

Kirklees Council

Inclusion and Diversity

Strategy 2024-27



Achieving our ambitions



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Our vision for inclusion and diversity

We want 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. This is our vision. Embracing and celebrating the diversity of our workforce and the communities we serve helps us to create a more cohesive, innovative, sustainable, and effective organisation that delivers better outcomes for everyone. A positive and supportive work environment where staff feel valued and respected helps us to attract and retain the best talent and means all staff are better able to contribute to their full potential. Being an organisation that not only values inclusion and diversity but puts those values into action, helps us respond more effectively to the changing needs of communities in Kirklees. That's why we know that inclusion and diversity are not only the right things to focus on, but also the smart things to focus on.



We have made a lot of progress in recent years. We redesigned how we evaluate the impact of our policies and services on inclusion and diversity. 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 supporting the further development of our employee networks.

However, we know there is a lot more to do. There are deep and unacceptable inequalities, disadvantage, and discrimination that affect the lives and opportunities of people in our country every day. We have seen many of these become starker recently, including through the global pandemic, ongoing cost-of-living pressures, wars and aggression across the world, and the recent racist violent riots that attempted to create division in our society. These events have reminded all of us of the inequalities that some of us unfortunately know too well.

In this difficult context, we recognise that we have a lot of work to do to ensure that our organisation is truly inclusive and diverse, and that we are not complacent or satisfied with the status quo. We recognise that we need to listen to and learn from the voices and experiences of our diverse communities and employees, and to challenge and change the systems and structures that create and maintain inequality. We also recognise that we have a responsibility and an opportunity to influence and collaborate with other organisations and sectors, such as health, education, and business, to promote and advance inclusion and diversity through our work across Kirklees and the region. If we fail to do this, we risk losing the trust, respect, and talent in our communities and workforce, and we miss the opportunity to create a more inclusive, innovative, and effective organisation that delivers better outcomes for everyone.

This Inclusion & Diversity Strategy is an important milestone in our journey to become a more inclusive organisation. It builds on and renews our commitment to our recent achievements and it seeks to make significant progress as we aim to meet the current and future needs of our diverse communities and employees. The strategy outlines key areas of activity that show our organisational values of kindness, inclusion, and pride in action, which will lead to better outcomes. It is based on engagement with a range of stakeholders, including staff networks and community groups, and the action planning behind the strategy will be regularly refreshed so it remains relevant to the changing contexts and experiences of those we work with and serve.

This strategy is a recommitment to create a more inclusive and diverse organisation, where our people and those we work with have equal access to opportunities and resources and feel valued for who they are. It is a recommitment to enable more inclusive communities, caring about what communities care about and building trust and belonging. Through the path set out here, we can achieve these ambitions and deliver better outcomes for everyone.

Cllr Amanda Pinnock, Portfolio Holder for Education & Communities

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:

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.

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.

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.

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

Disability

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.

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

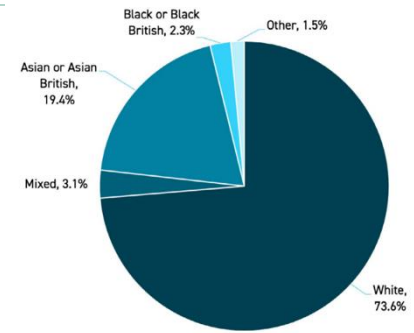
Religious category	Kirklees, Number	Kirklees, %	England and Wales, %
No Religion	150,599	34.8	37.2
Christian	170,577	39.4	46.2
Buddhist	996	0.2	0.5
Hindu	1,723	0.4	1.7
Jewish	187	0.0	0.5
Muslim	80,046	18.5	6.5
Sikh	3,476	0.8	0.9
Other religion	1,633	0.4	0.6
Not answered	23,949	5.5	6.0
Total all usual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

Source: ONS Census 2021

Race and ethnicity

Demographic split in Kirklees:

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



Source: ONS Census 2021

Social isolation and loneliness

Social isolation and loneliness significantly increase the risk for premature mortality. Those living in areas of high deprivation and Black, Asian, and Minority Ethnic (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

18.1% of households in Kirklees are in fuel poverty according to the latest data.¹ This compares to 13% as the national average.²



¹ Department for Energy Security and Net Zero, Accredited Official Statistics – Sub-regional fuel poverty 2024 (2022 data), URL: <https://www.gov.uk/government/statistics/sub-regional-fuel-poverty-data-2024-2022-data> (accessed August 2024).

