



Workforce Equality Report

Annual Report April 2022 to March 2023

Royal Borough of Kingston upon Thames

Table of Content

1. [About this Report](#)
 2. [Points to Note](#)
 3. [Shape of the Organisation](#)
 4. [What we have Been Doing](#)
 5. [Demographics of our Workforce](#)
 6. [Council Workforce vs Borough Residents](#)
 7. [Workforce Demographics by Directorate](#)
 8. [Recruitment Data](#)
 9. [Leavers](#)
 10. [Recommendations](#)
- [Appendix](#)



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**

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 2023/24 as we reflect on the progress in 2022/23.

The Council collects staff monitoring information on a range of equality strands. This information is collected at 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 2023. References to leavers cover the period April 2022 – March 2023.
- 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.
- 2022 - 2023 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 Councils benchmarking figures for 2021 - 2022¹ 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 2023):

	ADULT SOCIAL CARE & HEALTH	CHIEF EXECUTIVE'S	CORPORATE & COMMUNITIES	PLACE	Grand Total
Headcount	226	1	732	198	1157
FTE	211.78	1.00	614.12	193.84	1020.75

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

	ADULT SOCIAL CARE & HEALTH (%)		CORPORATE & COMMUNITIES (%)		PLACE (%)		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
Religion	19.5	5.3	24.9	6.1	29.3	6.6	24.5	6.1	284	70
Ethnicity	12.4	Less than 5	16.8	2.5	19.7	Less than 5	16.4	1.9	190	22
Disability	16.4	Less than 5	21.9	2.3	22.2	2.5	20.8	2	241	23
Sexual Orientation	22.1	4.9	27	5.3	29.8	6.1	26.5	5.4	307	62

Overall around 16% of staff have not made any declaration in relation to their ethnicity and around 21% of staff have not made any declaration in relation to disability, whereas 25% of staff have not made any declaration in relation to their religion/belief (alongside a further 6% who prefer not to say). 26.5% have not have not made any declaration in relation to their sexual orientation. This is a small improvement on the previous year. 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 2022/23:

- Prepared and submitted a bid for the Best Diversity and Inclusion Programme/Initiative at the Public Services People Managers Association (PPMA) celebrating all of the work so far (across Royal Borough of Kingston and Sutton), which creates the springboard for more ambition and innovation in RBK's approach
- The HR & OD strategy has been drafted and priority work for 2023/24 agreed, with resources to deliver this. It incorporates a workstream for EDI to demonstrate a continued commitment and alignment to the Inclusive Kingston strategy.
- Changes to the recruitment process; both the introduction of diverse panels and safer recruitment training.
- Launch of Culture Club to help raise awareness and education of topical EDI matters
- The decrease in gender pay gap and gender pay reporting.
- Policy development for menopause, neurodiversity and transgender.
- EDI corporate objectives, in all appraisals for 2022/23.
- Continued EDI celebrations throughout the year such as PRIDE, Black History Month, International Day of People with Disability, Race Equality Week and International Women's Day.
- Continued to use anonymous application forms for recruitment to eliminate bias, and ensure applicants are shortlisted purely on merit.
- Analysed feedback from the Diverse Panels initiative which was piloted in two areas of the organisation, focusing on ethnicity and gender. We will use this to enhance our approach and roll-out the initiative across the council in 2023-24.
- We have reviewed our recruitment material ensuring language used throughout, is inclusive, promotes our commitment to diversity, flexible working and recognising and celebrating our staff networks.
- Both permanent and temporary recruitment systems enable monitoring of application levels, shortlisting and appointment activity of candidates based on a range of protected characteristics. The data has been instrumental in being able to provide workforce reports to our Senior Leadership Team, identifying trends and helping to develop EDI initiatives.
- Collect and report sensitive workforce information in quarterly and annual reports and monitor progress of our staff's progression, for salaries above £50k.
- Listen to our staff and act on what they say, through Kingston One Voice and Employee Voice forums.
- Our Staff Networks are working together and individually to grow membership and

participation. Dedicated resources from the Corporate and Communities division help support the dedication of our committed chairs, sponsors and Council members to enable the groups to provide regular and dedicated support to our staff. This includes allies and those who identify with one or more of the six groups. Their work and positive impact is summarised in the quarterly workforce reports.

What have we been doing in 2022-2023 in the different equality strands:

- We have introduced a diverse panel pilot which addresses the areas of the organisation where there is a misrepresentation of BAME in a particular department (including senior positions).
- We are actively rebranding our job adverts, promoting our commitment to diversity, flexible working and our staff networks.
- Our staff led Women's +allies network is sponsored by one of our Executive Directors. The group provides a network for women and allies to support each other, explore new ideas to improve the employee experience at RBK, build networks, learn together and help break down any barriers to progression.
- We have developed a menopause policy together with our Women's staff network to demonstrate actions which support menopause and reduce stigma.
- The disability staff network, together with the work of our Mental Health Champions are intended to help encourage people to be open about mental health and seek help where needed and highlight other less known disabilities and issues at work for those with underlying health conditions.
- Our Employee Assistance Programme continues to be an invaluable support for those requiring counselling for both work and non-work related issues.
- Wellbeing 121s and stress risk assessment provide a structured and accessible way for staff and managers to discuss difficult issues at work, demonstrate empathy and support for those in the greatest need.
- The promotion of disability-confident workers and their experience at the council is encouraged and shared at network events so learning and expertise can be taken forward.
- RBK continues to fly the Pride flag at the Guildhall in celebration of LGBT History Month and PRIDE.
- The LGBTQIA+ staff network alongside other networks will be represented at a combined staff network celebration day in May 2023.
- Our Early Career's Network continues to thrive, with social events and speed networking. The proportion of staff in the 16-24 age group is low and this will inform our prioritisation for 2023/24 work, to develop work experience and a full range of career opportunities for a younger community to grow
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- Both internally and externally the Council acknowledges and promotes multi-faith religious holidays.

