

KEY: (ES&CC) Equality Strand & Community Cohesion- A=Age, D=Disability, G=Gender including Transgender, M/CP = Marriage & Civil Partnership, P/M= Pregnancy & Maternity, R=Race, RB= Religion or Beliefs, SO= Sexual Orientation, CC = Community Cohesion, All =All Strands & SE= Socio Economic Deprivation

Equality Objectives and Community Cohesion Action Plan 2015-2016

Organisational Development and Strategic Business

No	ES & CC	Action	Link to Statutory Returns, Key Strategies & Plans	Lead Responsibility & Timescales	Monitored By	Year End Report
1	A,D,G M/CP, P/M, R,RB, SO	Staff survey 2015 to be analysed by equalities group	Destination Kingston OD Service Plan	HR Manager 2015 -2016	Equalities Board	
2	A,D,G M/CP, P/M, R,RB, SO	Improve Annual Employment Monitoring Report by equality strands	Destination Kingston OD Service Plan	HR Manager 2015 -2016	Equalities Board	
3	ALL	Equalities Training for staff and members	Destination Kingston OD Service Plan	HR Manager 2015 -2016	Equalities Board	
4	SE/ ALL	Localities Strategy and Action Plan -Delivery of health improvement and community development initiatives with residents living in areas of highest deprivation.	Joint Strategic Needs Assessment, Health and Well	Public Health Manager for Inequalities and Team Leader for	Senior Community Development Coordinator for	

			Being Strategy (Addressing the needs of socially excluded and disadvantaged communities)	Community Development April 2016	Localities	
5	R	Refugee and Migrant Strategy 2015-2020	Joint Strategic Needs Assessment, Health and Well Being Strategy	Public Health Manager for Inequalities and Team Leader for Community Development April 2016	Senior Community Development Coordinator for Marginalised Groups	
6	ALL	Health Improvement Plan for marginalised communities	Joint Strategic Needs Assessment, Health and Well Being Strategy	Public Health Manager for Inequalities and Team Leader for Community Development April 2016	Community Development Worker for Marginalised Groups	
7	ALL	Community Resilience and Empowerment Programme (training and developing resident community champions from socially excluded and disadvantaged communities)	Joint Strategic Needs Assessment, Health and Well Being Strategy	Public Health Manager for Inequalities and Team Leader for Community Development April 2016	Community Development Worker	
8	CC, D, SE	Commissioned Crisis Support Service for Refugees and Asylum Seekers	Health and Well Being Strategy	Public Health Manager for Inequalities and Team Leader for Community Development April 2016	Public Health Manager for Inequalities and Team Leader for Community Development	
9	ALL	To ensure that equalities issues are monitored	Kingston Plan,	Capability Lead	Team Leader	

		and addressed throughout Commissioning approach with the use of the Commissioning Framework and Equality assessments at the appropriate points in the process. This includes ensuring that impact from as a result of commissioning decisions is measured and appropriate action taken.	Destination Kingston, Service Plans, Our Kingston Programme	2015-2016	Commissioning	
10	ALL	Implement Welfare Reform changes in line with the Welfare Reform Act 2012. Refresh the Welfare Reform Equality assessment, monitor the impact in relation to all equalities strands and implement action plans to mitigate impact.	Kingston Plan	Team Leader Data & Information 2015-16	Senior Business Analyst	
11	ALL	Kingston Data team to maintain and refresh data on the website including all equality strand data to enable service commissioners to be able to undertake EQIAs in an informed way.	Kingston Plan	Team Leader Data & Information 2015-16	Senior Business Analyst	
12		To ensure equalities issues are monitored and addressed through our Programme and Project management approach and toolkit with the use of equality assessments at the appropriate points in the process.	Kingston Plan, Destination Kingston, Service Plans	Capability Lead 2015-2016	Team Leader Transformation/ Programme Management	
13	ALL	Review the Voluntary and Community Sector Strategy and Action Plan in the light of results from the consultation on Grants to Commissioning and the resulting proposals to be agreed by the Policy and Finance Committee in July 2015	Commissioning framework Community Engagement Strategy Service Plans	Team Leader Voluntary and Community 2015-16	Voluntary Sector Board	
14	ALL	Manage the Corporate Grants programme in line with any changes that emerge from the Grants to Commissioning consultation taking account of equalities issues and community cohesion.	Voluntary Sector Strategy Service Plans Destination Kingston	Capability Lead 2015-16	Team Leader Voluntary and Community 2015-16	

