



**Global  
Exchange**  
on Migration & Diversity

# INCLUSIVE CITIES

*A Framework to Support Local Authorities  
and Communities to Build Inclusive Cities*

COMPAS



## Introduction

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.

Each of the founder cities (Bristol, Cardiff, Glasgow, Liverpool and Peterborough, with London joining some aspects of the project as an associate member) has developed an action plan which identifies a number of strategic priorities and practical initiatives which aim to broaden opportunities for inclusion of all residents across the economic, social and civic life of the city. Each city has appointed a Taskforce of stakeholders from the private, public and voluntary sectors who advise on the project and take forward the actions in their respective sectors.

This framework draws on the learning from this action planning process. It draws out the key themes and priorities from the experience of the six founder cities, alongside learning from research and international examples, including the learning partner for the project, Welcoming International. In doing so, it sets out a framework of core principles and priority areas which all municipalities can work towards becoming an inclusive city.

## Who is this framework for and how should it be used?

This framework is intended to support UK municipalities and local authorities to develop their approach to the inclusion of newcomers in the city as part of their work to build inclusive communities for both newcomers and longer standing residents.

The framework draws on research, policy and practice and learning from inclusive cities – it is not intended as a definitive guide, but simply as a resource to support local areas in the development of their approach and its implementation and monitoring.

Whilst this guide is primarily intended for local authorities in their role providing place based leadership – the approach advocated is one of partnership and it is emphasised that the best approaches to integration will bring in a wide range of organisations and communities, working together to facilitate social change.

## Drawing on research findings

Alongside learning from policy and practitioners, Inclusive Cities builds on research findings in relation to integration. In particular, it draws upon Spencer and Charsley's 2016 model of integration in order to provide a holistic view of integration and inclusion and their characteristics. The core principles below are built on this research and other key empirical findings, notably emphasising integration and inclusion as a two-way, shared responsibility.

Integration happens across a number of domains, many of which are not the sole domain of the public sector. The interplay between these domains (for example between structural concerns such as access to employment and social relationships) is complex and interconnected and can move forward and backwards over time. Importantly, the model finds that much of integration takes place at the local level and so it is local government that can play a significant role in providing leadership, drawing together partners and facilitating change.

### **A short note on terminology**

Within academic and policy circles, a number of different terms are used, sometimes interchangeably and sometimes in an unclear way to define and understand the inclusion of newcomers. Integration, welcoming, cohesion and inclusion all have slightly differing meanings within research and policy. We use integration to draw both on relevant academic research and policy debates from countries in Europe which use this term more widely than in the UK, and take it to mean the two way model of shared responsibility across society as defined above. We use the term inclusive as this is better understood by policy makers and the public in the UK – where integration is sometimes categorised as a one way process of assimilation.

## **Core principles**

Drawn from the research outlined above, these principles set out the core ways of working which should underpin how cities seek to develop their inclusive policies and practice. These are:

- 1. PROVIDE LOCAL LEADERSHIP TO CREATE CHANGE**
- 2. INCLUSION IS A SHARED RESPONSIBILITY, DELIVERED IN PARTNERSHIP**
- 3. WORK WITH NEWCOMERS AND LONGER STANDING RESIDENTS**
- 4. USE AVAILABLE DATA AND EVIDENCE TO UNDERSTAND THE LOCAL CONTEXT IN ORDER TO IDENTIFY CORE PRIORITIES, SET GOALS, MONITOR IMPACT AND UPDATE STRATEGIES AS NEEDED**
- 5. TAKE ACTION AT THE LOCAL LEVEL, PROVIDE ADVOCACY AT THE NATIONAL LEVEL, LEARN FROM BEST PRACTICE INTERNATIONALLY**

# 1. PROVIDE LOCAL LEADERSHIP TO CREATE CHANGE

Cities welcome the highest numbers of newcomers. This provides both the impetus for action and the greatest opportunity to benefit from economic, social, cultural and civic participation if done well – or conversely suffer if done badly.

Local Leaders and Mayors can and should take their broader ‘place shaping’ role to provide both leadership and a convening role to bring together partners.

### Some questions for cities to consider

- How do we provide local leadership on inclusion?
- How do we use our voice to tell our local story of welcoming and inclusion – providing leadership to foster an inclusive narrative which builds on and takes account of our unique shared city history?
- How do we set an example through our own practice and how can we improve?
- How can we leverage additional funds and other resources to support the delivery of our plans and aims?

