

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

**Date:** 13 April 2018

**Title of report:** Update on the Council's Inclusion and Diversity Strategy and Action Plan 2017-21

### Purpose of report

The Council's new Inclusion and Diversity (I&D) Strategy and Action Plan 2017-21. This report provides Overview and Management Scrutiny Committee (OMSC) progress on outcomes and actions outlined in the Plan.

<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>	<b>No</b>
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	<b>No</b>
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	<b>Not applicable</b>
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	<b>Rachel Spencer-Henshall</b>
<b>Is it also signed off by the Service Director for Finance IT and Transactional Services?</b>	<b>Not applicable</b>
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning Support?</b>	<b>Not applicable</b>
<b>Cabinet member <a href="#">portfolio</a></b>	<b>Cllr Shabir Pandor</b>

**Electoral wards affected:** All

**Ward councillors consulted:** Not applicable

**Public or private:** Public

### 1. Summary

The new Strategy and Action Plan was agreed at Full Council in September 2017 -

- As a public sector organisation, we are required to comply fully with the Public Sector Equality Duty (PSED)
- The 4-year [Action Plan](#), in the first year, has an internal focus in respect of its activities, outcomes and measures
- A more external focus on outward-facing community related issues will be incorporated into the plan in years 2, 3 and 4

The Strategy and Plan is supported by the [I&D Kirklees Policy Statement](#) which establishes the direction of travel and cultural change we need to make in the organisation. Importantly the Strategy and Action Plan seeks to go beyond compliance and address the needs of Kirklees as a place and its citizens – it is not simply responding to central government requirements.

## 2. Information required to take a decision

### 2.1 Background

We are half way through the first year of the Action Plan, which is deliberately internally focused. Set out below is a summary of the key areas of progress made thus far, followed by areas requiring further development in the respective sections of the Plan.

#### COMMITTED AND DIVERSE WORKFORCE

##### Areas of Progress:

- A promotional campaign has begun to encourage employees to fill in the “equality profile” fields in the council’s internal SAP system; this is not a mandatory process but an increase in data will provide a better baseline for all protected characteristic groups; although see below for “Further Development...”
- We now have in place a process to publish our workforce profile and have baseline data for the past two years for four of the nine protected characteristic groups
- Here are the key issues in terms of our workforce for the 4 protected characteristic groups we have data on i.e. ethnicity, gender, disability and age:
  - **Ethnicity** - the lower two pay grades have the highest proportions of BME employees. The BME proportion halves from Grades 9-12 to Grades 13-16 and then halves again when moving from Grades 13-16 into Grade 17 and above. In summary we remain particularly underrepresented at senior level in terms of BME employees
  - **Disability** - at 7.7%, the highest proportion of employees declaring a disability is in the senior management pay grade. However, the cohort is small and this equates to just two people and overall the Council is underrepresented in terms of disabled employees
  - **Gender** - there are significantly more females than males at all major pay grades and an over-representation at all pay grades in comparison to the average gender mix for the District's working population. It is most disproportionate at the senior management pay grade - for every male there are three females. The gap is closest at Grades 13-16.
  - **Age** – the figures show that we are overrepresented by older people at all pay grades

To help address some of the issues around aging workforce profile Kirklees has put a lot of effort into its apprenticeship scheme. For example:

- There has been an emphasis on attracting and retaining high quality employees and “growing our own” -
  - The Council has supported over 90 apprentices in the last year
  - targeted apprentice adverts to match the council’s needs and designed assessment centres that are specifically geared to young people
  - promoted apprenticeships in schools, offering support where needed
  - developed non-traditional apprenticeships such as marketing and digital
- Developing our Workforce, we have:
  - developed a good quality apprenticeship programme with a broad range of skills and behaviours, support and development

- developed support packages for managers to help them manage their apprentices
- been recognised as 'highly commended' in the [Apprenticeship Awards 2017](#)

**N.B.** It is important to note that there has been a reduction of over 1000 employees across the whole organisation from 2016-17

- The Council's first Gender Pay Gap report has been published in March 2018 to ensure compliance with the latest requirements of the PSED. The figures reflect the fact that:
  - We have retained a number of services in house which employ high proportions of female workers in comparison to other local authorities
  - The make-up of council staff differ where some organisations use in house services compared to contracting services
  - A large proportion of our senior staff measured at grade 17 and above are female and this is a change from recent years

Going forward, we continue to ensure recruitment for all posts is open and inclusive and pay award proposals for 2018/19 will help to reduce gender pay gaps. We are committed to reducing the gender pay gap and will look into additional initiatives to address this

Further Development Required:

- Moving forwards we will be improving our data collection on the following protected characteristic groups: gender reassignment, pregnancy and maternity, religion or belief, and sexual orientation

## **POSITIVE AND INCLUSIVE APPROACH**

Areas of Progress:

- Our new Kirklees [People Strategy](#) is about achieving our vision and shared outcomes through a strong focus on great people. Inclusion and Diversity is integral here, so the different work streams are all specifically looking at how we can support a positive and inclusive approach in Kirklees. The work streams include:
  - **Leadership and Management** – the current priority for this work stream has been ensuring that we make good use of the Apprenticeship Levy to support leadership and management development for our employees. We will be offering a Level 3 team leader/supervisor development programme; analysis of our workforce data shows an under-representation of young and BME employees at higher job grades, so we are encouraging Senior Leadership Teams to specifically consider this angle in identifying potential programme participants as a means of helping to address this 'inclusivity gap'. It is currently anticipated that the first cohort of 10 participants will start the programme in May-June 2018
  - **Performance** – involving redesigning the appraisal process and embedding I&D more explicitly within it
  - **Workforce planning** – we are currently piloting a toolkit, data about the workforce will be a large part of the work, it is anticipated that a toolkit will encourage managers to think about and importantly plan for the future to address any issues/gaps, which will include diversity
  - **Recruitment** – currently in the research and scoping stage but there will be a focus on recruitment being informed by workforce planning which is likely, in many cases to include diversity and potentially recruiting differently; employee networks will be engaged in this process

- The next Employee Survey will be issued in April and will include questions relating to peoples experience of the organisation from an I&D perspective; the results will be analysed against those from 2016 and then published

## **LISTEN AND ACT**

### Areas of Progress:

- Increased support has been given to the Council's employee networks who have been in existence for varying numbers of years. Meetings between all employee network chairs and a Service Director are held on a six weekly basis where ideas to improve support to networks are discussed, along with opportunities for contributions to council strategic priorities.
- More work needs to be done, however progress has been made and achievements by each network will be outlined in the meeting

### Further Development Required:

- Improved mechanisms need to be developed to share and showcase good practice examples around I&D across services, as well as gathering intelligence from frontline workers
- As indicated above all the networks require additional support in terms of how the Council enables members to contribute to the Council's core business

## **ZERO TOLERANCE**

### Areas of Progress:

- Revised guidance for employees and managers has been developed and published about procedures relating to bullying and harassment; plus, importantly clarification has been given to how hate crime should be managed when affecting employees
  - since the revised guidance has only recently been issued it is too early to report whether this has resulted in an increase or decrease in reported incidents – this data will be published as part of the next I&D Annual Report due later this year

## **THE WAY WE DO THINGS IN KIRKLEES**

### Areas of Progress:

- Equality Impact Assessments (EIAs) are becoming more embedded in how services operate, for example the [2017-18 Budget proposals](#); although see below for "Further Development..."
- The Council's Behaviours and Expectations have I&D make explicit reference to treating people with dignity and respect and valuing diversity, an indication of how extensive these are embedded is will come out of the pending Employee Survey analysis

### Further Development Required:

- The aforementioned EIAs are becoming more embedded, yet more can be done such as making them integral to the Council's service planning cycle – an activity currently being undertaken
- The need to use the insight and experience of communities to improve services is beginning to come through the consultation element of EIAs but will need to be developed more fully in the more outward facing Year 2 of the Action Plan

## **INCLUSIVE POLICIES**

### Areas of Progress:

- As already stated the EIA process is improving and all new policies, and those being reviewed, have to be put through this framework

## **SPREAD THE WORD**

- A coherent communication plan will be constructed in the coming year
- A second Annual I&D Report will be published later this year

## **2.2 Additional Information**

- We have committed to being a Disability Confident employer - the Council has joined leading employers and made a commitment to become a Disability Confident Employer. The Government initiative helps employers to change attitudes and promote good practice in employment.
- A range of support is available for employees via:
  - the Council's internal MiPod facility (links, videos and articles for learning and development around inclusion and diversity) which includes modules on unconscious bias, our responsibilities under PSED, "From Inclusion to Diversity" and how to conduct an EIA
  - MiPod Xtra (learning options including e-learning packages and workshops)
  - Kirklees intranet (tools and guidelines including dignity and respect and our Reasonable Adjustment Passport to assist Disabled Employees to retain agreed reasonable adjustments should they move job roles; a similar idea is being developed for Working Carers)
- In order to give the I&D agenda the degree of priority required in the organisation, senior political leadership has now been assigned to the programme with the lead member role going to Deputy Leader - Cllr Shabir Pandor; plus on the officer side the senior management sponsor is Service Director for Housing - Naz Parkar

## **3. Consultees and their opinions**

Not Applicable

## **4. Next steps**

To undertake a comprehensive 6-month review of the initial broad Action Plan with a view to focusing on more specific areas of targeted action to address outstanding areas of inequality.

Also to begin developing more outward-facing activities, outcomes and measures for year 2 of the Action Plan.

5. **Officer recommendations and reasons**

For members of the committee to note the contents of the report and ongoing progress with the I&D Strategy and Action Plan.

6. **Cabinet portfolio holder's recommendations**

To note a content of the report and the commitment to continuous improvement on the I&D agenda.

7. **Contact officer**

David Bundy, Corporate Policy Officer  
01484 221000

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

Council - Wednesday 13th September 2017 – new Inclusion and Diversity Strategy

Decision: Council endorsed the adoption of the new Inclusion and Diversity Strategy, with annual progress reports being presented to Council following the yearly updates to the strategy.

10. **Service Director responsible**

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