

# Fairer Action Plan 2025 – 2029

Tackling inequality, celebrating  
diversity and promoting inclusion



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

# A fairer Kensington and Chelsea

## Acknowledgements

Thank you to our residents, colleagues and partners that have helped to bring this plan to life by giving their time and views as part of our borough-wide conversation on equality. Your voices are at the heart of our work.

Special thanks to the following organisations who contributed and shaped this action plan. Action Disability Kensington and Chelsea, Al-Hasaniya, BME Health Forum, Cardinal Vaughan Memorial School, Chelsea Theatre,

Citizens Panel, Cost-of-Living Partnership, Dalgarno Trust, Earl's Court Community Champions, Faith Partnership, Full of Life, Black Lives Matter steering group, Kensington and Chelsea Foodbank, K&C Foundation, Kensington and Chelsea Volunteer Centre, Kensington and Chelsea Social Council, Mencap, North Kensington Health Forum, Open Age, Over 50s Forum, RBKC Youth Council, SMART Café, The Advocacy Project, The Local Account Group, The Mobility Forum, The Tenants' Consultative Committee, Tree of Life Group, Worlds End Community Champions and Young K&C.

	Contents	Pages
Fairness in Kensington and Chelsea	Foreword	3
	Executive summary	4 – 6
	Our borough	7
	The Challenge we face	8
	Learning from the Grenfell Tragedy	9
	What we have heard from our communities	10 – 12
The Action Plan	Our Equality objective	13 – 15
	<b>Aim 1:</b> Making services more accessible and ensuring no individuals and groups are missing out on services who need them.	16 – 18
	<b>Aim 2:</b> Taking action based on listening and engaging with residents from all backgrounds and experience.	19 – 20
	<b>Aim 3:</b> Doing more to communicate with our residents in an accessible way.	21 – 22
	<b>Aim 4:</b> Community relations – tackling discrimination and celebrating diversity.	23 – 24
	<b>Aim 5:</b> A diverse and engaged workforce.	25 – 26
	Reporting and monitoring	27

# Foreword

## Our commitment to a fairer borough

Kensington and Chelsea is a wonderful place to live with amazing spaces and a brilliant mix of communities and cultures. It is this eclectic mix that makes it such a special place.

I am unashamedly ambitious for the people of this borough, we want to give all who live, work and learn here the space and opportunity to succeed. We will always stand up for businesses and families, providing them with support to live their lives how they want to.

Standing up for our communities also means acknowledging that some parts of the borough face profound inequality and deprivation, something that was crystalised by the Grenfell Tragedy. Through my conversations with residents over the past seven years, in our communities and on our estates, I have seen first-hand the challenges that people face. I believe that no one should be left behind and that this Council has a role to play in supporting all our residents to thrive.

Since the Grenfell Tragedy, we have focused on how we can address this, as part of our ambition to be a fairer Council and to build a fairer borough. Whether this is our London-

leading cost of living support or targeted public health schemes, we are seeing an impact. But tackling deprivation is a generational project, lasting change takes time.

I am determined that this Council keeps going. Our ambition to deliver real and lasting change, creating a truly fairer borough in the process, is relentless.

This Fairer Action Plan lays out the steps for how we will do this. It's a plan that empowers our residents, providing them with the tools they need to succeed and break the cycle of inequality.

**It's ambitious but working together with our residents we can make this borough fairer for all.**



*Elizabeth Campbell*

**Leader of the Council**

**Cllr Elizabeth Campbell**





# Executive summary

Kensington and Chelsea has many strengths and is home to diverse communities with a wide range of expertise, skills and experiences.

However, the borough is also an unequal place, with high levels of deprivation in some areas and stark differences in outcomes for residents depending on where they live and their backgrounds.

Building a fairer Kensington and Chelsea is one of the three core ambitions in our Council Plan. It is a priority for services across the Council, with a range of initiatives underway to increase opportunities for residents and better support for all.

Our residents feel these differences and have challenged us to do more to make the borough a better place for everyone who lives here. This Fairer Action Plan sets out how we will build on our work to date and take further tangible steps to tackle inequality, celebrate diversity and promote inclusion in the borough over the next four years.

The plan focuses on ways the Council can support better outcomes for residents in key areas where we have a role to play. It also

highlights our role as an employer, setting out how we will better equip our staff to serve our diverse communities and increase the number of local people we employ at the Council to strengthen our connections with the community.

The Plan is in two parts. The first outlines our **Equality objective** for the next four years:

**Take targeted action to tackle the causes of inequality and deprivation, focusing on areas such as health inequalities, employment and education where the Council can make the biggest difference.**



**This objective focuses on the most pressing issue facing the borough and will help to ensure we take a Council-wide approach to tackling inequality.**

### **The second part of the plan lays out the five core aims:**

- 1. Making services more accessible and ensuring no one is missing out on services who need them.** This means we will help people to access our services such as better support for those who do not speak English, have a disability, accessing online services and making sure we think about all our communities when shaping services.



