

Kirklees Council

Inclusion and Diversity

Strategy 2024-27



Achieving our ambitions



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Our vision for inclusion and diversity

Our vision is to be an organisation with a culture of inclusion and diversity, where our people and those we work with have equal access to opportunities and resources and feel valued for who they are.

In recent years, we have made significant progress:

We redesigned how we approach understanding the impact of our policies and services on people with protected characteristics.

We developed (and continue to expand) a suite of inclusion learning opportunities equipping staff to become more culturally competent and confident.

We refined what we understand by equity through developing allyship with our employee networks and creating meaningful employment opportunities for some of the most underrepresented in our workforce.

We are building on these successes in this strategy. But we know there is lots more to do.

We know that there continue to be significant challenges where people's characteristics, backgrounds, and identities affect their lives and the opportunities available to them.

Furthermore, this Inclusion and Diversity Strategy begins during a difficult period for our communities. Just as we started to recover from the global pandemic, a new set of challenges began to emerge. As with communities across the United Kingdom and beyond, pressures on global supply chains and the war in Ukraine brought significant economic challenges. We do not expect the pressure from these to subside considerably during the length of this strategy. We know people need more help right now – demand for our services has increased – but we are also in a position where we have less money to pay for the support we need and want to give our communities.

Just as the pandemic shone a light on existing inequalities, we know that the cost-of-living crisis is worst for those who are already facing difficulties, whether that's lower-income households or marginalised communities. The focus on achieving inclusion and tackling inequalities is a key priority across the Council as a whole. This Inclusion and Diversity Strategy draws some of that ambition out to explore further some key projects to support those aims, and to ensure that we are able to weave inclusion through everything we do to deliver on our commitments and our equality objectives.

There are many communities across Kirklees; be they geographical, or communities of people with shared identities, characteristics, or circumstances. We believe that each of those communities knows what is best for them. We also believe that feeling like you belong in a community is really key to how happy and connected people are.

Within Kirklees Council as an employer, we recognise that there are still inequalities that persist. We remain committed to being an inclusive employer of choice and having effective and compassionate leaders. There are challenges within that, especially for colleagues to understand the individual part they can play in developing an inclusive culture and taking personal responsibility for how we can deliver on our objectives. We want to take further steps to understand the workforce, creating safe spaces for them to be heard, and exploring how we can all translate the values and behaviours in the Council Plan into action.

Our Council Plan – priorities and values

Our Council Plan sets the overarching strategic direction for the services and activities relating to the business of the council. It summarises the council's role alongside partners in delivering our vision and shared outcomes and sets out how the council is prioritising our activity in the current context with the resources available. It helps us to prioritise, plan, understand our performance, and communicate with staff, partners, and residents.: Kindness, Inclusion, and Pride.

As set out in the Council Plan, inclusion means:

- We provide equal access to opportunities and resources for all people.
- We achieve inclusion by removing barriers, discrimination and prejudice.
- We value and promote a culture of inclusion and diversity.

This Inclusion and Diversity Strategy sets out the specific areas we are focussing on to deepen our commitment to this value across all our work.

