

POLICY AND RESOURCES CABINET COMMITTEE

Thursday, 13th September, 2018

1.30 pm

Council Chamber, Sessions House





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Thursday, 13 September 2018, at 1.30 pm
Council Chamber - Sessions House

Ask for: **Emma West**
Telephone: **03000 412421**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (15)

Conservative (12): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Mrs M E Crabtree, Mr P W A Lake, Mr D Murphy, Mr M D Payne, Mr H Rayner and Mr I Thomas

Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE

Labour (1) Mr D Farrell

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

By entering this room, you are consenting to being filmed. If you do not wish to have your image captured, please let the Clerk know immediately

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1 Introduction/Webcast announcement

2 Membership

To note that Mr Payne and Mr Murphy have replaced Mr McInroy and Miss Rankin as members of the Policy and Resources Cabinet Committee.

3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present.

- 4 Declarations of Interest by Members in items on the Agenda
To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

- 5 Minutes of the meeting held on 29 June 2018 (Pages 5 - 10)
To consider and approve the minutes as a correct record.

- 6 18/00049 - Data Centre Exit Strategy (Pages 11 - 16)
To receive a report which outlines the requirement to deliver a new data centre solution.

- 7 Strategic and Corporate Services Performance Dashboard (Pages 17 - 30)
To receive and note a report that shows progress made against targets for Key Performance Indicators.

- 8 Annual Equality and Diversity Report 2017-18 (Pages 31 - 56)
To receive a report which sets out progress against the Equality and Human Rights Policy and Objectives 2016-2020, which is a statutory requirement under the Equality Act 2010.

- 9 Voluntary and Community Sector Policy - Progress 2015-18 (Pages 57 - 76)
To receive a report which sets out the progress the Council has made over the 3 years since the Voluntary and Community Sector policy was adopted.

- 10 Data Protection Update (Pages 77 - 78)
To receive a report which provides an update regarding Member Training for new Data Protection legislation.

- 11 Work Programme 2018/19 (Pages 79 - 82)
To consider and agree a work programme for 2018/19.

Benjamin Watts
General Counsel
03000 416814

Wednesday, 5 September 2018

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KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber - Sessions House on Friday, 29 June 2018

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr R H Bird, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Mrs T Dean, MBE, Mr D Farrell, Mr P W A Lake, Mr J P McInroy, Miss C Rankin, Mr H Rayner and Mr I Thomas

ALSO PRESENT: Mrs M E Crabtree, Miss S J Carey, Mr E E C Hotson, Mr R L H Long, TD and Mr P J Oakford

IN ATTENDANCE: Mr V Godfrey (Strategic Commissioner), Mrs C Head (Head of Financial Management), Mr M Sage (Revenue and Tax Strategy Manager), Ms E Sanderson (Strategic Business Adviser), Mrs R Spore (Director of Infrastructure), Ms D Trollope (Head of Engagement and Consultation), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

86. Apologies and Substitutes

(Item 2)

No apologies were received.

87. Membership

(Item 3)

The Chairman announced that Mr D Farrell had replaced Ms K Constantine as the Labour representative on the Committee.

88. Declarations of Interest by Members in items on the Agenda

(Item 4)

Ian Thomas said that he was a Member of the Planning Committee for Canterbury City Council.

89. Minutes of the meeting held on 11 May 2018

(Item 5)

Resolved that the minutes of the meeting held on 11 May 2018 are correctly recorded and that they be signed by the Chairman.

90. Minutes of the meeting of the Property Sub-Committee held on 12 April 2018

(Item 6)

Resolved that the minutes of the Property Sub-Committee held on 12 April 2018 be noted.

91. Budget Communication and Consultation Campaign 2019/20

(Item 7)

Mark Sage (Revenue and Tax Strategy Manager) and Diane Trollope (Head of Engagement and Consultation) were in attendance for this item