15	ALL	The Our Kingston Programme takes equalities issues into account and EQIAs are undertaken as appropriate ensure informed decisions are taken.	Destination Kingston	Capability Lead	Team Leader	
16	G R	Deliver Female Genital Mutilation briefing to Kingston education professionals	Linked to the DASV prevention partnership strategy, DASV work plan and SKP	DASV Strategic Leads End July 2015	Domestic and Sexually Violence Prevention Partnership	
17	ALL	Develop One Stop Shop and MARAC equalities data to enable better analysis and inform service provision	Linked to the DASV prevention partnership strategy, DASV work plan and SKP	DASV Strategic Leads End September 2015	Domestic and Sexually Violence Prevention Partnership	
Finance						
18	ALL	Implement the Pensions Self Service systems for employing authorities and scheme members	Revenue and Benefit Service Plan	Head of Revenue and Benefits October	Head of Revenue and Benefits	
19	ALL	Enable flexible working options to support enhanced work life balance for all staff.	Shared ICT service 2015/16 service plan	Joint Head of ICT March 2016	Joint Head of ICT	
20	D	Provide appropriate tools for users with accessibility requirements	Shared ICT service 2015/16 service plan	Joint Head of ICT March 2016	Joint Head of ICT	
21	ALL	Review of Interpreting Services to ensure best value and cost efficient service	Contact Centre Service Plan	Service Manger Contact Centre	Service Manger Contact Centre	
22	ALL	Face to Face service provision review in line with shift to Digital Services, including Housing Options wizard.	Contact Centre Service Plan	Service Manger Contact Centre	PaCE Board	
23	ALL	Customer Contact Review by Administration and implications for location of services	Policy & Finance Committee	Service Manger Contact Centre	Policy & Finance/PaCE	

			Report		Board	
24	ALL	Ensure Consultation with residents & stakeholders is programmed into the Medium term Service & Financial Planning and Budget setting process	Destination Kingston 2015/19	Director of Finance / Head of OD & Strategic Business 2015-2016	SLT and Policy & Resources	
25	ALL	Ensure that equality implications are taken into account for Service and Budgetary decisions in the MTFs / budgeting process.	Destination Kingston 2015/19	All Directors & Heads of Service / Service Managers 2015-2016	SLT and Policy & Resources	
Adult Social Care & Health						
26	ALL	Kingston Coordinated Care Programme i) To have analysed the individual projects (where defined) that comprise the 'Kingston Coordinated Care Programme', undertaken an EQIA and made a determination as to any differential impact for protected groups by Q3 2015/16 ii) To undertake activities as identified in the EQIA to ensure that the effectiveness of integrated care is beginning to be experienced across equalities groups by Q4 2015/16	Kingston's CCG / ASC and PH Integrated Operating Plan 14/15, 15/16 Joint Health and Wellbeing Strategy ASCOF (Adult Social Care Outcomes Framework)	Head of Operations, Head of Commissioning, Transformation Programme Manager Q3 2015-2016 Q4 2015-2016	ASC Equalities Steering Group	
27	ALL	Dementia Strategy for Kingston i) To have analysed the 'Dementia Strategy for Kingston upon Thames', undertaken an EQIA and made a determination as to any differential impacts for protected groups by Q3 2015/16 (as far as information allows us to do	Kingston's CCG / ASC and PH Integrated Operating Plan 14/15, 15/16	Service Manager Lead for Mental Health Q3 2015-2016	ASC Equalities Steering Group	