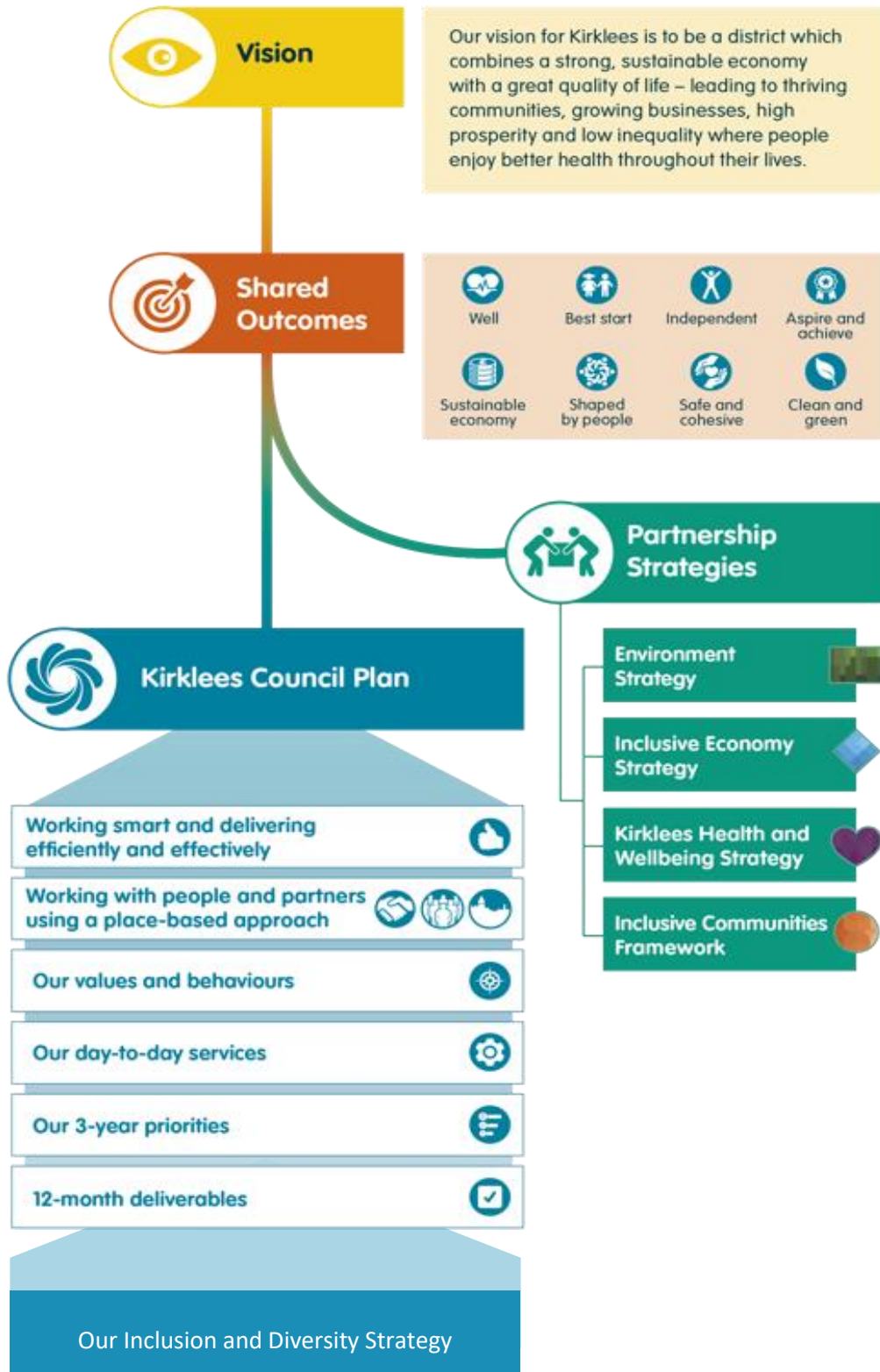
To support us in understanding inclusion, we continue to follow the model set out in the Kirklees Health and Wellbeing Strategy, which emphasises the importance of removing barriers, so everyone has the opportunity to be included and feels valued and involved.

Health and Wellbeing Strategy inclusion model



- **Reality** – One gets more than is needed while the other gets less than is needed. Thus, a huge disparity is created.
- **Equality** – The assumption is that everyone benefits from the same support. This is considered to be equal treatment.
- **Equity** – Everyone gets the support they need, which produces equity.
- **Justice** – All three can see the game without support or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.
- **Inclusion** – Everyone is INCLUDED in the game. No one is left on the outside. The barriers have been removed, everyone feels valued and involved.

Working with our partners



Our vision

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes

We remain committed to the shared outcomes we have agreed with our partners. These outcomes describe the impact we want our shared plans and actions to have. They help the council and local partnerships focus on the impact we want to have for people and communities in Kirklees.

Under each outcome we set out our shared day-to-day focus, a description agreed with partners of what we need to focus on to have deliver positive outcomes.

Our shared outcomes are:

- **Shaped by people** – we make our places what they are
- **Best start** – children have the best start in life
- **Well** – people in Kirklees are as well as possible for as long as possible
- **Independent** – people in Kirklees live independently and have control over their lives
- **Aspire and achieve** – people in Kirklees have aspiration to achieve their ambitions through education, training, employment and lifelong learning
- **Sustainable economy** – Kirklees has sustainable economic growth, and provide good employment for and with communities and businesses
- **Safe and cohesive** – people in Kirklees live in cohesive communities, feel safe and are protected from harm
- **Clean and green** – people in Kirklees experience a high quality, clean, sustainable and green environment
- **Efficient and effective** – Kirklees Council works smart and delivers efficiently and effectively.

Partnership working through our key strategies

Our four key partnership strategies are developed and delivered with partners, across the district. In supporting our shared outcomes and vision for Kirklees, they complement each other and our Council Plan. These strategies explain where we are at in Kirklees – what our opportunities and challenges are, what we most need to do to improve, and the role each of us has to make this happen together.

