



Kirklees

Intercultural Profile

July 2019

Introduction

This report is based on the visit to Kirklees of the Council of Europe's expert team of Francesca Lionetti (Council of Europe), Niall Crowley, Phil Wood, and Isobel Platts-Dunn (UK network of intercultural cities) on 24th and 25th June 2019. It should be read in conjunction with the 'Results of the Intercultural Cities Index' for Kirklees, prepared in June 2019 by the Council of Europe. This report builds on the index results in prioritising and deepening a number of the initial recommendations made on foot of interaction on site in Kirklees.

The Council of Europe has defined the intercultural city as encompassing people with different nationality, origin, language or religion/ belief, where:

- Political leaders and most citizens regard diversity positively, as a resource.
- The city actively combats discrimination and adapts its governance, institutions and services to the needs of a diverse population.
- The city has a strategy and tools to deal with diversity and cultural conflict and to enhance participation.
- The city encourages greater mixing and interaction between diverse groups in public spaces¹.

Equality, diversity, and interaction are three inter-linked values that underpin the development and sustenance of an intercultural city²:

- **Equality:** involves a commitment by the city to ensure equality and non-discrimination (both direct and indirect) in all their actions, towards their own workforce, in their relations with partners and suppliers, including civil society organisations and enterprises; and to take positive-action measures to redress the inequalities experienced by citizens on different grounds.
- **Diversity:** involves a commitment by the city to recognise and preserve diversity as an intrinsic feature of human communities; and to pursue the 'diversity advantage' that accrues from the presence of diversity when coupled with specific policies and

¹ The Intercultural City Step by Step: Practical guide for applying the urban model of urban integration, Council of Europe, 2013.

² Bridging the Equality, Diversity and Inclusion Agendas: Background paper, Intercultural Cities, Council of Europe, 2017.

strategies that enable diverse contributions to shape the cultural, economic and social fabric of the city, foster innovation, and to manage conflicts which may threaten community cohesion.

- Interaction: involves the city in creating conditions for positive and constructive everyday encounters across cultural as well as gender identity, sexual orientation, age, socio-economic status and other differences, where active engagement across difference, rather than benign indifference or merely tolerance, is the necessary building block of a thriving society.

Kirklees

Kirklees is a local government district of West Yorkshire, England. It is governed by Kirklees Council, with the status of a metropolitan borough. Kirklees is made up of three distinct areas: North Kirklees; Huddersfield; and several rural and semi-rural areas south and west of Huddersfield.

Huddersfield is the largest town, and administrative centre. Kirklees includes Batley, Birstall, Cleckheaton, Denby, Dale, Dewsbury, Heckmondwike, Homfirth, Kirkburton, Marsden, Meltham, Mirfield, and Slaithwaite.

Kirklees has a population of 437,100. It has a higher share of manufacturing jobs (16% of jobs) than the national average (8%). It has a GDP per capita in £17,500. Wage levels are below the national average, the second lowest in West Yorkshire.

National Policy Context

The Migrant Policy Index (MIPEX) of 2015 identified that, in the UK, the “foreign-born population (12.5% in 2014) (was) similar to other Western European countries”³. It ranked the United Kingdom 15th overall of the 38 countries covered by MIPEX and raised questions as to some of the national policy directions being pursued.

It took issue with the “restricted opportunities for families to reunite and path to settlement and UK citizenship”, the stopping of the “targeted measures for labour market integration”, and the “cutbacks to education support for minority pupils”. It noted that these “restrictions were mostly motivated by the government’s pledge to cap migration at the tens of thousands and to pursue austerity and localism”.

On the other hand, it has to be noted that the United Kingdom has a well-developed and long-established equality infrastructure of legislation and institutions. The Equality Act 2010 prohibits discrimination, harassment and sexual harassment in the workplace, education, the buying or renting of property, and the provisions of goods and services. It requires reasonable accommodation for people with disabilities, and allows positive action. It covers the grounds of age, gender reassignment, being married or in a civil partnership, being pregnant or on

³ For more detail see: <http://www.mipex.eu/united-kingdom>

maternity leave, disability, religion or belief, sex, sexual orientation, and race, including colour, nationality, ethnic or national origin.