5. Demographic of our Workforce

Figure 3: Demographic of Kingston Council

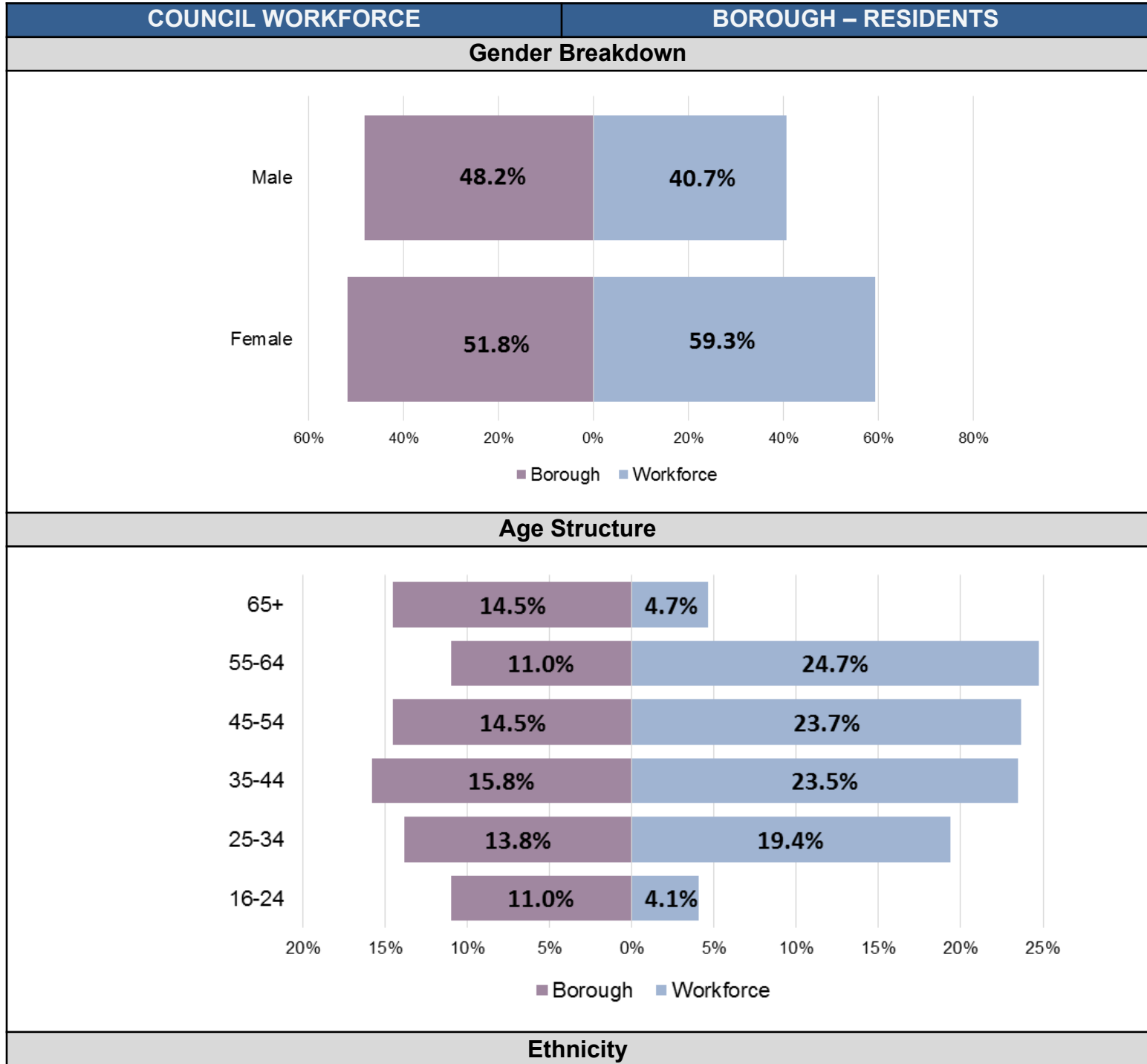
Measures	Aim by 2024	2018	2019	2020	2021	2022	Comments
		2019	2020	2021	2022	2023	
Percentage of Black, Asian and Minority Ethnic employees within the Council	31.7% (Borough)	22.0%	22.2%	23.8%	23.9%	26.6%	There has been an increase year on year in the proportion of Black, Asian and Minority Ethnic staff, averaging 0.92% per year. Whilst this is positive progress, this level of increase suggests it would take another 5 years to reach the 2021 Borough Census of 31.7% <i>N.B Ethnicity is unknown for 16% of the workforce</i>
Percentage of employees earning over £50K from Black, Asian and Minority Ethnic groups	23% (LDN Councils) *	8.5%	11.6%	16.5%	18.6%	18.7%	<i>Of those earning +50K who have declared their ethnicity, 18.7% are Black, Asian and Minority Ethnic.</i> <i>*LDN Councils figure refers to median of top 5% of earners who are from Black, Asian and Minority Ethnic groups</i>
Percentage of employees declaring they meet the Equality Act definition of disability	6% (LDN Councils)	5.9%	6.7%	7.8%	7.3%	6.5%	2021 Borough Census =13.1% (London councils employee median is 5.5%) <i>Note: 21% of the workplace have not declared as having a disability or not, a s</i>
Percentage of employees earning over 50K declaring they meet the Equality Act definition of disability	5.6% (LDN Councils)	less than 5%	less than 5%	less than 5%	5.2%	5.6%	This figure has increased since 2021, despite the % of employees who declared having a disability dropped <i>(LDN Councils median 4.3%)</i> <i>*LDN Councils refers to the median of top 5% of earners who are disabled</i>
Percentage of employees that are women	50.3% (Borough)	60.8%	59.2%	60.0%	59.1%	59.3%	Minimal change from last year. 50.3% of Borough residents are female (Census 2021).

