



Workforce Equality Report

Annual Report April 2023 to March 2024

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 2024/25 as we reflect on the progress in 2023/24.

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 2024. References to leavers cover the period April 2023 – March 2024.
- 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.
- 2023 - 2024 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 2022 - 2023¹ 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 2024):

	ADULT SOCIAL CARE & HEALTH	CHIEF EXECUTIVE'S	CORPORATE & COMMUNITIES	PLACE	Grand Total
Headcount	235	1	727	215	1178
FTE	221.37	1.00	611.66	210.27	1044.3

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	17.02	5.53	25.31	5.91	26.98	6.05	23.94	5.86	282	69
Ethnicity	10.64	Less than 5	17.74	2.48	19.07	Less than 5	16.55	1.95	195	23
Disability	14.04	Less than 5	22.28	1.79	21.40	3.26	20.46	1.78	241	21
Sexual Orientation	20.0	4.68	27.65	5.50	28.37	4.19	26.23	5.09	309	60

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 24% of staff have not made any declaration in relation to their religion/belief (alongside a further 6% who prefer not to say). 26.2% have not have not made any declaration in relation to their sexual orientation. This is similar to the declaration rates for 22-23. 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 2023/24:

- In May 2023 RBK and Sutton councils won 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 EDI workstream, one of the key priorities for Year 1 of the People & OD strategy, was achieved, with a continued commitment and alignment to the Inclusive Kingston strategy.
 - 663 staff attended 22 unconscious bias workshops between January and March 2024, most staff attended in person at our Guildhall, delivered with our partners Quilombo Ltd. Their evaluation, findings and recommendations will be presented to the Inclusive Kingston Board and our SLT for follow up and action.
 - Continuation of gender pay gap reporting, with monitoring and publication of our results.
 - Anonymous application forms are integral to our recruitment offer, to eliminate bias, and ensure applicants are shortlisted purely on merit.
 - Diverse panels have been rolled out across the Council, and extended to include all protected characteristics, not just ethnicity and gender.
 - Introduced a guaranteed interview scheme for Care Experienced applicants, and those with Armed Forces experience.
 - Committed to becoming an Age Friendly Employer.
 - Policy launch for menopause, with key involvement from our staff networks to develop this, including menopause coffee mornings and menopause workshops, delivered with Henpecked, supporting our accreditation as a Bloody Good employer.
 - New neurodiversity policy, reasonable adjustments passport and guidance for recognised conditions and reducing stigma introduced, with a Neurodiversity Celebration Week event and a Neurodiversity Peer Support Group.
 - Increased commitment to accessing council work, with the introduction of the Developing Careers and Work Experience Policy, with a focus on enhancing work experience opportunities and improving access to students, care leavers, those seeking a return to work. This is hoped to improve age diversity below age 25, as well as other diversity.
 - New Performance review framework, which continued commitment to our STAR values and regular monthly meetings with your manager, to provide a forum for regular career and personal development.
 - Celebration and awareness events took place throughout the year such as International Women's Day - Kingston Violence Against Women and Girls, PRIDE, Black History
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Month, International Day of People with Disability and Race Equality Week, Dementia Carers Week, Time to talk Day and Hate crime awareness week. Planning is underway for the South Asian Heritage Month mid July to mid August 2024.

- Face to face Corporate Induction was relaunched and includes video contacts for our staff networks and introduces all attendees to our Inclusive Kingston strategy.
- Our Quarterly reports show the progress increasing both representation of Black, Asian and Multi Ethnic staff and those earning over £50k, a key target and focus, while starting to focus on applicant to appointed % ratios.
- A Tackling Race Inequality forum has been introduced by the Black, Asian and Multi-Ethnic network executive sponsor, in response to some lived experiences reported as not meeting our ambition and commitment.
- A further cohort of reverse mentors were matched to staff to give insight and exposure to different perspectives.
- Staff networks hold a key place in both our Kingston One Voice and Employee Voice forums enhancing engagement with all staff.
- Our Staff Networks now hold 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.
- A special CEO award was given to the Chair of the DAWN network for their contribution to supporting their own staff network group, as well as their overall contribution to the EDI agenda.

What have we been doing in 2023-2024 in the different equality strands:

- We continue to foster representation of Black, Asian and Multi Ethnic staff on interview panels.
 - Our staff networks develop agendas, based on staff needs and encourage staff to talk and share their knowledge and seek out expertise and support: including
 - a range of physical and hidden disabilities, to help reduce isolation, distress and impact, and promote attendance and acceptance at work.
 - risk assessments help managers have meaningful discussions and enable practical support and adjustments.
 - social events and skills development help those belong and develop in their early careers
 - planning of the Guildhall buildings and facilities being improved; to help staff work and respect each other's diversity, with a multi-faith area being considered, with use of Access to Work expertise and funding to help staff remain connected with their community and colleagues.
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5. Demographic of our Workforce

