

# Public Document Pack



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

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Thursday 2 January 2020

## Notice of Meeting

Dear Member

### Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Friday 10 January 2020**.

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

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

**Julie Muscroft**

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

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

## **The Corporate Scrutiny Panel members are:-**

### **Member**

Councillor Andrew Cooper (Chair)

Councillor Mahmood Akhtar

Councillor James Homewood

Councillor John Lawson

Councillor Will Simpson

Councillor John Taylor

Philip Chaloner (Co-Optee)

Nathan Paul (Co-Optee)

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Membership of the Committee**

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

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**2: Minutes of the Previous Meeting**

1 - 4

To approve the Minutes of the meeting of the Committee held on 15th November 2019.

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**3: Interests**

5 - 6

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

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**4: Admission of the Public**

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

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**5: Deputations/Petitions**

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

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

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## **6: Public Question Time**

The meeting will hear any questions from the general public.

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## **7: Approach to Commercialisation**

7 - 18

The report will provide an update for the Panel on the progress made in developing an approach, or core set of principles, in respect of commercialisation and to identify areas for inclusion in a future work programme. The report includes information on the approaches adopted by other local authorities.

Contact Officer: Phil Deighton –  
Head of Commercial Services  
Tel: 01484 221000

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## **8: Equality and Diversity - Update**

19 - 60

The Panel will be given an update on progress in respect of Year 2 of the Council's Inclusion and Diversity Strategy and Action Plan 2017/21. The Annual Report for 2018/19 will also be presented.

Contact Officer: David Bundy –  
Corporate Policy Officer, Strategy and Policy Team  
Tel: 01484 221000

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## **9: Preparation to Leave the EU**

61 - 68

The report provides an update in relation to ongoing preparations by Kirklees as the UK gets ready to leave the European Union, with a particular focus on the potential economic impacts.

Contact Officer: David Bundy –  
Corporate Policy Officer, Strategy and Policy  
Tel: 01484 221000

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## **10: Work Programme 2019/20**

69 - 74

The Panel will review its Work Programme for 2019/20.

Contact Officer: Sheila Dykes –  
Principal Governance and Democratic Engagement Officer  
Tel: 01484 221000

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### CORPORATE SCRUTINY PANEL

**Friday 15th November 2019**

Present: Councillor Andrew Cooper (Chair)  
Councillor Will Simpson  
Councillor John Taylor

Co-optees Philip Chaloner

In attendance: Eamonn Croston, Service Director for Finance and  
Section 151 Officer

Apologies: Councillor Mahmood Akhtar  
Councillor James Homewood  
Councillor John Lawson

**1 Membership of the Committee**

Apologies were received from Councillors Mahmood Akhtar, James Homewood and John Lawson.

**2 Minutes of the Previous Meeting**

That the minutes of the meeting held on 18<sup>th</sup> October 2019 be agreed as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

All items were considered in public session.

**5 Deputations/Petitions**

No deputations or petitions were received.

**6 Financial Monitoring and Budget Preparation**

The Panel considered a report which provided a high level overview of the Council's financial management, including the current in-year position for 2019-20, and an update on current budget round preparation.

## Corporate Scrutiny Panel - 15 November 2019

Eamonn Croston, Service Director – Finance presented the report and highlighted the following in relation to the in-year position:

- The Quarter 2 monitoring report had not yet been published but the indications were that the Council was making good progress to reduce the £2 million overspend and he was confident that a break-even position would be achieved on the General Fund by the year end. The Housing Revenue Account was projected to come in on line with budget and the Collection Fund was likely to show a small surplus.
- In terms of capital, there was now more flexibility for Cabinet to deal with slippage through re-profiling spend. It was anticipated that there would be recommendations, arising from Quarter 2 monitoring, to move some strategic priority target spend to future years and this would also be considered as part of the forthcoming annual budget report.
- Revenue reserves were largely in line with previous predictions.

He responded to questions from Members:

- In terms of the improvement in the recovery of Council Tax and Business Rates; some of this could be attributed to transitory factors whereas other underlying trends, particularly in relation to Council Tax, may continue in the longer term; the future impact of this would be subject to further review.
- Further to the Spending Review 2019 announcement, details were still awaited in respect of how the headline figure for high needs funding would be split between local authorities and between the funding blocks. There was a reasonably confident expectation of an extra £6 million for Kirklees for 2020/21 on top of the existing allocation and this would be a significant step forward in respect of the budget gap. At this point in time there was no clarity for years 2 and 3.
- The Government was consulting on a proposal, for 19/20 onwards, to roll forward overspend or deficit on the balance sheet for Dedicated Schools Grant (DSG). Local Authorities would not be permitted to use General Fund reserves to offset a deficit (as Kirklees had done in 2017/18 and 2018/19) except through agreement with the Secretary of State. Any deficit would have to be clawed back through future DSG funding streams. Consideration would need to be given to how to manage this as part of the budget process.
- The comments made within the Peer Challenge Review report, including those relating to savings plans, would be picked up through both the delivery of the Corporate Plan and the annual budget report. It was accepted that there was a need to ensure that robust delivery and action plans were in place.

## Corporate Scrutiny Panel - 15 November 2019

Members discussed the issues arising from the commentary in the peer challenge report related to allowing space for risk, with the following comments being made:

- It was acknowledged that, alongside the issue of risk, there needed to be consideration of opportunities.
- It was questioned whether the organisation's culture was determined by its structure; the Council had a Risk Register but no such recording of opportunities.
- Perhaps consideration should be given to how information on opportunities was communicated and presented.
- There was a need to recognise opportunities, such as national lottery funding, that the Council may not be able to access itself but might be able to enable others to do so.
- Questions about risk appetite should be addressed to the Cabinet.

Eamonn said that he believed that a bolder approach was already being adopted in a number of key areas, whilst continuing to ensure appropriate due diligence. There was a fine balance between achieving the ambitions of the Council and expectations of residents and the duty to ensure best value and appropriate use of public funds.

Eamonn then highlighted the following issues in relation to the budget preparation update:

- There had been reduction in the forecast budget gap for 2020/21, further to the September Spending Review announcement, from £14 million to £5 million. This had been factored into the budget strategy update.
- In lieu of a long term local government funding settlement, a relatively prudent approach was being adopted in Year 2 and 3 projections.
- The reserves strategy had been developed over the last few years to increase the Council's stability.
- The £9 million reduction in the budget gap washed through into Years 2 and 3 and there was the potential for some further changes to be made prior to Budget Council in February.
- The local and national intelligence on the relevant issues for consideration. This included the increase in the Public Works Loan Board rate by 1%, with effect from 10th October 2019. This would have an impact on future borrowing and alternative funding sources would be considered as necessary.
- There was reasonable confidence that, post-election, the baseline from the Spending Review would hold and it was anticipated that a provisional financial settlement would be forthcoming in time for the report to Budget Council in February 2020.

### **RESOLVED -**

That it be noted that the Panel may wish to consider the issue of delivery plans and tracking of progress associated with savings programmes in more detail at a future meeting.

**7 Work Programme 2019/20**

The Panel gave consideration to its Work Programme for 2019/20.

Members were informed that:

- it was anticipated that a report in respect of the Council's preparations in relation to the UK leaving the EU would be submitted to the next meeting of the Panel.
- further to the request made at the meeting held on 18<sup>th</sup> October 2019, arrangements had been made for the Lead Member to be briefed, in relation to the proposal in the Queens Speech regarding the use of mandatory ID for voters in elections, once further detail was available.

**RESOLVED -**

That an item in relation to delivery plans and tracking of progress in relation to savings programmes be considered for inclusion in the Panel's Work Programme.



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

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

**Name of meeting:** Corporate Scrutiny Panel  
**Date:** Friday 10<sup>th</sup> January 2020  
**Title of report:** Approach to Commercialisation

**Purpose of report:**

To update Corporate Scrutiny Panel on progress made to develop an approach, or core set of principles, to commercialisation and to identify areas for inclusion in a future work programme. To inform Scrutiny Panel of commercial approaches adopted by other local authorities.

<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>	Not Applicable
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	Key Decision – No Private Report/Private Appendix – No
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	Not Applicable
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Rachel Spencer Henshall, Director of Corporate Strategy & Public Health – 17th December 2019
<b>Is it also signed off by the Service Director for Finance IT and Transactional Services?</b>	Eamonn Croston – 17th December 2019
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning Support?</b>	
<b>Cabinet member <a href="#">portfolio</a></b>	Councillor Graham Turner

**Electoral wards affected:** Not Applicable

**Ward councillors consulted:** Not Applicable

**Public or private:** Public

**Has GDPR been considered?** This report contains no information that falls within the scope of General data protection Regulations

## 1. Summary

1.1 As part of the Council's transformation agenda there is a drive to adopt a more commercial approach in how we do business. The objective being to strike the right balance between public service ethos, enterprise and innovation in order to achieve better outcomes for residents.

- 1.2 This report summarises the early work done to develop principles that underpin our commercial approach and to identify a mixed programme of projects for inclusion in a commercialisation Action Plan.

## 2. Information required to take a decision

Report for information

### Key Information

- 2.1 Whilst there is no consistent definition of commercialisation, it comprises of:
- Taking a more business-like approach to how we use our assets, skills, and infrastructure
  - Understanding the true cost of services we provide, the prices we charge, and the income and/or benefits generated
  - Activities which involve risk
  - The role services play in delivering social, economic and environmental outcomes.
  - Subsidised services may be offered because of the social value of outcomes.
- 2.2 Commercialisation encourages a broad, mixed approach of projects to be adopted rather than being solely focused on income generation or capital gain. It focuses attention on the deployment of resources (finances, assets, people) as well as doing things differently.
- 2.3 Types of commercial activity can usually be classified within the following headings:
- Charging
  - Trading
  - Investing
  - Efficiency
  - Culture (commercial mind-set)
  - Structure
- 2.4 Commercialisation is a cross-cutting theme rather than a discrete strategy in itself. It is represented by a core set of principles (approach) that informs, and should be viewed against, the relevant strategies e.g. Corporate Plan, Asset Investment Strategy, Medium-Term Financial Strategy etc.
- 2.5 The guiding principles that are emerging from the work being undertaken are shown below. The uniting factor being that they support and align to the Council's values and priorities in continuing to deliver vital services to our communities.
- Support economic growth
  - Help fulfil our place shaping role
  - Maintain/enhance residents quality of life
  - Deliver efficient, high quality services
  - Support a stronger, more sustainable and diverse VCS
  - Re-invest resources in order to improve public services
  - Take a holistic, one Council approach
  - Understand risk and be risk aware rather than risk adverse

- 2.6 A Commercial Team has been established which will develop advice, guidance and toolkits to assist services to identify and develop ideas, and provide more sustained support on larger scale projects. As part of this work, the team are currently attending senior leadership teams and running Think Tanks to prompt and capture innovative ideas. Areas being explored are:
- Review what we currently do and how we do it  
[Focus might be on marketing, packaging and pricing support to help services develop and deliver their ideas to implementation.]
  - New approaches, new products, new markets  
[Analyse the potential to boost commercialism by introducing new business models or undertake projects that will make a transformational change in what we do.]
- 2.7 A Commercial Board has been established to evaluate opportunities relating to commercial growth and new commercial ventures. The Council's Budget includes a £500k revenue reserve and an annual £200k capital baseline allocation to pump prime, or invest, in initiatives that support the commercialisation agenda. One Venue projects aimed at developing the commerciality, culture or vibrancy of Kirklees have been early examples of where this investment funding is being allocated e.g. schemes in Dewsbury and Huddersfield Town Halls linked directly to generating more income.
- 2.8 The wide scope of commercialisation means that the Council already undertakes a range of activities that actively contribute towards this agenda. Examples include: Local Authority Property Fund (up to £10m investment); exploring options relating to housing development models; major investment in regeneration and infrastructure programmes; review of how the Council accesses grant funding; work supporting the VCS Strategy.
- 2.9 The Commercial Team is currently scoping where (new) commercial opportunities exist. A proposed work programme is outlined in 2.10 and 2.11 which aligns to our commercial objectives as detailed below:
- i) Understand our costs to price products effectively and competitively, to increase income levels and sustain the delivery of priority Council outcomes**
    - Accurately calculate service/product unit costs, including Total Cost Recovery
    - Understand our position in the market and the trading position of their competitors
    - Develop pricing strategies that strike the right balance between public sector ethos, delivering social value and income generation opportunities
    - Have a rationale for when the cost of products/services can and should be subsidised
  - ii) Exploit our assets and opportunities by disposing of, acquiring new, or develop existing assets to deliver financial returns**
    - Through effective Treasury Management, use the strength of the Council's balance sheet and our ability to borrow at low interest rates to fund projects that support economic growth (employment, housing, regeneration) and consider options to invest in commercial property for the purpose of generating long-term income streams
    - Help to determine a level of risk the Council is comfortable operating within
    - Review the revenue generating capacity and potential of our existing asset portfolio
    - Undertake a strategic and financial assessment of our commercial estate portfolio
    - Understand that the council brand, and its unique position in the market, can be an asset to us commercially in the provision of services – and identify and investigate these opportunities

### iii) Enhance the effectiveness and efficiency of income collection

- Lead a comprehensive review of fees and charges across all services
- Lead the annual review of fees and charges, linked to the budget setting timetable
- Investigate and enhance income collection methods, improving cashflow and managing bad debt

### iv) Embed the concept of commercialism in all services

- Deliver commercial awareness sessions and specific training across all directorates
- Engage Leadership Teams to identify priority commercial areas for development
- Work with services to review existing operational business models, to maximise productivity and benefits to our customers, and manage our costs better
- Work with services to business plan the potential of new products/services, and make recommendations to the Commercialisation Board for financial support
- Proactively review what other enterprising Councils are adopting as part of their commercialisation strategies
- Support marketing of services with commercial potential

2.10 An initial work programme is proposed below:

#### High level Action Plan 2019/20 & 2020/2021

	2019/20				2020/21			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>FEES &amp; CHARGES</b>								
Confirm charging principles on which discretionary fees are set								
Annual review cycle to ensure fees and charges support council objectives								
Establish parameters for the recovery of non-direct costs within pricing policies								
Improve financial management through use of trading accounts								
<b>COMMERCIAL AWARENESS</b>								
Deliver commercial awareness training								
Capture new & innovative commercial ideas								
<b>INVESTMENT</b>								
Financial & strategic assessment of commercial and enterprise centre portfolios								
Treasury Management – review investment opportunities								
Asset Strategy – ensure commercial opportunities are considered								
<b>TARGETED APPROACH – PROJECTS</b>								
Review back office processes to ensure income collection arrangements operate efficiently and minimise risk of bad debt								
Review school traded services to ensure high quality, innovation, best practice, and 'what the customer wants'								
Cyclical review of traded services -								
Evaluate new income generation projects								

2.11 The individual projects that fall within this initial programme are:

#### Projects - Action Plan

PROJECTS	Jan	Feb	Mar	Apr	May	Jun
S/T Pest Control		→	→			
S/T Food Safety		→	→			
S/T Dewsbury & Huddersfield Town Hall		→	→			
S/T Bereavement Services - memorials		→	→			
M/T Review of fees & charges		→	→			

PROJECTS	Jan	Feb	Mar	Apr	May	Jun
M/T Review income collection arrangements					▶	
M/T Cliffe House Masterplan						▶
M/T Museums business plan			▶			
M/T Employee Healthcare commercial potential				▶		
M/T Trade Waste						▶
M/T Kirklees Supply Services			▶			
M/T Advertising on Assets contract						▶
L/T Review Commercial Asset portfolio						▶
L/T Business Solutions						▶
L/T (Re-)investment opportunities to retain / enhance our revenue yield and enhance our asset portfolio						▶

- 2.12 Appendices A and B provide examples of commercial projects/approaches adopted by other local authorities. Initiatives taken forward will always align to our Council values.
- 2.13 Commercialisation needs to be viewed over a wide timeframe as results will not be immediate. The skills and capacity required to deliver work streams, alongside target timelines and the need to monitor/report associated benefits, will need regularly updating.

