

## Inclusion and Diversity Action Plan Annual Report 2018–19

This is Kirklees Council’s third Inclusion and Diversity (I&D) Annual Report. Our Inclusion and Diversity Strategy and Action Plan 2017 – 2021: Year 2 now moves into its third year and this report highlights the progress made in the second year.

This annual report not only reflects on the progress made and areas for improvement in the year two Action Plan, but also highlights the complementary activities and projects undertaken on I&D throughout the year, which are outlined at the end of the report. The areas for improvement, combined with the feedback received as part of our Inclusion Standard Bronze Award, provides the organisation with insightful intelligence and data to inform our year 3 Action Plan and priorities key areas where we need to focus efforts in the future.

Each outcome area in the Action Plan has been **RAG**-rated to illustrate our current position and progress made.



### Outcome: A committed and diverse workforce ...

**Performance measure: Degree to which our workforce represents all communities in Kirklees at all levels.**

**RAG** Rating -

Amber

### What we did:

- Throughout the year, a number of recruitment fairs took place, with the aim of reaching under-represented groups
- Job adverts have been targeted to reach applicants from more diverse backgrounds
- All services were invited to offer placements for Supported Internships offering part-time paid employment for people with learning disabilities (also known as a ‘job carve’). Three internships are currently running.
- Provision of personal and career development support to under-represented groups has included building in an inclusion focus to recruitment for new leadership and management apprenticeship programmes supported by the apprenticeship levy; providing development support for our employee networks and further exploring ideas and options for supporting the development of specific under-represented groups.

**Impact:**

- Through our talent bank approach, workshops have been run for potential applicants on “job ready” skills to support them to be ready for applying for roles with the Council and there have been over three hundred expressions of interest from people in different communities and from different backgrounds.
- Together, Kirklees Council and KNH received 1072 apprentice applications in 2019, a drastic increase on 2018 where the number was 665.
- Our engagement has resulted in an increase in female applicants from 29.91% to 41.79%; black, Asian and minority ethnic applications from 26.18% to 27.99%.
- Applications from over 30-year olds (traditionally apprenticeships have only been for young people, our message now is ‘apprenticeships for all’) from 4.98% to 17.53%; and applications from disabled people from 1.25% to 4.85%.
- Of the six female apprentices recruited by KNH, four have gone into building trades to become joiners, electricians or gas fitters.
- We now have the 2019 workforce profile data, which is about to be published - the focus in the I&D Action Plan is to address under representation at senior level and the new figures demonstrate a move in the right direction, particularly at Grade 17 and above.
- The outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, there is data collection on sexual orientation, which means, from this point on, we’ll be able to assess what impact we’re having in terms of recruitment in the LGBT community.

## 2017/19 Grades 13-16, 17+ and Senior Management Equality Data

2017/19 Grade 17+ and Senior Management Equality Data				
Disability	2017		2019	
Grade 13-16	3%		2.7%	
Grade 17-21	19%		22.7%	
Grade 22-24	15%		25%	
Ethnicity				
Grade 13-16	7%		7.5%	
Grade 17-21	7%		16%	
Grade 22-24	15%		18.8%	
Gender				
Grade 13-16	F 42%	M 58%	F 57%	M 43%
Grade 17-21	F 69%	M 31%	F 61.9%	M 38.1%
Grade 22-24	F 77%	M 23%	F 68.75	M 31.25

**2017 Grades 13-16, 17-21, 22-24 Age Data**

Age	16-24	25-34	35-44	45-54	55-64	65+
Grade 13-16	0%	5%	25%	49%	21%	0%
Grade 17-21	0%	2%	16%	38%	27%	0.2%
Grade 22-24	0%	0%	18%	54%	38%	0%

**2019 Grades 13-16, 17-21, 22-24 Age Data**

Age	16-24	25-34	35-44	45-54	55-64	65+
Grade 13-16	0%	6.4%	26%	44.4%	22.8%	0.5%
Grade 17-21	0%	1.3%	14.7%	50.7%	33.3%	0%
Grade 22-24	0%	0%	16.3%	75%	18.8%	0%

**Sexual Orientation – 2019 only**

	Straight	Gay	Lesbian	Bi-sexual
Grade 17-21	6.7%	2.7%	0	0
Grade 22-24	12.5%	0	0	0

NB: The figures for sexual orientation are skewed by non-disclosure and employees not completing relevant SAP fields.

