories related to migration, including local people telling their own stories.</p> <p>Celebrating communities (e.g., Gypsy Roma Traveller History Month (GRTHM), Pride, and 'Writer in Residence' in Sheffield Libraries as part of Black History Month (BHM)).</p> <p>Cohesion Sheffield created strong foundation to build on – We Are Sheffield statement of intent produced in 2021</p> <p>#WeAreSheffield comms work started by SCC in June 2022</p> | <p>"<a href="#">Our Sheffield – one year plan</a>" section on Communities &amp; neighbourhoods</p> <p>Corporate Plan theme –Strong and Sustainable Communities:</p> <ul style="list-style-type: none"> <li>• Secure and Safe</li> <li>• In and of our communities</li> <li>• Respected</li> <li>• Stronger community stronger economy</li> <li>• Engaged and empowered</li> <li>• Pride in the place</li> <li>• Mutual Respect</li> <li>• High quality safe housing</li> <li>• Engaging, enabling, and empowering</li> </ul> | <p>Migration Matters</p> <p>Various</p> <p><a href="#">City Partnership Board</a></p> <p>SCC Communications Service</p>       | <p>Every June</p> <p>Jan 22</p> <p>May 22</p> | Thriving Places Index, TBD |
| Becoming an anti-racist city  | The <a href="#">Race Equality Commission</a> report contains a series of recommendations and actions to become an anti-racist city. We need to respond positively and at pace to these, demonstrating leadership for the city, our residents and for staff.  | <a href="#">Council Delivery Plan 2022-23</a> : Tackling inequalities and supporting people through the cost-of-living crisis  | <p><a href="#">Race Equality Commission</a></p> <p>+ SCC Strategy &amp; Resources Committee</p>                               | Ongoing                                       |                            |
| Achieve Local Authority of Sanctuary status to reinforce SCC's commitment   | <p>Been a City of Sanctuary for 10 years</p> <p>Asylum and Migration in Sheffield – Overview Position Statement, produced September 2021</p> <p>Developed integrated response to Ukraine situation to ensure Sheffield can welcome refugees sustainably</p>  |  | <p><a href="#">City of Sanctuary Sheffield</a></p> <p>SCC Equalities Team</p> <p>SCC Asylum, Refugee &amp; Migration Team</p> |   |                            |
| Develop Welcome scheme for new arrivals   | <p>Include Welcoming Places as part of the warm spaces response to cost of living crisis. Use learning from pilot Welcome Box scheme undertaken pre-pandemic</p> <p>EUSS – developed partnership approach to supporting people to apply for Settled Status</p>   |  | <p>SCC Communities, Parks and Leisure Policy Committee</p> <p>SCC Community Services</p>                                      |   |                            |