		<p>so)</p> <p>ii) To have explored how we might determine whether the 'estimated' early diagnosis of dementia is reflective of Kingston's demographic (by Q3 2015/16)</p> <p>iii) To have commenced activities (by Q4 2015/16) that will begin to close any gaps to ensure that the early diagnosis of dementia in Kingston is reflective of the demographic (for that age group), subject to information from ii) above being available</p>	<p>Joint Health and Wellbeing Strategy</p> <p>ASCOF (Adult Social Care Outcomes Framework)</p>	<p>Q3 2015-2016</p> <p>Q4 2015-2016</p>		
28	ALL	<p>Care Act Funding Reform</p> <p>i) To have undertaken an EQIA on the 2016 Funding Reform elements of the Care Act (Care Accounts, Charging Policy, Means Testing, Financial Assessments, Direct Payments, Appeals) and to have made a determination as to any differential impacts for equalities groups by Q3 2015/16</p> <p>ii) To have commenced any targeted work required (by Q4 2015/16) to begin to realise equality of access to those services as defined by the Care Act</p> <p>iii) To have shared information relating to the Care Act at a variety of local forums, voluntary and community groups (e.g. Kingston Interfaith forum, Kingston LGBT forum) by Q3 2015/16 and for a number of these groups to have provided Kingston Council with an action plan describing how they are going to disseminate</p>	<p>Kingston's CCG / ASC and PH Integrated Operating Plan 14/15, 15/16</p>	<p>Care Act Project Manager/s</p> <p>Q3 2015-2016</p> <p>Q4 2015-2016</p> <p>Q3 2015-2016</p> <p>Q4 2015-2016</p>	<p>ASC Equalities Steering Group</p>	

		Care Act information in their community by Q4 2015/16 iv) To have promoted Care Act information events to protected groups and monitored attendance with a view to it being representative of borough demographics by Q4 2015/16		Q4 2015-2016		
Cultural Services and Lifelong Learning						
29	R, CC	Provide books in a no. of languages other than English to reflect local community need, including books in Korean supported by links developed with the Korean Cultural Centre and the Korean Information Service	Kingston Plan, Cultural Services and Lifelong Learning Service Plan, CIPFA Public Library Statistics	Team Leader: Adult Services and Acquisitions 2015-2016	Strategic Manager: Library & Heritage Service	
30	D	Provide books in alternative formats such as Large Print, Spoken Word and e-books and e-audio to ensure those with visual impairment continue to have access to literature and information.	Kingston Plan, Cultural Services and Lifelong Learning Service Plan, CIPFA Public Library Statistics	Team Leader: Adult Services and Acquisitions 2015-2016	Strategic Manager: Library & Heritage Service	
31	All	Provide a range of material in digital format to widen access to resources and services that can be accessed remotely	Kingston Plan, Cultural Services and Lifelong Learning Service Plan, CIPFA Public Library Statistics	Team Leader: Adult Services and Acquisitions 2015-2016	Strategic Manager: Library & Heritage Service	
32	D, A, R,	Ensure that housebound residents have access to library services, resources and	Kingston Plan, Cultural Services	Lead Officer for Library	Strategic Manager:	

	SE, CC	information to meet their needs , and in a range of accessible formats	and Lifelong Learning Plan, CIPFA Public Library Statistics	Operations 2015-2016	Library & Heritage Service	
33	All, D	Ensure that Bookstart is delivered via Health Visitors to 95% of babies and toddlers in the borough, including Bookshine and Booktouch Baby & Toddler packs aimed at children with visual and hearing impairments and Bookstart Star packs aimed at children with special needs.	Kingston Plan, Cultural Services and Lifelong Learning Service Plan, Annual Bookstart Return	Team Leader: Services to Children and Young People 2015-2016	Strategic Manager: Library & Heritage Service	
34	CC, SE and D	Ensure that the Heritage learning programme engages the local community, particularly those groups underrepresented in the current user profile	Kingston Plan, Cultural Services and Lifelong Learning Service Plan	Heritage Team Leader and Borough Archivist 2015-2016	Strategic Manager: Library & Heritage Service	
35	ALL	Ensure decant of services addresses equalities strands, particularly with regard to access for older people and those with disabilities	Kingston Plan Theme 2, Objective 5	Project Officer 2015-2016	Executive Head of Culture	
36	ALL	Equality Impact Assessment to be completed for Kingston Adult Education 5 year strategy	Kingston Plan Theme 2, Objective 5	Head of Adult Education 2015-2016	Executive Head of Culture	
37	G, R	Undertake assessment of learners to ensure broad representation of girls/boys and race with music service	Kingston Plan	Head of Music Service 2015-2016	Executive Head of Culture	
38	D, G, R	Undertake analysis of students receiving music bursary to ensure fair representation of community receiving support	Kingston Plan	Head of Music Service 2015-2016	Executive Head of Culture	
39	D	100% special schools engaged in first access music programme	Kingston Plan	Head of Music Service 2015-2016	Executive Head of Culture	
40	R,A	Engagement with older, socially isolated BAME residents	Kingston Plan	Commissioner Arts 2015-2016	Commissioner Arts	