Like our outcomes, success in one strategy depends on the others. For example, a sustainable environment supports a healthy and well population, which in turn supports a stronger workforce and a more inclusive economy. Likewise, inclusive communities support improvements in wellbeing and the environment in local communities.

Our four partnership strategies are:

1. **Kirklees Health and Wellbeing Strategy:** The Kirklees Health and Wellbeing Strategy (KHWS) sets out our priorities for improving health and wellbeing and what we will do as partners to achieve those

improvements. Through the strategy, partners are prioritising good mental wellbeing, connected care and support, and healthy places.

2. **Inclusive Communities Framework:** The Inclusive Communities Framework (ICF) is a partnership commitment to work better with communities on local issues. Through the ICF, partners are committing to take action showing our belief that communities have solutions to problems, promoting a shared sense of belonging in communities, and caring about what communities care about.
3. **Inclusive Economy Strategy** (in development): The Inclusive Economy Strategy will outline how the Council and key partners across the district are working to build a more inclusive and sustainable economy.
4. **Environment Strategy (in development):** The 'Environment Strategy; Everyday, Life' will set out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.

You can find out more about these strategies and more at: <https://www.kirklees.gov.uk/beta/policies-and-strategies/index.aspx>

Within the Kirklees Council 'Council Plan'

Our Council Plan sets out:

- The direction for how we work smart and deliver efficiently and effectively
- How we work with people and partners using a place-based approach (people, partners, place)
- Our values and behaviours as an organisation
- Our day-to-day services
- Our 3-year priorities
- Our 12-month deliverables.

This inclusion and diversity strategy is directed by our Council Plan.

You can find out more about our Council Plan at <https://www.kirklees.gov.uk/beta/delivering-services/council-plan.aspx>

The Kirklees context

Our demographics – key facts

Disabled people and economic activity

According to the ONS Census 2011, 48,702 aged 16 to 74 have a limiting long-term illness in Kirklees. Of these 11,242 (23 per cent) are in employment, 1,373 (2.8 per cent) unemployed, 14,946 (30.7 per cent) permanently sick, 14,410 (29.6 per cent) retired, 1,257 (2.6 per cent) students, and 5,474 (11.2 per cent) otherwise economically inactive.

Disability

Amount that day-to-day activities are limited	Kirklees, Number	Kirklees, %	England and Wales, %
A lot	33,162	7.7	7.5
A little	42,428	9.8	10.0
Not limited – not disabled under the Equality Act	357,625	82.6	82.5
Total all usual residents	433,216	100	100

Source: ONS Census 2021

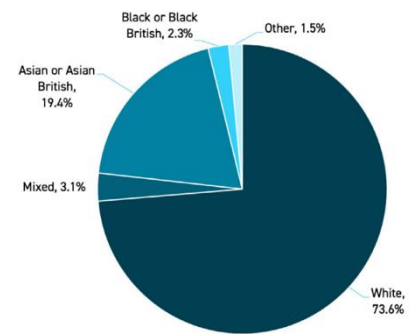
Religion make-up of Kirklees

Religious category	Kirklees, Number	Kirklees, %	England and Wales, %
No Religion	150,599	34.8	37.2
Christian	170,577	39.4	46.2
Buddhist	996	0.2	0.5
Hindu	1,723	0.4	1.7
Jewish	187	0.0	0.5
Muslim	80,046	18.5	6.5
Sikh	3,476	0.8	0.9
Other religion	1,633	0.4	0.6
Not answered	23,949	5.5	6.0
Total all usual residents	433,216	100	100

Source: ONS Census 2021

Demographic split in Kirklees:

- White 73.6%
- Mixed 3.1%
- Asian or Asian British 19.4%
- Black or Black British 2.3%
- Other 1.5%



Social isolation and loneliness

Social isolation and loneliness significantly increase the risk for premature mortality. Those living in areas of high deprivation and BAME groups are at higher risk of experiencing frequent feelings of loneliness:

- Of the 20% most deprived people in Kirklees, 31% of them experience frequent feelings of loneliness
- Of the 20% least deprived people in Kirklees, 11% of them experience frequent feelings of loneliness
- Of the BAME group in Kirklees, 34% experience frequent feelings of loneliness
- Of the White British group in Kirklees, 19% experience frequent feelings of loneliness.

Of all adults in Kirklees, 19.7% feel lonely (2019/20).

Fuel poverty

17% of households in Kirklees are in fuel poverty (2020).



Index of deprivation

Index of deprivation 2019 Deprivation in England is measured at Lower Super Output Area using a variety of indicators grouped under seven domains (income, employment, health, education and skills, housing and access to services, crime, and living environment).

