



INCLUSIVE KINGSTON

Equality, Diversity and
Inclusion Strategy

2021-2025



July 2021

Foreword

The Covid-19 pandemic has brought into sharp focus the impact of inequality more than ever.

It is clear that residents did not all experience the pandemic in the same way in Kingston. Some had a pre-existing health condition or disability, or were taking care of someone with an additional vulnerability, while some had no health conditions and felt less vulnerable to the virus. Some residents lived alone, experiencing extreme isolation during the lockdowns, while some lived in multi-generational families, with no risk of isolation but living with the risk of exposing vulnerable family members.

All of these factors, and many more that are still being explored at a national and local level, have influenced the health outcomes, the financial outcomes and the wider wellbeing of residents and communities during the pandemic. It is already clear that the wider impacts of Covid will be with us long after the virus itself has been contained - and will require changes to how we work with communities to prioritise and plan our services.

Started prior to the pandemic - and heightened by the experiences of 2020/21 - this strategy outlines a bold step up in our aspiration and commitment towards reducing inequality throughout all our neighbourhoods, across all of Kingston.

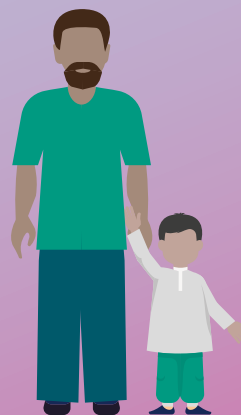
In presenting this strategy, we recognise that treating everyone the same and providing equal opportunities is not sufficient in building an inclusive Kingston. We all face different barriers to opportunity in life, and there are part of our community who still face systemic discrimination and prejudice. As such we acknowledge the need to provide additional support to those who need it most.

As a Council we have a key enabling role to play in building a more equal Borough, but we know we won't succeed if this is simply another Council owned strategy. The aspirations outlined here belong to the people of the Borough, across all of our four neighbourhoods and regardless of background or belief.

We have aimed to take that approach from the start, with the strategy being significantly shaped not just by Councillor equality champions, but by conversations with local community groups who work to achieve this every day in relation to all of the protected characteristics and pledge to continue that engagement as we move from strategy to action.

As the Lead Member for Equalities I am pleased to champion this Strategy.

Councillor Tim Cobbett,
Portfolio Holder for Equalities



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Introduction

Kingston Council is pivotal in reducing inequality in our borough, and establishing Kingston as an area with equality of opportunity, an area of fairness and an area that is inclusive.

This strategy represents an increase in ambition. It explores what we mean by inclusivity and inclusion, and how we plan to actively search for and support people who are excluded and disadvantaged, and work to break down the barriers to opportunity for all. We have developed four priority objectives for action to frame the next steps of our journey towards an inclusive Kingston, and we will continue to set ourselves challenging targets for achieving against these objectives over the life of this strategy and beyond.

Earlier this year, our Health and Wellbeing Board agreed to be guided by the Marmot Principles. These principles provide another very important area of focus for this strategy - the impacts of inequality on health and wellbeing, including the things we need to put in place and monitor to tell us if we are taking the right action to tackle inequality and make Kingston a more equitable and fair place to live for everyone. These are:

- giving every child the best start in life
- enabling all people to maximise their capabilities and have control over their lives
- ensuring a healthy standard of living for all
- creating fair employment and good work for all
- creating and developing healthy and sustainable places and communities
- strengthening the role and impact of ill-health prevention

As a council, we work hard to make sure that everyone has a voice, but we know that we are not always reaching all groups, and that some communities do not access our services as much as we would expect them to. We want to change that.

We aspire to ensure that we are a welcoming borough of opportunity for all, to deliver better services, designed for those who need them, where every voice is listened to and valued. We know that there is still more to do to achieve this and we are committed to taking action to realise our vision of an Inclusive Kingston.

This strategy does not attempt to set out all that the council and our partnerships are delivering to tackle inequality and promote inclusion. It aims to provide our overarching framework for promoting equality, diversity and inclusion in Kingston.

Our vision

We will learn from, and improve our understanding of, the diverse communities we serve. We will celebrate our diversity and champion communities, making sure that Kingston is a safe and welcoming borough for all. We will identify, design and deliver accessible and inclusive services that meet the diverse needs of communities, and we will be the best employer for people of all backgrounds.



What do we mean by Equality, Diversity and Inclusion?

Equality is treating everybody equally and fairly, regardless of their personal characteristics, such as their ethnicity or sexuality. It is also ensuring that everybody has equal opportunity. This means helping those who are disadvantaged by their circumstances.

Diversity is recognising and celebrating the difference between people and communities. A diverse borough celebrates its wide range of cultures. A diverse workplace welcomes the variety of ideas, innovations and representativeness that diversity brings.

Inclusion is creating an environment that actively includes, welcomes and values everybody, regardless of their background. This strategy represents our ambition to become more proactive in our inclusion, reaching into communities, meeting people where they are, and attracting the best talent to our inclusive workplace.



Our legal duties, the protected characteristics, and our aspirations beyond these requirements

The Equality Act 2010 introduced the public sector equality duty (PSED), which means that the council, and other public bodies, must consider how changes to policies and services impact those who use them and work for them. This also sets out a number of 'protected characteristics' - these are the aspects of identity that are legally protected from discrimination:

Age

Disability

Gender
reassignment

Marriage and
civil partnership

Pregnancy and
maternity

Race

Religion or
belief

Sex

Sexual
orientation

You can find definitions of the protected characteristics on page 16.