Figure 3: Demographic of Kingston Council

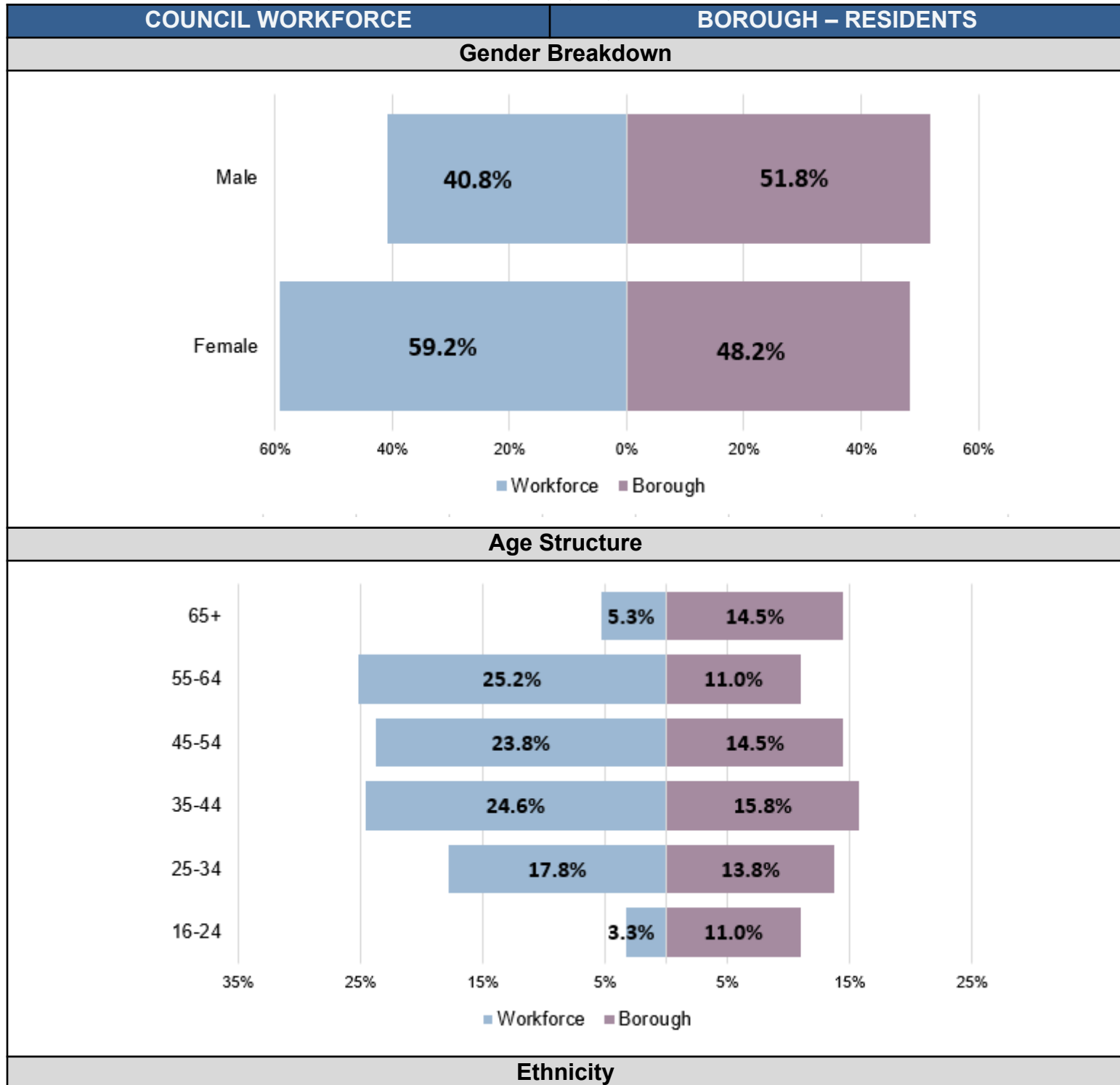
Measures	Aim by 2024	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Comments
Percentage of Black, Asian and Multi-Ethnic employees within the Council	31.7% (Borough)	22.2%	23.8%	23.9%	26.6%	28.2%	There has been an increase year on year in the proportion of Black, Asian and Multi-Ethnic staff, averaging 1.7% per year. This is positive progress and this 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 18.5% of the workforce</i>
Percentage of employees earning over £50K from Black, Asian and Multi-Ethnic groups	23% (LDN Councils)*	11.6%	16.5%	18.6%	18.7%	21%	<i>Of those earning +50K who have declared their ethnicity, 21% are Black, Asian and Multi-Ethnic.</i> <i>*LDN Councils figure refers to median of top 5% of earners who are from Black, Asian and Multi-Ethnic groups</i>
Percentage of employees declaring they meet the Equality Act definition of disability	6% (LDN Councils)	6.7%	7.8%	7.3%	6.5%	6.7%	2021 Borough Census =13.1% (London councils employee median is 5.5%) <i>Note: 22.24% 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	5.6% (LDN Councils)	less than 5%	less than 5%	5.2%	5.6%	5%	This figure has decreased since 2023, despite the % of employees who declared having a disability increasing. <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)	59.2%	60.0%	59.1%	59.3%	59.2%	Minimal change from last year. 50.3% of Borough residents are female (Census 2021).
Percentage of employees earning over	50% (LDN Councils)	53.4%	55.0%	53.3%	52.9%	52.1%	There has been a slight decrease in the percentage of women earning

£50K that are women							over 50k however overall this figure has remained relatively stable.
Percentage of LGBTQIA+ employees within the Council	12% (Borough)	less than 5%	4.5%	4.2%	5.1%	4.2%	There has been a decrease when compared to last year's figure, and it is still below the UK figure which is expected to be 7-9% <i>31.3% 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 LGBTQIA+	5%+ (No benchmarking figure available)	less than 5	4.1%	4.1%	3.4%	3.2%	Of those employees earning +50K and who have declared their sexual orientation, less than 5% declare themselves as LGBTQIA+. This figure has dropped slightly since 2023
% employees 16 to 24	2.6% (LDN Councils)	5.4%	4.5%	4.6%	4.1%	3.3%	Borough figure 16-24 = 11.1% (Census 2021) London Councils = 2.6% (2024)