Innovatively, the Act imposes a duty on public authorities and bodies exercising public functions to have due regard to the need to: eliminate discrimination, harassment, victimisation, and any other prohibited conduct; advance equality of opportunity; and foster good relations between people with different backgrounds.

This requires:

- Ensuring policy and practice comply with the equal treatment legislation;
- Removing or minimising disadvantage experienced by people with protected characteristics; taking steps to meet needs specific to these people; and encouraging these people to participate in public life or in any other activity where participation by their group is low; and
- Acting to tackle prejudice and promote understanding between people with protected characteristics and others.

Public authorities are required to publish information that demonstrates their compliance with the public sector duty, prepare and publish equality objectives to be achieved through the public sector duty, and conduct an equality impact assessment on draft policy (an implicit requirement in England).

The Equality and Human Rights Commission was established in 2007 as an independent multi-ground, multi-mandate body. This involved the merger of three former equality bodies, including the Commission for Racial Equality. It has competences to promote good practice, conduct investigations, provide assistance to complainants, raise awareness, prepare surveys and reports, make policy recommendations to the authorities, and support and monitor implementation of the public sector equality duty. There have been significant cutbacks to the budget of the Equality and Human Rights Commission, of the order of 70% since 2010.

The Integrated Communities Strategy Green Paper, published by the government in 2018⁴, followed by publication of an Integrated Communities Action Plan in 2019 are the most recent policy developments of significance for this field⁵.

The Green Paper set out an understanding of integration as involving “communities where people, whatever their background, live, work, learn and socialise together, based on shared rights, responsibilities and opportunities. Communities where many religions, cultures and opinions are celebrated, underpinned by a shared set of British values that champion tolerance, freedom and equality of opportunity. A society in which everyone is a potential friend”.

⁴ Integrated Communities Strategy Green Paper: Building stronger, more united communities, HM Government, United Kingdom, 2018.

⁵ Integrated Communities Action Plan, HM Government, United Kingdom, 2019.

This Green Paper identifies challenges of a “worrying number” of communities divided along race, faith or socio-economic lines. It also remarks an increased levels of recorded hate crime. Finally, it quotes the Race Disparity Audit of public services results which show that “despite improvement in many areas, ethnic minorities have worse outcomes than White British people. But in some measures, it is White British people who are doing worst”.

The Integrated Communities Action Plan follows the seven themes established in the Green Paper of:

- Strengthen leadership: including public authority and business leadership;
- Supporting new migrants and resident communities: including promoting British values, strengthening English language requirements, information provision to migrants, and interventions with refugees;
- Education and young people: including promoting British values, expectations of integration in new free schools, school standards and inspections, school linking, mixing in areas of high segregation, and out-of-school settings.
- Boosting English language: including supports, guidance, provision and coordination.
- Places and communities: including building integrated communities, tracking usage of local assets, sport and physical activity to support integration, use of libraries, and safe, accessible and attractive green spaces.
- Increasing economic opportunity: including employment supports and childcare.
- Rights and freedoms: including a focus on marginalised women, marriage and forced marriage, hate speech and hate crime, and strengthening faith institutions, and the barriers faced by Gypsies, Roma, and Travellers.

The plan emphasises action across these themes through the Integration Area programme. This was launched in March 2018 and involves five Integration Areas: Blackburn with Darwen; Bradford; Peterborough; Walsall; and Waltham Forest. In each area, a Local Integration Partnership, including the business, social, and faith sectors, is established to consult on, identify, and pursue local priorities.

Local diversity and policy context

The population of Kirklees is made up of a diversity of ethnic and religious groups. The majority of the people identify as White (a category which includes Gypsy and Irish Travellers). 10.8% of the residents are non-national, among whom 1.7% are EU nationals. Less than 1% of the population is composed of refugees or asylum seekers. The majority faith group is Christian, with the largest minority faith group being Muslim.

