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# Equality, Diversity, and Inclusion Strategy 2024-2030

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**Elmbridge**  
Borough Council

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## Foreword

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This strategy outlines a step up in our aspiration and commitment towards reducing inequality throughout all our communities across Elmbridge.

In presenting this strategy, we recognise that treating everyone the same and providing equal opportunities is not sufficient in building an inclusive Elmbridge.

We all face different barriers to opportunity in life, and there are parts 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 will not succeed if this is simply another council owned strategy. The aspirations outlined here belong to the people of the Borough, across all of communities regardless of background or belief. We have aimed to take that approach from the start, with the strategy being significantly shaped not just by council equality, diversity and inclusion 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 Leader of the council, I am pleased to champion this strategy.

**Councillor Bruce McDonald**  
**Leader, Elmbridge Borough Council**  
**Portfolio Holder for Transformation**

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## Introduction

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It is easy to think that we know Elmbridge, its people and its businesses. As a community leader we need to know our community, who they are, what motivates them, their needs now and in the future.

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 know we are already a great place to work, and a high performing organisation and we want to build on this by providing the right support and tools to our people.

We have developed four priority objectives for action to frame the next steps of our journey towards an inclusive Elmbridge, and we will continue to set ourselves challenging targets for achieving against these objectives over the life of this strategy and beyond.

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.

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 Elmbridge.

### Our Vision:

We will always commit to and strive for fairness, equality, diversity and inclusivity for all.



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# What do we mean by Equality, Diversity and Inclusion (EDI)?

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**Equality** is treating everybody equally and fairly, regardless of their personal characteristics. It is also ensuring that everybody has equity of 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 several 'protected characteristics' - these are the aspects of identity that are legally protected from discrimination.



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**

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 population
- Gypsy, Roma and 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 groups
- Refugees and asylum seekers, who face barriers to accessing the labour market, have poor health, and are particularly vulnerable to discrimination, social stigma and poverty
- LGBTQ+ community are at higher risk of experiencing poor mental health, being the target of hate crime and experiencing unequal treatment from healthcare staff because of their LGBTQ+ status.
- 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. Elmbridge signed the Armed Forces Covenant in 2013, 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.

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# Developing our EDI strategy – Engagement Report

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## 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 councils to review and improve performance. The four improvement areas in this framework are:

- Understanding and working with communities
- Leadership, partnership and organisational commitment
- Responsive services and customer care
- 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 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 Elmbridge and what our objectives should be for the next six years.

We also spoke to our employees, who reflected a great ambition for Elmbridge.

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, we should recognize and understand intersectionality, every experience and case are different
- 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 or health inequalities

- 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.



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## The borough profile

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Only by understanding who lives and works in Elmbridge will we be able to provide appropriate and good quality services that meet the needs of our borough's different communities. The information we hold about our communities is regularly updated and used to plan services.

To develop this strategy, we have created a publicly available data profile which paints a picture of our local community's protected characteristics which can be seen in Appendix 4. This data is an important part of our picture, but it is only part of it. We will continue to review and develop this data as this strategy is reviewed annually, 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. The profile shows:

22% of the population is under 16 and 18% is 65 or over.

A significant proportion of our population identifies as being white, larger minority ethnic groups within our population identify as being Asian, Asian British, Asian Welsh or as having a mixed ethnic heritage.

2% of our population as having a non-heterosexual orientation.

Over 50% of our population has a religion

We have a smaller proportion of people who are economically inactive with a disability compared to England.

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## Our objectives for the next six years

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Our equality, diversity and inclusion objectives reflect the cross-cutting themes in our Vision 2030 and People Strategy. These objectives relate to each aspect of the council's role as an employer, a provider of services and in our public sector equality duty in bringing communities together.

### **Objective 1: Listen to and learn from the diverse communities we serve.**

We will do this by:

- Increasing direct engagement with and participation from minority, seldom heard, protected and vulnerable groups in our community
- Talking to those who use our services about their experiences with council services and in their day-to-day life in Elmbridge
- Improving the quality of the data and information we collect and the way it is used to assess the impact of decisions on minority, seldom heard, protected and vulnerable groups in the community and how services are provided

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

We will do this by:

- Encouraging mutual understanding between and across all communities by showcasing local events such as religious and cultural festivals
- Working with partners, residents, businesses and communities to challenge discrimination and tackle harassment and hate crime
- Welcoming and supporting communities in hosting and celebrating their events

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

We will do this by:

- Strengthening equality, diversity and inclusion analysis in service planning and decision making across Elmbridge Borough Council
- Working in partnership with communities and 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 and who is not using our services and how we can improve access to services and how we can improve customer satisfaction

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

We will do this through:

- Being a representative workforce, which promotes equality
- 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



## The council and our partners

While this document represents the council's equality, diversity and inclusion strategy, we are committed to working with our partners to develop a coherent, shared borough Vision 2030. 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. We value our faith and community groups and are committed to continuing to actively support them.

## Elmbridge as an employer

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

- **Respect** - we are considerate, tolerant and attentive to the opinions of colleagues and customers
- **Customer service** - we place our customers at the heart of everything we do
- **Progressive** - we are flexible and open to improvement and development

We are committed to supporting and developing our employee 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 employee groups and our wider community.

## Monitoring and accountability

To put in place the oversight to deliver on the ambitions in this strategy we will report into the council's Leadership Team. This will 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 2.



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## Appendix 1: Inclusive Elmbridge Engagement Report

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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 employee 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 Objective Delivery Plan.

### What we asked and what people said

The first phase of engagement was carried out through focus groups internally with employees and EDI champions, externally with key local stakeholders. Focus groups were conducted with the following community organisations:

- Walton Charity
- North Surrey Domestic Abuse Service
- Citizens Advice
- Surrey Minority Ethnic Forum
- Faith Leaders

This was followed by further focus groups with councillors and employee networks. These focus groups determined priority areas for action, identifying current gaps and the ambition for Elmbridge. The second phase of engagement was an online internal and

public survey.

## About the respondents to the online engagement

We wanted to listen to the views and experiences of all communities when drafting the strategy. Public and internal engagements were carried out online anonymously. Paper copies were available upon request.

Internally, the survey was posted on our intranet and received a total of 93 responses. Externally, EDI consultation news was posted on our council website, it is also included in the Councillor News and Residents News. The consultation was also promoted through our social media, this includes Facebook, Instagram and LinkedIn. To further reach out to our community, posters were put up in libraries, council noticeboards and shared with community partners. A total of 45 respondents filled out our public consultation, with a diverse range of respondents from across the protected characteristics.

Equality, diversity and inclusion in Elmbridge – have your say!



Access the [survey](#)

## Feedback on the EDI Strategy draft themes

The general feedback from both internal and public consultation is relatively positive and we should ensure that this strategy benefits the majority of our community.

External Survey summary:

Objective 1: Listen to and learn from the diverse community we serve.

● Strongly agree	22
● Agree	9
● Neutral	9
● Disagree	2
● Strongly disagree	3



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

● Strongly agree	20
● Agree	7
● Neutral	10
● Disagree	5
● Strongly disagree	3



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

● Strongly agree	24
● Agree	8
● Neutral	7
● Disagree	3
● Strongly disagree	3



Objective 4: Be the best employer for all people of all background.

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

[More Details](#)

 Insights

● Strongly agree	23
● Agree	11
● Neutral	7
● Disagree	2
● Strongly disagree	2



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## Appendix 2: Equality objectives action plan

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This is a working document that will be continuously updated.

### **Objective 1: Listen to and learn from the diverse communities we serve.**

We will do this by:

- Increasing direct engagement with and participation from minority, seldom heard, protected and vulnerable groups in our community
- Talking to those who use our services about their experiences with council services and in their day-to-day life in Elmbridge
- Improving the quality of the data and information we collect and the way it is used to assess the impact of decisions on minority, seldom heard, protected and vulnerable groups in the community and how our services are provided

<b>Objective 1 Action</b>	<b>Team</b>	<b>Monitoring criteria</b>
<b>1a: Collecting, analysing and using borough data</b> <ul style="list-style-type: none"><li>• Develop guidance and tools to standardise how services collect and share relevant and proportionate equalities data.</li><li>• Improve systems for collating the different sets of data being collected.</li></ul>	<b>All services</b>	<ul style="list-style-type: none"><li>• Guidance produced</li><li>• # of services providing data to evidence disproportionality and support borough assessment and decision making</li></ul>

Objective 1 Action	Team	Monitoring criteria
<ul style="list-style-type: none"> <li>Regularly disaggregate and analyse the data that is collected to support the assessment of local need, service planning, commissioning and decision making</li> </ul>		
<p><b>1b. Making data easy to access for partners and services.</b></p> <ul style="list-style-type: none"> <li>Create and maintain a dashboard, with which services and partners can access the Boroughs profile data, and use this to assess which communities are, and which aren't, using services</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>Profile reviewed and dashboard established</li> <li># using data in decisions</li> </ul>
<p><b>1c. Sharing, analysing and planning with partners</b></p> <ul style="list-style-type: none"> <li>Work with our partners to ensure anonymous information is shared effectively to identify equality gaps and to inform outcomes for the area.</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li># of partners providing data for disaggregation, analysis and planning</li> </ul>
<p><b>1d. Accessible communications</b></p> <ul style="list-style-type: none"> <li>Update guidance on accessibility of information</li> <li>Monitor complaints about accessibility of information by protected characteristics</li> </ul>	<p><b>Customer Operations</b></p> <p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li># of respondents from groups with protected characteristics</li> <li>Complaints regarding accessibility of information by protected characteristics</li> </ul>

Objective 1 Action	Team	Monitoring criteria
<p><b>1e – Underrepresented communities</b></p> <ul style="list-style-type: none"> <li>• Collect participation and engagement data to ensure groups are not under (or over) represented</li> <li>• Increase direct engagement with and participation from different ages, minority, seldom heard, protected and vulnerable groups.</li> <li>• Conduct engagement with not only our residents, but also those who use our services, businesses, and our workplace population.</li> </ul>	<p><b>All services</b></p>	<ul style="list-style-type: none"> <li>• # respondents from groups with protected characteristics</li> <li>• # events using inclusive engagement such as translations, BSL</li> <li>• # direct engagements with different communities such as age groups, disability, vulnerable people etc.</li> </ul>
<p><b>1f – Removing barriers to participation.</b></p> <p>Talk to, and listen to, under-represented communities to identify barriers to participation and engagement and work to remove those barriers</p> <ul style="list-style-type: none"> <li>• Conduct outreach or public campaigning to increase levels of participation by protected groups</li> <li>• Conducting engagement in local communities instead of asking people to come to the civic centre</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• # respondents from groups with protected characteristics</li> <li>• # participants from groups with protected characteristics</li> <li>• Number of engagements conducted outside of civic centre</li> </ul>

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

We will do this by:

- Encouraging mutual understanding between and across all communities by celebrating local events such as religious and cultural festivals
- Working with partners, residents, businesses and communities to challenge discrimination and tackle harassment and hate crime
- Welcoming and supporting communities in hosting and celebrating their events