- 2. Taking action based on listening and engaging with residents from all backgrounds and experience.** This means we will actively listen to and work with residents. We will include the voices of all our communities by changing how we work with residents. We will make changes based on what they have told us, keep them updated on the progress and be clear when we can't make a change, or it is not within our gift.



- 3. Doing more to communicate with our residents in an accessible way.** This means we will use different ways to communicate with our residents, such as using Easy Read, supporting those who are digitally excluded and going out to where our residents are.



- 4. Community relations – tackling discrimination and celebrating diversity.** This means we will celebrate the diversity of our residents through education and cultural awareness and support our community to build positive relationships with each other.



- 5. A diverse and engaged workforce.** This means having a workforce with the right skills and capabilities that represents the communities it serves and has the right support and training to do their best for our residents.



**For each aim, the plan sets out what we have heard, the actions we will take as a result and how we will show that they are making a difference.**

The commitments in this plan have been shaped by:



What we have heard from residents and staff about what matters to them, through a wide-ranging consultation in two phases in which hundreds of residents and staff shared their views.

What we know about the borough and what the data tells us about patterns of deprivation and unequal outcomes.

Our commitments under the 2010 Equality Act and the Public Sector Equality Duty and our obligations to eliminate unlawful discrimination, harassment, and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who do not and to foster good relations between people when carrying out our activities.

This plan sets out a clear ambition for the next four years, showing what we will do to help break the cycle of inequality, increase opportunities for everyone who lives here and thereby build a fairer Kensington and Chelsea.

We know the Council cannot tackle inequality alone and this plan will require the support of Government, staff, health and voluntary and community partners and residents to succeed. Tackling inequality is a long-term commitment and we all have a role to play in breaking this cycle, through targeted interventions focused on those who most need our help.



# Our borough

The data has been sourced from the Office for National Statistics, the Department for Work and Pensions and the Department for Energy Security and Net Zero as published February 2024.

## These figures present a picture of the community in Kensington and Chelsea

### Disability

**18,311** (12.8%) residents say day-to-day activities are limited 'a little' (**9,917**) or 'a lot' (**8,394**) by illness or disability.

### Age

15 and under – **20,324** (14%)  
16 to 65 – **106,788** (72%)  
66+ – **20,348** (14%)  
Average age is 40 years.

### Ethnicity

**36%** of residents are Black, Asian or Minority Ethnic, compared to London average of **46%**.

### Population

**147,460**

### Sex

Men – **68,906**  
Women – **78,554**

### Languages

Top 5 languages spoken, other than English (76%) are French (3.4%), Spanish (2.6%), Arabic (2.3%), Portuguese (1.3%) and Russian (1.0%).

### Religion

**48.4%** residents are Christian, **11.8%** are Muslim, **1.9%** are Jewish, **1.1%** are Buddhist, 1.1% are Hindu.

### Poverty

**1,971** (9.7%) children living in families in absolute low income.  
**2,571** (12.7%) children living in families in relative low income.  
**8,427** (11.5%) of households in fuel poverty.

### Sexual orientation

**3,363** (2.7%) residents identify as Gay or Lesbian,  
**1,569** (1.3%) identify as bi-sexual,  
**409** (0.3%) identify as other sexual orientation.

### Benefits

**3,915** residents aged between 16 to 65 are on Universal Credit.  
**1,865** are women and **2,050** are men.

### Employment

**62.5%** of residents aged between 16 to 64 are in work, lower than the London (75.9%) and England (75.7%) average.  
**19.8%** 16 to 64-year-olds are self-employed, higher than the London (11.4%) and England (9.4%) average.

### Income

**£22,600** household income in Golborne after housing costs compared with **£63,900** for those living in Brompton and Hans Town.  
**19.8%** 16 to 64-year-olds are self-employed, higher than the London (11.4%) and England (9.4%) average.

### Marriage and civil partnership

**36%** of residents are married or in a civil partnership).  
**8.9%** had been divorced or had a civil partnership dissolved compared with the national average (9.1%).

### Gender identity

**162** (0.13%) residents identify as a trans woman,  
**109** (0.09%) identify as a trans man,  
**292** (0.24%) identify with a sex different to that registered at birth but gave no specific identity.



They correspond to the nine protected characteristics outlined in the Equality Act 2010, except for Pregnancy and Maternity due to data limitations.



They relate to data on socioeconomic status, which according to the Equality Act 2010 public bodies must consider.

# The Challenge we face

## Kensington and Chelsea is home to a vibrant socially and culturally diverse community.

It is a borough that celebrates and welcomes different cultures, has outstanding schools and a thriving local economy that supports development in the area.

However, there are significant differences in income, employment, and health between the most deprived areas of the borough (in the north, Earl's Court and Chelsea Riverside) and the least deprived areas (in the centre and in the south). The most recent Index for Multiple Deprivation (2019) named Dalgarno, Golborne and Notting Dale as three of the most deprived wards in London, with Golborne listed as the most deprived.