### 3. Implications for the Council

Commercialisation supports the delivery of the following Council objectives and priorities:

- **Working with People**
- **Working with Partners**
- **Place Based Working**
- **Improving outcomes for children**
- **Other (eg Legal/Financial or Human Resources)**  
Not applicable

### 4. Consultees and their opinions

The following have been consulted on the approach set out in this report and endorse it as a way forward;

Cllr Graham Turner, Cabinet member with responsibility for Corporate Services  
Rachel Spencer Henshall, Director of Corporate Strategy and Public Health

### 5. Next steps and timelines

Continue to develop our approach to commercialisation and define a mixed programme of work covering the next 2-3 years.

### 6. Officer recommendations and reasons

Corporate Scrutiny Panel is asked to:

- i) Consider and note the information set out in this report
- ii) Provide feedback on any specific areas to consider for inclusion within an approach to commercialisation and future work programme

### 7. Cabinet Portfolio Holder's recommendations

Not applicable

### 8. Contact officer

Phil Deighton, Head of Commercial Services  
[Phil.deighton@kirklees.gov.uk](mailto:Phil.deighton@kirklees.gov.uk)

**9. Background Papers and History of Decisions**

Appendix A – Local Authorities: Examples of Commercialisation

Appendix B – Case Studies: MJ Awards – Best Commercial Council

**10. Service Director responsible**

Eamonn Croston, Service Director Finance



## LOCAL AUTHORITIES - EXAMPLES OF COMMERCIALISATION

### Investment in Asset Portfolios

Research in 2017 found: [Source: Local Government Chronicle]

- A third of 265 responding Councils (94) had invested in property since 2010
- 50% of the above Councils were District Councils from SE England.
- 10 Councils accounted for 60% of expenditure reported
- 35 of the 94 Councils made out of area commercial property investments

English Council's acquisition of land and building reached £4bn in 2017-18 (£2.8bn in 16-17 and circa £1bn in previous 3yrs). Around 80% of the activity has come from 20% of LAs [Source: NAO]

£4.1bn spent by authorities on property 2014-18. 33% within 5 LAs. £1.8bn in 2017 and 2018, compared to £93m in 2014 [Source: Property Week – Walker Morris]

Eastleigh Borough Council adopted commercial approach to property investment since 2008. Asset value increased from £55m to £188m; net surplus is £2.5m. Assets contribute to regeneration, economic and employment objectives. [Source: LGA Best Practice Map]

Portsmouth City Council acquired £110m of commercial properties across the UK: including a DHL distribution centre near Birmingham, a Waitrose store in Somerset and a Matalan warehouse in Swindon. Generates £4.9m annual surplus. [Source: CJC – Impact of Commercialisation in Local Government]

Sevenoaks District Council bought a high street property for £4.1m, a petrol station and convenience store for £2.45m, Suffolk House £4m, and Swanley Working Men's Club £1.25m. These are both financial investments and regeneration projects in the areas concerned. [Source: CJC – Impact of Commercialisation in Local Government]

Burnley Borough Council used £1.7m grant from the LEP to part fund 25,000 sq. ft. of managed workspace incubator plus 12,000 sq. ft. grow on units at Vision Park in Burnley. [Source: LGA Best Practice Map]

### Housing Development

Inside Housing issued a FOI request in Feb '18 – of the 200 responses 49 LAs had set-up a combined total of 58 housing companies, subsidiaries and JVs since April 2012. These companies had delivered 528 homes through development or purchase. A total of 35% were affordable products i.e. below market rent or shared ownership. [Source: Inside Housing]

An APSE briefing from November 2017 reported that of 70 LAs responding to their survey, 44% had a Local Authority Housing Company. Of this total, 64% were a wholly owned council company established to build new homes for rent or sale, 10% had a company that commissioned the build and appointed a landlord/estate agent to manage the properties, 8% had a joint housing and regeneration company, 3% had a JV with a developer, the remainder had models ranging from subsidiaries of an ALMO to a district housing trust to a JV with a registered provider/HA.

The primary purposes of the housing companies were to deliver new homes for sale (affordable housing) 32%, homes for mixed development (social, market for sale and rent) 32%, homes for market rent 16%, homes for sale (market rate) 14%, homes for social rent 4%, use of council land assets for commercial return 2%. [Source: APSE]

### **Product and Service delivery examples**

[Source: CJC – Impact of Commercialisation in Local Government]

- Robin Hood Energy – Nottingham City Council's not for profit energy trading company (tackling fuel poverty). Licenced supplier to White Rose Energy (Leeds CC), Great North Energy (Doncaster and Barnsley Councils)
- Solar farm – Scottow Enterprise Park @ former RAF Coltishall. Norfolk County Council own land and will secure rental income over 25yrs from Scottow Moor Solar Ltd who installed 50MW solar farm on site.
- Redwood Bank Ltd - Warrington Borough Council invested £30m (33% shareholding) with aim of supporting local SMEs.
- YOO Recruit – limited company established 2014 by Wolverhampton City Council to address high spend on agency staff (mark-ups, variable quality candidates). Initially Catering, Cleaning & Casuals, 61k hrs in 2014 increased to 194k hrs 2017. Saves Council temp to permanent fees and generates a trading profit.
- Funeral Services – **East Ayrshire** developed a Respectful Funeral package so bereaved families had access to a funeral at an affordable cost. SLA put in place with FDs with Council specifying the service available and ensuring costs/standards met but not entering into a direct agreement with the supplier. Partnership with 3 companies. Target to achieve 25% savings on average cost of FD fees. [Source: COSLA Excellence Awards]  
**Cardiff** City Council (similar at **Wigan**) offer a fixed cost funeral service (contract with an individual supplier) at a lower cost to many private FDs [Source: Council's Bereavement Services website]
- Care Company – Bolton Care & Support Ltd – not-for-profit company undertakes all adult services undertaken by Council.
- Debt Collection and Recovery- Hammersmith and Fulham LBC stopped using bailiffs 1<sup>st</sup> April 2018 (new ethical debt coll'n launched) and now carry out income and expenditure assessments to ensure people don't pay more than they can afford. Joint venture with 1<sup>st</sup> Credit – initially former tenant arrears and HB overpayments, working with families who are struggling before amass big debts.
- Legal Services - Alternative Business Structures (ABS). LGSS Law, social enterprise law firm wholly owned by Northamptonshire/Cambridgeshire/Central Bedfordshire). Buckinghamshire Law Plus (plc btwn CC and Fire Authority) - legal support/advice to LAs, all parts of public, voluntary and charitable sectors (dispute resolution, employment, schools, property & infrastructure. Shared Service - HB Public Law (Harrow/Barnet London Borough Councils).
- Facilities Management - Norse Commercial, property consultancy NPS, wholly owned by Norfolk County Council. 24 joint ventures with LAs. Cleaning/caretaking – Barnsley.
- Community Lottery (50+ LAs) –Free for groups to register and set up their own lottery page. 60% of the proceeds go to charity and community groups, 20% is put towards the prize fund, with the remainder accounted for by administration costs and VAT.

## **Other Examples**

- Grounds Maintenance – win commercial contracts
- Regulatory Services – sell advice and guidance to businesses to support them through regulation
- Planning – pre application advice
- Building control – marketing and updated working practices to increase/retain market share
- Parks – licencing for fitness, leasing for events, use of filming
- Advertising/Sponsorship –increase yield
- House clearance – demand for service not just bulky items
- Trade waste – increase market share
- Existing Council property assets – review most effective use of assets
- Car Parking
- Venues – maximise utilisation of existing venues

CASE STUDIES – MJ AWARDS – BEST COMMERCIAL COUNCIL

	Winner	Approach	Detail
2019	Cheltenham BC	Treasury management	Investment in pooled property funds; bond & equity markets. Property Options appraisal (min 5% yield) - £54m spend on 5 projects since 2015 (offices, supermarket, town centre properties). Generated +£0.5m.
		Commissioned Services	Co-founded <b>Ubico</b> Ltd (a local authority company) with Cotswold DC and now 3 additional LAs joined partnership. Deals with waste, recycling, street cleaning, GM, winter mtncce). [£1.3m savings since 11/12]
			4 councils created <b>Publica</b> (jointly owned company). It directly delivers services but CBC only has back-office support (Finance, HR, IT). [£0.4m savings since 12/13]
			<b>Cheltenham Trust</b> (company limited by guarantee) runs Art Gallery & Museum, Tourist Info, recreational facilities, TH, entertainment venue - for a mgmt fee from CBC. [£0.8m savings since 13/14]
		Shared Service	<b>SWAP</b> - internal audit (SW England). <b>One Legal</b> - 3 partner LAs [Savings of £70k and £113k respectively]
		Investment Commercial Strategy	High Street - £1m investment project Use assets, skills and infrastructure to shape and improve public services and enable economic growth in the Borough. Outcomes - deliver £0.7m new revenue income; reduce back-office costs by 5%; reduce building costs by 5%, deliver £2m capital receipts; develop people (commercial mind-set);
		What Next?	Build 3 industrial units - projected 6% yield Community lottery - launch 2019 Creation of UK's first cyber park Optimise social value from procurement spend New crematorium - 'invest to save' Training, mentoring to foster new commercial initiatives 'bottom up solutions' approach. Vacant municipal space - available for business lets Working with ALMO implement £100m housing investment plan, creating affordable homes and support regen.
2018	Rushcliffe BC	Investment	<b>Bridgford Hall</b> , a municipal building only partly occupied received HLF funding to renovate registry office (venue of choice) and transform rest of hall into an aparthotel. [Generates £120k p.a.]  Office space, <b>The Point</b> , purchased for £1.9m (valued at £2.5m) with occupancy from 50% to 85%. [Generates £300k p.a.]

	£2.8m investment in shopping and business centre to regenerate <b>Cotgrave Town Centre</b> . [Generates £200k p.a.]
	£0.9m Council investment plus £1.8m LEP funding to create 15 industrial units. [Generates £50k p.a.]
Trading Company	Streetwise Environmental Ltd (private company limited by guarantee) incorporated in 2014. Includes street cleaning, GM, landscaping. Additional £1m from external customers. Commercial growth enabled £50k added value to be donated to community projects [saving £250k over 3yrs]
Co-location	New leisure centre and office complex built on site of previous sports centre. Sale of old civic centre and second obsolete leisure centre generated £7m capital receipt [Saving £450k p.a.]

[Source: The MJ Awards winners Archive]

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**Name of meeting:** Corporate Scrutiny Panel

**Date:** 10 January 2020

**Title of report:** Update on Inclusion & Diversity – Annual Report

**Purpose of report:**

To update the Committee on progress on Year 2 of the Council’s Inclusion & Diversity (I&D) Strategy and Action Plan 2017/21 and to present the draft Annual Report for 2018/19.

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?	No
Key Decision - Is it in the <a href="#">Council’s Forward Plan (key decisions and private reports?)</a>	No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy and Public Health – 17.12.19
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	N/A
Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	Julie Muscroft, Assistant Director - Legal, Governance and Monitoring
Cabinet member <a href="#">portfolio</a>	Cllr Shabir Pandor

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

## 1. Summary

To review inclusion and diversity (I&D) activities, outcomes and progress for 2018/19.

This paper sets out the progress the Council has made against the outcomes set out in the Year 2 Action Plan, along with complementary projects, pieces of work and other developments that have contributed to this agenda over the past 12 months.

## 2. Information required to take a decision

In line with the Equality Act 2010 and our Public Sector Equality Duty the Council passed and published its Year 2 Action Plan for 2018/19 as part of the I&D Strategy 2017/21, at Full Council on 12 December 2018.

The Action Plan specifies the overarching outcomes the Council wants to achieve and the associated activities to help support the achievement of those outcomes. Additional complementary work to the Action Plan is ongoing all the time across the organisation.

The Annual Report for 2018/19 is now due for publication.

This paper contains appendices which take a more in-depth look at:

- The Year 2 Action Plan (see Appendix 1)
- A draft Annual Report on our Year 2 Action Plan (see Appendix 2)
- The outcome of our Inclusion Standard Bronze Award (see Appendix 3)

This report seeks views on the draft Annual Report, feedback on our National Inclusion Standard Bronze Award and a steer on priorities for the Year 3 Action Plan.

## 2.1 Draft Annual Report

Outlined in Appendix 2 is a review of our outcomes, achievements and areas for improvement, primarily against our Year 2 Action Plan, but also encompassing complementary areas of activity, which have helped to progress I&D in the past 12 months. This draft annual report will be a public document and there is a good deal to celebrate, in terms of the range of activities undertaken and the impact that they have had. Indeed, we need to shine a light on good practice and success outlined in the report and ensure the organisation is fully aware of what is working well.