<b>Objective 2 Action</b>	<b>Team</b>	<b>Monitoring criteria</b>
<p><b>Action 2a: Coordinating and developing the partnership</b></p> <ul style="list-style-type: none"> <li>• Work with partners and stakeholders to review how we work in partnership, including our contributions to the voluntary and faith communities to ensure that we are providing the best possible support to equalities groups in Elmbridge.</li> </ul>	<p><b>Policy and Performance</b></p> <p><b>Community Services</b></p>	<ul style="list-style-type: none"> <li>• Partnership support reviewed</li> </ul>
<p><b>Action 2b: Demonstrate leadership in supporting communities</b></p> <ul style="list-style-type: none"> <li>• Review the events and days supported by the council to ensure the diversity of communities is represented</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Events calendar reviewed for ensuring borough leadership reviewed and</li> </ul>

Objective 2 Action	Team	Monitoring criteria
<ul style="list-style-type: none"> <li>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</li> </ul>		<ul style="list-style-type: none"> <li>responsibility strengthened</li> </ul>
<p><b>Action 2c: Work with partners to support and promote festivals and events celebrating diversity</b></p> <ul style="list-style-type: none"> <li>Review the events process for accessibility</li> <li>Supporting local communities to celebrate their festivals and encourage residents to participate</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li># of events supported, promoted and celebrated</li> <li># of complaints about the accessibility of the events process</li> </ul>
<p><b>Action 2d: Prevent crimes that target groups with protected characteristics, and support victims of crime and exploitation</b></p> <ul style="list-style-type: none"> <li>Deliver the Elmbridge CSP Plan</li> <li>Support the delivery the countywide violence against women and girls Countywide strategy</li> <li>Monitor and respond to hate crime in Elmbridge</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li># hate crimes reported in Elmbridge by protected characteristic</li> </ul>

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

We will do this by:

- Strengthening equality, diversity and inclusion analysis in service planning and decision making across Elmbridge Borough Council
- Working in partnership with communities and 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 and who is not using our services and how we can improve access to services and how we can improve customer satisfaction

Objective 3 Action	Team	Monitoring criteria
<p><b>Action 3a: How we commission and procure services</b></p> <ul style="list-style-type: none"> <li>• Review the commissioning process, to ensure that equalities considerations are considered consistently and early in the process and equalities data is a requirement of the commissioning gateway documents</li> <li>• Develop our approach to predictive analytics to target service interventions</li> </ul>	<p><b>Legal services</b></p> <p><b>Leadership Team</b></p>	<ul style="list-style-type: none"> <li>• Process reviewed</li> <li>• % services performance monitoring that includes equalities spot checks</li> </ul>
<p><b>Action 3b: How we design policies and services</b></p> <ul style="list-style-type: none"> <li>• Develop a new toolkit and refresh the EQIA approach to ensure that equalities considerations are considered and mitigated early in the design process, including</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Toolkit developed</li> <li>• Evidence of decisions or services being adjusted based on equality</li> </ul>

Objective 3 Action	Team	Monitoring criteria
through equality analysis and Equality Impacts Assessment		analysis or equality impact assessment.
<b>Action 3d - 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</b>	<b>All services</b>	<ul style="list-style-type: none"> <li>• Collection of equalities data in relation to feedback by protected characteristics.</li> <li>• Evidence of continued improvement of service delivery based on evidence and data.</li> </ul>

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

We will do this through:

- Being a representative workforce, which promotes equality
- Reaching into the community to tap into our borough's vast talent and potential
- Placing inclusivity and wellbeing 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

Objective 4 Action	Team	Monitoring criteria
<p><b>Action 4a. Develop ‘Welcome to Elmbridge’ onboarding and induction experience to shape the expectation of the culture and behaviours at Elmbridge and the importance of our values by:</b></p> <ul style="list-style-type: none"> <li>• Hearing from our employee networks</li> <li>• New starters being welcomed and supported from the moment they receive their offer</li> <li>• Key EDI training embedded within induction, including unconscious bias</li> </ul>	<p><b>Policy and Performance</b></p> <p><b>Leadership Team</b></p> <p><b>Innovate Elmbridge</b></p>	<ul style="list-style-type: none"> <li>• Feedback from new starters</li> <li>• Monitor mandatory training and other course completion</li> </ul>
<p><b>Action 4b: Enabling fair and inclusive recruitment</b></p> <p><b>Review our recruitment processes to ensure that they are inclusive and reflect our behaviours by:</b></p> <ul style="list-style-type: none"> <li>• Developing our employee value proposition by refreshing information on our website to show we welcome diverse applicants and encourage applications from under-represented groups</li> <li>• Establishing anonymous application forms</li> <li>• Establishing diverse panels</li> <li>• Create a harmonious and safe workplace that would attract more ethnic minority colleagues into the workplace</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Monitor the diversity of recruitment panels</li> <li>• Monitor conversion from application to offer by equalities characteristics</li> <li>• # of LGBTQ+ and ethnic minority applications</li> <li>• Decrease our gender pay gap</li> </ul>

Objective 4 Action	Team	Monitoring criteria
<ul style="list-style-type: none"> <li>• Ensuring that our recruitment process is based on the skills and knowledge of job applicants and not their personal characteristics.</li> <li>• Increase our ethnic minority representation by to match our borough</li> <li>• Increase visibility of our recruitment and vacancies especially on our website</li> </ul>		<ul style="list-style-type: none"> <li>• Recruitment and vacancies being placed in a more visible area on our website and promoted through our networks</li> </ul>
<p><b>Action 4c: Creating a safe environment for employees to declare their information</b></p> <ul style="list-style-type: none"> <li>• We will encourage employees to feel comfortable about sharing their equalities information on iTrent to allow more accurate reporting and data analysis</li> <li>• Ensure that employees understand the importance and benefits of having a range of people with different background in workplace.</li> <li>• Ensure that employees feel valued by their colleagues and manager</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Increase our iTrent sensitive info declaration rates for equalities characteristics and reduce the number of 'blank' entries for Sexual Orientation and Disability</li> <li>• Results from Employee Survey in relation to employees being comfortable with sharing their culture among each other</li> </ul>

Objective 4 Action	Team	Monitoring criteria
<p><b>Action 4d: Strengthening our Employee Voice, we will listen to our employees and better understand their diverse needs / challenges by:</b></p> <ul style="list-style-type: none"> <li>• Continuing to support our employee networks and agree a collaborative programme of work for the year</li> <li>• Employee networks will continue to provide a safe space to hear from colleagues and act on their views</li> <li>• We will support our employee networks in the delivery of a calendar of events to celebrate throughout the year</li> <li>• We will ask specific EDI questions in our employee surveys and analyse by equalities characteristics</li> <li>• We will encourage team managers to share surveys with employees to ensure increase employee engagement</li> <li>• Explore the idea of protected time for learning and development</li> <li>• Encourage team managers to be more flexible and understanding, allow reasonable adjustments to support employees</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Innovate Elmbridge celebrate at least one employee awareness event per year</li> <li>• Innovate Elmbridge meet regularly</li> <li>• We monitor survey analysis by equalities characteristics to identify any adverse impact on particular groups</li> <li>• Employee survey to monitor if employees feel listened to</li> </ul>
<p><b>Action 4e: Developing inclusive leaders</b></p> <p>We will support managers in being confident having courageous conversations about all protected</p>	<p><b>Leadership Team</b></p>	<ul style="list-style-type: none"> <li>• Monitor and review attendance at EDI training events</li> </ul>

Objective 4 Action	Team	Monitoring criteria
<p>characteristics, discrimination and inclusion and challenging behaviour not in line with our values by:</p> <ul style="list-style-type: none"> <li>• Exploring the commissioning a cultural competency learning programme for managers</li> <li>• Encouraging managers to attend training workshops to increase their understanding and be able to provide better support to their team</li> <li>• Design and launch a Reverse Mentoring programme</li> <li>• Explore Leadership Team taking part as reverse mentees <ul style="list-style-type: none"> <li>○ Explore a women in business group</li> <li>○ Specific EDI training e.g. Bystander and unconscious bias</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• # of specific training events run</li> <li>• # of reverse mentoring opportunities promoted</li> <li>• #specific groups created to promote diversity</li> </ul>
<p><b>Action 4f: Communicating and embedding our commitment to EDI</b></p> <p>We will ensure employees are aware of Elmbridge’s commitment to diversity and inclusion and understand it is a corporate priority by:</p> <ul style="list-style-type: none"> <li>• Regular communication about the actions we are taking</li> <li>• EDI remaining a regular focus for sessions</li> <li>• Establish an EDI training approach for all employees</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Roll-out of EDI training and monitor attendance</li> <li>• Regular communications are sent to all employees</li> <li>• More employees are encouraged to move</li> </ul>

Objective 4 Action	Team	Monitoring criteria
<ul style="list-style-type: none"> <li>• Organise mandatory trainings and events for all employees to encourage conversation and attention to EDI</li> <li>• Employee Networks to work with organisations and networks outside of Elmbridge to develop their own network, learning from others to improve our approach and share our learnings also</li> </ul>		<p>into senior or specialist positions</p> <ul style="list-style-type: none"> <li>• Organise interactive events such as bite-size sessions, short webinars and presentation on EDI for employees to participate and engage in</li> </ul>
<p><b>Action 4g: Supporting a healthy workplace</b></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"> <li>• Creating live wellbeing pages available on the intranet</li> <li>• Promotion of our Employee Assistance Programme and mental health champions</li> <li>• Quarterly wellbeing one to ones for all employees with supported toolkits for managers</li> <li>• Designing a holistic Wellbeing Approach for Elmbridge</li> </ul>	<p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Measure correlation between wellbeing one to one sessions and engagement</li> <li>• Employee survey results re awareness of support available</li> <li>• Feedback from those attending training</li> </ul>

Objective 4 Action	Team	Monitoring criteria
<ul style="list-style-type: none"> <li>• Running monthly Wellbeing Wednesday promoting an opportunity for employees to focus on their own wellbeing</li> <li>• Develop Allies programme</li> <li>• We continue to survey employees to understand how they are feeling and share results and Action Plans through multiple communication channels</li> <li>• Increase accessibility to menstrual products and healthcare</li> <li>• Continue to provide flexible hours and hybrid working options to employees</li> <li>• Continuously explore options in changing policies to fit the needs of employees</li> <li>• Encouraging employees to attend talks and webinars on health and wellbeing related topic to put an end to stigma and shame associated</li> </ul>		<ul style="list-style-type: none"> <li>• Monitor and improve attendance at wellbeing initiatives</li> </ul>
<p><b>Action 4h: Being open and transparent</b></p> <ul style="list-style-type: none"> <li>• Reviewing diversity and inclusion data and embedding it into all activity by</li> <li>• Providing detailed equalities workforce data for publication in line with the Public Sector Equalities Duty, Gender Pay</li> <li>• Working with employees to let them understand the reason and purpose of data collection, so there is no</li> </ul>	<p><b>All services</b></p> <p><b>Policy and Performance</b></p>	<ul style="list-style-type: none"> <li>• Reports complete, shared and submitted</li> </ul>

