



Workforce Equality Report

Annual Report April 2024 to March 2025

Royal Borough of Kingston upon Thames

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1. About this Report

The importance of Diversity & Inclusion at RBK:

Diversity is a business imperative. It is crucial if we are to create a high performing council. We believe it is important to respect people's differences and value their contributions equally regardless of gender, ethnicity, sexual orientation, disability or any other protected characteristic. The aim is to provide a comprehensive and transparent overview of the Council's efforts in promoting and achieving workforce equality.

By creating an environment where staff feel involved, respected and connected, teams can benefit from a greater richness of ideas and problem-solving approaches. This will help us respond effectively to our increasingly diverse communities, attract and retain high performing employees, empower teams to collaborate, raise productivity, future proof our council and ultimately deliver sustainable growth.

At RBK, it is a priority in our Council Plan:

"We tackle exclusion, promoting equity and supporting those most in need."

The council will continue to embed diversity and inclusion in all we do, working collaboratively with staff to make changes which are of real benefit. Our Equality Diversity and Inclusion Strategy, [Inclusive Kingston](#) which launched in the summer of 2021 sets out the ambition until 2025. The components will evolve as work progress is made and impact monitored.

Not only must we look to create a workforce to better reflect the community we serve but we must actively encourage cohesion and a sense of belonging for our staff, creating a culture where people can be themselves, feel safe and therefore perform to their best ability. We believe that only by being authentic and bringing your true self to work, can you be the best you can be. By collectively living our values: Supportive, Transparent, Appreciative and Respectful, we aim to support a diverse and inclusive employee experience.

This report includes areas on:

- **Scope**
 - **Points to Note**
 - **Shape of the Organisation**
 - **What we have been doing**
 - **Demographics of our Workforce**
 - **Council Workforce vs Borough Residents**
 - **Workforce Demographics by Directorate**
 - **Recruitment Data**
 - **Leavers**
 - **Recommendations**
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Overview of Employment Information

This annual report will allow us to review movement towards greater equality in the workforce year on year and enables us to track changes over time, providing us with greater insights on where we can influence change for the better. In line with other local government workforce reports, there is an aim for the organisation's workforce profile to broadly reflect the community it serves. This work is a fundamental part of our People and OD Strategy and work programme for 2025/26 as we reflect on the progress in 2024/25.

The Council collects staff monitoring information on a range of equality strands. This information is collected at the application stage for new staff and periodically throughout the year for existing staff, to ensure records are kept up to date. We want to give confidence to our staff to share their sensitive data with us so we can cater for their diverse needs.

2. Points to Note

Scope of this report:

- This report is a snapshot taken as of 31st March 2025. References to leavers cover the period April 2024 – March 2025.
- Percentages have been rounded to the nearest 1 percentage point. Where the data relates to less than 5 individuals, less than 5 is stated rather than the exact number to avoid individuals' personal data being identifiable.
- 2024 - 2025 figures include all permanent and temporary staff (those on fixed term contracts) but excludes casuals and agency workers.
- This does not include staff within AfC (Children's Services), outsourced service providers and their staff e.g. waste and any shared services that are not Kingston hosted (with Sutton).
- Percentages in the sections below show the proportion of employees for which equalities data is known and recorded and therefore, percentages reflect the known numbers. The unknown numbers are excluded when calculating percentages. (Unknown = No information is held about an employee's protected characteristics and no assumptions have been made. This includes those who prefer not to say. We hold 100% of information on gender and age for all employees).
- London Council's benchmarking figures for 2023 - 2024¹ are based on the Human Capital Metrics Survey which contains data from 73 local authorities.

¹ Data for 2022/23 not currently available.

3. Shape of the Organisation

Figure 1: Total number of permanent staff: In the time period of this report (March 2025):

	ADULT AND HEALTH	CEO	CORPORATE SERVICES	PLACE	RESIDENTS AND COMMUNITIES	Grand Total
Headcount	190	53	271	356	297	1167
FTE	178.47	49.79	259.8	341.76	215.71	1,045.51

Figure 2: Unknown & 'Prefer not to say' count (not included in the % calculations):

	ADULT AND HEALTH (%)		CEO (%)		CORPORATE SERVICES (%)		PLACE (%)		RESIDENTS & COMMUNITIES (%)		OVERALL (%)		Overall (Number)	
	Not declared	Prefer not to say	Not declared	Prefer not to say	Not declared	Prefer not to say	Not declared	Prefer not to say	Not declared	Prefer not to say	Not declared	Prefer not to say	Not declared	Prefer not to say
Religion	14.21	7.37	5.66	11.32	25.10	4.06	21.91	7.58	25.25	6.40	21.51	6.60	251	77
Ethnicity	6.32	Less than 5	5.66	0.00	18.45	Less than 5	16.57	Less than 5	16.84	3.70	14.91	1.97	174	23
Disability	11.58	Less than 5	7.55	3.77	18.82	2.21	20.22	2.25	20.20	2.02	17.91	1.97	209	23
Sexual Orientation	16.32	6.32	9.43	7.55	26.20	5.54	23.03	6.46	27.61	5.39	23.22	6.00	271	70

Overall around 15% of staff have not made any declaration in relation to their ethnicity and around 18% of staff have not made any declaration in relation to disability, whereas 22% of staff have not made any declaration in relation to their religion/belief (alongside a further 7% who prefer not to say). 23.2% have not made any declaration in relation to their sexual orientation. We will continue to do more to improve self-declaration, including through the staff networks for LGBTQIA+ and communications to assure staff about the confidentiality and protected use of their sensitive data.

4 What We Have Been Doing

The information provided in this report demonstrates improvements in many areas across the council and reassures us that many of the D&I initiatives are seeing positive results. The council is working hard to ensure equality across the council but there is always more that can be done as an organisation and as individuals.