As of February 2025, there were almost 14,849 households in our borough on the Low-Income Family Tracker (approximately 20 per cent of households in the borough). In February 2025, 48 per cent of these households were in either Golborne (1,690 households), Notting Dale (1,560), Coleville (1,373), Chelsea Riverside (1,271) and Dalgarno (1,170). As of January 2025, the proportion of residents claiming unemployment related benefits was higher than the London average (5.6 per cent) in Golborne, Dalgarno, Notting Dale and Chelsea Riverside, with Golborne having the highest number of claimants (7.8 per cent). These are all areas with a high concentration of social housing.

In addition, deprivation can also mean poorer health outcomes. For example, residents in different parts of the borough and from different ethnic backgrounds experience very different health outcomes. Children living in

Golborne are three times more likely to be overweight than those in Campden and rates of diagnosis of dementia are higher among Black or Black British residents.

Women in Kensington and Chelsea have the highest life expectancy in the country at 86 years and for men it is the fifth highest at 82 years. However, we have the fourth highest gap in life expectancy of any local authority in the country, with men in Queen's Gate ward living on average 17 years longer than men in Notting Dale and Women in Holland ward living 18 years longer than those in Notting Dale.

We are proud of the excellent schools and children services provision, with 95 per cent of schools in the borough rated as Good or Outstanding by Ofsted and this year our Children's Services received their third consecutive Outstanding rating. Recent census data shows that levels of education, skills and training in the borough are relatively high but that this does not always translate into good employment outcomes or higher income levels, particularly in our most deprived wards.

This data has helped us to understand the scale of inequality in the borough and where to target support. This plan will help to address some of these challenges, recognising that not all solutions are within the Council's control. Therefore, this plan has set out our ambition to work with Government, residents and partners to improve outcomes for our residents.



# Learning from the Grenfell Tragedy

Many of those who died at Grenfell or who survived were from ethnically diverse communities and most lived in social housing.

The Grenfell Tower Inquiry found that:

The Council and the Tenant Management Organisations failed to treat residents, especially tenants and leaseholders, with dignity and respect.

The Council and the TMO failed to have due regard for the safety and wellbeing of vulnerable people.

The Council failed to consider the needs of diverse communities in its emergency response, failing to plan effectively and evidencing racial discrimination in the treatment of survivors and residents in the aftermath.

The Council will learn from these failings. In our response to the Inquiry, shaped by engagement with bereaved, survivors and residents we set out our ambition to build a meaningful legacy from Grenfell.

This means rebuilding trust, understanding our communities better, having a skilled and professional workforce, listening to our residents and inviting independent scrutiny of the culture of the Council and relationships with residents. Our commitments include a new independent advisory panel, made up of bereaved, survivors and residents, and an externally commissioned review of culture to

explicitly consider questions of racial and social discrimination with the ambition of building an organisational culture based on fairness, respect, and humanity.

All of these commitments explicitly address issues of fairness and equality and have shaped the actions set out in this plan. This Fairer Action Plan should therefore be seen as part of the Council's broader ambition to learn from Grenfell and ensure that our failings are never repeated.



# What we have heard from our communities

**As an organisation we are proud of the existing programmes of work that are contributing to being a fairer borough.**

These include tackling inequality through initiatives such as providing a one-off cash payment to help with cost of living pressure and piloting an employment and skills programme in North Kensington to develop skills and confidence to help residents into employment and training.

Furthermore, in support of our work to tackle inequality we are delivering on our responsibilities to provide equal opportunities for all through our work to do more to support residents with learning disabilities in areas such as support for family and carers, housing, health and living independently in the community. Finally, we are proud of the communities that have made this borough their home and celebrate how our communities live peacefully together, with no better example of this being the annual Notting Hill Carnival and its crucial role in bringing together all communities to celebrate and learn about Caribbean culture. However, we have been challenged by our residents and communities that more needs to be done and there are key issues that need us to go further to making a lasting change in the lives of our residents and staff.

Therefore, we understood from the outset that any plan that was to deliver on our ambition to be a fairer borough for all needed to be a collaborative effort with our communities. Our conversations with our communities and

partners were crucial in developing a meaningful plan that delivered on what matters the most to them.

The consultation and engagement for this plan was carried out in two parts. The first took place in summer and autumn 2023. This was an open conversation with our residents and colleagues on equalities issues. It involved working in partnership with local voluntary and community sector partners and holding workshops for colleagues at the Council. We used this feedback to inform the initial development of our objective, aims and actions.

The second phase was focused on ensuring the objective, aims and actions that had been developed were supported by residents. This involved discussive events with residents and a formal consultation which took place between August and November 2024. This period included the lead up to and post the publication of the Grenfell Tower Inquiry Phase 2 report. This gave residents the opportunity to reflect and comment on issues of fairness, equality, diversity and inclusion that were drawn out in the report.