## SUPPORTING AND DRIVING INCLUSIVE ECONOMIC GROWTH

| Actions to achieve this priority   | Progress to date  | How this supports the strategic priorities of the city  | Lead responsible for delivery   | Resources needed to accomplish the priority and action | Timescale  |
|--|---|---|---|--|--|
| <b>Supporting residents to deal with poverty &amp; cost of living crisis</b>           | <p>Conversations on the financial “cliff edge” caused by various changes in benefits and the cost of living crisis being led by Sheffield City Partnership Board and Citizens Advice Sheffield. Those forming the Financial Cliff Edge Group in March 2021: Citizens Advice Sheffield, VAS, Shelter Sheffield Hub, Sheffield Chamber of Commerce and Sheffield Business Together, Manor &amp; Castle Development Trust, African Women’s Health Group, AESSEAL PLC, SCC Strategy &amp; Partnerships</p> <p>Produced “cash first” leaflet with IFAN. Distributed 20,000 across city. Re-print planned</p> <p>Created an online tool for finding money advice support: <a href="https://www.sheffieldmoneysupport.co.uk/">https://www.sheffieldmoneysupport.co.uk/</a></p> <p>Supporting creation of a Poverty Truth Commission</p> <p>Poverty summit and response to cost of living crisis – led to creation of strategic command approach to cost of living</p> <p>“A 10 Point Plan for climate action” – SCC response to Arup climate change report – includes a recognition of the need for a “just and fair transition”</p> | <p>Part of SCC’s Housing “plan on a page”</p> <p>City Growth plan on a page</p> <p>“Our Sheffield – one year plan” Climate change, economy &amp; development section</p> <p>Sustainable Communities</p> <p>Climate Change, Economy and Development Transitional Committee</p> | <p>SCC Communities, Parks and Leisure Policy Committee</p> <p>Voluntary Action Sheffield</p> <p>Sheffield Poverty Truth</p> <p>SCC Transport, Regeneration &amp; Climate Policy Committee</p> |  | <p>June 21</p> <p>Oct 21</p> <p>June 22 – Dec 23</p>           |
| <b>Deliver actions from Scrutiny Committee report on food poverty &amp; insecurity</b> | <p><i>The Food Ladders Project: Mapping the Geographies of Food Provision in Sheffield</i> research delivered in July22</p> <p>Food Access Plan approved July 22 covering three areas:</p> <ul style="list-style-type: none"> <li>• Responding to immediate need</li> <li>• Responding to underlying causes of food poverty</li> <li>• Coordination and capacity building</li> </ul>  |   | <p>SCC Strategy &amp; Resources Committee</p>   | <p>£200,000 committed</p>                              | <p>Report written March 2021, action plan approved July 22</p> |
| <b>Grow Sheffield’s economy so every resident benefits</b>                             | <p>Discussions with Chamber of Commerce about business support</p> <p>Economic recovery fund and investment in district centres.</p> <p>Welcome to Sheffield / Make yourself at home – “The official destination website for Sheffield. Information and services for visitor tourism, conferencing, business and investment in Sheffield” – widespread advertising</p>  | <p>Corporate Plan theme: Economy</p> <p>Business Sheffield</p> <p>Clean and Sustainable City</p>  | <p>Economic Development and Skills Policy Committee</p>   |  |  |

## CONNECTING COMMUNITIES

| Actions to achieve this priority   | Progress to date  | How this supports the strategic priorities of the city  | Lead responsible for delivery  | Timescale                                  | Success Criteria  |
|--|---|---|--|--|---|
| <b>Increase community involvement in decision making</b>   | <p>Creation of LACs and move to Committee structure in SCC designed to enhance inclusion at neighbourhood level. Approved by Full Council, March 2021</p> <p>Developed neighbourhood working approach now being piloted in Page Hall</p> <p>Community Safety Partnership active</p> <p>Supporting development of Police Independent Advisory Group to represent communities more widely.</p> <p>Created signposting tools for refugees/asylum seekers, mental health and suicide support</p> <p>Sheffield City Regional Active Travel Plan has a strategy goal for "Residents and businesses connected to economic opportunity" and aims to be "Inclusive and accessible" in order to achieve this with a pledge "That we will be led by our communities"</p> | <p>"Our Sheffield – one year plan" Communities &amp; neighbourhoods section + Corporate Plan theme – Strong and Sustainable Communities</p> <p>Sheffield City Partnership Board approved previous cohesion framework</p> <p>Sheffield City Region</p> | <p>Strategy and Resources Policy Committee</p> <p>Sheffield City Partnership Board</p> | <p>May 22</p> <p>Sept 22</p> <p>Nov 21</p> | <p>People report feeling more included; exact metrics TBD</p> |
| <b>create #BeKindSheff</b>   | <p>Statement of Intent regarding cohesion developed in 2021, including suggestion to develop #BeKindSheff</p>   |   | <p>SCC Communities, Parks and Leisure Policy Committee</p>                             |  |   |
| <b>Support development of community hubs</b><br><br><b>Re-focus on Libraries as key neighbourhood assets</b> | <p>Development of Family Centres into broader community hubs open to all</p> <p>Working with VAS through covid to develop role and capacity of hubs. Now developing map of community assets</p> <p>Creation of network of Welcoming Places &amp; Warm Spaces under way</p> <p>Support expansion of Foodworks' Partner Hubs</p>  |   | <p>SCC Communities &amp; <a href="#">VAS</a></p>                                       |  |   |
| <b>Develop <i>Compassionate Sheffield</i> approach to promote compassion &amp; kindness</b>                  | <p><i>Compassionate Sheffield</i> approach started with initial focus on death and bereavement, with plans to look at Advanced Care Planning in all communities</p>   |   | <p>Compassionate Sheffield &amp; <a href="#">St Lukes</a></p>                          |  |   |