As demonstrated in the figures above, our outreach work in recruitment has had a positive impact in relation to disability, ethnicity and gender at senior levels in the organisation. Additionally, for the first time, we are now collecting data on sexual orientation, which means, from this point on, we'll be able to assess what impact we're having in terms of recruitment in the LGBT community.

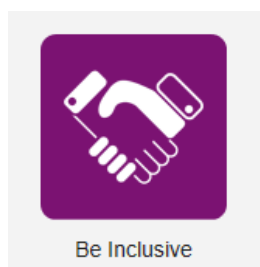
- There has been a slight increase in Supported Internships for students with a learning disability. To date the Council, including KNH, has only secured three permanent jobs from a small intake of 14 internships over the last year. In an effort to improve a Project SEARCH Steering Group established with colleagues from across the Authority Including. Real Employment, plus Kirklees College, Project SEARCH and C and K Careers.
- Kirklees Level 3 team leader apprenticeship programme was launched during 2018 (June and September cohorts). Based on our analysis of Kirklees workforce data which showed an under-representation of young and BME employees at higher job grades (GR13+), all services were asked to consider diversity and inclusion when putting forward participants - providing a specific opportunity for supporting the development of young and BME employees. Whilst this inclusion focus helped to ensure that some BME and younger employees were included on the programme (five out of the 30 who started were from a BME background and three were aged 18-24), there is clearly still more scope to increase participation from groups currently under-represented at GR13+ at these earlier stages of leadership & management development to help support their future progression - and this needs to be taken into account as part of the recruitment process for any future Level 3 programmes.
- Regional Level 5 emerging leaders' apprenticeship programme was launched during March 2019. Two of the six places on this programme were specifically allocated to membership of the Kirklees YEN and BME networks, thereby ensuring inclusion of young and BME employees on the first cohort of this regional programme. Overall, half of the participants on this first cohort of the programme (three out of six) are from a BME background and everyone is progressing well. Recruitment for the next regional cohort of the Level 5 regional programme (starting February 2020) will begin shortly and six places will be available for Kirklees employees once again. To help support the inclusion of under-represented groups, our starting point here will be to communicate specifically with the Kirklees equality networks about leadership and management development opportunities (including the Level 5 programme) and support them in exploring and signposting to appropriate development options. We are also intending to work with the current programme participants to share their experiences.
- We have provided a range of development support for our employee networks. Our new Kirklees mentoring offer was presented at the YEN annual conference 2019, at a meeting of the LGBT network and at a meeting with BME network chairs. This specific targeting of networks was intended to help break down any barriers and ensure opportunities are provided for under-represented groups to learn more about the benefits of mentoring, access mentoring themselves and develop as a mentor to help support others. Since these meetings, two YEN members, one LGBT network member and one BME network member have now trained to become mentors and a number of BME network members have also accessed mentoring to support their own personal development.
- The exploration of ideas and options for supporting the development of specific under-represented groups included a discussion with Inclusive Employers in May 2019 to specifically explore ideas and options for supporting the development of our BME employees. Through this conversation we identified three areas that might be taken forward initially – 1) consultation/focus group with the BME network to better

understand their needs/priorities 2) ensuring mentoring support is available for BME employees and 3) developing a 'reverse mentoring' proposal. A discussion with the BME network chairs formed part of the roll-out of our new Kirklees mentoring programme, which has resulted in network members accessing a mentor as well as one-member network in-house mentoring training to help support their colleagues. An initial discussion around the idea of 'reverse mentoring' took place as part of wider engagement around developing and rolling out our new mentoring programme. This revealed that some people felt uncomfortable with the term 'reverse mentor', highlighting that further work and exploration (e.g. with network chairs) would be needed before this idea could be taken forward effectively.