In keeping with the focus on continuous improvement for the organisation, the areas where we need to improve and take forward are listed below, preceded by examples of achievements and good practice:

### **A committed and diverse workforce ...**

#### Examples of Achievements

- We now have the 2019 workforce profile data, which is about to be published - the focus in the I&D Action Plan is to address under representation at senior level and the new figures demonstrate a move in the right direction, particularly at Grade 17-21 and above (see Appendix 2, pp 2-3).
- The outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, there is data collection on sexual orientation, which means, from this point on, we'll be able to assess what impact we're having in terms of recruitment in the LGBT community.
- Together, Kirklees Council and Kirklees Neighbourhood Housing (KNH) received 1072 apprentice applications in 2019, a drastic increase on 2018 where the number was 665.
- Regional Level 5 emerging leaders' apprenticeship programme was launched during March 2019. Two of the six places on this programme were specifically allocated to membership of the Kirklees Young Employee Network (YEN) and Black and Minority Ethnic (BME) networks, thereby ensuring inclusion of young and BME employees on the first cohort of this regional programme. Overall, half of the participants on this first cohort of the programme (three out of six) are from a BME background and everyone is progressing well.

#### Areas for Improvement

- More work can be done to remove barriers in job profiles such as unnecessary qualifications.



- Closer links will be made with local higher education (HE) and further education (FE) establishments to promote Kirklees as an employer of choice.
- Improve the number of supported internships offered to people with learning disabilities.
- Continue to improve the diversity of the workforce profile, particularly at Grade 13 and above.
- Explore different ways to highlight issues affecting staff in equality groups, with particular reference to reverse mentoring, or an alternative similar mechanism.

### **Positive and inclusive approach...**

#### Examples of Achievements

- Building on initiatives with partners, we took part in our third National Inclusion Week (NIW), organised by Inclusive Employers and collaborated with KNH on activities throughout the week, including the quiz that ran all week, daily challenges – from simply saying ‘hello’ to sharing a cuppa and a chat with someone you haven’t spoken to before.
- In relation to celebrating diversity and sharing good practice our Intercultural Cities membership has provided an international platform for us to promote our commitment to inclusion and diversity, bringing partners from across Kirklees together around the initiative.
- The Kirklees Diversity Awards have raised the profile of the importance of the inclusion and diversity agenda across all sectors and has begun to shine a light on good practice that will be crowned with the final award ceremony in February 2020.
- As part of the inclusive volunteering action the Council has actively worked with third sector leaders in understanding the barriers to inclusive volunteering.
- Following commissioned training provided by Inclusive Employers, the Council Executive now have an improved understanding of unconscious bias, what it means, and takes, to be an inclusive leader, role-modelling the positive behaviours we need to embed in the inclusivity and diversity journey throughout the organisation.
- The associated inclusive leadership session with the Council Management Group (CMG) promoted and encouraged managers across the organisation to embody inclusion and diversity in their day-to-day management. A follow up session and evaluation is to be organised to assess how this has been taken forward.
- All employee networks have increased their activities over the past year, with the additional support provided (see Appendix 2, pp 8).
- As part of the ‘We’re Kirklees’ promotional campaign, we have begun to integrate inclusion and diversity into the internal messages to staff and partners. Internally we have run a campaign called ‘Diversity is a reality, inclusion is a choice’ and another focusing on mental health issues in the workplace, this involved actively supporting and empowering people to become mental health champions, in an attempt to destigmatise mental health issues and enable people to support colleagues and friends on the basis of their own experiences.

#### Areas for Improvement

- Working with KNH has brought tangible benefits by collaborating on new ways of working and stimulating new ideas, which need to be expanded to other partners in 2020 and beyond.
- To interrogate further the data on barriers to inclusive volunteering and improve the opportunities to people from more diverse backgrounds.
- Continue to roll out the approach to embedding inclusive leadership as a key behaviour and management skill throughout the organisation.
- We have yet to develop the inclusion and diversity leaders/ambassador programme to help us take further inclusive leadership and good practice deeper into services.

## **An organisation intolerant of bullying, harassment and discrimination, where poor behaviour is challenged and tackled**

### Examples of Achievements

- We know that the take up of e-learning is low and we have promoted available modules previously yet more could be done in this area to help increase awareness and understanding. Data packs (highlighting disciplinary, capability and probationary cases) should lead to improved management understanding and decision-making.
- Increased awareness amongst managers and staff which will hopefully lead to a reduction of Hate Crime in the workplace and in our communities.

### Areas for Improvement

- Improve the collective understanding of bullying and harassment, and their effects on employees and the organisation as a whole.
- Clarify and communicate support available to employees, managers and service users to address bullying and harassment in the workplace.
- 2020 will mark 10 years since the 2010 Equality Act, providing additional impetus and opportunity to support work, particularly in this area.

## **A partnership approach to support resettlement and integration**

### Examples of Achievements

Settle, orientate and support to understand and access key services and community activities:

*The **Welcome Mentor Programme** now has 47 active volunteers, with a further 17 currently being trained and 103 requests for support from services and the voluntary and community sector. Mentors support new arrivals to settle and connect to local networks and support.*

Support children/young people to start school and begin to progress in their education: The International New Arrivals Team is now in place to support new arrivals (children and young people) to start school, integrate in to school life and supports the development of a connection between home and school. There are 4 soon to be 5 bilingual support workers in post. Available for all schools across Kirklees.

For communities to have the chance to get to know who lives in their neighbourhood (safe and cohesive):

*During the last year #CarryMyStory continued its work in schools developing an understanding of migrants, asylum seekers and refugees in Kirklees. The finale took place during refugee week and 500 pupils and up to 200 adults including 30 plus refugees, asylum seekers were involved. This initiative has gained positive feedback on its work in breaking down myths and stereotypes concerning asylum seeker and refugees and planning is underway for 2020.*

- The Syrian Resettlement and Vulnerable Children's plan is now supporting 40 families across Kirklees to access ESOL, housing and mental health support.

## Areas for Improvement

- Enhancing #KirkleesWelcomes across Kirklees by taking a place-based approach to migration planning.
- Improved communication on the work and scope of #KirkleesWelcomes to raise its profile.
- Planning for introduction of new Home Office refugee resettlement programme from 2020 onwards and reviewing existing work to inform future resettlement action.

## **Complementary activities**

This section in the annual report sets out the key additional work that has successfully taken place to achieve even greater progress in I&D throughout the organisation.

Examples include:

- A specific Council Management Group (CMG) focus on inclusion and diversity highlighted to all senior and middle managers across the Council the importance of this agenda as an organisational priority. Having reflected on progress, and conducted follow up conversations about inclusion, and reminded managers of their responsibility, highlighting the role of the employee networks and issuing a call to action. Subsequent to the meeting, feedback has been received from managers to show that inclusion and diversity is regularly now featured in meetings, on away days and making connections with project work.
- The Council held its first High Five awards on 4 October at the John Smith's Stadium.
- The event celebrated and rewarded some of the best examples of dedication, commitment and innovation demonstrated by our colleagues. One of the categories recognised the contribution to diversity, and it is hoped this will inspire others to embrace this in their day-to-day work.
- The Council has been shortlisted for four prestigious Local Government Chronicle awards, including one for I&D. Our entry described how we had addressed low diversity amongst Council and KNH staff. This has led to changes in recruitment processes for apprenticeships, resident engagement and the working environment to promote inclusivity.
- We have now revised our impact assessment process to incorporate low earners and unpaid carers, along with the environmental impact of new services or proposed changes to existing ones. These changes will mean that we exceed basic compliance in discharging our Public Sector Equality Duty and address climate emergency concerns in our future work.
- Support by the Mayor for a National Lottery Heritage Fund application by Kirklees Local TV (KLTV) to fund ongoing work on Windrush: The Years After, A Community Legacy a community history project that celebrates the contribution made by the African-Caribbean community to life in Kirklees over the past 60 years.

## 2.2 National Inclusion Standard

In September 2019, the Council achieved a Bronze Award for the Inclusive Employers' National Inclusion Standard, which was assessed by an independent panel. This was our first submission for the standard and Appendix 3 includes a full copy of the IE feedback report, with commentary, outlining where we performed well and areas where we can improve within a Six Pillar framework. The final assessment provides us with an extremely helpful baseline performance assessment, which can help to shape our Year 3 Action Plan and general I&D practice in the organisation. In summary, the key areas where we are performing well and those we need to improve on are as follows:

**Pillar One: Engage – Areas of strength:** Efforts to seek to increase disclosure of diversity data have been undertaken within past three years via online and paper methods (for dispersed staff). An established Inclusion and Diversity plan is in place and is supported at senior level within the organisation. Evidence shows that some employee network groups exist and are well-established. There is an aspiration to relaunch and expand these to include additional protected characteristic groups.

Areas to focus on: Evidence indicates disclosure rates are low for two of the protected characteristics currently tracked - consider efforts to boost these. Consider methods for communicating inclusion related activity to allow those without access to a computer to be included in comms. Consider how employee network groups can form part of consultation and decision-making processes in the organisation. It would also be useful to have the ability to analyse the employee survey feedback by protected characteristics and take this into consideration when acting upon the survey results.

**Pillar Two: Equip – Areas of strength:** The evidence presented shows the organisation has a comprehensive range of inclusion policies in place. There are a variety of different inclusion training options available to all staff, covering a range of different topics. For managers, there is a new course on menopause and courses on coaching/emotional intelligence that incorporate elements of inclusion.

Areas to focus on: The organisation could consider reviewing their inclusion training offering, including a clear rationale for the approach and how it ties into the overall I&D strategy. It may be worth refining/expanding the offering and making some courses mandatory. Whilst a range of inclusion training options are available to all staff, consider developing some diversity/inclusion training that is specifically designed for managers/leaders perhaps looking at appraisal, salary review, promotion, managing performance processes.

**Pillar Three: Empower – Areas of strength:** A governance structure is in place for consultation that includes trade unions and an annual staff survey. Staff have been involved in organising inclusion activities - predominantly through the employee networks. The YEN network appears to be particularly active and this group has created a Young Inclusion award. The senior team are engaged in wanting to operate as inclusion champions and have received training on how to do this. Evidence shows all staff are offered the possibility of coaching and mentoring and to be nominated for the level 3 aspiring managers' programme.

Areas to focus on: To develop ways of moving from intermittent 'cheerleading' to more effective and focused role model identification and development. Improve our consultation process to ensure we systematically feedback to consultees on the difference they have made (i.e. 'you said, we did'). Consider also developing a champions role profile and associated development programme.

**Pillar Four: Embed – Areas of strength:** Inclusion and diversity is included in the corporate strategy and plan. This plan has been in place for some time and is now in its second iteration, having been reviewed and reported on. Correctly used, the Equality Impact Assessment form provides a practical tool to evaluate likely impact on employees and external parties.

Areas to focus on: Revise governance terms to include specific I&D objectives in action plan development and monitoring functions. Incorporate HR more fully into policy implementation and monitoring. Build annual I&D objectives into senior officers and senior elected members' performance targets. Review of the appraisal system to include I&D.

Actively utilise recruitment and workforce planning data to inform and target under-representation in the workforce.

**Pillar Five: Evaluate – Areas of strength:** Evidence shows that a monthly reporting regime is in place within the organisation to review diversity data relating to headcount.

Areas to focus on: Improve scope and range of data capture. Address concerns surrounding confidentiality and consent-related issues expressed in the employee profile information gathering process. Allow greater use of a qualitative approach to evaluate I&D action plan implementation.

**Pillar Six: Evolve – Areas of strength:** Membership of Inclusive Employers is seen as a valuable means of obtaining thought leadership on D&I and this has already resulted in a tangible benefit to the D&I programme.

Areas to focus on: Clarify and monitor our return on investment and clearly reflect this in outcomes and key performance indicators (KPIs). Develop a Comms plan to promote best practice externally and identify more effective ways of learning from other organisations and sectors.

### 3. Implications for the Council

The I&D Strategy and Action Plan supports the council priorities and actively contributes to all shared outcomes, particularly the Sustainable Economy and Safe and Cohesive. The former through our enhanced recruitment and employment practices and the latter via our work with communities specifically with the activities with migrants and asylum seekers.

The aim over time is to have I&D embedded fully throughout the whole organisation and for all services to recognise the benefits of the “Diversity Advantage”. This means we have more diverse and inclusive workforce which leads to more innovation and improved services for our citizens.

#### 3.1 Working with People

The Year 2 Action Plan has been more outward facing and year 3 will need to extend this approach. We have undertaken a number of outreach events within disadvantaged/deprived communities, to promote the council as an employer, to support people to apply for roles, and also sign post them to other support networks if they are not quite job-ready. The Council is working towards a new recruitment system to make the process of applying for jobs in the council more straightforward. The work with refugees and asylum seekers has been led by the council however there is a significant amount of peer support in this work where individuals and communities find shared solutions.

#### 3.2 Working with Partners

Our strategy and action plan are principally focused on council activities however, year 2 of the plan has broadened this out and again year 3 will seek to expand on this. For example, we will have an awards event which will incorporate local businesses and the voluntary and community sector. Our work with Inclusive Employers has brought a fresh perspective of support and challenge to our approach to I&D; plus, the work on the ICC Programme involves active engagement with businesses and educational establishments. The Council is also working with partners, such as the Police, Huddersfield Town Football Club/Huddersfield Town Foundation, the

University, as part of our Inclusive Growth conversations to develop joint approaches to recruitment, where appropriate.

### **3.3 Place Based Working**

The I&D strategy and year 2 action plan covers all of the district there are areas, such as the “partnership approach to support resettlement and integration”, where the different needs of communities are considered in terms of place.

### **3.4 Improving outcomes for children**

In terms of assessing impacts, in relation to children, age is an existing protected characteristic catered for in our current approach to Equality Impact Assessment that will be carried forward to the new Integrated Impact Assessment process.

### **3.5 Other (eg Legal/Financial or Human Resources)**

We are in the process of establishing I&D financial requirements as part of the overall budgetary process.

## **4. Consultees and their opinions**

The council’s cross service I&D Hub which includes representation from all Employee Networks.

## **5. Next steps and timelines**

The attached annual report will go to Cabinet and then on to Full Council in the next two months.

## **6. Officer recommendations and reasons**

For the committee to comment on the Annual Report for 2018/19 and feedback from our Bronze National Inclusion Standard Award.

## **7. Cabinet portfolio holder’s recommendations**

To support the recommendations outlined above.

8. **Contact officer**

David Bundy, **Corporate Policy Officer**, Strategy and Policy Team  
Tel: 01484 221000  
Email: [david.bundy@kirklees.gov.uk](mailto:david.bundy@kirklees.gov.uk)

9. **Background Papers and History of Decisions**

Report to Overview and Scrutiny Management Committee, 5 November 2018 – annual Inclusion & Diversity report and Year 2 Action Plan

Report to Overview and Scrutiny Management Committee, 27 March 2017 – update on Inclusion & Diversity

Report to Full Council, March 2016 - Inclusion and Diversity in Kirklees – work on a new policy statement for 2016/17

10. **Strategic Director responsible**

Rachel Spencer-Henshall, Strategic Director of Corporate Strategy and Public Health

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**Kirklees Council's  
Inclusion and Diversity  
Year 2 Action Plan 2018-19**

**“From Equality to Inclusion”**

**Context**

This is the second year of the Council's Inclusion and Diversity (I&D) Strategy 2017-21. The progress made in the first year can be seen in the Annual Report 2018. The renewed focus given to this agenda by the Council's Leadership is evidenced by the commitment to build on last year and make this year's plan more ambitious and more outward-facing.

