

**TOWARDS AN INCLUSIVE
KENSINGTON AND CHELSEA**

THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA'S
EQUALITY ACTION PLAN 2007-10

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Introduction

The Royal Borough has a clear policy that sets out its commitment to promoting equality and respecting diversity, by delivering fair, accessible and relevant services and equal opportunities in employment.

These commitments are underpinned by a challenging set of objectives contained in our Equality Scheme, which we have made a commitment to deliver in partnership with local organisations from all sectors.

This Equality Action Plan sets out the specific actions that the Council will take over the next three years to deliver our objectives, and the targets that we will use to measure success. It addresses all aspects of equality and the following key can be used to identify the particular group(s) an individual action or target is relevant to:

Key

- E** addresses equality between different ethnic groups
- D** addresses equality between disabled and non-disabled people
- G** addresses equality between men and women
- A** addresses equality between different age groups
- F** addresses equality between different faith groups
- S** addresses equality between people of different sexual orientation
- All** addresses all of the aspects of equality above

1: INFORMATION, COMMUNICATIONS AND CONSULTATION

Our aim is to improve and diversify the ways in which we communicate with residents and service users, to take account of their different needs and language abilities.

We will deliver this by:

- providing a telephone interpreting service in all of our customer receptions and main telephone lines, to ensure our customers have rapid access to an interpreter when necessary, and publicising this service widely to increase take-up. **E**
- providing a video link to British Sign Language interpreters to help us communicate with deaf customers, and publicising this service widely to increase take-up. **D**
- publishing essential information about the Council's services (including our interpretation and translation offer) on our website in each of the six main minority languages, sign-posted from our homepage. **E**
- providing assistance to people who wish to understand all or part of a Council publication, and have difficulty reading English or have a visual impairment; and advertising this offer in appropriate publications. **ED**
- meeting national standards for the accessibility of our web content to help make our website simple and easy for all to use, including those with English as an additional language and those with learning difficulties. **All, particularly DE**
- working with learning disability service users to identify which forms they want us to prioritise for simplification, and transforming these into examples of good practice for their accessibility during 2007-08. **D**
- carrying out an audit of the Council's existing methods of communicating with hard to reach groups during 2006-07, and a full equalities impact assessment of our communications during 2007-08. **All**

Our targets to measure success are:

- i) Our website is accredited by the Plain English Campaign, meets the RNIB "See it Right" standard and level Double-A of the W3C Web Content Accessibility Guidelines. **D**
- ii) At least 85% of publications comply with our communications guidelines on providing information in accessible formats and in alternative languages by March 2009, as measured through sample monitoring. **ED**
- iii) An increase in the proportion of residents who say that they regularly receive the Royal Borough newsletter from 30% to 60% by March 2009. **All**
- iv) A year-on-year increase in the use of telephone interpreting services in our customer receptions and telephone lines. **E**
- v) A year-on-year increase in the use of BSL video interpreting services. **D**

Lead officers: Martin Fitzpatrick, Trevor Ridley, Tim Ellis and Paul Rackham

Our aim is to be consistently polite, courteous and helpful when dealing directly with the public.

We will deliver this by:

- monitoring and reporting annually on our performance against our customer service standards and levels of customer satisfaction and using the results to identify priorities for future service improvements. **AII**
- consulting deaf customers on their satisfaction with our services during 2006-07, working with the Royal Association for Deaf People, and using the results to inform future service provision. **D**
- carrying out a mystery shopping exercise of services for those with English as a second language during January 2007, and using the results to inform future service provision. **E**

Our targets to measure success are:

- i) At least 85% of front line customer service staff receive training in customer service standards, including diversity awareness, by December 2007. **AII**
- ii) Year-on-year improvements in performance against our quantitative customer service standards (e.g. waiting times for appointments), and against qualitative indicators that assess customer satisfaction with how face-to-face and telephone enquires are handled. **AII**

Lead officer: Tim Ellis

Our aim is to consult effectively with all parts of the local community.

We will deliver this by:

- ensuring that consultation documents are offered in alternative formats and languages on request. **ED**
- publicising opportunities to participate in consultation on our online "Vital Messages" database and, depending on the type of consultation, through additional routes such as posters and newsletters. **AII**
- using a variety of consultation methods to target different sections of the community with the most appropriate method, in accordance with our statement of consultation principles. **AII**

- ensuring all online surveys are fully accessible and compatible with screen readers. **DA**
- offering support to consultees to enable wider participation, for instance by reading documents for people with visual impairments, providing an interpreter for people with hearing impairments or who speak English as an additional language, or providing assistance with transport. **All**
- ensuring members of the Residents Panel are broadly representative of the local community. **All**
- holding all consultation events in venues that meet the specific access requirements of participants. **DA**

Our targets to measure success are:

- i) A 6% increase in the percentage of residents who agree that the Council consults local people on the decisions it takes by 2008-09 (calculated as a three year mean average). **All**

Lead officer: Melanie Marshman

Our aim is to provide effective information about how the Council works, the services we deliver, and the opportunities we offer for residents to get involved in and influence decision-making.

We will deliver this by:

- providing a “welcome pack” to all new residents and hand-delivering an “A to Z” directory of local services to each household in the borough every 12 to 18 months. **All**
- introducing a “Have Your Say” section on our website to set out opportunities for residents to get involved in decision-making, and producing an updated “Have Your Say” leaflet for members of the public, during 2007-08. **All**
- running regular Council and Scrutiny meetings on topical themes of interest and encouraging members of the public to get involved. **All**
- provide opportunities for members of the public to influence key decisions by providing information on forthcoming decisions through the Council’s website and an e-bulletin for subscribers. **All**
- issuing guidance to encourage departments to undertake early consultation on key decisions, before the formal report is produced, and providing information on forthcoming decisions through the Council’s website and an e-bulletin for subscribers. **All**

Lead officers: Martin Fitzpatrick and Robert Sheppard

Our aim is to use a range of methods to gauge levels of satisfaction with services among different groups.