² Department for Energy Security and Net Zero, Fuel poverty trends 2024, <https://www.gov.uk/government/statistics/fuel-poverty-trends-2024> (accessed August 2024)

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.

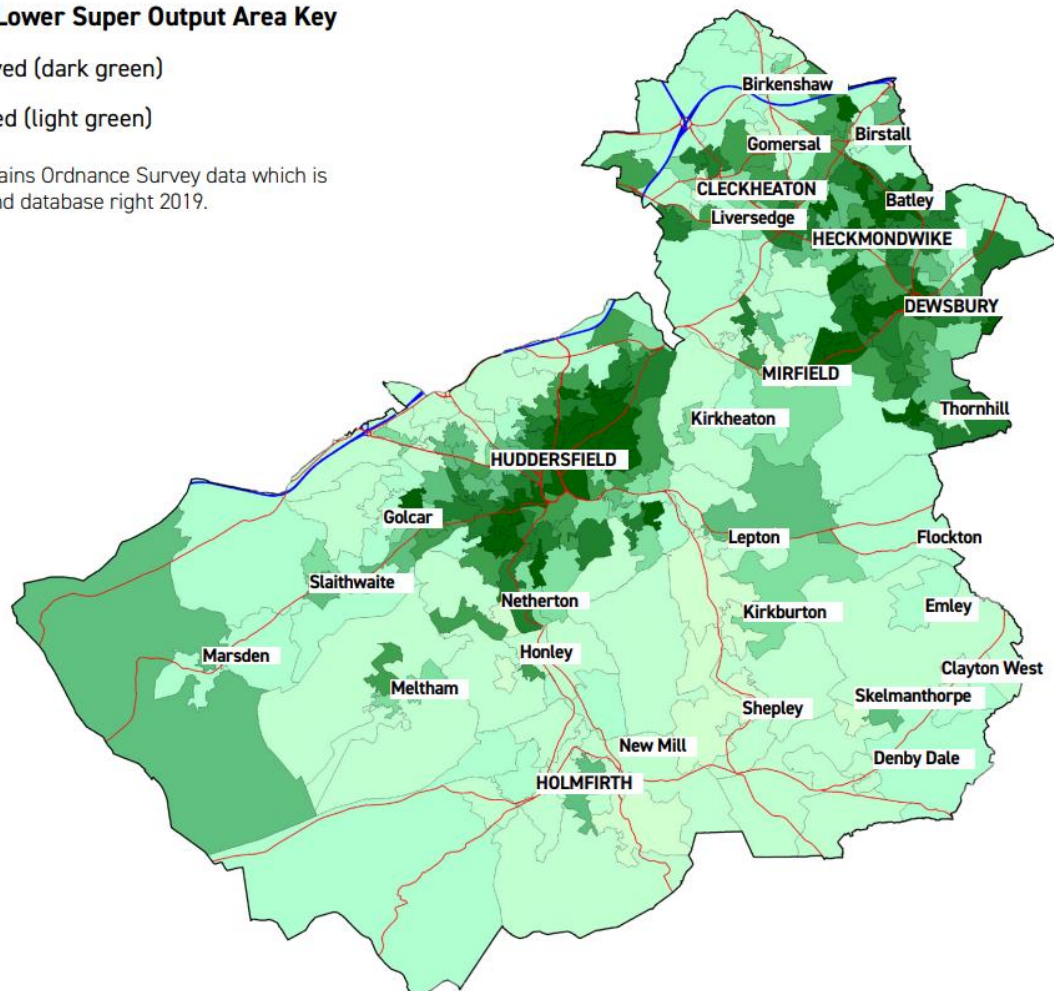
There are pockets of relative deprivation across all parts of Kirklees, with particularly large concentrations in urban areas.