This public sector equality duty also requires public bodies, in the exercise of their functions, to have due regard to:

- **Eliminate unlawful discrimination, harassment and victimisation** and any other conduct prohibited under the Act
- **Advance equality of opportunity** between people who share those protected characteristics and people who do not
- **Foster good relations** between people who share those characteristics and people who do not.

The Equality Act 2010 also extended laws to protect carers from being treated unfairly. Around 6 million people in the UK act as unpaid carers for a friend or relative and the council is committed to championing and appreciating all those with caring responsibilities.

Wider equality, diversity and inclusion impacts

Studies consistently demonstrate that that the social class and income of a child's parents and their local area affect a child's likelihood of doing well at school, going to university and entering elite professions.¹ The London Mayor's Equality, Diversity and Inclusion evidence base (2019) also sets out the following groups who are at particular risk of disadvantage but are poorly captured by equalities data:

- **Children in Care**, who tend to do less well at school, are at risk of suffering from poor mental health and are less likely to be in education and employment at age 19
- **Homeless households and rough sleepers**, who experience more poor health, with the average age of death among people who are long-term homeless considerably lower than the general population²

- **Gypsy and Irish traveller communities**, who are disproportionately affected by poor health, are overrepresented in the prison population and are less likely to be economically active and have lower levels of educational attainment than other groups³
- **Refugees and asylum seekers**, who face barriers to accessing the labour market, have poor health, and are particularly vulnerable to discrimination, social stigma⁴ and poverty⁵
- **UK Armed Forces Veterans** are more likely to face challenges around employment, and are more likely to have a physical, sensory or mental health condition than the wider population.⁶ Kingston signed the [Armed Forces Covenant](#) in 2018, which aims to redress the disadvantages that can be faced by the Armed Forces Community.
- **People with experience of the criminal justice system**, who often face challenges around financial security, employment, and housing, as well as being more likely to have a mental health condition



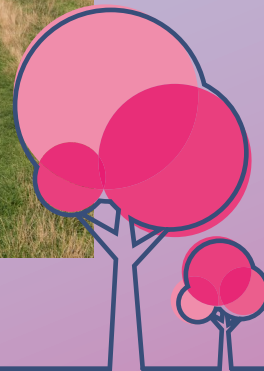
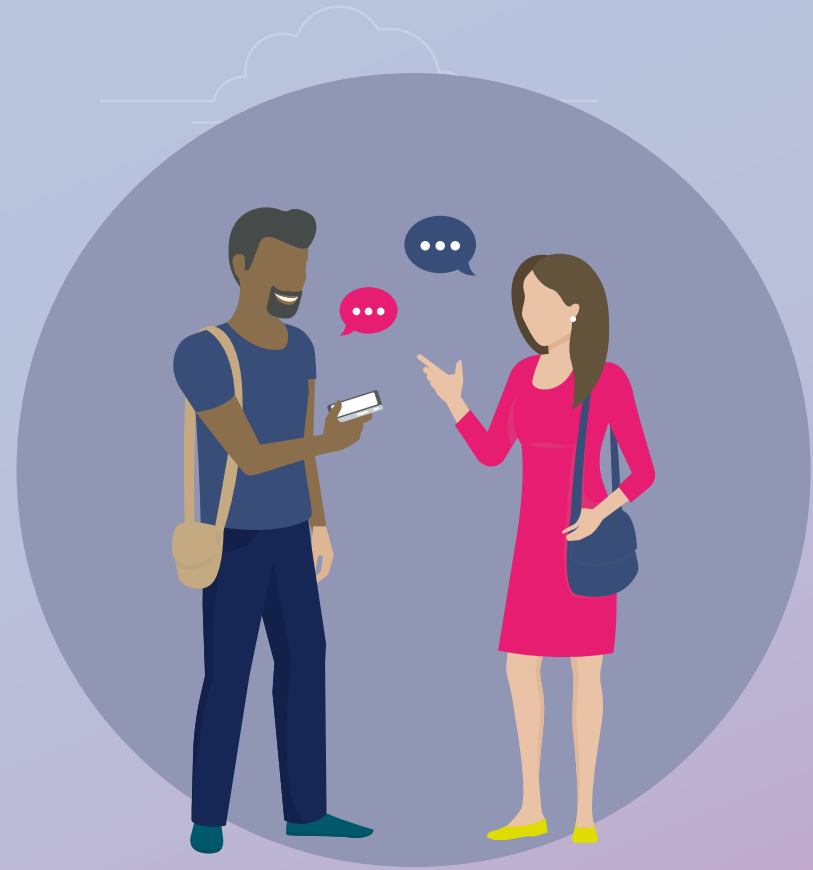
1. Social Mobility and Child Poverty Commission (2015) State of the Nation 2015: Social Mobility and Child Poverty in Britain
2. LGA, The impact of homelessness on health
3. Equality and Human Rights Commission (2016), England's most disadvantaged groups: Gypsies, Travellers and Roma
4. EHRC (2016) England's most disadvantaged groups: Migrants, Refugees and Asylum Seekers
5. Allsopp et al (2014) Poverty among refugees and asylum seekers in the UK: An evidence and policy review
6. Royal British Legion (2014) The UK Ex-Service Community: A Household Survey

Kingston as a Marmot Borough

In 2008, Professor Sir Michael Marmot was asked by the then Government to chair an independent review to propose the most effective evidence-based strategies for reducing health inequalities in England. He concluded that to reduce health inequalities would require action on six 'Marmot Principles':

- giving every child the best start in life
- enabling all people to maximise their capabilities and have control over their lives
- ensuring a healthy standard of living for all
- creating fair employment and good work for all
- creating and developing healthy and sustainable places and communities
- strengthening the role and impact of ill-health prevention

Kingston, through our Health and Wellbeing Board, has adopted these principles. These will be our areas of focus over the life of this strategy, and we will monitor our progress against these principles, by protected characteristic where we can, in order to identify whether we are reducing inequality in Kingston.