We will deliver this by:

- collecting information about ethnicity, disability and gender as standard in satisfaction surveys, so that the results can be disaggregated and compared. **EDG**
- investigating the impact that asking people how they would best describe their faith and sexual orientation has upon the number who respond, and using the findings to inform consideration of whether to collect this information as standard in satisfaction surveys. **FS**
- identifying and using alternative methods of examining satisfaction with Council services, including using our Resident Reviewers panel to “mystery shop” services, facilitating discussion groups and holding meetings. **All**
- participating in the Annual Survey of Londoners, to enable us to benchmark levels of satisfaction in Kensington and Chelsea against levels of satisfaction in other boroughs. **All**

Lead officer: Melanie Marshman

Our aim is to support and develop community life and leadership by bringing together the Forum of Faiths as a demonstration of tolerance, respect and the value of diversity, to address issues of common concern.

We will deliver this by:

- bringing together the Forum of Faiths six times a year, and ensure that its sub-groups function effectively and meet six times a year. **F**
- ensuring that the Forum of Faiths publishes a “Chaplaincy Guide” to facilitate access to the local clergy by providing contact details for all of the chaplains in the borough, to be available online from September 2007. Hard copies will be distributed to libraries, hospitals, doctors’ surgeries, retail stores, churches, mosques, synagogues and schools. **F**
- ensuring that the Young People Dialogue Group meets four times to support young people from different faiths to get to know each other better and we will report annually on progress against the actions that the Group has agreed to progress. **AF**
- ensuring that the Women Dialogue Group meets five times to support women from different faiths to get to know each other better and we will report annually on progress against the actions that the Group has agreed to progress. **GF**

Our targets to measure success are:

- i) An increase of 2% each year from 2007-08 in the proportion of local people who agree that there are good relations between different racial, ethnic and religious communities in the borough, from a baseline of 43%. **EF**
- ii) An increase in the number of consultation exercises that the Forum of Faiths considers and submits a response to from two in 2005-06 to at least four in 2006-07. **F**

Lead officer: Abdelghafour Dahbi Skali

Our aim is to enable people to get the advice and information they need to tackle challenges, including dealing with harassment and discrimination.

We will deliver this by seeking to ensure a pattern of good quality independent advice provision across the borough through grant aid. **All**

Our targets to measure success are:

- i) All independent advice agencies funded by the Council demonstrably engage with hard-to-reach groups. We will monitor and report the percentage of their aggregate client group that has a disability; and the percentage that is from a BME community. **DE**
- ii) All independent advice agencies funded by the Council are awarded the national Quality Mark for the management of their service following independent assessment. **All**

Lead officer: Deborah Wallworth

Our aim is to provide accurate local information to counter inaccurate and occasionally irresponsible reports in the national media.

We will deliver this by working with other members of the Kensington and Chelsea Partnership during 2007-08 to establish a robust process for identifying and rebutting inaccurate reports that have a detrimental impact on the local community by correcting the facts. **All**

Lead officer: Martin Fitzpatrick

Our aim is to support efforts to assist those who find it hardest to be heard, get involved or get organised.

We will deliver this by:

- providing information on good governance, fundraising opportunities and local services (through FundingLink events, e-bulletins and other routes) to small voluntary and community groups, including ethnic and faith based organisations. **All**
- organising the annual community relations forum to provide opportunities for residents to discuss key themes. **EF**
- ensuring that voluntary and community organisations are aware of and comply with the BME Code of Practice. **E**
- seeking to support small ethnic and faith based organisations across the borough through grant aid. **EF**
- seeking to ensure a pattern of good quality infrastructure organisations that promote capacity building and social inclusion for hard-to-reach groups across the borough through grant aid. **All**

Our targets to measure success are:

- i) At least ten minority ethnic and faith organisations receive capacity building support during 2006-07. **EF**
- ii) At least 70% of those attending FundingLink, receiving e-bulletins or attending the annual community relations forum are "satisfied" or "very satisfied" with the event / information provided. **All**
- iii) All voluntary and community organisations funded by the Council achieve at least level 1 under the Charities Evaluation Services Practical Quality Assurance System for Small Organisations (PQASSO). **All**

Lead officers: Monsur Khan and Deborah Wallworth

Our aim is to support active citizenship and widen participation in community decision-making, especially among young people and others who are often under-represented on governing bodies.

We will deliver this by:

- developing a programme of activity to increase community engagement over the period to 2008-09. **All**
- providing the Kensington and Chelsea Partnership with funding totalling £310,000 over the period to 2008-09 to support additional community empowerment projects. **All**

- monitoring the percentage of residents who agree that the Council consults local people on the decisions it takes, using results disaggregated by age, gender, disability and ethnicity, and carrying out an in-depth investigation if the results are consistently significantly different for different groups. **EDGA**
- encouraging residents associations to ensure that their membership is broadly representative of the areas they cover, through the development and introduction of a "Gold Standard" for such associations. **All**
- establishing a new post within the Council to support efforts to widen the participation of children in decision-making. **All**

Our targets to measure success are:

- ii) A 6% increase in the percentage of residents who agree that all residents are encouraged to take an active role in their communities by 2008-09 (calculated as a three year mean average). **All**
- iii) A 15% increase in the percentage of children aged 5-13 who are satisfied with opportunities to influence important decisions between 2006-07 and 2008-09. **A**
- iv) Achieve the "Established" level under the "Hear By Right" standard for the Council's involvement of children aged 5-13 years by March 2009, as assessed by young people and supported by independent validation. **A**
- v) 840 children aged 5-13 receive a certificate for participation in decision-making bodies for children's services over the period 2006-07 to 2008-09. **A**
- vi) A 30% increase in the percentage of 5-13 year olds participating in decision-making bodies for children's services who are from hard-to-reach groups by 2008-09. **A**
- vii) An increase in the number of 13-19 year olds that are active members of the Youth Forum to 35 and establish a Children's Forum, with at least 20 active members by 2008-09. **A**

Lead officers: Liz Daughters and Susan Yardley

2: PHYSICAL ACCESS TO LOCAL SERVICES AND FACILITIES

Our aim is to ensure the physical soundness of and access to arts venues managed by the Council.

We will deliver this by:

- conducting a feasibility study of options to improve the seating structure for Opera Holland Park and provide access that meets modern day standards, by March 2007. **D**
- reviewing disabled access to Leighton House Museum and consider funding opportunities to take its recommendations forward in the financial year 2006-07. **D**

Lead officer: Hamish Pringle

Our aim is to improve the quality and accessibility of all public open spaces within the borough by providing high-quality parks and open spaces that all people can use.