What have we been doing 2024/25:

- Our focus on EDI across the workforce is one of the key priorities for Year 2 of the People & OD strategy, the EDI working group was established to work with a continued commitment and alignment to the Council's overarching Inclusive Kingston strategy.
 - Continuation of gender pay gap reporting, with monitoring and publication of our results.
 - Anonymous application forms continue to be integral to our recruitment offer, to eliminate bias, and ensure applicants are shortlisted purely on merit.
 - Diverse panels have been embedded across the Council, and panels are representative of all protected characteristics, as much as possible, not just ethnicity and gender.
 - Black, Asian or Mixed/Multiple Ethnicity staff represent 29.2% of the workforce, up from 28.1% in Q1, whilst 20.2% of staff earning over £50k are from Black, Asian or Mixed/Multiple Ethnicity communities (19.9% in Q1).
 - The majority of appointments this year were female (53%).
 - Continued a guaranteed interview scheme for Care Experienced applicants, and those with Armed Forces experience.
 - Targeted campaign encouraging staff to update their sensitive information on iTrent to help the council build a more detailed picture of its workforce.
 - We committed to becoming an Age Friendly Employer
 - Our neurodiversity policy, reasonable adjustments passport and guidance for recognised conditions continues to reduce stigma, with our staff network continuing to lead on events to support staff with conditions and educate and support other staff to have insight into different conditions.
 - Our Developing Careers and Work Experience Policy, continues to help the Council focus on enhancing work experience opportunities and improving access to students, care leavers, those seeking a return to work. Our age diversity was supported by recruiting 5 new graduates.
 - Our Performance review framework continues to demonstrate commitment to our STAR values. Regular monthly meetings with line managers, provide an opportunity for continuous career and personal development discussions for staff.
 - Celebration and awareness events took place throughout the year such as International Women's Day - Kingston Violence Against Women and Girls, PRIDE, Black History Month, International Day of People with Disability, Race Equality Week, National Carers Week, Time to talk Day, Learning Disability Week, Breast Cancer Awareness, World Mental Health Day, LGBTQIA History Month and Hate crime awareness week. We also hosted a South Asian Heritage celebration event.
 - A further cohort of reverse mentors were matched to staff to give insight and exposure to different perspectives.
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- A Safe Spaces initiative was introduced, allowing our senior leaders to hear about the experiences of mixed/multi-ethnic staff and consider initiatives to support their lived experiences.
- Staff networks hold a key place in both our Kingston One Voice, holding the chair position, and Employee Voice forums enhancing engagement with all staff and a forum for debate, discussion and problem-solving.
- Our Staff Networks continue to have a dedicated annual budget for each network to undertake its work and to enable an annual Staff Network day. This welcomes new and existing members to grow membership and participation. Alongside events the Chairs plan and deliver joint events, bring in external speakers and experts, provide and receive regular support with its members. They are pivotal to enhance communication and recruit allies. Their work and positive impact continues to be summarised in the quarterly workforce reports and their work is communicated and promoted widely.
- We introduced hidden disability sunflower lanyards to support our staff and raise awareness.

What have we been doing in 2025-2026 in the different equality strands:

- **Inclusive Culture Leadership Session with Wider Leadership Team (CEO, Executive Directors and Directors):** We are hosting a facilitated session with our Wider Leadership Team, to ensure our leaders are supported and accountable for creating and fostering an inclusive environment across the Council. This will ensure our leadership team can effectively demonstrate their own actions and commitments to inclusivity and contribute to the "Stronger Together" culture we are building at Kingston.
 - **Ongoing Training and Development:** We will continue to implement mandatory training programs focused on anti racism for all staff and managers. These are designed to foster greater understanding and challenge existing biases. We will also continue to support reverse mentoring and consider the role of how this can continue to enhance understanding. We are building on our diverse talent development through targeted mentoring and support, improving how we communicate EDI progress and impact, growing inclusive leadership.
 - **Inclusive Recruitment:** We will be delivering inclusive recruitment training to our managers to address any systemic barriers that may disadvantage ethnically diverse candidates. This will include exploring how recruiting managers ensure diverse shortlists and interview panels, with consideration being given to a Positive Action approach.
 - **Increased support to the Multi Ethnic Network:** We will be working with the Chairs and SLT Sponsor to provide greater support for the Network with a focus on refreshing the aims and objectives so that it can meet regularly with a program of events.
 - **Staff Survey Action Plan:** We are developing our council wide action plan to include work to enhance self awareness to develop a diverse, equitable and inclusive team culture, strengthen inclusivity within recruitment practices, develop and retain underrepresented staff, and gather and act on feedback from the staff networks to learn about lived experiences and support improvements.
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- **Workshop with the Multi Ethnic Network:** We hosted a workshop to share the feedback from the Safe Spaces approach and to widen the conversation and enable additional feedback on some of our ideas and initiatives we would like to consider for the future. This enabled further conversations and engagement to take place, strengthening the support for the work such as Positive Action, ensuring that it is right for RBK and how we enable greater engagement with our ethnically diverse colleagues. These discussions will continue throughout 2025/26 to ensure a wide range of voices are heard and can contribute to Positive Action initiatives.
- **Introduction of a Language Guide:** Developing a guide that focuses on encouraging staff to learn and expand their own understanding of the language they use by signposting to resources from community experts and encouraging staff to ask questions when they are uncertain about something. We also want staff to feel empowered to say when they feel a term isn't appropriate and for this feedback to be received as an opportunity to learn rather than taken as a personal criticism. The approach links strongly to the council's STAR values.
- **Ongoing Development of the new inclusive Kingston strategy:** All staff are invited to comment and feedback on the draft objectives for the new Inclusive Kingston strategy and think about how these relate to their work. This will set the strategic vision for our Council and workforce ensuring a strong focus and commitment to developing our approach.
- **Working with our Staff Networks:** We are working to embed intersectionality through our staff networks as well as strengthening the role of our Networks.
- **Regular Communication and Feedback:** We are committed to providing regular updates on our progress against these actions and will continue to seek feedback as we move forward. We aim to establish forums for ongoing dialogue and engagement thinking about how we can grow the safe space approach into a more regular conversation with wider representation.

5. Demographic of our Workforce

Figure 3: Demographic of Kingston Council

Measures	Aim by 2024	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Comments
Percentage of Black, Asian and Mixed/Multiple Ethnic employees within the Council	31.7% (Borough)	23.8 %	23.9%	26.6 %	28.2 %	29.2 %	There has been an increase year on year in the proportion of Black, Asian and Mixed/Multiple Ethnic staff. This is positive progress and the level of increase suggests it would take 2 years to