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



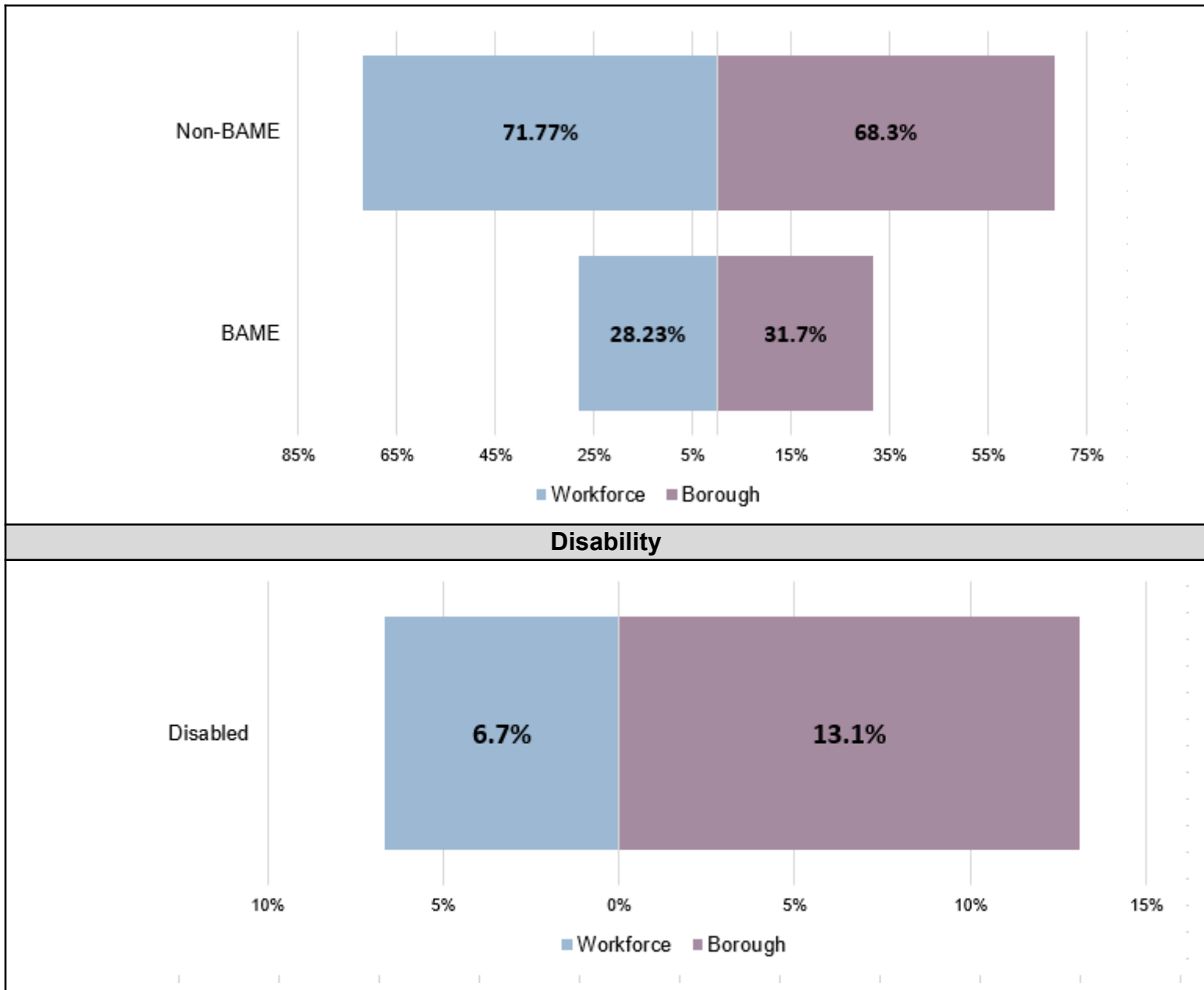


Figure 5: Detailed Ethnic Categories

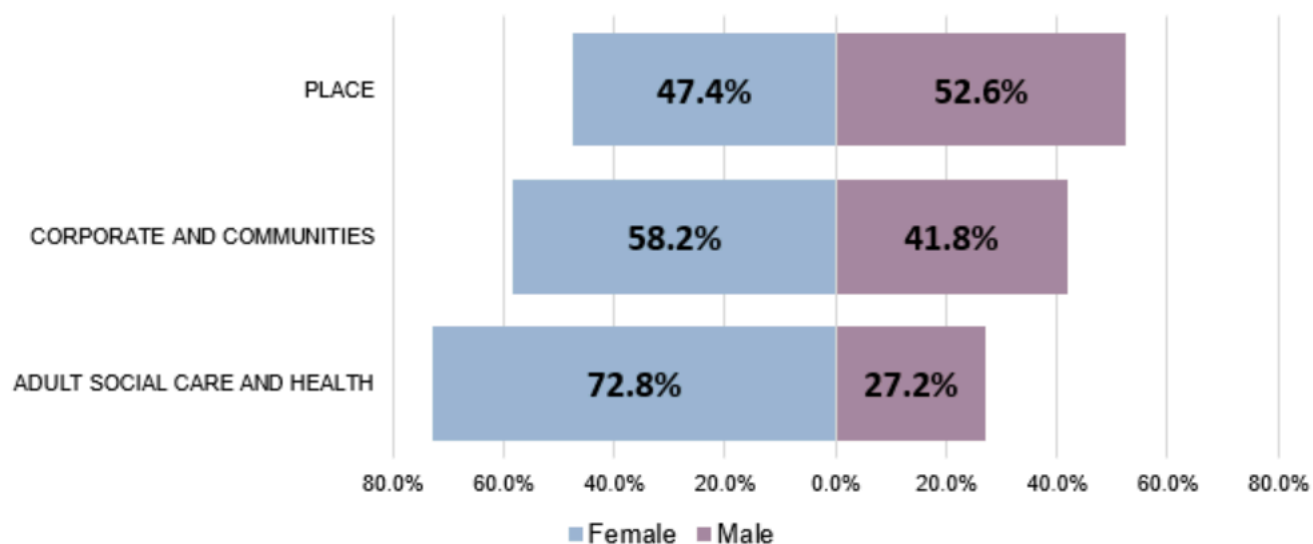
<u>Detailed Ethnic categories</u>				<u>Comments:</u>
Ethnic Origin	% of staff	Borough Ethnic Origin mapping (2021 GLA)	Borough %	Kingston is a diverse borough, not just because of this range of need, but because it is home to people from diverse cultures and backgrounds. The 2021 census records the 'Other Asian' category
Asian/Asian British - Bangladeshi	0.93	Bangladeshi	0.6	
Asian/Asian British - Chinese	1.78	Chinese	2.5	
Asian/Asian British - Indian	3.48	Indian	4.6	
Asian/Asian British - Korean	Less than			

