

Name of meeting: Cabinet

Date: 25th July 2017

Title of report: New Inclusion and Diversity Strategy and Action Plan

Purpose of report:

To seek approval for the Council's new Inclusion and Diversity Strategy and Action Plan and endorsement to take it to Full Council.

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 Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Naz Parkar, Director of Economy, Skills and the Environment, 11 July 2017
Is it also signed off by the Service Director - Finance, IT and Transactional Services?	Debbie Hogg, Service Director – Finance, IT and Transactional Services, 10 July 2017
Is it also signed off by the Service Director - Legal, Governance & Commissioning?	John Chapman, Interim Deputy Head of Legal Services, 11 July 2017
Cabinet member portfolio	Leader of the Council - Cllr David Sheard Deputy Leader of the Council - 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 and new Strategy and Action Plan.

2. Information required to take a decision

As a public sector organisation, we are required to comply fully with the Public Sector Equality Duty (PSED) which this year extends its scope to reporting on the Gender Pay Gap.

The 4-year Action Plan, in the first year, has an internal focus in respect of its outcome and measures. Once progress is made against these outcomes, in the first year a more external focus on outward-facing community related issues will be incorporated into the plan in years 2, 3 and 4.

However, the new Strategy and Action Plan 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" (seeking and using the experience and perspectives from a wide range of people)
- 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 the first [I&D Annual Report](#). In conjunction with this work a 4 year Inclusion and Diversity Strategy and Action Plan has been developed (see Appendix).

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 new 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. The actions and future thinking contained in the new Strategy and approach aims to address this issue by giving it a stronger strategic focus supported by tangible practical actions.

4. Consultees and their opinions

Overview and Scrutiny Management Team – supportive of the new approach and keen to see it linked to performance.

Internal Equality Employee Networks – helped to shape the original Policy Statement and are in support of the new Strategy and action Plan.

5. Next steps

The new Strategy and Action Plan will be taken to Full Council, 13th September 2017, for approval.

6. Officer recommendations and reasons

For Cabinet to:

- Approve the new I&D Strategy and Action Plan
- Recommend that the Strategy and Plan goes forward to Full Council on 13th September 2017

7. Cabinet portfolio holder's recommendations

Cllrs David Sheard and Shabir Pandor recommend that the Strategy and Action Plan is approved and taken forward to Full Council.

8. Contact officer

David Bundy, Corporate Policy Officer, Policy Unit
Tel: 07812 740059
Email: david.bundy@kirklees.gov.uk

9. Background Papers and History of Decisions

Report to Overview and Scrutiny Management Committee, 27th March 2017 - Update on Inclusion and Diversity

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

10. Assistant Director responsible

Kim Brear, Streetscene and Housing
Tel: 01484 221000

Kirklees Council's Inclusion and Diversity Strategy and Action Plan 2017 – 2021

“From Equality to Inclusion”

Introduction

Our Strategy and Action Plan for 2017-21 builds on the Inclusion and Diversity Policy Statement agreed by full-Council in 2016 and reaffirms our Kirklees approach of moving from equality to inclusion:

“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...”*

[*See Appendix A for some definitions]

The basis of this Strategy and Action Plan is fairness, understanding and valuing people and our work to support this is linked to seven core principles/areas set out in the [Policy Statement](#):

- A committed and diverse workforce
- Taking a positive and inclusive approach to everything we do
- Zero tolerance on abuse, harassment, bullying and violence
- Demonstrating our commitment through the way we do things in Kirklees
- Inclusive policies
- Spreading the word about inclusion and diversity
- Listening and acting for ongoing improvement

We know that the Council needs to modernise its approach to equality. A shift from focusing purely on equality to a much wider emphasis on inclusion and diversity highlights a desire to move beyond compliance with legislation, although this will still be a key requirement (see Appendix B of this strategy). We are also committed to using insight and intelligence from our employees and communities to improve services, productivity and people’s everyday experiences on an ongoing basis

The Strategy will provide direction to our employment and service delivery activities, ensuring that we direct limited resources on an intelligence-led basis. It will help ensure that we are full and active partners in delivering health and wellbeing strategies and in dealing with poverty, health inequalities, social deprivation and social exclusion helping to build stronger, safer more resilient communities.

It is a 4 year plan which will be reviewed on a regular basis with an annual Inclusion and Diversity Report published to demonstrate progress. The Action Plan (see Appendix C) sets clear outcomes and acknowledges that progress will be attained in a phased manner; however in no way does this diminish the council's commitment to tackling inequality and discrimination in all its various forms.