Most of the minority ethnic communities live in the urban areas of Huddersfield, Dewsbury, and Batley.

Kirklees boasts a rich cultural history and a vibrant and diverse community. The largest minority group in Kirklees overall is made up of people of Pakistani origins (9.9%). In recent years the number of people coming from Eastern Europe, in particular Romania and Hungary,

has increased. In specific parts of the borough, different groups represent the largest minority group. The various ethnic and religious communities are not evenly distributed across the borough, with significant levels of segregation.

As registered also nation-wide, minority ethnic groups can experience inequalities in outcomes, including lower average household incomes, greater likelihood of experiencing fuel poverty, and worse health outcomes and greater risk of some specific diseases.

Kirklees Council is implementing an Inclusion and Diversity Strategy 2017-2020, 'from Equality to Inclusion'. This establishes outcomes to be pursued by the Council, under seven priorities:

- Committed and diverse workforce: to have a diverse workforce that represents all communities in Kirklees.
- Positive and inclusive approach: to be a more inclusive organisation where everyone feels included and able to make a difference to local communities.
- Listen and act: to have an approach to inclusion and diversity that is informed by feedback from staff and citizens.
- Zero tolerance: to have all forms of bullying, harassment and discrimination seen as unacceptable and poor behaviour challenged and actively tackled.
- Inclusion and diversity: to ensure inclusion and diversity are integral to all strategies and policies.
- The way we do things in Kirklees: to have Council outcomes focused on reducing inequalities and monitored by strong and timely local intelligence; all key decisions made by the Council supported by an Equality Impact Assessment; work in a more inclusive way building on the diversity of communities and the workforce; and all senior managers have annual objectives for inclusion and diversity.
- Spread the word: to have the message actively spread that Kirklees represents and values everyone.

The strategy notes that the "shift from focusing purely on equality to a much wider emphasis on inclusion and diversity highlights a desire to move beyond compliance with legislation, although this will still be a key requirement". Diversity is about "valuing the full range of differences between people in the workplace and the wider society" and inclusion is about "including all people" and "the culture, environment and processes operated by the organisation".

The action plan 2018-2019 under this strategy includes activities, performance measures and timescales specifically in pursuit of

- A committed and diverse workforce: includes targeting and attracting under-represented groups, and providing personal and career support for under-represented groups.
- Taking a positive and inclusive approach: includes inclusive volunteering, communications campaign to showcase inclusion and diversity (We're Kirklees), re-

invigorating employee networks, and diversity training and development for the Executive and Cabinet, employees and managers, and inclusion and diversity leaders.

- Zero tolerance of bullying, harassment and discrimination: includes staff survey questions on the issue, communicating a collective understanding of the issue, communicating about supports, and improving understanding and perceptions of the issue and its impact.
- Support to resettlement and integration: includes staff awareness and training on migration, accessible support services, expanding the welcome mentor programme, and creating volunteering and work experiences for migrants.

The concept of community cohesion has been central to the national policy context for intercultural relations and much of the work done by Kirklees Council in this field comes under this 'cohesion' heading. A cohesion team is employed to progress this work. Currently the community cohesion strategy is being reviewed and a new strategy developed. This is being co-created with communities and stakeholders.

Kirklees is challenged to pursue this intercultural agenda in a context of ongoing financial pressures due to budgetary cutbacks.

Commitment

Kirklees Council, the various organisations visited, and the range of individuals met with during the expert visit evidenced commitment, energy and creativity in implementing an intercultural agenda. An engaged leadership for this agenda and a wide and inspiring spectrum of activity in this regard was evident. This is articulated across all sectors as a values-based endeavour.