Percentage of employees earning over £50K that are women	50% (LDN Councils)	55.0%	53.4%	55.0%	53.3%	52.9%	There has been a slight decrease in the percentage of women earning over 50k however overall this figure has remained relatively stable.
Percentage of LGBT employees within the Council	12% (Borough)	less than 5%	less than 5%	4.5%	4.2%	5.1%	There has been an increase when compared to last year's figure, but it is still below the UK figure which is expected to be 7-9% <i>31.9% of employees have not declared their sexual orientation therefore there is more to do to give confidence to declare sexuality</i>
Percentage of employees earning over £50K that are LGBT	5%+ (No benchmarking figure available)	less than 5	less than 5	4.1%	4.1%	3.4%	Of those employees earning +50K and who have declared their sexual orientation, less than 5% declare themselves as LGBT. This figure has dropped slightly since 2022
% employees 16 to 24	2.9% (LDN Councils)	less than 5	5.4%	4.5%	4.6%	4.1%	Borough figure 16-24 = 11.1% (Census 2021) London Councils = 2.9% (2022)

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



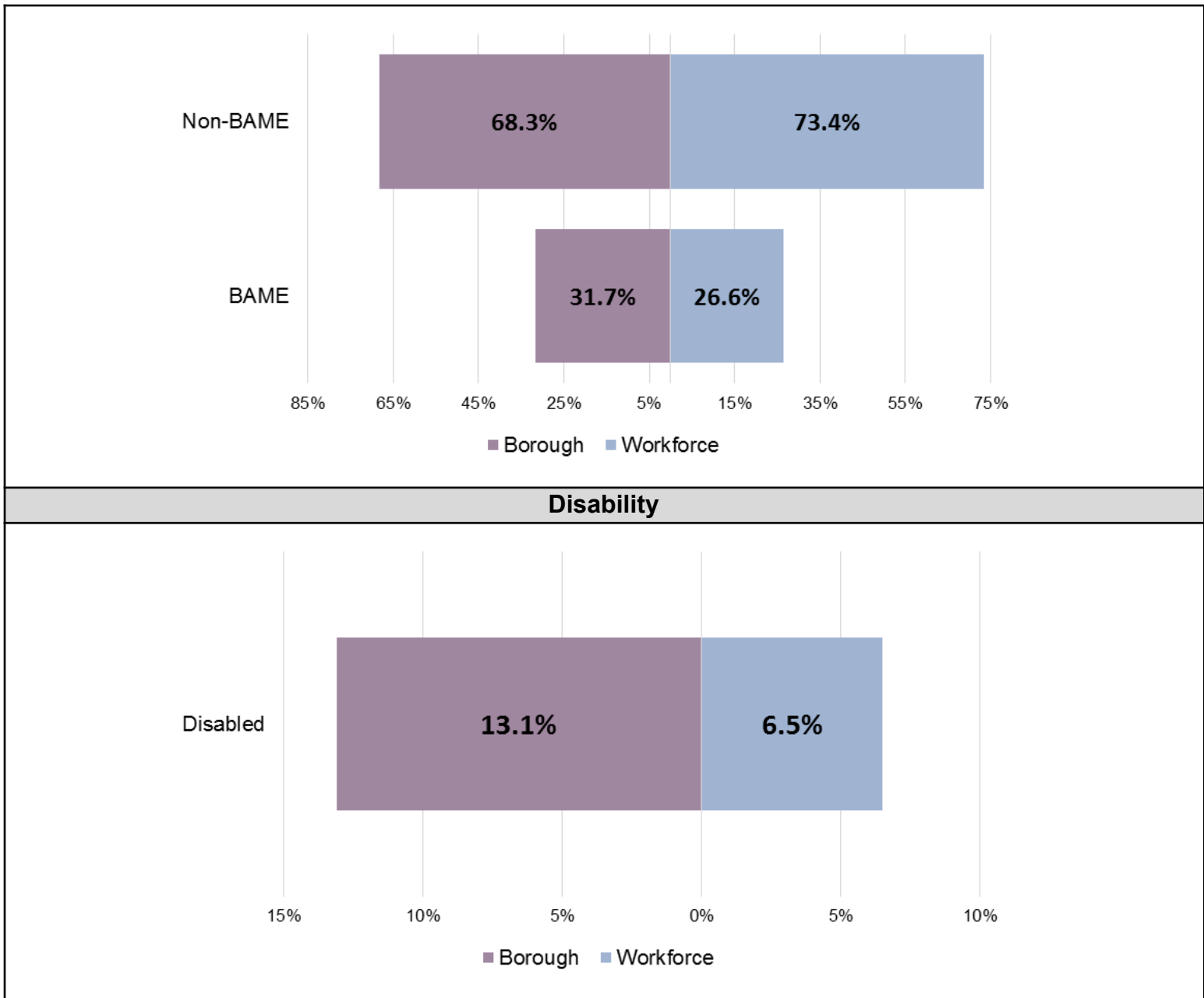


Figure 5: Detailed Ethnic Categories

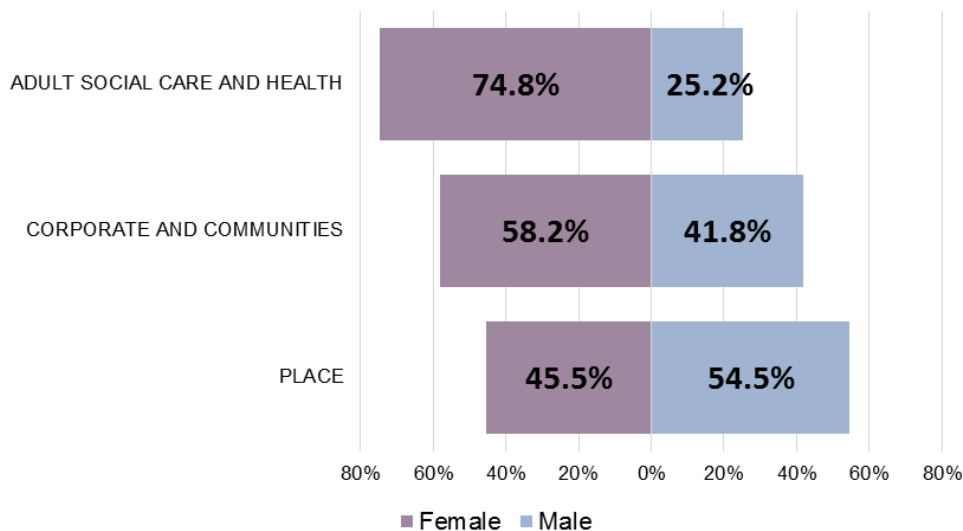
<u>Detailed Ethnic categories</u>				<u>Comments:</u> Kingston is a diverse borough, not just because of this range of need, but because it is home to people from diverse cultures and backgrounds. The 2021 census records the
Ethnic Origin	% of staff	Borough Ethnic Origin mapping (2021 GLA)	Borough %	
Asian/Asian British - Bangladeshi	0.8	Bangladeshi	0.6	
Asian/Asian British - Chinese	1.3	Chinese	2.5	
Asian/Asian British - Indian	3.6	Indian	4.6	

Asian/Asian British - Korean	Less than 5%			<p>'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).</p>
