



A fairer, more equal Hounslow

EQUALITY, DIVERSITY AND INCLUSION STRATEGY



London Borough
of Hounslow

**ONE
HOUNSLOW**

Acknowledgements

Thank you to everyone who helped shape this strategy by giving their time and views as part of our borough-wide conversation on equality. Your voice is at the heart of our ambitions and below are some of your words which have inspired this work.

The valuable feedback from our residents, community groups, equality groups, partners and local businesses has helped create a vision and a radical new approach to equality, diversity and inclusion in our borough. Special thanks to the following organisations who contributed and shaped this strategy and delivery plan.

Afghan and Central Asian Association , Bantu Arts, Darpan, EACH Counselling, Ealing and Hounslow CVS, No Shame in Running, Ghanian Community Forum, HAYA, ILAYS, Polish Klan Association, SFIDA, Tamil Community Centre, Trinjan, Shewise, Creative Spaces London, Hounslow Action for Youth, The Mulberry Centre, At Scale, Women’s Institute, Milan Group, Hounslow Friends of Faith, Gurdwara SGSS,

Unique Academy, Hounslow Muslim Centre, Hindu Mandir Network, Autism Hounslow, RNIB, Healthwatch Hounslow, Hounslow Borough Respiratory Support Group, INS, Our Barn Community, West London NHS Trust IAPT, 2000 Club, Speak Out, Middlesex Association for the Blind, Hounslow Parent Carer Forum, Community Access Service, Hounslow Deaf Club, Hestia, Metro Charity, West London Queer Project, Wild Mind, Middlesex Pride, Alzheimer’s Society, Heston and Isleworth Senior Citizens’ Club , Hounslow Senior’s Trust, NCS, Parent Champion Network, HMP/YOI Feltham, Hounslow Youth Council, Kingsley Academy, The Green School for Girls, The Green School for Boys, Lampton School, Rivers Academy, West Thames College, West Thames Skills Centre, Heston Community School, Norwood Green Jr school, Acacia, Chelsea and Westminster Hospital NHS Foundation Trust, Heston Pools, Convent Way Community Champions, LBH staff networks, Councillors, Race Equality and Ethnic Diversity Partnership, Disability and Age Equality Partnership, Women’s Network and LGBTQ+ Advisory Group.

Equality means...



Celebrating and recognising what unites us and not what divides us.



Creating a sense of pride in being part of a community with a remarkable history.



Being inclusive, understanding the needs of individuals and supplying for those needs.



Being able to access services, it means being part of the community.



Having an environment in which there is a healthy exchange of ideas and cultures.



Being able to access opportunities for a fulfilling life in a manner that is fair and comparable among different populations.

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Our ambition and commitment to equality

Hounslow is a wonderfully diverse borough, but it is an unequal borough. We want to make Hounslow a fairer, more equal and inclusive place to live, work and study, a place where everyone feels heard, respected and welcome.

Many of our residents are disadvantaged because of where they live or because they form part of a group with protected characteristics. Their access to services and opportunities, and their ability to shape decisions taken about them or their area, is often lower than others. This is not acceptable and it is our mission to change this.

As the borough's anchor institution we have a community leadership responsibility to empower those who are disadvantaged to reach their full potential and play an active part in the borough's future. In partnership, we must build a truly inclusive society where social mobility and access to opportunity is shared by everyone.

We know that inequality is complex and can have overlapping causes. We want to understand why systemic inequality remains stubbornly entrenched despite the efforts of well-intentioned individuals, groups and organisations over decades. We want to foster a culture, both within the Council and across our communities, where everyone feels responsible for understanding difference and striving for equality.

Much has been achieved over recent years to increase equality in our borough, but not enough. The Covid pandemic – its health and economic impact – the current cost of living crisis, and social movements like Black Lives Matter, Me Too and Reclaim These Streets, highlight how there is still much more to do.

Our ambitions are not something we can achieve alone. Traditional approaches are not enough – we need new insights and radical ideas. It is for this reason we have co-designed a strategy for equality, diversity and inclusion alongside hundreds of you, our residents, businesses and partners.

This strategy and its delivery plan is a road map for realising our ambition for equality across the borough. Driven by our One Hounslow ethos of collaboration, compassion, innovation and empowerment, it explains how we will deliver real change for those who need it most.

We are adopting a bold programme to tackle place-based equality to focus help on those living in our most disadvantaged neighbourhoods. We are committed to help those in most in need, redirecting investment and policies to break the vicious cycle of inequality where people live.

Alongside this place-based approach, the strategy sets out a range of actions the Council will take to improve equality, diversity and inclusion for people who identify with one of the equality groups of disability, age, ethnicity, gender, sexuality and faith. It also lays out how we will embed the equality agenda within the culture of our organisation, to both ensure our colleagues have equal voice and opportunity, and that they see promoting equality for our communities as fundamental to their job.