41	D A	Engagement with disabled children & young people	Kingston Plan	Commissioner Arts 2015-2016	Commissioner Arts	
42	ALL	Work with partners to increase opportunities and develop programmes that attract groups who traditionally participate less in sport and physical activity (e.g. women and girls, older people, mental health and well-being, BAME, disabled people and young people at risk.	Kingston Plan Theme 3: Safe, Healthy and strong	Commissioner Active Kingston 2015-2016	Sports Commissioning Manager	
43	ALL	Monitor the use of the Active Kingston Card. To be eligible for this card, residents must meet the following criteria: <ul style="list-style-type: none"> • Are aged 60 or over • Receive jobseekers allowance • Receive income support • Receiving Income related allowance (ESA) • Are a full-time student in further or higher education • Receive carers allowance • Are an adult/young person registered disabled or receive a disability benefit • In foster care or a child looked after by The Royal Borough of Kingston upon Thames 	Kingston Plan Theme 3: Safe, Healthy and strong	Commissioner Active Kingston 2015-2016	Sports Commissioning Manager	
Place						
44	ALL	Engagement with residents and communities will incorporate consideration of equalities and community cohesion issues . Housing Strategy review engagement and consultation	Kingston Plan Destination Kingston Housing Strategy	Group Managers 2015-2016 Waste Service Manager 2015-2016	Place Equalities Sub-Group Place DMT Head of Housing	

		<p>Community Housing Trust board membership reflects wider housing resident membership (e.g. gender/age/BME etc)</p> <p>Reviewing and mobilising the new improved recycling service will be communicated to all residents throughout the service change roll-out via different channels e.g. social media, newsletter, web</p>				
45	ALL	<p>Equalities will be embedded throughout all new strategies and policies developed by Place.</p> <p>Housing Strategy 2016-20</p> <p>Commence EQIA on improved recycling service to ensure that service change does not have a negative impact</p>	<p>Kingston Plan Destination Kingston Housing Strategy</p>	<p>Group Managers 2015-2016</p> <p>Waste Service Manager 2015-2016</p>	<p>Place Equalities Sub-Group</p> <p>Place DMT</p> <p>Head of Housing</p>	
46	ALL	<p>The services provided by Place will be equally accessible to all residents and service users, and this will be embedded in all Place commissioning and transformational activity</p> <p>Housing Service re-design and service improvement.</p> <p>Channel shifting and improving online accessibility to key information and service access e.g. requesting repairs</p> <p>Embedding of key changes arising from the Housing Transformation programme</p>	<p>Housing Transformation Restructure</p>	<p>All Group Managers 2015-2016</p>	<p>Place Equalities Sub-Group</p> <p>Place DMT</p> <p>Head of Housing</p>	

		Increased role for resident via the Community Housing Trust (CHT)				
47	ALL	<p>Management of the Council's estate will take into account equalities issues, particularly in relation to disability</p> <p>Improvements will be made to the Council's property portfolio, where possible, in order to improve access to staff and visitors including those with disabilities.</p> <p>All opportunities to let or dispose of Council properties will be advertised as widely as possible thus ensuring all parts of the community are aware of the opportunities.</p> <p>Accessibility of Council homes via adaptation to dwellings/ communal parts and new build requirements</p> <p>Survey to take place with waste officers and Veolia to evaluate properties that may have difficulty with the service</p>	Kingston Plan Better Homes Programme Housing Strategy	<p>Group Managers 2015-2016</p> <p>Technical Delivery manager</p> <p>Waste Service Manager 2015-2016</p>	<p>Place Equalities Sub-Group</p> <p>Place DMT</p> <p>Head of Housing</p>	
48	ALL	<p>Data related to equalities monitoring and improvement will be collected and assessed appropriately</p> <p>Report on data collected – what was collected and when, how it was analysed and used.</p> <p>Annual reporting of lettings/ nominations to new tenants through CORE (Continuous Recording of Lettings and Sales in Social Housing)</p>	Kingston Plan Housing Strategy	<p>Group Managers Lead Officer</p> <p>2015-2016</p>	<p>Place Equalities Sub-Group</p> <p>Head of Housing</p>	