The drive for Kirklees as an intercultural city comes from within Kirklees Council and specifically the cross-Council working group established for this purpose, involving in particular the cohesion and integration team and the policy and strategy team of the Council. A wider network of private sector, education, and third sector organisations have been engaged. The strategy for Kirklees as an intercultural city will draw from and be aligned with the community cohesion strategy and the inclusion and diversity strategy of Kirklees Council.

Kirklees Council will remain the key driving force for Kirklees as an intercultural city. There is clarity that the Council does so on the basis of shared leadership and in a manner that is empowering of other key actors. The intercultural strategy will, therefore, be co-produced. This requires a formal platform that is cross-sectoral and multi-agency and that includes community representation.

Strategy and systems will be central to sustaining Kirklees as an intercultural city. The evident wealth of intercultural projects needs to continue and to be underpinned by institutional strategy and systems to embed the process into something more structural. This process of embedding the values and evident commitment requires leadership, champions, staff capacity, dialogue and partnership across stakeholders, data gathering and analysis, and

ongoing impact assessment of all key decisions within all key institutions and organisations - both in terms of whether and how these will impact people with different backgrounds differently and whether these decisions and actions will be an occasion to foster mixing and interaction between people. The development of, stimulus for, and support to this process of embedding is a key task for Kirklees as an intercultural city.

This embedding is aligned with the proactive approach required by the duty on public authorities under the Equality Act 2010. It would reflect the outcome sought by Kirklees Council in its Inclusion and Diversity Strategy that inclusion and diversity would be integral to all strategies and policies.

As already noted, Kirklees as an intercultural city will need to be further shaped by an intercultural city strategy. This starts from a public statement setting out the commitment, ambition, and direction of travel involved. It requires specific strategy development and planning. This strategy development and planning take place alongside implementation of the multi-ground inclusion and diversity strategy and revision of the community cohesion strategy. It would be important to establish coordination and integration across these three strands to enable coherence and effectiveness while retaining a focus on the specifics of sustaining the intercultural city.

Education

Education is a central focus for the intercultural city and featured positively in the results of the intercultural cities index for Kirklees and the expert visit. Education is a key theme in national policy, the Integrated Communities Action Plan.

The meetings held with Batley Girls High School and Upper Batley High School for boys evidenced a depth of good practice that Kirklees can draw from in advancing an education theme. Leadership and distributed leadership, involving teachers, pupils, and parents, has been important in this good practice. Partnerships with other schools and sectors has been a feature. Parental involvement has been effectively pursued and the schools with their intercultural perspective have been valuably located at the heart of the local community.

Values are identified as central to the long-term intercultural change pursued by schools. There is a challenge, even where such good practice is evident, to embed the values motivating this good practice in the development of systems and curricula that would sustain their ongoing application, alongside an ongoing implementation of intercultural projects. The full and effective implementation of the duty under the Equality Act 2010 has a contribution to make in this regard.

The education sector is diverse in the quality of its approach and commitment to an intercultural approach. Schools are under pressure on a range of fronts to deliver and this particular aspect can't be neglected. The capacity to engage in intercultural approaches can be varied. It would be important to identify good practice champions and find spaces and platforms for sharing of good practice and for providing peer support around good practice.

The schools' hubs were identified as potential spaces and platforms in this regard. This could be assisted through collaboration with Kirklees Council.

Children of the same ethnic background can congregate in the one school. This undermines the central importance to the intercultural city of ethnic and cultural mixing from an early age. There are instances in Kirklees where this segregation has been reduced by design. There are examples of action to mitigate the impact of this segregation through cross-school links and projects, including intercultural projects.

Further work needs to be done, however, to reduce segregation in schools. This would require a collective endorsement of the principle of intercultural integration, ongoing school linking as currently practiced, careful planning for integration by schools with targets set over time, work with parents and the community, and building 'feeder' education pathways for integration.

Huddersfield boasts a university of some significance, strength and evident commitment. It will be important to find an effective fit for the university with the intercultural city endeavour. Furthermore, the university is a large employer. It provides access to a vital social good in education that needs to be available to and secured by all groups. It is a centre of learning and expertise that could drive new thinking and innovation in the work of sustaining the intercultural city.