Our approach of moving from Equality to Inclusion remains true to the following:

“The council is modernising its approach to equality, inclusion and diversity. Our requirement and commitment remains to meet our obligations under the [Equality Act 2010](#) and [Public Sector Equality Duty](#); however, our Inclusion and [Diversity Statement](#) is the first step in placing a greater emphasis on moving from equality to inclusion. We will incorporate this positive approach more effectively and routinely in everything we do through respecting diversity, valuing different perspectives and supporting inclusion.”

This Year 2 plan highlights the principal I&D outcomes which have been developed by the cross-service Hub, including Employee Networks. All the areas in the plan will have delivery plans to support their implementation. Year 2 outcomes and activities have been developed with a greater community impact as their focus. The “Areas for Improvement” from Year 1, highlighted the Annual Report 2017/18, will be progressed through the relevant Service Development Plans.

**Monitoring**

The implementation of the activities in this plan will be overseen by the council's I&D cross-service Hub. Progress will be monitored by councillors and an Annual Report will be produced for the end of 2019 and published on the Council's website.

# KIRKLEES INCLUSION AND DIVERSITY STRATEGY ACTION PLAN 2017 – 2021: YEAR 2

Outcomes <i>(What are we looking to achieve?)</i>	Activity - <i>what are we going to do</i>	Performance Measures - <i>how we are going to assess progress</i>	Timescales
<p><b>We want a committed and diverse workforce</b></p>	<ul style="list-style-type: none"> <li>• Introduce targeted and creative recruitment methods including recruitment fairs and outreach to proactively engage with and attract identified under-represented groups – different methods will be required for different types of jobs and communities                             <ul style="list-style-type: none"> <li>○ Specific effort will go into jobs at Grade 13 and above, where the evidence from our <a href="#">Workforce Profile Data</a> shows us that the representation of BME, Disability and Younger People is particularly deficient</li> </ul> </li> </ul>	<p><b>Degree to which our workforce represents all communities in Kirklees at all levels</b></p>	<p>To begin November 2019 and beyond</p>
	<ul style="list-style-type: none"> <li>• Assess job profiles when recruiting</li> </ul>		

	<p>to remove barriers such as unnecessary qualifications and experience and introduce wider criteria for assessing a person’s abilities</p>		To begin January 2019
	<ul style="list-style-type: none"> <li>• Increase the number of Supported Internships for students with a learning disability; working with Kirklees College and REAL Employment and through the use of a process called “job carving”, key tasks can be identified which together can form a substantial and permanent, paid role for the intern to progress into</li> </ul>		To begin January 2019
	<ul style="list-style-type: none"> <li>• Provide a range of personal and career development support for identified under-represented groups and have active workforce planning programmes across the whole council supported by the People’s Strategy</li> </ul>		To begin January 2019
<p><b>Taking a positive and inclusive approach to everything we do</b></p>	<ul style="list-style-type: none"> <li>• Building on initiatives such as National Inclusion Week (NIW) and sharing good practice, celebrate diversity and promoting inclusion across the district on a partnership basis</li> </ul>	<p><b>Kirklees staff, citizens and partners feel valued and included</b></p>	Ongoing – building towards NIW September 2019
	<ul style="list-style-type: none"> <li>• In collaboration with the Voluntary and Community Sector undertake a</li> </ul>		To begin January –

	programme of Inclusive Volunteering to understand the barriers and then create more volunteering opportunities for people from different backgrounds		reassess November 2019
	<ul style="list-style-type: none"> <li>• Introduce Diversity Training and Development for:               <ul style="list-style-type: none"> <li>○ the Executive and Cabinet to provide strategic leadership on I&amp;D (phase 1)</li> <li>○ employees and managers, including our subsidiaries, focusing on appropriate behaviour and language, and addressing issues of unconscious bias (phase 2)</li> <li>○ a small team of inclusion and diversity Leaders to cascade good practice on I&amp;D across all departments (phase 3)</li> </ul> </li> </ul>		Phase 1 January - March 2019, Phase 2 February – September 2019 Phase 3 February – May 2020
	<ul style="list-style-type: none"> <li>• Hold a partnership-based Diversity Conference and Awards Event</li> </ul>		Autumn 2019
	<ul style="list-style-type: none"> <li>• A communications campaign centred on “We’re Kirklees” to raise the profile of I&amp;D (e.g. showcase diversity and talent amongst employees and communities)</li> </ul>		To begin February 2019
	<ul style="list-style-type: none"> <li>• Re-invigorate the Employee Networks, particularly the Disabled Employees Network, LGBT and</li> </ul>		

	<p>Working Carers Network ensuring their priorities and actions are supported by this plan and they are able to contribute to the Council's core business</p> <ul style="list-style-type: none"> <li>Supporting all the networks to become safe spaces to talk more openly about people's experiences</li> </ul>		November 2019
<b>An organisation intolerant of bullying, harassment and discrimination, where poor behaviour is challenged and tackled</b>	<ul style="list-style-type: none"> <li>Introduce two additional questions to the council staff survey to help assess this on an annual basis</li> </ul>	<b>Staff confidence in how the Council addresses bullying harassment and discrimination</b>	February 2019
	<ul style="list-style-type: none"> <li>Carry out a baseline analysis of responses by protected characteristics and by service/grade</li> </ul>		March 2019
	<ul style="list-style-type: none"> <li>Establish and communicate a collective understanding of what constitutes bullying and harassment</li> </ul>		April 2019
	<ul style="list-style-type: none"> <li>Communicate what services and managers will do to support employees who feel they are being bullied and/or harassed</li> <li>Improve people's understanding and perceptions of bullying and harassment and the impact it has on different groups</li> </ul>		June 2019
<b>A partnership approach to support resettlement and integration</b> (complementary to the	<ul style="list-style-type: none"> <li>Staff awareness raising and training online package - migration, how people arrive, experiences, cultural adaptation (understanding</li> </ul>	<b>Increased Council and partners awareness about migration and refugee resettlement</b>	To begin February

Migration and Refugee Resettlement Delivery Plan 2018-19)	<p>differences and similarities in cultures and social norms etc.) to help new arrivals to access the support needed in a timely way (a significant amount of support is provided by the voluntary and faith sector)</p> <ul style="list-style-type: none"> <li>○ Workshop based sessions for those who are working more intensively with migrants</li> <li>• Work to support the integration of new communities in to existing and settled communities</li> </ul>		2019
	<ul style="list-style-type: none"> <li>• Support services and organisations to be as accessible as possible by those whose first language isn't English</li> </ul>		To begin February 2019 and beyond
	<ul style="list-style-type: none"> <li>• Expand the Council commissioned welcome mentor programme - a volunteer will help new arrivals and longer-term migrants who are isolated/struggling to access key services</li> <li>• Gain a better understanding of all our communities across the generations, including new migrants and other groups</li> </ul>		To begin February 2019 and beyond
	<ul style="list-style-type: none"> <li>• Creating volunteering and work experience opportunities for new migrants</li> </ul>		To begin March 2019

## Inclusion and Diversity Action Plan Annual Report 2018–19

This is Kirklees Council’s third Inclusion and Diversity (I&D) Annual Report. Our Inclusion and Diversity Strategy and Action Plan 2017 – 2021: Year 2 now moves into its third year and this report highlights the progress made in the second year.

This annual report not only reflects on the progress made and areas for improvement in the year two Action Plan, but also highlights the complementary activities and projects undertaken on I&D throughout the year, which are outlined at the end of the report. The areas for improvement, combined with the feedback received as part of our Inclusion Standard Bronze Award, provides the organisation with insightful intelligence and data to inform our year 3 Action Plan and priorities key areas where we need to focus efforts in the future.

Each outcome area in the Action Plan has been **RAG**-rated to illustrate our current position and progress made.



**Outcome: A committed and diverse workforce ...**

**Performance measure: Degree to which our workforce represents all communities in Kirklees at all levels.**

**RAG** Rating - Amber

**What we did:**

- Throughout the year, a number of recruitment fairs took place, with the aim of reaching under-represented groups
- Job adverts have been targeted to reach applicants from more diverse backgrounds
- All services were invited to offer placements for Supported Internships offering part-time paid employment for people with learning disabilities (also known as a ‘job carve’). Three internships are currently running.
- Provision of personal and career development support to under-represented groups has included building in an inclusion focus to recruitment for new leadership and management apprenticeship programmes supported by the apprenticeship levy; providing development support for our employee networks and further exploring ideas and options for supporting the development of specific under-represented groups.

**Impact:**

- Through our talent bank approach, workshops have been run for potential applicants on “job ready” skills to support them to be ready for applying for roles with the Council and there have been over three hundred expressions of interest from people in different communities and from different backgrounds.
- Together, Kirklees Council and KNH received 1072 apprentice applications in 2019, a drastic increase on 2018 where the number was 665.
- Our engagement has resulted in an increase in female applicants from 29.91% to 41.79%; black, Asian and minority ethnic applications from 26.18% to 27.99%.
- Applications from over 30-year olds (traditionally apprenticeships have only been for young people, our message now is ‘apprenticeships for all’) from 4.98% to 17.53%; and applications from disabled people from 1.25% to 4.85%.
- Of the six female apprentices recruited by KNH, four have gone into building trades to become joiners, electricians or gas fitters.
- We now have the 2019 workforce profile data, which is about to be published - the focus in the I&D Action Plan is to address under representation at senior level and the new figures demonstrate a move in the right direction, particularly at Grade 17 and above.
- The outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, there is data collection on sexual orientation, which means, from this point on, we’ll be able to assess what impact we’re having in terms of recruitment in the LGBT community.

## 2017/19 Grades 13-16, 17+ and Senior Management Equality Data

2017/19 Grade 17+ and Senior Management Equality Data				
Disability	2017		2019	
Grade 13-16	3%		2.7%	
Grade 17-21	19%		22.7%	
Grade 22-24	15%		25%	
Ethnicity				
Grade 13-16	7%		7.5%	
Grade 17-21	7%		16%	
Grade 22-24	15%		18.8%	
Gender				
Grade 13-16	F 42%	M 58%	F 57%	M 43%
Grade 17-21	F 69%	M 31%	F 61.9%	M 38.1%
Grade 22-24	F 77%	M 23%	F 68.75	M 31.25



2017 Grades 13-16, 17-21, 22-24 Age Data

Age	16-24	25-34	35-44	45-54	55-64	65+
Grade 13-16	0%	5%	25%	49%	21%	0%
Grade 17-21	0%	2%	16%	38%	27%	0.2%
Grade 22-24	0%	0%	18%	54%	38%	0%

2019 Grades 13-16, 17-21, 22-24 Age Data

Age	16-24	25-34	35-44	45-54	55-64	65+
Grade 13-16	0%	6.4%	26%	44.4%	22.8%	0.5%
Grade 17-21	0%	1.3%	14.7%	50.7%	33.3%	0%
Grade 22-24	0%	0%	16.3%	75%	18.8%	0%

Sexual Orientation – 2019 only

	Straight	Gay	Lesbian	Bi-sexual
Grade 17-21	6.7%	2.7%	0	0
Grade 22-24	12.5%	0	0	0

NB: The figures for sexual orientation are skewed by non-disclosure and employees not completing relevant SAP fields.

As demonstrated in the figures above, our outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, we are now collecting data on sexual orientation, which means, from this point on, we'll be able to assess what impact we're having in terms of recruitment in the LGBT community.

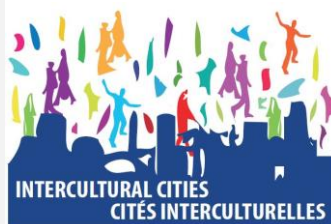
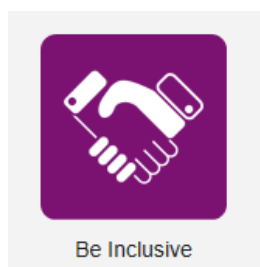
- There has been a slight increase in Supported Internships for students with a learning disability. To date the Council, including KNH, has only secured three permanent jobs from a small intake of 14 internships over the last year. In an effort to improve a Project SEARCH Steering Group established with colleagues from across the Authority Including. Real Employment, plus Kirklees College, Project SEARCH and C and K Careers.
- Kirklees Level 3 team leader apprenticeship programme was launched during 2018 (June and September cohorts). Based on our analysis of Kirklees workforce data which showed an under-representation of young and BME employees at higher job grades (GR13+), all services were asked to consider diversity and inclusion when putting forward participants - providing a specific opportunity for supporting the development of young and BME employees. Whilst this inclusion focus helped to ensure that some BME and younger employees were included on the programme (five out of the 30 who started were from a BME background and three were aged 18-24), there is clearly still more scope to increase participation from groups currently under-represented at GR13+ at these earlier stages of leadership & management development to help support their future progression - and this needs to be taken into account as part of the recruitment process for any future Level 3 programmes.
- Regional Level 5 emerging leaders' apprenticeship programme was launched during March 2019. Two of the six places on this programme were specifically allocated to membership of the Kirklees YEN and BME networks, thereby ensuring inclusion of young and BME employees on the first cohort of this regional programme. Overall, half of the participants on this first cohort of the programme (three out of six) are from a BME background and everyone is progressing well. Recruitment for the next regional cohort of the Level 5 regional programme (starting February 2020) will begin shortly and six places will be available for Kirklees employees once again. To help support the inclusion of under-represented groups, our starting point here will be to communicate specifically with the Kirklees equality networks about leadership and management development opportunities (including the Level 5 programme) and support them in exploring and signposting to appropriate development options. We are also intending to work with the current programme participants to share their experiences.
- We have provided a range of development support for our employee networks. Our new Kirklees mentoring offer was presented at the YEN annual conference 2019, at a meeting of the LGBT network and at a meeting with BME network chairs. This specific targeting of networks was intended to help break down any barriers and ensure opportunities are provided for under-represented groups to learn more about the benefits of mentoring, access mentoring themselves and develop as a mentor to help support others. Since these meetings, two YEN members, one LGBT network member and one BME network member have now trained to become mentors and a number of BME network members have also accessed mentoring to support their own personal development.
- The exploration of ideas and options for supporting the development of specific under-represented groups included a discussion with Inclusive Employers in May 2019 to specifically explore ideas and options for supporting the development of our BME employees. Through this conversation we identified three areas that might be taken forward initially – 1) consultation/focus group with the BME network to better

understand their needs/priorities 2) ensuring mentoring support is available for BME employees and 3) developing a 'reverse mentoring' proposal. A discussion with the BME network chairs formed part of the roll-out of our new Kirklees mentoring programme, which has resulted in network members accessing a mentor as well as one-member network in-house mentoring training to help support their colleagues. An initial discussion around the idea of 'reverse mentoring' took place as part of wider engagement around developing and rolling out our new mentoring programme. This revealed that some people felt uncomfortable with the term 'reverse mentor', highlighting that further work and exploration (e.g. with network chairs) would be needed before this idea could be taken forward effectively.

