

Name of meeting: Cabinet

Date: 13 November 2018

Title of report: Annual Inclusion & Diversity Report & Year 2 Action Plan

Purpose of report:

To update the Cabinet on progress on Year 1 of the Council's Inclusion & Diversity (I&D) Strategy and Action Plan 2017-21 and to outline the priorities and activities 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 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	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy and Public Health
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 portfolio	Cllr Shabir Pandor

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

1. Summary

Our Inclusion and Diversity Strategy 2017-21 enters its second year and as a public authority under the Equality Act 2010 we are required to:

- report on progress against our existing objectives; and
- establish new ones for the coming year

Our Year 1 objectives were deliberately internally focused in order to get our "house in order" regarding some basic processes such as effective data collection. Some of these remain areas for improvement and are still being worked on; however, Year 2 is more outward-facing and ambitious, in-keeping with the organisation's commitment to make I&D a key priority.

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

The attached information:

- I&D annual report 2017/18
- Year 2 I&D Action Plan

Provides the committee with the necessary information to review progress and comment on outcomes and priorities for the coming year.

3. **Implications for the Council**

The Annual Report highlights progress made in the last 18 months and also highlights areas for improvement which will be either part of the year 2 action plan or will be picked up in complementary programmes of work which support the action plan.

The Year 2 Plan of the I&D strategy has been developed by the council's cross-service I&D Hub in a outcome based, intelligence-led manner.

The plan incorporates some high impact work with vulnerable communities, such as new migrants, as well as high profile partnership activities such as a Diversity Awards event. Activities such as these make the plan more outwards facing. Other priority areas include:

- 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
- Specific effort will go into jobs at Grade 13 and above, where the evidence from our [Workforce Profile Data](#) shows us that the representation of BME, Disability and Younger People is particularly deficient
- Introduce comprehensive Diversity Training for employees and councillors with a particular focus on managing unconscious bias
- Expand the Council commissioned migration welcome mentor programme - a volunteer will help new arrivals and longer-term migrants who are isolated/struggling to access key services

The above and the other activities outlined in the Year 2 plan will continue to raise the profile and importance of I&D across the organisation.

4. **Consultees and their opinions**

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

5. **Next steps**

The attached Annual Report will be discussed at Full Council on 12 December 2018.

6. **Officer recommendations and reasons**

For the Cabinet note the Annual Report and the progress made in Year 1 of the I&D Strategy 2017-21 and to agree the priorities set out in the Year 2 action plan.

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

To note progress and to support the Year 2 priorities.

8. **Contact officer**

David Bundy, Corporate Policy Officer, Strategy and Policy Team

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

[Report to Overview and Scrutiny Management Committee](#) 05 November 2018 –
Inclusion & Diversity Update

[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

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.

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 continuing work programmes and embedded in the relevant Service Delivery Plans across the Council which will complement the more outwards facing outcomes in the year 2 action plan.

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, and this Year 2 action plan captures that commitment.

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 second-year 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>We want a committed and diverse workforce</p>	<ul style="list-style-type: none"> • 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"> ○ Specific effort will go into jobs at Grade 13 and above, where the evidence from our Workforce Profile Data shows us that the representation of BME, Disability and Younger People is particularly deficient 	<p>Degree to which our workforce represents all communities in Kirklees at all levels</p>	<p>To begin November 2019 and beyond</p>

	<ul style="list-style-type: none"> Assess job profiles when recruiting to remove barriers such as unnecessary qualifications and experience and introduce wider criteria for assessing a person's abilities 		To begin January 2019
	<ul style="list-style-type: none"> 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 		To begin January 2019
	<ul style="list-style-type: none"> 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 		Start date to be determined
Taking a positive and inclusive approach to everything we do	<ul style="list-style-type: none"> 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 	Kirklees staff, citizens and partners feel valued and included	Ongoing – building towards NIW September 2019

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

	<ul style="list-style-type: none"> • Re-invigorate the Employee Networks, particularly the Disabled Employees Network, LGBT and 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 • Supporting all the networks to become safe spaces to talk more openly about people's experiences 		November 2019
An organisation intolerant of bullying, harassment and discrimination, where poor behaviour is challenged and tackled	<ul style="list-style-type: none"> • Introduce two additional questions to the council staff survey to help assess this on an annual basis 	Staff confidence in how the Council addresses bullying harassment and discrimination	February 2019
	<ul style="list-style-type: none"> • Carry out a baseline analysis of responses by protected characteristics and by service/grade 		March 2019
	<ul style="list-style-type: none"> • Establish and communicate a collective understanding of what constitutes bullying and harassment 		April 2019
	<ul style="list-style-type: none"> • Communicate what services and managers will do to support employees who feel they are being bullied and/or harassed • Improve people's understanding and perceptions of bullying and harassment and the impact it has on different groups 		June 2019

<p>A partnership approach to support resettlement and integration (complementary to the Migration and Refugee Resettlement Delivery Plan 2018-19)</p>	<ul style="list-style-type: none"> • Staff awareness raising and training online package - migration, how people arrive, experiences, cultural adaptation (understanding 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) <ul style="list-style-type: none"> ○ Workshop based sessions for those who are working more intensively with migrants • Work to support the integration of new communities in to existing and settled communities 	<p>Increased Council and partners awareness about migration and refugee resettlement</p>	<p>To begin February 2019</p>
	<ul style="list-style-type: none"> • Support services and organisations to be as accessible as possible by those whose first language isn't English 		<p>To begin February 2019 and beyond</p>
	<ul style="list-style-type: none"> • 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 • Gain a better understanding of all our communities across the generations, including new migrants and other groups 		<p>To begin February 2019 and beyond</p>

	<ul style="list-style-type: none">• Creating volunteering and work experience opportunities for new migrants		To begin March 2019
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