		<p>Survey for Tenants and Residents (STAR), feedback used to inform service delivery and/or service improvements with clear action plans for driving up satisfaction in direct response to tenants/leaseholder feedback</p> <p>CHT increasing the opportunities to get involved from 2015/16 baseline at council/CHT handover</p> <p>CHT indicators include an improvement on the baseline of collection of data against Kingston's accepted protected characteristic at handover with subsequent stepped improvement year on year for the duration of the CHT</p>				
49	A,D,G ,R	<p>The Environmental Enforcement Fixed Penalty Notice Pilot will be undertaken in fair and equitable manner</p> <ul style="list-style-type: none"> The monitoring information will be analysed on a regular basis to assess that the spread of FPN's appear to be fair. 	Manifesto promise	Service Manager, Green spaces	Environment Management Team through monthly KPI's	
Children's Services (Achieving for Children)						
50	ALL	Ensure there are specialist mental health workers in the Single Point of Access (SPA) who are able to make timely and appropriate	AfC Business Plan	Associate Director of Early Help, 2015-2016	Lead Commissioner Children's	

		referrals to CAMHS at the right level.			Services	
51	ALL	Implement an annual conversation with schools to develop joined-up care planning and support for pupils who receive social care services	AfC Business Plan	Director of Children's Social Care, 2015-16	Lead Commissioner Children's Services	
52	ALL	Strengthen systems to identify children at risk of sexual exploitation and ensure there are effective preventative services and interventions in place to support these vulnerable children	AfC Business Plan	Director of Children's Social Care, 2015-16	Lead Commissioner Children's Services	
53	D	Strengthen safeguarding practice for children with disabilities	AfC Business Plan	Associate Director of Special Educational Needs and Disabilities 2017	Lead Commissioner Children's Services	
54	ALL	Strengthen arrangements for the identification of children who are at risk of harm due to missing education or being missing from education	AfC Business Plan	Associate Director of Early Help 2015-2016	Lead Commissioner Children's Services	
55	ALL	Broaden the choice of foster care placements so that looked-after children can be placed in safe and stable placements closer to their home	AfC Business Plan	Director of Children's Social Care, 2015-16	Lead Commissioner Children's Services	
56	ALL	Increase the number of children achieving permanency in a timely manner through adoption or special guardianship	AfC Business Plan	Director of Children's Social Care, 2015-16	Lead Commissioner Children's Services	
57	ALL	Increase looked-after children's participation in their statutory reviews and their active involvement in care planning	AfC Business Plan	Director of Children's Social Care, 2015-16	Lead Commissioner Children's Services	
58	ALL	Roll out a programme of preventative work for those at risk of becoming NEET including	AfC Business Plan	Director of Education	Lead Commissioner	

		supporting schools to provide careers support to 16 to 19 year olds with a focus on vocational opportunities		Services, 2015-16	Children's Services	
59	ALL	Ensure there is sufficient apprenticeship and training provision in place for young people wishing to follow this pathway when the participation age is raised to 18 in 2015	AfC Business Plan	Director of Education Services, 2015-16	Lead Commissioner Children's Services	
60	SE	Establish an evidence-based programme to provide care leavers with the skills required for successful independent living and employment.	AfC Business Plan	Director of Education Services, 2015- 16	Lead Commissioner Children's Services	
61	D, SE	Agree specific Education, Employment and Training pathways into adulthood for young people with special educational needs and learning difficulties.	AfC Business Plan	Director of Education Services, 2015-16	Lead Commissioner Children's Services	
62	D	Publish an improved local offer outlining services for children and young people with SEND so that families understand support available in our area and can have a greater say over their own support	AfC Business Plan	Associate Director of Special Educational Needs and Disabilities 2017	Lead Commissioner Children's Services	
63	D	Support schools to embed the new SEND Code of Practice through a range of training and professional development opportunities in the academic year	AfC Business Plan	Associate Director of Special Educational Needs and Disabilities 2017	Lead Commissioner Children's Services	