

**Name of meeting:** Overview & Scrutiny Management Committee

**Date:** 27<sup>th</sup> March 2017

**Title of report:** Update on Inclusion and Diversity

**Purpose of report:**

To update the Committee on developments on Inclusion and Diversity since the adoption of the Council's new Policy Statement in March 2016.

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?	N/A
Date signed off by <u>Director</u> & name	Julie Muscroft, Assistant Director - Legal, Governance and Monitoring
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 David Sheard Cllr Shabir Pandor

**Electoral wards affected:** All

**Ward councillors consulted:** None

**Public or private:** Public

## 1. Summary

In March 2016 Full Council agreed the new Inclusion and Diversity in Kirklees [Policy Statement](#) which set a new direction of travel for the Council. Fundamentally it was a move to a "beyond compliance" model for Inclusion and Diversity (I&D), meaning that we would not only meet our legal obligations under the Equality Act 2010 but also work towards an inclusive organisation that promotes and values diversity as an asset.

Since the adoption of the Policy Statement work has been under way to develop a long term strategy on I&D and put in place practical measures in the organisation to embed the key principles outlined in the Statement. This paper and the attached Briefing Note seeks to outline the progress made to date.

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

The attached briefing note outlines the information required for the Committee to provide advice and guidance.

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

Ensuring I&D is integral to how Kirklees Council moves forward and supports the journey to New Council is the key driver behind the new approach. The actions taken so far to more effectively embed I&D and the developing draft Strategy and Action Plan will impact on the whole Council.

Once adopted the new strategy will support and enhance how employees, Councillors and communities work on I&D with a strong focus on moving to New Council and beyond on an informed intelligence led basis. To some degree I&D had been given less priority in recent years and the actions and future thinking contained in the attached paper aims to address this issue by giving it a stronger strategic focus supported by tangible practical actions.

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

N/A

## 5. **Next steps**

The attached briefing paper includes an update on progress and an outline of the new draft I&D strategy and action plan. Once finalised the new strategy and plan will be taken to Cabinet for formal approval.

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

For the committee to offer advice and guidance on the progress made on I&D and to offer comments and feedback on the developing new strategy and action plan.

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

N/A

## 8. **Contact officer**

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

[Report to Full Council](#), March 2016 - Inclusion and Diversity in Kirklees – Work on a new policy statement for 2016/17

## 10. **Assistant Director responsible**

Rachel Spencer-Henshall, Director of Public Health

**Briefing Note on Inclusion and Diversity**  
**for Overview and Scrutiny and Management Committee**  
**27 March 2017**

**Background:**

In March 2016 Full Council adopted the new Policy Statement “From Equality to Inclusion: Our Kirklees Approach” which was the result of the work undertaken by the Council’s Policy Committee.

As a public sector organisation, we are required to comply with the Public Sector Equality Duty (part of the Equality Act 2010) which this year extends its scope to reporting on the Gender Pay Gap. However, it is not only about legal requirements around equality, we want to take a wider approach that values diversity and promotes inclusion – it’s about moving from equality to inclusion.

Our new and developing approach is based on the following principles:

- Managing Diversity to improve the ‘bottom line’
- Improved customer insight and service redesign
- Diversity will be leveraged through inclusion
  - Diversity + inclusion = improved business outcomes
- Beyond tokenism and harnessing “diversity of thought”
- Ensuring diversity is linked to how we measure performance
- Inclusive and emotionally intelligent leadership

Since the new Policy Statement went live a number of practical actions have taken place to progress the implementation of the Policy which are set out in this Briefing Paper. In conjunction with this work in under way on a 4 year Inclusion and Diversity Strategy and Action Plan, a draft of which will be tabled at the meeting.

**Progress to Date:**

Over the past 12 months a number of developments have taken place to help translate the I&D Policy Statement into practice.

**Embedding Inclusion and Diversity**

In the order to help ensure our policies, service reviews, budget process and projects incorporate inclusion and diversity we have revised and re-launched our approach to Equality Impact Assessments (EIAs). In the move away from this process being an “add on” the refreshed framework is being promoted as business tool which all services are expected to use at the beginning of a project or service reviews for example. This helps us understand the potential impact of change for different communities on an intelligence-led basis.

We now have an index of EIA’s on our website which can be located [here](#). Our website now has a distinct section on I&D which can be accessed [here](#) via the Inclusion and Diversity tab. As well as setting out the overall vision and new way of working we also have our [workforce profile](#) equality data published for some of the protected characteristic groups under the Public Sector Equality Duty. There are still issues to be resolved around the completeness of our workforce profile data.

A lot of work has also taken place to support services and employees in embracing the new I&D policy and principles. Developments include:

- A revised I&D area on our Intranet
- Enhanced guidance for employees and managers
- Learning and development “expert-led” courses on Inclusion and Diversity and EIAs which can be accessed through MiPod (our internal employee development portal)
- Revised support to Equality Employee Networks

We have also recognised that it is vital to incorporate I&D into existing mechanisms in order to mainstream the agenda wherever possible. Therefore we have strongly communicated that Inclusion is about the way we do things in Kirklees, so there’s a really important link here with our Kirklees Behaviours and Expectations:

- taking a positive, inclusive approach is very much part of all our behaviours – this is not something separate or an add-on, it’s about what we all do every day
- I&D is also within our expectations of New Council employees, managers and senior managers – for example “*I treat people with dignity and respect*” (all employees), “*I manage and support people really well. I value the diverse contributions they each bring to the team*” (managers), “*I value the knowledge, expertise and contributions of all staff...*” (senior managers)

In September 2016 Kirklees Council took part in [National Inclusion Week](#) organising an event for employees and councillors to promote diversity and inclusion. We also set simple challenges across the organisation such as “Inclusion starts with Hello!” for example asking employees to interact with someone they do not normally work with.

We have created a ‘Be Inclusive’ button on MiPod is a resource to help support employees with their thinking around inclusion and diversity, signposting to a range of different links and information. Likewise, people are now able to explore the ‘Equality, Diversity and Inclusion’ catalogue on MiPod Xtra for opportunities to raise their awareness and build understanding and knowledge – including e-learning and in-house workshops.

### Developing an Equality Strategy and Action Plan

In order to build on and develop I&D further, also required by the Public Sector Equality Duty, we are putting together a 4 year strategy and action plan. The draft strategy and plan (to be tabled) sets a framework for delivery against the 7 Policy Statement areas:

- Committed and Diverse Workforce
- Positive and Inclusive Approach
- Listen and Act
- Zero Tolerance
- The Way We Do Things In Kirklees
- Inclusive Policies
- Spread The Word

It is envisaged that the finalised version will help deliver New Council and other key organizational drivers such as the Joint Health and Well-being strategy and Kirklees Economic Strategy. An Annual I&D report will be produced to monitor progress.

**Issues to Consider:**

The committee are asked to give their views and guidance on the following points:

- The practical activities implemented to embed the I&D Policy Statement, are they wide ranging and sufficiently robust to effect positive change moving forwards for the Council both internally and externally
- Gathering the required data from the Council's SAP system will assist to create a baseline for all protected characteristic groups and issues relating to the gender pay gap; how best could this information be used across the organisation
- Views are sought on how the draft I&D Strategy and Action Plan can help progress this agenda, comments will be particularly welcome on the specified outcomes

David Bundy  
**Corporate Policy Officer**  
Policy Unit

14.03.17