Inclusion and Diversity Outcomes

The Action Plan within the Strategy identifies clear outcomes for each of the seven areas in the Policy Statement. Not every outcome can be achieved immediately which is why the Plan sets a timeframe for the different elements within it.

The Plan will be reviewed and updated on a regular basis with a progress report published on the Council's website. Importantly, the outcomes have been developed using strong data and intelligence which has helped to identify the outcomes as priority areas to focus on. Also, these outcomes complement the overall vision and priorities for the Council:

“A district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives...”

The Inclusion and Diversity Strategy does not stand alone and has clear connections to other key plan such as our [Joint Health and Well-being strategy](#) and [Kirklees Economic Strategy](#).

Monitoring

Alongside the Annual Report on I&D quarterly reports will be submitted to Councillors and Senior Management.

Appendix A: Some definitions

Equality is about creating a fairer society where everyone can participate and has the same opportunity to fulfil their potential.

Equality is focused within a legislative framework – the main piece of legislation is the Equality Act 2010. The Act is designed to address unfair discrimination, harassment and victimisation; advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

There are nine 'protected characteristics' covered by the Equality Act: age, disability, gender reassignment (transgender), marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex (gender) and sexual orientation.

Diversity involves more; it is about valuing the full range of differences between people in the workplace and the wider society.

Promoting diversity acknowledges that entry into the workplace, and an employee reaching their potential once there or a customer's ability to access council services and opportunities can be impacted / influenced by a range of factors beyond the characteristics included within the equality legislation, including social, economic and educational background, professional background, hierarchal level, working styles. It involves an understanding of the perceptions and experiences of others – employee / customers belonging to minority and majority groups (and the impact of conscious and unconscious bias).

Diversity is also a description of the way an organisation looks and how well it serves its customers / population. It paints a picture of different types of people at different levels in the organisation and how well different customer needs are met in service planning, commissioning and delivery. This is the result of 'harnessing and valuing difference'. – The legislation is an important element but the scope of diversity goes further than the 'legal minimum'. It should be noted that diversity must be valued without (negatively) stereotyping difference so as to avoid any / perpetuating any inequalities.

Inclusion within the equality and diversity context:

- is about including all people
- is about the culture, environment and processes operated by the organisation
- is measured by how people feel (results from how people are involved)
- requires effort to be achieved.

Inclusion is about the individual's experience and the extent to which they feel valued and included. Working to achieve inclusion involves effectively managing change and a continuous effort to maintain diversity.

Appendix B: Legal requirements

When public authorities carry out their functions, the Equality Act says they must have due regard or think about the need to do the following things:

- eliminate unlawful discrimination
- advance equality of opportunity between people who share a protected characteristic and those who don't
- foster or encourage good relations between people who share a protected characteristic and those who don't.

Having due regard means public authorities must consciously consider or think about the need to do the three things set out in the public sector equality duty. It's the courts who decide if a public authority has done enough to comply with the duty.

The Equality Act says public authorities should think about the need to:

- remove or reduce disadvantages suffered by people because of a protected characteristic
- meet the needs of people with protected characteristics
- encourage people with protected characteristics to participate in public life and other activities

The equality duty covers the nine protected characteristics: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Public authorities also need to have due regard to the need to eliminate unlawful discrimination against someone because of their marriage or civil partnership status. This means that the first aim of the duty applies to this characteristic but that the other aims (advancing equality and fostering good relations) do not apply.

- Public authorities are required to monitor and publish the all of the protected characteristics of their employees
- It is a mandatory requirement for all larger public sector employers, with 250 or more employees, in England to publish statutory calculations every year showing how large the pay gap is between their male and female employees

Specific duties

Public authorities also have specific duties under the Equality Act to help them comply with the public sector equality duty.

Public authorities must do the following:

- publish equality information at least once a year to show how they've complied with the equality duty
- prepare and publish equality objectives at least every four years

The Annual Report will provide this information.