- A conversation has taken place with BME network chairs around wider development support, with signposting provided to the Horizons framework for leadership and management development, the range of learning and development available via the Council's in-house online learning facility MiPod Xtra and the coaching and mentoring offer. This has not extended to a specific consultation on specific learning and development needs and support at this stage – and for the future we would need to consider whether a cross-network conversation and support would be more appropriate.

**Areas for improvement:**

- More work can be done to remove barriers in job profiles such as unnecessary qualifications.
- Closer links will be made with local HE and FE establishments to promote Kirklees as an employer of choice.
- Improve the number of supported internships offered to people with learning disabilities.
- Continue to improve the diversity of the workforce profile, particularly at Grade 13 and above.
- Explore different ways to highlight issues affecting staff in equality groups, with particular reference to reverse mentoring, or an alternative similar mechanism.



**Outcome: Positive and inclusive approach...**

**Performance measure: Kirklees staff, citizens and partners feel valued and included.**

R A G Rating -



### **What we did:**

- Building on initiatives with partners, we took part in our third National Inclusion Week (NIW), organised by Inclusive Employers and collaborated with KNH on activities throughout the week, including the quiz that ran all week, daily challenges – from simply saying ‘hello’ to sharing a cuppa and a chat with someone you haven’t spoken to before.
- Following our membership of the Council of Europe’s Intercultural Cities programme, a partnership-based working group has been established to progress the recommendations in the Council’s report.
- As part of the inclusive volunteering action the Council has actively worked with third sector leaders in understanding the barriers to inclusive volunteering.
- The inaugural Kirklees Inclusion & Diversity Awards event will take place in February 2020, and in its planning has already involved collaboration with all sectors, including business, FE and HE, third sector and health partners. Due to a series of competing demands and changed priorities, it was necessary to reschedule the event from the originally planned date of November 2019. While this was unfortunate, the extra time will enable further planning to take place that will ensure the success of the inaugural event and lay firm foundations for future years.
- Kirklees Council is now an active member of the Diversity = Innovation Network, which comprises anchor institutions and a range of businesses across the district, promoting principles and developing ideas around the business benefits of diversity to our communities.
- Inclusive Employers were commissioned to deliver unconscious bias and inclusive leadership training to the Council Management Group (CMG), which comprises directors and heads of services, the Cabinet and Executive Team.
- As part of the ‘We’re Kirklees’ promotional campaign, we have begun to integrate inclusion and diversity into the internal messages to staff and partners. Internally we have run a campaign called ‘Diversity is a reality, inclusion is a choice’ and another focusing on mental health issues in the workplace, this involved actively supporting and empowering people to become mental health champions, in an attempt to destigmatise mental health issues and enable people to support colleagues and friends on the basis of their own experiences. Our intranet 'news' articles regularly cover a range of inclusion-themed topics, from national campaigns and specific cultural events/celebrations to employee events and employee network activity, in addition our Chief Exec and Head of People Services also regularly use their blogs to communicate the importance of inclusion and diversity.
- We have undertaken other external events and activities locally, promoted through our own social media pages and within the community groups we work with on an individual level. These events included Refugee Week and 'Remembering Srebrenica'.
- A significant amount of work has gone into reinvigorating our employee networks. Networks have been allocated funding to support their running costs and co-ordination of activities, including communication with dispersed staff and each network has now been aligned with a designated Strategic and Service Director sponsor.

### **Impact:**

- 23-29 September 2019 marked National Inclusion Week and Kirklees Council took part for the fourth year. At an organisational level, our news stories and messages throughout the week served to highlight the importance and benefits of inclusion, visibly reinforce senior commitment to inclusion in Kirklees, encourage conversations about inclusion and celebrate our progress so far (recognised independently by the Bronze award on the National Inclusion Standard) – as well as reminding us that inclusion is about what we all do every day and providing an important prompt

for the work still to do. In terms of individual impact, the daily challenges resulted in positive connections and conversations at “Inclusivi-tea” sessions, people recognising how their colleagues help them feel included at work and people making their own commitments to everyday inclusion. The Chief Executive blogged throughout the week, and this prompted comments from colleagues that they felt proud to work for an organisation where inclusion matters. One week later, all Kirklees managers spent time focusing on inclusion at a CMG+ meeting. Alongside identifying some specific issues and action areas this has already resulted in follow up contact with our employee networks, further inclusion-themed discussions at team meetings/away days and inclusion connections being made with ongoing project work. Our managers were also asked to ‘save the date’ for National Inclusion Week 2020.

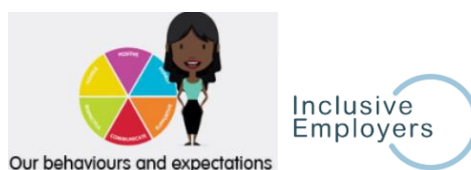
- Our Intercultural Cities membership has provided an international platform for us to promote our commitment to inclusion and diversity, bringing partners from across Kirklees together around the initiative. We have already benefitted from good practice examples from other ICC cities, and through support from the Council of Europe have been able to bring a range of stakeholders to a shared understanding of what interculturalism means for their work programmes, ensuring the approach informs major projects like the Dewsbury Market Redevelopment, for example.
- Two surveys carried out to assess the degree of take up of volunteering opportunities from different community and equality groups, with emphasis on participation by individuals and organisations. The organisation survey highlighted a lack of proactive recruitment and engagement among equality groups, limiting the diversity of their volunteering base. While the individual survey highlighted issues and barriers to involvement relating to communication needs not being met, inflexibility on required time commitments and health related needs not catered for. Both survey outcomes are currently being used to develop improvements in how volunteering can become more inclusive.
- The Executive of the Council now have an improved understanding of what it means, and takes, to be an inclusive leader, role-modelling positive behaviours that we wish to see embedded in the inclusivity and diversity journey throughout the organisation.
- The associated inclusive leadership session with CMG promoted and encouraged managers across the organisation to embody inclusion and diversity in their day-to-day management. A follow up session and evaluation is to be organised to assess how this has been taken forward.
- The Kirklees Diversity Awards have raised the profile of the importance of the inclusion and diversity agenda across all sectors and has begun to shine a light on good practice that will be crowned with the final award ceremony in February 2020.
- The various internal inclusion and diversity campaigns have begun to promote and highlight key issues to the whole organisation, raising awareness and beginning to build I&D into the culture and ethos of the workplace. For example, the mental health awareness campaign has begun to have a tangible impact in reducing sickness levels in the workplace, from 11.90 days lost per FTE in November 2018 to 10.76 in October 2019, and enabling people to be more open about their health issues to colleagues and managers.
- All employee networks have increased their activities over the past year, with the additional support provided. The evidence for this can be seen from the examples of activities listed below:
  - Black History Month this year focused on Timbuktu, the Malian Empire and the golden age of learning, culture and extensive trading networks. It established Timbuktu as a scholarly centre in Africa with several notable historic writers, such as Shabeni and Leo Africanus, who described Timbuktu as the scholarly centre in Africa. It was an inspiring afternoon to see the Hudawi centres transformed into a centre of Learning for all.
  - In September 2019, as part of the National Blood Pressure Campaign around “Knowing Your Numbers” the BME network organised blood pressure checks for Council and KNH staff. While high blood pressure is a common problem for all ethnic groups, it is more

prevalent among Afro-Caribbean and South Asian people. Staff were encouraged to have their blood pressure taken during 'Know Your Numbers' Week. It was an incredibly successful campaign with 462 colleagues taking part and a number of staff were referred to their GPs and one was admitted to hospital for treatment.

- The BME network supported the Council's resident engagement programme as part of Democracy Week by engaging with over 60 residents of Ashbrow Ward during an afternoon spent completing surveys and obtaining views and opinions on Council services. The network used the Place Standard as part of the Council's commitment to focus and engage with the community and had conversations with potential leaders to encourage people in the area to have conversations in the places where they live and work.
- To support the Council's inclusion and diversity agenda, the BME network have been involved in a series of reviews, including the ICC, peer review challenge and the National Inclusion Standard application. The network has also worked the organisation to support BME staff progression and make our varied community aware of the opportunities of working for the Council.
- Since the relaunch of the DEN Network, the main focus has been on setting up listening sessions, where staff can meet and discuss disability matters and concerns in a safe space, and commencing quarterly meetings engaging in discussions on issues such as the Town Centre Blueprint Agenda. The network has also presented at two internal dementia events and provided feedback from members on the public document online accessibility requirement. Work has also started on inputting into the Kirklees Adult Social Care vision and the Community Cohesion Agenda, and conversations are ongoing with other services to allow DEN members to support truly inclusive approaches across the organisation.
- The YEN Network arranged a 'Head of IT week' following a Manager Meet-Up workshop and engagement: five young employees ran IT for a whole week, raising aspirations of those young employees, but also exposing young employees to senior management and supporting senior management to think more openly about the role of young people in the Council. In addition, the Network took part in a range of charity fundraising activities (with 100 hours of volunteering) raised £1,546.30 for local causes, including local homelessness via the Big Sleep Out, LGBT+ support via the Brunswick Centre, animal cruelty via the local RSPCA and children's support via the Yorkshire Children's Centre. Over 90 people attended their Men's Minds Matter and at least 150 their Working Women's Wellness events. Attendees received health advice and took part in awareness raising activities focusing on emotional, mental and physical wellbeing for the workforce and identifying opportunities for staff. At least two young employees successfully identified new job opportunities within the Council due to their membership networking, helping to retain talent within the organisation.

### Areas for improvement:

- Working with KNH has brought tangible benefits by collaborating on new ways of working and stimulating new ideas, which need to be expanded to other partners in 2020 and beyond.
- To interrogate further the data on barriers to inclusive volunteering and improve the opportunities to people from more diverse backgrounds.
- Continue to roll out the approach to embedding inclusive leadership as a key behaviour and management skill throughout the organisation.
- We have yet to develop the inclusion and diversity leaders/ambassador programme to help us take further inclusive leadership and good practice deeper into services.



**Outcome: An organisation intolerant of bullying, harassment and discrimination, where poor behaviour is challenged and tackled.**

**Performance measure: Staff confidence in how the Council addresses bullying, harassment and discrimination.**

R A G Rating -

Amber

### What we did:

- We have introduced e-learning modules to provide support for line managers both in terms of considering inclusion & diversity and more generally (e.g. Equality Act 2010, Equality in the Workplace, bullying and harassment in the workplace) and supporting individual employees (e.g. a guide to reasonable adjustments, basic autism awareness). The Council's HR Centre of Excellence (Employee Relations) regularly considers case law updates as part of supporting managers, with inclusion-themed cases highlighted. Data packs (highlighting disciplinary, capability and probationary cases) are produced for managers in service areas and we are currently assessing how we can better use the data to inform work with services (strategic oversight, training and action plans).
- As part of National Hate Crime Awareness Week 2018, we promoted and held a "Hate has no place" event to help share the message that hate has no place we've organised an event during the week to raise awareness around the five strands of hate crime; race, sexual orientation, disability, religion and gender identity. A Hate Crime Managers Guide is also available on the Intranet and is regularly promoted.

### Impact:

- We know that the take up of e-learning is low and we have promoted available modules previously yet more could be done in this area to help increase awareness and understanding. Data packs should lead to improved management understanding and decision-making.

- Increased awareness amongst managers and staff which will hopefully lead to a reduction of Hate Crime in the workplace and in our communities.

### **Areas for improvement:**

- Improve the collective understanding of bullying and harassment, and their effects on employees and the organisation as a whole.
- Clarify and communicate support available to employees, managers and service users to address bullying and harassment in the workplace.

**Outcome: A partnership approach to support resettlement and integration**

**Performance measure: Increased Council and partner awareness about migration and refugee resettlement.**

**R A G Rating -**

**Green**

### **What we did:**

Over the past 12 months the Council and partners have been working to develop an offer for all arriving in to Kirklees: No matter how you arrive in to Kirklees, and especially if it is for humanitarian protection reasons, if needed, there is now an offer of support available to support you to:

- Settle, orientate and support to understand and access key services and community activities:  
*The **Welcome Mentor Programme** now has 47 active volunteers, with a further 17 currently being trained and 103 requests for support from services and the voluntary and community sector. Mentors support new arrivals to settle and connect to local networks and support.*
- Start to learn and practice English and progress:  
*One critical barrier to being able to settle and integrate in a new area is being able to communicate in English, speak to neighbours, make friends and develop local networks outside of those that speak your own language.*

*Kirklees is now part of the Integrated Communities Language Fund pilot funded by the Ministry of Housing Communities and Local Government. 'This way for English' has been established in partnership with Third Sector Leaders and aims identify and start to address (where possible) barriers to learning English. A team is now in place and developing in 4 hubs (libraries) with outreach staff available to assess individuals English language level and support ESOL learners to the access provision and progress.*

*Through the ESOL For All programme, 118 individuals who previously were not eligible to access existing ESOL provision (due to immigration status , length of time in the UK) now have Individuals have been accessing provision in community settings and libraries, and one learner on the programme won the 2019 Kirklees Adult Learner award.*



*Kirklees College piloted and delivered much needed ESOL support for 14-16 year olds who were struggling in their GCSE' years due to limited English. The programme has exceeded numbers and expectations with 30 young people being supported with their English work is taking place to continue this.*

- Support children/young people to start school and begin to progress in their education: The International New Arrivals Team is now in place to support new arrivals (children and young people) to start school, integrate in to school life and supports the development of a connection between home and school. There are 4 soon to be 5 bilingual support workers in post. Available for all schools across Kirklees.
- For communities to have the chance to get to know who lives in their neighbourhood (safe and cohesive):  
*During the last year #CarryMyStory continued its work in schools developing an understanding of migrants, asylum seekers and refugees in Kirklees. The finale took place during refugee week and 500 pupils and up to 200 adults including 30 plus refugees, asylum seekers were involved. This initiative has gained positive feedback on its work in breaking down myths and stereotypes concerning asylum seeker and refugees and planning is underway for 2020.*
- Refugee week was the most successful to date with 35 events taking place across Kirklees all planned and delivered in collaboration with partners and especially those in the voluntary and community sector
- New refugees to work to prevent homelessness and destitution: Post decision support work for new refugees has been very successful, 130 families/individuals have been supported to avoid destitution and homelessness. This intervention has reduced a need for crisis support and is a much better outcome for some of the most vulnerable people living in Kirklees.
- The Syrian Resettlement and Vulnerable Children's plan is now supporting 40 families across Kirklees to access ESOL, housing and mental health support.