Asian/Asian British - Pakistani	1.5	Pakistani	2.6	
Asian/Asian British - Any Other Asian background	2.5	Other Asian (incl Korean c.1.9%, as well as Sri Lankan 1.6%)	7.6	
Black/Black British - African	4.5	Black African	1.8	
Black/Black British - Caribbean	1.7	Black Caribbean	0.6	
Black/Black British - Any Other Black/African/Caribbean background	1.1	Other Black	0.3	
Mixed/Multiple Ethnic Group - White and Asian	1	White and Asian	2.1	
Mixed/Multiple Ethnic Group - White and Black African	0.5	White and Black African	0.6	
Mixed/Multiple Ethnic Group - White and Black Caribbean	0.7	White and Caribbean	0.9	
Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	0.7	Other Mixed	1.7	
White - English/Welsh/Irish/Scottish/Northern Irish/British	53.5	White British / White Irish	53.7	
White - Gypsy/Irish Traveller	Less than 5			
White - Any Other White background	6.3	Other White	12.7	
Other Ethnic Group - Arab	Less than 5	Arab	2.1	
Any other ethnic group	1.3	Other ethnic group	3.6	
Prefer not to say	1.9			
Not Known	16.4			

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:
59.3%**

Adult services continue to employ the highest proportion of women in the council at 74.8%. There has been a decrease of men working within Corporate & Communities (down 0.8%). Women make 45.5% of the workforce in Place. Whilst this is by far the smallest Directorate (198 people) we will continue to focus on how we can attract more women into this particular area of our workforce.

Gender Pay Gap

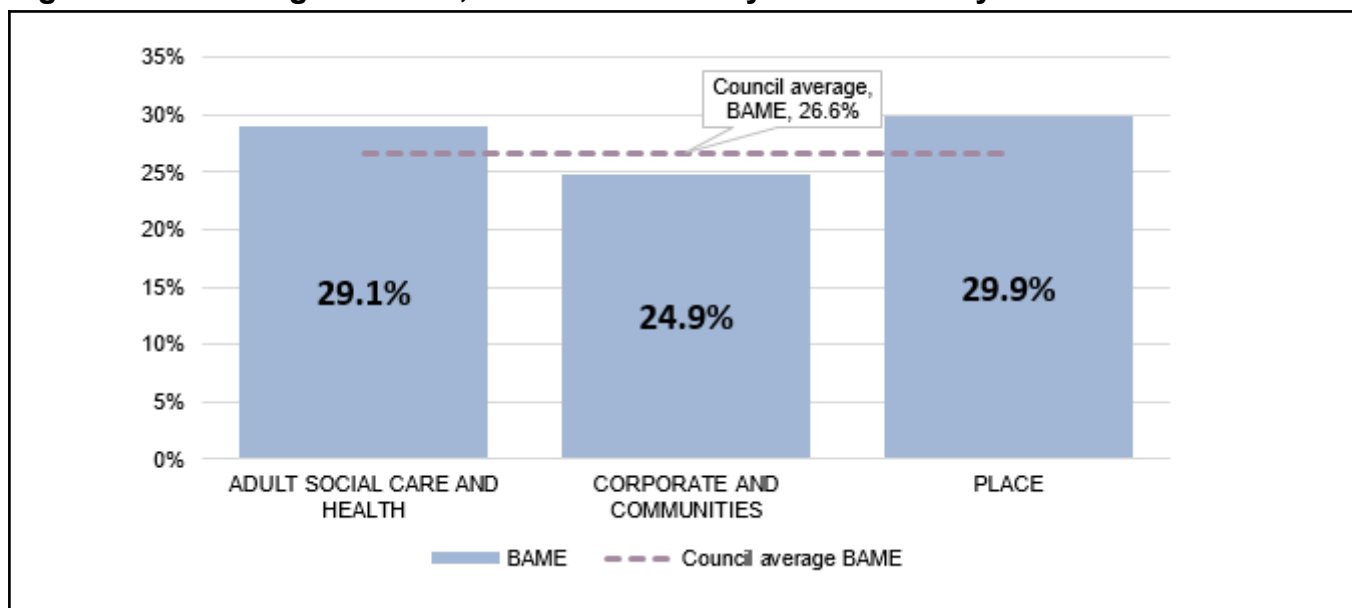
The Gender Pay Gap information Regulations require public sector organisations with 250 or more employees to publish their gender pay gap data on the snapshot date of our Gender Pay Gap as of March 2023.