Developing our Equality, Diversity and Inclusion strategy

Assessing the Council against best practice

The [Local Government Association's Equality Framework](#) has been used to guide the development of this strategy. The purpose of this Framework is to help the councils to review and improve performance. The four improvement areas in this framework are:

1. Understanding and working with communities

2. Leadership, partnership and organisational commitment

3. Responsive services and customer care

4. Diverse and engaged workforce

We have used this framework to guide our engagement and develop our objectives and delivery plan, with an aim of achieving excellent practice in all of these areas over the life of this strategy.

Engaging with communities

We have reached out to communities, meeting with key community groups and stakeholders, to ask them about their experiences, the aspirations they have for Kingston and what our objectives should be for the next four years.

We also spoke to our staff, who reflected a great ambition for Kingston.

Key messages heard for the Council and partners:

- Communities and individuals appreciate being involved early and meaningfully

- We must work harder to reach smaller groups and those that we have so far failed to engage
- Communities appreciate the support that the Council and partners give through visible community leadership
- Communities are complex, and to cluster groups together and make assumptions can be unhelpful
- The best way to ensure accessible services is to design them with communities rather than for communities
- Our strategy should include not just protected characteristics, but wider equalities impacts like socioeconomic status or deprivation
- All content created by the Council should be easy to understand

We then developed four themes, our equality, diversity and inclusion objectives, and asked stakeholders and residents for their thoughts on these objectives. A total of 807 residents visited our 'Let's Talk' engagement portal and read through the draft objectives. 72% of respondents reported that these were the correct areas to focus on. Further learning for the council from this second phase of engagement includes recommendations that the council should focus on:

- Accessibility of both materials and buildings
- Ensuring that residents with learning disabilities and neurodiverse residents are considered
- Turning this strategy into specific actions for delivery.



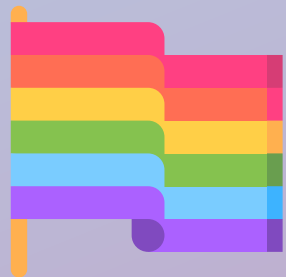
The Borough Profile

In order to develop this strategy we have updated our borough data profile and made this [publicly available](#).

This data is an important part of our picture, but it is only a part of it. We will continue to develop this data over the life of this strategy, in consultation with stakeholders, so that local organisations have the best information available to make decisions in the interests of all residents. It will be updated as new sources of information become available, such as the 2021 census.

This profile shows:

- In Kingston, slightly more of the population are aged over 65 than in London (14.3% / 12.3%). The GLA predicts that this population will grow from 25,400 today to 44,600 in 2050. The 16 to 64 age group are predicted to increase from 118,700 to 135,600 over the same period
- In St James' ward, 15.7% of the population have a long term health condition that limits their life. The average for wards in Kingston is 12.5%
- Kingston's female residents have a disability free life expectancy of 65.1 years, while males have a disability free life expectancy of 69.5 years
- In health deprivation and disability, Kingston ranks at number 144 out of 151 upper-tier local authorities (where 1 is the most deprived)
- An estimated 2.7% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in 2019



- Our most populous ethnic origin groups are 66.4% 'White', 11% 'Other asian' and 4.6% 'Indian'. We have very low rates of Black / African / Caribbean / Black British residents when compared to London (3.36% / 13.35%)
- Kingston has a relatively large 'Other Asian' population when compared to London. In the 2011 Census, the largest sub-groups within this category were Sri Lankan (31%), Korean (26%) and Tamil (8%)
- We do not hold accurate information on the number of trans residents in Kingston. The Government Equalities Office tentatively estimates that there are approximately 200,000-500,000 trans people in the UK
- The 2011 Census shows 1,037 children and young people aged 0-24, including 251 0-15 year olds
- 2.4% of our residents cannot speak English or cannot speak English well
- Kingston residents are more likely to state that they do not have a religion than the London population. Just over half of our residents state that they are Christian (52.9%), with Muslim and Hindu the next most recorded religions (5.9% / 4.7%)



Disproportionality in our services

The London Innovation and Improvement Alliance recently published a report on the disproportionate outcomes of separate ethnic groups across children's services in London. This kind of analysis is key to us understanding and tackling inequality, and it will be a focus over the life of this strategy.

When this analysis was replicated for Kingston and Richmond it found that black ethnic groups are disproportionately represented, and in Kingston this is particularly notable and above London and England averages in:

- Children in care
- Fixed term exclusion
- More than one fixed term exclusion
- The percentage difference in student's average grade across eight subjects
- Special educational needs without an Education and Health Care Plan



OUR OBJECTIVES FOR THE NEXT FOUR YEARS

Our objectives, aligned to the council's current Corporate Plan and other key documents, will shape our focus for developing policy and guide our approach for delivering services.