We will deliver this by:

- introducing an audio description of facilities within Holland Park for visually impaired visitors by April 2008. **D**
- providing a scooter service in Holland Park one day each week, to enable a wider range of residents, including many older people, to access and enjoy Holland Park. **DA**
- consulting with local people and organisations, including families with young disabled children, in developing plans for each of the borough's parks. **D**

Our targets to measure success are:

- i) complete an access audit of each of the Council's parks and open spaces, and develop priorities for early action, in consultation with the local user-led disability organisation ADKC, by March 2007. **D**

Lead officer: Hamish Pringle

Our aim is to improve the quality and accessibility of sports and leisure provision for all in the borough and encourage participation in physical activities by ensuring that services are accessible to all.

We will deliver this by:

- carrying out an access audit of all Council run sports facilities within the borough during 2006-07, and bidding for capital funding to support essential works to improve access. **D**
- increasing participation amongst young disabled people by ensuring that youth sports provision is extended. **A D**

We will establish a baseline for participation of disabled young people in youth sports development activities by December 2006 and set to measure our success in increasing participation from April 2007. **A D**

Lead officers: Hamish Pringle and Mary Mackle

Our aim is to improve the accessibility of buildings within the borough.

We will deliver this by:

- commissioning access audits that consider physical and communication barriers for all disabled people from qualified experts for all of the Council's existing facilities and buildings by March 2008. **D**
- ensuring that the new Town Hall reception improves the environment for disabled people - including counters at the right height for wheelchair users, automatic doors, disabled toilets and toilets with baby changing facilities for men and women. **D**
- addressing the need for clear inclusive access policies that consider people's diverse needs and aiming to break down unnecessary barriers and exclusions, in a manner that benefits the entire community, in our Local Development Framework. **D**
- requiring applications for both outline and full planning permissions to be accompanied by a Design and Access Statement in all developments (except those meeting strict criteria specified in our planning guidance) from August 2006 onwards. **D**
- issuing all licensed premises in the borough with free disability awareness raising material, produced by DisabledGo in partnership with Mencap, RNID, RNIB, MIND and the British Council of Disabled People, by March 2007. **D**

Our targets to measure success are:

- i) increase the proportion of qualifying buildings that are accessible to all to 25% in 2006-07; 28% in 2007-08; and 30% in 2008-09, as measured by the national performance indicator (BVPI 156). **A D**
- ii) increase the percentage of Council buildings with public areas that have completed costed access audits and are taking follow-up action to 75% by March 2007, and 100% by March 2008 (RBPI 3205). **A D**

- iii) increase the percentage of qualifying buildings that offer either 'good' to 'excellent' accessibility or alternative ways for users to access services to 60% by 2006-07, as measured by our local performance indicator (RBPI 3206). **AD**

From April 2007, we will expand the list of qualifying buildings assessed under our local performance indicator to include all Council-owned buildings that we consider to have public access - including some education buildings that are excluded from the national performance indicator - and update our improvement targets accordingly. **D**

Lead officers: Steve Howe, Neil Herbert and Steve McCormack

Our aim is to improve the accessibility of the streetscape within the borough.

We will deliver this by:

- working with Transport for London and with the local community to ensure that appropriate facilities for the disabled are made available wherever possible at controlled crossings as part of our major development schemes in South Kensington and Sloane Square. **D**
- consulting thoroughly with disabled people and their organisations when planning and designing new streetscape developments. We will ensure that consultation includes people with visual impairments, and seek their views on the use of tactile paving, warnings and lighting. **D**
- promoting our telephone helpline - "Streetline" – as a means for disabled residents and their organisations to report obstructions, damage, inaccessible kerbs and other streetscape dangers to the Council. **D**
- working with commercial businesses to prevent obstructions on the pavement by removing unnecessary street furniture, in line with our Streetscape policy. **D**
- working with the local police to tackle pavement cycling through our Safer Neighbourhoods teams in every ward where local people tell us it is a priority, and taking preventative action through our cycle education and road safety awareness initiatives. **DA**
- promoting and acting as a point of sale for RADAR's National Key Scheme to enable disabled people to access toilets out of hours. **D**

Our targets to measure success are:

- i) an increase in the percentage of controlled crossings with facilities for the disabled (drops, tactile paving and audible signal or tactile button) from 87% to 95% by 2010 (BVPI 165). **D**
- ii) all residential streets and 50% of major roads are well lit with "white light" by 2010, thereby improving visibility for people with visual impairments and making the streets safer for all in the community. **AI**

Lead officers: Graeme Swinburne, Hamish Pringle, Gloria Kainja and John Goode

Our aim is to work with strategic and operational partners to enhance the public transport system for the whole community, by expanding services where needed and by improving the passenger experience.

We will deliver this by:

- bringing together representatives of the local disabled community with transport operators on a regular basis from April 2007, in addition to our annual Safe and Accessible Transport events for older and disabled transport users. **D**
- auditing the accessibility of all bus stops within the borough and identify those for priority action, in consultation with the representatives of the local disabled community mentioned above, during 2007-08. **D**

Our targets to measure success are:

- i) an increase of 10 percentage points in the number of bus stops within the borough at which wheelchair users are able to board and alight from buses by 2008-09. **D**

Lead officer: Graeme Swinburne

Our aim is to ensure that recreational, educational, health and shopping centres are easily accessible by public transport.

We will deliver this by:

- lobbying Transport for London to persuade them of the case for new and expanded bus routes to improve the bus network in relatively poorly served areas of the borough. **All**
- using our planning powers to direct development of recreational, educational, health and shopping centres towards areas that are well-served by public transport. **All**

Lead officer: Graeme Swinburne

Our aim is to provide specialist transport services to those unable to access mainstream provision.

We will deliver this by:

- including transport and mobility needs in individual needs assessments. **D**
- providing a range of statutory and discretionary accessible transport services, both directly and through voluntary organisations, and working with local agencies providing accessible transport to identify gaps in provision and encourage joint development of services. **DA**
- carrying out a review of the options for changes to the existing Taxicard service in consultation with disabled people and the organisations that represent them during 2007-08. **D**
- working with partners to investigate the introduction of a single central London badge scheme, to improve accessibility for inner-London borough disabled badge holders in the longer term. **D**

Our targets to measure success are:

- i) A 10% increase in the number of disabled parking bays for blue badge holders by December 2009. **D**
- ii) 90% of taxis that are pre-booked through the Taxicard scheme arrive within 15 minutes and 90% of "as soon as possible" bookings arrive within 30 minutes. **DA**

Lead officer: Yvonne Heard

3: FAIR, RELEVANT AND ACCESSIBLE SERVICES

IN ALL SERVICES:

Our aim is to take account of people's diversity when delivering services and information to them.