As of March 2023, Kingston Council has a mean gender pay gap of 0.83%.
For every £100 a man earns, a woman will earn £99.17k

As of March 2023, Kingston Council has a median gender pay gap of 1.82%.
For every £100 a man earns, a woman will earn £98.18

This is a significant improvement on the gender pay gap reported as of 31st March 2022 (mean: 4.34%, median: 11.76%).

Figure 7: Percentage of Black, Asian and Minority Ethnic staff by directorate



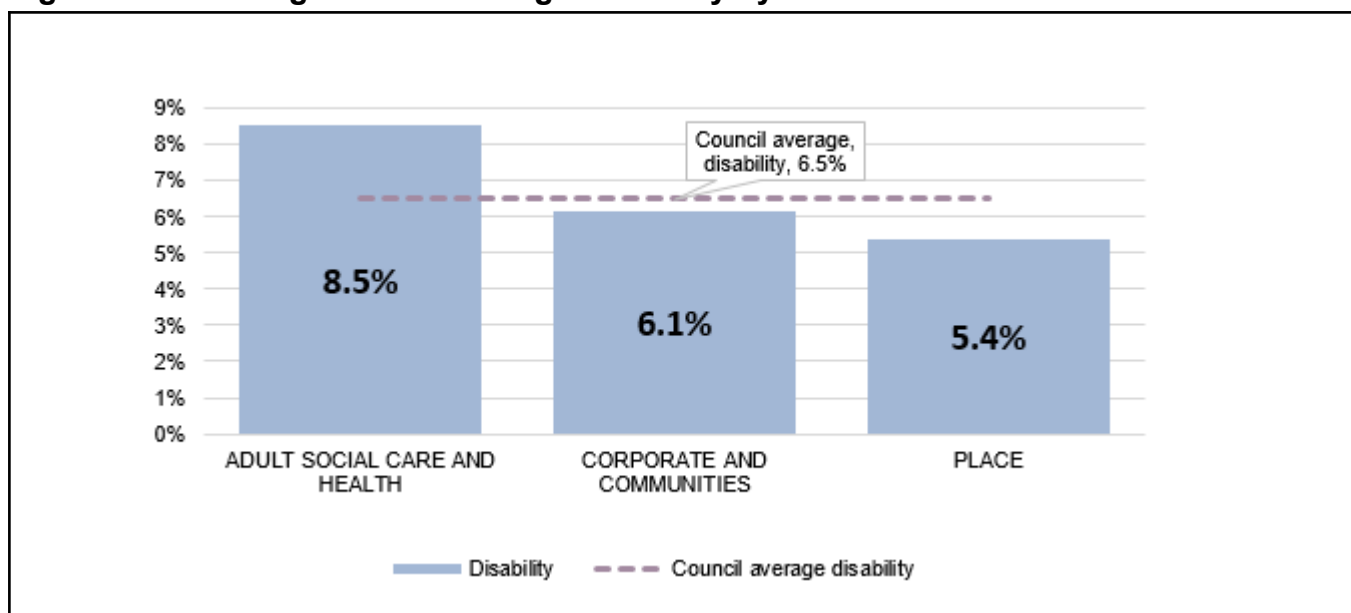
Comments:

The representation of Black, Asian and Minority Ethnic staff in the workforce has increased since 2022.

Residents from Black, Asian and Minority Ethnic (Black, Asian and Minority Ethnic) groups now make up 32% of the population of Kingston Borough.

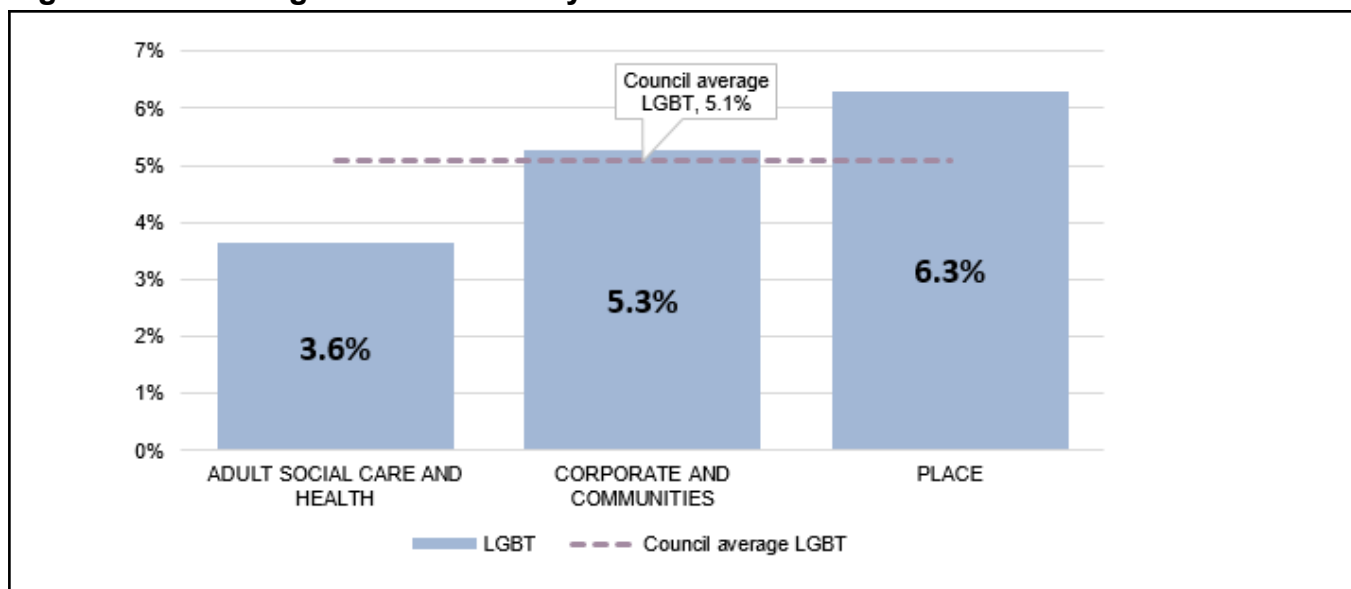
Adult Social Care & Health have historically employed above council average Black, Asian and Minority Ethnic staff and continue to, with a 2.7% increase from last year. Place still employs the highest percentage of staff from a Black, Asian and Multi-Ethnic background and along with Adult Social Care and Health exceeds the council average which is really positive. Corporate & Communities figures have increased by 3.4%. We are continuing to look at our recruitment strategy, how we attract, appoint, engage and retain Black, Asian and Minority Ethnic staff.