Though this strategy is a moment in time, we know our approach must be dynamic and ever-evolving, and the conversations we have with our communities to understand their lived experiences will be continuous.

Together, as One Hounslow, we will achieve equality for our outstanding borough.



Cllr Shantanu Rajawat
Leader of the Council



Niall Bolger
Chief Executive



Cllr Katherine Dunne
Deputy Leader and Cabinet Member for Climate, Environment and Transport



Our most deprived communities will benefit the most from better air quality, access to public transport, safe walking routes and good cycling infrastructure.



Cllr Shivraj Grewal
Cabinet Member for Communities, Equalities and Culture



We'll continually celebrate the diversity of our cultures, and ensure everyone can have a say and be heard on the issues which matter to them.



Cllr Lily Bath
Cabinet Member for Education, Children, Skills and Employment



Young people will have what they need to thrive, and opportunities for training and support into work will be accessible to all.



Cllr Tom Bruce
Cabinet Member for Regeneration and Development



The benefits of regeneration will be felt by everyone, and we'll improve high streets and deliver more homes while keeping what makes places special.



Cllr Samia Chaudhary
Cabinet Member for Adult Social Care, Public Health and Transformation



Good quality and easily accessible health and social care services will improve the wellbeing of all communities across the borough.



Cllr Guy Lambert
Cabinet Member for Highways, Recycling and Health Integration



Everyone can expect clean streets, decent roads and pavements, and good waste and recycling services, wherever they live.



Cllr Ajmer Grewal
Cabinet Member for Safety and Regulatory Services



People will feel safe at home and on the streets, regardless of where they live, who they are or the time of day.



Cllr Salman Shaheen
Cabinet Member for Recreation, Public Spaces and Parking



People across the borough will be able to enjoy accessible parks and green spaces, and a range of inclusive leisure activities.