We will deliver this by ensuring that a rigorous Equality Impact Assessment is completed for at least ten of the Council's key services each year, and that the resulting Equality Improvement Action Plans are implemented. ***All***

Our targets to measure success are:

- i) Attain the national "Equality Mark" following independent assessment during 2007-08. ***All***

Lead officer: Tony Redpath, working with Executive Directors

Our aim is to operate a robust and effective complaints procedure.

We will deliver this by:

- ensuring that Business Groups learn lessons from internal complaints and, where necessary, make changes in working practices to limit the number of complaints about the service. ***All***
- reporting annually to the Cabinet and the lead OSC on the performance of Business Groups in relation to complaints; and on the lessons to be learnt from the Ombudsman's annual report. ***All***

Our targets to measure success are:

- i) To respond to Ombudsman complaints within 28 working days in 90% of cases. ***All***
- ii) To settle Ombudsman cases in 90% of all cases. ***All***

Lead officer: Gifty Edila, working with Executive Directors

Our aim is to deal effectively with incidents of illegal discrimination and harassment.

We will deliver this by:

- working in partnership with the police to improve reporting and monitoring of hate crime against disabled people. **D**
- working in partnership with the police to continue to provide crime prevention outreach services to disabled people and their organisations. **D**
- carrying out a review of crime against disabled people in the borough and how it might be reduced during 2007-08. **D**
- launching and publicising a confidential telephone line for members of staff and of the public to report racial incidents in January 2007. **E**
- launching and publicising online electronic racial incident reporting for members of staff and of the public by March 2007. **E**
- ensuring that our arrangements for reporting and investigating racial incidents reflect the guidance contained in the national Code of Practice. **E**

Our targets to measure success are:

- i) 100% of reported racial incidents result in further investigation. **E**

Lead officers: Monsur Khan and Darren Harmston

IN HOMES AND HOUSING:

Our aim is to eliminate unjustified discrimination in services received by people from different ethnic, faith and other minority groups.

We will deliver this by:

- encouraging social landlords to adopt the CRE code of practice in rented housing and monitoring their progress through "The Guide to Developing and Managing Social Housing in RBKC", compiled annually on the basis of performance returns from the TMO and the largest housing associations. **E**
- monitoring and comparing levels of satisfaction with housing services amongst BME tenants and leaseholders of the largest ten social landlords in the borough from 2006-07. **E**
- supporting the BME Landlords Group to improve the performance of social landlords in Kensington and Chelsea in respect of diverse communities and their access to and experience of housing services. **E**
- working with sub-regional partners to introduce an annual customer survey to monitor levels of satisfaction with housing services amongst social tenants by diversity group during 2007-08, and benchmarking the results for Kensington and Chelsea against neighbouring boroughs. **All**
- monitoring access to Supporting People services by diversity group and taking action where necessary to ensure that under-represented groups have fair and equal access. **All**

Our targets to measure success are:

- i) The Commission for Racial Equality's code of practice in rented housing is adopted by all social landlords in the borough by 2008-09. **E**
- ii) The proportion of Supporting People service providers that achieve grade "B" or above in the "fair access, diversity and inclusion" strand of the national Quality Assessment Framework rises from 34% to 80% by April 2008. **All**

Lead officers: Pam Sedgwick, Martin Waddington and Amanda Johnson

Our aim is to engage with traditionally excluded groups, such as young people and black and minority ethnic groups, so that they become more involved in decision-making.

We will deliver this by:

- increasing service user involvement in Supporting People services by:
 - consulting existing service users about physical remodelling of Bina Gardens, St Luke's and Redcliffe Gardens by December 2007. **All**
 - involving service users – particularly those with visual impairments, learning disabilities and different language needs – in the design of the Supporting People web page by April 2007. **DE**
 - consulting with younger service users on the development of a joint commissioning strategy for supported housing and housing support by April 2007. **A**
 - consulting with disabled service users on the development of outcome based contracting which takes account of disability issues by December 2007. **D**
- developing a quality assurance training scheme for Supporting People service users in which the accessibility of services is covered by April 2008, and ensuring that it evaluates how service users are involved in decision-making processes. **All**
- running monthly surgeries for BME residents on TMO estates in the north of the borough, and launching monthly surgeries for BME residents on TMO estates in the south of the borough by March 2007. **E**

Lead officers: Amanda Johnson and Pam Sedgwick

Our aim is to prevent homelessness and ensure temporary accommodation is of a suitable standard by targeting support for those at risk and increasing the number of vulnerable people accessing support including young people, the elderly, ex-offenders, asylum seekers and substance users.

We will deliver this by:

- carrying out regular inspections to assess the standard of temporary accommodation. **Deprivation**
- employing a Temporary Accommodation Support Officer to assist families placed out of borough to access services in their area. **Deprivation**
- providing support and services to meet the housing and support needs of adults who are homeless, substance users, have mental health problems, have an offending history, and who have physical or learning disabilities. **All, particularly D**
- examining the scope for developing a single assessment for accessing Supporting People services so that services are targeted according to need by December 2007. **All**
- publicising floating support services amongst people from vulnerable groups including young people, older people, ex-offenders, asylum seekers and substance users and reviewing the impact upon take up amongst vulnerable groups by September 2007. **All, particularly A E**
- working with the BME Housing Forum to establish the need for specialist housing support services for BME groups. **E**

Our targets to measure success are:

- i) An increase in the take up of the generic floating support service by vulnerable people, including young people, older people, ex-offenders, asylum seekers and substance users, from 80% to 100% by March 2008. **Deprivation**

Lead officers: Martin Waddington and Amanda Johnson

Our aim is to meet the housing needs of disabled residents.

