

Introduction

This is Kirklees Council's second Inclusion and Diversity (I&D) Annual Report. Our [Inclusion and Diversity Strategy and Action Plan 2017 – 2021](#) now moves into its second year and this report highlights the progress made in the first year (which has had a primarily internal focus) against the seven core principles/areas set out in the Action Plan and the associated [I&D Policy Statement](#):

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

Kirklees as a place has a diverse set of communities, each with different histories, capacities and needs. Some communities may live together within a shared neighbourhood, while other communities may be geographically dispersed but sharing a common interest. A snapshot of the data relating to Diversity and some of the main inequalities facing different groups in Kirklees can be found In the Appendix.

This report highlights areas where improvements have been made and their impact. However equally it is candid and honest about where further development is required. The “**Looking Forwards**” section at the end of this report provides some indication of how we hope to progress in the future. A more detailed Year 2 action plan is also being prepared.

1. A committed and diverse workforce ...

1.1 Achievements

- ✓ We now have in place a process to collate and publish our workforce profile which is helping us to develop more proactive and creative recruitment practices.
- ✓ There has been an emphasis on attracting and retaining high quality employees and “growing our own”.
 - The council has supported over 70 apprentices in the last year.
 - Targeted apprentice adverts to match 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](#).
- ✓ The Council’s first Gender pay gap [Report](#) has been published in March 2018 to ensure compliance with the latest requirements of the Public Sector Equality Duty. 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 differs 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.

1.2 Impact

- Improved data about our workforce profile means that we can understand where the gaps are and therefore target our recruitment more effectively and undertake it in a way which attracts people from different groups and backgrounds. The impact on our workforce profile will become more apparent over the next 1 – 2 years.
- In terms of the apprentices taken on, the equality profile data that we have is presented below.

Ethnic Grouping	Headcount	%
BME	11	14%
Unknown	20	26%
White	45	60%
Total	76	

Gender	Headcount	%
Female	39	51%
Male	37	49%
Total	76	

Age Range	Headcount	%
16-20	45	60%
21-25	24	32%
26-30	4	5%
31-35	1	1%
36-40	1	1%
41-45	1	1%
Total	76	

Disability	Headcount	%
No	45	59%
Unknown	31	41%
Total	76	

1.3 Areas for improvement

- We still need equality profile information on all nine protected characteristic groups, including improved data collection on gender reassignment, pregnancy and maternity, religion or belief, and sexual orientation.
- More work needs to be done to attract apprentices and improve the profile of the workforce especially at grade 12 and above from BME Communities and we need better data collection on other equality groups.
- We will better prepare care leavers for apprenticeships by piloting paid work experience one day a week (initially for 4-5 individuals) and provide targeted training for managers to help them offer effective support in the workplace
- On our gender pay gap 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.

2. Positive and inclusive approach...

2.1 Achievements

- ✓ The Council has become a full member of [Inclusive Employers](#) who are the UK's first and leading membership organisation for employers looking to build inclusive workplaces and practices.
- ✓ Launched the [Diversity Calendar](#) encouraging/giving permission to staff to celebrate events in their teams as appropriate.
- ✓ Better use of Employee Networks, the I&D Hub, and partner organisations to publicise job opportunities to a more diverse audience.
- ✓ Have worked with our partners in particular the Third Sector to shape our approach.
- ✓ We made a commitment in May 2017 as a 'Disability Confident Committed' employer (part of a national scheme). This involved undertaking a self-assessment and identifying/working on additional actions throughout the year to support this commitment
- ✓ We have established a cross-service I&D Hub, chaired by a Service Director, as the primary forum to coordinate and lead the work programme across the organisation



2.2 Impact

- With Inclusive Employers our membership gives us access to a range of tools, training and support, including priority access to [events](#) and [resources](#), that will help us to learn and develop on our way to being a more inclusive organisation; it will also bring external challenge to our working practice and service delivery helping us to embody best practice.
- Becoming a Disability Confident employer means we are committed to doing all we can to encourage applications from disabled people. While we have some very good practice in place we also know we can always do more. We will continue to review our practices to improve things –we will monitor applications for jobs to see how these impacts on recruitment of disabled people.
- Having the I&D Hub has provided enhanced leadership and coordination, resulting in a stronger strategic focus and improved innovation and creativity in terms of ideas which will be outcome based and deliver more tangible impacts impact.