- (1) Mark Sage introduced the report which set out the preferred approach to consultation on the 2019/20 budget, building on and developing the most successful aspects of last year's consultation.
 - (a) In response to a question, Mr Sage said that he had recently visited Essex County Council whom did not consult on their budget at all. He said that this year, Kent County Council would research the budget consultation process in other counties and see if there were any comparative statistics.
 - (b) Miss Carey (Cabinet Member for Customers, Communication and Performance) expressed the importance of learning from the practice of other counties in relation to budget consultation.
 - (c) In response to a question, Ms Trollope said that most of the consultation respondents were people from Kent who were aged between 45 and 65. She said that Kent's Engagement team had been working closely with colleagues in Gateways and Libraries to ensure that there were hard-copy consultation documents in each of area. She said that targeted work would take place this year with Healthwatch as part of the consultative activity. She discussed abandonment rates and said that abandonment rates were an issue for Kent. Although abandonments were less likely to happen in the future as Kent had received a lot of support with regards to GDPR. She said that the system was being revised continuously to make it simple for people to complete questionnaires.
 - (d) In response to a question, Ms Trollope said she would ensure that the question breakdown within the consultation allowed people to answer on behalf of an organisation as well as themselves, and that it is made clear.
- (2) Mr Hotson (Cabinet Member for Corporate and Democratic Services) said that he was delighted to hear that Kent's involvement with the voluntary sector had improved.
- (3) Miss Carey said that a lot of work had been undertaken last year to look more closely at the impact that social media had in the consultation process.
- (4) Andy Wood (Corporate Director of Finance) said that engagement had improved each year in Kent and different avenues were explored regularly to ensure that continuous improvements could be made.
- (5) The Chairman informed Members of Mr Wood's last day working for Kent County Council. He thanked Mr Wood for the guidance and support he had provided to the Committee.

(6) Resolved that the report be noted.

92. A New Approach for Business Planning for 2019/20

(Item 8)

David Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Elizabeth Sanderson (Strategic Business Adviser) were in attendance for this item

- (1) Eric Hotson introduced the report which set out a new approach for business planning for 2019/20, which would replace the current Directorate Business Plans with a single Strategic Delivery Plan to support medium term strategic and financial planning.
- (2) David Whittle expressed the importance of business planning and said that the proposal to move to a single delivery plan was a large endeavour for the division. He added that there were still opportunities to shape the plan as it moved forward.
- (3) Elizabeth Sanderson explained the strategic plan of action and targets for the single Strategic Delivery plan and said that a main priority would be to look at how best to deliver outcomes with clear accountability and how that could be achieved.
- (4) Resolved:
 - (a) To endorse the new approach for business planning to move to a single Strategic Delivery Plan for 2019/20.

93. Hackitt Report: Building a Safer Future (Independent Review of Building Regulations & Fire Safety)

(Item 9)

Rebecca Spore (Director of Infrastructure) was in attendance for this item

- (1) Eric Hotson introduced the report which set out the outcome of the Hackitt Review.
- (2) Rebecca Spore said that indications had been made clear by the government that they were fully supportive of the Hackitt Review report and their intentions to undertake a more detailed statement in autumn 2018 following a consultation in relation to how outcomes could be taken forward in practice. She said that Kent County Council had been liaising with the relevant government department in terms of the Council's own property portfolio but also had been providing input where appropriate. She said that although the current focus within the report was high-rise residential buildings, the full report would focus on wider implications. She said that the report would be brought to a future meeting of the Committee and regular updates would be provided.
 - a) In response to comments and questions, Mr Hotson said that developments would be explored across the country to allow Kent County Council to focus on best practice and deliver good outcomes.

- a) In response to a question, Mrs Spore said that council functions across the country would be explored, and Kent would link in where appropriate with districts' partners who have responsibilities in relation to housing.
- b) In response to a question, Mr Hotson confirmed that a report would be brought to a future meeting of the Committee.

(3) RESOLVED that the report be noted.

94. Data Protection Update

(Item 10)

Ben Watts (General Counsel) was in attendance for this item

- (1) Ben Watts introduced the report which provided an update regarding the implementation of the new Data Protection legislation.
- (2) Members of the Committee commended the Data Protection training that was provided by the General Counsel.
- (3) Mr Watts said that extra training sessions would be provided to ensure that all Members had been trained on Data Protection.

(4) RESOLVED that the report be noted.

95. Work Programme 2018/19

(Item 11)

Resolved that the report be noted.

96. Exclusion of the Press and Public

Resolved that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business as it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

Exempt Items

(open access to minutes)

97. 18/00033 - Commercial Services Procurement Plan for Core Trading

(Item 14)

Vincent Godfrey (Strategic Commissioner) and John Burr (Managing Director, Commercial Services Group) were in attendance for this item

- (1) Mr Oakford introduced the report which asked the Cabinet Committee to recommend that authority be given to the Strategic Commissioner to execute the procurement activities detailed in the report in consultation with the Cabinet member for Strategic Commissioning and Public Health.
- (2) Mr Burr gave detailed information about the history, structure and function of Commercial Services, the type of procurement being considered, the financial

implications of the proposed decision and governance arrangements relating to Commercial Services.