We will deliver this by:

- categorising all social rented homes in the borough that are available to let by their level of accessibility, and all applicants for social housing by their access requirements, so that we can match people with properties that meet their access needs. **D**
- launching a "Mobility Property Move-on Scheme" by April 2007, to encourage and support social tenants living in homes that are accessible (or could be adapted) to move and free up homes to meet the needs of people with specific access requirements. **D**
- completing and implementing a comprehensive review of the allocation system for social housing using the Social Model Of Disability, to ensure that it is effective in meeting the needs of disabled people, during 2007-08. **D**
- supporting the development of a London-wide Accessible Housing Register. **D**

- reviewing the system for Disabled Facilities Grants in consultation with disabled people during 2007-08. **D**
- consulting with disabled residents before properties are adapted, to ensure the adaptations meet their access needs. **D**

Lead officers: Martin Waddington, Tim Keay and Steve McCormack

IN CULTURE, ARTS AND LEISURE:

Our aim is to widen the range of residents who enjoy the Council run museums, libraries and galleries, and Opera Holland Park.

We will deliver this by:

- funding DisabledGo to provide and maintain a free online guide to the accessibility of key venues within the borough (selected in consultation with the local community) by March 2007. **D**
- reviewing the feasibility of establishing a Shopmobility scheme for High Street Kensington as part of future refurbishment to the Town Hall car park. **D**
- encouraging cinemas within the borough to offer subtitled screenings of films. **D**
- putting in place an audience development plan to improve access to the Council's museums and galleries by April 2007. **All**

Lead officers: Guy Van-Dichele, Yvonne Heard and Hamish Pringle

Our aim is to ensure that the Royal Borough has a strong reputation for high-quality culturally diverse arts

We will deliver this by:

- supporting a peer support network run by artists for artists and promoting funding and training opportunities to the culturally diverse artistic community in the borough. **All**
- developing a more varied programme of arts events and activities as part of Black History Month within the borough and inviting local artists and organisations to join the BHM Steering Group. **E**
- encouraging local arts and cultural organisations to use the race and disability equality toolkit that we have developed for the sector as part of our "Arts for All" project. **DE**

Our targets to measure success are:

- i) To ensure that one third of the funding available through the Council's Arts Grants Scheme is awarded for culturally diverse artists or projects each year from 2006-07 onwards. **A//**
- ii) To publicise at least twenty examples of high-quality culturally diverse arts projects, including work by disabled artists, on www.theSeer.info over the five years to 2010-11. **A//**
- iii) To develop a visible and active network of disabled artists by January 2008. **D**

Lead officer: Amanda Smethurst

Our aim is to increase the use of libraries, especially by those traditionally under-represented amongst library users.

We will deliver this by:

- analysing our customer base for the Home Library service and developing a targeted marketing plan to increase take-up, particularly amongst people who are male and/or from black minority ethnic groups, by March 2007. **GE**
- developing new promotional material and carrying out a programme of visits to organisations and community groups to promote and encourage take-up of the Home Library service by March 2007. **GE**
- targeting people who are aged 50 or over and/or who are lone parents for the BOOST Skills for Life project through personal contact and other publicity by March 2007. **A**
- working with the chosen contractor to ensure that the refurbishment proposal for the Central Library fully incorporates access requirements identified in consultation with users and potential users by December 2008, and ensuring delivery of the agreed access requirements by December 2009. **AD**
- promoting the Summer Reading Challenge in all schools and publicising it through an annual launch event, online publicity on the libraries website and related book displays in libraries. **A**
- establishing new distribution venues through which to promote "Bookstart", developing online promotion materials and increasing the frequency of contact with all health visitors, as our partners in the scheme. **A**

Our targets to measure success are:

- i) To increase take-up of the Home Library service from 11% to 17% of the potential customer base by March 2007. In doing so, to increase take-up amongst under-represented groups by ensuring that:
 - 25% of additional users are from a BME group. **E**
 - 10% of the additional users are male. **G**
- ii) To ensure that 15 people who are aged over 50 or are lone parents receive individual training in reading, writing, numeracy, literacy and ICT through the BOOST Skills for Life project. **A**

- iii) To improve the accessibility of the Central Library as part of refurbishment work - in consultation with users and potential users, including young people, disabled people and older people - by December 2009. **A D**
- iv) By 2008-09, to increase the percentage of children who start the Summer Reading Challenge to 5% of the eligible population; the percentage who complete it to 55% of starters; and the percentage who join the library to 15% of non members who start. **A**
- v) To ensure that 75% of 0-4 year olds receive a "Bookstart" pack by March 2009. **A**

Lead officer: Jane Battye

Our aim is to encourage participation in physical activities by promoting physical activity as a means of improving quality of life and well-being, especially for children, young people, the elderly and the disabled.

We will deliver this by:

- carrying out a review the leisure card service provided to older people, disabled people and those on lower incomes to identify ways of increasing usage of the service amongst the target groups by March 2007. **D A Deprivation**
- providing a targeted exercise programme designed to increase physical activity amongst target groups (including older people, women only groups and BME groups). **E A G**
- promoting physical activity for disabled people by encouraging youth centres to emulate the good practice we have established at Lancaster Youth Centre, which gives priority to disabled people on Wednesdays and provides fully integrated activities for the rest of the week. **D**
- working with ADKC to support our local wheelchair basketball team (Raiders), which competes in the national league. **D**
- ensuring that all leisure centre staff employed by our contractors continue to receive equality training. **D**

Our targets to measure success are:

- i) To increase the percentage of young people participating in the School Sports Partnership programme that undertake at least two hours of high quality physical activity a week from 50% to 88% by 2008-09. **A**
- ii) To ensure that 40 young people obtain qualifications as sports coaches by March 2009. **A**

Lead officers: Hamish Pringle and Mary Mackle

IN HEALTH AND SOCIAL CARE:

Our aim is to ensure that physical health, diet and exercise are addressed in care planning for people with disabilities or mental health problems.

We will deliver this by:

- ensuring that all people with learning disabilities who receive a care plan have a "Health Action Plan". **D**
- ensuring that appropriate information leaflets on health promotion initiatives are provided to people with physical, sensory and hidden impairments when they receive a needs assessment, from September 2007 onwards. **D**
- supporting mental health users to access sport and exercise through direct payments, and through helping them to access GP referrals to sport and exercise. **D**
- ensuring that healthy eating options are made available and are promoted within all specialist mental health day care settings providing food. **D**
- working with local sports centres to facilitate access to sports for mental health service users through subsidies and through the provision of sports taster sessions. **D**

Lead officers: Paul Rackham and Toby Dickinson

Our aim is to work with the community to improve our understanding of residents service needs.