## MAINSTREAMING AND BUILDING INCLUSIVE PUBLIC SERVICES

| Actions to achieve this priority   | Progress to date   | How this supports the strategic priorities of the city  | Lead responsible for delivery   | Resources needed to accomplish the priority and action |
|--|--|---|---|--|
| <p><b>Customer Experience programme to improve how residents access SCC services</b></p> <p><b>Team Around the Person roll out across the city</b></p> | <p>The 'One Route In' project to review SCC hardship schemes is underway. This project aims to simplify access to SCC crisis support (creating a 'one route in') and to direct people towards schemes that maximise their income beyond their immediate crisis. 'One Route In' pilot due to start mid-July to run for 3 months, which will test the concept of managing schemes side-by-side. Learning from this pilot will inform next steps.</p> <p>New Adult Health and Social Care Strategy adopted March 2022 – <a href="https://www.sheffield.gov.uk/home/social-care/our-vision.html">https://www.sheffield.gov.uk/home/social-care/our-vision.html</a></p> <p><i>Sheffield is a city of diversity and one with strong and vibrant communities. We want to use the wealth of knowledge and expertise in our communities to help deliver our strategy for adult social care. We know that people stay healthier for longer when they are connected to, and supported by, communities. By helping to strengthen our communities, we will reduce health inequalities and improve the quality of life for all our residents.</i></p> <p>Successful multi-agency neighbourhood working pilot in south-east of city has proved the benefits of inclusive public services that are person centred:</p> <ul style="list-style-type: none"> <li>• Improved Outcomes for the individual – achieved quicker</li> <li>• Service isolation reduced</li> <li>• Shared ownership</li> <li>• Improved information sharing</li> <li>• Improved communication</li> <li>• Reduced duplication</li> </ul> | <p>Council Delivery Plan 2022–23 – Strategic Goal: Tackling inequalities and supporting people through the cost-of-living crisis</p> <p>Corporate Plan theme – Living well through prevention</p> | <p>SCC Strategy &amp; Resources Committee (Officer lead: Alex Westrans)</p> <p>Communities, Parks &amp; Leisure Committee &amp; Integrated Care Partnership &amp; Sheffield Health Care Partnership</p> | <p>Due to start Mid-July 22 but has been delayed</p>   |
| <p><b>Promoting workforce diversity to ensure they are reflective of the communities they serve</b></p>  | <p>Future Foundations programme EDI working group created to lead on this.</p> <p>SCC response to Race Equality Commission to address issues around barriers to employment with SCC</p>  |   |   |  |