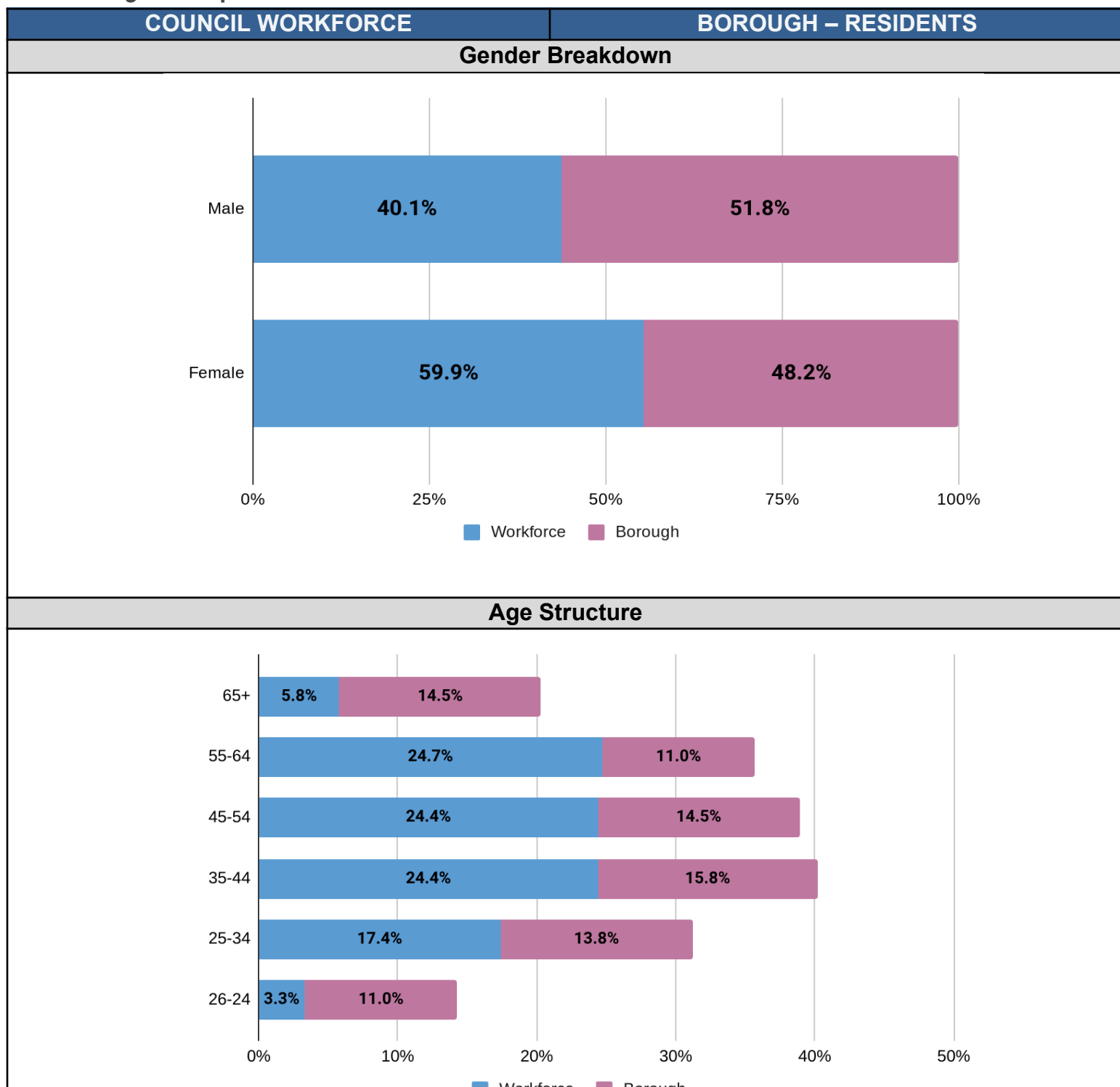
							reach the 2021 Borough Census of 31.7%. <i>N.B Ethnicity is unknown for 14.91% of the workforce</i>
Percentage of employees earning over £50K from Black, Asian and Mixed/Multiple Ethnic groups	28% (LDN Councils) *	16.5 %	18.6%	18.7 %	21.0 %	20.2 %	Of those earning +50K who have declared their ethnicity, 20.2% are Black, Asian and Mixed/Multiple Ethnic. <i>*LDN Councils figure refers to median of top 5% of earners who are from Black, Asian and Mixed/Multiple Ethnic groups</i>
Percentage of employees declaring they meet the Equality Act definition of disability	6.9% (LDN Councils)	7.8%	7.3%	6.5%	6.7%	6.8%	2021 Borough Census =13.1% (London Council's employee median is 6.9%) <i>Note: 17.91% of the workplace have not declared as having a disability or not.</i>
Percentage of employees earning over 50K declaring they meet the Equality Act definition of disability	6% (LDN Councils)	less than 5%	5.2%	5.6%	5%	5.9%	This figure has increased since 2024, and the % of employees who declared having a disability increased. <i>(LDN Councils median 6.4%)</i> <i>*LDN Councils refers to the median of top 5% of earners who are disabled</i>
Percentage of employees	50.3% (Borough)	60.0 %	59.1%	59.3 %	59.2 %	59.9 %	Minimal change from last year.

that are women							50.3% of Borough residents are female (Census 2021).
Percentage of employees earning over £50K that are women	52% (LDN Councils)	55.0 %	53.3%	52.9 %	52.1 %	51.0 %	There has been a decrease in the percentage of women earning over 50k.
Percentage of LGBTQIA+ employees within the Council	12% (Borough)	4.5%	4.2%	5.1%	4.2%	4.8%	<p>There has been an increase when compared to last year's figure, and it is still below the UK figure which is expected to be 7-9%. The % of employees who declared their sexual orientation have increased.</p> <p><i>23.2% of employees have not declared their sexual orientation therefore there is more to do to give confidence to declare sexuality</i></p>
Percentage of employees earning over £50K that are LGBTQIA+	5%+ (No benchmarking figure available)	4.1%	4.1%	3.4%	3.2%	5.1%	<p>Of those employees earning +50K and who have declared their sexual orientation, 5.1% declared themselves as LGBTQIA+.</p> <p>This figure has increased significantly since 2024.</p>
% employees 16 to 24	2.4% (LDN Councils)	4.5%	4.6%	4.1%	3.3%	3.3%	<p>Borough figure 16-24 = 11.1% (Census 2021)</p> <p>London Council's = 2.4% (2024)</p>

6. Council Workforce vs Borough Residents

Figure 4: Breakdown by Council Workforce vs Borough Residents by Gender, Age, Ethnicity and Disability

The data should be carefully used, as we are excluding the % who prefer not to say/not declared groupings. The percentages only represent the proportion (the majority) of staff that have given responses