In Kirklees 12.2% of the population live within LSOAs which rank within the worst 10% in England; this is higher than the average for England where 9.9% of the population are within the worst 10% LSOAs.

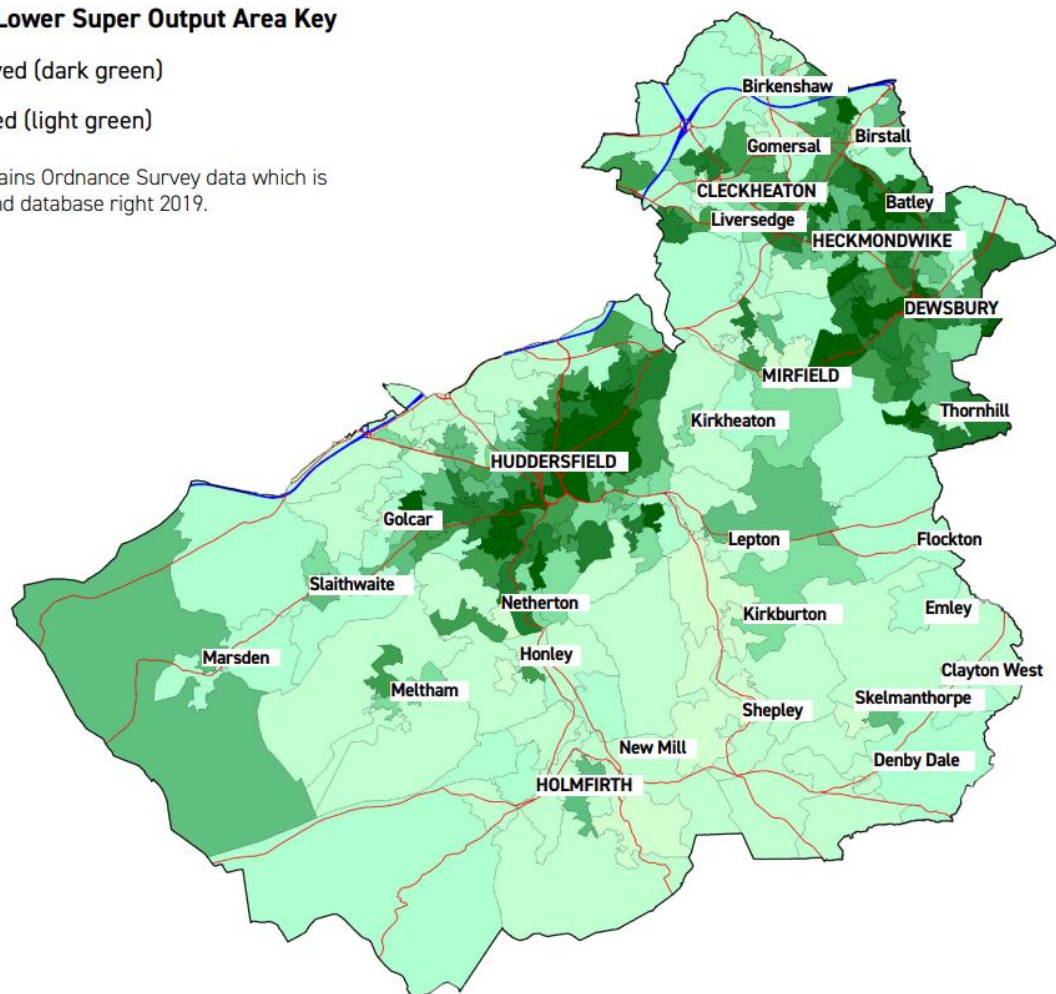
There are pockets of relative deprivation across all parts of Kirklees, with particularly large concentrations in urban areas.

Deprivation by Lower Super Output Area

Deprivation by Lower Super Output Area Key

- Worse deprived (dark green)
- Least deprived (light green)

Note: The map contains Ordnance Survey data which is Crown Copyright and database right 2019.



Employment and wages

Nationally, the gender pay gap increases with age due to:

- increasing gender equality over time resulting in closer employment and pay equality for younger people
- the impact of having children on women's earning over their lives.

The median gender pay gap in Kirklees (13.6%) is lower than nationally (16.5%).

Black, Asian and minority ethnic groups (BAME) are underrepresented in both local government and NHS senior management and leadership positions.

The mean gender pay gap in Kirklees Council (14.2%) is almost three times higher than the local government average (5.0%).

Disabled adults are more likely than the Kirklees average to live in a lower income household (less than £20,000 per annum).

Post-graduation, national average earnings across ethnicities differ considerably, as can be seen in the table below.