**‘I want a formal commitment by the Council to uphold the Equality Act 2010’**

We heard from around 765 residents in part two on their views on our draft objective, aims and actions for the plan. We asked residents if they supported the work that had been developed so far, and how we can further develop it to meet their needs. Resident feedback was overwhelmingly positive, with

75 per cent of respondents to the online consultation strongly agreeing or agreeing with the draft, objective, aims and actions. This was mirrored across the 23 engagement activities that supported the online consultation. The table below shows the breakdown of support for the objective and each aim.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Not answered
<b>Objective:</b> Take action to tackle the causes of deprivation by targeting health inequalities, focusing on employment and education where the Council can make the biggest difference.	46%	35%	11%	4%	3%	1%
<b>Aim 1:</b> Making services more accessible and ensuring no individuals and groups are missing out on services who need them.	47%	37%	9%	3%	3%	2%
<b>Aim 2:</b> Taking action based on listening and engaging with residents from all backgrounds and experience.	49%	39%	7%	1%	2%	2%
<b>Aim 3:</b> Doing more to communicate with our residents in an accessible way.	44%	37%	12%	1%	2%	4%
<b>Aim 4:</b> Community Relations – tackling discrimination and celebrating diversity.	43%	32%	14%	4%	5%	3%
<b>Aim 5:</b> A diverse and engaged workforce.	47%	37%	11%	2%	2%	1%

Resident feedback included supporting a plan for a fairer borough; wanting to see more about education; supporting the need to do more for older people and those with a disability in our borough; the organisation doing more to ensure that its staff understand the local community better to help them in their work and wanting to see a stronger commitment from our Leadership on these issues.

**This plan  
will outline how  
those views have  
been translated into  
the actions in  
the plan.**



## Feedback

**There need to be more opportunities for those with learning disabilities and physical disabilities**



## Feedback

**Greater training and familiarisation of new staff with the diverse nature of the borough, including using residents as trainers**



## Feedback

**Education helps people into work, not enough is mentioned about this in the plan**



## Feedback

**It is important to focus on isolation and loneliness amongst older residents**



# Our Equality objective

The Public Sector Equality Duty requires the Council to commit to one or more equality objectives at least every four years. This should consider the greatest disparities in the borough and deal with the most significant equality issues shown by evidence.

Intelligence from our data analysis shows the most significant issue in Kensington and Chelsea is the level of deprivation present within some areas of the borough. The two main driving factors for this are income and employment. Feedback from residents also pointed to education and employment being lynchpins in tackling inequality. Residents wanted to see an increase in opportunities for education and training along with support to be employment ready and equitable access to and distribution of services.

Therefore, our **objective** for the next four years is:

**Take targeted action to tackle the causes of inequality and deprivation, focusing on areas such as health inequalities, employment and education where the Council can make the biggest difference.**

There are several contributing factors to deprivation including employment, education and health. We want to use the levers we have to make a difference and improve life chances

for people, including targeting support to those who need it the most and considering the broader benefits that the Council can bring to communities through all its work.

We recognise that we are making significant strides across the Council to achieve this objective, but we also acknowledge that there is still a lot more work to be done. We have outlined below the following initiatives that show the wide range of work the Council is already doing to achieve this objective:

- ✓ We have provided a one-off cash payment to residents in greatest need as well as free school meal during school holidays for all eligible children.
- ✓ We launched a healthy lifestyles service aimed at ethnically diverse communities, individuals with mental health needs, and those with disabilities to work with the groups we know experience the greatest health inequalities.
- ✓ We've expanded our public health voluntary community sector investment to better tackle health inequalities and reduce the life-expectancy gap.
- ✓ We are leading on the North Kensington Inclusion Pilot, supporting students at risk of exclusion and permanent exclusion from school.

- ✓ We have implemented an employment and skills programme in North Kensington developed with the community called Community Works. It provides one-to-one advice and support and a range of confidence building activities with local community organisations aimed to enhance skills, employment, and education opportunities for residents.
- ✓ We are using tools to better identify and support residents at risk of financial difficulties before they reach crisis point living in our social housing. This has enabled delivery of targeted campaigns, including helping pensioners claim unclaimed Pension Credit.
- ✓ We have extended the holiday activity and food scheme, with 22 per cent of the offer aimed at children with special education needs and disabilities.



The table below outlines the additional actions we will take to build on the existing work shown above. These actions reflect the feedback from residents and the borough data to deliver a more targeted approach to tackling the causes of inequality and deprivation, going further to help address key issues to deliver change.