# 2. INCLUSION IS A SHARED RESPONSIBILITY, DELIVERED IN PARTNERSHIP

Integration and inclusion are shared responsibilities which cut across society. Whilst local government can provide leadership and bring partners together, change will only happen if it is shared across society and brings in new partnerships. Each of the Inclusive Cities has established a Taskforce of partners, who both advise on the action planning process and act as leaders and champions within their sectors.

### Some questions to consider

- How do we use our convening power to bring partners together in a Taskforce?
- Is our Taskforce representative of the community, and if not how could this be improved?
- Which sectors should be around the table but are not? For example, have we engaged local employers, universities and colleges, arts organisations, newcomer and longer standing communities, and other areas of the public sector such as policing and transport?
- How can we support partners to become champions in their own sectors and to lead on this agenda?

### **3. WORK WITH NEWCOMERS AND LONGER STANDING RESIDENTS**

It is vital that all work to foster inclusion is grounded in the lived experience of communities and that the voice of newcomers, migrant and refugee communities are heard.

However, sometimes work that is intended to foster inclusion only works with one side of the coin – without engaging with longer standing communities and residents. This can recreate the very boundaries of ‘us’ and ‘them’ that the projects aim to overcome. This framework seeks to ground itself in shared values which makes inclusion the responsibility of everyone.

#### **Some questions to consider**

- How are the voices of both new communities and longer standing communities heard?
- What are the strengths and assets of all communities and how does your plan capitalise on these?
- How does your work bring together newcomers and longer standing communities to provide genuine opportunities for sharing and understanding?

### **4. USE AVAILABLE DATA AND EVIDENCE TO UNDERSTAND THE LOCAL CONTEXT IN ORDER TO IDENTIFY CORE PRIORITIES, SET GOALS, MONITOR IMPACT AND UPDATE STRATEGIES AS NEEDED**

Reliable data and evidence are crucial in identifying local priorities. Whilst there are significant limitations in the quality of data and evidence on migration and integration – in particular at the local level – using the data available is important to understand new communities and to monitor and understand the impact of interventions.

#### **Some questions to consider**

- Are we clear what our goals and priorities are and have we used this framework to develop a clear plan to achieve them?
- Have we identified what data and evidence are available, both at the local and national level, in order to understand our population demographics and plan for the future across all aspects of city life?
- What are the gaps in data and evidence and how are we looking to address these?
- What strategies have we developed to monitor and evaluate our interventions to understand if they are working?
- How will we update our strategy and plan over time?

### 5. TAKE ACTION AT THE LOCAL LEVEL, PROVIDE ADVOCACY AT THE NATIONAL LEVEL, LEARN FROM BEST PRACTICE INTERNATIONALLY

Research demonstrates that most integration happens at the local level and so it is crucial that local government provides the impetus and leadership to affect change. Whilst the responsibility for integration and inclusion is often unclear, it is clear that the failure to build inclusive communities is felt most acutely at the community level.

However, policy issues at the national level undoubtedly impact upon the capacity of local government to be effective, in particular the intersection between migration policy and the extent to which this promotes integration. It is important that the city voice on inclusion is heard.

Finally, many municipalities are advocating and learning from each other internationally (and, in some cases, developing joint advocacy positions) in order to deal specifically with the challenges and opportunities at the local level and to provide peer to peer learning between cities, including through the Welcoming International initiative.

#### Some questions to consider

- What lessons could we learn from other localities in the UK and abroad?
- How do we link up with other localities – both in the UK and abroad?
- Are there changes at the national level which could support us to build more inclusive communities and, if so, how do we seek to advocate for these?

# **A Framework for Building Inclusive Cities**

This framework sets out five core areas of action, identified from research and the lessons learnt in partnership and with the Inclusive Cities. A city may not seek to address all areas at once and the process of becoming an Inclusive City is likely to be an iterative one. However, this framework intends to set out the policy areas for the local authority and its partners to consider in order to make a step change in its approach to the inclusion of newcomers to the city and building inclusion throughout the city.

- 1. LEADING IN THE DEVELOPMENT OF A SHARED LOCAL STORY OF INCLUSION**
- 2. SUPPORTING AND DRIVING INCLUSIVE ECONOMIC GROWTH**
- 3. CONNECTING COMMUNITIES**
- 4. MAINSTREAMING AND BUILDING INCLUSIVE PUBLIC SERVICES**
- 5. ENCOURAGING CIVIC PARTICIPATION AND REPRESENTATION**

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

Taking a leading role in building a shared local story of inclusion through the proactive development of strategic communications which promote a culture of inclusion across the city, which build on the strengths of the city, and which bind inclusion into the shared communal story of the unique strengths of the city. (See Annex A for further information on developing a shared narrative of inclusion.)