Post-graduation average earnings

Ethnic group	+1 year after graduation	+5 years after graduation	+10 years after graduation
All	£19,900	£26,000	£30,500
Indian	£21,900	£28,500	£33,100
Pakistani	£18,400	£22,400	£24,700
African	£19,500	£23,900	£28,700
Caribbean	£18,000	£23,300	£27,500
White	£20,000	£26,100	£30,700

Key inequalities and challenges

There are number of key inequalities and challenges affecting communities and individuals in Kirklees. Some are local issues, but equally a local impact can be felt as a result of national and even global factors.

We have used a combination of data analysis and community engagement in order to establish what we believe are some of the relevant factors which inform the direction of this strategy. The statistics paint a picture of some of the inequalities faced within our communities, but the stories from individuals help us really understand what life is like in Kirklees at the moment.

In this strategy, we have identified four factors that exacerbate and deepen inequalities across all protected characteristic groups. Activity is required across all inequalities, but these are factors on which we will have a particular focus for this strategy:

- Poverty and the cost of living
- Loneliness and social isolation
- Being care-experienced
- Having a disability

People in Kirklees have told us that the double impact of the Covid pandemic and the subsequent cost-of-living crisis has hit them financially and socially. Taking the lead from the most recent Director of Public Health report [1] it is clear that, while many more people are experiencing financial hardship, the cost-of-living crisis is having the most significant impact on people who were already living in persistent poverty, as deprivation levels go deeper.

The poverty rate for working-age unpaid carers in 2022 was 28%, compared to 20% for those without caring responsibilities; and was 31% for disabled people, compared to about 19% for those who are not disabled [2].

Members of the community we spoke to told us that poverty is an overriding factor affecting their wellbeing and happiness. It impacts on their physical health, secure housing, and their mental or emotional health.

The 2022 Director of Public Health Report, "Poverty Matters", had a clear focus on understanding the impact of the cost-of-living crisis,

The threshold at which people experience destitution, where they are unable to meet their barest physical needs to stay warm, dry, clean, and fed, has increased significantly (rising from £70 per week (single person) in 2019 to £95 per week in 2022 (most recent figures, released in Feb 2023)

Where people's characteristics intersect, the impact of poverty can be felt even more deeply. For example, the proportion of working age disabled people living in poverty is 27%, compared to 19% for working age people who have not declared a disability. Other factors such as the employment rate of

¹ [Director of public health annual report 2022/23: Poverty Matters | Kirklees Council :](https://www.kirklees.gov.uk/beta/director-of-public-health-annual-report/index.aspx) <https://www.kirklees.gov.uk/beta/director-of-public-health-annual-report/index.aspx> (accessed June 2024)

² [Valued: Breaking the link between paid and unpaid care, poverty and inequalities across Britain \(openrepository.com\) :](https://oxfamlibrary.openrepository.com/bitstream/handle/10546/621592/bp-valued-paid-and-unpaid-care-poverty-inequalities-160424-en.pdf) <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/621592/bp-valued-paid-and-unpaid-care-poverty-inequalities-160424-en.pdf> (accessed June 2024)

disabled people (53% as opposed to 82% of non-disabled people) and the disability employment gap (which typically sees disabled people paid 29% less than their non-disabled counterparts) mean that poverty is felt more acutely by disabled people than those who are not [3].

Similarly, as the cost-of-living crisis has hit our communities, it has become clear that it is not affecting us all equally. For example, the Citizens' Advice Bureau (CAB) reports that, of the number of people they're assisting with food bank referrals each month, more than twice as many people of Black / African / Caribbean / Black British ethnicity were helped than White people. There are similar figures for access to crisis support, people facing homelessness issues, and private renters helped with 'no fault' eviction support. The average monthly surplus for the CAB's debt clients ranges from -£19 for White clients to -£92 for Asian / Asian British clients [4].

Loneliness

One of the significant impacts of the Covid pandemic was the rise in people experiencing loneliness and a lack of social connectedness. Successive lockdowns and shielding by members of our communities affected their ability to interact and socialise with others. The current cost-of-living crisis further limits some people's abilities to connect with others.

Loneliness is a public health priority that affects people from all walks of life and at various life stages. Taking action to combat loneliness, and putting in place interventions to support people to build connections can reduce the need for health and care services in the future, and have a significant impact on improving sense of belonging within our communities.