- A conversation has taken place with BME network chairs around wider development support, with signposting provided to the Horizons framework for leadership and management development, the range of learning and development available via the Council's in-house online learning facility MiPod Xtra and the coaching and mentoring offer. This has not extended to a specific consultation on specific learning and development needs and support at this stage – and for the future we would need to consider whether a cross-network conversation and support would be more appropriate.

**Areas for improvement:**

- More work can be done to remove barriers in job profiles such as unnecessary qualifications.
- Closer links will be made with local HE and FE establishments to promote Kirklees as an employer of choice.
- Improve the number of supported internships offered to people with learning disabilities.
- Continue to improve the diversity of the workforce profile, particularly at Grade 13 and above.
- Explore different ways to highlight issues affecting staff in equality groups, with particular reference to reverse mentoring, or an alternative similar mechanism.



**Outcome: Positive and inclusive approach...**

**Performance measure: Kirklees staff, citizens and partners feel valued and included.**

R A G Rating -

Green

### **What we did:**

- Building on initiatives with partners, we took part in our third National Inclusion Week (NIW), organised by Inclusive Employers and collaborated with KNH on activities throughout the week, including the quiz that ran all week, daily challenges – from simply saying ‘hello’ to sharing a cuppa and a chat with someone you haven’t spoken to before.
- Following our membership of the Council of Europe’s Intercultural Cities programme, a partnership-based working group has been established to progress the recommendations in the Council’s report.
- As part of the inclusive volunteering action the Council has actively worked with third sector leaders in understanding the barriers to inclusive volunteering.
- The inaugural Kirklees Inclusion & Diversity Awards event will take place in February 2020, and in its planning has already involved collaboration with all sectors, including business, FE and HE, third sector and health partners. Due to a series of competing demands and changed priorities, it was necessary to reschedule the event from the originally planned date of November 2019. While this was unfortunate, the extra time will enable further planning to take place that will ensure the success of the inaugural event and lay firm foundations for future years.
- Kirklees Council is now an active member of the Diversity = Innovation Network, which comprises anchor institutions and a range of businesses across the district, promoting principles and developing ideas around the business benefits of diversity to our communities.
- Inclusive Employers were commissioned to deliver unconscious bias and inclusive leadership training to the Council Management Group (CMG), which comprises directors and heads of services, the Cabinet and Executive Team.
- As part of the ‘We’re Kirklees’ promotional campaign, we have begun to integrate inclusion and diversity into the internal messages to staff and partners. Internally we have run a campaign called ‘Diversity is a reality, inclusion is a choice’ and another focusing on mental health issues in the workplace, this involved actively supporting and empowering people to become mental health champions, in an attempt to destigmatise mental health issues and enable people to support colleagues and friends on the basis of their own experiences. Our intranet 'news' articles regularly cover a range of inclusion-themed topics, from national campaigns and specific cultural events/celebrations to employee events and employee network activity, in addition our Chief Exec and Head of People Services also regularly use their blogs to communicate the importance of inclusion and diversity.
- We have undertaken other external events and activities locally, promoted through our own social media pages and within the community groups we work with on an individual level. These events included Refugee Week and 'Remembering Srebrenica'.
- A significant amount of work has gone into reinvigorating our employee networks. Networks have been allocated funding to support their running costs and co-ordination of activities, including communication with dispersed staff and each network has now been aligned with a designated Strategic and Service Director sponsor.

### **Impact:**

- 23-29 September 2019 marked National Inclusion Week and Kirklees Council took part for the fourth year. At an organisational level, our news stories and messages throughout the week served to highlight the importance and benefits of inclusion, visibly reinforce senior commitment to inclusion in Kirklees, encourage conversations about inclusion and celebrate our progress so far (recognised independently by the Bronze award on the National Inclusion Standard) – as well as reminding us that inclusion is about what we all do every day and providing an important prompt

for the work still to do. In terms of individual impact, the daily challenges resulted in positive connections and conversations at “Inclusivi-tea” sessions, people recognising how their colleagues help them feel included at work and people making their own commitments to everyday inclusion. The Chief Executive blogged throughout the week, and this prompted comments from colleagues that they felt proud to work for an organisation where inclusion matters. One week later, all Kirklees managers spent time focusing on inclusion at a CMG+ meeting. Alongside identifying some specific issues and action areas this has already resulted in follow up contact with our employee networks, further inclusion-themed discussions at team meetings/away days and inclusion connections being made with ongoing project work. Our managers were also asked to ‘save the date’ for National Inclusion Week 2020.