### **Impact:**

- In the description of activities above, impact has been highlighted in different areas. However, some key impacts to note are:
  - Increased take up of ESOL provision
  - Development of Schools of Sanctuary work
  - Number of people supported to avoid destitution and homelessness

### **Areas for improvement:**

- Enhancing #KirkleesWelcomes across Kirklees by taking a place-based approach for migration planning.
- Improved communication on the work and scope of #KirkleesWelcomes to raise its profile.
- Planning for introduction of new Home Office refugee resettlement programme from 2020 onwards and reviewing existing work to inform future resettlement action.



### Complementary Activities

In addition to the activities and outcomes highlighted against the Year 2 Action Plan, a significant amount of additional work has taken place on inclusion and diversity over the past year, which has contributed to even more progress. The following sets out the details of the complementary activities and their impact:

- A specific Council Management Group (CMG) focus on inclusion and diversity highlighted to all senior and middle managers across the Council the importance of this agenda as an organisational priority. Having reflected on progress, and conducted follow up conversations about inclusion, and reminded managers of their responsibility, highlighting the role of the employee networks and issuing a call to action. Subsequent to the meeting, feedback has been received from managers to show that inclusion and diversity is regularly now featured in meetings, on away days and making connections with project work.
- To help support organisational learning around inclusion and encourage a positive approach, we worked with Inclusive Employers to run four different development sessions during March 2019: Inclusive Leadership (for our senior managers - CMG), Being a role model/champion (for our I&D Hub), Banter (cross-council session), and Unconscious Bias (cross-council session). The feedback from participants attending these sessions suggested that people valued the opportunity for discussion around inclusion-based themes, they encouraged reflection on their behaviour and they provided a prompt for people to discuss and share information more widely. This is a foundation that will need to be built on further during 2020.
- The Council held its first High Five awards on 4 October at the John Smith's Stadium.
- The event celebrated and rewarded some of the best examples of dedication, commitment and innovation demonstrated by our colleagues. One of the categories recognised the contribution to diversity, and it is hoped this will inspire others to embrace this in their day-to-day work.
- The Council has been shortlisted for four prestigious Local Government Chronicle awards, including one for I&D. Our entry described how we had addressed low diversity amongst Council and KNH staff. This has led to changes in recruitment processes for apprenticeships, resident engagement and the working environment to promote inclusivity.

- We have now revised our impact assessment process to incorporate low earners and unpaid carers, along with the environmental impact of new services or proposed changes to existing ones. These changes will mean that we exceed basic compliance in discharging our Public Sector Equality Duty and address climate emergency concerns in our future work.
- Support by the Mayor for a National Lottery Heritage Fund application by Kirklees Local TV (KLTV) to fund ongoing work on *Windrush: The Years After, A Community Legacy* a community history project that celebrates the contribution made by the African-Caribbean community to life in Kirklees over the past 60 years.
- Our new menopause training includes a specific session to support managers with conversations around menopause. To complement this, World Menopause Day has been celebrated for the past two years and this year, a specific session was organised for men working, or living with women to raise awareness about this important and life changing subject.
- Our second Gender Pay Gap report was published at the end of 2018. The headline aspects of the report are:

<b>Breakdown of gender of all employees</b>	71%	29%	71%	29%	No change from 2017
<b>Breakdown of gender of Senior Mgt. Team</b>	68%	32%	64%	36%	As part of the restructure of the Senior Management team there has been an overall reduction in the numbers of females at grade 17-19 (total of 16) and an increase in numbers at grades 20-22 (total of 11). These changes have impacted on the changes with the female/male proportion.
<b>Mean pay gap</b>	10.3% lower	10.9% lower			Mean pay gap has increased by 0.6%. Figure has slightly worsened.
<b>Median pay gap</b>	16.3% lower	14.2% lower			Median pay gap has decreased by 2.1%

To reduce the gender pay gap, we have analysed the data to identify priorities for action, and identified the following areas:

- Recruitment – reviewing practice, process, advertising/promoting opportunities, branding, targeting groups and areas, tracking data
- Promoting and embedding flexible working
- Identifying trends and gaps
- Apprenticeships – inspiring the next generation of women to take up engineering and technology occupations in the Council and building on the outreach programme
- Promoting mentoring and coaching
- Analysis and research of exit interviews

A new recruitment system has been obtained and is projected to be fully implemented by March 2020. It is envisaged that this will develop other key areas and improve data intelligence.

- Together, Kirklees Council and KNH received 1072 apprentice applications in 2019, a drastic increase on the 2018 total of 665. Active engagement in the recruitment process has resulted in an increase in female applicants from 29.91% to 41.79% and BME applications from 26.18% to 27.99%. Applications from those aged over 30 also saw a marked increase, from 4.98% to 17.53%, with applications from disabled people rising from 1.25% to 4.85%. Of the six female apprentices recruited by KNH, four have gone into building trades to become joiners, electricians or gas fitters.
- Equality Impact Assessments (from September 2019, these have been expanded and renamed Integrated Impact Assessments) are now embedded into procurement processes. During the pre-tender stage, an

assessment is completed to identify those citizens who could be affected by the proposed process and also to consider the suitability of pre-market engagement activities to increase the visibility of contract opportunities with the Council and stimulate a greater response from the market. Within the tender process itself, EU procurement treaty principles of transparency, equal treatment and non-discrimination are adopted for all procurement activity as part of the selection process. Following the tender process, the Council actively seeks feedback from potential suppliers as part of our continuous improvement and to ensure lessons are learnt.

## National Inclusion Standard Bronze Award

The Inclusive Employers' National Inclusion Standard is an evidence-based, objective, accreditation tool for assessing and promoting inclusion in the workplace. The Standard acts as a framework for delivering on an organisation's diversity and inclusion strategy, assisting them to measure and further improve the progress they are making towards becoming a more inclusive employer. It is a way to assess and acknowledge where the organisation is on its inclusion journey by way of its accreditation status.

In May 2019, Kirklees Council put in its inaugural submission to Inclusive Employers and in September we received the Bronze Award. The Submission Feedback Report (below) is structured around Six Pillars (Engage, Equip, Empower, Embed, Evaluate and Evolve). Subsequently a meeting took place between Inclusive Employers and lead officers for I&D to discuss more detailed feedback, particularly in the areas where the organisation needs to make more significant progress, namely the Empower, Embed, Evaluate and Evolve pillars. The following feedback should be viewed as valuable intelligence and insight for how Kirklees Council can improve performance and take forward some key priorities for our Year 3 Action Plan; not forgetting that we need to continue delivering on what we are currently doing well, particularly in the two pillars, Engage and Equip.

The following narrative and report from Inclusive Employers highlights areas where we performed well and others where there is room for improvement.

### The "Four" Pillars Where Improvement is Required

#### **Empower**

Although Kirklees Council has a wide range of consultation engagement platforms, there was only limited evidence about actual input, how it was used, and the difference, if any, that was made. There needed to be clearer focus on the use of consultation and other forms of engagement that could be used to develop strategies.

Reference was made to the use of inclusion specific surveys in contrast to the current pulse survey model, as this was felt to be set at too high a level to capture I&D information (e.g. age, gender issues, etc.). There was also an advantage to be gained by greater use of role models (e.g. on menopause and for international women's day). There was a recurring theme in the feedback, where a tendency to use 'cheerleading', characterised as 'shouting about something that's come up', as opposed to planned development leading to ongoing reflection and thinking of I&D in everyday working and relationships. It was also suggested that Kirklees could develop a framework that moves from awareness of I&D, to supporting I&D, to cheerleading, and then role modelling.

Two examples of 'cheerleading' were identified as the unconscious bias training undertaken by Cabinet and directors and National Inclusion Week itself. The organisation highlighted and promoted these two areas of activity when they occurred, however, the challenge was were we clear as to why and who should undergo the training and outside of National Inclusion Week, how are those issues engrained into everyday practice throughout the year.

The role of link directors for each employee network was seen as a good starting point, but their impact needs to be measured in terms of future development. Role modelling was also discussed in the context of the I&D Hub, and the wider issues of Hub membership and active involvement, along with the measurable benefit of High-5 awards.

***Actions to consider***

To develop ways of moving from 'cheerleading' to more effective and focused role model identification and development. Improve our consultation process to ensure we systematically feedback to consultees on the difference they have made (i.e. 'you said, we did'). Consider also developing a champions role profile and associated development programme.

**Embed**

This was the largest pillar in question terms, and it was noted that the organisation would be unlikely to score well, given the highly diverse range and nature of the organisation, its far-reaching statutory duties and wide range of services that it has to provide. While we had scored well overall in developing inclusion strategies, we had fared less well on the corporate strategy front. It was questionable whether showcasing statements in the action plan had given concrete bases for development and it was unclear as to whether there were any specific I&D objectives in certain plan areas. It was discussed whether we needed to review governance terms in relation to the Hub and where it reports to, and its membership. Under representation in the workforce and the development of those from equality groups in the workforce remains an issue to address. Furthermore, in relation to pay policies, the organisation has now published two annual gender pay gap reports but there is no action plan to outline how it will address the disparities that have been identified. In addition, it is highly likely that statutory ethnicity pay gap monitoring and reporting will be introduced in the near future and the organisation needs to be fully prepared to put this into practice and, again, address the inequities that are likely to be laid bare.

***Actions to consider***

Revise governance terms to include specific I&D objectives in action plan development and monitoring functions.

Incorporate HR more fully into policy implementation and monitoring.

Build annual I&D objectives into senior officers and senior elected members' performance targets.

Review of the appraisal system to include I&D.

Actively utilise recruitment and workforce planning data to inform and target under- representation in the workforce.

**Evaluate**

Discussion identified a clear need to capture I&D related data that can be used to link to, and engage more effectively with, the **Engage** pillar. Qualitative research and data capture need to become an integral part of the I&D evaluation. This feedback links to the organisation being truly intelligence-led and actively identifying the issues through data and then importantly using this to inform actions and activities to maximise impacts.

***Actions to consider***

Improve scope and range of data capture.

Address concerns surrounding confidentiality and consent-related issues expressed in the employee profile information gathering process.

Allow greater use of a qualitative approach to evaluate I&D action plan implementation.

**Evolve**

The organisation has bought into the idea of the business benefit of diversity and yet there is no clear way that we measure the return on investment. We have benefit greatly from the support from Inclusive Employers, who are an excellent support of best practice in other Councils and sectors. Nonetheless, our general horizon scanning and learning from others could be greatly improved. Both at a senior officer and political level, the past two years has seen a marked increase in I&D leadership, however, it is questionable how far this is demonstrated externally which can lead to a lack of innovation.

***Actions to consider***

Clarify and monitor our return on investment and clearly reflect this in outcomes and key performance indicators (KPIs).

Develop a Communications plan to promote best practice externally and identify more effective ways of learning from other organisations and sectors.



National  
**Inclusion**  
Standard

**2019**

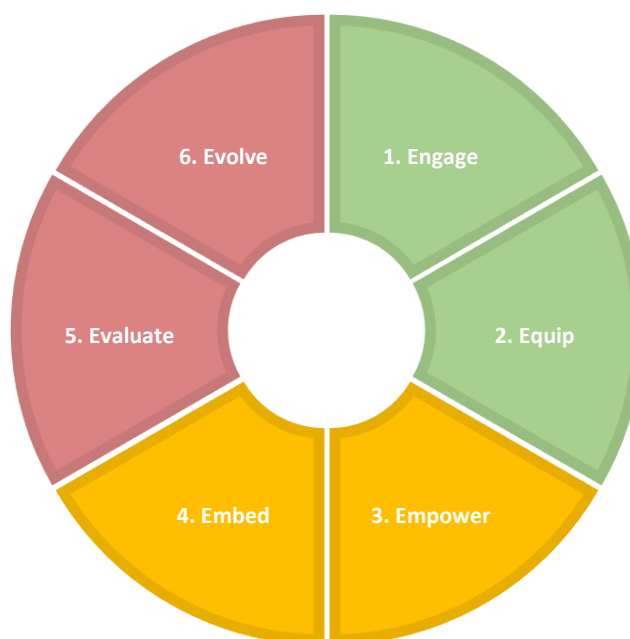
**Submission  
Feedback Report**

**Kirklees Council**

**Bronze**



## Summary of your scoring by pillar



**Explanation:** the pie chart segments show the *relative* strength of your submission for each of the 6 pillars compared with the other pillars – so green indicates a higher-scoring area, amber a mid-scoring area and red a lower-scoring area. This pie chart does not relate to how well you have done in each pillar in comparison with other participants in the National Inclusion Standard.

## 1. Engage

Engage staff (at all levels) to ensure they have a good understanding and awareness of the organisation's vision for diversity and inclusion

Engage with staff so that the organisation has a good understanding of the employee experience from an inclusion perspective

Questions cover:

- 1.1 Diversity data collection methods
- 1.2 Breadth of data collection
- 1.3 Disclosure rates
- 1.4 Communications relating to monitoring
- 1.5 Broader inclusion communications
- 1.6 Participation in external inclusion campaigns
- 1.7 Engaging with under-represented groups
- 1.8 Staff survey

## This was a higher scoring area of your submission

**Areas of strength:** Efforts to seek to increase disclosure of diversity data have been undertaken within past three years via online and paper methods (for dispersed staff). An established Inclusion and Diversity plan is in place and is supported at senior level within the organisation. Evidence shows that some employee network groups exist and are well-established. There is an aspiration to relaunch and expand these to include additional protected characteristic groups. Narrative indicates organisation has celebrated National Inclusion Week since 2016 and evidence shows a broad range of activity, incorporating employees at all levels of the organisation.