<b>Objective 4 Action</b>	<b>Team</b>	<b>Monitoring criteria</b>
risk to disclosing and are more likely to provide the data? (Suggested by Ian)		

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## Appendix 3: Calendar

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### January

4 – World braille day  
19 – World religion day

### February

TBC – UK race equality week  
28 – Ramadan starts  
LGBTQ+ history month

### March

1 – International wheelchair day  
8 – International women's day  
Women's history month

### April

2 – World autism day  
10 – Eid al-Fitr (Islam)\*  
Autism awareness month

### May

5 – International family equality day  
6-12 – Deaf awareness week  
17 – International day against homophobia,  
transphobia and biphobia

### June

15-19 – Hajj (Islam)  
22 – UK Windrush day  
LGBTQ+ pride month  
Gypsy, Roma and Traveller history month

### July

14 – International non-binary people's day  
Disability pride month

### August

9 – International day of the world's  
Indigenous people  
19 – World humanitarian day

### September

TBC – Surrey Pride  
23-29 – UK national inclusion week  
World Alzheimer's month

### October

1 – Anniversary of the introduction of the  
Equality Act  
12 – Yom Kippur (Judaism)  
18 – World menopause day  
Black history month  
World menopause month  
Global diversity awareness month

### November

1 – Diwali (Hindu, Sikh & Jain)\*  
13-19 – Transgender awareness week  
14 Nov-13 Dec – Disability history month  
19 – International men's day  
Men's health awareness month

### December

1 – World AIDS day  
3 – International day of persons with  
disabilities  
25 - Christmas

\* Dates may vary

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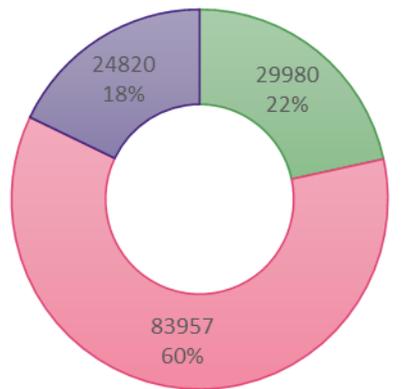
## Appendix 4: Borough Profile

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The graphs below show equality, diversity and inclusion data for Elmbridge organized by protected characteristics as defined in the Equality Act 2010.

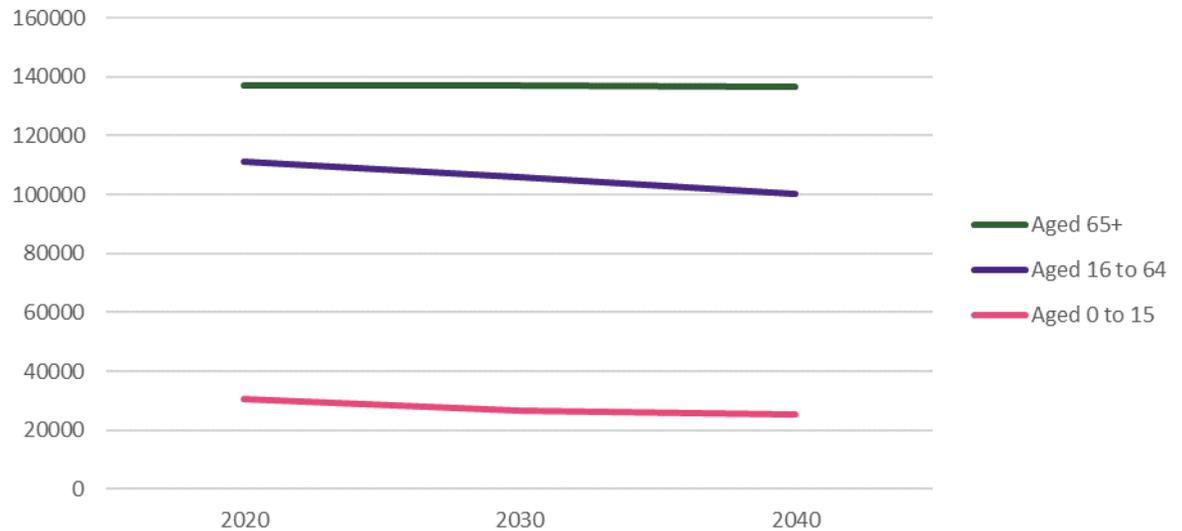
### Age and sex

Population by broad age group<sup>1</sup>



■ Aged 0-15 ■ Aged 16-64 ■ Aged 65+

Population by broad age group over time<sup>2</sup>

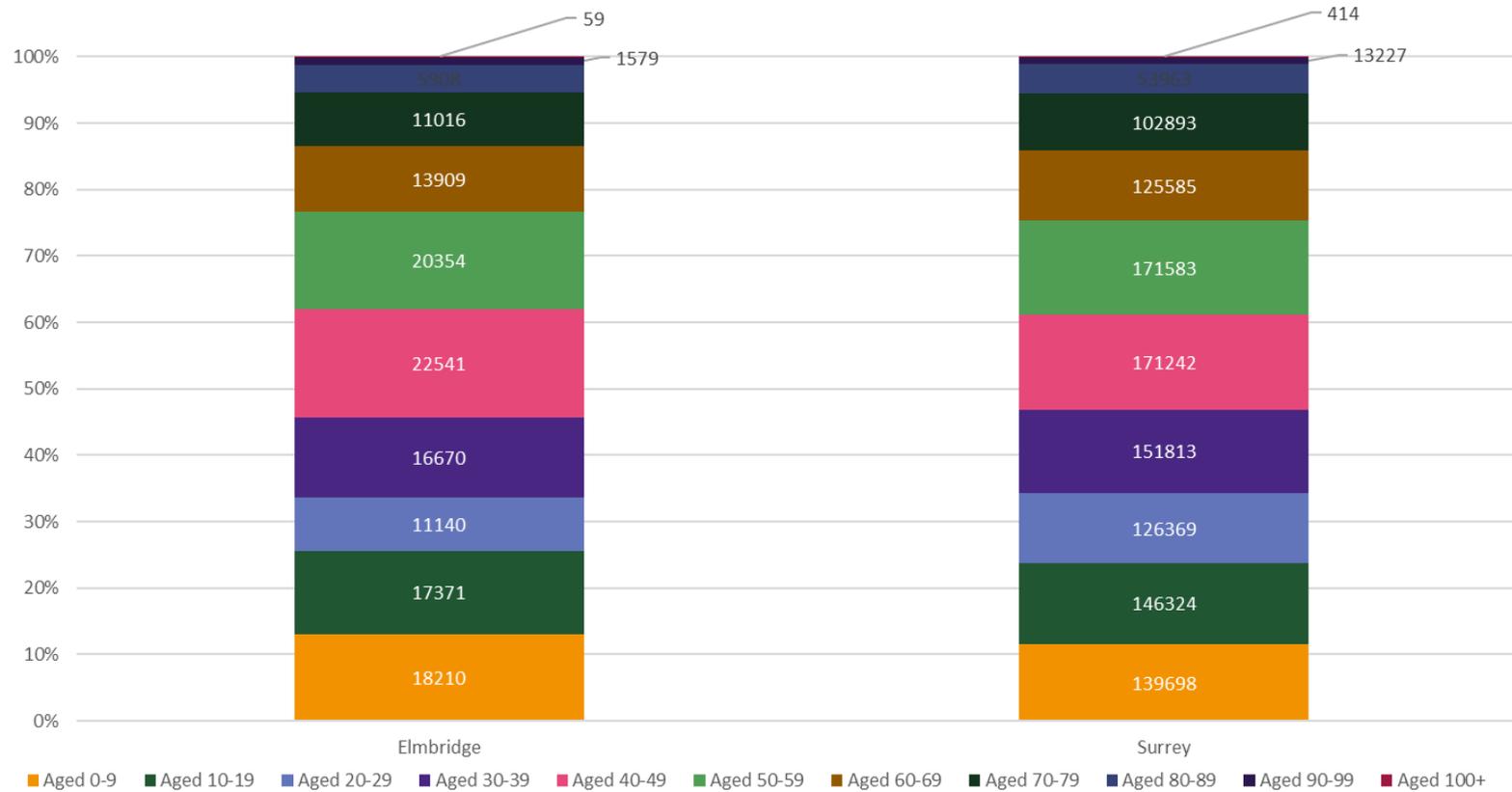


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<sup>1</sup> ONS (2022) Census 2021. Age by single year at lower tier local authority level. Accessed: 17 March 2023.

<sup>2</sup> ONS (2018) Population projections - local authority based by single year of age. Via Nomis. Accessed: 17 March 2023.

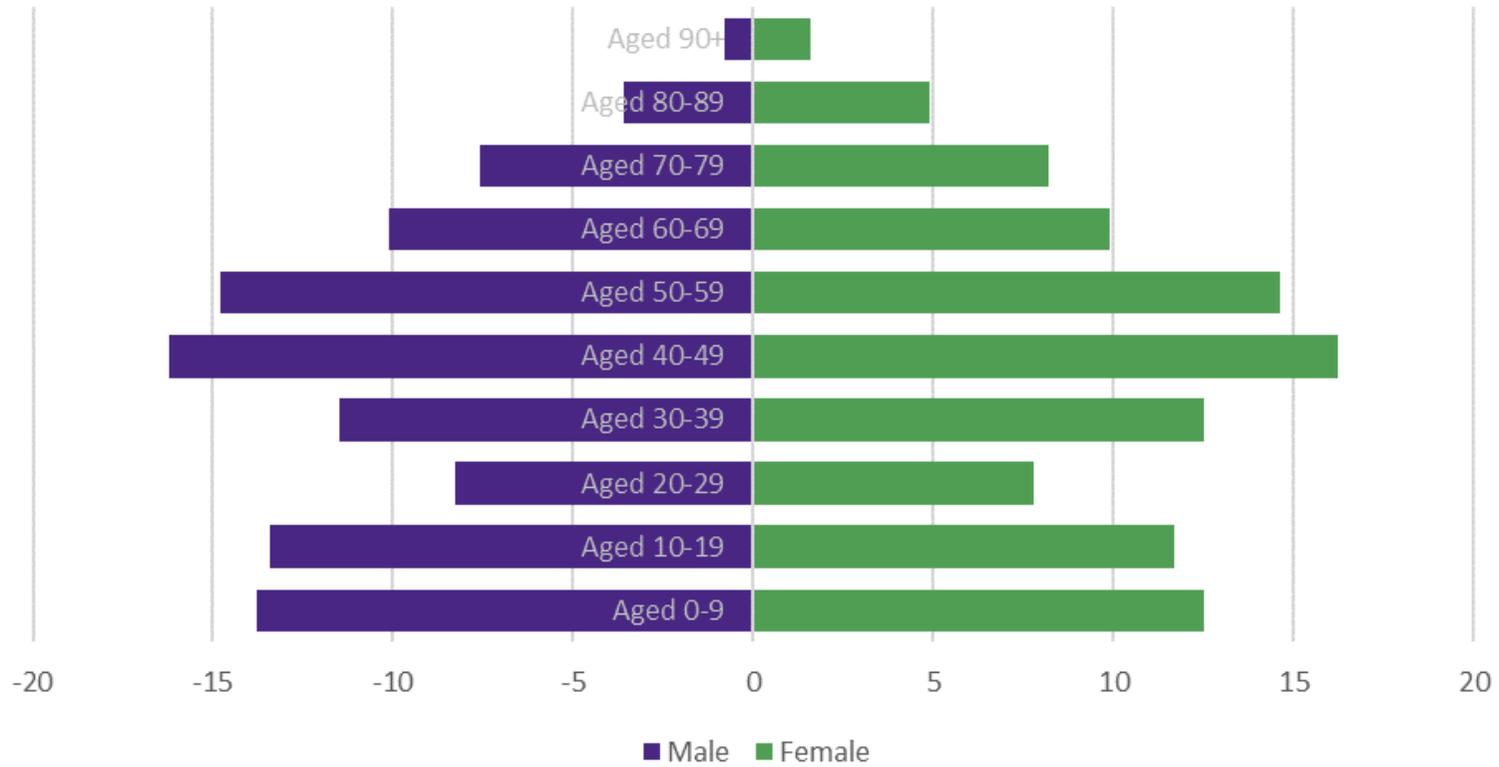
## Population by 10 year age group<sup>34</sup>



<sup>3</sup> ONS (2022) Census 2021. Age by single year at upper tier local authority level. Accessed: 17 March 2023.