Figure 8: Percentage staff declaring a disability by directorate



This year, the percentage of staff declaring a disability has reduced for both Adult Social Care and Health and Corporate and Communities, with the latter now being beneath the council average. Whilst Place remains below the council average, this is an increase on last year's percentage of 4.5%.

Figure 9: Percentage of LGBT staff by directorate



Comments:

LGBT representation in the workforce is 5.1% average with no specific directorate anomalies, this is slightly higher than 2022. Adult Social Care remains below the council average, and this is a slight decrease in 2022 at 3.7%.

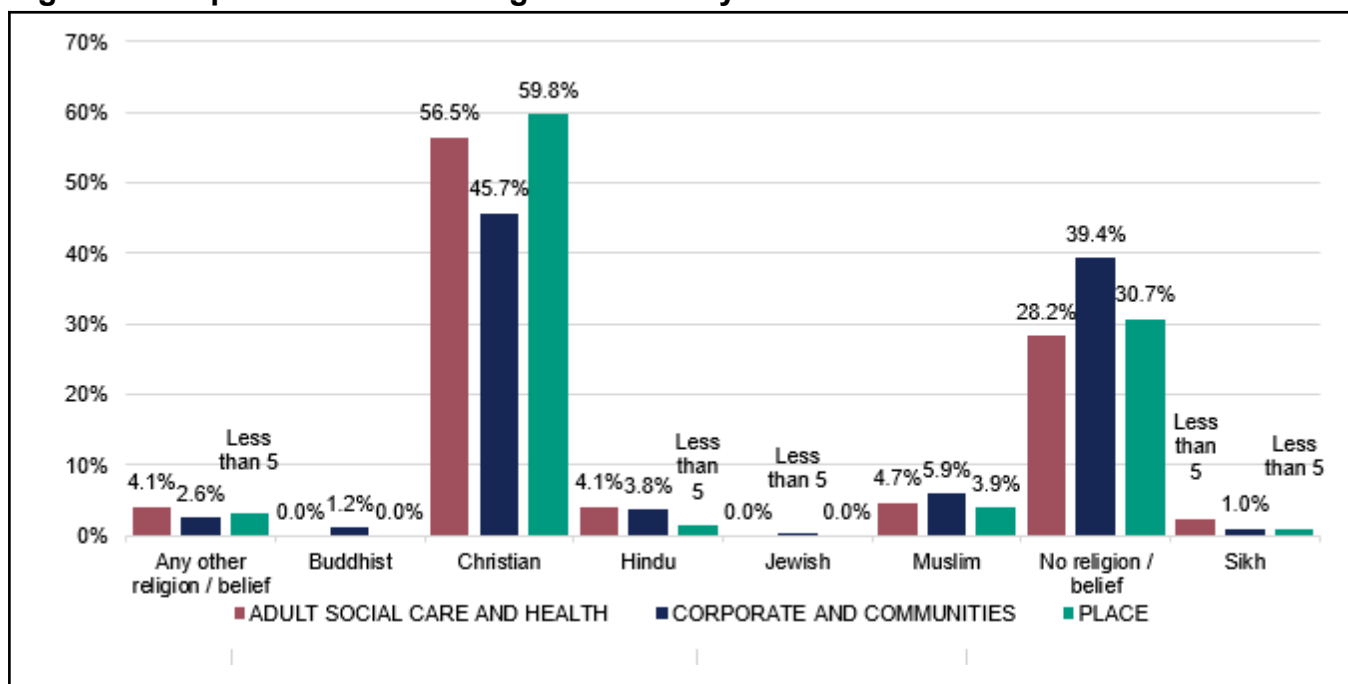
Note : Across the council 32% of staff have not declared their sexual orientation.

Figure 10: Age Demographics

	16-24	25-34	35-44	45-54	55-64	65+
ADULT SOCIAL CARE & HEALTH	2.2%	23.5%	22.1%	24.3%	23%	4.9%
CORPORATE & COMMUNITIES	5.5%	19.1%	23.5%	24.5%	23.8%	3.7%
PLACE	Less than 5	15.7%	25.3%	20.2%	29.8%	8.1%
Grand Total	4.1%	19.4%	23.5%	23.7%	24.7%	4.7%

53% of Kingston Council’s workforce are over the age of 45. In the Place directorate this increases to 59% of the workforce over 45. In 2021-2022 the council's percentage of staff aged 16 to 24 was 4.6%. This year the percentage of staff in the 16 - 24 age band has dropped slightly to 4.1%.

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.