**Areas to focus on:** No evidence provided of the mechanism for collecting data prior to or on joining the organisation. Narrative indicates a difference in opportunity to update diversity data if you are a dispersed employee as opposed to an employee with online access - consider increasing opportunities for dispersed employees to update their data. Evidence indicates disclosure rates are low for two of the protected characteristics currently tracked - consider efforts to boost these. Consider when updating the information with data collection communications including reassurances re data storage for dispersed staff and confidentiality and data storage for those completing online. This may encourage an increase in disclosure rates. Consider methods for communicating inclusion related activity to allow those without access to a computer to be included in comms. Consider how employee network groups can form part of consultation and decision making processes in the organisation. While evidence shows that the staff survey has some high level inclusion-related questions, this could be expanded to include some more explicit questions related to respect, fairness, harassment and discrimination. It would also be useful to have the ability to analyse the survey feedback by protected characteristics and take this into consideration when acting upon the survey results.

### 2. Equip

Equip all staff, managers and leaders through training, policies and guidance to build equality, diversity and inclusion into the work they do and the way they work.

Equip all staff to help the organisation design and deliver more effective and inclusive policies, processes and services.

Questions cover:

- 2.1 Policies
- 2.2 Staff training
- 2.3 Manager training
- 2.4 Policy guidance

**This was a higher scoring area of your submission**

**Areas of strength:** The evidence presented shows the organisation has a comprehensive range of inclusion policies in place. There are a variety of different inclusion training options available to all staff, covering a range of different topics. For managers, there is a new course on menopause and courses on coaching/emotional intelligence that incorporate elements of inclusion.

**Areas to focus on:** The organisation could consider reviewing their inclusion training offering, including a clear rationale for the approach and how it ties into the overall I&D strategy. It may be worth refining/expanding the offering and making some courses mandatory. Based on the information presented, whilst a range of inclusion training options are available to all staff, consider developing some diversity/inclusion training that is specifically designed for managers/leaders perhaps looking at appraisal, salary review, promotion, managing performance processes.

### 3. Empower

Empower by involving staff through networks, team discussions, Trade Unions and/or other channels. Value the contributions of everyone, including people from under-represented groups and ensuring inclusion and diversity makes a positive difference.

Empower by providing support and encouragement to staff to develop their careers and increase their contributions to the organisation through the enhancement of their skills and abilities.

Questions cover:

3.1 Consultation

3.2 Staff self-organised inclusion-related activities

3.3 Recognising the contribution of staff who self-organise

3.4 Role models

3.5 Champions

3.6 Accessibility of mainstream career enhancing learning and development opportunities

**This was a mid-scoring area of your submission**

**Areas of strength:** Narrative shows a governance structure is in place for consultation that includes trade unions and an annual staff survey. Staff have been involved in organising inclusion activities - predominantly through the employee networks. The YEN network appears to be particularly active and this group has created a Young Inclusion award. The senior team are engaged in wanting to operate as inclusion champions and have received training on how to do this. Evidence shows all staff are offered the possibility of coaching and mentoring and to be nominated for the level 3 aspiring managers' programme.

**Areas to focus on:** Methods are in place for seeking employee input on organisational decision making but it is not clear what specific items have been fed back and taken on board. Consider developing this approach for future similar activity. The YEN and BME networks are active and have organised successful events - other networks could take inspiration from these to increase their activity and impact. Consider expanding on current processes for employee recognition and introduce a formal inclusion recognition element - either as part of an existing scheme or a new one. Some role models have been profiled as part of one-off events but evidence not provided that demonstrates their impact beyond one session. The organisation could look to focus on specific individuals in such a way that their impact as inclusion role models is deepened. Consider a more systemic approach for inclusion champions to build on their current 'cheerleading' role and provide a clear vision as to how /what their impact is.

#### 4. Embed

Build a shared responsibility and accountability for achieving improvements by explicitly embedding inclusion and diversity into everything the organisation does.

This includes embedding inclusion and diversity into the organisation's corporate strategy, any processes and policies to improve its ability to attract and retain the best talent and through its procurement processes.

Questions cover:

- 4.1 Corporate strategy/KPIs
- 4.2 Inclusion strategy
- 4.3 Departmental business plans
- 4.4 Governance
- 4.5 Wider decision-making
- 4.6 Pay policies
- 4.7 Recruitment
- 4.8 Positive action
- 4.9 Performance development review
- 4.10 Board awareness
- 4.11 Procurement

**This was a mid-scoring area of your submission**

**Areas of strength:** Inclusion and diversity is included in the corporate strategy and plan. This plan has been in place for some time and is now in its second iteration, having been reviewed and reported on. Correctly used, the Equality Impact Assessment form provides a practical tool to evaluate likely impact on employees and external parties.

**Areas to focus on:** At present, inclusion and diversity are not included in departmental business plans, consider whether senior leaders could set D&I objectives for their teams and cascade these through the organisation. While gender pay gap reporting is taking place, the narrative does not show the practical actions that are being put in place to remedy any issues. The responses suggest that the organisation could be doing more to attract and develop those from under-represented groups through recruitment. At present there are no D&I considerations as part of the performance review process. To date, evidence suggests little has been done to boost the knowledge and understanding of the senior team in the D&I space, however it is noted that a training session is planned. Consider a review of the procurement process to account for how diversity and inclusion can be reflected outside of what is required by EU law.

## 5. Evaluate

Evaluate diversity and inclusion progress to set relevant and achievable interventions/ targets

Questions cover:

5.1 Using profile data

5.2 Using wider data

5.3 Qualitative research

### **This was a lower scoring area of your submission**

**Areas of strength:** Evidence shows that a monthly reporting regime is in place within the organisation to review diversity data relating to headcount.

**Areas to focus on:** No evidence provided that demonstrates how diversity data is being used in the employee lifecycle - this would be a useful area to focus on going forwards. Collection of qualitative data to gain insight into the success of existing/plan future inclusion and diversity objectives would also be advantageous.

## 6. Evolve

Evolve by continuously learning and drawing on best practice to devise innovative and creative interventions

Questions cover:

6.1 Return on investment

6.2 External horizon scanning to drive innovation internally

6.3 Leadership to drive innovation externally

**This was a lower scoring area of your submission**

**Areas of strength:** Membership of Inclusive Employers is seen as a valuable means of obtaining thought leadership on D&I and this has already resulted in a tangible benefit to the D&I programme.

**Areas to focus on:** Evidence indicates no measure of Return On Investment currently in place - a focus on identifying ways to do this and incorporate them into KPI's for effectiveness of the D&I programme would be recommended. Consider options for learning and sharing best practice externally.

**Summary of the assessment, including any key areas for future focus/development and any areas of recognition and good practice:**

The evidence indicates that this organisation is well-established in its consideration of diversity and inclusion as part of its corporate strategy. A D&I filter is used for external considerations, as well as internal. One issue which could be limiting the effectiveness of its internal inclusion programme is the disparity between those who have online access during the day and those that do not, as many of the communications in this area seem to rely on the corporate intranet (including the ability to self-update diversity information). The organisation struggled to score in the Embed pillar, many of the low scoring questions related to the application of inclusion principles to management practices, such as the setting of departmental objectives, the performance review process and the procurement process. This theme continued for the Evaluate pillar where evidence was not available to demonstrate consideration of diversity data (quantitative or qualitative) in the employee lifecycle. Return on Investment assessed in the Evolve pillar would also be a recommended focus area and will really help push the organisation to the next level with regards to their inclusion related activity.

**Comment from the panel:**

This organisation has a very solid foundation to build on. There is a breadth of policies and activity in place and the areas of best practice should be used as a model to build on areas where more activity is needed particularly for the latter 3 pillars. It should take steps to further embed diversity and inclusion into its business processes.

**Any recommended quick wins:**

Sensitive phrasing of questions, confidentiality and data storage assurances for online staff could increase diversity data disclosure rates. Relaunch of the employee network groups could lead to new energy and direction in the inclusion space. There is great momentum around comms and activity for National Inclusion Week, consider replicating this for other campaigns such as a role model campaign.

**Recommended longer term actions:**

Consider the employee lifecycle and how inclusion could be more intimately tied into the various aspects of this, starting with the production and reporting of data at key stages. Identify Return On Investment measures for the D&I strategy, gender pay gap actions and recommendations. Consider recruitment strategies to target under-represented groups. Consider how senior leadership can develop themselves as inclusion champions and role models.



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**Name of meeting:** Corporate Scrutiny Panel

**Date:** 10 January 2020

**Title of report:** Brexit Preparations Update

## Purpose of report

This paper provides an update for the Scrutiny Panel on ongoing Kirklees' preparations, as the UK gets ready to leave the EU following the December 2019 General Election with a particular focus on potential economic impacts.

<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>	N/A
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	N/A
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	N/A
<b>Date signed off by <u>Director</u> &amp; name</b>	Rachel Spencer-Henshall – 20.12.19
<b>Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?</b>	N/A
<b>Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?</b>	N/A
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Councillor Graham Turner</b>

**Electoral wards affected:** All

**Ward councillors consulted:** N/A

**Public or private:** Public

## 1. Summary

- 1.1 The Prime Minister has stated that the UK will leave the EU on 31 January 2020, on the terms he had previously negotiated with the EU. The result of the General Election has given the Conservatives a majority to ensure the Withdrawal Agreement Bill will pass into law on Friday 20 December.
- 1.2 The government has announced that the Bill will have a clause added to rule out any extension to the envisaged transition period, during which time the UK and EU must formalise the necessary free trade agreement, extending beyond December 2020.
- 1.3 Kirklees Council's preparations for exiting the EU have continued to be mindful of national developments and now incorporate the outcome of the General Election. A particular focus in the Council's preparedness has been around the potential economic impact of Brexit on the

Kirklees economy. This report highlights some of the key issues in relation to this with an initial insight into the number of businesses within sectors of the local economy that could be impacted by Brexit. There will be a presentation at the Scrutiny Panel meeting outlining the findings of the economic analysis undertaken.

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

### **2.1 National context**

Prior to the General Election on 12 December, the government's EU Withdrawal Bill passed its second reading on Tuesday 22 October. At that point, it failed to proceed as the timetable for taking it forward was rejected by Parliament, leading to a three-month Brexit extension, however, the outcome of the General Election is that the UK will now leave the EU as planned on 31 January 2020, as set out in the Withdrawal Agreement Bill, due before Parliament on Friday 20 December.

The key features of the Withdrawal Agreement Bill (WAB) are:

#### **a. Customs**

The whole of the UK will leave the EU customs union, allowing it to make trade deals with other countries in the future. For Northern Ireland (NI), however, while it will remain in the UK, it is likely that customs checks will have to be made on goods entering its ports from the rest of the UK, and tariffs imposed if the goods are deemed to be 'at risk' of entering the EU by crossing the border between NI and the Republic.

#### **b. Regulations on goods**

When it comes to the regulation of goods, NI will have to follow EU regulations to remove the need for checks on goods, including food and agricultural produce at the border as both will be part of an "all-island regulatory zone". This will add to the checks made between goods passing from the rest of the UK to NI, as the UK will not necessarily be sticking to EU single market rules, whereas NI remains bound by them.

The Bill provides that these arrangements are subject to four-yearly approval by the Stormont Assembly, as a means of providing for democratic control.

#### **c. Transition period**

The transition period negotiated with the EU will end on December 2020, and a clause in the WAB prevents this from being extended. Therefore, the EU and UK will need to conclude a Free Trade Agreement (FTA) within this timeframe to obviate the risk of a no deal Brexit.

#### **d. Citizens' rights**

UK citizens in the EU, and EU citizens in the UK, will retain their residency and social security rights after Brexit and freedom of movement rules will continue to apply during the transition period. This means that UK nationals will be able to live and work in EU countries (and EU nationals will be able to live and work in UK – dependant on the requirements of the European Union Settlement Scheme (EUSS), which has a deadline of June 2021). Anyone who remains in the same EU country for five years will be allowed to apply for permanent residence.

e. **Future UK/EU relationship**

This is covered by the political declaration, which stipulates that both sides will work towards a Free Trade Agreement (FTA) and a high-level meeting will take place in June 2020 to review progress.

The text also contains a new paragraph on the so-called "level playing field" - the degree to which the UK will agree to stick closely to EU regulations in the future. The references to a "level playing field" were removed from the legally-binding withdrawal agreement and put in the political declaration, which is not binding. It says that both sides will keep the same high standards on state aid, competition, social and employment standards, the environment, climate change, and "relevant tax matters".

## 2.2 The Regional Position

Our link into the Ministry of Housing, Communities and Local Government (MHCLG) from a regional basis remains the chief executive of Leeds City Council, Tom Riordan. During the pre-General Election period we were reporting regionally on an exception basis only. Now that the position is clearer since the election result it is expected that our engagement with WYCA (West Yorkshire Combined Authority) will increase significantly from this point onwards.

## 2.3 The Kirklees position

The Council's Brexit Tactical Group, drawing officers from across the Council and partners continues to meet to fulfil its role of ensuring an appropriate level of preparedness for the withdrawal, encompassing likely scenarios following the UK's exit from the EU with a particular focus on supporting vulnerable people.

Business Continuity Champions across the Council are being asked to identify responses to the potential business disruptions that could arise as a result of Brexit; these being:

- People Issues
- Premises Issues
- Process Issues
- Provider Issues (including fuel, suppliers, contractors and commissioned services)
- Equipment Issues

This will be the third time such an exercise has been undertaken to ensure that all services are as prepared as possible for the leave date.

We have updated the Kirklees Tactical Plan, to provide the following:

- a framework for Kirklees Council to plan for and respond to the impacts of the UK's EU exit
- a complement to the Kirklees Council Major Incident Plan, the Corporate Business Continuity Framework and team level Business Continuity Plans

Additionally, the Council's Corporate Risk Log gives Brexit due prominence as a heightened risk and provides management actions already in place to mitigate the risk.

## Emergency Preparedness

Following the last Brexit extension we have been in a period of exception reporting which looks like it will continue in to the New Year. MHCLG are currently assessing what if any

changes may be required but it is likely that things will remain the same. We continue to engage with West Yorkshire Resilience Forum (WYRF) on Brexit related topics.

## 2.3 Current areas of priority

### 2.3.1 European Union Settlement Scheme (EUSS)

For settled status, applicants need to prove 5 years' residence in the UK, with pre-settled status given to those who cannot satisfy this requirement. The application process has been found to present difficulties for some people and the need for support has been identified by business and local authorities. The offer of support to Kirklees resident EU citizens is currently under review. The option of enhancing support via customer service centres in Huddersfield and Dewsbury is being actively explored, along with increased outreach to vulnerable groups, such as the elderly and those unable to access the online application procedure without active support.

Latest figures from Migration Yorkshire (see below) illustrate the estimated comparative situation for the five West Yorkshire authorities in respect of EU citizens who will need to complete settled status applications ahead of the 31 June 2021 deadline.