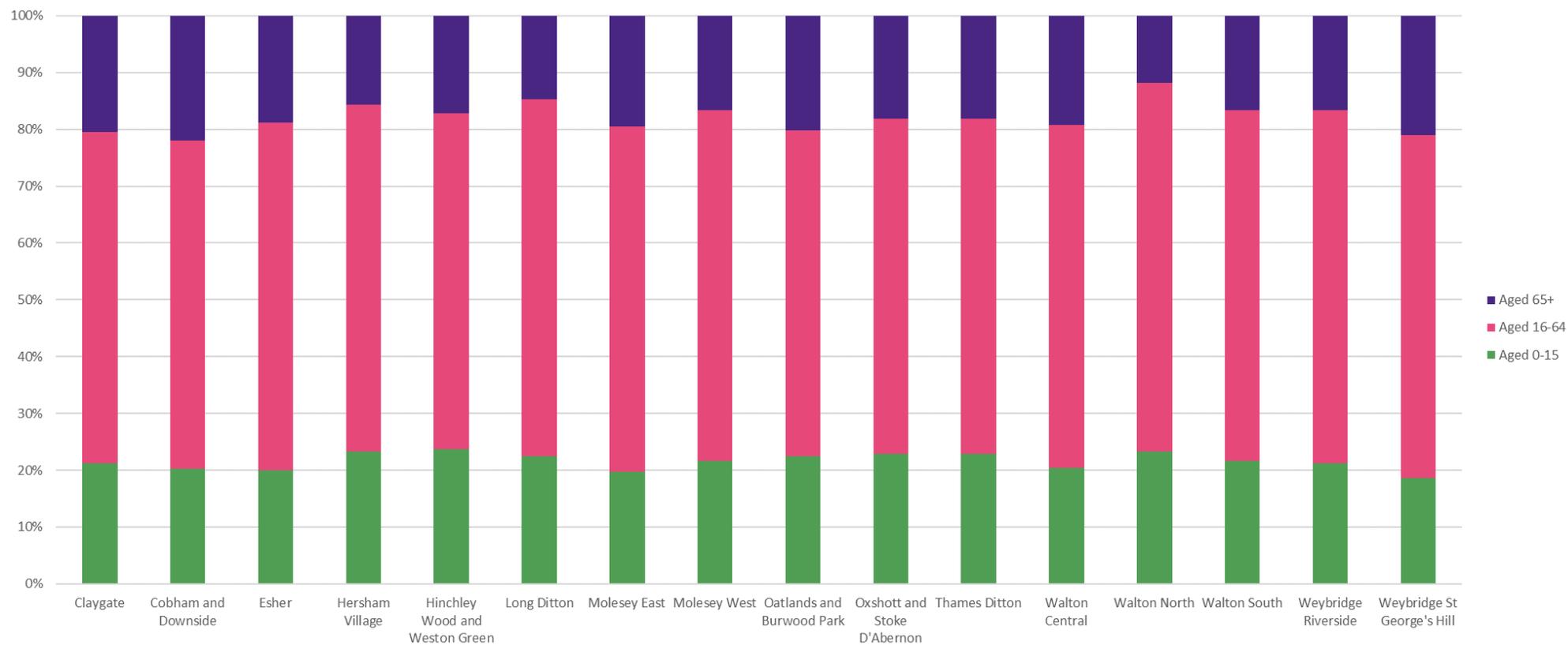
<sup>4</sup> ONS (2022) Census 2021. Age by single year at lower tier local authority level. Accessed: 17 March 2023.

### Population by sex and 10 year age group (%)<sup>5</sup>



<sup>5</sup> ONS (2022) Census 2021. Sex by single year of age at lower tier local authority level. Accessed: 17 March 2023.

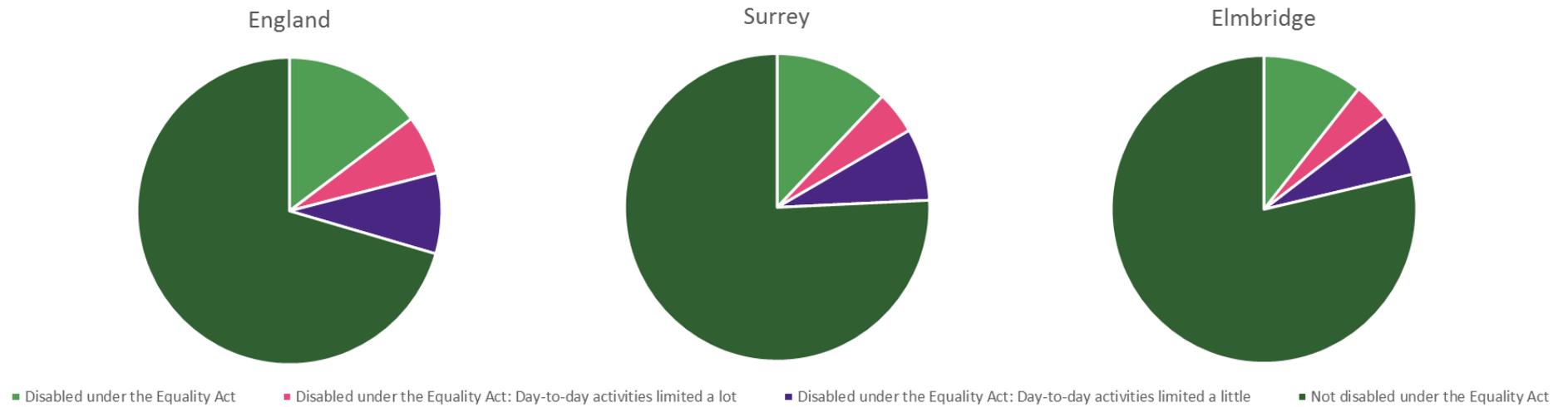
## Population by broad age group at ward level<sup>6</sup>



<sup>6</sup> ONS (2022) Census 2021. Age by single year at electoral wards and divisions level. Accessed: 17 March 2023.

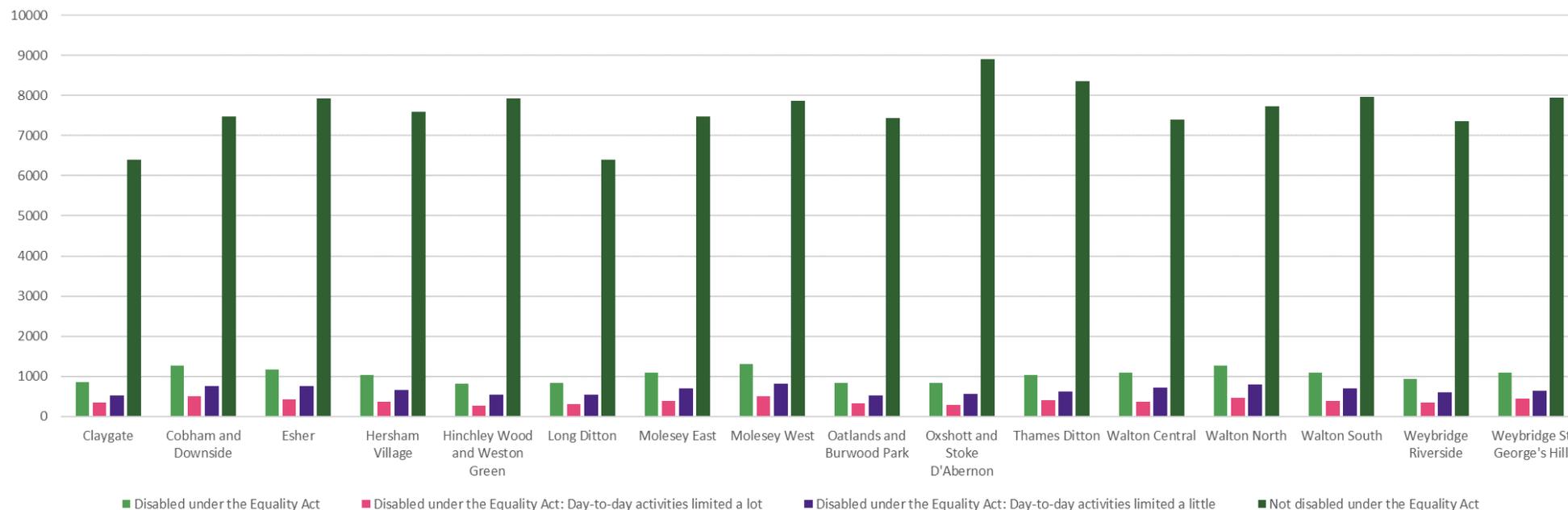
## Disability

### Long term health problem or disability that affects day to day activities<sup>7</sup>



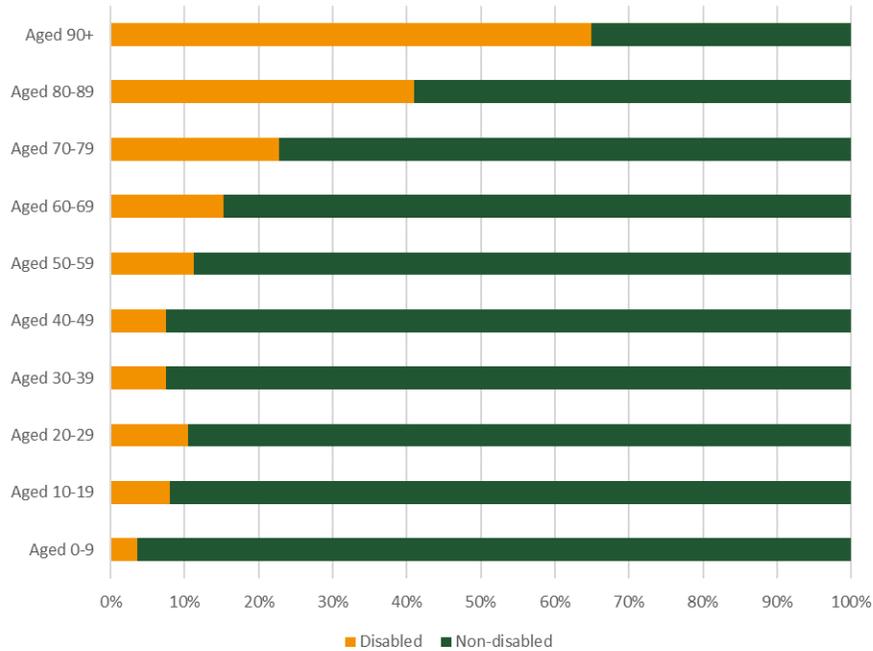
<sup>7</sup> ONS (2023) Census 2021. TS038 – Disability, via Nomis. Accessed: 21 March 2023.