What we will do	How we will show progress
<b>Action 1:</b> Introduce a new programme of bursaries for those from low-income households supporting them into employment and training programmes, with a particular focus on social housing.	Reporting the number of young people entering employment and training from our most deprived communities.
<b>Action 2:</b> Continue to use our Household Support Fund allocation to provide direct support for residents and relieve financial pressures for as long as we can.	Track and report the number of residents that have directly benefited from the funding, including the duration of the support provided. Track and report on whether the support is targeted towards residents with the greatest need and is easy for them to obtain.
<b>Action 3:</b> Use the Council's Low Income Family Tracker (LIFT) to increase the impact of Council activity on residents with the greatest need and develop interventions to better tackle deprivation.	A review of the LIFT Tracker to identify the number and position of residents on the tracker changing due to successful interventions. An increase in the number of Council initiatives and interventions offered to those on the LIFT tracker.
<b>Action 4:</b> Deliver targeted employment support interventions in wards with high levels of deprivation.	An increase in the number of residents supported into employment and/or training opportunities. Tracking changes in employment rates, particularly in deprived areas. Monitor average income levels and income inequality.
<b>Action 5:</b> Commission community-led research working with residents to understand more about the drivers of deprivation, such as employment, how they experience them and what the Council can do to help.	An increase in community participation throughout the research and implementation of initiatives. Develop indicators to track how resulting programmes support those in need.

# Aim 1 — Making services more accessible and ensuring no one is missing out on services who need them

**This means we will help people to access services such as better support for those who do not speak English, have a disability, or cannot access online services.**

It is important that Council services are accessible and inclusive to residents of all backgrounds and needs. The Council provides a range of services to support residents in need. However, sometimes these are not suitably accessible, therefore this work is integral to our residents being able to engage with our services and supports their engagement with our community. Therefore, our approach will look to develop initiatives that break down barriers such as language, disability or digital exclusion.

This aim received some of the strongest support throughout the consultation and engagement. Feedback gathered asked that the Council properly understand their communities, consider older people, provide more support for the most vulnerable and isolated in our communities and finally, residents requested more learning and work opportunities for adults with disabilities (including learning disabilities) improving how we communicate with them.

**‘More widely listening to vulnerable residents of RBKC, (elderly, disabled...)’**

**‘The Council should be clear on who needs help and what help they need. Better information and data on these groups will help with timely service delivery’**

Significant efforts have been made to ensure that all our services are accessible. These include:

- ✓ Delivering a new Information, Advice and Guidance contract with fourteen outreach points across the borough to be closer to our communities.
- ✓ Implementing a new learning disability strategy to better support our work with residents with Learning Disabilities. It covers seven key areas that have been developed with residents with learning disabilities and includes things such as support for family and carers, housing, health, information and advice, and living independently in the community.
- ✓ We have a Digital Inclusion Programme that helps to address how services requiring people to be more skilled at using online services can make issues like poverty, social isolation, and health inequality worse, and



can also reduce involvement with your community and job opportunities. The Kensington and Chelsea Digital Inclusion Partnership, which is recognised nationally as a model of best practice, brings together over 200 members. They share a vision of “No-one left behind” and work together to support residents and provide resources.

- ✓ We are working towards achieving the Diversity Network Accreditation, which is the benchmark for Equality, Diversity and Inclusion excellence in the housing sector. This is to ensure equalities is firmly embedded in all our work with residents.

- ✓ The transport team regularly hosts The Mobility Forum bringing together service users with transport providers, to share concerns and updates.

In addition to the current work of the Council the following actions illustrate where we will take further steps to ensure service accessibility and inclusivity based on what we have heard from our residents.



## What we will do

**Action 6:** Create a forum for disabled residents to meet with Council services:

- a. To take timely action on issues affecting their access to Council services
- b. Ensure their lived experience shapes the design and delivery of services.

**Action 7:** Use the World Health Organisation's Framework for Age Friendly Communities to create a more age friendly borough for older residents.

**Action 8:** Ensure we use data effectively so that services reach the residents who need them as well as safeguard against decisions negatively impacting residents with protected characteristics.

- a. Ensuring services across the Council are consistently collecting demographic data on our residents and service users to help with better targeting of services.
- b. Conduct a full review of our approach to Equality Impact Assessments, including a greater focus on the needs and experiences of residents, the needs of particular groups (including those in social housing, for example) and a more robust approach to review and monitoring.

**Action 9:** Boost the existing offer of free leisure centre memberships for those living within 500m of Grenfell Tower to increase the reach and impact of this offer and thereby improve health and wellbeing outcomes.

## How we will show progress

An increase in the number of disabled residents participating in the forum for meeting with Council Services.

Monitoring and reporting the issues reported by residents and their effective resolution and how they have shaped Council services.

Assess the Council's position against the eight Domains of the Age Friendly Framework.

An increase in targeted interventions across Council services that support the delivery of an age friendly borough.

Analyse whether services are reaching diverse groups equitably.

Monitor any changes in service experience among different groups and take steps to address them.

Monitor the equalities considerations when thinking about the design and delivery of services to ensure it is timely and robust.

Impact of Equality Impact Assessments reviewed on an annual basis.

Monitoring distribution of memberships to reach an additional 400 residents.