Business and Employment

Business and employment are an important focus for the intercultural city and featured positively in the results of the intercultural cities index for Kirklees and the expert visit. This focus encompasses a concern with minority ethnic entrepreneurs, the contribution of private sector companies, and inclusion in the labour market.

The themes of strengthening leadership, including by the private sector, and of increasing economic opportunity, including in relation to employment supports are prioritised in national policy, the Integrated Communities Action Plan.

The meetings with the business sector, in particular Cummins Turbo Technologies, evidenced ambition, practical actions, and, within Cummins Turbo Technologies, a depth of good practice that Kirklees can draw from in advancing a business and employment theme within the intercultural city.

Sustaining an organisational culture based on values that include diversity and inclusion and caring is a significant focus in Cummins Turbo Technologies. Recruitment has been a key area for action to ensure the workforce reflects the community from which it is drawn. The procedure has been reviewed to move from a focus on past experiences to a focus on personality fit. This has allowed to engage with a bigger group of STEMS graduate that has a more diverse background than the sole engineering cohort. Further steps to advance diversity at more senior levels are noted as being required.

There is a challenge, even where such good practice is evident, for intercultural initiatives being taken to be embedded within organisational structures and systems. It would be important to develop a business platform to stimulate and support such a planned and systematic approach across the private and public sectors. Kirklees Council would have much to offer in this regard too with the actions taken under its Inclusion and Diversity Strategy to secure a diverse workforce that represents all communities in Kirklees.

DIVERSITY = INNOVATION is a new group formed by employers. Cummins Turbo Technologies and Kirklees Council are both involved. The group's agenda currently includes a particular concern that workers of minority ethnic background are not progressing into senior management roles and an ambition, with better data available, to deliver affirmative employment programmes to address this.

This group could be encouraged and enabled to serve as a platform as part of the intercultural city. Such a support platform is key given that most businesses in the area are small without the time or capacity to engage effectively in developing intercultural approaches. The platform could enable peer support and mentoring and the development of shared support materials and training for employment and career progression that reflects the diversity of the community.

Kirklees is taking actions to support minority ethnic entrepreneurs and this area of endeavour could be expanded. These actions currently include a concern to broaden their markets by mapping and responding the challenges faced by minority ethnic entrepreneurs and including them in events and business networks.

This work could expand to build and support a capacity within services to entrepreneurs generally, including financial services, to better understand and respond effectively to the specific needs and approaches of minority ethnic entrepreneurs. It could develop to include a focus on procurement and facilitating access by minority ethnic entrepreneurs to procurement systems and channels.

Procurement has a wider contribution to make to the intercultural city. Procurement systems in public bodies, like Kirklees Council, could include some form of social clause to favour companies that take a planned and systematic approach to intercultural goals in their operations.

Finally, it was noted that obligatory pay reporting currently pertains only to the ground of gender. However, this might now be expanded in terms of ethnicity. If enacted, this could offer a fruitful focus for action to support compliance and to support action on foot of this greater pay transparency. To do this a less categorical and more intersectional angle should be explored as it provides a more nuanced and deep understanding of people's experiences and allows for the recognition of multiple angles than make up a person's identity.

Public Services

Public service providers have an important contribution to make to the intercultural city both as employers and as service providers. This contribution is underpinned by the duty on public bodies under the Equality Act 2010.

Kirklees Council has advanced significant efforts, under its Inclusion and Diversity Strategy in relation to recruitment in order to have a workforce that better reflects the community. Further steps to advance diversity at more senior levels are noted as being required. Other public services could be encouraged to follow this lead.

Kirklees Council have identified a concern with the unequal outcomes that can be experienced by minority groups across different fields. The Council leadership evidenced a commitment to deliver on the values held by the Council and to look at its offer and who is accessing it. This would be important to continue to track.