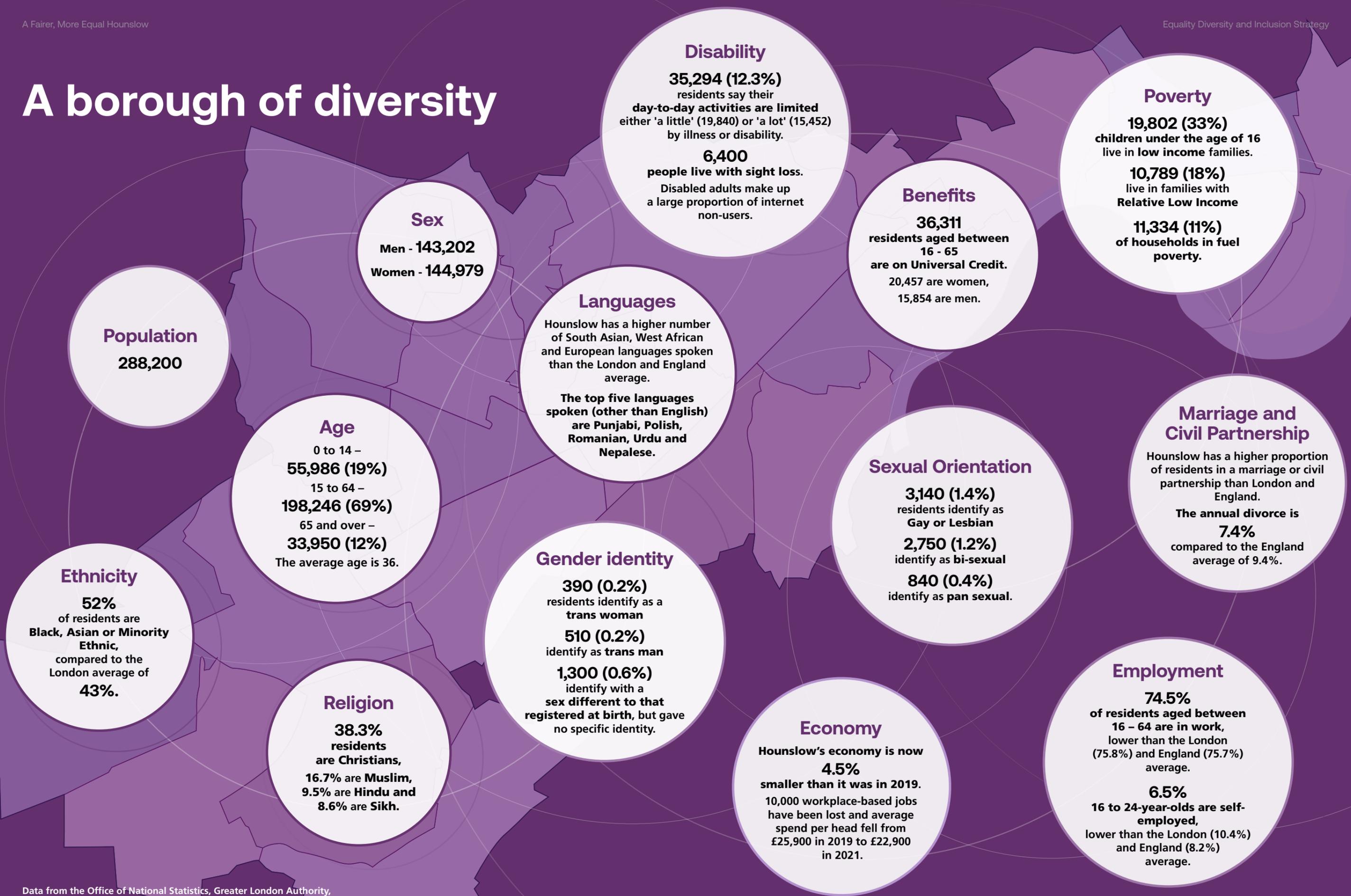


Cllr Sue Sampson
Cabinet Member for Housing Management and Homelessness



All our tenants will have good quality homes on clean, green and safe estates, and their views will shape where they live.

A borough of diversity



Population
288,200

Sex
Men - 143,202
Women - 144,979

Disability
35,294 (12.3%) residents say their day-to-day activities are limited either 'a little' (19,840) or 'a lot' (15,452) by illness or disability.
6,400 people live with sight loss. Disabled adults make up a large proportion of internet non-users.

Poverty
19,802 (33%) children under the age of 16 live in low income families.
10,789 (18%) live in families with Relative Low Income
11,334 (11%) of households in fuel poverty.

Benefits
36,311 residents aged between 16 - 65 are on Universal Credit. 20,457 are women, 15,854 are men.

Languages
Hounslow has a higher number of South Asian, West African and European languages spoken than the London and England average.
The top five languages spoken (other than English) are Punjabi, Polish, Romanian, Urdu and Nepalese.

Age
0 to 14 – 55,986 (19%)
15 to 64 – 198,246 (69%)
65 and over – 33,950 (12%)
The average age is 36.

Marriage and Civil Partnership
Hounslow has a higher proportion of residents in a marriage or civil partnership than London and England.
The annual divorce is 7.4% compared to the England average of 9.4%.

Sexual Orientation
3,140 (1.4%) residents identify as Gay or Lesbian
2,750 (1.2%) identify as bi-sexual
840 (0.4%) identify as pan sexual.

Ethnicity
52% of residents are Black, Asian or Minority Ethnic, compared to the London average of 43%.

Gender identity
390 (0.2%) residents identify as a trans woman
510 (0.2%) identify as trans man
1,300 (0.6%) identify with a sex different to that registered at birth, but gave no specific identity.

Religion
38.3% residents are Christians, 16.7% are Muslim, 9.5% are Hindu and 8.6% are Sikh.

Economy
Hounslow's economy is now 4.5% smaller than it was in 2019. 10,000 workplace-based jobs have been lost and average spend per head fell from £25,900 in 2019 to £22,900 in 2021.

Employment
74.5% of residents aged between 16 – 64 are in work, lower than the London (75.8%) and England (75.7%) average.
6.5% 16 to 24-year-olds are self-employed, lower than the London (10.4%) and England (8.2%) average.

Data from the Office of National Statistics, Greater London Authority, Department for Business, Energy and Industrial Strategy, Department for Work and Pensions.