## Aim 2 — Taking action based on listening and engaging with residents from all backgrounds and experiences

### This means we will actively listen to and work with residents.

We will work to make changes based on what they have told us, keep them updated on the progress we have made and be clear when we can't make a change, or not within our gift.

By actively listening and engaging with residents from all backgrounds and experiences, we ensure that the services we are offering are tailored to the needs of our communities.

Residents throughout the engagement particularly supported a stronger voice for young people, vulnerable residents and residents living in properties owned by housing associations. They also wanted to see more genuine co-production in the Council's work and residents were keen to help and be part of building solutions. They believe listening is an important part of being a good Council.

**'Involve local people who really want to help'**

**'If you're going to be the best, listen to your people'**

Our current work supporting this aim includes:

- ✓ Implementing a listening tool to better collect data to improve customer interaction and support a better customer experience.
- ✓ Implementing a new co-production strategy to work with residents for all new contracts for services supplied by adult social care.
- ✓ A youth participation programme to ensure young people are able to influence decisions in relation to all Council services.
- ✓ Council staff and residents have co-designed a new set of Service Standards that will ensure residents receive the best possible service when they access Council services.
- ✓ Providing regular 'you said, we did' feedback as a response to consultations to ensure residents see the impact of their feedback directly on the design and delivery of services.
- ✓ Working with residents to conduct a full review of the Charter for Public Participation and the Citizen's Panel, reflecting on sharing power in decision making, seeking to move towards more participatory approaches and considering mechanisms for ongoing monitoring and oversight.



We have heard from residents through this consultation that there are some specific things we can do to add value to this work, such as focused work with young people and the visibility of senior officers in the community.

Therefore, the following actions and programmes of work will be put in place and result in further participation opportunities.

## What we will do

**Action 10:** Implement new ways to include young people's voices in Council decision making by building stronger links between the Youth Council and the Council's Leadership Team.

**Action 11:** Senior officers and ward councillors to run surgeries in community spaces across the borough.

## How we will show progress

Increased engagement, participation and inclusion of young people's views, needs and voices across all Council services.

Produce and frequently review a plan to provide solutions to young people's needs with input from the Lead Members and Youth Council.

Holding monthly ward surgeries across the borough with ward councillors and senior officers.





## Aim 3 — Doing more to communicate with our residents in an accessible way

This means we will use different ways to communicate with our residents, such as using Easy Read, supporting those who are digitally excluded and going out to where our residents are.

Throughout our consultation and engagement residents spoke passionately about difficulties and barriers in being able to communicate with Council services and it came out strongly as a theme, resulting in an aim specifically targeted at communication. Resident feedback on this aim pointed to wanting a better more accessible Council website. Residents also wanted to see support for vulnerable residents, particularly those with learning disabilities and those who do not speak English, as well as better and simpler communications from the Council as a whole. By diversifying our communication methods, we ensure that residents facing language and other barriers can access our services.

**‘The Council website’s colours and fonts are not engaging, there is a lot of writing, and it is confusing. It needs more images and pictures. More concise information would be helpful’**

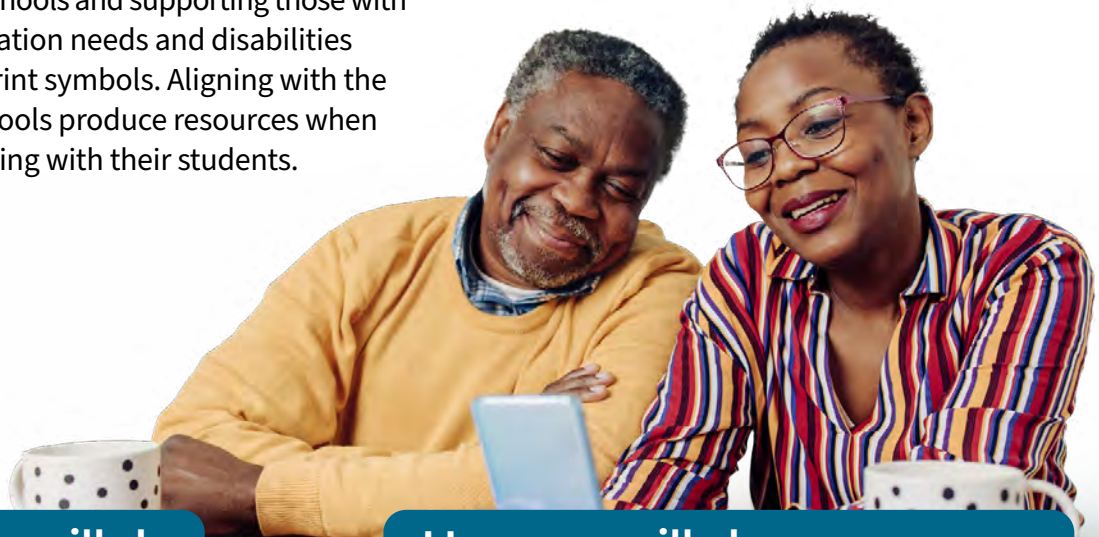
**‘The Council are not speaking the language of the people. We need to not just put things in plain English, we must look at how that message is got across to people who live here in a way that means something to them’**

We are currently making efforts to implement various methods to communicate with our residents and break down barriers to access, these include:

- ✓ We have entered a new contract to provide translation and interpretation services across all Council services to ensure residents do not face language barriers when communicating with the Council about their needs.
- ✓ We are better supporting residents to overcome barriers to using online services. This includes support to build confidence and motivation, access to devices and connectivity and support with skills development.

