

**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.

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 Year 2 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><b>We want a committed and diverse workforce</b></p>	<ul style="list-style-type: none"> <li>• 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"> <li>○ Specific effort will go into jobs at Grade 13 and above, where the evidence from our <a href="#">Workforce Profile Data</a> shows us that the representation of BME, Disability and Younger People is particularly deficient</li> </ul> </li> </ul>	<p><b>Degree to which our workforce represents all communities in Kirklees at all levels</b></p>	<p>To begin November 2019 and beyond</p>
	<ul style="list-style-type: none"> <li>• Assess job profiles when recruiting</li> </ul>		

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	<p>to remove barriers such as unnecessary qualifications and experience and introduce wider criteria for assessing a person’s abilities</p>		To begin January 2019
	<ul style="list-style-type: none"> <li>• 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</li> </ul>		To begin January 2019
	<ul style="list-style-type: none"> <li>• 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</li> </ul>		To begin January 2019
<p><b>Taking a positive and inclusive approach to everything we do</b></p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<p><b>Kirklees staff, citizens and partners feel valued and included</b></p>	Ongoing – building towards NIW September 2019
	<ul style="list-style-type: none"> <li>• In collaboration with the Voluntary and Community Sector undertake a</li> </ul>		To begin January –

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

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	<p>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</p> <ul style="list-style-type: none"> <li>Supporting all the networks to become safe spaces to talk more openly about people's experiences</li> </ul>		November 2019
<b>An organisation intolerant of bullying, harassment and discrimination, where poor behaviour is challenged and tackled</b>	<ul style="list-style-type: none"> <li>Introduce two additional questions to the council staff survey to help assess this on an annual basis</li> </ul>	<b>Staff confidence in how the Council addresses bullying harassment and discrimination</b>	February 2019
	<ul style="list-style-type: none"> <li>Carry out a baseline analysis of responses by protected characteristics and by service/grade</li> </ul>		March 2019
	<ul style="list-style-type: none"> <li>Establish and communicate a collective understanding of what constitutes bullying and harassment</li> </ul>		April 2019
	<ul style="list-style-type: none"> <li>Communicate what services and managers will do to support employees who feel they are being bullied and/or harassed</li> <li>Improve people's understanding and perceptions of bullying and harassment and the impact it has on different groups</li> </ul>		June 2019
<b>A partnership approach to support resettlement and integration</b> (complementary to the	<ul style="list-style-type: none"> <li>Staff awareness raising and training online package - migration, how people arrive, experiences, cultural adaptation (understanding</li> </ul>	<b>Increased Council and partners awareness about migration and refugee resettlement</b>	To begin February

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Migration and Refugee Resettlement Delivery Plan 2018-19)	<p>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)</p> <ul style="list-style-type: none"> <li>○ Workshop based sessions for those who are working more intensively with migrants</li> <li>• Work to support the integration of new communities in to existing and settled communities</li> </ul>		2019
	<ul style="list-style-type: none"> <li>• Support services and organisations to be as accessible as possible by those whose first language isn't English</li> </ul>		To begin February 2019 and beyond
	<ul style="list-style-type: none"> <li>• 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</li> <li>• Gain a better understanding of all our communities across the generations, including new migrants and other groups</li> </ul>		To begin February 2019 and beyond
	<ul style="list-style-type: none"> <li>• Creating volunteering and work experience opportunities for new migrants</li> </ul>		To begin March 2019