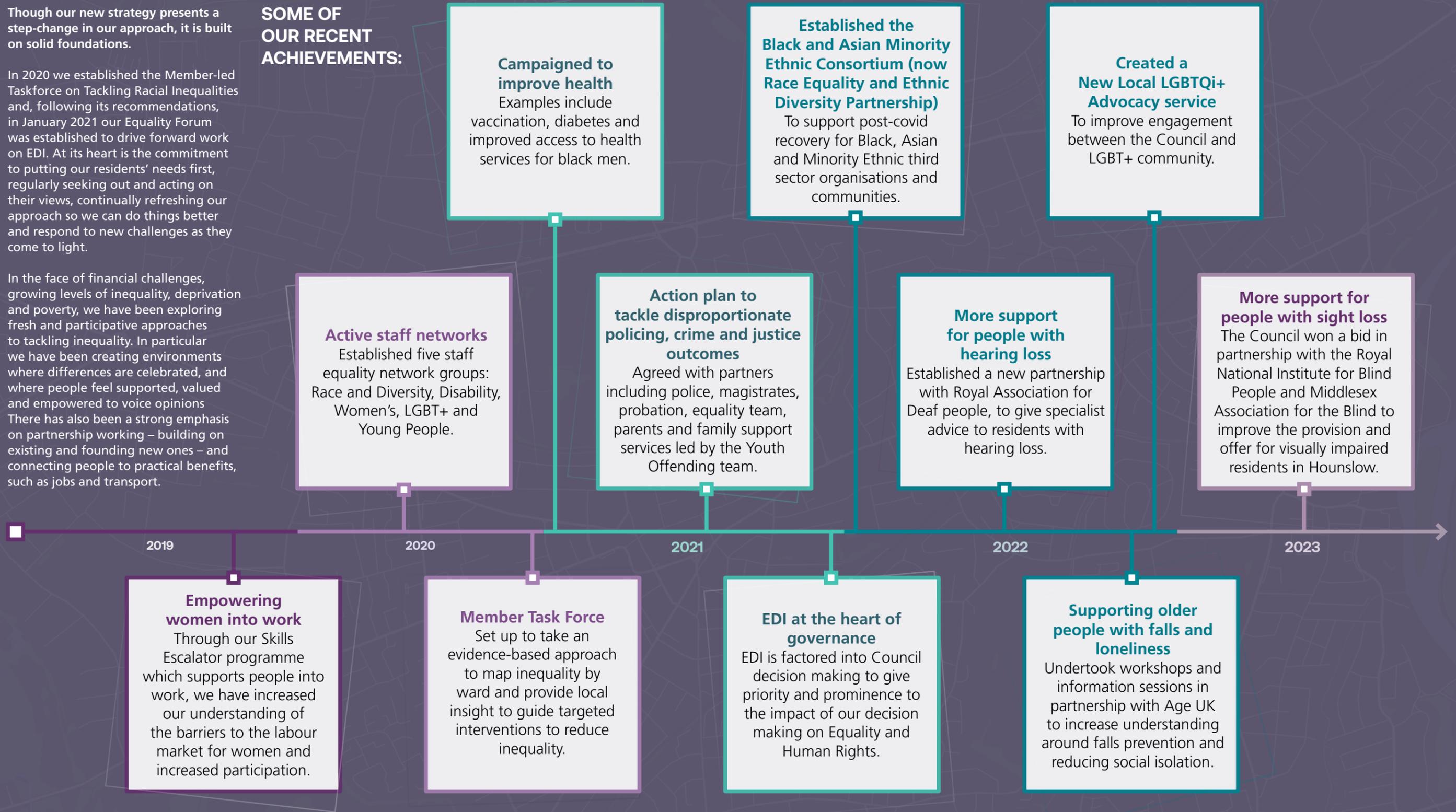
Our equality journey so far

Though our new strategy presents a step-change in our approach, it is built on solid foundations.

In 2020 we established the Member-led Taskforce on Tackling Racial Inequalities and, following its recommendations, in January 2021 our Equality Forum was established to drive forward work on EDI. At its heart is the commitment to putting our residents' needs first, regularly seeking out and acting on their views, continually refreshing our approach so we can do things better and respond to new challenges as they come to light.

In the face of financial challenges, growing levels of inequality, deprivation and poverty, we have been exploring fresh and participative approaches to tackling inequality. In particular we have been creating environments where differences are celebrated, and where people feel supported, valued and empowered to voice opinions. There has also been a strong emphasis on partnership working – building on existing and founding new ones – and connecting people to practical benefits, such as jobs and transport.

SOME OF OUR RECENT ACHIEVEMENTS:



Our new approach

The new and powerful feedback from our communities and colleagues on their priorities for EDI, coupled with detailed data on inequality in the borough, provides a strong evidence base on which to act; a reset moment to build on our foundations and transform how we achieve equality.

The mission is to galvanise a culture change so everyone is a force for good and plays an active role in breaking the cycle of inequality. The Council and its partners will collectively adopt this new approach by targeting policies, resources and investment to places and people who already experience significant inequality, or are at risk of experiencing it.

OUR STRATEGY FOCUSES ON THREE PILLARS:



Each Pillar has an associated action plan or plans which summarises what people told us they wanted, what we will do, and how we will measure progress.

The strategy complements the aspirations set out in Ambitious for Hounslow, the Council's corporate plan published in 2022, and the transformation programmes of its associated Delivery Plan. It replaces the Council's Equal Opportunity and Human Rights Policy, agreed by Cabinet in 2017.

It will see a connected and coordinated equality-maximising approach by all council service areas and local partners. It will require targeted interventions and a redirection of investment to ensure we deliver for the most disadvantaged parts of the borough.

Achieving all of the ambitions associated with co-creating a fairer, more equal borough will be a long journey. There is no quick fix for entrenched, systemic inequality which has existed for decades. However, this step change in approach will yield many short and medium term benefits which people across the borough will feel, as we drive unrelentingly towards the ultimate goal of equality for all.



YOUR VOICE AT ITS HEART

Equality can only be achieved by listening to those who are experiencing inequality. We needed to better understand the issues our communities face and hear the insights and ideas they have to address these issues.