## Long term health condition or disability that affects day to day activities at ward level<sup>8</sup>

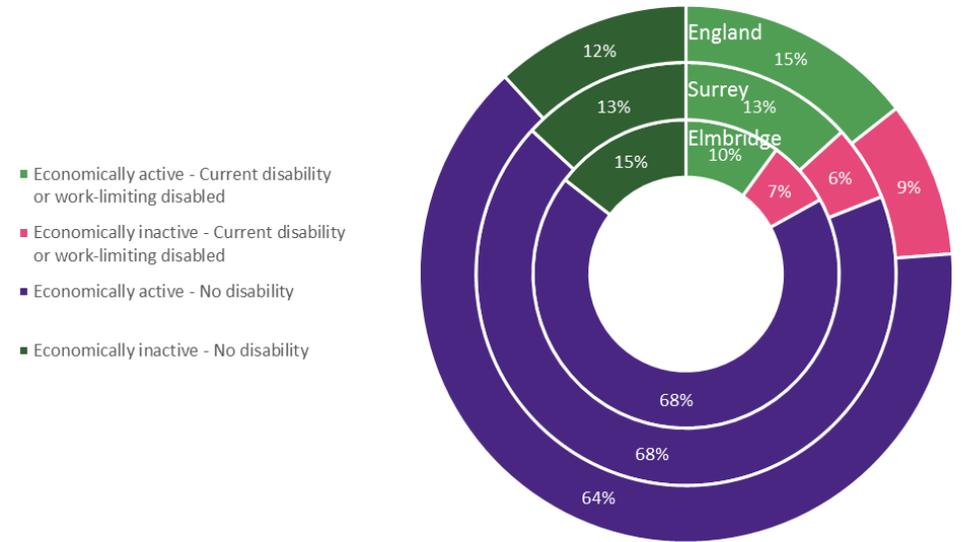


<sup>8</sup> ONS (2023) Census 2021. TS038 – Disability, via Nomis. Accessed: 21 March 2023.

### Long term health condition or disability that affects day to day activities by 10 year age group<sup>9</sup>



### Economical Active Core or Work-Limiting Disabled Population (aged 16-64)<sup>10</sup>

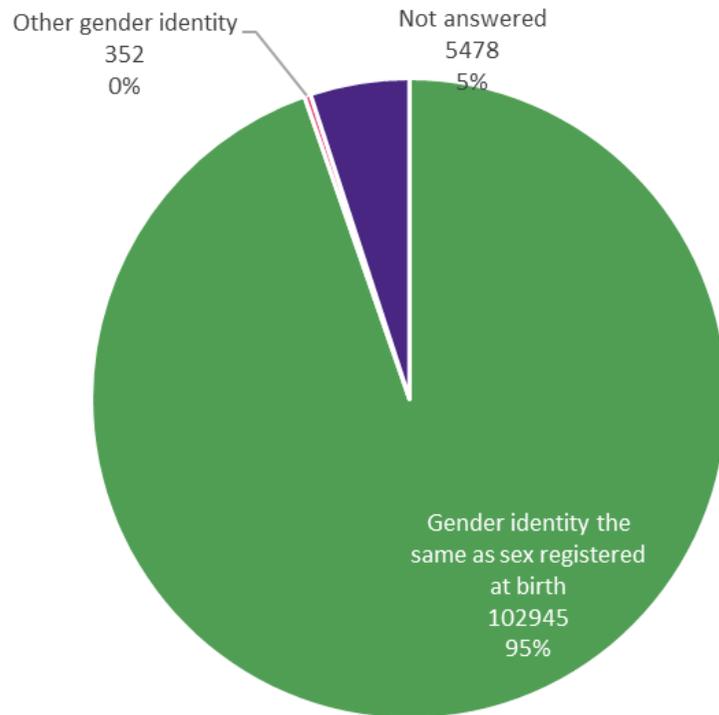


<sup>9</sup> ONS (2023) Census 2021. Disability in England and Wales, 2021. Table 6: Age-specific percentages for the disabled and non-disabled population, and activity limitation, by sex and age band: Local Authority. Accessed: 21 March 2023.

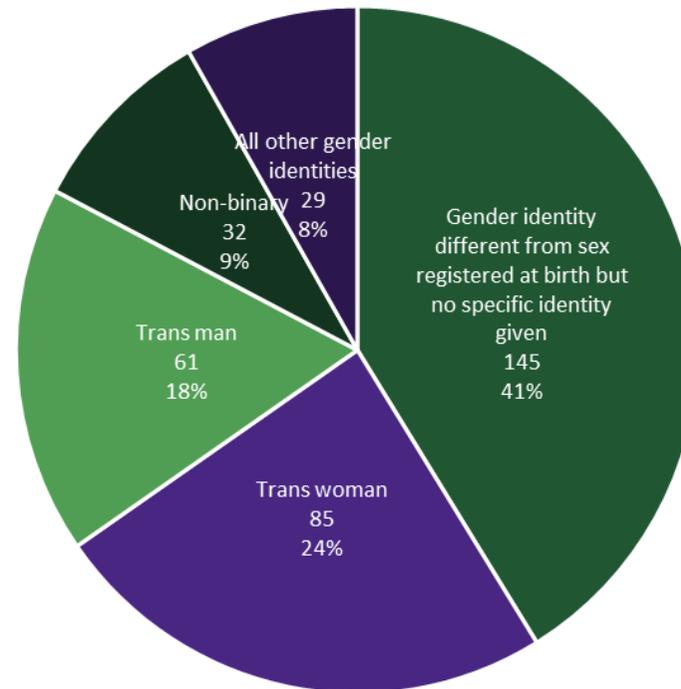
<sup>10</sup> ONS (2022) Annual Population Survey, Table T02a Economic activity by disability (Equity Act) 16-64. Via Nomis. Accessed: 22 March 2023.

## Gender, marriage and sexual orientation

### Gender reassignment<sup>11</sup>



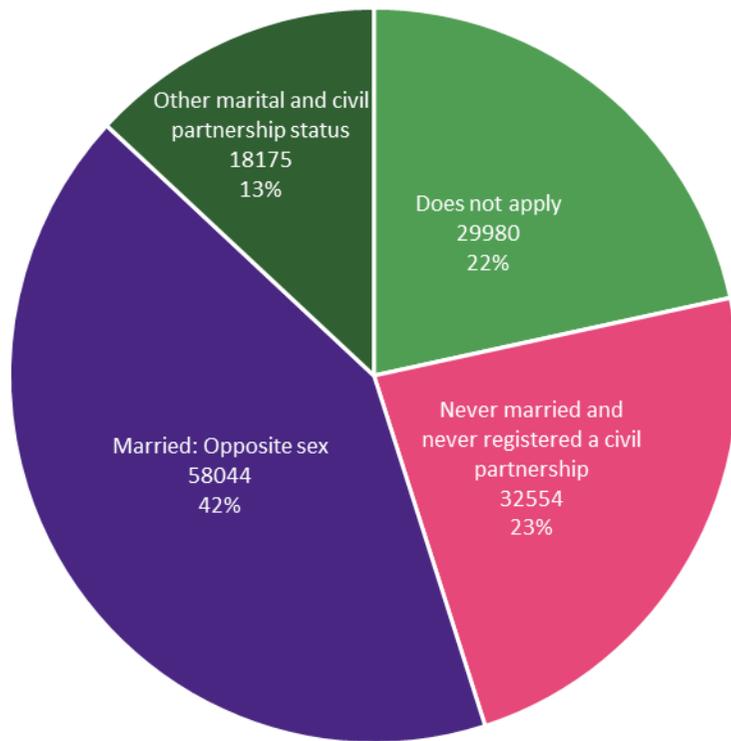
### Other gender identity breakdown<sup>12</sup>



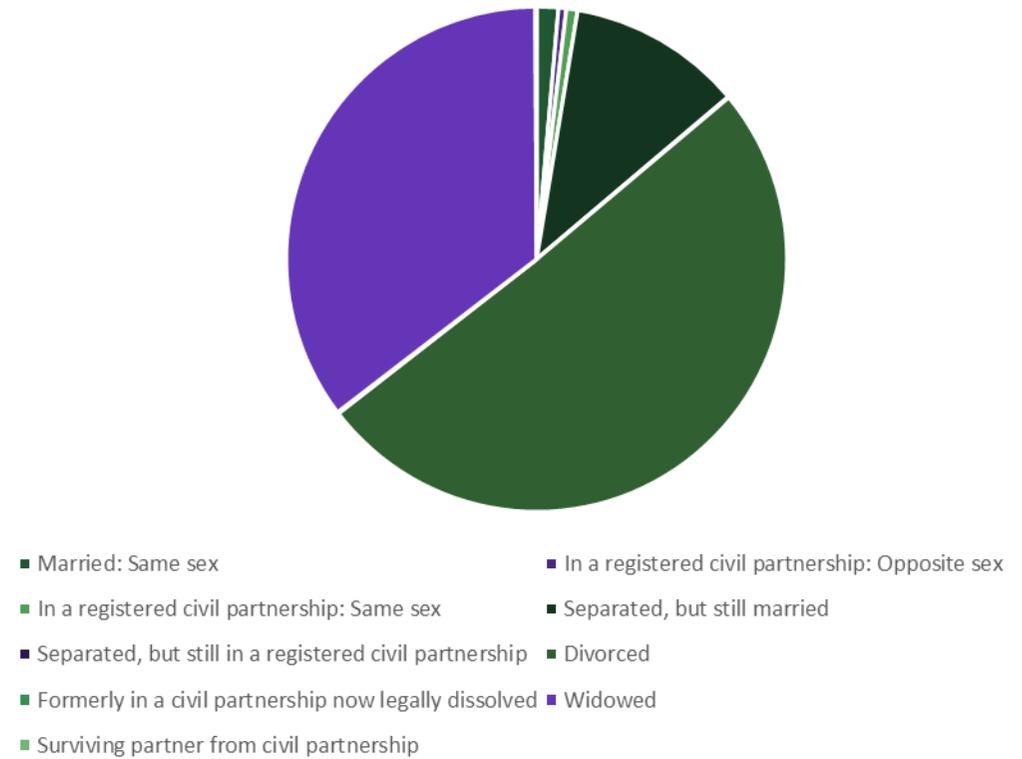
<sup>11</sup> ONS (2023) Census 2021. Gender identity (detailed) at lower tier local authority level. Accessed: 22 March 2023.