	5			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).
Asian/Asian British - Pakistani	1.53	Pakistani	2.6	
Asian/Asian British - Any Other Asian background	2.63	Other Asian (incl Korean c.1.9%, as well as Sri Lankan 1.6%)	7.6	
Black/Black British - African	4.58	Black African	1.8	
Black/Black British - Caribbean	2.04	Black Caribbean	0.6	
Black/Black British - Any Other Black/African/Caribbean background	1.10	Other Black	0.3	
Mixed/Multiple Ethnic Group - White and Asian	0.93	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	0.68	White and Caribbean	0.9	
Mixed/Multiple Ethnic Group - Any Other Mixed/Multiple ethnic background	0.76	Other Mixed	1.7	
White - English/Welsh/Irish/Scottish/Northern Irish/British	51.10	White British / White Irish	53.7	
White - Gypsy/Irish Traveller	Less than 5			
White - Any Other White background	7.30	Other White	12.7	
Other Ethnic Group - Arab	Less than 5	Arab	2.1	
Any other ethnic group	1.36	Other ethnic group	3.6	
Prefer not to say	1.95			
Not Known	16.55			

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:
59.2%**

Adult services continue to employ the highest proportion of women in the council at 72.8%. The demographic of Corporate & Communities remains the same. Women make 47.4% 45.5% of the workforce in Place, which is an increase of 1.9% from 2022. Whilst this is by far the smallest Directorate, 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

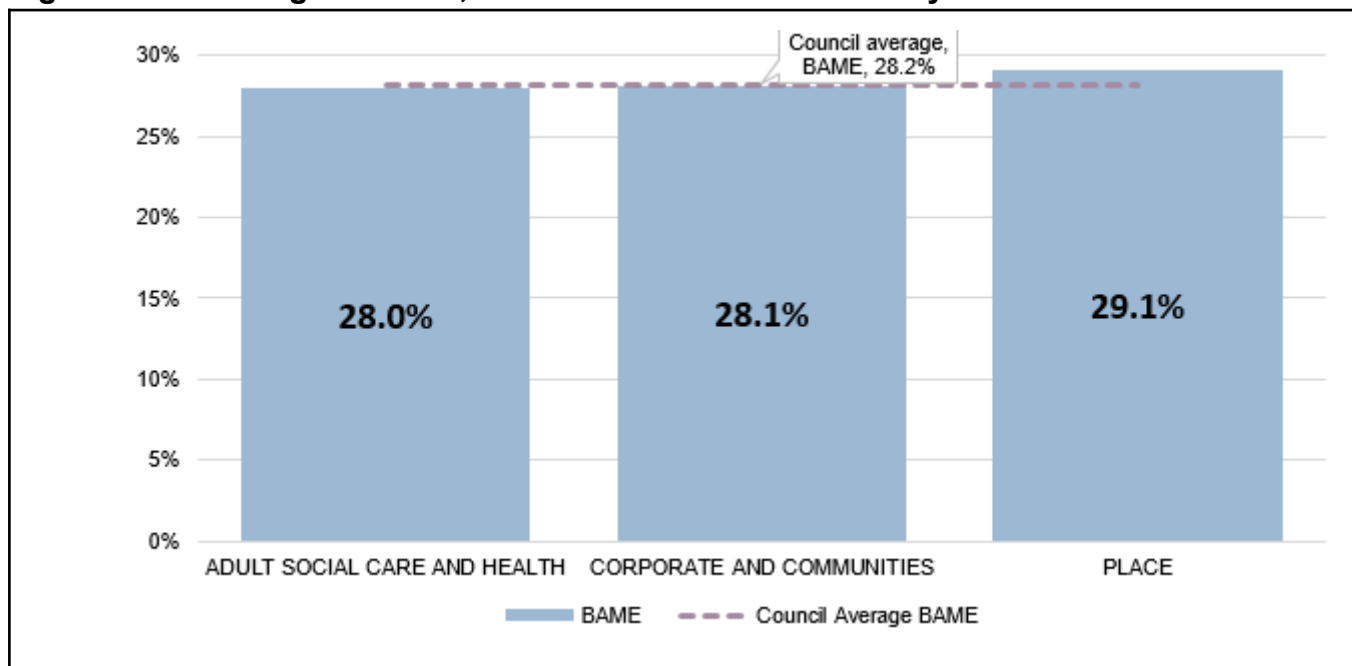
The Gender Pay Gap information Regulations require public sector organisations with 250 or more employees to publish their gender pay gap data on the snapshot date of our Gender Pay Gap as of March 2023.