- Our Intercultural Cities membership has provided an international platform for us to promote our commitment to inclusion and diversity, bringing partners from across Kirklees together around the initiative. We have already benefitted from good practice examples from other ICC cities, and through support from the Council of Europe have been able to bring a range of stakeholders to a shared understanding of what interculturalism means for their work programmes, ensuring the approach informs major projects like the Dewsbury Market Redevelopment, for example.
- Two surveys carried out to assess the degree of take up of volunteering opportunities from different community and equality groups, with emphasis on participation by individuals and organisations. The organisation survey highlighted a lack of proactive recruitment and engagement among equality groups, limiting the diversity of their volunteering base. While the individual survey highlighted issues and barriers to involvement relating to communication needs not being met, inflexibility on required time commitments and health related needs not catered for. Both survey outcomes are currently being used to develop improvements in how volunteering can become more inclusive.
- The Executive of the Council now have an improved understanding of what it means, and takes, to be an inclusive leader, role-modelling positive behaviours that we wish to see embedded in the inclusivity and diversity journey throughout the organisation.
- The associated inclusive leadership session with CMG promoted and encouraged managers across the organisation to embody inclusion and diversity in their day-to-day management. A follow up session and evaluation is to be organised to assess how this has been taken forward.
- The Kirklees Diversity Awards have raised the profile of the importance of the inclusion and diversity agenda across all sectors and has begun to shine a light on good practice that will be crowned with the final award ceremony in February 2020.
- The various internal inclusion and diversity campaigns have begun to promote and highlight key issues to the whole organisation, raising awareness and beginning to build I&D into the culture and ethos of the workplace. For example, the mental health awareness campaign has begun to have a tangible impact in reducing sickness levels in the workplace, from 11.90 days lost per FTE in November 2018 to 10.76 in October 2019, and enabling people to be more open about their health issues to colleagues and managers.
- All employee networks have increased their activities over the past year, with the additional support provided. The evidence for this can be seen from the examples of activities listed below:
  - Black History Month this year focused on Timbuktu, the Malian Empire and the golden age of learning, culture and extensive trading networks. It established Timbuktu as a scholarly centre in Africa with several notable historic writers, such as Shabeni and Leo Africanus, who described Timbuktu as the scholarly centre in Africa. It was an inspiring afternoon to see the Hudawi centres transformed into a centre of Learning for all.
  - In September 2019, as part of the National Blood Pressure Campaign around “Knowing Your Numbers” the BME network organised blood pressure checks for Council and KNH staff. While high blood pressure is a common problem for all ethnic groups, it is more



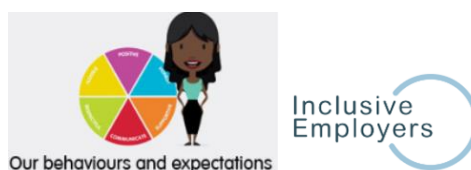
prevalent among Afro-Caribbean and South Asian people. Staff were encouraged to have their blood pressure taken during 'Know Your Numbers' Week. It was an incredibly successful campaign with 462 colleagues taking part and a number of staff were referred to their GPs and one was admitted to hospital for treatment.