<sup>12</sup> ONS (2023) Census 2021. Gender identity (detailed) at lower tier local authority level. Accessed: 22 March 2023.

### Marital and civil partnership status<sup>13</sup>



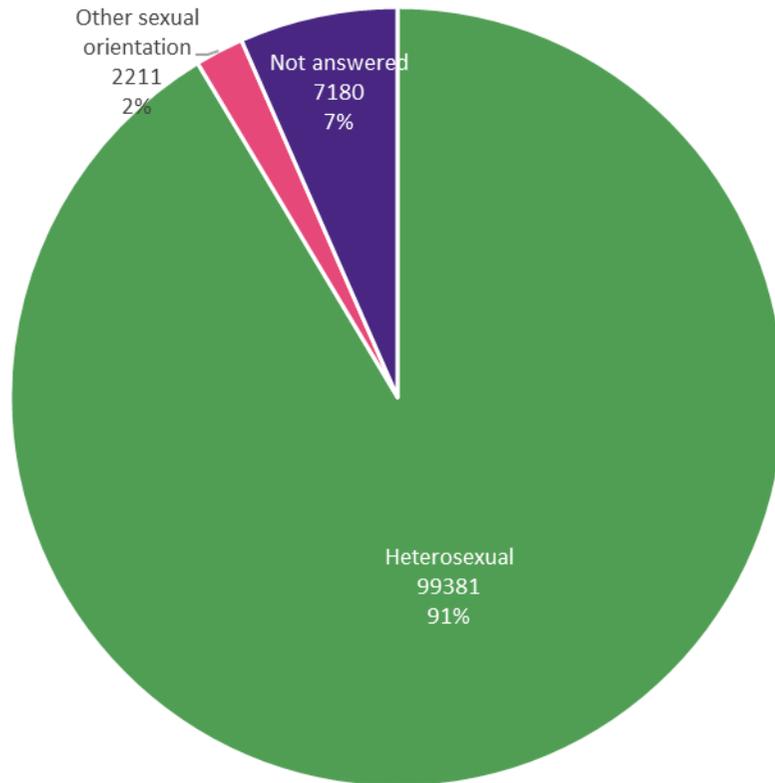
### Other marital and civil partnership status breakdown<sup>14</sup>



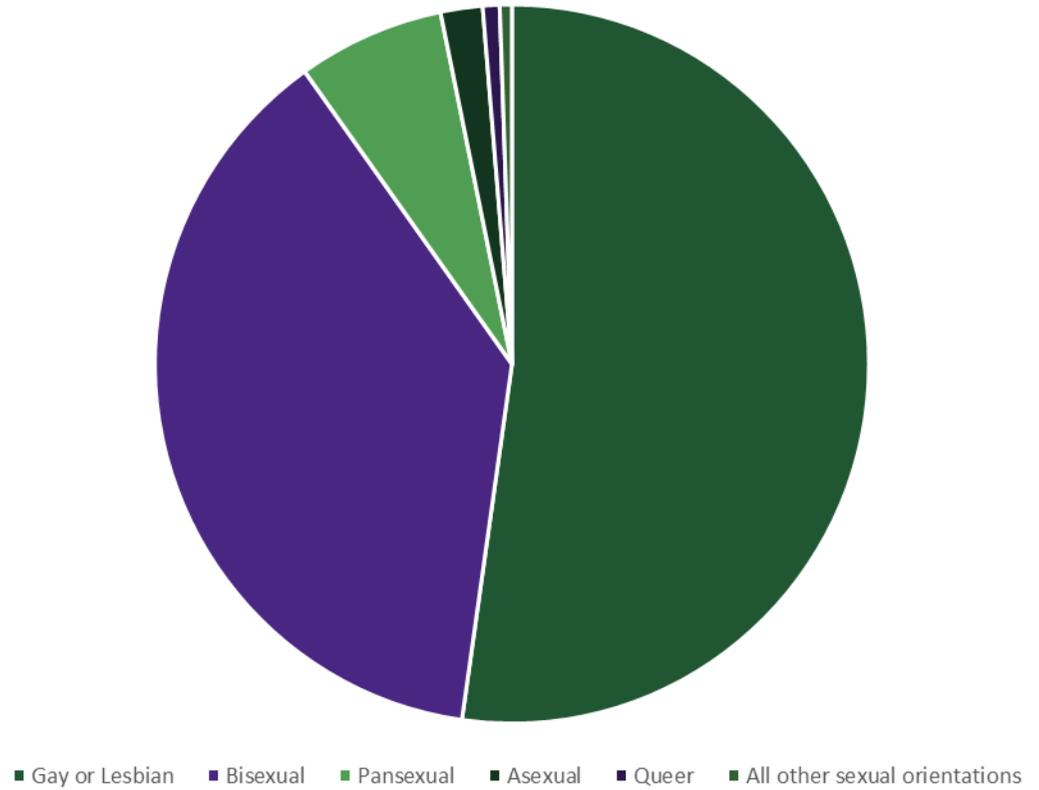
<sup>13</sup> ONS (2023) Census 2021. Legal partnership status at lower tier local authority level. Accessed: 23 March 2023.

<sup>14</sup> ONS (2023) Census 2021. Legal partnership status at lower tier local authority level. Accessed: 23 March 2023.

### Sexual orientation<sup>15</sup>



### Other sexual orientation breakdown<sup>16</sup>

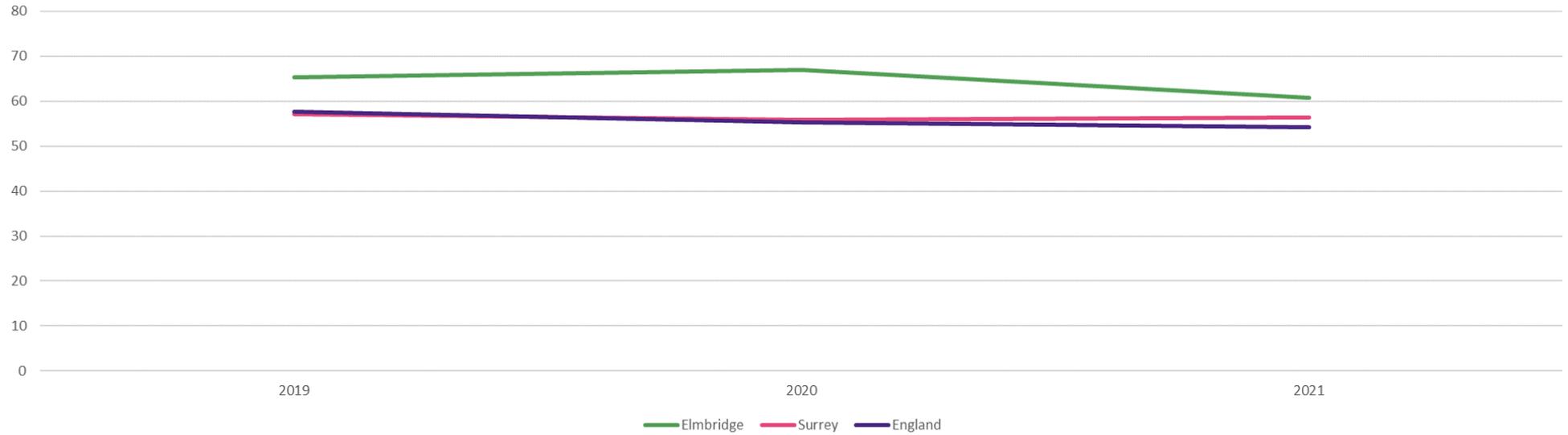


<sup>15</sup> ONS (2023) Census 2021. Sexual orientation (detailed) at lower tier local authority level. Accessed: 23 March 2023.

<sup>16</sup> ONS (2023) Census 2021. Sexual orientation (detailed) at lower tier local authority level. Accessed: 23 March 2023.

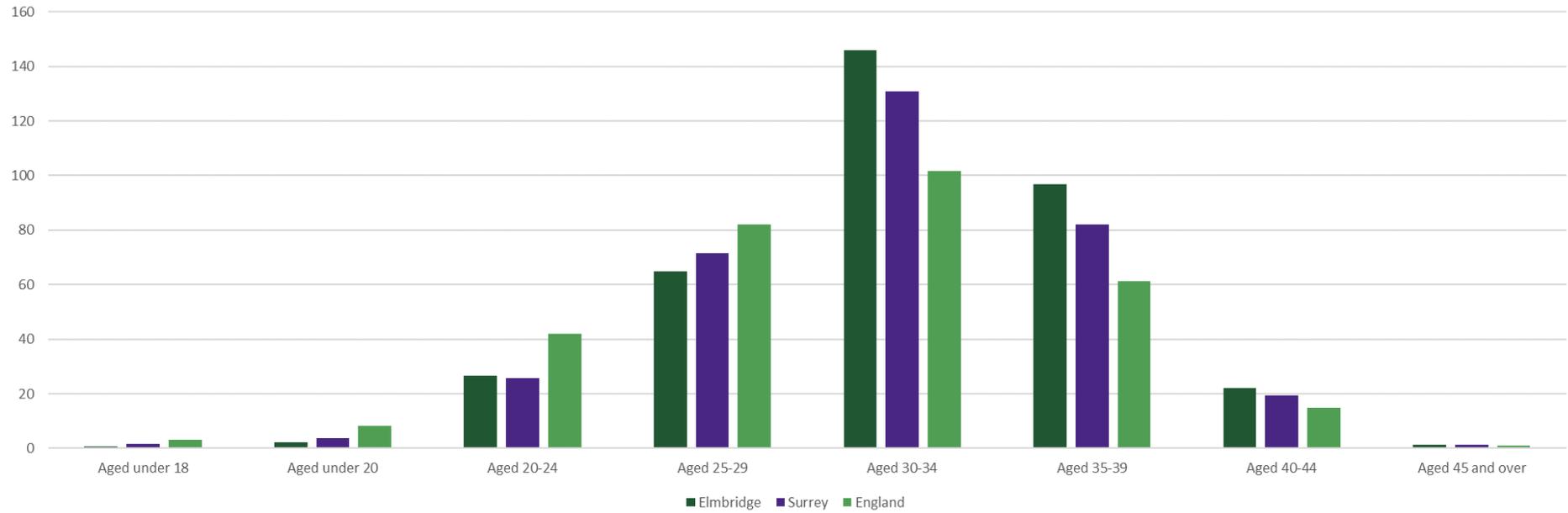
## Maternity

General Fertility Rate (number of live births per 1000 female population aged 15-44) over time<sup>17</sup>



<sup>17</sup> ONS (2021) Live births in England and Wales: birth rates down to local authority areas, General fertility rate, via Nomis. Accessed: 23 March 2023.