2.3 Areas for improvement

- The council needs to tap into the external support and challenge from organisations such as Inclusive Employers to enhance best practice and address under performance.
- The I&D Hub will continue to provide leadership and extra capacity; however, all services need to incorporate I&D as part of their service priorities and day to day activities.

3. Zero tolerance...

3.1 Achievements

- ✓ Revised guidance for employees and managers has been developed and published about procedures relating to bullying and harassment. Importantly, clarification has been given to how hate crime should be managed when affecting employees.

3.2 Impact

- The total of reported hate crime incidents in 2016/17 was three, in the last two months of 2018 there has been three reported incidents – all of these incidents have been of a racist nature.
- Since the clarification and reissuing of the guidance the trend would seem to be an upwards one.
- This is a positive move as it shows an increased confidence in people's ability to report hate crime.

3.3 Areas for improvement

- Greater awareness among all employees about the process of reporting incidents is required – under reporting is a national issue particularly on hate crimes.
- Consideration is now underway about how awareness is increased and how managers are equipped to support their staff experiencing such incidents.
- Understanding of people's perception of bullying and harassment also needs to be better understood.

4. The way we do things in Kirklees...

4.1 Achievements

- ✓ A Reasonable Adjustment Passport launched in June 2017 as part of a refreshed guidance pack for managers and a Working Carers Passport was launched in June 2018.
- ✓ Ongoing learning and development opportunities for our staff – including the addition of diversity calendar to the Council’s personal online development tool MiPod and new e-learning I&D modules on MiPod Xtra.
- ✓ Our National Inclusion Week (NIW) 2017 activities on the theme “Connect for Inclusion” included an internal intranet communication campaign around the daily challenges, a NIW-themed ‘From Equality to Inclusion’ workshop for staff, our Young Employees Network undertaking intergenerational work with communities.
- ✓ Greater support to the BME Network and organisation of Black History Month and other activities.
- ✓ NIW 2018 was all about “Everyday Inclusion” where the organisation was set daily challenges by the directors (provided by Inclusive Employers). Other activities included:
 - An inclusive volunteering event with the Third Sector
 - A drop in session in the Council for employees to find out more about I&D and related services, including Employee network
 - A Staff workshop on I&D run by Learning and Development
 - Attendance at a regional NIW event in Leeds, hosted by Inclusive Employers and Asda, which focused on sharing good practice on I&D

4.2 Impact

- Both passports will ensure that all adjustments and agreed arrangements are recorded into one document to minimise the need to re-negotiate existing adjustments and arrangements every time the employee changes jobs, is relocated or changes manager.
- The profile of I&D was raised across the council, including a blog post on NIW from Chief Executive and the organisation and promotion of activities such as the Young Employees Network’s visit to a local care home highlighted the positive benefits of connecting with people from different backgrounds and experiences.

4.3 Areas for improvement

- While it is positive the above passports are in place communication about them to managers and employees needs to be improved and their effectiveness needs to be monitored.
- Our involvement in NIW needs to be the basis of a more coordinated approach to celebrating and promoting good practice on I&D throughout the whole year. As stated earlier in this report we are now members of Inclusive Employers which will help in respect of external support and resources, plus in 2018 /19 we will be working alongside and highlighting the work of community groups, local businesses and charities to raise the profile of Diversity across the district.

5. Inclusive policies

5.1 Achievements

- Our Kirklees People Strategy was launched in November 2017 and is about achieving our vision and shared outcomes through a strong focus on great people. The strategy clearly states that inclusion & diversity is integral here, and since the launch we have been specifically looking at how we can support a positive and inclusive approach in Kirklees – for example:
 - Coaching is being promoted as an opportunity that is open to all employees, with work being undertaken with our employee networks to encourage participation.
 - We are making better use of workforce ‘data packs’ to encourage managers to think about and plan for the future to address any issues/gaps (including diversity).
 - Services have considered the ‘inclusivity’ gap in putting forward candidates for our new Level 3 team leader/supervisor apprenticeship (funded by the Apprenticeship Levy) and we are using equality monitoring to look at participation/gaps, provide challenge and agree next steps.
 - A specific workshop on inclusion and diversity is being included part of the Level 3 apprenticeship programme.
- ✓ Our ‘Flexible, mobile and agile ways of working policy statement’ outlines our organisational commitment to encourage and support a culture which is open to working in different ways. It was updated in 2017 to include the ‘mobile and agile’ element, which focuses on the inclusive principle of freedom to work at the right time, anyplace.
- ✓ As highlighted previously under ‘Zero Tolerance’, our guidance for managers on hate crime and bullying and harassment has been updated. We have also updated guidance for managers and employees (including a new Reasonable Adjustment Passport) as part of our Disability Confident commitment.