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 £99.17

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 Multi-Ethnic staff by directorate



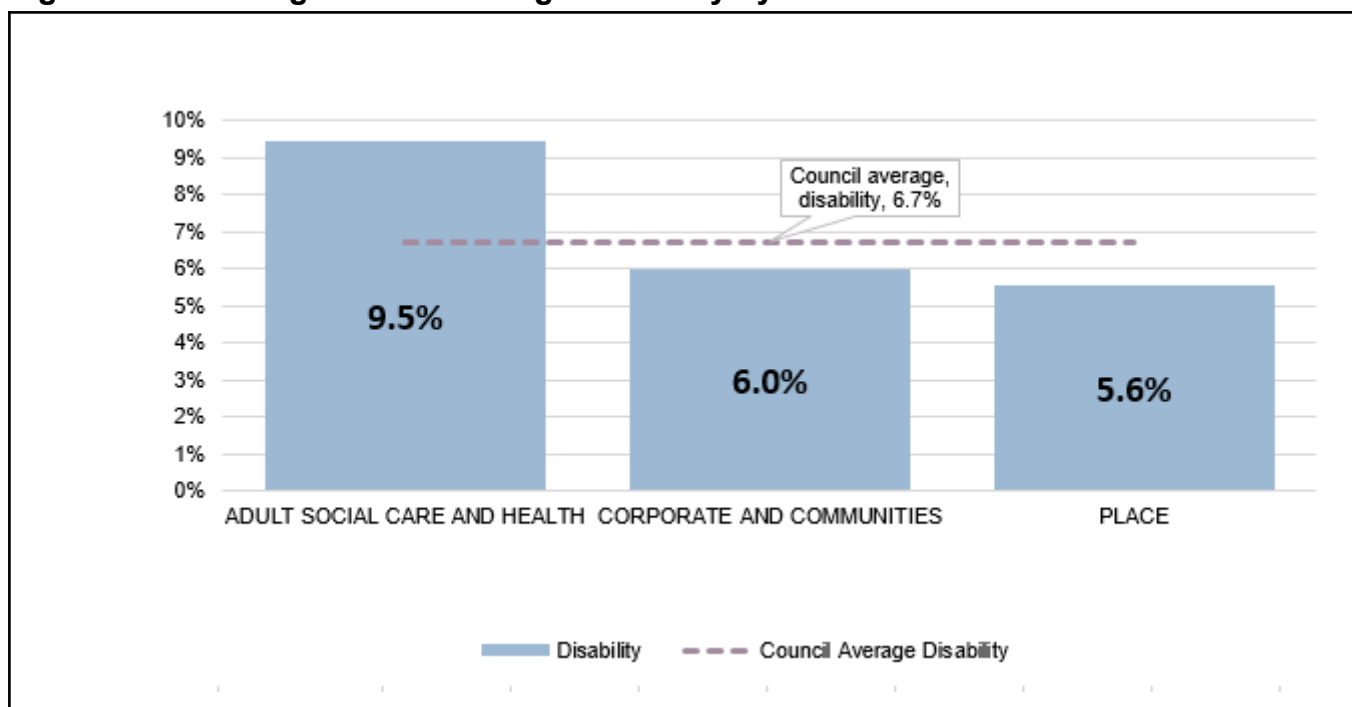
Comments:

The representation of Black, Asian and Multi-Ethnic staff in the workforce has increased since 2023.

Residents from Black, Asian and Multi-Ethnic groups make up 32% of the population of Kingston Borough.

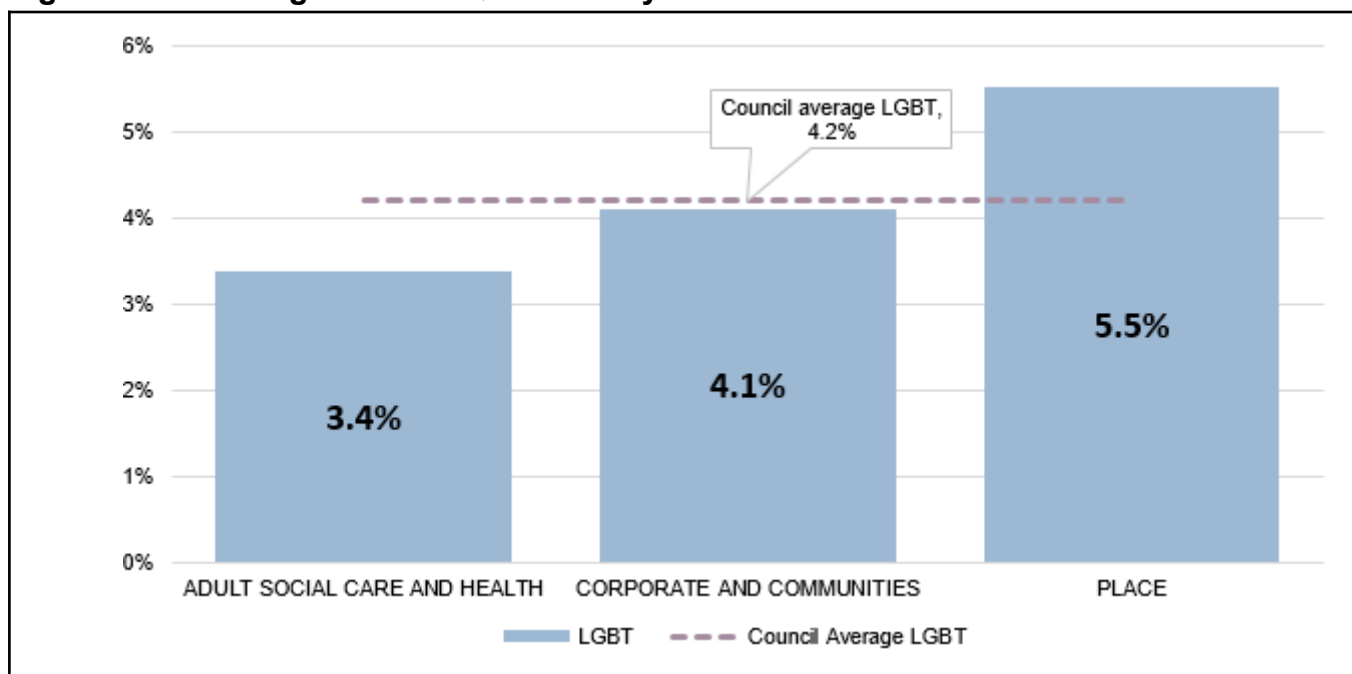
Place still employs the highest percentage of staff from a Black, Asian and Multi-Ethnic background and along with Adult Social Care and Health exceeds the council average which is really positive. Corporate & Communities figures have increased by 3.2% which brings them to the workforce average. We are continuing to look at our recruitment strategy, how we attract, appoint, engage and retain Black, Asian and Multi-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 Social Care and Health and Place. However, Corporate and Communities and Place are below the Council's average.