8. Recruitment Data

Diverse Panels

Position to date

- Anonymous shortlisting introduced in March 2021, with a diverse panels pilot which ran from January 2022 - March 2022
- The pilot included all roles within Adult Social Care Operations and Digital and IT and required that all panels were balanced in terms of gender and ethnicity, with at least one member of the panel to be from a Black, Asian and Minority Ethnic background
- To support the pilot, a group of diverse staff members received bespoke interview training with an emphasis on removing bias from the recruitment process

Impact of the pilot

Digital and IT:

- Prior to the pilot in 2021/22, BAME applicants made up 48% of those shortlisted and 29% of those offered.
After the pilot in 2022/23, BAME applicants made up 66% **(+18%)** of those shortlisted and 50% **(+21%)** of those offered - also significant increase in applications **(+333)**
- Prior to the pilot in 2021/22, Female applicants made up 49% of those shortlisted and 48% of those offered.
After the pilot in 2022/23, Female applicants made up 39% **(-10%)** of those shortlisted and 65% **(+17%)** of those offered

Adult Social Care Operations

- Prior to the pilot in 2021/22, BAME applicants made up 53% of those shortlisted and 43% of those offered.
After the pilot in 2022/23, BAME applicants made up 55% **(+2%)** of those shortlisted and 47% **(+4%)** of those offered - also significant increase in applications **(+130)**
- Prior to the pilot in 2021/22, Female applicants made up 75% of those shortlisted and 83% of those offered.
After the pilot in 2022/23, Female applicants made up 80% **(+5%)** of those shortlisted and 77% **(-6%)** of those offered - also significant increase in applications **(+118)**

Impact of Diverse Panels - Ethnicity (Council-wide)

Financial year	2021/22			2022/23			2023/24 (to date)		
	Applied	Short listed	Offered	Applied	Short listed	Offered	Applied	Short listed	Offered
BAME or White									
BAME	59%	45%	36%	60% (+)	46% (+)	37% (+)	67% (+)	50% (+)	33% (-)
White	41%	55%	54%	40%	54%	63%	33%	50%	67%

- Numbers have remained consistent in this area - **more work to do to increase shortlisting and appointment rates for those from BAME backgrounds**
- However **significant increase in numbers of applications from those from BAME backgrounds** - 2007 in 2021/22 and 3924 in 2022/23
- BAME applicants - likelihood of being short listed is 20% (2021/22) and 18% (2022/23) - **lower than White applicants**
- White applicants - likelihood of being shortlisted is 34% (2021/22) and 32% (2022/23)
- BAME applicants shortlisted - likelihood of being appointed is 28% (2021/22) and 23% (2022/23)
- White applicants shortlisted - likelihood of being appointed is 40% (2021/22) and 33% (2022/23) - **lower than White applicants**

Impact of Pilot and Diverse Panels - Gender (Council-wide)

Financial year	2021/22			2022/23			2023/24 (to date)		
	Applied	Short listed	Offered	Applied	Short listed	Offered	Applied	Short listed	Offered
Female or Male									
Female	52%	62%	66%	48% (-)	54% (-)	63% (-)	52% (+)	60% (+)	100% (+)
Male	48%	38%	34%	52%	46%	37%	48%	40%	0%

- Numbers have remained consistent in this area - **positively year on year the majority of applicants, short listed applicants and offered applicants have been female** (slight shift in applications in 2022/23 but marginal)
- **Significant increase in numbers of applications from females** - 1815 in 2021/22 and 2671 in 2022/23
- Female applicants - likelihood of being short listed is 31% (2021/22) and 26% (2022/23) - **higher than male applicants**
- Male applicants - likelihood of being short listed is 20% (2021/22) and 20% (2022/23)
- Female applicants shortlisted - likelihood of being appointed is 36% (2021/22) and 33% (2022/23) - **higher than male applicants**
- Male applicants shortlisted - likelihood of being appointed is 30% (2021/22) and 23% (2022/23)

9. Leavers

This section reviews leavers during April 2022 - March 2023 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.]

During April 2022 - March 2023 there were 13 service area redesigns undertaken within the organisation. There were 15 redundancies between January 2022 - June 2023. Those numbers are not included in the figures presented here.

Figure 12: Voluntary and involuntary leavers year on year comparison

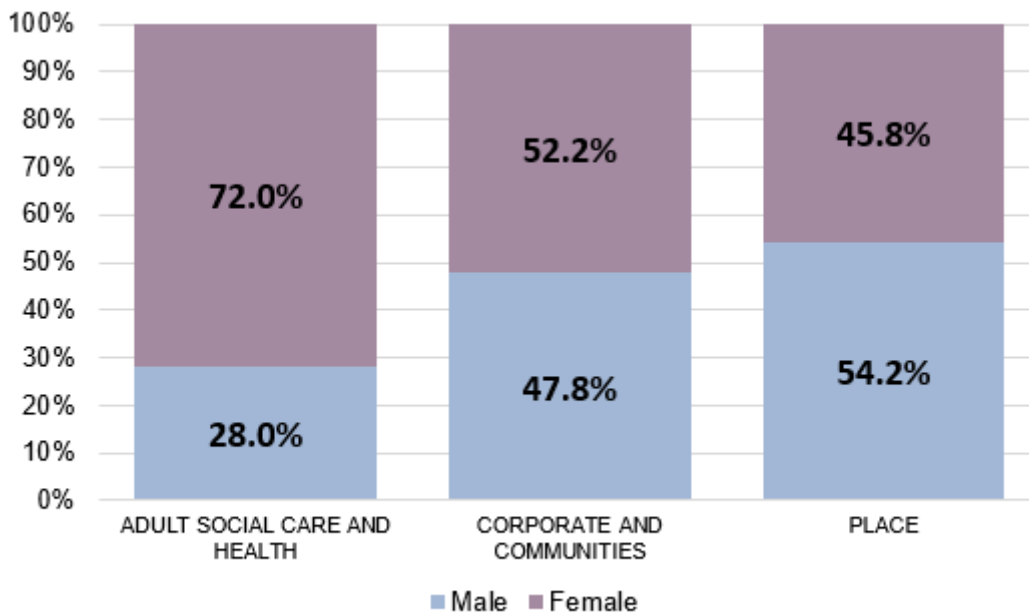
	Leavers (Total)	Voluntary Leavers	Involuntary Leavers
2021-2022	225	145	80
2022-2023	199	165	34

Figure 13: Total Voluntary Leavers Numbers: April 2022 - March 2023

Directorate	Count
ADULT SOCIAL CARE & HEALTH	25
CHIEF EXECUTIVE'S	1
CORPORATE & COMMUNITIES	115
PLACE	24
Grand Total	165

In March 2023 the turnover rate was 14%, which was a 1% decrease from March 2022, when it was 15%. This is slightly above the London Council's average for 2022 of 13%.