#### **What does good look like in this area?**

The city provides the local leadership to work across the city to embed inclusion and welcoming into its identity. This message runs as a golden thread throughout its communications and its service delivery where the city proactively develops the idea of the city as an inclusive place, one which supports longer standing communities and welcomes newcomers. This local story of inclusion is well known and is shared throughout the city, with the city engaging with partners to build on a shared history and present in order to develop a vision for the future.

## **'OUR LIVERPOOL' – WORKING WITH THE COMMUNITY TO CREATE A NEW NARRATIVE OF INCLUSION**

Our Liverpool aims to create long lasting improvement in the understanding of the needs and rights of refugees, people seeking asylum and vulnerable migrants, alongside increased accountability across municipal services and within communities. Liverpool City Council secured funding from MHCLG's Controlling Migration Fund to coordinate and resource core service areas across the city which impact on the inclusion of refugees, people seeking asylum and other vulnerable migrants into existing communities. These themes are Housing, Employment and Welfare Rights, Language, Mental Health and Wellbeing, Education and Community Cohesion.

A major success of Our Liverpool so far has been the branding, which has now extended beyond the CMF funded project. Firstly, the name 'Our Liverpool': 'our' is used in 'scouse' as an inflection to engender a sense of belonging from one person to another person/group. Secondly, the logo: the project took the most profound symbol of the city, the Liver Bird, made it brightly coloured and ensured that it is now included on all communications related to refugees, people seeking asylum and vulnerable migrants. The project built a Twitter presence using #OurLiverpool to promote community events, training and access to services. Liverpool then used this brand for its 'Our Liverpool Refugee, People Seeking Asylum and Vulnerable Migrants Strategy', the first of its kind in the city, which was created collaboratively with voluntary, community and statutory services. To illustrate the challenges that refugees

and communities face, the strategy incorporates case studies from newly arrived members of the community. Importantly, it also engages with longer standing residents, using photographs taken at local organisations supporting migrants, as well as an epic poem by local poet Levi Tafari developed as part of the Our Liverpool community poetry workshops. These are all collected under the Our Liverpool brand – which is fast becoming a key part of policy-making and action planning around inclusivity in the city.



## 2. SUPPORTING AND DRIVING INCLUSIVE ECONOMIC GROWTH

- a. Ensuring that the opportunities brought by newcomers are factored into strategic economic planning across the city with any support needed to leverage these identified and planned for
- b. Ensuring a skills development policy is in place which builds on the assets provided by both newcomers and longer standing communities
- c. Developing English language provision which meets the needs of newcomers and the local economy
- d. Working with employers in order to open up employment opportunities to benefit from the assets of newcomer and longer standing communities
- e. Promoting and upholding equitable rights and working conditions
- f. Supporting and developing entrepreneurship

### **What does good look like in this area?**

The inclusive city drives and builds inclusive economic growth by working in close partnership with local employers to develop a skills policy which serves an inclusive growth agenda for all communities. This skills policy will include an effective English language provision and schemes which support the city to benefit from the assets of newcomers. These may include initiatives to convert qualifications, to provide employer embedded language provision, to support entrepreneurship or to encourage greater outward investment in the city. The policies should understand and highlight the benefits of initiatives across the community and ensure that prosperity is shared throughout communities. The city ensures that it includes the assets and opportunities which outward investment and newcomers can bring and factors this into its economic planning – including planning to mitigate any additional service pressures.

## CREATING A WELCOMING ECONOMY FOR ALL IN BRISTOL

Inclusive economic growth is a key theme for Bristol's One City Plan, and Inclusive Cities has helped make sure the role of newcomers is a core element of this work. The One City Plan was published in early 2019 and sets out a vision for the city up to 2050. It has been over 2 years in the making, and involved over 200 different organisations in the city coming together to shape a common vision for Bristol. The City Plan is closely connected to the City Funds, which aims to pool different kinds of financial resources in order to tackle systemic challenges.