Figure 9: Percentage of LGBTQIA+ staff by directorate



Comments:

LGBTQIA+ representation in the workforce is 4.2% average with no specific directorate anomalies, this is lower than 2023 and all three directorates have seen decreases in their percentages. Place continues to have higher LGBTQIA+ representation than the workforce average in the Council but this has dropped by 0.8%.

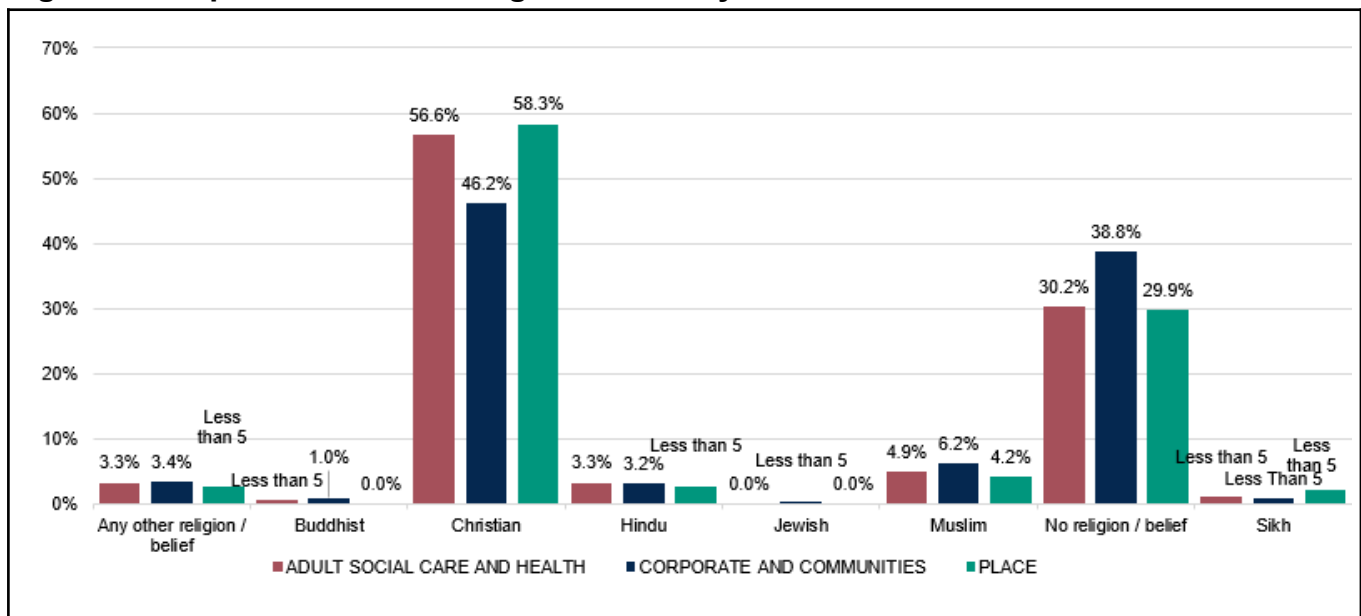
Note : Across the council 31.3% of staff have not declared their sexual orientation.

Figure 10: Age Demographics

	16-24	25-34	35-44	45-54	55-64	65+
ADULT SOCIAL CARE & HEALTH	2.1%	20.0%	24.7%	23.4%	25.5%	4.3%
CORPORATE & COMMUNITIES	4.1%	18.16%	24.4%	24.2%	24.4%	4.8%
PLACE	Less than 5	14.4%	25.6%	22.8%	27.4%	7.9%
Grand Total	3.3%	17.8%	24.6%	23.8%	25.2%	5.3%

54.3% of Kingston Council’s workforce are over the age of 45. In the Place directorate this increases to 58.1% of the workforce over 45. In 2022-2023 the council's percentage of staff aged 16 to 24 was 4.1%. This year the percentage of staff in the 16 - 24 age band has dropped to 3.3%.

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.

8. Recruitment Data

Diverse Panels

Position to date

Anonymous shortlisting was introduced in March 2021, and a diverse panels pilot took place from January 2022 - March 2022 in Adult Social Care Operations and Digital and IT requiring that hiring panels be balanced and diverse in terms of gender and ethnicity. Diverse interview panels were rolled out across the Council from April 2022, following a pilot which took place three months prior (Jan 2022 - March 2022), with a focus on gender and ethnicity only. From April 2023, following engagement and feedback from our staff networks, the Council adopted a broader approach to Diverse Panels, which included all protected characteristics.