Kirklees Council is conducting a revision of its work on tackling poverty and in general deliver economic development that would be inclusive for all members of the community. This involves mapping the issue and devising an approach for an action plan. In a context of unequal outcomes noted in relation to household incomes of minority groups, this policy will have an important contribution to make to the intercultural city. It would be important that data is gathered, impact is assessed, and measures are included such that the new strategy is inclusive in its content and impact.

More broadly, public services have a key role to play in addressing and changing unequal outcomes experienced by minority ethnic groups. The first step in enabling such a role is to review employment procedures and the design and delivery of services through an intercultural lens. Structures and systems need to be in place and operational to: enable staff capacity; ensure recruitment processes and mainstream service provision are conducted in a manner that is accessible to and meets the specific needs of minority ethnic groups, without creating parallel service provision catering for specific groups; assess the impact of key decisions on minority ethnic groups; and track outcomes for and ensure impact on minority ethnic groups in employment and from service provision.

Employment and service provision should be free from discrimination. This is required by legislation, as well as being central to sustaining the intercultural city. It is important that the equal treatment legislation in place is effective. This can be undermined by under-reporting of complaints of discrimination. People at risk of discrimination need to be aware of their rights and people who feel they have been discriminated against need to have access to support to vindicate these rights.

Public services can give leadership in this regard by promoting this standard of non-discrimination to their employees and service users, and encouraging and providing accessible means of making and informally resolving any complaint of discrimination. More

specifically, an initiative could be supported to provide advice and support to people who wish to take their complaint to a hearing.

Neighbourhoods and ethnic mixing

National policy, the Integrated Communities Action Plan, includes the theme of places and communities with a focus on action to build integrated communities, tracking usage of local assets, sport and physical activity to support integration, libraries, and safe, accessible and attractive green spaces.

Kirklees Council is pursuing a number of initiatives to ensure good relations between people from different background in their neighbourhoods. The work of the Community Cohesion team, the approach taken by the libraries and the support to the Third Sector stood out in this regard.

There was an interest evident in the anti-rumours methodology which has been supported by the Council of Europe and deployed to good effect by a number of intercultural cities. This interest could usefully be followed up and put into effect.

However, in more general terms a specific policy to increase diversity of residents and avoid ethnic concentration is not in place. Action on this issue could usefully be developed, initially by exploring and devising an effective means to pursue such a goal. In this regard, consideration could be given to working with private landlords to ensure accommodation is open to all and with social housing providers to achieve mixed lettings. Specific attention could be given to the communities on the edges of segregated areas to try to retain mixed housing.

Media

Public discourse has deteriorated with growing levels of stereotyping and hatred identified. This was identified in relation to the mainstream media and social media. The importance of messages from those who would champion the intercultural city being deployed to a level that would overcome this negativity was articulated. The Kirklees Council Inclusion and Diversity Strategy includes the objective to actively spread the word that Kirklees represents and values everyone. This provides a valuable starting point for pursuing a more positive public discourse.

It will be important to develop and proactively promote messages and stories that engage the values of the intercultural city and that resonate with the community. A sustained communication strategy, based on shared messages and stories, could be developed and implemented across the intercultural city stakeholders. This would involve cooperation across the communications or public relations departments of the various stakeholders in order to gain some critical mass.

Governance and democratic participation

Civil society organisations have a key role to play in governance and democratic participation that goes beyond their contribution to local development and service provision. They provide spaces for people to organise and take a collective perspective on their individual issues, offer channels for these perspectives to be articulated, and provide platforms for dialogue.

Kirklees Council provides valuable practical support to third sector organisations' governance, resilience, and activity through its staff team, its grant giving, and its engagement with Third Sector Leaders. There is a positive mix of organisations in the third sector in terms of type, scale and focus. Channels of communication and dialogue are evident between the public sector and the third sector.