- The BME network supported the Council's resident engagement programme as part of Democracy Week by engaging with over 60 residents of Ashbrow Ward during an afternoon spent completing surveys and obtaining views and opinions on Council services. The network used the Place Standard as part of the Council's commitment to focus and engage with the community and had conversations with potential leaders to encourage people in the area to have conversations in the places where they live and work.
- To support the Council's inclusion and diversity agenda, the BME network have been involved in a series of reviews, including the ICC, peer review challenge and the National Inclusion Standard application. The network has also worked the organisation to support BME staff progression and make our varied community aware of the opportunities of working for the Council.
- Since the relaunch of the DEN Network, the main focus has been on setting up listening sessions, where staff can meet and discuss disability matters and concerns in a safe space, and commencing quarterly meetings engaging in discussions on issues such as the Town Centre Blueprint Agenda. The network has also presented at two internal dementia events and provided feedback from members on the public document online accessibility requirement. Work has also started on inputting into the Kirklees Adult Social Care vision and the Community Cohesion Agenda, and conversations are ongoing with other services to allow DEN members to support truly inclusive approaches across the organisation.
- The YEN Network arranged a 'Head of IT week' following a Manager Meet-Up workshop and engagement: five young employees ran IT for a whole week, raising aspirations of those young employees, but also exposing young employees to senior management and supporting senior management to think more openly about the role of young people in the Council. In addition, the Network took part in a range of charity fundraising activities (with 100 hours of volunteering) raised £1,546.30 for local causes, including local homelessness via the Big Sleep Out, LGBT+ support via the Brunswick Centre, animal cruelty via the local RSPCA and children's support via the Yorkshire Children's Centre. Over 90 people attended their Men's Minds Matter and at least 150 their Working Women's Wellness events. Attendees received health advice and took part in awareness raising activities focusing on emotional, mental and physical wellbeing for the workforce and identifying opportunities for staff. At least two young employees successfully identified new job opportunities within the Council due to their membership networking, helping to retain talent within the organisation.



### Areas for improvement:

- Working with KNH has brought tangible benefits by collaborating on new ways of working and stimulating new ideas, which need to be expanded to other partners in 2020 and beyond.
- To interrogate further the data on barriers to inclusive volunteering and improve the opportunities to people from more diverse backgrounds.
- Continue to roll out the approach to embedding inclusive leadership as a key behaviour and management skill throughout the organisation.
- We have yet to develop the inclusion and diversity leaders/ambassador programme to help us take further inclusive leadership and good practice deeper into services.



**Outcome: An organisation intolerant of bullying, harassment and discrimination, where poor behaviour is challenged and tackled.**

**Performance measure: Staff confidence in how the Council addresses bullying, harassment and discrimination.**

R A G Rating -

Amber

### What we did:

- We have introduced e-learning modules to provide support for line managers both in terms of considering inclusion & diversity and more generally (e.g. Equality Act 2010, Equality in the Workplace, bullying and harassment in the workplace) and supporting individual employees (e.g. a guide to reasonable adjustments, basic autism awareness). The Council's HR Centre of Excellence (Employee Relations) regularly considers case law updates as part of supporting managers, with inclusion-themed cases highlighted. Data packs (highlighting disciplinary, capability and probationary cases) are produced for managers in service areas and we are currently assessing how we can better use the data to inform work with services (strategic oversight, training and action plans).
- As part of National Hate Crime Awareness Week 2018, we promoted and held a "Hate has no place" event to help share the message that hate has no place we've organised an event during the week to raise awareness around the five strands of hate crime; race, sexual orientation, disability, religion and gender identity. A Hate Crime Managers Guide is also available on the Intranet and is regularly promoted.

### Impact:

- We know that the take up of e-learning is low and we have promoted available modules previously yet more could be done in this area to help increase awareness and understanding. Data packs should lead to improved management understanding and decision-making.

- Increased awareness amongst managers and staff which will hopefully lead to a reduction of Hate Crime in the workplace and in our communities.

### **Areas for improvement:**

- Improve the collective understanding of bullying and harassment, and their effects on employees and the organisation as a whole.
- Clarify and communicate support available to employees, managers and service users to address bullying and harassment in the workplace.