Hiring managers are responsible for ensuring that the interview panel represents a variety of protected characteristics. This will help eliminate unconscious bias and help ensure that candidates are treated equitably. Even if certain characteristics are not immediately apparent, we aim for diversity within the panel whenever possible. The protected characteristics include:

- Age
- Disability – including those with neurodivergent conditions
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

We appreciate diversity is wider than gender and race and that adopting a broader approach allows us to celebrate all aspects of diversity.

Impact of diverse panels on applications, those shortlisted and those appointed - full 2023/24 financial year:

Ethnicity	Applied	Short listed	Appointed
Black, Asian and Multi-ethnic	61% (+)	48% (+)	36% (-)
White	35% (-)	46% (-)	57% (-)
Prefer not to say	4%	6%	7%

- The number of applications received and shortlisted, from Black, Asian and multi-ethnic candidates has increased slightly (1% and 2%, respectively). However the number

appointed from this group has decreased slightly (1%) - **we need to do more work to increase shortlisting and appointment rates for those from Black, Asian and multi-ethnic backgrounds**

- There has been a decrease at all stages for white applicants, when compared to 2022/23 - 5%, 8%, and 6%, respectively. However, it should be noted that this is the first year that the category 'prefer not to say' has been included in our Workforce Equality report.

9. Leavers

This section reviews leavers during April 2023 - March 2024 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 4 redundancies between April 23- March 2024, 2 were voluntary redundancies and 2 were compulsory.

Figure 12: Voluntary and involuntary leavers year on year comparison

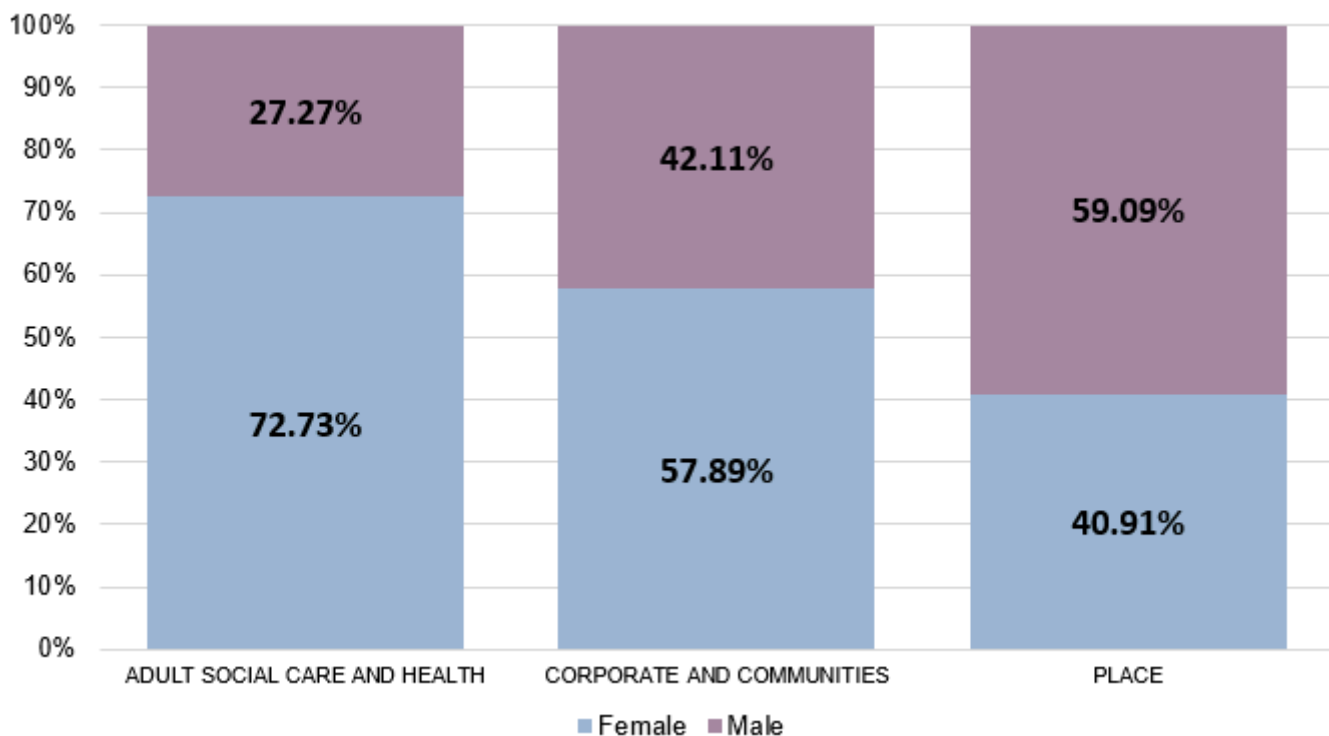
	Leavers (Total)	Voluntary Leavers	Involuntary Leavers
2021-2022	225	145	80
2022-2023	199	165	34
2023-2024	135	120	15

Figure 13: Total Voluntary Leavers Numbers: April 2023 - March 2024

Directorate	Count
ADULT SOCIAL CARE & HEALTH	22
CORPORATE & COMMUNITIES	76
PLACE	22
Grand Total	135

In March 2024 the voluntary turnover rate was 10%, which was a 4% decrease from March 2022, when it was 14%. This is just above the London Council's average for 2023 of 9.7%.