We will ensure that our objectives are integrated into organisational plans.



Objective 1: Listen to, and learn from, the diverse communities we serve

We will do this by:

- Increasing engagement with and participation from minority, seldom heard, protected and vulnerable groups
- Talking to residents about how combinations of equality aspects influence their experiences of services and the borough
- Improving the quality of the data and information we collect and the way it is used to assess the impact of decisions

1

Objective 2: Celebrate the diversity of our borough and champion communities, making sure that Kingston is a safe borough for all

We will do this by:

- Encouraging mutual understanding between and across all communities
- Working with partners, residents, businesses and communities to challenge discrimination and tackle harassment and hate crime
- Working with communities to develop a clear shared vision of Kingston for all to take ownership of

2

Objective 3: Deliver accessible and inclusive policies and services that meet the diverse needs of communities

We will do this by:

- Strengthening equality analysis in service planning and decision making across the organisation
- Designing with, rather than for, communities, engaging effectively before services are developed
- Developing strong oversight and management to monitor progress and identify areas of further opportunity
- Improving the systems we use to identify who is using our services and how satisfied they are with these services

3

Objective 4: Be the best employer for people of all backgrounds

We will do this by:

- Being a representative workforce which promotes equalities
- Reaching into the community to tap into our borough's vast talent and potential
- Placing inclusivity and wellbeing being at the heart of service delivery and throughout the entire employee lifecycle
- Valuing and respecting each other and challenging poor behaviour
- Listening to each other and encouraging everyone to be themselves at work
- Striving to follow equal opportunities best practice in both our policies and approaches
- Ensuring an informed workforce who understand the importance of equality when making decisions

4

The Council and our partners

While this strategy represents the council's equality, diversity and inclusion strategy, we are committed to working with our partners to develop a coherent, shared borough vision, the Kingston Equality, Diversity and Inclusion Charter. We will work together to address our priorities and improve outcomes, ensuring that the partnership develops our practice together, and that we are sharing information consistently and appropriately to collectively plan and deliver our services. The Voluntary and Community Sector are key partners for us on this journey.

We value our faith and community groups and are committed to continuing to actively support them. We will ensure that we are working with partners in the best way to deliver on the objectives in this strategy.

Kingston as an employer

As one of the largest employers in the borough, we aim to lead in being an exemplar employer for people from all backgrounds, and making Kingston better together by living our values. These values and behaviours as an employer embody our commitment to equality, diversity and inclusion. They are:

Supportive of trying new ideas, with the courage to change direction.

Transparent and connected in all that we think, say and do.

Appreciative of each other, recognising and celebrating success.

Respectful of difference and valuing diversity.

We are committed to supporting and developing our staff networks, who provide both a voice for our employees from protected characteristic groups and a critical friend to the organisation in improving equalities both for staff groups and our wider community.

Monitoring and Accountability

In order to put in place the oversight to deliver on the ambitions in this strategy we will establish the Inclusive Kingston Leadership Group, reporting into the Council's Senior Leadership Team. This will aim to ensure that equality analysis, impact assessment, objective setting and monitoring are effective in improving outcomes. A key function of this group will be to further embed capacity and capability to identify and report and tackle disproportionality in our services.

We will also work with partners and stakeholders to identify how best to put in place partnership governance to ensure delivery of this strategy.

Next steps

We will meet with the key stakeholders who have contributed to the development of this strategy to discuss the emerging objective delivery plan set out at Appendix . The Inclusive Kingston Leadership Group will drive improvement in this area, reporting on an annual basis to the Council's Corporate and Resources Committee.



INCLUSIVE KINGSTON ENGAGEMENT REPORT



Introduction

The Equality, Diversity and Inclusion (EDI) Strategy and Objective Delivery Plan engagement exercise had two phases:

1. A conversation with key local stakeholders, partners, core council service leads and council staff groups to draft initial key principles and themes
2. A public engagement exercise to finalise these key themes, with communications focused on both increasing awareness and on reaching seldom heard groups

Feedback from this exercise has been used to develop the Draft Objective Delivery Plan.

What we asked and what people said

The first phase of engagement was carried out through focus groups with key local stakeholders. Focus groups were conducted with the following community organisations:

- Kingston Race and Equalities Council
- Kingston Centre for Independent Living
- Kingston Interfaith Forum
- Kingston LGBT Forum
- Refuge Kingston
- Kingston Domestic Violence Hub



This was followed by further focus groups with councillors, staff networks, and core council services.

These focus groups determined priority areas for action, identifying current gaps and the ambition for Kingston.

The second phase of engagement was an online survey. This was targeted at residents and interested community groups. This was open for three months.

About the respondents to the online engagement survey

We wanted to listen to the views and experiences of all communities when drafting the strategy. Public engagement was carried out online-only due to the coronavirus pandemic. An easy read version of the draft themes was produced and available on the Let's Talk page. Paper copies, translations and other formats were available upon request.

We viewed the results by protected characteristic.