Loneliness is a complex and multi-faceted issue, and it is clear that its impact is not evenly distributed across society, instead being more prevalent and persistent among marginalised and disadvantaged groups. Nationally, data tells us that 10-13% of older people feel lonely often or always, with protected and other characteristics becoming risk factors, such as low income, poor health and disability, living in isolated rural or deprived local communities [5]. Local data found that, of respondents to the Current Living in Kirklees (CLiK) survey in 2021, 6% of people feel lonely often or always, here however with a higher prevalence for younger people, transgender people, people of mixed ethnicity and those in the most deprived communities [6]. People in Kirklees told us that isolation was a particular problem for younger people and young families, again exacerbated by pressures from the cost-of-living crisis.

The crossover between loneliness and inclusion is clear. Discrimination, stigma, prejudice and a lack of representation can meet structural exclusion from policies and environments that can create barriers, such as a lack of access to public transport or digital exclusion.

The impact of loneliness can also be felt at work. We will explore the impact of this on our workforce, especially in light of research which indicates that 10% of workers often or always experience loneliness,

³ [Disability facts and figures | Disability charity Scope UK](https://www.scope.org.uk/media/disability-facts-figures) : <https://www.scope.org.uk/media/disability-facts-figures> (accessed June 2024)

⁴ [CA cost-of-living data dashboard | Flourish](https://public.flourish.studio/story/1634399/) : <https://public.flourish.studio/story/1634399/> (accessed July 2024)

⁵ [Combating loneliness: a guide for local authorities](https://www.local.gov.uk/sites/default/files/documents/combating-loneliness-guid-24e_march_2018.pdf) : https://www.local.gov.uk/sites/default/files/documents/combating-loneliness-guid-24e_march_2018.pdf (accessed June 2024)

⁶ [PowerPoint Presentation \(kirklees.gov.uk\)](https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=cikoju7p&e=1021) : <https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=cikoju7p&e=1021> (accessed June 2024)

with the figures being higher for disabled staff, senior managers, or colleagues from ethnic minority backgrounds [7].

Care-experienced people

Care-experienced people can face significant barriers, stigma and disadvantage that impact them throughout their lives. They disproportionately experience homelessness, loneliness, unemployment, poverty, and a range of other disadvantages [8].

Disabled people

Disabled people in Kirklees have told us that the services they access do not always place their needs first, and often use a 'deficit mode' focussing on what their impairments limit in everyday life. They want any barriers they face to be understood, mitigated, and removed where possible, and would like a focus on offering disabled people independence, choice and control.

The CLiK survey results showed that disabled people were more likely to experience discrimination, had lower self-rated mental health, were more likely to feel lonely, less likely to use local green spaces, and were struggling financially [9].

⁷ [Loneliness at work report | research | British Red Cross](https://www.redcross.org.uk/about-us/what-we-do/we-speak-up-for-change/loneliness-at-work) : <https://www.redcross.org.uk/about-us/what-we-do/we-speak-up-for-change/loneliness-at-work> (accessed June 2024)