Figure 14: Voluntary leavers by Gender

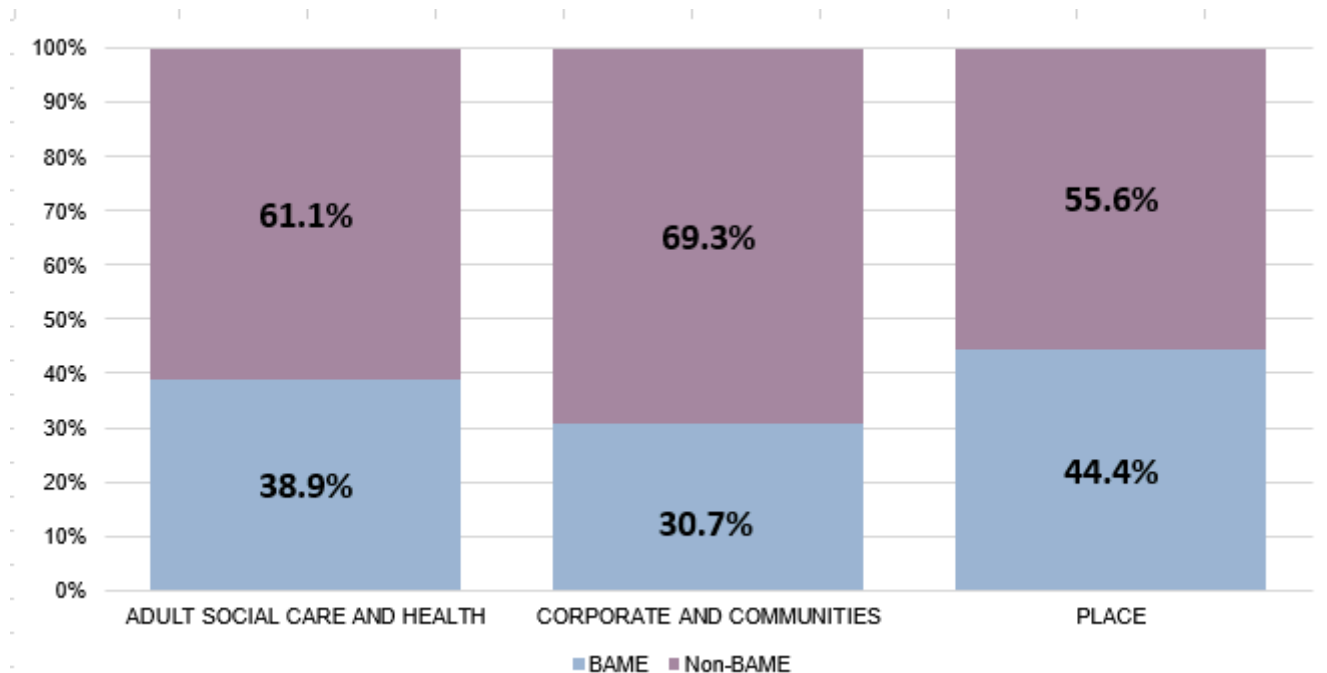


The graph above shows the percentage of voluntary leavers in each directorate by gender excluding casuals. The percentage of females in the workforce for Kingston Council is 59.2% whereas overall the percentage of female leavers is 57.3%. The leavers % is an increase of 3% from 2023. The breakdown in each Directorate varies

- **Corporate & Communities:** -0.3% difference. Of all the leavers, 57.9% are women and 58.2% of their employees are women.
- **Adult Social Care & Health:** 0% difference. Of all leavers in Adults, 72% are women whilst 72.8% of their employees are women. The difference in 2023 was 2.8% for this directorate.
- **Place:** 6.5% difference. Of all leavers, 40.9% are women and 47.4% of their employees are women. The difference in 2023 was 0.3%.

Based on the above data we are retaining women to a greater extent than those leaving in all three directorates.

Figure 15: Voluntary leavers by ethnic grouping



A higher percentage of Black, Asian and Multi-Ethnic leavers can be seen in **all three directorates** compared to overall percentage of Black, Asian and Multi-Ethnic staff employed in these directorates. **Adult Social Care and Health** and **Place** have had an increase in the percentage of Black, Asian and Multi-Ethnic leavers since 2023.

- **Corporate & Communities:** 2.6% difference. Of all the leavers, 30.7% are Black, Asian and Multi-Ethnic yet only 28.1% of their employees are Black, Asian and Multi-Ethnic. In 2023, the difference was 8.1%.
- **Adult Social Care & Health:** 9.1% difference. Of all leavers in Adults 38.9% are Black, Asian and Multi-Ethnic whilst 28% of their employees are Black, Asian and Multi-Ethnic. -5.1% difference in 2023.
- **Place:** 15% difference. Of all leavers 44.4% are Black, Asian and Multi-Ethnic whilst only 29.1% of staff are Black, Asian and Multi-Ethnic. There was a 6.1% difference in 2023.

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 LGBTQIA+ declarations.
- Continue to look at our recruitment strategy, how we attract, shortlist and appoint, engage and retain Black, Asian and Multi-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, provide reasonable adjustments within interview process

- Support all staff networks to grow participation and membership, help them realise increased membership from staff pledges given from Quilombo Ltd workshops, over 100 staff indicated they would join a network.
 - 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.
 - Measure impact of the Developing Careers and Work experience initiative and support
 - including number of graduates, work placements and durations
 - the value of the apprentice levy transfer to support our community businesses
 - understand our younger staff and their reasons for leaving
 - Monitor the diversity of Employee relations casework from Quarter 1, 2024/25.
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Appendix

[Inclusive Kingston Strategy](#)