Last year we launched a three-month, borough-wide conversation. We carried out a range of engagement including an online survey, postcard questionnaires, in-person and digital meetings, face-to-face conversations at events, and workshops with community groups and third sector organisations.

The representatives included faith groups, LGBTQ+ community, ethnic groups, disability groups, women's groups, older people and younger people, business, staff and elected Members.

Everyone had opportunities to contribute to ensure the needs and aspirations of the communities they represent shape this strategy.

A total of 1,580 local people joined the conversation and their views are at its heart.



Pillar 1 - Equality by place

Pillar 1 sees a shift away from a policy and investment culture which is 'place blind' to one which is 'place aware'. We have identified 30 Equality Opportunity Areas, based on evidence of multiple indices of deprivation, community needs index score, and households with multiple deprivation characteristics, where we will target measures to reduce inequality.

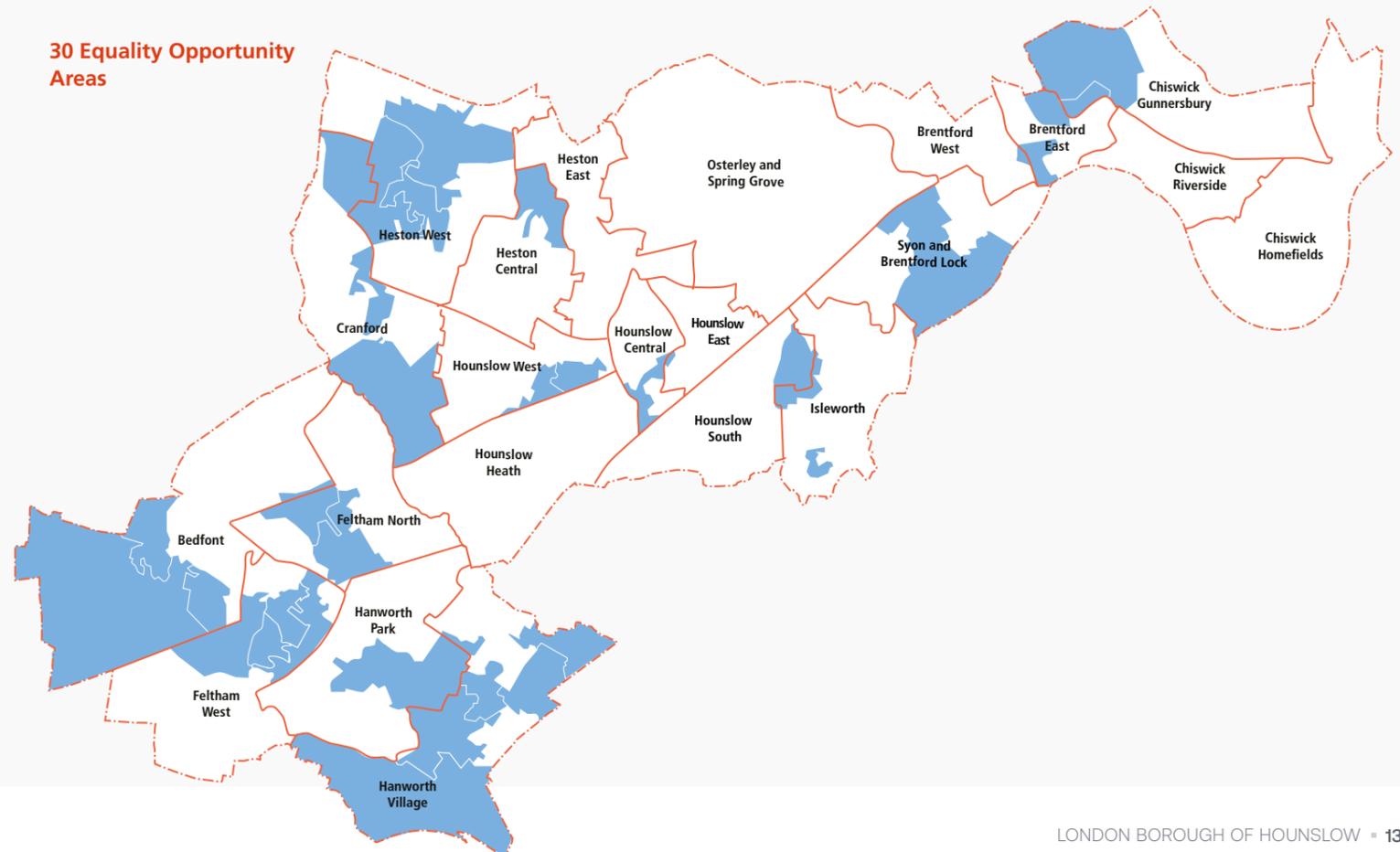
Working across Council departments and with Councillors, partners and community groups, we will identify the lack of physical and community assets, alongside other barriers to equality, and consider opportunities to guide new interventions and investment to the neighbourhoods. Central to the process will be engaging with residents to develop a full understanding of issues and effective solutions to improve the prospects of these areas and communities.