However, the budget available for third sector grant giving has been substantially reduced and is now quite limited in scale. Civil society organisations point to a growing lack of synchronicity with government and changing relationships. Core funding for third sector organisations, rather than project funding, is limited. Organisations of and led by minority groups are limited in scale and resources.

It is important for the intercultural city to have strategic organisations within minority groups and to have processes of engaging with them as part of the intercultural city and in the ongoing work of all stakeholders. A strong third sector that includes articulation of the voices and shared issues of minority ethnic groups and minority religious groups could usefully be a component of the intercultural city strategy and be invested in to this end.

Intelligence

The Kirklees Council Inclusion and Diversity Strategy seeks to achieve a number of valuable outcomes under the theme 'the way we do things in Kirklees'. These outcomes are based on a mainstreaming perspective and include: to have Council outcomes focused on reducing inequalities and monitored by strong and timely local intelligence; all key decisions made by the Council supported by an Equality Impact Assessment; work in a more inclusive way building on the diversity of communities and the workforce; and all senior managers have annual objectives for inclusion and diversity.

The full and effective implementation of the duty on public bodies under the Equality Act 2010 lies at the core of achieving such outcomes. This is required not just in Kirklees Council but across the public services. It would be important for Kirklees Council to demonstrate best practice in implementing the duty, to ensure an internal capacity to do so, and to provide a leadership across the public sector in the borough in this regard. National policy, the Integrated Communities Action Plan, points to an intersectional approach under the 'Rights and Freedoms' theme with a focus on marginalised women. This theme further points to the need for a particular focus on the "barriers faced by Gypsies, Roma and Travellers".

An intersectional approach moves beyond a focus on a single group of characteristics to reflect the reality of the multi-layered identities held by all people. An intersectional approach

would allow a focus on diversity within minority ethnic groups in the work of the intercultural city, including women, people of different socio-economic status, older and younger people, people with disability, and LGBT people. An intersectional approach would allow a non-homogenising focus on minority ethnic groups in policy and programmes that target these other groups.

An intersectional approach is important for the intercultural city in being relevant to all its citizens, and in realising outcomes for all. Such an approach requires action to support an understanding that the intersection of characteristics presents specific policy challenges, develop knowledge on the lived reality of citizens, develop coordination between departments working on groups based on different characteristics, and apply an intersectoral lens in planning for and pursuing the strategy developed for an intercultural city.

It would be important to ensure responses to the specific needs and situation of Gypsies, Roma and Travellers as part of the intercultural city, given their presence in Kirklees.

Conclusions and Recommendations

Kirklees Council, the various organisations visited, and the range of individuals met with during the expert visit evidenced commitment, energy and creativity in implementing an intercultural agenda. An engaged leadership for this agenda and a wide and inspiring spectrum of activity in this regard was evident. This is articulated across all sectors as a values-based endeavour.

The intercultural city strategy and action plan to be developed could usefully prioritise action under indicators of commitment; education; business and employment; public services; neighbourhoods and ethnic mixing; media; governance and participation; and intelligence.

Commitment:

1. The intercultural strategy should be co-produced, through a formal platform that is cross-sectoral and multi-agency and that includes community representation.
2. The wealth of intercultural projects evident should continue and should be underpinned by organisational strategy and systems to embed the process into something more structural within all key institutions and organisations.
3. Kirklees as an intercultural city should be further shaped by a public statement setting out the commitment, ambition, and direction of travel involved and a specific strategy that is coordinated and aligned with implementation of the multi-ground inclusion and diversity strategy and revision of the community cohesion strategy.

Education:

1. The values driving good practice evident in schools should be embedded in the development of school systems and curricula that would sustain their ongoing application in all aspects of school life.

2. Good practice champions in the field of education should be identified and spaces and platforms found for sharing of good practice and for providing peer support around good practice.
3. Further work should be done to reduce segregation in schools and to get students from all ethnic and religious backgrounds enrolled in schools.
4. An effective fit should be found for the university within the intercultural city.