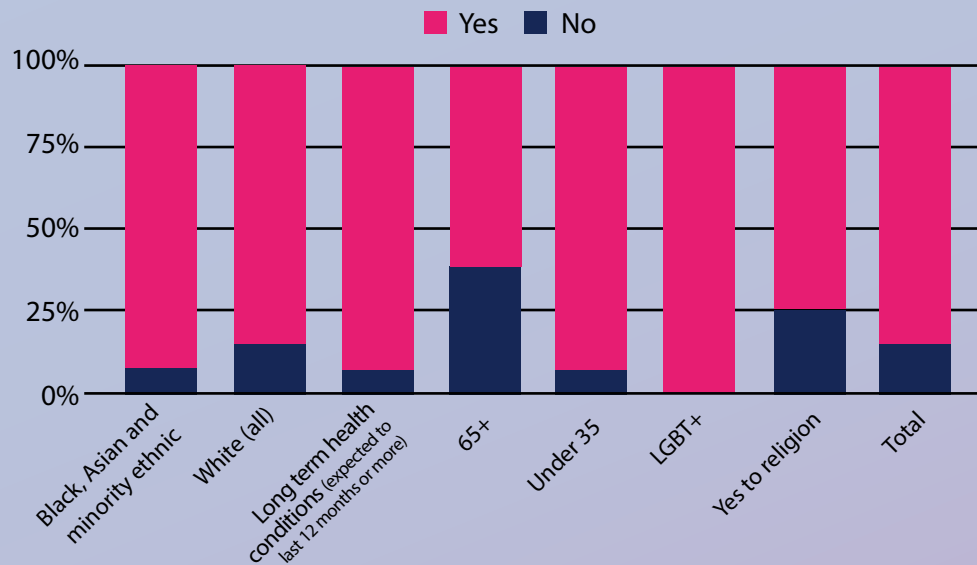
A total of 87 respondents filled out our survey, with a diverse range of respondents from across the protected characteristics. A total of 807 people visited our Let's Talk page and read through the strategy's draft themes.



Feedback on the EDI Strategy draft themes

Residents were asked whether they thought that the draft themes, created during phase one of the engagement, were the correct areas to focus on. Overall 72% of survey respondents felt the themes were correct. However, respondents over the age of 65, and those identifying as having a religion, were more likely to disagree with the themes.

Are these the correct themes to focus on?



All feedback was analysed to identify common themes, and was shared with council services as appropriate. The key themes that we identified were:

- **Action:** More than 10% of respondents felt that while the themes were strong in terms of an ambition, there needed to be a clear vision of what the action would be
- **Setting out who the strategy affected:** outlining what protected characteristics mean
- **Socio-economic status:** Several respondents suggested that the strategy should include not just protected characteristics, but the impact of deprivation of equality
- **Accessible information:** Several residents felt that accessible information should be a priority for Kingston Council.

With thanks to the community groups, partners, staff and residents who contributed to the development of this strategy.



APPENDIX B:

THE PROTECTED CHARACTERISTICS

Age: A person belonging to a particular age (for example 32 year olds) or range of ages (for example 18 to 30 year olds)

Disability: A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities

Gender Reassignment: A person is protected if they are proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning their sex by changing physiological or other attributes of sex

Marriage and civil partnership: A person has the protected characteristic of marriage or civil partnership if the person is married or is a civil partner. Marriage in England and Wales is legally recognised in the form of both civil and religious unions and is open to opposite sex and same sex couples

Pregnancy and maternity: Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Race: Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion / beliefs: Religion refers to a person's faith or lack of faith. Belief includes religious and philosophical beliefs including lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Sex: Refers to whether a person is a man or a woman.

Sexual orientation: Sexual orientation refers to whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.



APPENDIX C:

DRAFT OBJECTIVE DELIVERY PLAN

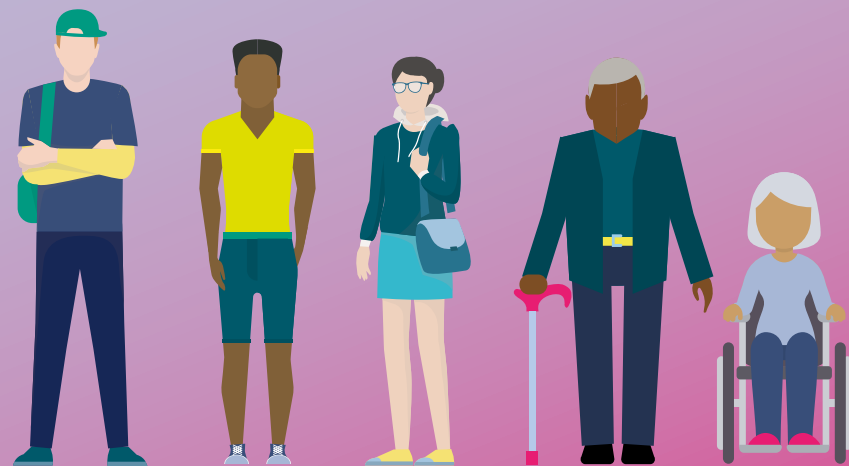
Objective 1: Listen to, and learn from, the diverse communities we serve

We will do this by:

- Increasing engagement with and participation from minority, seldom heard, protected and vulnerable groups
- Talking to residents about how combinations of equality aspects influence their experiences of services and the borough
- Improving the quality of the data and information we collect and the way it is used to assess the impact of decisions