Equality insight reports will be developed for each area, detailing the issues faced. Measures will then be identified and agreed, in partnership with these communities and associated partners. The success of these actions will then

be evaluated, and adapted or changed if it's found they aren't having the desired impact. Actions will vary between place, but likely examples of focus include public transport, education, training and employment, housing, digital connectivity, crime and environment.

Alongside the targeted work in these Equality Opportunity Areas is a range of other measures we're taking which will help address various inequalities across the borough, regardless of where people live. These include Delivery Plan programmes and new strategies.

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Buildings and spaces accessible to all. → Improve quality of green space and inclusivity of leisure offer. → Improve transport links, traffic design and disabled parking. → Improve communication and engagement with communities. → Promote culture and community cohesion and celebrate diversity. → Improve local high streets. → More and better housing. → Improve access to employment and skills. → Promote safety for all residents. → Promote digital inclusion. → Create community wealth and support local businesses 	<ul style="list-style-type: none"> → Adopt program of equality intervention projects in the thirty most unequal areas, starting with the most left-behind. → Establish Community Hubs to connect people to advice, support and activities near where they live. → Improve access and quality of support and services through the Transforming Community Experience programme. → Embed better, more accessible and preventative community services through the Independent Living Programme. → New and improved engagement methods through the Radical Overhaul of Engagement programme. → Co-created town centre masterplans for Brentford, Chiswick, Feltham and Hounslow. → New Assets Strategy so buildings are fit for purpose and meet community need. → New Culture Strategy 	<ul style="list-style-type: none"> ✓ Equality opportunity insight reports identifying actions required. ✓ Measures effectively delivered, with demonstrable benefits. ✓ Community Hubs established and well used. ✓ Increase in uptake of community services. ✓ Greater representation of views received through engagement. ✓ Town centre masterplans, driving positive development which benefits all communities. ✓ Strategies in place and delivering benefits.



Pillar 2 - Equality by groups

Pillar 2 focuses on the data on and experiences of people with at least one of the protected characteristics of disability, age, ethnicity, gender, sexuality and faith. The information we know about the inequalities faced by these groups, and the feedback we received during the engagement phase of this strategy, has informed a raft of targeted measures to break down the barriers to equality.

There will be synergies between these measures and the place-based ones of Pillar 1, but Pillar 2 will also benefit equality groups wherever they live.

We know many people will have several protected characteristics. Our Action Plan will respond to needs that result from such intersectional disadvantage.



ACTION PLAN: ACHIEVING EQUALITY FOR PEOPLE WITH DISABILITIES

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Better access to transport, facilities for housebound residents, health and care support, and public buildings. → Better accessible information and engagement with the Council. → Improved hybrid access to public meetings and more face-to-face help. → Improve representation of people with disabilities in employment. → Train staff to recognise needs and difficulties of people with disabilities. 	<ul style="list-style-type: none"> → Better engagement with transport team to improve access to transport and parking. → Offer help with filling forms at more sites across the borough. → Improve accessibility of public buildings. → Better support organisations that help disabled and housebound residents. → Improve communication and language offer to those with sensory impairments. → Develop broader offer of support for mental health and other neurodiverse needs. → Improve employment, skills and digital training offer for people with disabilities. 	<ul style="list-style-type: none"> ✓ Regular feedback from our Disability and Age Equality Partnership. ✓ Increasing the number of people helped with form filling. ✓ Monitoring an accessibility programme for public buildings. ✓ More Council services working with local disability organisations. ✓ Improved offer for deaf residents. ✓ Improved service access and online access for all disabled residents. ✓ Evidence of opportunities for employment and skills training for disabled residents. ✓ More digital inclusion and training events held.



ACTION PLAN: ACHIEVING EQUALITY FOR OLDER RESIDENTS

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Need more spaces in accessible transport locations to meet and connect. → Improve parking facilities. → More help with technology and form filling process. → Provide facilities, access, and resources for those who are older, disabled or housebound → Improve information and communications about services, support and opportunities for older residents. 	<ul style="list-style-type: none"> → More wellbeing classes to keep older people active and stimulate minds. → Provide more disabled parking spaces and improve wayfinding, quality and safety of our car parks. → Review and improve the Councils' digital communications to ensure accessibility. → Make best use of Council buildings to extend the opportunity for face-to-face meetings. → Train staff to understand needs of older residents better. 	<ul style="list-style-type: none"> ✔ Increase in wellbeing classes. ✔ Updated Parking Strategy and implementation. ✔ Secure feedback from Disability and Age Equality Partnership on online accessibility. ✔ Increased usage of Council buildings for engagement with older people. ✔ More staff undertaking training.