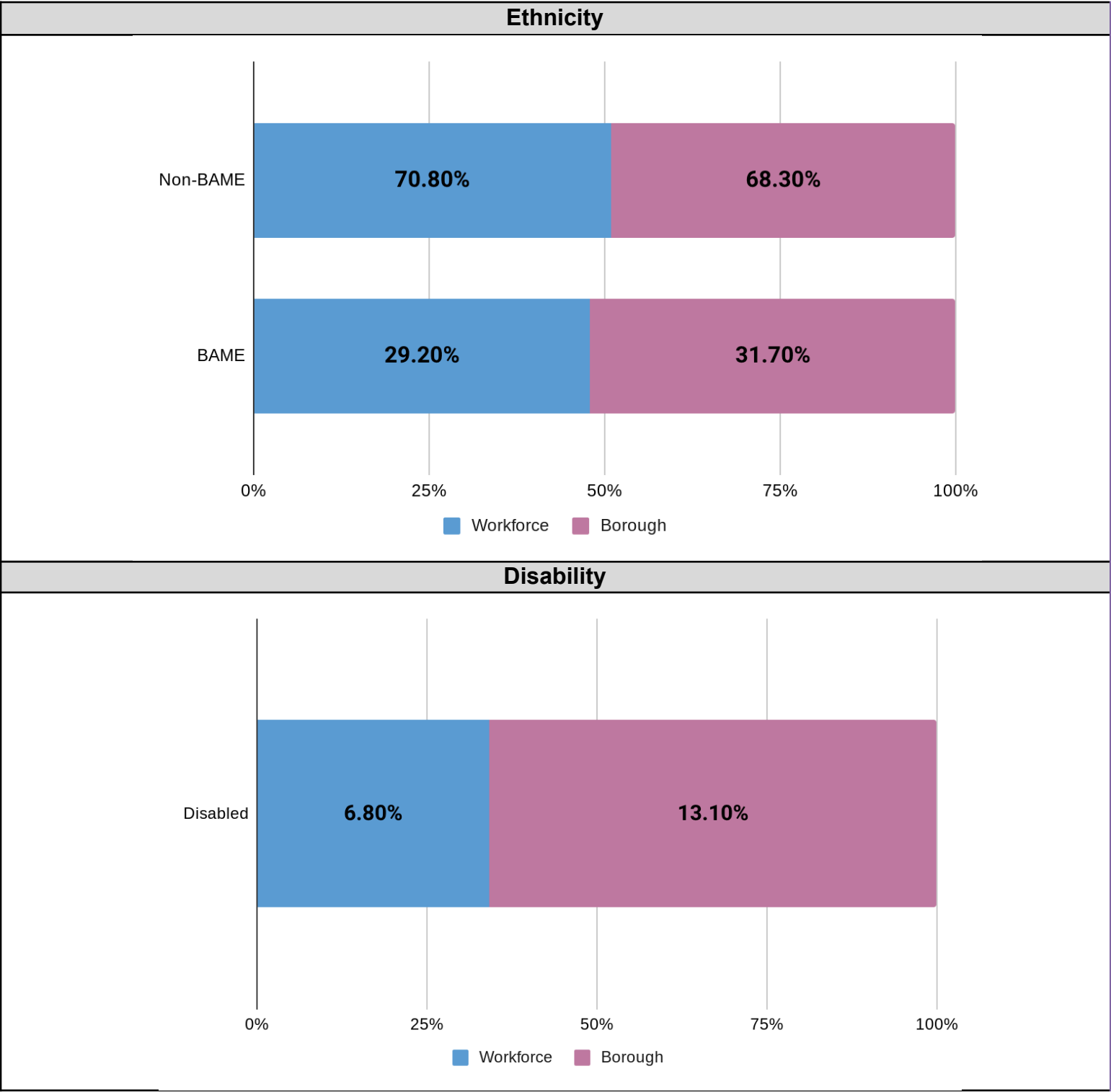


Figure 5: Detailed Ethnic Categories

<i>Detailed Ethnic categories</i>				<i>Comments:</i>
Ethnic Origin	% of staff	Borough Ethnic Origin mapping	Borough %	Kingston is a diverse borough, not just because of this range

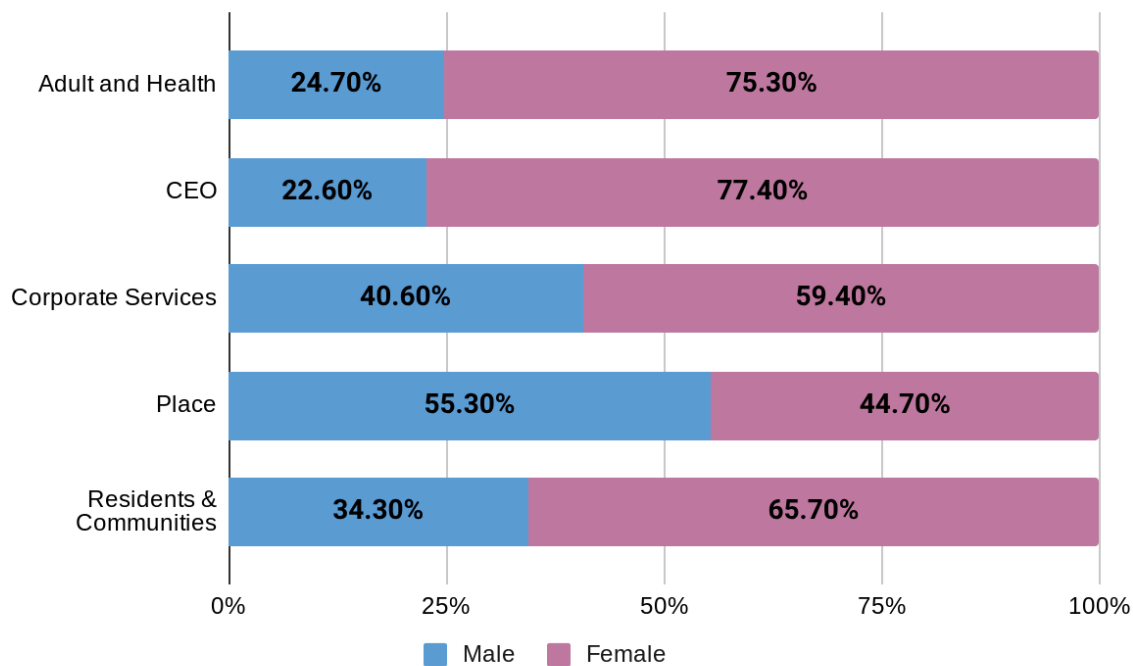
		(2021 GLA)	
Asian/Asian British - Bangladeshi	0.69	Bangladeshi	0.6
Asian/Asian British - Chinese	1.89	Chinese	2.5
Asian/Asian British - Indian	3.60	Indian	4.6
Asian/Asian British - Korean	Less than 5		
Asian/Asian British - Pakistani	1.54	Pakistani	2.6
Asian/Asian British - Any Other Asian background	2.83	Other Asian (incl Korean c.1.9%, as well as Sri Lankan 1.6%)	7.6
Black/Black British - African	4.88	Black African	1.8
Black/Black British - Caribbean	2.06	Black Caribbean	0.6
Black/Black British - Any Other Black/African/Caribbean background	1.20	Other Black	0.3
Mixed/Multiple Ethnic Group - White and Asian	0.94	White and Asian	2.1
Mixed/Multiple Ethnic Group - White and Black African	0.51	White and Black African	0.6
Mixed/Multiple Ethnic Group - White and Black Caribbean	0.77	White and Caribbean	0.9
Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	1.03	Other Mixed	1.7
White - English/Welsh/Irish/Scottish/Northern Irish/British	51.07	White British / White Irish	53.7
White - Gypsy/Irish Traveller	Less than 5		
White - Any Other White background	7.80	Other White	12.7
Other Ethnic Group - Arab	Less than 5	Arab	2.1
Any other ethnic group	1.37	Other ethnic group	3.6
Prefer not to say	1.97		
Not Known	14.91		

of need, but because it is home to people from diverse cultures and backgrounds. The 2021 census records the 'Other Asian' category as including the borough's Korean population (3,192), 1.9% and the largest in England & Wales, and those identifying as Sri Lankan (2,741).