Inclusive Cities has helped to make sure that the One City Plan and Funds have access to the latest insights and best practice on creating a welcoming economy for newcomers. The Inclusive Cities Taskforce established a ESOL and Employment sub group which catalysed a pilot project delivered in partnership between Bristol City Council and Ashley Community Housing offering tailored support to migrants and refugees to help them engage with Council-run Job Fairs. Bristol also worked with SkillLab, a tech start-up run by refugees, helping them test an app helping newcomers to map their skills against local job

market. These initiatives were then brought together with the latest research and thinking on newcomer inclusion in a scoping project for the City Funds Economic Inclusion Priority Group, creating a menu of evidence-based options for different initiatives which could be piloted or scaled up in the city – all with the aim of creating a Bristol of hope and aspiration where everyone can share in the city's success.

As the One City Plan and the City Funds continue to develop and grow, Bristol is confident that the economic inclusion of newcomers will be a key theme for many years to come.



One  
City  
Plan

## INCLUSIVE CITIES AND THE NEW GLASGOW INTERNATIONAL STRATEGY

In February 2019, Glasgow City Council approved the development of a new International Strategy for the city and agreed a cross party board, supported by an editorial group to take it forward.

The purpose of the new strategy was to galvanise the international work of Glasgow City Council and to agree key objectives moving forward.

From early in discussions, it was clear that an inclusive approach was to be taken and some of the key early priorities would be:

- Glasgow as a Global Gateway
- World Class Visitor Hub
- Local International Communities
- International Reputation and Brand
- Leadership and Shared Global Approach

The focus on local international communities was of particular importance given the city's involvement in Inclusive Cities. It was evident that Inclusive Cities would play an important role in how Glasgow positions itself internationally and supports our own international community. The work done in the Inclusive Cities network will be a useful tool in moving the new international strategy into development and would fall under the remit of the new International Strategy Development Board.

This also creates a strong link between the International Strategy and the Economic Strategy which recognises that the city needs to maintain and grow its population in order to

achieve inclusive economic growth. This greater global positioning will help Glasgow to achieve that goal by demonstrating that more strategic international work and valuing, supporting and growing our own international population can have direct economic benefits.

This multi-layered, strategic approach means that Glasgow can look out into the world while looking inward at its own policies, practice and people to ensure it is an inclusive, international city.





### 3. CONNECTING COMMUNITIES

- a. Pro-actively supporting activities and initiatives which bring newcomers and longer standing communities together
- b. Working to build trust within and between communities and public agencies, including the police

#### **What does good look like in this area?**

The inclusive city positively encourages and promotes opportunities and initiatives which bring newcomer and receiving communities together and works to facilitate spaces in which any divides between communities can be bridged. The city supports workplaces, schools, community settings and local businesses to provide everyday opportunities for communities to mix and meet – including mentoring opportunities, creative community language learning opportunities and schools-based initiatives. The city supports grass roots initiatives to organise communities and bring them together. It may provide funding (or support to find funding) for civil society organisations that promote these aims. The city works to build trust within and between communities, including with law enforcement, and organises outreach activities to ensure that people feel safe within the city.

## 'GOOD NEIGHBOURS' IN CASTOR

A new, local approach in the parish of Castor in Peterborough is providing, direct, short-term help for new arrivals and vulnerable people within the community and connecting them to support networks and supporting the council in its aim to build greater connections between communities.

Neil Boyce, chair of the local Parish Council, also works with the council on a scrutiny committee, and this gave him a real insight into the difficulties faced by the City Council around community cohesion, local engagement and budget pressures. This led him to think about what parish councils could do to help.

He came up with the Good Neighbours scheme. Under Good Neighbours, volunteers provide short-term, practical assistance to elderly and vulnerable residents and signpost where further help is available.

For example, if somebody has come out of hospital with a broken arm and can't manage the gardening, a Good Neighbours volunteer can help.

They can also support with running errands or basic tasks like filling in

a form – often online these days. They don't claim to be professionals but for those with more complex needs or requiring additional support Good Neighbours refer them to the right place. The volunteers are well informed about local support and well connected with the local council and other organisations like Age UK and the Dementia Trust.

Recently they extended the scheme to support those who have recently moved into the area, building on previous work done by local churches. They now welcome new arrivals, provide them with information on local community groups, and act as a single point of contact should they have any questions. This has helped people settle in quickly to the community – and to get them involved in local activities.