ACTION PLAN: ACHIEVING EQUALITY FOR CHILDREN AND YOUNG PEOPLE

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → More affordable leisure activities and cultural events aimed at young people. → More opportunities for young people to contribute to local decision-making and co-designing activities. → More support with getting jobs and work experience. → Provide better financial support to charities that support young people. → Make better use of Council buildings across the borough so young people can use them. 	<ul style="list-style-type: none"> → Review access to leisure services for young people and involve youth organisations on planning cultural events. → Set Up a Young People's Network to increase engagement in local decision-making. → Launch the Youth Skills and Employment Guarantee to support 14 to 25-year-olds into training and work. → Review opportunities to use the Thriving Communities Fund and raise awareness of funding opportunities to youth organisations. 	<ul style="list-style-type: none"> ✔ Improved leisure offer for young people and more events co-designed with young people. ✔ Young People's Network established with quarterly meetings. ✔ More young people taking part in engagement exercises and decision-making forums. ✔ More youth organisations applying for Thriving Communities funding.





ACTION PLAN: ACHIEVING EQUALITY FOR GENDER

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Improve and target healthcare services to respond to gender-specific health issues. → More support for women with children to study, learn new skills, or to seek better work. → More affordable childcare provision. → More support for carers. → Improved safety for women. → Improve cycling and walking opportunities for women. 	<ul style="list-style-type: none"> → Joint Health and Wellbeing Strategy to address gender-based inequalities in partnership with Women's Network. → Flexible Adult and Community Education courses to support women and carers to upskill and re-skill. → Targeted employment and skills event for women → Develop new Carers Strategy with carers to set out our vision, aims and key priorities → Community Safety working with police around issues affecting women. → Walking and transport strategies and policies shaped by local women's groups. 	<ul style="list-style-type: none"> ✓ Increased access to health care services and awareness around women's health. ✓ More employees in the childcare sector and increased childcare places. ✓ Improved carer experience. ✓ Measures taken in areas where women and girls feel unsafe. ✓ Increase in women using public transport, walking and cycling. ✓ More apprenticeships taken up by women.

ACTION PLAN: ACHIEVING EQUALITY FOR RACE AND ETHNIC DIVERSITY

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Celebrate diversity and more cultural events to mix and meet diverse communities. → Improve provision of English language classes to tackle language barriers, improve digital literacy and engagement. → Improve understanding of employment opportunities and how to find higher skilled jobs. → Better access to funding for community groups. → Improve awareness of health conditions which are more likely to affect certain ethnic groups, and access to services. → Tackle poor educational outcomes. → Tackle hate crime. 	<ul style="list-style-type: none"> → Support community groups to co-design and host equality events, in partnership with Hounslow's Cultural Providers Network. → Improve ESOL (English for Speakers of Other Languages) offer from pre-entry upwards, including for asylum seekers and refugees. → Appoint Digital Champions to help improve digital literacy. → Host employment and skills training events targeted to diverse groups. → Joint Health and Wellbeing Strategy to address ethnicity-based health inequalities in each Primary Care Network. → Community Safety Team to ensure staff are trained in awareness of hate crimes and supporting victims. → Improve translations services. 	<ul style="list-style-type: none"> ✓ More events co-designed with community groups. ✓ Improved educational achievement measures. ✓ Digital Champions trained to support different ethnicities / languages. ✓ Reduced health inequalities and improved health outcomes. ✓ Work with the Police to deliver hate crime awareness to professionals. ✓ Increased numbers of ethnically diverse residents in work. ✓ New translation services established.





ACTION PLAN: ACHIEVING EQUALITY FOR BUSINESS COMMUNITIES

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Improve support to small businesses to adapt, survive and thrive. → Improve skills locally, particularly communications and language. → More opportunities for young people to work in the area. → More inclusive events that bring the community together and promote local businesses. → Explain unconscious biases we might not know we even have 	<ul style="list-style-type: none"> → Free educational workshops and Q&A sessions covering different topics. → Set up the free Innovate and Grow business support programme. → Offer small grants for growth and green energy saving to secure between £2k - £4k for businesses to introduce new initiatives → 1:1 growth mentoring with experts. → Establish 'The 'Loft' (space and support for micro businesses in the Treaty Centre, Hounslow) and 'Digital Dock' (flexible and affordable co-working space in Brentford) → Promotion of digital upskilling opportunities with our corporate partners. → Fortnightly Young Peoples Opportunities Bulletin to provide the professionals supporting young people with up-to-date information. 	<ul style="list-style-type: none"> ✓ Increased take up of business support services and opportunities. ✓ Increased use of The Loft and Digital Dock. ✓ Improved employability skills and access into Education, Employment and Training. ✓ Increase in grant applications. ✓ More local businesses promoted at community events.