Figure 14: Voluntary leavers by Gender

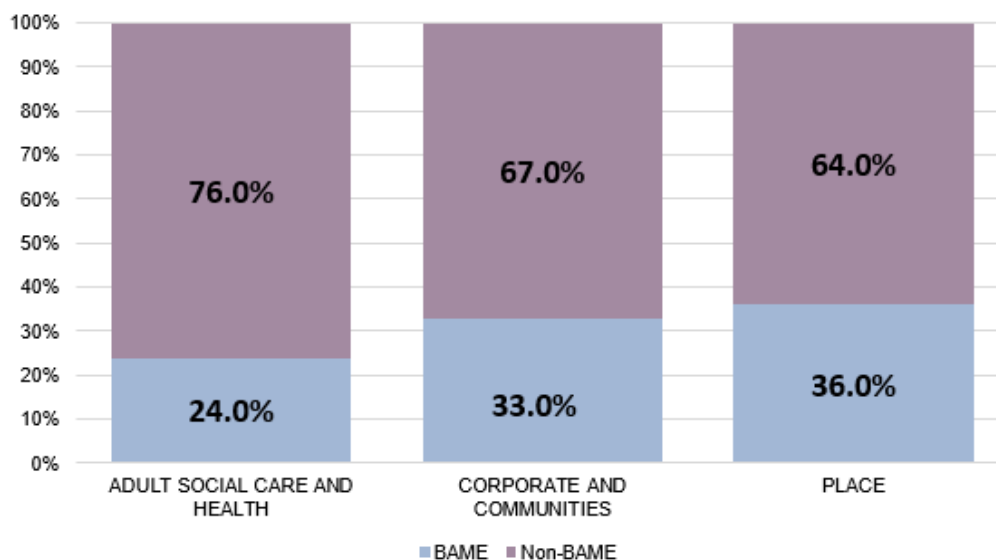


The graph above shows the percentage of voluntary leavers in each directorate by gender excluding casuals. The percentage of females in the workforce for Kingston Council is 59.3% whereas overall the percentage of female leavers is 54.3%. This is a drop of 7% from 2022.

- **Corporate & Communities:** -6% difference. Of all the leavers, 52.2% are women and 58.2% of their employees are women
- **Adult Social Care & Health:** -2.8% difference. Of all leavers in Adults, 72% are women whilst 74.8% of their employees are women. The difference in 2022 was 11% for this directorate.
- **Place:** 0.3% difference. Of all leavers, 45.8% are women and 45.5% of their employees are women

Based on the above data we are retaining women to a greater extent than those leaving in Corporate and Communities and Adult Social Care and Health.

Figure 15: Voluntary leavers by ethnic grouping



A higher percentage of Black, Asian and Minority Ethnic leavers can be seen in **Corporate & Communities** and **Place** compared to overall percentage of Black, Asian and Minority Ethnic staff employed in these directorates. **Adult Services** has a smaller percentage of Black, Asian and Minority Ethnic leavers in compared to overall percentage of Black, Asian and Minority Ethnic staff employed in the directorate.

- **Corporate & Communities:** 8.1% difference. Of all the leavers, 33% are Black, Asian and Minority Ethnic yet only 24.9% of their employees are Black, Asian and Minority Ethnic. In 2022, the difference was 12.6%.
- **Adult Social Care & Health:** -5.1% difference. This is a 3.7% decrease since 2022. Of all leavers in Adults 24% are Black, Asian and Minority Ethnic whilst 29.1% of their employees are Black, Asian and Minority Ethnic.
- **Place:** 6.1% difference. Of all leavers 36% are Black, Asian and Minority Ethnic whilst only 29.9% of staff are Black, Asian and Minority Ethnic. This difference was lower than 2022 (12.5%).

Although the percentage of Black, Asian and Minority Ethnic leavers have decreased in each directorate, further exit interview analysis is needed with a view to continue making improvements and narrowing the gap.

10. Recommendations

- Further campaigns to increase our staff declaration rates of protected characteristics, to reduce the 'unknown' data. Particularly in the areas of disability and LGBT+ declarations.
- Continue to look at our recruitment strategy, how we attract, appoint, engage and retain Black, Asian and Minority Ethnic staff and other protected characteristics, as well as any impact of applications from overseas residents.
- Recruitment
 - Grow the number of trained interview panel participants
 - Remove barriers for neurodivergent applicants
- Support all staff networks to grow participation and membership, provide support to the chairs and enhance communications and celebration of work.
- Work closely with our Early Careers network and to explore the recruitment and retention of 16-24 year olds in the organisation, taking forward the policy development for this commitment to Early Careers and suite of opportunities, including STEM for digital roles.
 - present a business case in September 23
 - develop organisation wide policy for Early Careers and Work Experience Opportunities
- Further exit interview analysis as the enabling work within the Retention workstream to identify reasons for leaving and exit interviews to inform improvement plans, including BAME and women.
- Review the impact of Neurodiversity, Menopause and Transgender policies on workforce and leavers and launch of e-learning training.
- Support for the cultural club to enhance inclusion
https://intranet.kingston.gov.uk/task/equalities-and-engagement/culture-club/#chapter_hea
- Provide a future focus through development and delivery of the HR & OD strategy and EDI work package to ensure actions are taken forward

Appendix

[Inclusive Kingston Strategy](#)