Business and Employment:

1. The new DIVERSITY = INNOVATION group should be encouraged and enabled to serve as a platform to stimulate and support a planned and systematic approach to mainstreaming intercultural initiatives in the internal systems and structures, across private and public sector organisations.
2. Support to minority ethnic entrepreneurs should be expanded to encompass: responses to specific challenges they face; support for their access to business networks; services to entrepreneurs generally to have better understanding and more effective responses to the specific needs and approaches of minority ethnic entrepreneurs; and access by minority ethnic entrepreneurs to procurement systems and channels.
3. Procurement systems in public bodies should be encouraged to include some form of social clause to favour companies that take a planned and systematic approach to intercultural goals in their operations.
4. Compliance with obligatory pay reporting for ethnicity, if enacted, and action on the results of this greater pay transparency should be supported.

Public services:

1. Kirklees Council should ensure that data is gathered, impact is assessed, and measures are included in their new anti-poverty strategy so that it would be inclusive in its content and impact.
2. Public services should be enabled and encouraged to review their employment procedures, and the design and delivery of their services through an intercultural lens and to put in place the structures and systems needed to sustain this focus.
3. Public services should be encouraged to promote the standard of non-discrimination to their employees and service users and provide an accessible means of making and informally resolving a complaint.
4. An initiative should be supported to provide advice and support to people who wish to take a complaint of discrimination to a hearing.

Neighbourhoods and ethnic mixing:

1. The interest in the anti-rumours methodology supported by the Council of Europe should usefully be followed up and put into effect.

2. A specific policy to increase diversity of residents and avoid ethnic concentration is not in place. Action on this issue should be developed, initially by exploring and devising an effective means to pursue such a goal.

Media:

1. A sustained communication strategy should be developed and implemented by the intercultural city stakeholders, based on shared messages and stories that engage the values of the intercultural city.

Governance and democratic participation:

1. Investment in and engagement with strong third sector organisations that articulate the voices and shared issues of all citizens should be pursued.

Intelligence:

1. Capacity building for, communication about, and leadership for the full and effective implementation of the duty on public bodies to have due regard to the need to: eliminate discrimination, harassment, victimisation, and any other prohibited conduct; advance equality of opportunity; and foster good relations under Equality Act 2010 should be pursued.
2. An intersectional lens should be applied in planning for and pursuing the strategy for an intercultural city.
3. A focus on the specific needs and situation of Gypsies, Roma and Travellers should be included in the intercultural city.

Appendix: ICC Expert Visit Agenda

Monday 24th June

- 9.00-14.00:** Introductory meeting with all stakeholders (approximately 30 attendees, including key officers from the ICC Cross-Council Working Group, elected members, and VCS organisations, as well as key community leaders).
- 9.30 – 10.05** Networking / Coffee
- 10.05 – 10.15** Councillor Pandor, Leader of Kirklees Council, Opening Words
- 10.15 – 10.25** Jacqui Gedman, Chief Executive of Kirklees Council, Opening Words
- 10.30 – 11.30** Council of Europe Team, Presentation on ICC Concept and Index Results
- 11.30 – 12.00** Q&A
- 12.00 – 13.00** Facilitated Roundtable discussion: Groups of 10 with feedback (facilitated by Ali Amla and Cross Council Working Group members)
- 13.00 – 14.00** Buffet lunch
- 14.30 – 16.00** Visit to local school – Batley Girls School
- 16.00 – 18.30** Travel and dinner
- 19.00 – 21.00** Theatre production at The Huddersfield Mission – How to Be Lucky

Tuesday 25th June

- 8.30 – 10.00** Meeting with business sector (hosted by Cummins)
- 10.30 – 12.00** Welcome Kirklees Supporting Integration, Holocaust Exhibition & Learning Centre
- 12.30 – 15.00** Lunch and Debrief Session, Holocaust Exhibition & Learning Centre
- The debrief session will be attended by the Deputy Mayor and will allow the Council of Europe to discuss potential priorities with us, as well as sharing good practice from other member cities.