## ENCOURAGING CIVIC PARTICIPATION AND REPRESENTATION

| Actions to achieve this priority   | Progress to date   | How this supports the strategic priorities of the city   | Lead responsible for delivery  | Resources needed to achieve priority and action          | Time scale                              | Success Criteria  |
|--|--|--|--|--|---|---|
| Move from Cabinet model to Committee structures as a result of resident led campaign by Its Our City – “We know that active, informed citizens and communities are vital for a healthy local democracy”  | <p>Cooperative Executive and transition committees in place, with full move to Committees started after election in May 22</p> <p>Local Area Committees started in June 2021, first public meetings held Oct 21, action plans agreed March 22</p> <p>Connected to our communities and citizens – A Council in and of our communities – working in the open, with and alongside people – a visible, accessible organisation</p> <p><a href="#">Sheffield Equality Partnership</a> brings together individuals and organisations from all sectors to make a real difference in Sheffield. It enables communities to make the city's decision makers aware of the issues that affect them.”</p> | <p>Delivering for our communities – Developing a plan for Sheffield's recovery</p> <p>“Our Sheffield – one year plan” + Corporate Plan: Our Council section</p> <p>Council Delivery Plan 2022-23 – Strategic Goal: Fair, inclusive and empowered communities</p> | <p>SCC Full Council</p> <p>Sheffield Equality and Inclusion Board</p>                                |  | <p>Started May 22</p> <p>March 2022</p> |   |
| Complete first phase of <a href="#">New Constellations</a> process – “Sheffield's New Constellation journey is an adventure into the future: a process to explore, imagine and start shaping a future for Sheffield that fully reflects the potential of its incredible people and places” | <p>“Over three meetings in autumn 2021 (late September, late November and early December) a diverse group of 28 people from many walks of life across Sheffield came together for a journey to explore and imagine how things could be different in the city, and what's needed to make that a reality.</p> <p>The crew has chosen to continue working as a group to support each other and explore next steps, including how to engage and work with others.”</p>   |  |  |  |   |   |
| Implement new Youth Service Strategy to ensure young people participate and are represented  | <p>Sheffield City Council Youth Services Strategy 2022-2025 strategic goals:</p> <ul style="list-style-type: none"> <li>• Sheffielders shape services</li> <li>• Thriving and resilient young Sheffielders</li> <li>• Ambitious, relevant and connected leadership</li> <li>• Understanding trends, delivering quality, evidencing impact</li> <li>• Confident, skilled and contemporary workforce</li> </ul>  | Council Delivery Plan 2022-23 – Goal Five: happy young people who have the start they need for the future they want  | <p>SCC Communities, Parks and Leisure Committee</p> <p>(Lead: Chelsea Renehan)</p>                   | Each LAC will be allocated 10K and a Senior Youth Worker |   | e.g. More young people accessing youth provision in all areas of the city |
| Take a fresh approach to engagement, listening and acting on customers' feedback   | <p>Longstanding involvement of parents in family centre services. Family Centre governance will link to locality community partnerships and the new area committees</p> <p>Community Champions project encouraging community engagement in health services.</p> <p>11 VCS orgs working together, hosting 80 volunteers to undertake peer engagement – promoting health prevention messages and feeding back community issues</p> <p>Created a Community Voice and Insight Commission. VAS commissioned to lead on this. Exchanging ideas with Glasgow</p>  |  | <p>SCC Strategy &amp; Resource Committee</p> <p><a href="#">Sheffield City Partnership Board</a></p> | £46,000  | Aug-Dec 22                              |   |



## Case Study: Asylum

In 2020 the Home Office sought to place a number of asylum seekers in a hotel in Sheffield that Council officers felt was inappropriate. The hotel was in a location that would place the asylum seekers in close proximity to an existing vulnerable street community.

Council officers spoke with the Home Office. They explained the issue and suggested a different approach, utilising local voluntary, community and faith group (VCF) partners, not just national contractors, to develop a wrap around provision for the asylum seekers.

A new hotel was identified collaboratively and Council staff worked with VCF partners to provide the asylum seekers with the support they needed to integrate into life in Sheffield. This included:

- English for speakers of other languages (ESOL) courses
- Exercise, such as football
- Advice from City of Sanctuary Sheffield
- Health services, including a walking bus to a health clinic
- Orientation walks around the city

Pragmatic collaboration was developed between Sheffield City Council, VCF partners, Mears, and the Home Office through open and honest conversations about the capacity and skills of all involved. This was possible because of the respect that already existed among local partners and the willingness of the Home Office to listen to local intelligence.

The result is that this cohort of asylum seekers has had a settled introduction to life in the UK, with a package of support from local partners, and without adversely impacting the local community.



# Case Study: the Roma Community

Sheffield has been home to a significant Roma community from Slovakia for over 10 years. This community has largely been living in one of the most challenging neighbourhoods in Sheffield, and therefore has been involved in a wide variety of engagement and integration programmes. Although these programmes have produced useful advice and support for the community, they did not improve the broader public's awareness or understanding of this group and its culture.

As a result, Sheffield City Council has been working with members of the Roma community to promote activities around Gypsy, Roma & Traveller History Month for the past four years. Each year, the events have grown as the Roma community has gained confidence and skills.

While early activities were not widely noticed and mainly involved the same small group of people, a new, multi-pronged approach was launched in 2022 with the aim of promoting Roma role models and culture in mainstream locations.