KIRKLEES INCLUSION AND DIVERSITY STRATEGY ACTION PLAN 2017 - 2021

I&D Policy <u>Statement</u> Area	Outcomes/Objectives (<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>	Timeframe
COMMITTED AND DIVERSE WORKFORCE	We have a diverse workforce that represents all communities in Kirklees.	<ul style="list-style-type: none"> • Internal campaign to encourage employees to complete equality profile information • Mapping exercise on how representative our workforce is and where are the gaps across the organisation <ul style="list-style-type: none"> ○ actively use information on equality groups where data already exists • Calculate and publish the data on the gender pay gap and provide the analysis across the organisation (to be included as part of PSED 2017) 	<ul style="list-style-type: none"> • We have established a baseline for all protected characteristic groups • There is increasing similarity between workforce profile and Kirklees community profile (specific targets for the future will depend on the baseline data) • Analysis informs specific actions to help reduce (and ultimately eliminate) the gender pay gap 	<p>October 2017 onwards</p> <p>January 2018 onwards</p> <p>First gender pay report to be published April 2018</p>

<p>POSITIVE AND INCLUSIVE APPROACH</p>	<p>We will be a more inclusive organisation where everyone feels included and able to make a difference to local communities</p>	<ul style="list-style-type: none"> • Make a link to our People Strategy and Culture Change Programme – cross reference the activities in the I&D strategy and other work which support the I&D agenda to ensure a common approach • Use data from Employee Pulse survey to create a baseline and monitor 	<ul style="list-style-type: none"> • Our I&D approach is becoming embedded as part of behaviours and expectations and ‘new culture for our New Council’ • Increase in % of employees who feel their skills and behaviours are recognised • Increase in % of employees who feel included and part of their team • Increase in % of employees who feel that what they do makes a difference for local people • Data routinely being shared and discussed to inform ongoing actions 	<p>September 2017</p> <p>Baseline Autumn 2016 for new measures, ongoing monitoring via internal ‘employee pulse surveys’</p>
<p>LISTEN AND ACT</p>	<p>Our approach to Inclusion and Diversity is informed by feedback from staff and citizens</p>	<ul style="list-style-type: none"> • Ensure that the organisation seeks ideas and learning from elsewhere • Explore how best to capture intelligence from front-line workers to support our approach to I&D • Continue to engage with Council Equality Employee Networks 	<ul style="list-style-type: none"> • We are capturing and sharing good practice case studies/stories • Our understanding of I&D in Kirklees is continually being shaped and updated to address priority issues • Employee Networks are contributing to organisational priorities and change 	<p>September 2017 onwards</p>

ZERO TOLERANCE	All forms of bullying, harassment and discrimination are seen as unacceptable and poor behaviour is challenged and actively tackled	<ul style="list-style-type: none"> • Clarify and confirm definitions of bullying, harassment, etc. and what the current procedure is for managers and employees • Raise awareness among employees/managers about the policy and procedures • Assign the role of Champion to a Senior Manager • Analyse existing data and intelligence such as the specific I&D employee "Temperature Check" survey, incidents recorded by HR, etc. to get a baseline 	<ul style="list-style-type: none"> • Reduction in the number of reports of harassment/ bullying? [but NB: these may increase initially with shift to zero tolerance] • Increased satisfaction with how harassment / bullying incidents are resolved? • Reduction in the number of hate crime incidents against council employees 	September 2017 onwards
THE WAY WE DO THINGS IN KIRKLEES	<p>Council outcomes are focused on reducing inequalities and monitored by strong and timely local intelligence</p> <p>All key decisions made by the Council are supported by an Equality Impact Assessment (EIA)</p> <p>Work in a more inclusive way building on the diversity of communities and the workforce</p>	<ul style="list-style-type: none"> • Identify from intelligence/data the structural inequalities which are priorities for Kirklees communities • Guidance produced for report writing for Cabinet, Full Council and Executive Team • Embedding council Behaviours and Expectations throughout the organisation • Using the insight and experience of communities to improve services 	<ul style="list-style-type: none"> • % of council outcomes which include measures of inequalities in their indicator sets • All EIAs are published on the Council's website • Employees feel more included in the workplace (Employee Pulse Survey) • Demonstrate how the involvement of communities has improved services 	<p>January 2018 onwards</p> <p>May 2017 onwards</p> <p>May 2017 onwards</p> <p>October 2017 onwards</p>

	All Senior Managers have annual objectives set on Inclusion and Diversity	<ul style="list-style-type: none"> • Use the council's Appraisal process 	<ul style="list-style-type: none"> • Progress on objectives included in the Annual I&D Report 	September 2017 onwards
INCLUSIVE POLICIES	Inclusion and diversity is integral to all strategies and policies	<ul style="list-style-type: none"> • Use the EIA process to review strategies and policies in a phased manner 	An increase in number EIAs completed and published	May 2017 onwards
SPREAD THE WORD	Actively spread the word that Kirklees represents and values everyone	<ul style="list-style-type: none"> • Develop and implement a communication plan • Produce an Annual I&D Report 	<p>No measure in year 1</p> <p>First annual report in July 2017</p>	<p>May 2018</p> <p>Annually</p>