7. Workforce Demographics by Directorate

This section outlines the composition of the Council by the protected characteristics of race, disability, gender, age, sexual orientation and religion & belief.

Figure 6: Gender comparison by directorate



Overall percentage of female within council:
59.9%

Adult and Health and CEO services have the highest proportion of women in the council at 75.3% and 77.4%. Women make 59.4% of the workforce in Corporate Services, 44.7% in Place and 65.7% in Residents & Communities. The data indicates that Place has the lowest proportion of women compared to other services, we will continue to focus on how we can attract more women into this particular area of our workforce, potentially through work experience and graduates.

Gender Pay Gap

The Gender Pay Gap information Regulations require public sector organisations with 250 or more employees to publish their gender pay gap data on the snapshot date of our Gender Pay Gap as of March 2024.

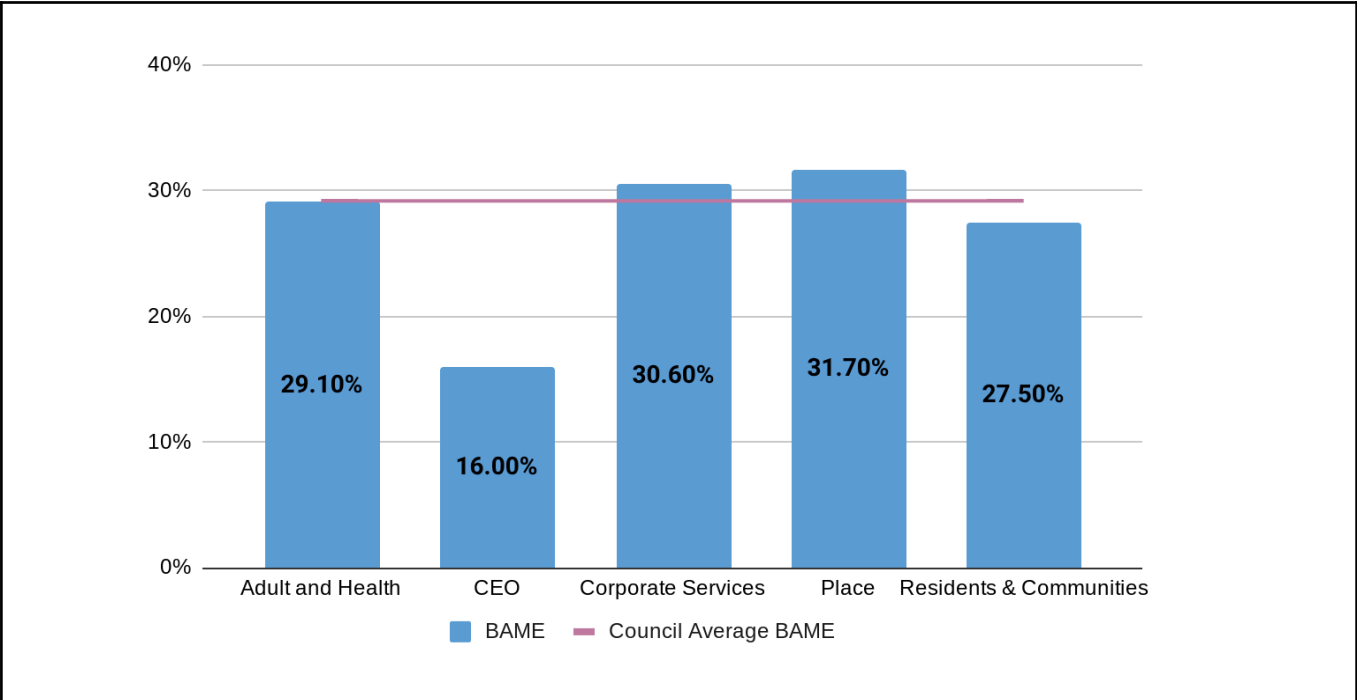
As of March 2024, Kingston Council has a mean gender pay gap of 2.96%.

For every £100 a man earns, a woman will earn £97.04

As of March 2024, Kingston Council has a median gender pay gap of 8.34%
For every £100 a man earns, a woman will earn £91.66

This is a significant decline in the gender pay gap reported as of 31st March 2023. (mean: 0.83%, median: 1.82%).

Figure 7: Percentage of Black, Asian and Mixed/Multiple Ethnic staff by directorate

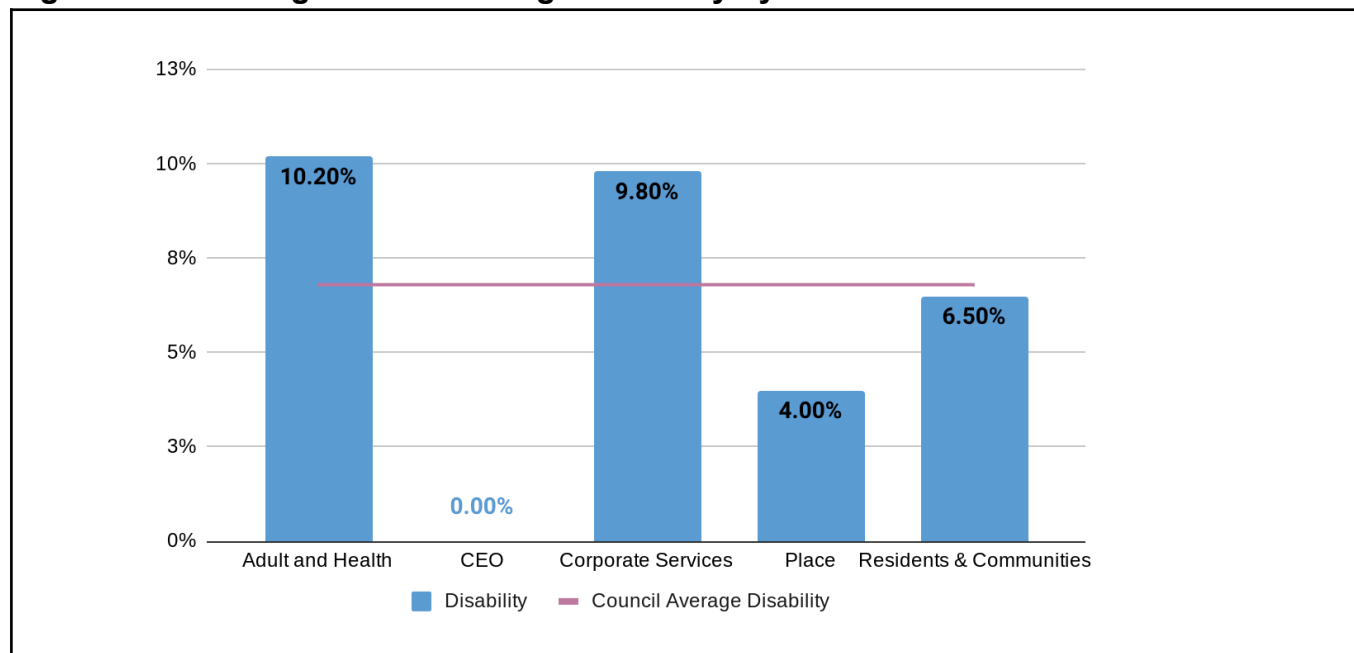


Comments:

The representation of Black, Asian and Mixed/Multiple Ethnic staff in the workforce has increased since 2024, with the average for 2024/25 being 29.2%. Residents from Black, Asian and Mixed/Multiple Ethnic groups make up 32% of the population of Kingston Borough.

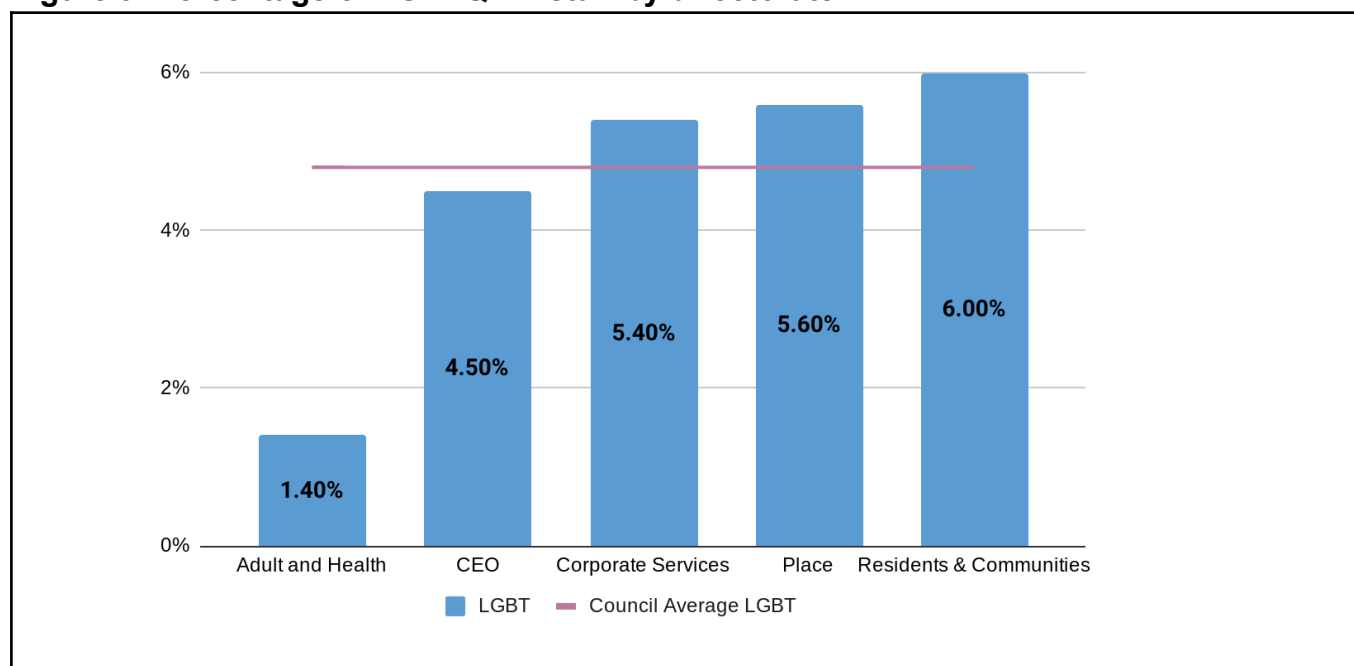
Place still employs the highest percentage of staff from a Black, Asian and Mixed/Multiple Ethnic background and along with Corporate Services exceeds the council average which is really positive. Adult and Health and Residents & Communities figures have improved which brings them closer to the workforce average. We are continuing to look at our recruitment strategy, how we attract, appoint, engage and retain Black, Asian and Mixed/Multiple Ethnic staff.

Figure 8: Percentage staff declaring a disability by directorate



This year, the percentage of staff declaring a disability has increased for both Adult and Health and Corporate Services. However, Place and Residents & Communities are below the Council's average (6.8%).

Figure 9: Percentage of LGBTQIA+ staff by directorate



Comments:

LGBTQIA+ representation in the workforce is 4.8% average with no specific directorate anomalies. Corporate Services, Place and Residents & Communities have higher LGBTQIA+ representation than the workforce average in the Council. However, Adult and Health and CEO are below the workforce average in the Council.

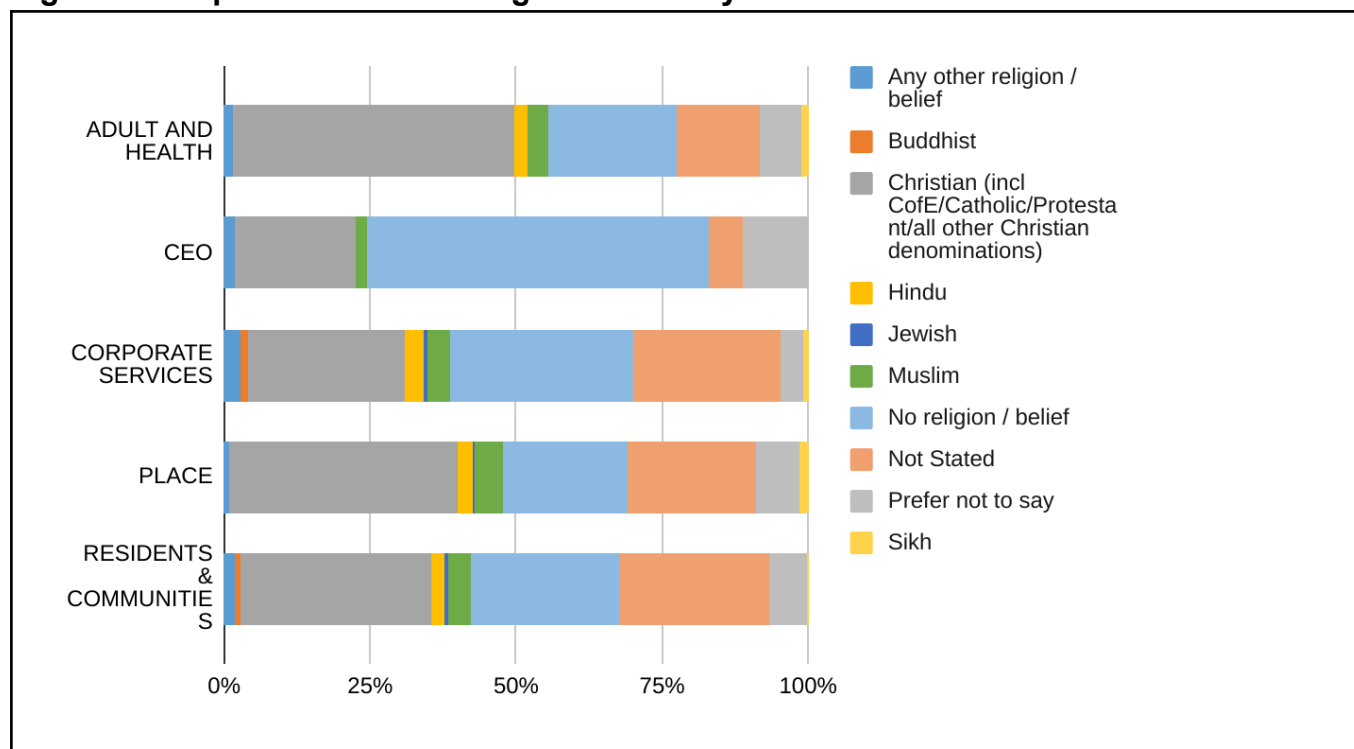
Note : Across the council 23.2% of staff have not declared their sexual orientation.