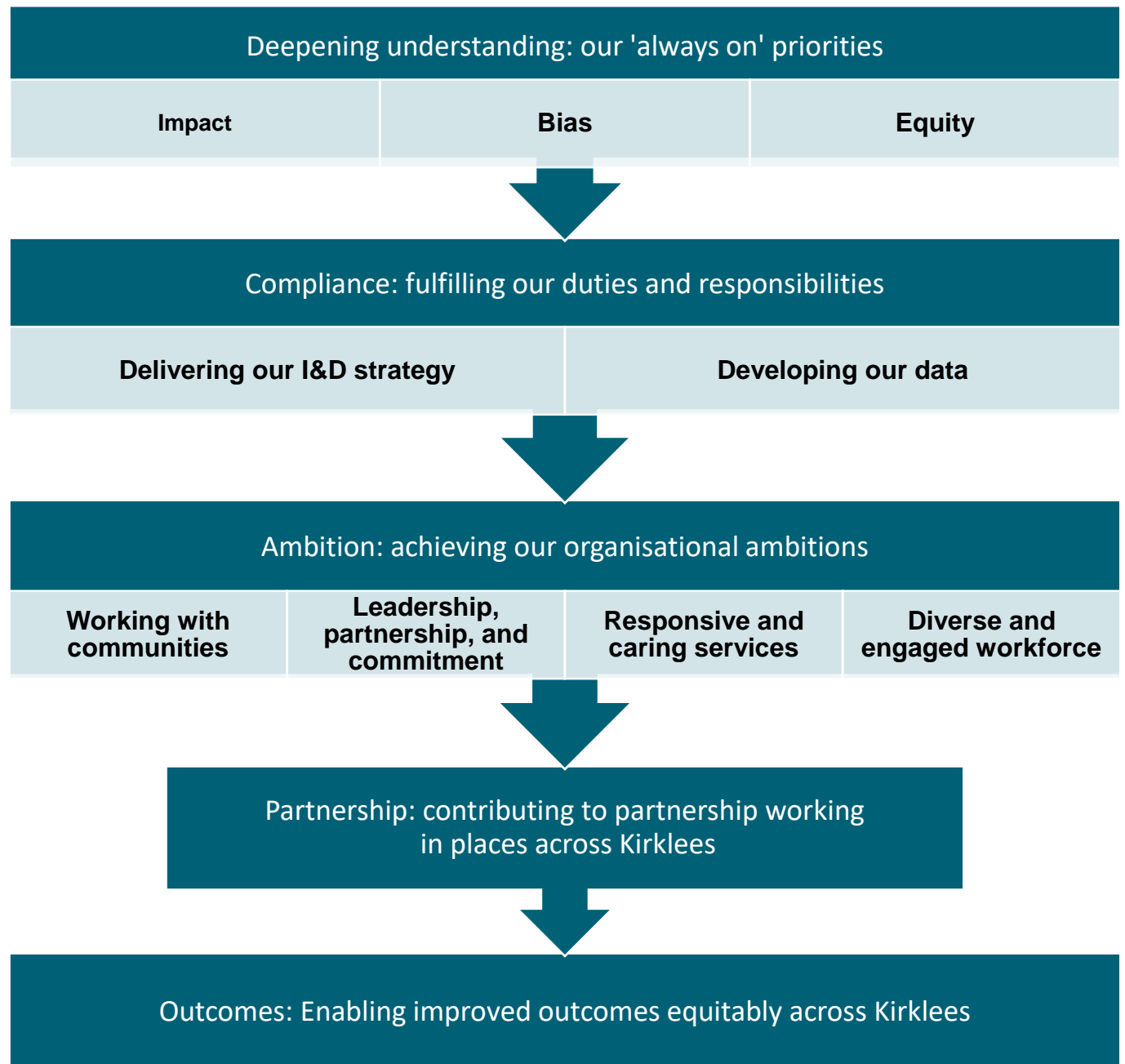
⁸ The Care Leavers' Association [The Needs of Adult Care Leavers – The Care Leavers Association](#)

⁹ [publisheddoc.aspx \(kirklees.gov.uk\)](#)

The Council's Role and Responsibilities

Our role and responsibilities in relation to inclusion and diversity have three elements:

- **Compliance** – Our legal requirements and compliance with the Public Sector Equality Duty
- **Ambition** – How we achieve our own organisational ambitions as an employer and key local anchor
- **Partnership** --How we can enable inclusion across the district



Compliance: The Public Sector Equality Duty

General duty

The Equality Act sets out three aims that public authorities, including the Council, must deliver in carrying out our activities:

- Eliminate unlawful discrimination.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster or encourage good relations between people who share a protected characteristic and those who do not.

The Act also stipulates that we must do this by:

- Removing or reducing disadvantages suffered by people because of a protected characteristic.
- Meeting the needs of people with protected characteristics.
- Encouraging people with protected characteristics to participate in public life and other activities.

The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The aim of the Act is to protect people from disadvantage and harm as a result of having a particular protected characteristic. Every single person has a protected characteristic, so we are all protected through the Act.

Specific duties

Public authorities also have specific duties under the Equality Act to help them comply with the public sector equality duty.

Public authorities with 250 employees or more must do the following:

- Publish information on general duty compliance at least once a year to show how they have complied with the equality duty in respect of both people affected by their policies and practices and their employees.
- Prepare and publish equality objectives at least every four years.
- Publish gender pay gap data by 31 March each year.

How the Council complies with its legal duties

Our Inclusion and Diversity Strategy sets out our equality objectives as required by the duty, and various forms of reporting show how we are complying with the requirement to publish compliance information.

The information is provided on our website. You can find out more about how we are delivering on our ambitions around inclusion and diversity here: <https://www.kirklees.gov.uk/beta/delivering-services/inclusion-and-diversity-strategy.aspx>

The Council annually publishes [workforce profile data](#) and produces a [gender pay gap report](#). It is also anticipated that both disability and ethnicity pay gap reports will be published in future. An annual report is produced detailing how the organisation has performed against its equality objectives, which is scrutinised by councillors and published online.

Ambition: Achieving our organisational ambitions

Our 2024-27 priority objectives

Our objectives go beyond compliance and are based on our ambitions. We set them out against four themes from the Local Government Association's Equality Framework.