Firstly, an event called *Welcoming Cultures* was led by Terezia Rostas and Rosa Cisneros in partnership with 24 different organisations. Its aim was to bring the most underrepresented communities in Sheffield to share what is unique about their cultural heritage, background and values. *Welcoming Cultures* was held during Refugee Week 2022 in a city centre museum, the [Millennium Gallery](#), remaking the space into a museum of multiculturalism.

The cooperative approach to organizing and running the event gave community members experience in a public setting from which they have often been excluded, due to language barriers and lack of representation.

[Click here to watch a video from the event at Millennium Gallery Sheffield](#)

The priority was to enable and empower the community members to feel safe in a museum space sharing their experience as a community and their cultural background, values in front of Sheffield residents. Organisers were keen to attract a committed audience that was interested in culture, heritage, sharing values, learning about each other, and building relationships, rather than

in a high number of visitors. Even so, *Welcoming Cultures* attracted 200 people in addition to the people involved in organising the event and running the stalls.

Alaina Briggs and Adeola Banjoko, Equalities and Engagement Officers from the Equalities & Engagement Team (Policy, Performance and Communications) at Sheffield City Council (SCC), were very active in supporting Cisneros and Rostas in delivering the work for the event. Together with the Sheffield Museum team, SCC supported Cisneros and Rostas in a number of ways – from pre-planning, poster creation and dissemination, to sourcing and securing resources for the event. The backing from SCC enabled this celebration, as well as the participation of a number of organisations, charities, academics, artists, community members and primary and secondary schools. [Migration Matters Festival](#) also supported *Welcoming Cultures*.

The event poster (see page 2) was designed by Rostas, resized and reworked with the help of Cisneros, and SCC's Adeola Banjoko, Alaina Briggs and Phoebe Seymour. SCC's marketing team finalised and distributed the event poster throughout the city as well as nationally.

In summary, creating events where a diversity of voices can be celebrated, and inter- and intra-generational ways of working can coexist, allows for powerful engagement. If we want to support social change and embrace our cultural diversity and heritage, we need to

create opportunities to learn about our neighbours and celebrate the many elements that make our city a better place to live. As *Welcoming Cultures'* official evaluation noted:

*"This event was a great example of our communities' cultural richness and diverse heritage but also it highlights our common history, strength, resistance and determination to challenge stereotypes, discrimination and build a better world for our children and young people."*

Secondly, as a direct result of the relationships fostered through *Welcoming Cultures*, SCC printed copies of *Corcodusa Saves the Park*, a book raising awareness about the environment that is aimed at primary school children. The book's main character is Roma and it was written by a collective of Roma from across the country, including Cisneros, Rostas and their children. Copies of *Corcodusa Saves the Park* were sent to each school in Sheffield along with an offer to have Cisneros or Rostas read the book and answer any questions the children might have about Roma culture in at their school.

While the longer-term impacts of these two interventions are yet to be seen, SCC is committed to continuing to support Roma culture in mainstream locations across the city, to build confidence amongst the community to celebrate their culture, and to integrate Roma artists and performers into the broader cultural life of Sheffield.

## INCLUSIVE CITIES

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Inclusive Cities is a knowledge exchange initiative supporting UK cities and their local partners to achieve a step-change in their approach towards the inclusion of newcomers.

Drawing on innovative ideas and practices from Europe and the United States, Inclusive Cities aims to support the development of an approach to inclusion which is strategic across the city administration. This approach consistently uses positive messaging to develop an inclusive narrative for the city which informs and drives practice and is local authority led, working in close partnership with business, public and voluntary sector organisations to achieve shared goals.

Inclusive Cities is supported by the Paul Hamlyn Foundation.

[www.compas.ox.ac.uk/inclusive-cities](http://www.compas.ox.ac.uk/inclusive-cities)

## THE GLOBAL EXCHANGE ON MIGRATION AND DIVERSITY

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The Global Exchange on Migration and Diversity is an ambitious initiative at the Centre on Migration, Policy and Society (COMPAS), University of Oxford, opening up opportunities for knowledge exchange and longer term collaboration between those working in the migration field.

[www.compas.ox.ac.uk/global-exchange](http://www.compas.ox.ac.uk/global-exchange)