<p>Action 1a - Collecting, analysing and using borough data</p> <ul style="list-style-type: none"> • Develop guidance and tools to standardise how services collect and share relevant and proportionate equalities data • Improve systems for collating the different sets of data being collected • Regularly disaggregate and analyse the data that is collected to support the assessment of local need, service planning, commissioning and decision making 	<p>Strategy Team</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Guidance produced • % of services providing data to evidence disproportionality and support borough assessment and decision making
<p>Action 1b - Making data easy to access for services and partners</p> <ul style="list-style-type: none"> • Create and maintain a dashboard, with which services and partners can access the Borough's profile data, and use this to assess which communities are, and which aren't, using services • Further develop the scope of the dashboard, with input from the Kingston Strategic Partnership and the Board Coordinators network, and keep it under review 	<p>Data team</p> <p>All services</p> <p>Kingston Strategic Partnership</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Dashboard established • # of accesses per year • # using dashboard / data in decisions (services)
<p>Action 1c - Sharing, analysing and planning with partners</p> <ul style="list-style-type: none"> • Work with our partners to ensure that anonymous information is shared effectively to identify equalities gaps and to inform outcomes for the area 	<p>Kingston Strategic Partnership</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • # partners providing data for disaggregation, analysis and planning

<p>Action 1d - Accessible communications</p> <ul style="list-style-type: none"> • Update guidance on accessibility of information • Monitor complaints about accessibility of information by protected characteristics 	<p>Communications and Engagement</p> <p>Strategy and Partnerships</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • # respondents from groups with protected characteristics • # complaints regarding accessibility of information by protected characteristic
<p>Action 1e - Under-representated communities</p> <ul style="list-style-type: none"> • Collect participation and engagement data to ensure particular groups are not under (or over) represented 	<p>Engagement team</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • # respondents from groups with protected characteristics • # events using inclusive engagement such as translations, BSL
<p>Action 1f - Removing barriers to participation</p> <ul style="list-style-type: none"> • Talk to, and listen to, under-represented communities to identify barriers to participation and engagement and work to remove those barriers • Conduct outreach or public campaigning to increase levels of participation by protected groups 	<p>Engagement team</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • # respondents from groups with protected characteristics • # participants from groups with protected characteristics



Objective 2: Celebrate the diversity of our borough and champion communities, making sure that Kingston is a safe borough for all

We will do this by:

- Encouraging mutual understanding between and across all communities
- Working with partners, residents, businesses and communities to challenge discrimination and tackle harassment and hate crime
- Working with communities to develop a clear shared vision of Kingston for all to take ownership of

<p>Action 2a: Coordinating and developing the partnership</p> <ul style="list-style-type: none"> • Work with the Kingston Strategic Partnership, the Safer Kingston Partnership, the Health and Wellbeing Board and the Adult and Child Safeguarding Boards to develop an Equality, Diversity and Inclusion Charter for our borough, and encourage local organisations to sign up to help improve equality, diversity and inclusion practice across Kingston • Work with partners and stakeholders to review how we work with the partnership, including our contributions to the voluntary and faith communities to ensure that we are providing the best possible support to equalities groups in Kingston 	<p>Kingston Strategic Partnership</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Charter developed • # Organisations signed up to the Kingston Equality, Diversity and Inclusion Charter for Kingston • Partnership support reviewed
<p>Action 2b: Demonstrate leadership in supporting communities</p> <ul style="list-style-type: none"> • Review the events and days supported by the council to ensure the diversity of communities is represented • Consider, as part of the review in action 2a, (a) re-establishing a borough partnership board with a specific focus on equalities or (b) formally passing responsibility for equalities to an existing board 	<p>Communications team</p> <p>Strategy and Partnerships</p> <p>ALL teams</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Events calendar reviewed and agreed by Forums for ensuring borough leadership reviewed and responsibility strengthened
<p>Action 2c: Work with partners to support and promote festivals and events celebrating diversity</p> <ul style="list-style-type: none"> • Review the events process for accessibility 	<p>Community Development Team</p> <p>Heritage and Culture Team</p> <p>Neighbourhoods</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Events process reviewed • # complaints about accessibility of events process
<p>Action 2d: Prevent crimes that target groups with protected characteristics, and support victims of crime and exploitation</p> <ul style="list-style-type: none"> • Deliver the new Safer Kingston Partnership Plan • Deliver the new violence against women and girls strategy • Work with KREC and the Hate Crime Group to monitor and respond to hate crime in Kingston 	<p>Safer Kingston Partnership</p> <p>Strategy and Partnerships</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Plan and strategy developed with reference to Inclusive Kingston • # hate crimes reported in Kingston by protected characteristic

Objective 3: Deliver accessible and inclusive policies and services that meet the diverse needs of communities

We will do this by:

- Strengthening equality analysis in service planning and decision making across the organisation
- Designing with, rather than for, communities, engaging effectively before services are developed
- Developing strong oversight and management to monitor progress and identify areas of further opportunity
- Improving the systems we use to identify who is using our services and how satisfied they are with these services

<p>Action 3a: Providing strong governance for improvements</p> <ul style="list-style-type: none"> • Establish an Inclusive Kingston Leadership Board to oversee this objective delivery plan • Work with our partners and stakeholders to identify the best partnership governance for improvements, overseen by the Kingston Strategic Partnership 	<p>Senior Leadership Team</p> <p>Strategy and Partnerships</p> <p>Kingston Strategic Partnership</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Board established
<p>Action 3b: How we commission and procure services</p> <ul style="list-style-type: none"> • Review the commissioning process, to ensure that equalities considerations are taken into account consistently and early in the process and equalities data is a requirement of the commissioning gateway documents • Develop our approach to predictive analytics to target service interventions 	<p>Commissioning</p> <p>Digital and IT</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Process reviewed • % service performance monitoring that includes equalities considerations (spot check)
<p>Action 3c: How we design policies and services</p> <ul style="list-style-type: none"> • Develop a new toolkit and refresh the EQIA approach to ensure that equalities considerations are considered and mitigated early in the design process, including through equality analysis and Equality Impacts Assessments 	<p>Strategy and Partnerships</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Toolkit developed • Evidence of decisions or services being adjusted based on equality analysis or equality impact assessment