## 4. MAINSTREAMING AND BUILDING INCLUSIVE PUBLIC SERVICES THROUGHOUT THE CITY

- a. Developing and implementing a targeted action plan to mainstream inclusion throughout the city – both the local authority and its partners
- b. Developing services which are inclusive by default, working to provide equitable access to services for all newcomers where ever this is within the capacity of the local authority
- c. Where data identifies gaps in outcomes for newcomers, providing targeted support aimed at addressing these gaps
- d. Providing day one civic orientation to help all newcomers familiarise themselves with the city

### **What does good look like in this area?**

The city has a plan in place to make its services inclusive by default, making them open and accessible to newcomers where this is in the power of local services. Targeted support helps to address gaps in outcomes between specific newcomer groups – perhaps in relation to health, educational attainment or employment outcomes – and is in place to meet the needs of asylum seekers, refugees and children in the care system with uncertain immigration status. The inclusive city is welcoming from day one and provides the information to allow all newcomers to familiarise themselves with the city from day one, perhaps through a one stop shop or welcoming centre hosted in a local community centre, at a library or via an online resource.

## CARDIFF – A ONE STOP SHOP TO SUPPORT BETTER ENGLISH LANGUAGE PROVISION

REACH+ is Cardiff's Regional ESOL Assessment Central Hub – a one stop shop for English as a Second Language (ESOL) assessment and information in Cardiff. The service centrally co-ordinates provision within the city region to support more effective management of provision for English learners.

The service was developed in response to the long waiting lists for language classes and a recognition that there was a lack of strategic partnerships among providers. English learners now receive a personal assessment and are referred to the level of provision most appropriate for them. Where possible, this provision is offered in a local venue with crèche facilities where needed.

The introduction of the REACH model has eliminated long waiting lists, enabling learners to get on to the right course as quickly and easily as possible. Since its introduction in 2017, REACH has assessed over 3000 learners, of whom 98% have been placed into an appropriate offering, such as accredited and non-accredited provision, conversational classes and social groups that bring communities together. This is vital, as without English language skills people are more likely to be isolated and cannot do the things that are taken for granted, for example getting on a bus, going shopping or

visiting the doctor. Cardiff recognises that language is one of the most important skills to enable individuals to feel fully integrated into society and empower them to take control of their lives. It is integral to the vision of a city which provides both opportunity and a sense of community, with the Welsh capital aiming to be both close-knit yet cosmopolitan.

From spring 2019, the REACH model has expanded to provide a holistic integration service for refugees in Cardiff - ReStart, funded by the Welsh Government's allocation from the Asylum, Migration and Integration Fund. This provides a single access point for ESOL services, specialist employment support, and advice on housing, further education and other welfare matters.



**REACH**  
A hub for ESOL  
in Cardiff

## 5. ENCOURAGING CIVIC PARTICIPATION AND REPRESENTATION

- a. Promoting workforce diversity to ensure that public and other types of services are reflective of the communities which they serve
- b. Actively promoting civic participation
- c. Ensuring adequate information and legal advice are available to support newcomers, in particular in relation to naturalisation and regularising immigration status

### **What does good look like in this area?**

The city's institutions, including the local authority, have plans in place to ensure that their city is on its way to becoming representative of the communities that they serve and that local employers are also engaged. The city actively promotes civic participation, including through encouraging voter registration, hosting citizenship ceremonies which involve the whole community, promoting volunteering and actively celebrating the contribution of all residents, including newcomers. The city also has clear signposting to support residents who need help to naturalise or regularise their immigration status and has ensured that provision is in place to allow them to meet these needs.

## CITIZENSHIP AND INTEGRATION INITIATIVE (CII)

The Citizenship and Integration Initiative (CII) is an innovative partnership between independent charitable funders, civil society and the Greater London Authority (GLA) to support work on citizenship and integration in London. Trust for London, Unbound Philanthropy, Paul Hamlyn Foundation and a number of other independent funders have contributed to the CII's pooled fund, which supports secondments of experienced specialists in migration and social integration from civil society organisations into the GLA, as well as providing funds for associated projects.

Since 2017, secondments have been filled by individuals from London Citizens, Just for Kids Law (Let Us Learn), Migrants Organise, Coram Children's Legal Centre, Hope not Hate, Project 17 and New Europeans.

The secondees work on a range of projects, drawing on their expertise to contribute towards the CII's objectives. These include:

1. Civic Engagement: encouraging the take up of citizenship and voter registration.
2. Young Londoners: supporting young Londoners to secure their legal rights to residence.
3. Diversity, social contact and identity: celebrating diversity and building shared identity.