- ✓ We are working with leads across services in the council and over 300 public access devices have been provided for residents and hundreds more recycled tablets, mobile phones and sim cards are reaching those most in need.
- ✓ Producing content and resources for children in schools and supporting those with special education needs and disabilities by using Inprint symbols. Aligning with the way that schools produce resources when communicating with their students.

These show that we have started to make progress in ensuring our communications are accessible to all residents. However, there is still more that we can do, and the following actions will continue enhancing the accessibility of our communications and ensure all residents receive information in a way that meets their needs.



## What we will do

**Action 12:** Make information on our website more accessible by ensuring our websites can be translated into different languages and meet the Government's accessibility standards.

**Action 13:** Make information more accessible through the development of guidance and enabling staff to create Easy Read documents and forms.

## How we will show progress

Regularly use the Digital Customer Interaction score, which measures how satisfied users are with a website and how easy they find it to use the site. This will help identify and address any issues and make improvements.

Use feedback and work with partners to gather experiences from residents to monitor the accessibility of our websites.

Produce all key documents in the accepted Easy Read standard created through co-production with those with learning disabilities across all Council Services to make information more accessible.

Monitor the number of requests for documents in other formats e.g. Easy Reads, and the timely response to provide this.

## Aim 4 — Community relations: tackling discrimination and celebrating diversity

**This means we will celebrate the diversity of our residents through education and cultural awareness and support our community to build positive relationships with each other.**

Building strong community relationships is essential for fostering an inclusive and harmonious borough. Kensington and Chelsea is not only home to a range of different cultural institutions which create opportunities to learn about and celebrate diversity, it is home to a wide range of communities celebrating their heritage through food, art and cultural events. By promoting understanding and building good relations among all residents, we can ensure everyone feels valued and included. Feedback from residents showed they felt the work could be extended to include older people, and other diverse groups. Young people we heard from were keen that equality, diversity and inclusion be supported in schools and for more cross-cultural community celebration events for all.

**‘Diversity training should start in year 7’**

**‘Expand the target to include seniors, a range of ethnic groups, and gay community’**

There is significant work the Council is doing to support with community cohesion, such as:

- ✓ We support and manage the Faith Partnership, which brings together local religious institutions to support with greater community cohesion. The partnership is also critical to supporting the Council to prepare for emergencies and learning from the critical role demonstrated by communities in the aftermath of the Grenfell Tragedy.
- ✓ The Council’s ongoing support for the Notting Hill Carnival and its crucial role in bringing together all communities to celebrate and learn about Caribbean culture. We are playing an increasing role in ensuring residents are involved in the planning of the carnival.
- ✓ We continually review who uses our services through gathering and analysing data. Especially for our children’s services. We do this to better understand and target support services to communities that need them the most and address disproportionate representation across services.
- ✓ The ongoing delivery of arts grants, awarded for local artists with the ambition of celebrating the community and culture of the borough.

- ✓ We have helped Afghan refugee families with their settlement in the borough by supporting them to access school places, provided training for young people, held cooking sessions and provided opportunities to improve their English.
- ✓ Our local libraries are providing a range of books for schools and residents that represent and celebrate the diversity and history of all our communities.

Therefore, in addition the work already underway the following action would help to further enhance our efforts in this area and to address the issues raised by young people.

## What we will do

**Action 14:** Deliver initiatives that support equity of opportunity for children in Early Years, schools and further education settings who face the greatest disadvantage and challenge to achieving their potential, through:

- a. Developing an inclusion toolkit, aligned with the revised Ofsted inspection framework, that enables education settings to reflect on and respond to the needs of disadvantaged children aged 19 and under.
- b. Supporting education settings to adapt and strengthen the personal development offer to reflect and celebrate diversity and inclusion to prepare children for the next stage of development.

## How we will show progress

Develop and produce an accredited Inclusion Toolkit. The pilot roll-out of the toolkit will take place in September 2025, with full implementation across all settings from September 2026.

Monitor the qualitative data on changes in students' knowledge and attitudes towards celebrating diversity.





## Aim 5 — A diverse and engaged workforce

**This means having a workforce with the right skills and capabilities that represents the communities it serves and has the right support and training to do their best for our residents.**

Having a diverse and engaged workforce is essential for ensuring our teams reflect the community we serve. By embracing diversity and promoting engagement among the workforce, we can better understand and meet the needs of all staff and better support their work with our residents.