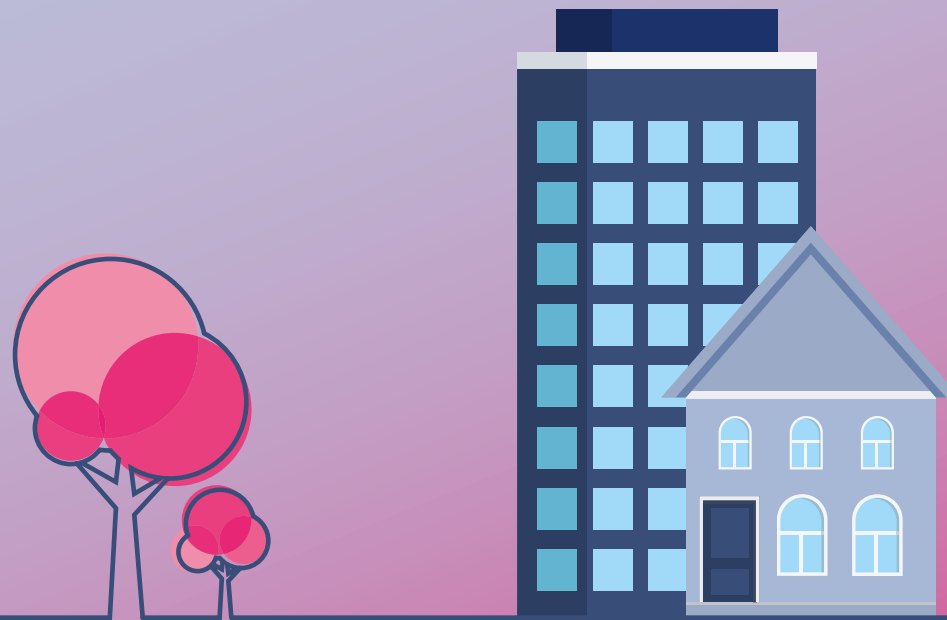
Action 3d: Learning and continuous improvement

- Foster a culture of learning and continuous improvement, using evidence, data and feedback, compliments and complaints to ensure our services are accessible to all and meet the needs of our diverse communities

All services

Monitoring criteria

- Collection of equalities data in relation to feedback by protected characteristic
- Evidence of continued improvement of service delivery based on evidence and data



Objective 4: Be the best employer for people of all backgrounds

We will do this through:

- Being a representative workforce which promotes equalities
- Reaching into the community to tap into our borough's vast talent and potential
- Placing inclusivity and wellbeing being at the heart of service delivery and throughout the entire employee lifecycle
- Valuing and respecting each other and challenging poor behaviour
- Listening to each other and encouraging everyone to be themselves at work
- Striving to follow equal opportunities best practice in both our policies and approaches
- Ensuring an informed workforce who understand the importance of equality when making decisions

Action 4a: Setting our culture and values from day one

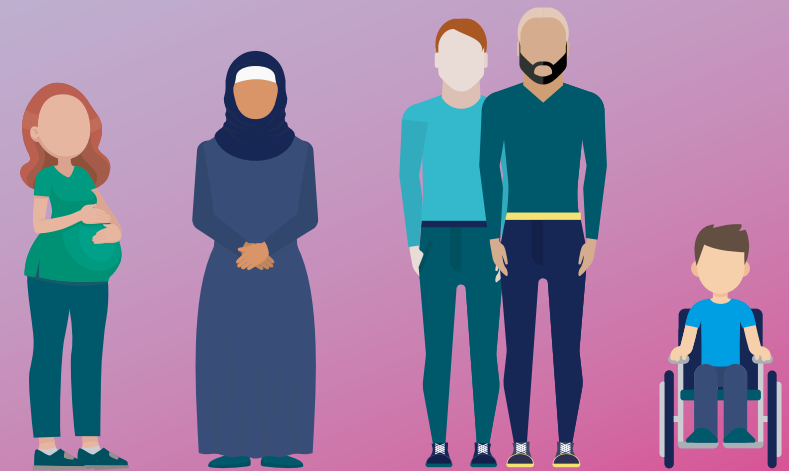
Build an engaging onboarding and induction experience to shape the expectation of the culture and behaviours at RBK and the importance of our STAR values (Respectful of difference and valuing diversity in our STAR values) by:

- Hearing from our staff networks
- New starters being welcomed and supported from the moment they receive their offer
- Key D&I training embedded within induction, including unconscious bias

Employee Experience Team
Resources Team

Monitoring criteria

- All staff networks are an integral part of our virtual induction
- Feedback from new joiners



Action 4b: Enabling fair and inclusive recruitment

Review our recruitment processes to ensure that they are inclusive and reflect our behaviours by:

- Developing our employee value proposition by refreshing information on our website to show we welcome diverse applicants and encourage applications from under-represented groups
- Establishing anonymous application forms
- Establishing diverse panels
- We will make it clear to recruitment partners our non-acceptance of shortlists that don't reflect our diverse communities
- Attracting more ethnic minority colleagues into the Place Directorate by signing the Diversity Leaders Pledge (created by ethnic minority Planners Network)
- Explicitly publish our essential criteria to support our disability confident commitment for short listing any disabled candidates that meet the criteria

**Employee
Experience Team**

Resources Team

Monitoring criteria

- Monitor the diversity of recruitment panels
- Monitor conversion from application to offer by equalities characteristics
- Increase ethnic minority application - appointment conversion to 0.8 impact ratio from 0.6
- Increase our ethnic minority representation by 11% to match Borough
- Increase our ethnic minority representation earning over £50,000 by 5%
- Decrease our gender pay gap by 3% to 0%
- Maintain our LGBT representation over >3%
- Representation of staff with a disability earning over £50,000 =>4%
- Monitor applications to appointment ratio for those declaring a disability to ensure no adverse impact

<p>Action 4c: Creating a safe environment for staff to declare their information</p> <ul style="list-style-type: none"> We will encourage staff to feel comfortable about sharing their equalities information on iTrent to allow more accurate reporting and data analysis 	<p>Employee Experience Team</p> <p>Communications Team</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> Increase our iTrent sensitive info declaration rates by all equalities characteristics and reduce the number of 'blank' entries by 15% for Sexual Orientation and Disability
<p>Action 4d: Strengthening our Employee Voice</p> <p>We will listen to our staff and better understand their diverse needs / challenges by:</p> <ul style="list-style-type: none"> The Employee Experience team will continue to support our staff networks and agree a collaborative programme of work for the year Staff networks will continue to provide a safe space to hear from colleagues and act on their views We will support our staff networks in the delivery of a calendar of events to celebrate throughout the year We will ask specific D&I questions in our staff surveys and analyse by equalities characteristics 	<p>Employee Experience Team</p> <p>Staff Networks</p> <p>All services</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> All networks celebrate at least one all staff awareness event per year Staff Network membership continues to grow Staff networks meet regularly We monitor survey analysis by equalities characteristics to identify any adverse impact on particular groups Staff survey to monitor if staff feel listened to
<p>Action 4e: Developing inclusive leaders</p> <p>We will support managers in being confident having courageous conversations about race, discrimination and inclusion and challenging behaviour not in line with our STAR values by:</p> <ul style="list-style-type: none"> Commissioning a mandatory cultural competency learning programme for managers Design and roll out an 'Uncomfortable Truths' learning programme for all Managers Design and launch a Reverse Mentoring programme Two ethnic minority Managers to take part in a pilot coaching programme with 'Mastering your Power' who will then act as coaches within RBK to support staff development 	<p>Employee Experience Team</p> <p>Staff Networks</p> <p>Leadership</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> Monitor attendance at D&I mandatory training All SLT and ADs take part as reverse mentees Two ethnic minority Managers take part in the pilot and recruit new coaches

<p>Action 4f: Communicating and embedding our commitment to D&I</p> <p>We will ensure staff are aware of RBK's commitment to D&I and understand it is a corporate priority by:</p> <ul style="list-style-type: none"> • Regular communication about the actions we are taking • D&I remaining a regular focus for CLG sessions • Establish a D&I training approach for all staff • Creating a D&I Action Card as a reference point for our staff and managers to signpost our D&I activities • Staff Networks to work with organisations and networks outside of RBK to develop their own network, learning from others to improve our approach and share our learnings also 	<p>Employee Experience Team</p> <p>Communications Team</p> <p>Staff Network Leads</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Roll-out of D&I training and monitor attendance • Regular communications are sent to all staff • More staff are encouraged to move into senior or specialist positions
<p>Action 4g: Supporting a healthy workplace</p> <p>We will ensure we understand more about the health issues that our colleagues experience by working closely with the Disability and Wellbeing Network, develop compassionate managers and promote opportunities for support by:</p> <ul style="list-style-type: none"> • Creating live wellbeing pages available on the intranet • Promotion of our EAP and mental health champions • Quarterly wellbeing 121s for all staff with supported toolkits for managers • Designing a holistic Wellbeing Approach for RBK • Designing and delivering 'Resilient Teams' training for all managers • Running monthly Wellbeing Weds promoting an opportunity for staff to focus on their own wellbeing • We continue to survey staff to understand how they are feeling and share results and Action Plans through multiple communication channels 	<p>Employee Experience Team</p> <p>All services</p> <p>KAE</p> <p>DAWN</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Measure correlation between wellbeing 121s and engagement • Staff survey results re awareness of support available • Feedback from those attending training • 80% mgr attendance at 'Developing and Supporting a Resilient Team' training • Monitor and improve attendance at wellbeing initiatives
<p>Action 4h: Being open and transparent</p> <ul style="list-style-type: none"> • Reviewing diversity and inclusion data and embedding it into all activity by • Providing detailed equalities workforce data for publication in line with the Public Sector Equalities Duty, Gender Pay • Building D&I data into DMT dashboards to be measured quarterly 	<p>Employee Experience Team</p> <p>Data & Digital Team</p>	<p>Monitoring criteria</p> <ul style="list-style-type: none"> • Reports complete, shared and submitted



Thank you for reading

To find out more please visit www.kingston.gov.uk/equalities
or email strategy@kingston.gov.uk