ACTION PLAN: ACHIEVING EQUALITY FOR LGBT+

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Support LGBT+ communities who experience poor mental health. → Improve safety for LGBT+ residents and reduce homophobia and transphobia. → Not enough representation of the LGBT+ community in communications and marketing. → Promote better understanding between LGBT+ community and ethnic communities and faith communities → Provide more equalities training for Council staff on LGBT+ needs. → Improve information, access and understanding of services that are available to LGBT+ residents. 	<ul style="list-style-type: none"> → Better partnership working between the Council and health partners to improve communications and engagement with LGBT+ residents. → Community Safety Team training in awareness of hate crimes and supporting LGBT+ residents. → Increase LGBT+ representation in Council materials. → Equality events to mark different days in the year, including LGBT+ History Month and PRIDE. → Work in partnership with Hounslow Friends of Faith (HFoF) to create opportunities to promote awareness and understanding. → Train staff to understand needs of LGBT+ residents better. → Established the LGBT+ Advisory Forum to improve engagement between the Council and the LGBT+ community. 	<ul style="list-style-type: none"> ✓ Regular engagement with and feedback from the LGBT+ Advisory Forum. ✓ More examples of LGBT+ representation in communications. ✓ Partnership events co-designed with LGBT+ community. ✓ More staff undertaking LGBT+ awareness training. ✓ Quarterly meeting between LGBT+ residents and the Council and partners.



ACTION PLAN: ACHIEVING EQUALITY FOR RELIGION AND FAITH GROUPS

WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → Lack of opportunities to buy land to build faith schools. → Lack of multi-faith prayer facilities across the borough. → Low confidence of joining the workforce or accessing services in terms of their own religious needs e.g. wearing religious clothing → Tackle faith-based hate crimes. → Poor digital literacy resulting in digital exclusion. → Improving engagement between Muslim schools and the Council. 	<ul style="list-style-type: none"> → Regular engagement with Hounslow Interfaith Group. → Community Safety working with police and places of worship to support inclusion and facilitate reporting of hate crime. → Greater emphasis of Digital Champions programme supporting religious communities. → Training for staff to better understand needs of religious communities. 	<ul style="list-style-type: none"> ✔ Increased engagement between the Council and Interfaith organisations. ✔ Work with the Police to deliver hate crime awareness sessions. ✔ More digital inclusion events and support. ✔ Staff have a better understanding of the needs and requirements of Muslim children.



Pillar 3 - Equality as employer

Pillar 3 is how we will embed the equality agenda within the culture of our organisation, to both ensure our colleagues have equal voice and opportunity, and that they see promoting equality for our communities as fundamental to their role.

We have engaged with our staff through a number of different routes, reaching colleagues at all levels, to understand how well we are living our values and the extent to which they feel they Connect, Belong, Grow and Flourish, the landmarks of our Organisational Wellness Strategy.



WHAT YOU SAID	WHAT WE WILL DO	PROGRESS MEASURES
<ul style="list-style-type: none"> → More diverse representation (reflecting the borough) across senior management positions in terms of gender, ethnicity and disability. → Leadership awareness of EDI, ensuring we support a diverse workplace and address risk of bias. → Listening to everyone and valuing their views. → Everyone feels safe to be themselves, and empowered to give their views. 	<ul style="list-style-type: none"> → Design and implement a Resolution Framework for people to resolve conflict constructively and sustainably. → Implement diverse recruitment panels for senior posts. → Develop and deliver EDI awareness sessions for senior leaders. → Target recruitment to areas of the borough that experience the deepest inequalities. → Design and implement a development offer ensuring all staff understand our commitment, standards and approach to EDI. → Raise awareness and better understand the needs of our employees who are neurodiverse. → Implement a new process to request and receive reasonable adjustments where the default position is 'yes'. → Improve our online recruitment systems for disabled applicants, ensuring that any required reasonable adjustments are made. → Improve our off-boarding process, ensuring we understand why people are leaving the organisation and acting on any learning. 	<ul style="list-style-type: none"> ✓ Issues of conflict will be effectively raised and resolved, and colleagues will continue to feel they belong here. ✓ Increased representation of people from different ethnic backgrounds and women at senior levels. ✓ Improved awareness and understanding of EDI for senior leaders. ✓ Raised awareness of neurodiversity across the organisation, along with practical guidance. ✓ Implementation of reasonable adjustments within 12 weeks of a request, or identify suitable interim arrangements where this will not be possible. ✓ A revised policy for parents to support diverse needs, with language appropriate for all equality groups. ✓ Increased completion of exit interviews. ✓ More of our people will be able to communicate using British Sign Language.



A fairer, more equal Hounslow

Equality, Diversity and
Inclusion Strategy



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