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

The median gender pay gap in Kirklees (19.7%³) is higher than nationally (14.3%⁴). Nationally, the gap is small or negative for people in their 20s and 30s in the same employment type (full- or part-time) but 11.5% across all employment types because women are more likely to have lower-paid part-time roles. The gap widens considerably for full-time employees aged 40 or over.⁵ This is mostly explained by parenthood, with men's average pay levels mostly unaffected but women's average earnings falling sharply with little growth after.⁶ Caring responsibilities can also play a role. The mean gender pay gap in Kirklees Council (8.7%)⁷ is more than double the local government average (3.5%).⁸

Nationally, the disability pay gap, the gap between median pay for disabled employees and non-disabled employees, was 13.8% in 2021, widening since 2014 when disabled employees earned 11.7% less.⁹

BAME groups are underrepresented in local government senior officer positions nationally.¹⁰

For higher education graduates, average earnings across ethnicities differ considerably, as below.¹¹

Post-graduation average earnings (UK)

Ethnicity	+1 year after graduation (£)	+3 years after graduation (£)	+5 years after graduation (£)	+10 years after graduation (£)
All (incl. ethnicities not listed below)	21,600	25,100	28,200	32,200
Indian	23,800	27,800	31,500	35,300
Pakistani	20,100	23,100	24,900	25,600
Black African	22,300	24,500	27,400	30,000
Caribbean	19,800	23,400	26,400	29,300
White	21,600	24,900	28,200	32,200

³ Kirklees Council Gender Pay Gap Report 2022, <https://www.kirklees.gov.uk/beta/information-and-data/pdf/open-data/gender-pay-gap-report-2022.pdf> (accessed August 2024)

⁴ ONS (2023), Gender pay gap in the UK: 2023 (using 2022 figures), <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2023> (accessed August 2024)

⁵ Francis-Devine, Brigid (2024), 'The gender pay gap' (House of Commons Library) <https://researchbriefings.files.parliament.uk/documents/SN07068/SN07068.pdf> (accessed August 2024). See also ONS (2023), 'Gender pay gap in the UK: 2023', <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2023>

⁶ Andrew, et al (2021), 'Women and men at work', (Institute for Fiscal Studies), <https://ifs.org.uk/publications/women-and-men-work> (accessed August 2024)

⁷ Kirklees Council (2023), 'Gender Pay Gap Report 2023' <https://www.kirklees.gov.uk/beta/information-and-data/pdf/open-data/gender-pay-gap-report-2023.pdf> (accessed August 2024)

⁸ Local Government Association (2024), 'The gender pay gap in local government 2023/24' <https://www.local.gov.uk/publications/gender-pay-gap-local-government-202324> (accessed August 2024)

⁹ ONS (2022), Disability pay gaps in the UK: 2021, <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/articles/disabilitypaygapsintheuk/2021>

¹⁰ Local Government Association (2023), Local government workforce summary data - November 2023, <https://www.local.gov.uk/local-government-workforce-summary-data-november-2023> (accessed August 2024)

¹¹ UK Government (2024), 'Work and study after higher education', <https://www.ethnicity-facts-figures.service.gov.uk/education-skills-and-training/after-education/destinations-and-earnings-of-graduates-after-higher-education/latest/#by-ethnicity-average-earnings> (accessed August 2024)

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 [12] 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 [13].

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 disabled people (53% as opposed to 82% of non-disabled people) and the disability employment gap

¹² [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)

¹³ [Valued: Breaking the link between paid and unpaid care, poverty and inequalities across Britain \(openrepository.com\)](https://oxfamilibrary.openrepository.com/bitstream/handle/10546/621592/bp-valued-paid-and-unpaid-care-poverty-inequalities-160424-en.pdf) : <https://oxfamilibrary.openrepository.com/bitstream/handle/10546/621592/bp-valued-paid-and-unpaid-care-poverty-inequalities-160424-en.pdf> (accessed June 2024)

(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 [14].

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 [15].

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 [16]. 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 [17]. 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, with the figures being higher for disabled staff, senior managers, or colleagues from ethnic minority backgrounds [18].

Care-experienced people

¹⁴ [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)

¹⁵ [CA cost-of-living data dashboard | Flourish : https://public.flourish.studio/story/1634399/](https://public.flourish.studio/story/1634399/) (accessed July 2024)

¹⁶ [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)

¹⁷ Kirklees Council, 'Current Living in Kirklees 2021: Summary of Key Findings' <https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=cikoju7p&e=1021> (accessed June 2024)

¹⁸ [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)

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 [19].

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 [20].

¹⁹ The Care Leavers' Association [The Needs of Adult Care Leavers – The Care Leavers Association](#)

²⁰ [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

Deepening understanding: our 'always on' priorities

Impact

Diversity

Equity



Compliance: fulfilling our duties and responsibilities

Delivering our I&D strategy

Developing our data



Ambition: achieving our organisational ambitions

Working with communities

Leadership, partnership, and commitment

Responsive and caring services

Diverse and engaged workforce



Partnership: enabling inclusion across Kirklees



Outcomes: Enabling improved outcomes equitably across Kirklees



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.