We will deliver this by:

- consulting widely on a five year Public Health Strategy to be launched in April 2007. **All**
- reporting regularly on progress against our Public Health Strategy, including through a programme of "health events" provided each year to 2012. **All**
- identifying, supporting and regularly consulting with user group(s) for each of the social care client groups that we serve (older people; people with learning disabilities; people with physical disabilities; mental health service users; substance misusers; and people with HIV/AIDS). **A D**
- monitoring and providing an annual analysis of complaints reported to senior managers. **All, particularly A**
- identify, support and regularly consult with at least one service user forum for each of the client groups that use our social care services.

Our targets to measure success are:

- i) A reduction in the gap between the average life expectancy of Royal Borough residents and that of the bottom quartile of the local population by 2012. **All, particularly Deprivation**
- ii) An increase in the percentage of residents who report that their health is good by 2012. **All, particularly A, E, Deprivation**
- iii) An increase in the percentage of residents who report that they find it easy to make healthy and informed choices about smoking, physical activity and the food they eat by 2012. **All**

Lead officers: Jim Mullany and Henry Bewley

Our aim is to improve continuity between child and adult services to facilitate seamless delivery of services

We will deliver this by:

- having timely, robust, multi-agency plans in place to help young people make the most of life as they move into young adulthood. **D**
- establishing a centre for children with disabilities and their families by summer 2008 - both to provide specialist services, including after school and holiday play, and to promote and enable disabled children to access mainstream services – and using it as a resource from which to provide a transitions programme for young disabled people up to 25 years old. **D**
- doubling existing after school care for disabled children, and more than doubling provision for school holidays, by providing holiday play five days a week to any child with a disability who requests it from autumn 2006. **D**
- funding a voluntary sector organisation to provide transition services and after school support. **D**
- interviewing three families with disabled children each year to get feedback on their experience of the transition process and using the findings to inform service improvement planning. **D**
- including improved access to services for young people with a disability in the criteria for expenditure of the Youth Opportunities Fund and Youth Capital Fund from September 2006. **D**
- ensuring that Connexions appoints a specialist worker with a thorough understanding of the social model of disability who is able to co-ordinate the transition process for disabled young people. **D**
- clarifying and improving the co-ordination of transition planning procedures for education, social care, Connexions and other services. **D**
- ensuring that all staff within youth and transition services receive appropriate user-led training in disability equality and the social model of disability. **D**

Our targets to measure success are:

- i) All children with disabilities aged 14+ have a transition plan to support their move from children's services to adult services from 2006-07 onwards. **D**

Lead officers: Brendan O'Keefe, Richard Holden and Paul Rackham

Our aim is to work with community and voluntary organisations to enable service users and potential users (especially those who are hardest to reach) to improve their own health and influence the way services are delivered.

We will deliver this by:

- ensuring that at any one time, at least 25 mental health service users and carers are trained to take part in the recruitment of Council staff
- training a further three physical disability service users, during 2007-08, to take part in the recruitment of Council staff. **D**
- training five older service users to carry out "discovery interviews" with their peers, to help us to improve care by understanding patient and carer experiences and needs better, during 2007-08. **A**
- supporting our local Centre for Independent Living, and user-led disability support services, in accordance with the joint protocol developed by the National Centre for Independent Living and the Association of Directors of Social Services. **D**
- supporting families with disabled children to understand the Social Model of Disability. **DA**
- piloting a self-assessment tool for older people and disabled people during 2007-08. **DA**
- piloting a self-assessment tool for users of occupational therapy services with simple equipment needs during 2007-08. **D**

Our targets to measure success are:

- i) Achieve the following levels of service user and/or carer participation in recruitment to health and social care service posts from 2008-09 onwards:
- 50% of advertised posts within the Learning Disability Service; **D**
 - 50% of advertised posts within the Physical Disability Service; **D**
 - 70% of advertised posts within the Mental Health Service; **D**
 - 50% of advertised posts within the Older People Service. **A**
- ii) At least 50% of tendered projects in adult social care services involve service users in the selection process from March 2008 onwards.

Lead officers: Paul Rackham, Toby Dickinson, Gwyn Morris and Richard Holden

IN LEARNING:

Our aim is to increase accessibility to and participation in learning and development, by supporting schools to identify challenging targets that reduce the risk of underachievement and to develop a wide ranging, broad, balanced and exciting curriculum that engages all pupils.

We will deliver this by:

- supporting schools to set and deliver challenging targets for pupil achievement by providing guidance, support from School Improvement Advisers and professional development in the effective use of data to inform target setting. **E**
- supporting schools to implement their Access Plans, which address the findings of the access audits that we have carried out of all our school premises. **D**
- implementing our Accessibility Strategy, which seeks to ensure that at least one school within each of six areas can accommodate pupils with a wide range of disabilities, including physical disabilities, language and communication needs and hearing and visual impairments. **D**
- ensuring that all of the schools in our capital programme – including the new Holland Park School – are designed to meet modern day access standards. **D**
- seeking to meet the educational and access needs of deaf children within mainstream provision, in line with our policy on special educational needs, and providing specialist services where this is not possible. **D**

Our targets to measure success are:

- i) A reduction in the gaps in achievement between different groups that exist in some pupil intakes at particular levels of the curriculum. During 2006-07 we will ensure that:
 - at least 86% of all pupils, 85% of Black African pupils and 78% of Black Caribbean pupils achieve Level 4+ in English and mathematics tests at Key Stage 2. **E**
 - at least 86% of all pupils, 86% of Black Caribbean pupils and 88% of Black African pupils achieve Level 5+ in English tests at Key Stage 3. **E**
 - at least 84% of all pupils, 84% of Black Caribbean pupils and 86% of Black African pupils achieve Level 5+ in mathematics tests at Key Stage 3. **E**
 - at least 82% of all pupils, 82% of Black Caribbean pupils and 84% of Black African pupils achieve Level 5+ in science tests at Key Stage 3. **E**
 - at least 65% of all pupils, 62% of Black African pupils and 60% of Black Caribbean pupils achieve five A* - C grades at GCSE. **E**

Updated targets to reduce gaps in achievement will be set each year.

Lead officer: Rebecca Matthews

Our aim is to work with the NHS and other partners to provide more integrated services, especially for children with high educational needs and disabilities.