5.2 Impact

- This is all helping raise the profile of inclusion and diversity again and ensure it is increasingly being seen as part of ‘the way we do things in Kirklees’ rather than a separate area.

5.3 Areas for improvement

- While the People Strategy is explicit about the importance of inclusion and diversity and this being part of our cultural transformation, much more work is still needed to embed this and make it a reality. Our Inclusive Employers membership will help to support this.
- We will need to ensure a stronger I&D focus across a range of work areas – for example through looking at inclusive recruitment, inclusive communication, inclusive leadership and management, induction etc.

6. Spread the word...

6.1 Achievements

- ✓ Internal communications across the Council have regularly included I&D topics and issues including the Chief Executive's Blog.
- ✓ During National Inclusion Week there was a comms campaign around I&D as outlined in the "**The way we do things in Kirklees...**" section above.
- ✓ In March 2018 Team Kirklees Awards focused on the category "Valuing Diversity" across Kirklees and working together to be inclusive.



[Tick Tock...are you ready for the GDPR changes?](#)



[Winners! 'Team Kirklees Award' for valuing diversity](#)



[Jacqui's new blog - Going Large on Diversity](#)

6.2 Impact

- The blog post from our Chief Executive entitled "Going Large on Diversity" has made a significant commitment and statement of intent from senior management about I&D being a key organisation priority, with the expectation that all services and employees should actively contribute.
- The impact of our involvement in NIW is highlighted in the section "**The way we do things in Kirklees...**"

6.3 Areas for improvement

- We need to improve our internal and external communications on I&D to raise awareness of good practice, call people and services to action and engage our communities and partners to collaborate more effectively in the future.

7. Listen and act...

7.1 Achievements

- ✓ Increased support has been given to the Council's employee networks who have been in existence for varying numbers of years. All employee network chairs now sit on the Council's corporate I&D Hub where ideas to improve I&D are discussed contributions are made to Council strategic priorities
- ✓ All networks have been active in the past year in different ways; however, this particularly applies to the Young Employee Network work who in 2017/18:
 - Held a seminar for managers and young employees.
 - During Democracy Week organised a workshop for young people in the community.
 - As part of National Inclusion Week visited Care Home to treat the service users to some fun and pampering activities such as making cakes, hand painting and hair and make-up.
 - Raised money for local charities.
 - Organised out of work placements for network members in All Age Disability and Transformation Services.

And the BME Network who have had:

- a Talent Growth workshop attended by 60 members looking to develop their careers.
- a Pensions awareness workshop outlining options available.
- a Human Resources/review workshop.
- Black History Month event, focusing on a celebratory (open to all) session on 18 October 2018.

7.2 Impact

- As outlined below more work needs to be done with our employee networks, however a positive template has been set by the Young Employees Network on how the council as a whole can benefit from the active contribution of valued and motivated employees.

7.3 Areas for improvement

- Our commitment at the beginning of 2017 was to rejuvenate all employee networks. This commitment has been achieved with the Young Employees Network and the Black and Minority Ethnic Network is gaining momentum as well; however, a good deal of work still needs to take place to support all the other networks to enable them to thrive. All services and managers need to recognise the positive contribution being made by the networks to the council's core business and a particular emphasis needs to be placed on managers enabling staff to be actively involved in networks. There is concrete evidence of employees being prevented from attending and getting involved in networks despite being encouraged to do so by senior managers including a specific Blog on the networks and this issue by the Chief Executive.

Looking Forwards

Work is now underway to have a more externally focused and outward-facing approach to year 2 and beyond in the Strategy and Action Plan.

The council will continue to go beyond minimum legal compliance and actively promote diversity as an asset for the way we work. We will continue to explore new and innovative ways of working based on inclusion which will help improve services, employment practices, productivity and the overall quality of life for all our communities.

The outward-facing nature of our work on I&D in the future will also be far more partnership based to maximise the collective potential of for example: local businesses, community and voluntary organisations, the University and colleges to benefit the citizens of Kirklees.

Meanwhile we will continue to improve our data and monitoring to help inform improved practice on I&D moving forwards.

The areas for improvement highlighted in this report will be part of the work programme taken forwards which will be complemented by more outwards facing outcomes in the year 2 action plan.