Resident suggested actions for this aim included a desire for staff at the Council to better understand the diversity of the residents in the borough. There were also comments on better joined up working across the Council and the need to build trust with residents to better support them. Through consultation, colleagues also supported the idea of a better training offer to support with working with a diverse community and better consideration and support for colleagues with a disability.

**‘Excellent idea. Employing and training local people will be doubly beneficial not only giving them employment but having a local viewpoint at Council decisions’**

**‘Staff at the Council need to share information across teams and directorates, this way they can be closer to the community. They can share ideas and what works well and what doesn’t’**

Our current work to help us achieve this aim includes:

- ✓ We work with colleagues across the Council to better understand the specific concerns and issues faced by employees of the Council with protected characteristics and help with finding solutions to improve the way the organisation operates and improve the experience of staff.
- ✓ We provide staff with the opportunity to undertake training on diversity and cultural competency.
- ✓ We have made improvements in collecting demographic data of our staff which has meant we are able to better monitor recruitment, retention and staff development.
- ✓ We are promoting greater awareness of support that is offered to staff with disabilities, especially hidden disabilities.
- ✓ We operate a supported internships programme – a work-based educational programme for young adults with special educational needs and/or disabilities to support with skills into employment.

To further build on this work and in response to our resident and colleagues we will deliver on the following actions to support this aim.

What we will do	How we will show progress
<p><b>Action 15:</b> Advance the Council's inclusive recruitment process.</p>	<p>Increase in the number of apprenticeships taken up by residents, supported by guaranteed interviews, where the minimum criteria is met.</p> <p>Increase in the number of individuals recruited from the borough through our external recruitment campaigns.</p> <p>Implement a new Council careers website, which will illustrate commitment to equality, diversity and inclusion, whilst promoting job opportunities at RBKC.</p>
<p><b>Action 16:</b> We will be reviewing our equalities training offer to ensure all staff complete equalities training within their first year of employment and it is refreshed annually.</p>	<p>An increase in the number of new recruits completing the equalities awareness session in their first year of employment.</p> <p>Conduct an annual review of equalities awareness session content to ensure it remains relevant and current.</p> <p>Utilising the feedback from residents, to ensure the equalities training reflects the needs of our residents and equalities issues within the borough.</p>
<p><b>Action 17:</b> We will strive to achieve Disability Confident Level 3 by 2029. This accreditation aims to help us recruit, retain and develop disabled people to help RBKC succeed.</p>	<p>Monitor the proportion of applicants with disabilities and the percentage hired, aiming for an increase by 2029.</p>
<p><b>Action 18:</b> Independent external review of culture.</p>	<p>Implement and monitor the recommendations of the review to improve the experience of residents.</p>

# Reporting and monitoring

**We have developed this plan with our communities and partners over the course of a year. We have thought carefully about the work and how this can be delivered effectively to ensure it has a positive impact on our residents and our staff.**

Through our feedback gathering with our residents we heard that they wanted a plan that was simple with actions that would deliver change, and they wanted us to be transparent about progress and impact and report this regularly in a way they can best understand this information.

Therefore, we are committed to developing ways we can measure how we will show progress on these actions. We have said this work is a collaboration with our communities and key partners. We want our communities to hold us to account for this work therefore we will publish and update on how we are doing on all these areas of work every year.



# Translations

Information from this document can be made available in alternative formats and in different languages. If you require further assistance please use the contact details below.

## Arabic

يمكن توفير المعلومات التي وردت في هذا المستند بصيغ بديلة ولغات أخرى. إذا كنت في حاجة إلى مزيد من المساعدة، الرجاء استخدام بيانات الاتصال الواردة أدناه.

## Farsi

اطلاعات حاوی در این مدارک به صورتهای دیگر و به زبانهای مختلف در دسترس می باشد. در صورت نیاز به کمک بیشتر لطفاً از جزئیات تماس ذکر شده در ذیل استفاده کنید.

## French

Les informations présentées dans ce document peuvent vous être fournies dans d'autres formats et d'autres langues. Si vous avez besoin d'une aide complémentaire, veuillez utiliser les coordonnées ci-dessous.

## Portuguese

A informação presente neste documento pode ser disponibilizada em formatos alternativos e em línguas diferentes. Se desejar mais assistência, use por favor os contactos fornecidos abaixo.

## Somali

Macluumaadka dokumentigan waxaa lagu heli karaa qaabab kale iyo luuqado kala duwan. Haddii aad u baahan tahay caawinaad intaas dhaafsiisan fadlan isticmaal xiriirka faahfaahinta hoose.

## Spanish

La información en este documento puede facilitarse en formatos alternativos y en diferentes idiomas. Si necesita más ayuda por favor utilice la siguiente información de contacto.

**For more details please contact us on:**



**corporatestrategy@rbkc.gov.uk**



**07890 604860**