**Outcome: A partnership approach to support resettlement and integration**

**Performance measure: Increased Council and partner awareness about migration and refugee resettlement.**

**R A G Rating -**

**Green**

### **What we did:**

Over the past 12 months the Council and partners have been working to develop an offer for all arriving in to Kirklees: No matter how you arrive in to Kirklees, and especially if it is for humanitarian protection reasons, if needed, there is now an offer of support available to support you to:

- Settle, orientate and support to understand and access key services and community activities:  
*The **Welcome Mentor Programme** now has 47 active volunteers, with a further 17 currently being trained and 103 requests for support from services and the voluntary and community sector. Mentors support new arrivals to settle and connect to local networks and support.*
- Start to learn and practice English and progress:  
*One critical barrier to being able to settle and integrate in a new area is being able to communicate in English, speak to neighbours, make friends and develop local networks outside of those that speak your own language.*

*Kirklees is now part of the Integrated Communities Language Fund pilot funded by the Ministry of Housing Communities and Local Government. 'This way for English' has been established in partnership with Third Sector Leaders and aims identify and start to address (where possible) barriers to learning English. A team is now in place and developing in 4 hubs (libraries) with outreach staff available to assess individuals English language level and support ESOL learners to the access provision and progress.*

*Through the ESOL For All programme, 118 individuals who previously were not eligible to access existing ESOL provision (due to immigration status , length of time in the UK) now have Individuals have been accessing provision in community settings and libraries, and one learner on the programme won the 2019 Kirklees Adult Learner award.*

*Kirklees College piloted and delivered much needed ESOL support for 14-16 year olds who were struggling in their GCSE' years due to limited English. The programme has exceeded numbers and expectations with 30 young people being supported with their English work is taking place to continue this.*

- Support children/young people to start school and begin to progress in their education: The International New Arrivals Team is now in place to support new arrivals (children and young people) to start school, integrate in to school life and supports the development of a connection between home and school. There are 4 soon to be 5 bilingual support workers in post. Available for all schools across Kirklees.
- For communities to have the chance to get to know who lives in their neighbourhood (safe and cohesive):  
*During the last year #CarryMyStory continued its work in schools developing an understanding of migrants, asylum seekers and refugees in Kirklees. The finale took place during refugee week and 500 pupils and up to 200 adults including 30 plus refugees, asylum seekers were involved. This initiative has gained positive feedback on its work in breaking down myths and stereotypes concerning asylum seeker and refugees and planning is underway for 2020.*
- Refugee week was the most successful to date with 35 events taking place across Kirklees all planned and delivered in collaboration with partners and especially those in the voluntary and community sector
- New refugees to work to prevent homelessness and destitution: Post decision support work for new refugees has been very successful, 130 families/individuals have been supported to avoid destitution and homelessness. This intervention has reduced a need for crisis support and is a much better outcome for some of the most vulnerable people living in Kirklees.
- The Syrian Resettlement and Vulnerable Children's plan is now supporting 40 families across Kirklees to access ESOL, housing and mental health support.

### **Impact:**

- In the description of activities above, impact has been highlighted in different areas. However, some key impacts to note are:
  - Increased take up of ESOL provision
  - Development of Schools of Sanctuary work
  - Number of people supported to avoid destitution and homelessness

### **Areas for improvement:**

- Enhancing #KirkleesWelcomes across Kirklees by taking a place-based approach for migration planning.
- Improved communication on the work and scope of #KirkleesWelcomes to raise its profile.
- Planning for introduction of new Home Office refugee resettlement programme from 2020 onwards and reviewing existing work to inform future resettlement action.



### Complementary Activities

In addition to the activities and outcomes highlighted against the Year 2 Action Plan, a significant amount of additional work has taken place on inclusion and diversity over the past year, which has contributed to even more progress. The following sets out the details of the complementary activities and their impact:

- A specific Council Management Group (CMG) focus on inclusion and diversity highlighted to all senior and middle managers across the Council the importance of this agenda as an organisational priority. Having reflected on progress, and conducted follow up conversations about inclusion, and reminded managers of their responsibility, highlighting the role of the employee networks and issuing a call to action. Subsequent to the meeting, feedback has been received from managers to show that inclusion and diversity is regularly now featured in meetings, on away days and making connections with project work.
- To help support organisational learning around inclusion and encourage a positive approach, we worked with Inclusive Employers to run four different development sessions during March 2019: Inclusive Leadership (for our senior managers - CMG), Being a role model/champion (for our I&D Hub), Banter (cross-council session), and Unconscious Bias (cross-council session). The feedback from participants attending these sessions suggested that people valued the opportunity for discussion around inclusion-based themes, they encouraged reflection on their behaviour and they provided a prompt for people to discuss and share information more widely. This is a foundation that will need to be built on further during 2020.
- The Council held its first High Five awards on 4 October at the John Smith's Stadium.
- The event celebrated and rewarded some of the best examples of dedication, commitment and innovation demonstrated by our colleagues. One of the categories recognised the contribution to diversity, and it is hoped this will inspire others to embrace this in their day-to-day work.
- The Council has been shortlisted for four prestigious Local Government Chronicle awards, including one for I&D. Our entry described how we had addressed low diversity amongst Council and KNH staff. This has led to changes in recruitment processes for apprenticeships, resident engagement and the working environment to promote inclusivity.

- We have now revised our impact assessment process to incorporate low earners and unpaid carers, along with the environmental impact of new services or proposed changes to existing ones. These changes will mean that we exceed basic compliance in discharging our Public Sector Equality Duty and address climate emergency concerns in our future work.
- Support by the Mayor for a National Lottery Heritage Fund application by Kirklees Local TV (KLTV) to fund ongoing work on *Windrush: The Years After, A Community Legacy* a community history project that celebrates the contribution made by the African-Caribbean community to life in Kirklees over the past 60 years.
- Our new menopause training includes a specific session to support managers with conversations around menopause. To complement this, World Menopause Day has been celebrated for the past two years and this year, a specific session was organised for men working, or living with women to raise awareness about this important and life changing subject.
- Our second Gender Pay Gap report was published at the end of 2018. The headline aspects of the report are:

<b>Breakdown of gender of all employees</b>	71%	29%	71%	29%	No change from 2017
<b>Breakdown of gender of Senior Mgt. Team</b>	68%	32%	64%	36%	As part of the restructure of the Senior Management team there has been an overall reduction in the numbers of females at grade 17-19 (total of 16) and an increase in numbers at grades 20-22 (total of 11). These changes have impacted on the changes with the female/male proportion.
<b>Mean pay gap</b>	10.3% lower		10.9% lower		Mean pay gap has increased by 0.6%. Figure has slightly worsened.
<b>Median pay gap</b>	16.3% lower		14.2% lower		Median pay gap has decreased by 2.1%

To reduce the gender pay gap, we have analysed the data to identify priorities for action, and identified the following areas:

- Recruitment – reviewing practice, process, advertising/promoting opportunities, branding, targeting groups and areas, tracking data
- Promoting and embedding flexible working
- Identifying trends and gaps
- Apprenticeships – inspiring the next generation of women to take up engineering and technology occupations in the Council and building on the outreach programme
- Promoting mentoring and coaching
- Analysis and research of exit interviews

A new recruitment system has been obtained and is projected to be fully implemented by March 2020. It is envisaged that this will develop other key areas and improve data intelligence.

- Together, Kirklees Council and KNH received 1072 apprentice applications in 2019, a drastic increase on the 2018 total of 665. Active engagement in the recruitment process has resulted in an increase in female applicants from 29.91% to 41.79% and BME applications from 26.18% to 27.99%. Applications from those aged over 30 also saw a marked increase, from 4.98% to 17.53%, with applications from disabled people rising from 1.25% to 4.85%. Of the six female apprentices recruited by KNH, four have gone into building trades to become joiners, electricians or gas fitters.
- Equality Impact Assessments (from September 2019, these have been expanded and renamed Integrated Impact Assessments) are now embedded into procurement processes. During the pre-tender stage, an

assessment is completed to identify those citizens who could be affected by the proposed process and also to consider the suitability of pre-market engagement activities to increase the visibility of contract opportunities with the Council and stimulate a greater response from the market. Within the tender process itself, EU procurement treaty principles of transparency, equal treatment and non-discrimination are adopted for all procurement activity as part of the selection process. Following the tender process, the Council actively seeks feedback from potential suppliers as part of our continuous improvement and to ensure lessons are learnt.