The secondees have become embedded within the GLA's Social Integration team, contributing to a range of different projects and collaborating with colleagues across different GLA teams. The frontline experience and deep expertise that

secondees bring in to the GLA has been particularly valuable, as have their connections to grassroots activities and organisations across London.

The quantity of work delivered by the GLA on social integration issues has increased dramatically thanks in part to the additional resources provided by the CII partners, which have enabled new approaches to advance the Mayor's commitment to social integration.

Secondees have worked on a number of projects which almost certainly would not have happened otherwise, such as a 'Young Londoners Forum' at City Hall attended by 70 young people with insecure citizenship status and the publication of guidance for young Londoners.



# Annex A – Steps and principles for developing an inclusive narrative

A workshop held in March 2018 aimed to set out principles for developing an inclusive narrative and to understand some of the research underpinning narrative change and the understanding of public opinion. The full briefing note, including further resources and more detailed research evidence can be found at [www.compas.ox.ac.uk/project/inclusive-cities/](http://www.compas.ox.ac.uk/project/inclusive-cities/). This annex recaps a number of key points from the briefing, including principles which were identified with the Inclusive Cities. As set out in this framework, it is the responsibility of each city – through the local authority and their partners – to define their shared story; these guidelines aim to facilitate this development.

## 1. UNDERSTANDING LOCAL PUBLIC OPINION

Central to building and shaping a city narrative of inclusion is to start with an understanding of the available evidence of public opinion on migration and inclusion. This may be through existing resources which segment public opinion, through your own data and evidence, or through a programme of community conversations and focus groups. These exercises may help to provide a more nuanced picture of local opinion, including differences in perception alongside areas of shared understanding.

## 2. DEVELOPING NARRATIVE FRAMES ON INCLUSION

Once a picture has been established of local public opinion, work can begin on developing a shared narrative of inclusion. It is important to stress that all work around building an inclusive narrative should reinforce the core values of the place and therefore the aim is not to develop completely different ways of speaking to different groups on migration and inclusion, but rather to contribute to a shared vision. However, there may be different frames which appeal to different groups and this may support the development of a more inclusive narrative and build wider support.

This understanding can then be used to develop narrative ‘frames’ or stories which explain how we see the world, one or a number of which may form the basis for how the city develops proactively how it speaks about itself as an inclusive city. Some may be related to economic messaging - focussing on how the city can compete on the global stage or focussing on inclusive economic growth or innovation. Others may focus on values of solidarity or diversity. An important additional frame may focus on shared values and friendliness – messages which may reach groups who are not engaged by the first two messages. (See Annex B for further resources related to narrative messaging.)

## 3. PRINCIPLES FOR DEVELOPING A SHARED NARRATIVE OF INCLUSION

These principles were developed co-productively with the founder Inclusive Cities and remain in development but aim to set out a way of working for the development of a shared narrative of inclusion.

PRINCIPLE	WHY IS THIS IMPORTANT?
Take a positive, asset- based view both of the city and its people	The narrative should be rooted in a positive sense of place and start with the strengths of the city and its people
Link to the overarching strategic priorities for the city and any city branding strategies	Inclusion should be mainstreamed within the activity of the city and therefore an inclusive narrative must reflect the city values and vice versa and be embedded within it
Both shape and be informed by service delivery	Inclusion should be mainstreamed within the activity of the city and therefore an inclusive narrative must reflect and be reflected within service delivery
Be aimed both at newcomers to the city and longer-standing residents	Inclusive Cities builds on research which defines integration and inclusion as a shared responsibility and two-way process – therefore communications must be targeted at everyone and aim to foster this shared sense of place
Aim to tell the story of the place, its history and values, its present and future	Creating a sense of identity and belonging is vital to creating a place-based narrative which is grounded and shared. Past and present stories are one way to do this
Be written in plain, accessible language	The narrative should be easy to understand and accessible to all

#### 4. COMMUNICATING THE NARRATIVE

Who communicates the narrative is at least as important as the message itself. The Inclusive Cities model recommends the development of a local taskforce to support the idea of inclusion as a shared responsibility. Bringing in new partners also means engaging with people who may be able to tell a different story and appeal to different groups of people.