Figure 10: Age Demographics

	16-24	25-34	35-44	45-54	55-64	65+
ADULT AND HEALTH	Less than 5	14.7%	23.7%	28.9%	26.8%	4.7%
CEO	5.7%	24.5%	47.2%	13.2%	9.4%	Less than 5
CORPORATE SERVICES	3.7%	15.5%	25.8%	25.5%	24.7%	4.8%
PLACE	2.2%	17.7%	21.1%	23.6%	27.5%	7.9%
RESIDENTS & COMMUNITIES	5.1%	19.2%	23.6%	23.6%	22.6%	6.1%
Grand Total	3.3%	17.4%	24.4%	24.4%	24.7%	5.8%

54.9% of Kingston Council's workforce are over the age of 45. In the Place directorate this increases to 59% of the workforce over 45. The percentage of staff in the 16 - 24 age band remains the same (3.3%) compared to 2023/24.

Figure 11: Representation of Religious Belief by Directorate



In Kingston's directorates, the most common religion declared was Christian, followed by no religion or belief which is in line with Borough statistics. There have been no indicators to suggest that Religion / Belief should be one of our strategic priorities in the coming year, however recognising religious events and a multi-faith space will be achieved.

Note: Across the council 21.5% of staff have not declared their religion.

8. Recruitment Data

Anonymous application forms and diverse panels continue to be an integral part of the Council's recruitment process. The aim is to eliminate bias, and ensure applicants are shortlisted purely on merit.

The impact of anonymous applications and diverse panels at each stage of the recruitment process during 2024/25, can be seen in the table below:

Ethnicity	Applied	Short listed	Appointed
Black, Asian and Mixed/Multiple Ethnic	61% (=)	45% (-)	38% (+)
White	35% (=)	49% (+)	57% (=)
Prefer not to say	4% (=)	6% (=)	5% (-)

- The number of applications received from Black, Asian and Mixed/Multiple Ethnic

candidates has remained consistent at 61%, those shortlisted has dropped slightly (by 3%) and those appointed has increased slightly (by 2%) - **we need to do more work to increase shortlisting and appointment rates for those from Black, Asian and Mixed/Multiple Ethnic backgrounds.**

- Applications from white applicants have remained consistent at 35%, those shortlisted have increased slightly (by 3%) and those appointed have remained consistent at 57%.

Although progress has been made with regard to the number of candidates appointed from Black, Asian and Mixed/Multiple Ethnic backgrounds, the Council recognises that more needs to be done. In 2025/26 the People & OD service will be delivering training to managers, focusing on inclusive recruitment. The Council will also be introducing positive action initiatives to help improve diversity in recruitment.

9. Leavers

This section reviews leavers during April 2024 - March 2025 by Gender and Ethnicity. [Please note in the table below, voluntary leavers are categorised as leavers who resigned or retired. Whereas involuntary leavers are categorised as leavers who were made redundant, left through a TUPE process, came to the end of a fixed term contract, or were dismissed].

There were 11 redundancies between April 2024 to March 2025, 5 were voluntary redundancies and 6 were compulsory.

Figure 12: Voluntary and involuntary leavers year on year comparison

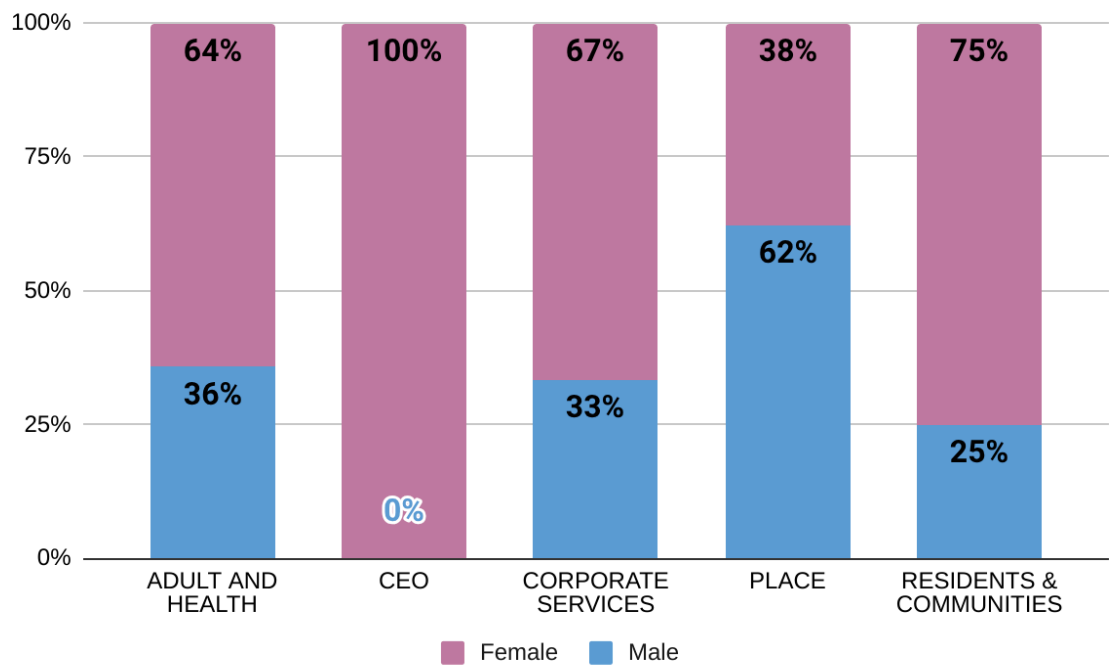
	Leavers (Total)	Voluntary Leavers	Involuntary Leavers
2022-2023	199	165	34
2023-2024	135	120	15
2024-2025	137	115	22

Figure 13: Total Leavers: April 2024 - March 2025

Directorate	Count
ADULT AND HEALTH	17
CEO	4
CORPORATE SERVICES	30
PLACE	54
RESIDENTS & COMMUNITIES	32
Grand Total	137

In March 2025 the voluntary turnover rate was 10%, which remains the same as it was in March 2024. This is below the London Council’s average for 2024 of 10.97%.