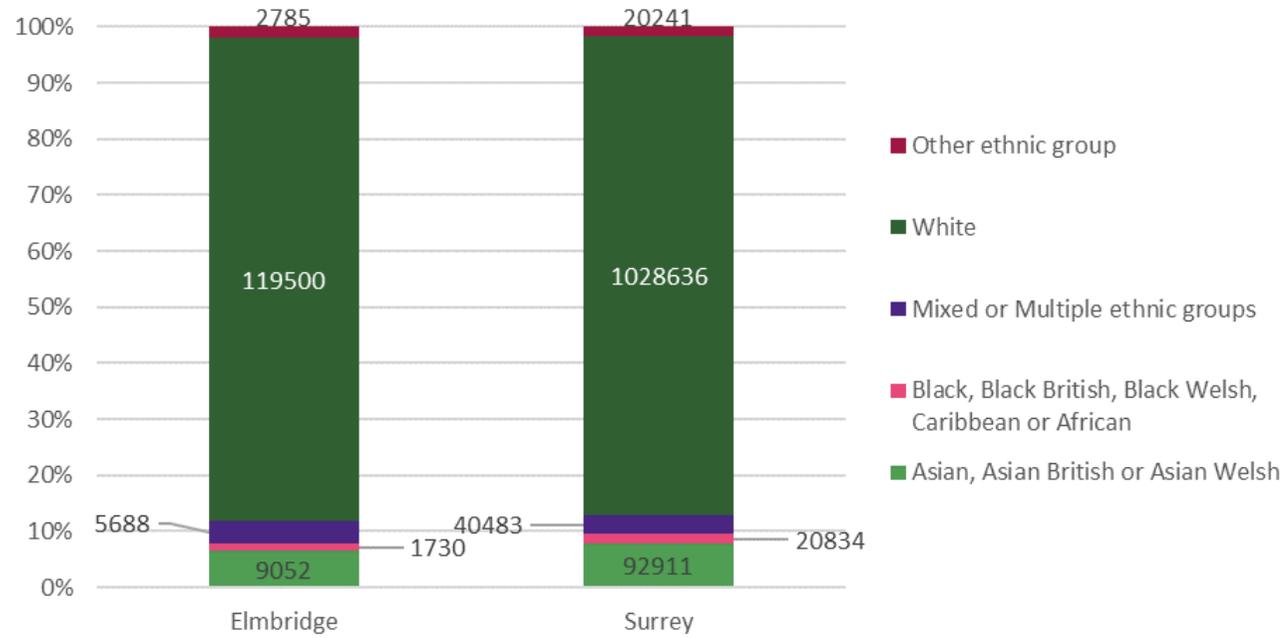
### Age Specific Fertility Rates (number of live births per 1000 female population in each age group)<sup>18</sup>



<sup>18</sup> ONS (2021) Live births in England and Wales: birth rates down to local authority areas, Age-specific fertility rates, via Nomis. Accessed: 23 March 2023.

## Race and ethnicity

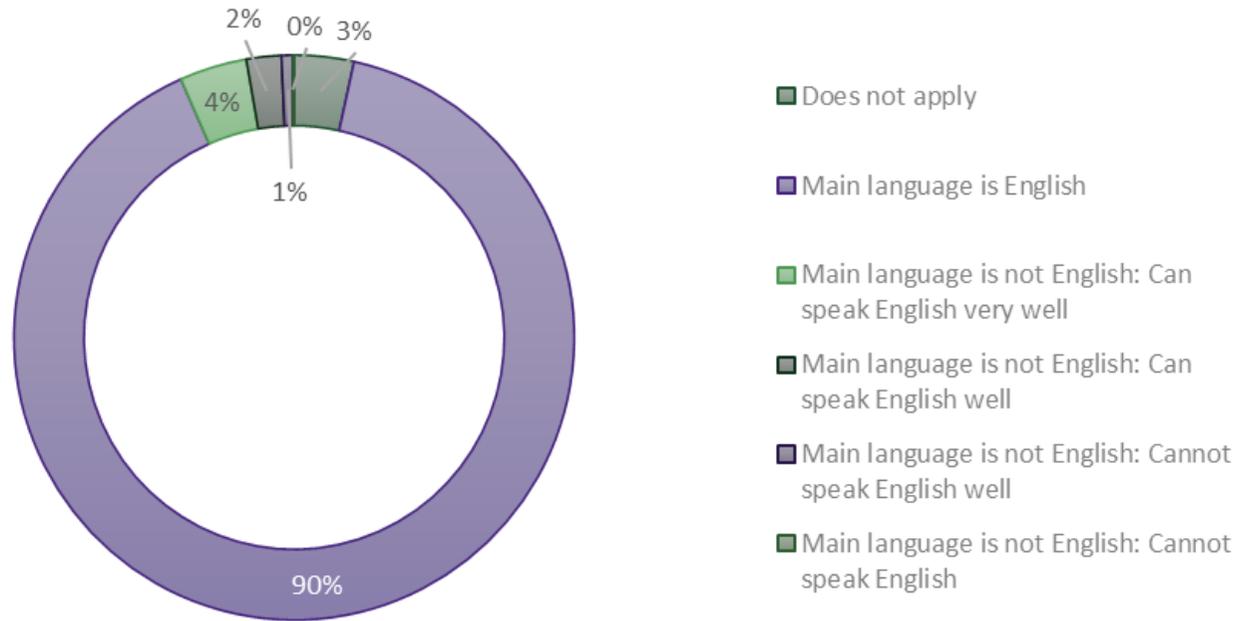
### Population by broad ethnic group<sup>1920</sup>



<sup>19</sup> ONS (2022) Census 2021. Ethnic group, population by ethnic group at lower tier local authority level. Accessed: 24 March 2023.

<sup>20</sup> ONS (2022) Census 2021. Ethnic group, population by ethnic group at upper tier local authority level. Accessed: 24 March 2023.

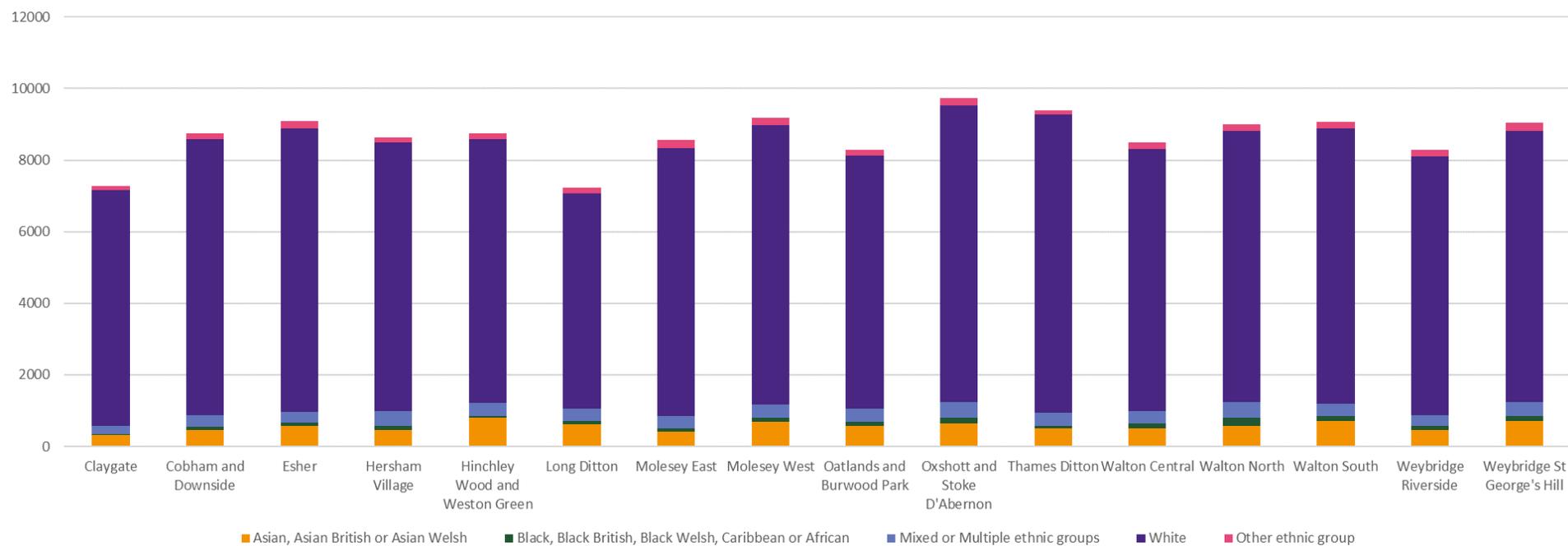
## Proficiency in English<sup>21</sup>



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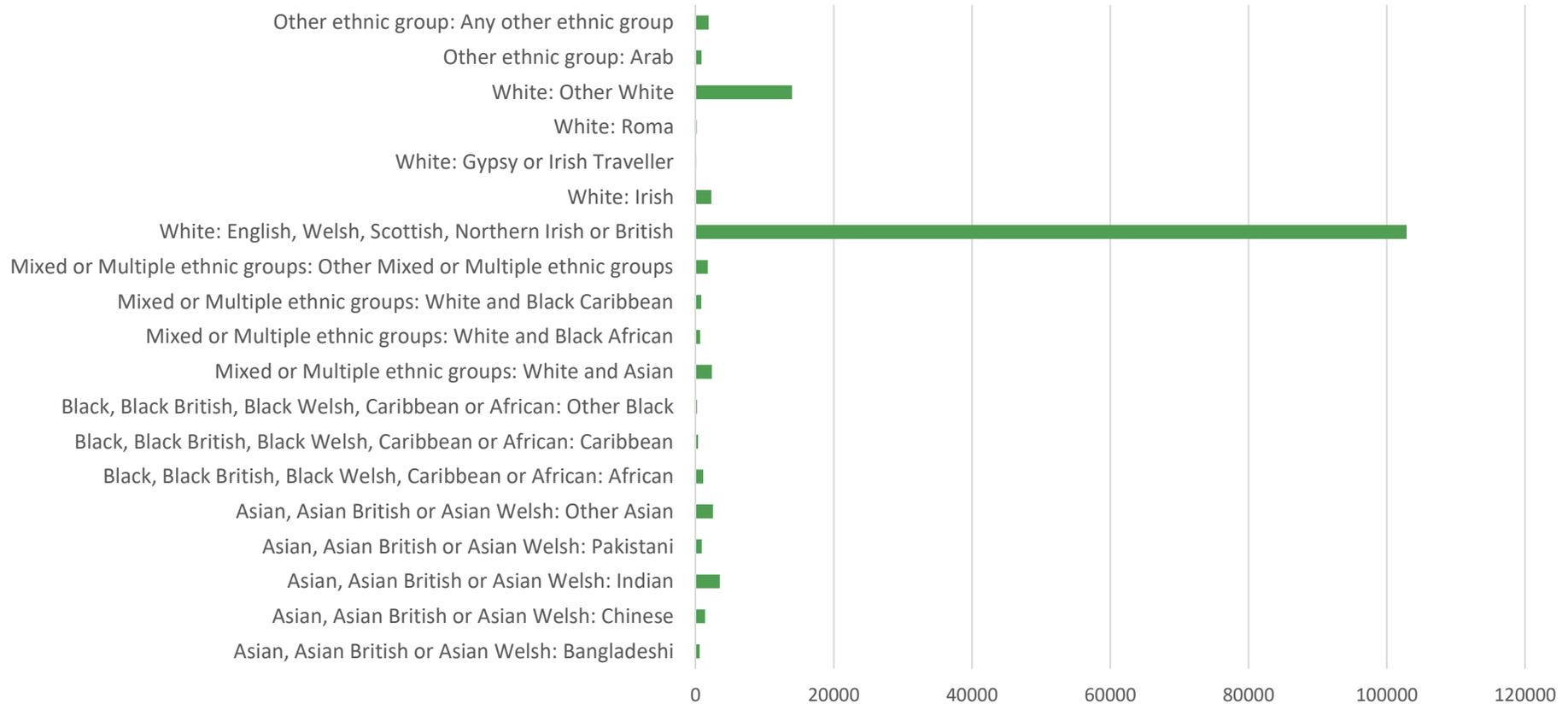
<sup>21</sup> ONS (2022) Census 2012. Proficiency in English, population by proficiency in English at lower tier local authority level. Accessed 24 March 2023.