We will deliver this by:

- implementing the recommendations of the Children with Disabilities Review by 2008-09, to ensure that children:
 - have their 'say' in plans and decisions that affect them, and a chance to shape how services are developed in the future.
 - are included in the every day childhood activities that most families take for granted
 - are able to use a common assessment process, so that they do not need to keep 're-telling their story' to different professionals
 - have their own worker as a consistent point of contact - to agree with them a personalised, 'wrap around' support plan when a number of different services need to be involved. **D**
- integrating the Council, NHS and other partners' arrangements for commissioning services, including by establishing a joint commissioning team. We will begin this process in April 2007. **DA**
- carrying out a review of the way in which therapy services for children are commissioned to ensure equality of access to those services by September 2007. **DA**
- improving the co-ordination and tracking of individual cases across Council, NHS and other partners by ensuring each child is allocated a lead professional who is responsible for all aspects of their case from March 2008. **DA**
- developing and implementing a strategy to improve the provision of information about available services to parents by March 2008. **DA**
- adopting a Common Assessment Framework by April 2008 to improve information sharing between the Council, the local NHS and other partners and support more integrated service delivery. **DA**

Lead officers: Richard Holden

Our aim is to promote high educational achievement for looked after children.

We will deliver this by:

- ensuring every looked after child has a school placement, and preventing school changes. **A**
- improving the identification of looked after children's educational needs and reducing the gap in educational achievement between looked after children and their peers. **A**

Our targets to measure success are:

- i) An increase in the percentage of young people leaving care aged 16 or over with 5 or more GCSEs at grade A*-C or a GNVQ from 17.2% in 2005-06 to 20% in 2006-07. **A**
- ii) An increase in the percentage of young people leaving care aged 16 or over with at least 1 GCSE grade A*-G from 55.2% in 2005-06 to 60% in 2006-07. **A**
- iii) An increase in the percentage of looked after children who were year 11 pupils eligible for GCSE (or equivalent) examinations who sat at least one GCSE equivalent exam from 83.3% in 2005-06 to 85% in 2006-07. **A**
- iv) A reduction in the percentage of looked after children of compulsory school age who missed 25 days schooling or more during the previous school year from 10.8% in 2005-06 to 9% in 2006-07. **A**

Lead officer: Libby Blake

Our aim is to secure and coordinate a broad range of complementary community-based learning opportunities, including supplementary schools, that meet the needs of the community.

We will deliver this by:

- providing information, advice and guidance to all supplementary schools in the borough as part of our programme of Extended School Services. **A E**
- providing young people with family language training, history and cultural teaching, and homework and basic skills support through direct funding and our partnership work with the Supplementary School Support Network. **A E**
- providing adult learning opportunities in community locations. **A**

Our targets to measure success are:

- i) 200 young people each year receive family language training, history and cultural teaching, and homework and basic skills support through direct funding and partnership work with the Supplementary School Support Network. **A E**
- ii) 1,850 adult learners receive training and skills development (including training in English for Speakers of Other Languages, ICT skills and recreational courses) in community locations between August 2006 and July 2007. **A E**
- iii) An additional 200 adults and 110 children receive training in family language, literacy and numeracy skills, or wider family learning such as improved food and nutrition, through the family learning programme between August 2006 and July 2007. **A**

Lead officers: Paul Hoffman and Paul Williamson

Our aim is to widen participation in learning, especially by traditionally underrepresented groups of adults, to improve their choices, lifestyles and their economic well-being.

We will deliver this by:

- funding the employment of a member of staff at the user-led disability organisation Action Disability Kensington and Chelsea (ADKC), to:
 - provide a programme of pre-employment training for disabled people;
 - support other Adult and Community Learning providers to develop additional programmes that meet the needs of disabled people. **D**
- commissioning SMART to provide a programme of training and support to help residents with mental health problems to gain the skills and confidence to gain employment by July 2007. **D**

Our targets to measure success are:

- i) Reductions in the proportion of learners for whom equality data is “not known” or “not provided” by July 2007:
 - from 12.1% to 7% for ethnicity. **E**
 - from 13.4% to 7% for age. **A**
 - from 12.1% to 8% for disability. **D**
- ii) An increase of 5% in the proportion of people participating in adult and community learning programmes who live in the 17 most deprived super output areas. **Deprivation**
- iii) At least 90 disabled people receive pre-employment training, through the ADKC training programme funded by the Council, by July 2007. **D**
- iv) At least 133 residents with mental health problems receive pre-employment training, through the SMART programme funded by the Council, by July 2007. **D**

Lead officer: Paul Hoffman

Our aim is to reduce the numbers of young people who are not in education, employment or training.

We will deliver this by:

- providing Personal Advisors through our Connexions service to support young people to enter education, employment and training, and recruiting a specialist Personal Advisor to work with hard to reach groups. **A**

Our targets to measure success are:

- i) Reduce the percentage of 16-18 year olds that are not in education, employment or training to 8.5% by 2008-09. **A**
- ii) Achieve the following increases in the proportion of young people from hard to reach groups that are in education, employment or training by 2008-09:

- 63% of young offenders leaving institutions;
- 57.1% of looked after children leaving care;
- 65% of teenage mothers. **A**

Lead officer: Brendan O'Keefe

IN WORK AND BUSINESS:

Our aim is to improve the employment prospects of residents - including by ensuring that refugees have the support they need to access appropriate training and employment to enable them to become economically active, and that there are opportunities for them to convert their existing qualifications.

We will deliver this by:

- funding our voluntary sector partners to support the development of small businesses and ethnic minority businesses. **All**
- providing pre-employment training to under-represented groups in the media sector, particularly young people from BME groups and women. **E**
- supporting disabled people to apply for and obtain work placements through our Kensington Recruitment service. **D**
- influencing local partners - including Jobcentre Plus and Connexions - to maximise the support for disabled people to access training and employment. **D**

Our targets to measure success are:

- i) Fund Portobello Business Centre to deliver, by April 2007:
 - 60 business start-ups, of which at least 15 are by people from BME communities;
 - 1200 business support sessions, of which at least 300 are for businesses run by people from BME communities;
 - 200 training days for RBKC residents, of which at least 50 are for people from BME communities. **All, particularly E**
- ii) Provide work placements for 80 people from groups that are under-represented in the media sector - particularly women and young people from BME groups - and secure job outcomes for 64 between August 2006 and July 2007. **G A E**
- iii) An increase in the number of work placements provided for disabled residents through our work with Kensington Recruitment from 15 to 20 each year by March 2008. **D**

Lead officers: Paul Featherstone, Deborah Wallworth and Paul Hoffman

4. COMMUNITY LEADERSHIP: INFLUENCING OUR PARTNERS AND SUPPLIERS

Our aim is to strive to follow best practice advice from the Commission for Racial Equality when procuring services from voluntary and private sector providers.