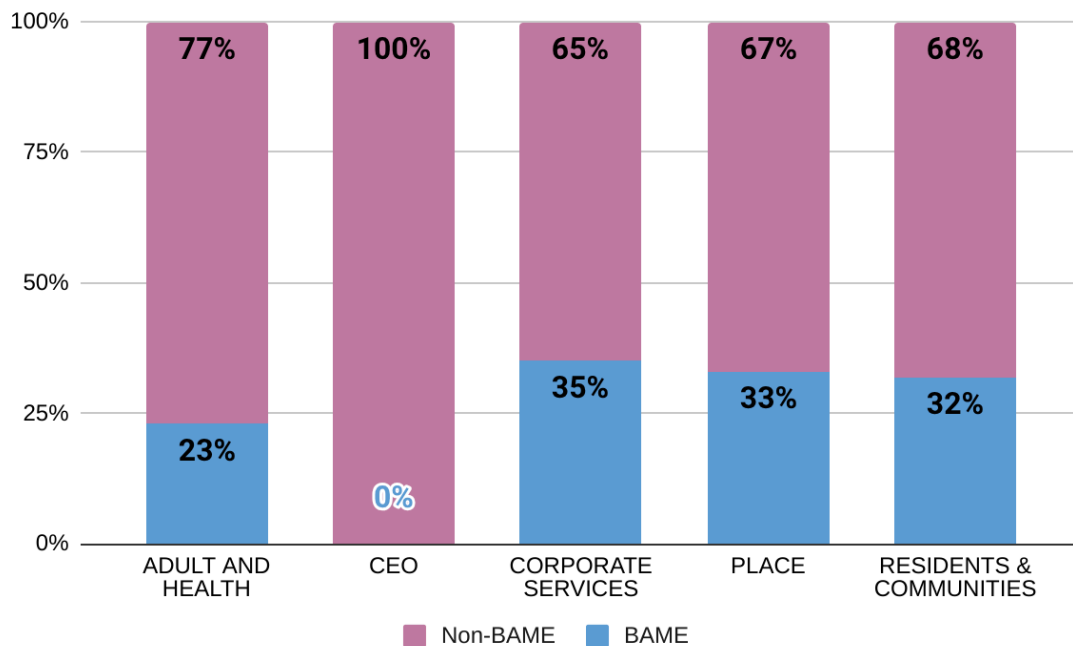
Figure 14: Voluntary leavers by Gender



The graph above shows the percentage of voluntary leavers in each directorate by gender excluding casuals. The percentage of females in the workforce for Kingston Council is 59.9% whereas overall the percentage of female leavers is 58.3%. Female leavers % is an increase by 1% from 2024. The breakdown in each Directorate varies

- **Adult and Health:** Of all the leavers, 64% are women and 75.3% of their employees are women.
- **CEO:** Of all the leavers, 100% are women and 77.4% of their employees are women.
- **Corporate Services:** Of all the leavers, 67% are women whilst 59.4% of their employees are women.
- **Place:** Of all leavers, 38% are women and 44.7% of their employees are women.
- **Residents & Communities:** Of all leavers, 75% are women and 65.7% of their employees are women.

Figure 15: Voluntary leavers by ethnic grouping



A higher percentage of Black, Asian and Mixed/Multiple Ethnic leavers can be seen in **Corporate Services, Place and Residents & Communities** compared to overall percentage of Black, Asian and Mixed/Multiple Ethnic staff employed in these directorates.

- **Adult and Health:** Of all the leavers, 23% are Black, Asian and Mixed/Multiple Ethnic and 29.1% of their employees are Black, Asian and Mixed/Multiple Ethnic.
- **CEO:** There were 0 leavers from Black, Asian and Mixed/Multiple Ethnic backgrounds and 16% of their employees are Black, Asian and Mixed/Multiple Ethnic.
- **Corporate Services:** Of all the leavers, 35% are Black, Asian and Mixed/Multiple Ethnic whilst only 30.6% of their employees are Black, Asian and Mixed/Multiple Ethnic.
- **Place:** Of all the leavers, 33% are Black, Asian and Mixed/Multiple Ethnic whilst only 31.7% of their employees are Black, Asian and Mixed/Multiple Ethnic.
- **Residents & Communities:** Of all the leavers, 32% are Black, Asian and Mixed/Multiple Ethnic whilst only 27.5% of their employees are Black, Asian and Mixed/Multiple Ethnic.

10. Recommendations

The Council will continue to have a strong focus on equalities through the Inclusive Kingston and People & OD strategies with a particular focus on the following recommendations:

- Embedding the Stronger Together cultural vision with a key priority of creating a borough where every individual feels valued, heard and empowered where Equality, Diversity, and Inclusion is at the heart of everything we do, ensuring that all voices are represented and celebrated, regardless of background.

- Further campaigns to increase our staff declaration rates of protected characteristics, to reduce the 'unknown' data. Particularly in the areas of disability and LGBTQIA+ declarations.
 - Continue to look at our recruitment strategy, how we attract, shortlist and appoint, engage and retain Black, Asian and Mixed/Multiple Ethnic staff and other protected characteristics.
 - Recruitment
 - Grow the number of managers trained in inclusive recruitment approaches
 - Raise awareness of EDI data across teams to enable a focus on increasing representation across the whole of the organisation
 - Support all staff networks to grow participation and membership, with increased co-ordination and collaborative working with a focus on intersectionality.
 - Utilise the internal communications strategy, to use varied methods of communication to enhance reach to more staff and managers on the range of initiatives and work underway building on engagement through Employee Voice and Kingston One Voice.
 - Through our staff survey action plan enhance team awareness and understanding of inclusivity and to strengthen inclusivity within recruitment practices and retain underrepresented staff
 - People & OD to gather and act on feedback from Staff Networks to learn about lived experiences and support improvements across all protected characteristics and with consideration to intersectionality
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Appendix

[Inclusive Kingston Strategy](#)