<b>EUSS applications in West Yorkshire</b>			
Local Authority	Estimated EU population, June 2019	EUSS applications as at 30 Sept 2019	Estimated take-up rate
Bradford	26,000	11,190	43%
Calderdale	7,000	1,680	24%
Kirklees	13,000	4,270	33%
Leeds	32,000	19,240	60%
Wakefield	12,000	6,610	55%

Source: [Migration Yorkshire](#), data as at 30.9.19.

### 2.3.2 Impacts of Brexit on the Kirklees Economy

This section summarises where possible impacts of Brexit on the Kirklees economy can be anticipated. The insights reported are based on the collation of regional intelligence and internal analysis of sources on imports and exports and the district's employer base. The anticipated areas of impact are analysed to identify sectors that require particular focus and to support action planning. Further engagement has been undertaken to supplement this with local understanding of the issues involved and existing work to mitigate against adverse impacts of Brexit.

It should firstly be understood that given the nature of the Brexit negotiation process and ongoing political influences on how this may play out it is not possible to have certainty of which of the impacts discussed will be realised. Furthermore, as the actual extent of any regulatory changes or the levels of any agreed tariffs is yet to be determined there is no way to judge the true impact on any given sector.

While the insights are included within the appendix report, a few points to highlight are:

- Kirklees accounted for 14% (£1.3bn) of exports from the Leeds City Region (LCR) in 2015 compared to its 11% share of the LCR total GVA (Gross Value Added) (£7.2bn of £64.7bn total). Half (49%) of exports from Kirklees and Calderdale went to EU destinations in 2017.

- Key export categories across Yorkshire and the Humber are:
  - Chemicals & related products (£2.1bn);
  - Manufactured goods classified chiefly by material (£2.5bn);
  - Machinery & transport equipment (£2.4bn).
- While Food and live animals is less significant in value (£754m) it is notable for its high reliance (76%) on the EU.
- In 2015 Kirklees accounted for 8% of imports in LCR (£1.1bn) below its 11% share of LCR GVA.
- Key import categories across Yorkshire and the Humber are:
  - Chemicals and related products (£4.6bn, 85% EU),
  - Machinery & transport equipment (£3.8bn, 64%),
  - Manufactured goods classified chiefly by material (£2.8bn, 62% EU); and,
  - Food & live animals (£2.2bn, 76% EU).
- EU migrant workers in LCR are focused in low skilled employment including: 4% of care workers, 9% of those in catering and hospitality, 22% of process operatives and elementary storage occupations and 47% of those in elementary process plant occupations (packers, bottlers, etc.).
- Of the Top 100 employers in Kirklees over a third of firms fall within manufacturing, and wholesale and retail trade. This group also includes a significant number of organisations within or commissioned by the public sector;
- 79 companies are subsidiaries of EU based parent companies. Five groups account for over 3,000 employees and £475m turnover;
- 19 businesses within Kirklees have EU-based subsidiaries, all of which are subsidiaries of larger parent companies of which four are also EU-based. This latter group presents a particular risk of suffering restructuring for logistical or tax reasons which could place jobs at risk.

## **Insights from further engagement**

### Views of Local Business Representatives

The Business and Skills and Policy and Partnerships teams have engaged with leaders of the local Chamber of Commerce and local branch of the Federation of Small Businesses. It was identified that many small businesses are guided by their personal views on Brexit. Those that consider Brexit to be positive for the nation have largely not conducted any analysis of its impacts on their businesses or made any preparations. Larger companies are generally more prepared with the greatest impacts being expected to result from changes to export documentation requirements. For companies that already export outside of the EU this will create a capacity pressure whereas for those that only export to the EU this may represent an area in which they have no existing understanding or skills.

### Existing Environmental Health team work

The Environmental Health team is already raising the issue of Brexit with firms it visits. The team have passed on any relevant business information they have received and are communicating information on food labelling restrictions. It has been identified that one large local business in the meat industry exports to Europe. The company are aware of the paperwork requirement changes and the associated cost of issuing the appropriate labels that will be payable to the council.

### SME Growth Team

The SME (Small and Medium Enterprises) Growth Team have been asking businesses about Brexit related issues for around 18 months. This data is recorded within a standard template and collated into weekly returns to WYCA. There has been no significant change in the number or nature of the issues raised during the lifetime of the regional collation process. The two principal recurring themes are increasing stock levels - and in some cases taking on additional space for this purpose; and, many businesses reporting an inability to make preparations when it is not possible to understand what will actually happen and when. Weekly calls have been held since September 2019 with local SME Growth Team representatives from across the region and a monthly Business Support Managers Meeting has been taking place since September.

### **Consideration of Key Public Sector Delivery Areas**

#### Health and Social Care

The Health and Social Care sector relies significantly on EU migrant labour presenting an additional challenge to areas that already have high levels of vacancies.

The council has been raising the issue of Brexit with independent sector providers to support their employees and continue to do this regularly through forums, newsletters and attendance at meetings.

Specifically in relation to workforce, the council is linked in with the association of directors of adult social services (ADASS) and shares data to inform regional and national intelligence gathering. The most recent ADASS report for Yorkshire and the Humber states that:

*According to the Government's "EU Settlement Scheme: statement of intent" the rights of EU citizens living in the UK will not change until after 31st December 2020. The NMDS-SC shows that 38% of workers with an EU nationality also already have British Citizenship and 45% will be eligible to apply for 'settled status'. The remaining 17% of EU workers will be eligible for 'pre-settled status'.*

Last time local providers were surveyed it was estimated that 5-10% of the social care workforce are EU citizens. As significant concern post-Brexit is that earnings of most social care workers fall far below any potential minimum income threshold of £30k.

#### Schools

Schools do not raise any concern within the areas considered within this analysis as they are not believed to be highly reliant on EU migrant labour. Given the nature of roles in this sector it is anticipated that should this materialise as an issue that the affected individuals would be entitled to apply for settled status. The Children and Families team is prepared for this and will be kept updated on any changes to guidance and resources through existing communication processes.

### **3. Implications for the Council**

#### **3.1 Working with People**

We have established channels through which we conduct a weekly temperature check of community issues and potential tensions. This route will be used to check whether there are any Brexit related issues arising in our communities.

### 3.2 Working with Partners

There are some key partner arenas into which our preparations connect, in order to ensure a joined-up response in both Kirklees and the wider region.

### 3.3 Place Based Working

Our support and communication to ward members is vital to support their critical role as place leaders, able to provide appropriate assurance messages within our diverse communities.

### 3.4 Improving outcomes for children

As corporate parent we are working to ensure the residency status of EU national looked after children. We actively track care leavers after the age of 18 up to the age of 25. We will be ensuring they are supported in terms of the EU settlement scheme and appropriate documentation.

### 3.5 Other (e.g. Legal/Financial or Human Resources)

Kirklees received £315,000 from Government, split across 2018/19 and 2019/20 which has been put into reserves, to be accessed when a need arises that cannot be met from within existing service resources.

## 4. **Consultees and their opinions**

4.1 We have actively engaged with local businesses, partners and colleagues in the region to ensure we understand the potential impact on all sectors.

## 5. **Next steps and timelines**

5.1 Weekly updates to Executive Team and we will continue to work on a multi-agency basis as part of the WYRF.

## 6. **Officer recommendations and reasons**

For the panel to note and comment on the preparedness of the Council in planning for Brexit.

## 7. **Cabinet portfolio holder's recommendations**

7.1 Welcomed the report and is happy with the content and ongoing preparations.

## 8. **Contact officer**

David Bundy - Corporate Policy Officer, Strategy and Policy

## 9. **Background Papers and History of Decisions**

Preparations for leaving the European Union (EU), Corporate Scrutiny Panel, 20 September 2019

Leaving the EU Preparedness Update, Corporate Scrutiny Panel, 12 July 2019

Leaving the EU Preparedness Update, Economy and Neighbourhoods Scrutiny Panel, 17 July 2019

Discussion at Full Council on the implications of Brexit, 12 December 2018.

**10. Service Director responsible**

Naz Parkar - Service Director for Housing Economy & Infrastructure



**CORPORATE SCRUTINY PANEL – WORK PROGRAMME 2019/20**

**MEMBERS:** Councillors Andrew Cooper (Lead Member), Mahmood Akhtar, James Homewood, John Lawson, Will Simpson, John Taylor  
 Co-optees: Nathan Paul, Philip Chaloner

**SUPPORT:** Sheila Dykes, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<b>Financial Monitoring</b> (To include training)	Timeline: <b>September</b> Further review of MTFP – headline assumptions / financial resilience / budget risk <b>November</b> Financial Management Update - current monitoring/ budget update <b>February</b> Provisional financial settlement / Autumn Budget/Story so far <b>March</b> Financial Management Update + end of year summary /start of next year monitoring plan; include link to corporate plans and service plans & budgets	Future report in respect of the management of the Capital Plan in terms of re-profiling and the availability of resources and capacity to deliver its ambitions.  <u>20<sup>th</sup> September 2019</u> Financial management update report noted. Further progress report, including the budget strategy update, to be considered at the November meeting.  <u>15<sup>th</sup> November 2019</u> That it be noted that the Panel may wish to consider the issue of delivery plans and tracking of progress associated with savings programmes in more detail at a future meeting.
<b>Corporate Plan</b>	Corporate Plan refresh Embed and implementation	Living in Kirklees survey to be shared with the Panel before its next distribution and Panel to incorporate a discussion on citizen engagement as part of this item;

**FULL PANEL DISCUSSION**

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<p><b>Corporate Performance</b></p>		<p><u>18<sup>th</sup> October 2019</u>                      Panel considered an overview of Q1 performance in relation to ‘work smart and deliver efficiently and effectively’.</p> <ul style="list-style-type: none"> <li>• Following information to be included in future reports:                             <ul style="list-style-type: none"> <li>- Future ambition on sickness absence, benchmarking with other West Yorkshire Local Authorities</li> <li>- good news stories be explored for future inclusion in performance reports.</li> <li>- explanation of Transformation within the organisation which has had an impact on the reduction in agency spend.</li> <li>- improvements on the Local Wealth Creation, the Council’s future ambition and benchmarking with other West Yorkshire Local Authorities</li> </ul> </li> <li>• That the Panel be consulted on the early development and testing of dashboards for self-service access to data.</li> <li>• Officers to explore whether mental health is effectively represented in the performance data and whether it is having an impact in terms of staff absences.</li> <li>• Officers to explore whether consultation and engagement with local businesses on performance data was a possibility and whether this could then influence the Council’s strategies and priorities.</li> <li>• Panel to consider a report to a future meeting on the volunteering offer, including details of the prospectus and volunteering opportunities and how this could be further promoted by the Council.</li> </ul>

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<b>Libraries Review (to include Access to Services)</b>		<ul style="list-style-type: none"> <li>• Update on progress.</li> <li>• Briefing in relation to work with the University of Huddersfield on the development of an archiving plan.</li> </ul>
<b>Procurement</b>	Work streams to include: <ul style="list-style-type: none"> <li>- Procurement Strategy</li> <li>- To understand the changes being made to procurement and monitor the impacts of savings being made.</li> </ul>	
<b>Approach to Commercialisation</b>	To help to shape the Council's approach to commercialisation. <ul style="list-style-type: none"> <li>- Informal introduction</li> <li>- Initial proposals for approach to future meeting, to include case studies</li> </ul>	Informal discussion with Panel held on 12.07.19  Training session run by the Local Government Association held on 21/11/19  10 <sup>th</sup> January 2020
<b>People Strategy</b>	Delivery of the People Strategy  Work streams: <ul style="list-style-type: none"> <li>• Attraction and retention – to do</li> <li>• <i>Development (11 October 2018)</i></li> <li>• <i>Health &amp; Wellbeing (12 April 2019)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Panel to regularly receive a copy of the organisation's performance dashboard;</li> <li>• Noted that the work strand of the Kirklees People Strategy focussing on 'Attraction and Retention' will include a review of the induction process.</li> <li>• Future reports to include information on the development and progress of the 'Workplace Wellbeing Champions' initiative; the development of work to identify and address any areas of particular pressure within the organisation; and a breakdown of the sickness figures into long term and short term absence.</li> </ul>

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Technology Strategy Development	<p>Maintain overview of development of the strategy</p> <ul style="list-style-type: none"> <li>• New approach to digital transformation</li> <li>• How residents interact with the Council/customer experience</li> </ul>	
Leaving the EU preparations	<p>To maintain an overview of the work of the Council to plan for the potential implications of leaving the EU</p> <ul style="list-style-type: none"> <li>- Introductory discussion – 12.7.19</li> <li>- Further discussion – 20.9.19</li> </ul>	<p><u>12<sup>th</sup> July 2019</u></p> <ul style="list-style-type: none"> <li>• Requested that future report(s) include financial risks as part of treasury management preparation; details of critical processes within the Council that are currently dependent on partners in the EU.</li> <li>• Recommended that the care leavers age range within the report be extended to 25.</li> </ul> <p><u>20<sup>th</sup> September 2019</u></p> <p>Recommended that the following matters be included in the study to be commissioned in relation to the economic impact on Kirklees:</p> <ul style="list-style-type: none"> <li>• Potential impact on business rates.</li> <li>• Potential impact/risks associated specifically with the social care sector around workforce and financial viability and any consequential risk for the Council.</li> </ul> <p>Strategic Partnership Lead – Business to circulate;</p> <ul style="list-style-type: none"> <li>• the document setting out the questions most frequently asked by businesses in relation to preparation for a no-deal exit from the EU, as compiled by the British Chambers of Commerce, and their assessment of the Government guidance available to business, and</li> <li>• the latest regional growth update.</li> </ul> <p>10<sup>th</sup> January 2020</p>

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<b>Organisational Communications Strategy</b>	To examine the principles of managing internal/external communications	
<b>Cabinet Member – Priorities</b> Councillor Graham Turner		<p><u>12<sup>th</sup> July 2019</u> Portfolio Holder provided brief update on priorities.</p> <p>Panel requested that the next update include some narrative to illustrate whether projects had achieved their aim, such as increased footfall or an increase in creative and digital start-up businesses, whether this was to the extent that had been anticipated and the wider impact of any achievements.</p>
<b>LEAD MEMBER BRIEFING/MONITORING</b>		
<b>ISSUE</b>	<b>APPROACH/AREAS OF FOCUS</b>	<b>NOTES</b>
<b>Land and Property Lettings</b>	To consider the policy and how it applies to community groups and the consistency of approach with other council strategies.	LM Briefing in relation to asset transfers and asset divestment took place 10/12/19
<b>Mandatory Photographic ID at Elections</b>	Contingency plans for Kirklees residents	LM Briefing to be arranged once more detail on the proposals is available (Queens Speech October 2019)

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