The way that inclusion is discussed is also important. The Migration Observatory aims to provide independent and evidence-based data and analysis, yet acknowledges that data and analysis are only one side of what drives decisions. The other side is perhaps less tangible, but no less consequential: values. Ideas about the ‘sort of place that I want to live in’ can drive people’s views and choices on migration and inclusion just as much as the economic factors – and sometimes more. Research by IMiX highlights that facts can support but rarely persuade – linking facts and analysis to stories and messages is often the most powerful way to develop a narrative.

#### 5. LINKING THE NARRATIVE TO SERVICE DELIVERY

A positive narrative can create policy space for the development of inclusive service delivery, but also vitally, that inclusive service delivery will reinforce and make an inclusive narrative real – ensuring that it ‘walks the walk.’ The actions outlined in this framework should support and reinforce the narrative which has been developed so that a ‘virtuous cycle’ can be facilitated.

## Annex B – Useful Resources

This does not intend to be a comprehensive overview of the wide variety of resources available to local authorities on this topic. However, it aims to provide an overview of some key resources which have supported the development of this guide and the work of the Inclusive Cities. Links to resources can be found in the online version of this report at [www.compas.ox.ac.uk/project/inclusive-cities/](http://www.compas.ox.ac.uk/project/inclusive-cities/).

### COMPAS Research and Resources

- ◆ [Inclusive Cities](#) – Resources from the first phase of the programme, including action plans from the first participating cities
- ◆ [Understanding Integration Processes](#) (Spencer and Charsely 2018) – policy primer on the research which underpins the design of Inclusive Cities
- ◆ [CMISE](#) – guidance for municipalities supporting inclusive practices in work with irregular migrants based on a Global Exchange programme working with European cities
- ◆ [Migration Observatory](#) – resources detailing available data and evidence on integration and related domains including a data guide for UK local authorities
- ◆ [Migration Making People and Places](#) – Open University and COMPAS resources on narrative change, developed as part of the Inclusive Cities programme

### Relevant policy documents

- ◆ [Ministry for Housing Communities and Local Government Integrated Communities Green Paper and Action Plan \(2019\)](#)
- ◆ [Home Office Indicators of Integration \(2019\)](#) – toolkit and framework which intends to provide practical ways to design more effective strategies, monitor services and evaluate integration interventions
- ◆ [Scottish Government New Scots \(2018\)](#) – updated refugee integration strategy
- ◆ [Migration Services in Wales](#) – resources developed by COMPAS and the Welsh Refugee Council and funded by Welsh Government
- ◆ [All Party Parliamentary Group on Social Integration ‘Integration not Demonisation’ \(2017\)](#) – research report
- ◆ [‘If you could do one thing...’ Local Actions to Improve Integration \(British Academy 2018\)](#) – research report highlighting best practice in the UK
- ◆ [Building Cohesive Communities \(Local Government Association 2019\)](#) – guidance for local authorities on their role in community cohesion

### Understanding public opinion on migration and integration

- ◆ [National Conversation on Immigration \(British Future and Hope not Hate 2018\)](#) – findings from the largest ever public engagement exercise in the UK on public opinion migration
- ◆ [British Integration Survey \(The Challenge 2019\)](#) – findings from a survey of 6,500 participants providing a snapshot of public opinion on integration
- ◆ [British Social Attitudes Survey](#)
- ◆ [More in Common](#) – public opinion research on immigration in European states and the US

## **Narrative Resources**

- ◆ [ICPA Reframing Guidelines and Toolkit](#)
- ◆ [Frameworks Institute toolkits](#)
- ◆ [Welcoming America communications resources](#)
- ◆ [IMIX Telling Stories about Migration](#)

## **International best practice and benchmarking**

- ◆ [Welcoming International](#) – resources from our international learning partner
- ◆ [European website on social integration](#) – case studies from across Europe on integration
- ◆ [Cities of Migration](#) – showcasing good ideas in immigrant integration and promotes innovative practices that create inclusion and urban prosperity alongside a diagnostic tool for cities.
- ◆ [Migrant Integration Policy Index \(MIPEX 2015\)](#) – tool comparing integration policy and outcomes across EU member states.
- ◆ [Intercultural Cities](#) – resource providing information on the policies and practices of the 133 Intercultural Cities (led by the Council of Europe)
- ◆ [URBACT Inclusion networks](#) – European city networks focussed on a variety of topics related to inclusion
- ◆ [EUROCITIES Integrating Cities Charter](#) – best practice from the participating EUROCITIES
- ◆ [New American Economy](#) – documenting the economic impact of migration in the United States



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