Understanding and working with our communities

- Embedding our commitment to the Inclusive Communities Framework.
- Higher quality integrated impact assessments more broadly used.
- Enable place-based responses to the unique challenges and opportunities in each place, such as enabling conversations between faiths and supporting leadership programmes for underrepresented groups.
- Understanding poverty and mitigating the unequitable impact of cost of living pressures.
- An inclusive approach to loneliness.
- Enhanced support for care-experienced people.

Leadership, partnership, and organisational commitment

- Embedding our commitment to inclusion through the Our Council Plan and key partnership strategies.
- Use the social model of disability to promote inclusion for people with disabilities.
- Organisational improvement and transformation of our day-to-day work.
- Developing champions and a community of practice.

Responsive services and customer care

- Embedding our commitment to inclusion through our Access to Services Strategy.
- Developing our data about our residents and customers.
- Promoting inclusive customer access to services.

Diverse and engaged workforce

- Embedding our commitment to inclusion through the People Strategy.
- Promoting inclusion through workforce planning, prioritising pathways for underrepresented groups.
- Enhancing our workforce data, with a focus on race and disability.
- Being an inclusive employer of choice.
- Supporting Employee Networks to play a bigger role in promoting inclusion and supporting the organisation's priorities.
- Continuing to develop our excellent learning and organisational development offer to promote inclusion.

Our 'always on' priorities

All of our objectives depend on continuing to deepen our shared understanding of inclusion and diversity. Our three 'always on' priorities describe what is required and what we will do to do this.

Understanding impact

- We will strive to be more data driven in our approach to developing and delivering services, and to inform our decision making.
- We will support the widespread use of Integrated Impact Assessments (IIAs) to look for positive impact, and to mitigate negative impact.
- We will have a robust quality assurance process to constantly drive the quality of our impact assessments.
- We will use the data from our IIAs to:
 - take an evidence-based approach to understand the cumulative impact of our decisions
 - positively influence intended outcomes

Understanding diversity

- Promote cultural confidence and competence, by incorporating inclusion into professional development, continuous learning, and self-evaluation for individuals, teams, and for the Council as a whole with the support of our inclusion learning resources.
- Building diversity into customer-facing and service-user centred operations.

Understanding equity

- Building empathy with people who face disadvantage.
- Develop a shared understanding of how we can work together to support people who are underrepresented in our workforce or face barriers or discrimination within society.
- Accept that people need to be treated differently for us to be meaningfully inclusive.

Partnership: enabling inclusion across Kirklees

We have a shared vision for Kirklees: for it to be a district that combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

We achieve our vision by delivering improvements in our shared outcomes. Our shared outcomes are a long-term commitment, which frame our planning in the short to medium term. They help the council and local partnerships focus on the impact we want to have for people and communities in Kirklees. Under each outcome we have a description agreed with partners of what we need to focus on to deliver positive outcomes and a set of indicators agreed with partners which help us measure progress. The outcomes and indicators are heavily influenced by regional, national, and even international events, but the council and our partners can use them to help us prioritise collectively and understand the local impact of our collective action.

At the heart of our partnership working are four key strategies: the Kirklees Health and Wellbeing Strategy, Inclusive Economy Strategy, and the Environment Strategy, while the Inclusive Communities Framework provides an approach to working with communities, supporting activity in all areas to contribute to more inclusive communities and a sense of belonging. Interdependences have been mapped across all these strategies. These make it clear that inclusion is a 'golden thread' that runs through all of them.

Inclusive Economic Strategy	<ul style="list-style-type: none">• Our role as an inclusive employer of choice, creating quality jobs for members of our diverse communities
Health and Wellbeing Strategy	<ul style="list-style-type: none">• An inclusive approach to social connectedness leads to improved health outcomes and sense of belonging
Environmental Sustainability Strategy	<ul style="list-style-type: none">• Supporting fairness, inclusion, diversity and accessibility in areas such as access to greenspace and mitigating the impact of climate change on disadvantaged communities
Inclusive Communities Framework	<ul style="list-style-type: none">• By enabling place-based responses to the unique challenges and opportunities in each place, we can connect better with underrepresented communities

Delivery

Next steps against the activities set out in this strategy will be set out in an action plan, which will require activity across all council directorates, often in collaboration with various partnerships. Much of the activity set out in this strategy will report to separate programme boards. The action plan will provide an overview of how those individual areas of work are progressing, so we can assess our ability to deliver on our ambitions and respond accordingly. The action plan will be monitored with the support of a lead council officer for each of the four priority themes, who will advise on the direction of the strategy. Reports will be provided regularly to the relevant boards and senior management groups as well as to the relevant portfolio holders.

ACHIEVING INCLUSION