## Population by broad ethnic group at ward level<sup>22</sup>



<sup>22</sup> ONS (2022) Census 2021. Ethnic group, population by ethnic group at electoral ward level. Accessed: 24 March 2023.

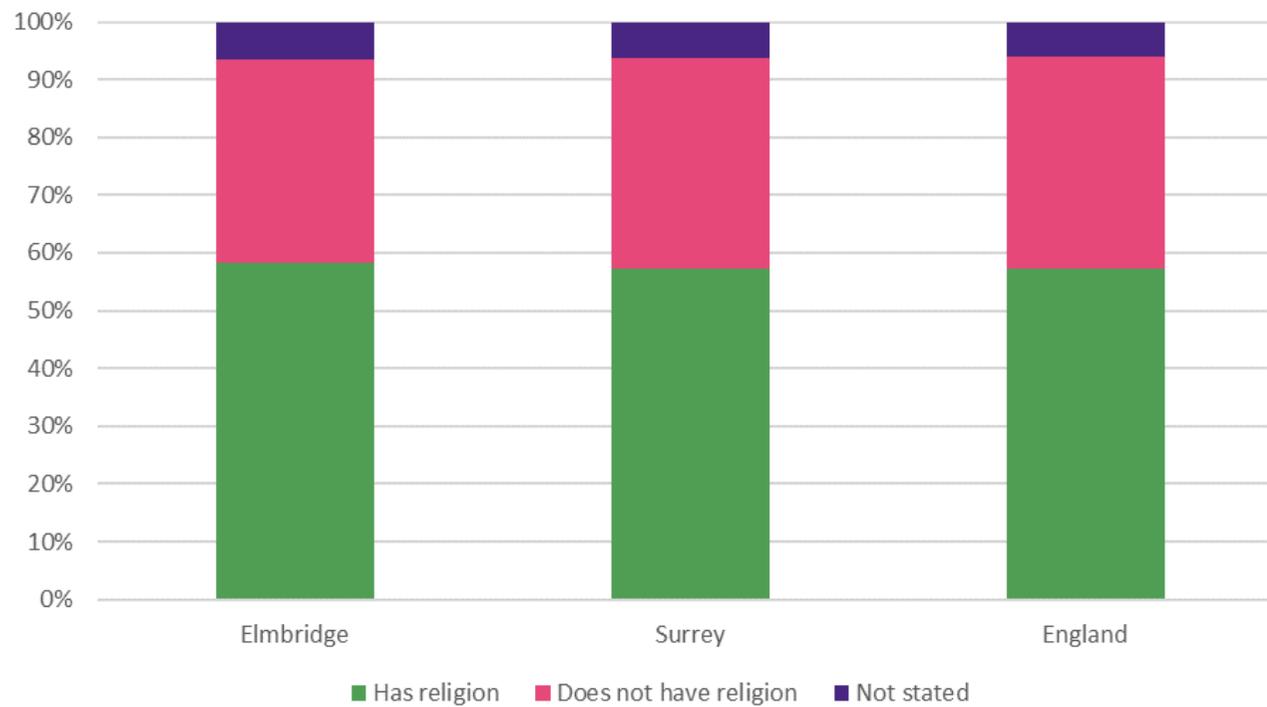
## Population by detailed ethnic group<sup>23</sup>



<sup>23</sup> ONS (2022) Census 2021. Ethnic group, population by ethnic group at lower tier local authority level. Accessed: 24 March 2023.

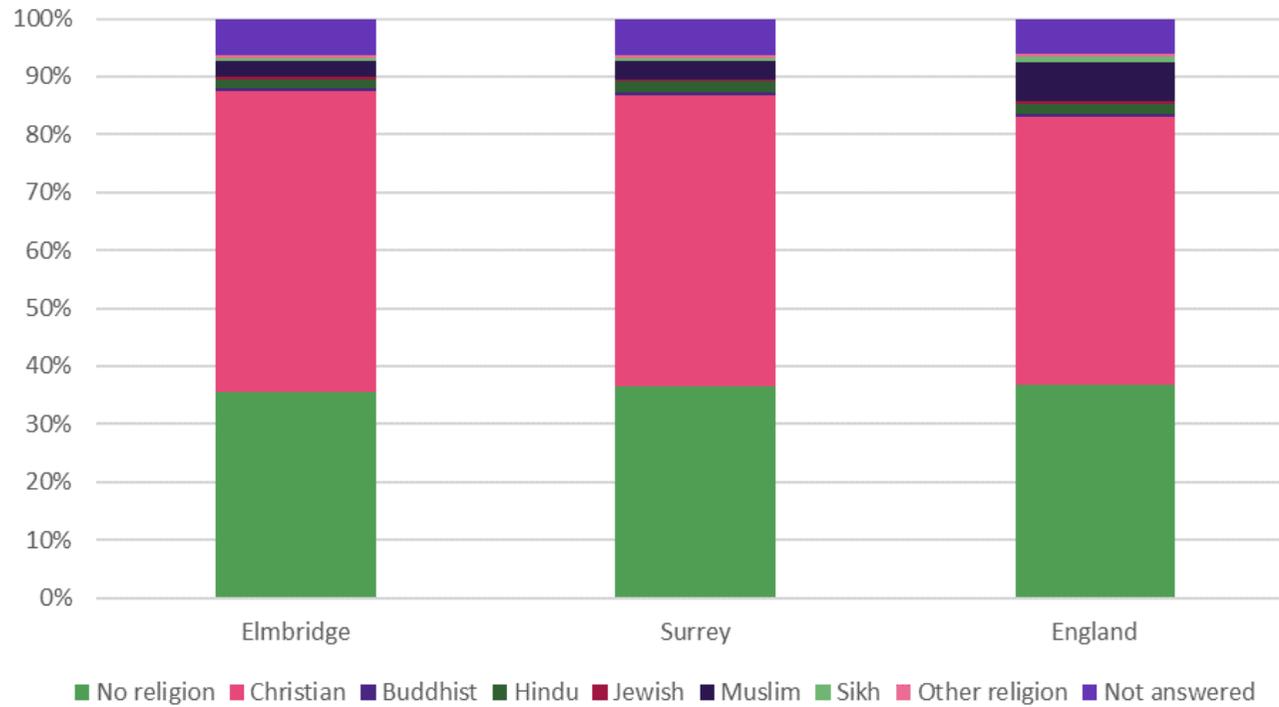
## Religion

### Proportion of population with and without religion<sup>24</sup>



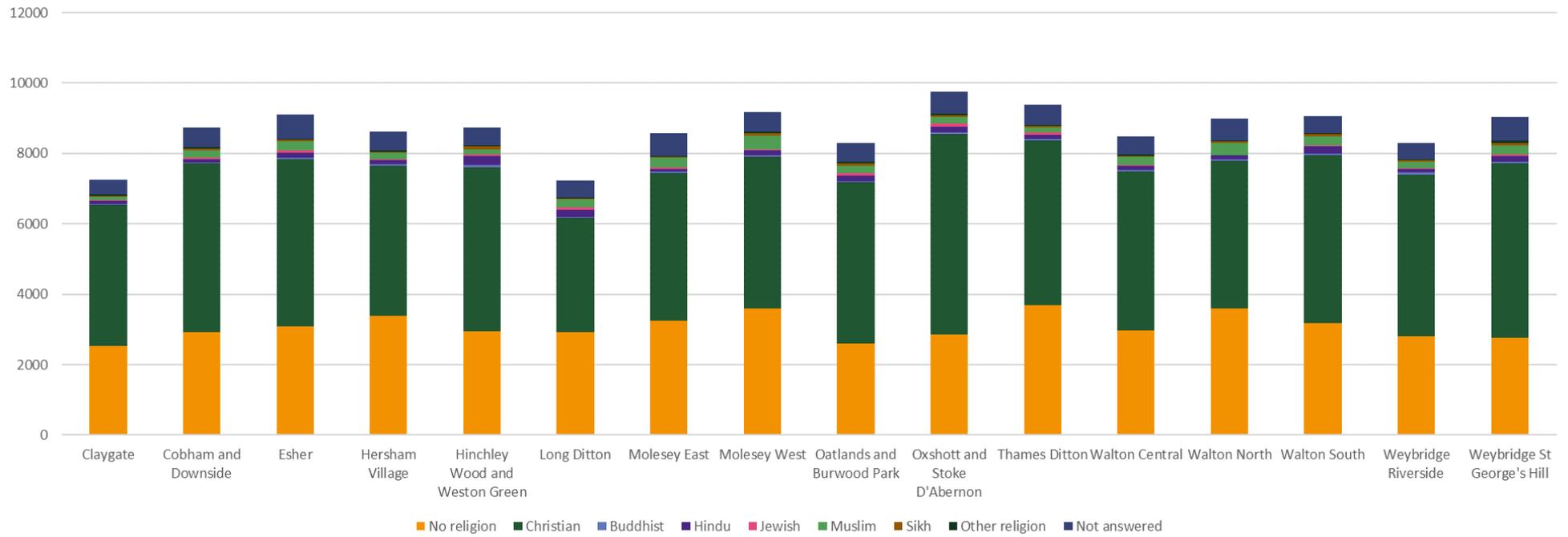
<sup>24</sup> ONS (2022) Census 2021. Religion, population by religion at lower tier local authority level. Accessed: 23 March 2023.

## Population by Religion<sup>25</sup>



<sup>25</sup> ONS (2022) Census 2021. Religion, population by religion at lower tier local authority level. Accessed: 23 March 2023.

## Population by Religion at ward level<sup>26</sup>



<sup>26</sup> ONS (2022) Census 2021. Religion, population by religion at electoral ward level. Accessed: 23 March 2023.



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## Appendix 5: The protected characteristics

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**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 have 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.