We will deliver this by:

- updating our equalities procurement guidance to ensure that the Council includes equality criteria relating to the new disability and gender equality duties (in addition to the race equality duty and anti-discrimination legislation) in its contracts when it procures services from December 2006. **EDG**
- carrying out an annual audit of a sample of contracts, from 2007-08 onwards, to ensure that:
 - contracts are consistent with our equalities procurement guidance;
 - the performance of contractors against equality criteria is being monitored;
 - contractors are meeting the equality criteria in their contracts. **EDG**

We will report the results and set improvement targets if necessary after the first annual audit.

Lead officer: Andrew Lee

Our aim is to work with partners to implement voluntary and community sector codes of good practice.

We will deliver this by:

- raising awareness of the Compact and Codes of Practice by statutory and voluntary sector partners through newsletters and a range of forums including the Annual Meeting; the Voluntary Organisations Forum; internal forums within the Council; and the Kensington and Chelsea Partnership. **AI**
- ensuring our staff adhere to the Compact and Codes of Practice when working or consulting with the voluntary sector, and monitoring feedback from the Compact

Implementation Group, Voluntary Sector Policy Group and the Borough / Voluntary Organisations Advisory Group. **All**

- facilitating the Compact Implementation Group, ensuring good representation from all sectors, improving its links with the Kensington and Chelsea Partnership and supporting it to deliver its Action Plan. **All**
- updating the Compact and Codes of Practice to reflect good practice, in consultation with voluntary and community sector partners. **All**

Our targets to measure success are:

- i) An additional 20 signatories to the Compact by 2008. **All**

Lead officer: Deborah Wallworth

Our aim is to work in partnership to remove barriers to inclusion for disabled people.

We will deliver this by:

- supporting disabled people to participate in public life by:
 - supporting a local resident with a learning disability to participate in the London-wide learning disabilities Big Partnership Board;
 - funding the Advocacy Project to help people with a learning disability to have their say, and providing four places for users on the Council's Learning Disabilities Partnership Board;
 - ensuring that disabled people are represented on the Kensington and Chelsea Partnership Steering Group (the Local Strategic Partnership);
 - funding the employment of a consultation expert at the user-led organisation Action Disability Kensington and Chelsea (ADKC);
 - supporting the volunteering project run by ADKC to provide disabled people with volunteering opportunities;
 - developing a Bridge Building Team to support mental health service users to access mainstream services, rather than becoming dependent on specialist services;
 - ensuring that users and carers continue to be represented on all key mental health planning and strategy groups;
 - funding two work and training projects to support mental health users to develop work skills and experience. **D**
- ensuring our panel of "mystery shoppers", who test the Council's services and inform improvement planning, continues to include disabled people. **D**

Lead officer: Paul Rackham

5. OUR WORKFORCE: REFLECTING THE COMMUNITY WE SERVE

Our aim is to employ a labour force that broadly reflects the diversity of the population being served.

We will deliver this by:

- providing career development training for women (Springboard) and men (Navigator) in junior positions, with the aim that at least 21% of participants each year are from BME groups. **EG**
- encouraging Springboard and Navigator graduates to participate in training for a nationally accredited "Team Leading" certificate. **EG**
- conduct an in-depth investigation if data for any Business Group or for the Council as a whole consistently shows - when disaggregated by gender, ethnicity and disability - that people from a particular group are:
 - less likely to be appointed than other short-listed candidates when they apply to us for jobs;
 - receive fewer days training, or receive less developmental training, than other staff;
 - receive lower performance ratings than other staff;
 - leave the Council after a shorter period of time than other staff. **DGE**
- providing training for 16-24 year olds with four GCSEs from Kensington and Chelsea and neighbouring boroughs through our "Headstart" programme, with the aim that at least 21% of participants each year are from BME groups and that at least 80% gain permanent employment. **EA**
- maintaining "Two Ticks" accreditation under the "Positive About Disability" standard, and participating in the Employer's Forum on Disability to ensure that we remain at the forefront of good practice in the employment of disabled people. **D**
- piloting a permanent home working post for a person with a disability who is unable to travel to work from April 2007, and assessing the potential to support the employment of disabled people by creating more permanent home working posts within the Council after six months. **D**

Our targets to measure success over the next three years are:

- i) An increase in the proportion of top 5% earners that are women from 31.8% to 33.3% in 2006-07, 34.9% in 2007-08 and 36.4% in 2008-09. **G**
- ii) An increase in the proportion of top 5% earners that are from BME groups from 5.5% to 6.3% in 2006-07, 7.1% in 2007-08 and 7.9% in 2008-09. **E**
- iii) An increase in the proportion of top 5% earners that have a disability from 2.7% to 4.1% in 2006-07 and maintain it at least that level. **D**

- iv) An increase in the proportion of all staff that have a disability from 4.7% to 5% in 2006-07, 5.2% in 2007-08, and 5.4% in 2008-09. **D**
- v) The proportion of all staff that are from BME groups (currently 28%) remains higher than the proportion of residents from those groups (currently 21%). **E**

Lead officer: George Bishop, working with Executive Directors

Our aim is to provide suitable training in diversity and equality issues for decision makers and staff at all levels.

We will deliver this by:

- providing diversity training for all staff and “Diversity for Managers” training as part of our corporate training offer, and evaluating the corporate diversity training and levels of take-up by March 2007. **All**
- encouraging managers to commission additional service-specific diversity training for their staff (such as the tailored courses provided for youth service staff in challenging homophobia, and for customer service staff in mental health, hearing and speech impairment awareness). **All**
- ensuring that all staff undertake a discussion with their line manager on their current diversity awareness and training needs, and reflect these in their Personal Development Plans for 2007-08 **All**
- offering “bite sized” workshops on equalities issues for Councillors during 2007-08. **All**
- launching a regular newsletter to keep Councillors up to date with developments in equalities legislation and Council policy from June 2007. **All**

Lead officers: Nick Alcock and Tony Redpath