Compliance: The Public Sector Equality Duty

General duty

The Equality Act 2010 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.
- Working closely with ward councillors as local place-leaders, enable place-based responses to the unique challenges and opportunities in each place, such as conversations between faiths and supporting leadership programmes for underrepresented groups.
- Understanding poverty and mitigating the inequitable 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 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.
- The development and use of data and intelligence, benchmarking, and looking for best practice to inform planning and decision making
- Responding to regional and national opportunities and challenges that affect our objectives, including legislation and funding

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, including pathways for underrepresented groups that enable better representation in our leadership positions
- 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.

Partnership: enabling inclusion across Kirklees

The Council has an important role enabling inclusion more broadly in Kirklees, supporting partnership working with other organisations. To summarise, our role is:

- Being a responsible anchor organisation, recognising our impact as a large, locally-rooted employer and spender and how that affects partners
- Being a co-ordinator and facilitator, supporting partners' efforts where they align with our own and leading through partnerships
- Delivering for partners through our services and programmes, from business support and community capacity building through to planning and investment
- Representing and advocating for the district through regional and national connections, where this will support better outcomes locally

All of these create opportunities to promote inclusion and diversity in Kirklees.

In carrying out these responsibilities, the Council is committed to its role working with other partners to deliver our 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 long-term commitments agreed with partners and 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, collectively prioritise and plan, and monitor the impact of regional, national, and even international events. More information on these outcomes is available in Our Council Plan: www.kirklees.gov.uk/councilplan.

At the heart of our partnership working is our set of strategic partnership strategies, consisting of the Kirklees Health and Wellbeing Strategy, Inclusive Economy Strategy, and the Environment Strategy, and supported by the Inclusive Communities Framework, which 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. The following shows ways in which our inclusion and diversity commitments support our partnership ambitions:

Inclusive Economic Strategy	• Our role as an inclusive employer of choice, creating quality jobs for members of our diverse communities
Health & Wellbeing Strategy	• An inclusive approach to social connectedness leads to improved health outcomes and sense of belonging
Environment Strategy	• 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	• By enabling place-based responses to the unique challenges and opportunities in each place, we can connect better with underrepresented communities

Delivery

The Inclusion & Diversity Strategy is the connecting thread that links and supports other key strategic commitments that guide the council's work to deliver our vision for inclusion and diversity. These include the Council Plan, the Access to Services Strategy, the Inclusive Communities Framework, and the People Strategy. It also aligns with the wider work of the Health & Wellbeing and Communities Boards. The strategy does not duplicate the objectives and actions of these other commitments and partnerships, but rather enhances and complements them.

We will monitor the progress of this strategy through an I&D strategy action plan, which provides an overview of:

- Key activities, milestones, challenges, and opportunities for each theme and across all four themes
- The agreed success criteria and indicators for each theme
- Our regular staff survey and other staff engagement activity, to assess the staff perception and experience of inclusion and diversity in the workplace
- A variety of qualitative engagement tools and activities, especially through various teams' work with ward councillors, use of the Inclusive Communities Framework, and other forms of engagement. This will enable us to engage with and record the feedback and insights of different stakeholders

This will help us assess our ability to deliver on our ambitions and support progress.

A steering group of lead council officers for each of the four priority themes will advise, coordinate, and drive progress on the overall objectives of the strategy and identify and facilitate any cross-cutting issues or synergies with other relevant work. They will report regularly to the relevant boards and senior management groups as well as to the relevant portfolio holders. This currently includes the I&D strategy steering group, the Public Health & Corporate Resources Senior Leadership Team, and the Inclusion & Diversity Hub, where all council directorates and employee networks are represented and engaged.

Some of the indicators we use reflect the wider social and economic factors that affect inclusion and diversity, and for these we share responsibility and influence with our partners, such as the police, health, and education sectors. Other indicators are more directly linked to our own performance and actions as an organisation, and we will use those to monitor and improve our own practices and policies, ensuring that they are adequately resourced and prioritised.

We will review and update the action plan periodically based on progress made and monitoring information, to ensure it aligns with the experiences, ambitions, and challenges of residents, employees, and communities in Kirklees. We will also share and celebrate the achievements and successes of the Inclusion & Diversity Strategy and the action plan through the council website, which will also fulfil our legal requirement to report on progress made.

ACHIEVING INCLUSION