- (3) Members were supportive of the decision and congratulated Mr Burr on the success of the company.
- (4) It was suggested that further information on current activities and plans for Commercial Services be received at a future meeting of the Cabinet Committee.
- (5) Mr Hotson urged Members to visit the new printing works housed in Sessions House.
- (6) Resolved:
 - (1) To recommend to the Cabinet Member that delegated authority be given to the Strategic Commissioner to execute the procurement activities detailed within this report in consultation with the Cabinet Member for Strategic Commissioning and Public Health;
 - (2) To receive further information about the current activities and plans for Commercial Services at a future meeting.

98. Review of KCC Company Ownership and Governance - Update
(Item 12)

Amanda Beer (Corporate Director Engagement, Organisation Design and Development), Cath Head (Head of Finance - Operations) and Ben Watts (General Counsel) were in attendance for this item.

- (1) Mr Long (Cabinet Lead for Traded Services) introduced the report which provided an update for Members in relation to the governance, management and development of the proposed holding company for KCC's wholly-owned trading vehicles.
- (2) Questions were asked about the plans in place if key senior appointments could not be made and the process for making such appointments.
- (3) Comments were made about the importance of ensuring that any holding company structure provided value for money and avoided duplication.
- (4) Members also suggested that at least one person with appropriate commercial experience be included in the selection panel for the Chief Executive and Chairman of the holding company.
- (5) Resolved that the report be noted.

99. Invicta Law Update
(Item 13)

Amanda Beer (Corporate Director Engagement, Organisation Design and Development) and Ben Watts (General Counsel) were in attendance for this item.

- (1) Mr Hotson (Cabinet Member for Corporate and Democratic Services) introduced the report which provided an update for Members in relation to the governance, management and development of the proposed holding company for KCC's wholly-owned trading vehicles.
- (2) Officers responded to Members' Questions about the process for the recruitment of key staff; staff morale; key performance indicators; the ICT system being use; the automation of quotations for low level and low risk work; and the requirement for KCC officers to instruct Invicta Law.
- (3) Resolved that the report be noted.

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services

David Cockburn, Corporate Director, Strategic & Corporate Services and Head of Paid Services

Rebecca Spore, Director of Infrastructure

Michael Lloyd, Head of Technology Commissioning & Strategy

To: Policy and Resources Cabinet Committee - 13th September 2018

Subject: Data Centre Exit Strategy

Classification: Unrestricted

Decision No: 18/00049

Future Pathway of Paper: Cabinet Member decision

Electoral Division: All

Summary: This paper outlines the requirement to deliver a new data centre solution which will allow the Council to exit from its existing primary data centre in Sessions House and backup data centre in Medway Council's data centre.

Recommendation:

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of contracts with a Data Centre Vendor. The vendor will provide a new primary and secondary data centre environment to host the Council's residual hardware. The delegation will enable the necessary contractual negotiations to take place and the entering into any subsequent necessary legal agreements.

1. Introduction

This report outlines the context of the Data Centre Exit Strategy.

2. Financial Implications

The decision to exit the current Data Centre estate commits the Council to spend in excess of over £1 million for the duration of the contract(s).

Due to the councils implementation of the ICT Strategy, namely the transition to Cloud, the need for physical on site data centre provision is greatly reduced.

3. Policy Framework

The Council's ICT Strategy 2016 – 2020 sets out the future of technology over the next four years. The strategy identifies the significant investment already made in Microsoft products and technology, and determines, that in order to maximise this investment, Microsoft will be considered first for technology requirements. The strategy was presented to this committee in May 2016 for consideration and was then subsequently endorsed.

ICT on behalf of the Council have commissioned Microsoft to support the execution of the ICT strategy in the modernisation and transition to cloud services. This approach was brought forward to this committee in March 2017 and endorsed.

By utilising the efficiencies of Microsoft Azure Cloud there is a significant net reduction of cabinets, racks and servers required in the data centres. As a result of this a more efficient, resilient and cost effective solution can be achieved by using an external data centre provider.

4. The Report

The Council uses a considerable amount of Data Centre hardware and supporting infrastructure to provide the ICT infrastructure which is used in all interactions with ICT. This technology is used by all staff and Members to function efficiently to deliver services to the Citizens of Kent. The Council owns the hardware and pays annual support and license fees.

The Council has one agreement which cover the use of the data centre within Medway Council. This is:

- Medway Data Centre Hosting Agreement – expires on 31st March 2019.

A new agreement needs to be entered into to provide a data centre hosting site to continue to provide services currently in use.

The new agreement will need to provide a two-site solution, one primary and one back up. These sites must have capacity to accommodate eleven full racks at each site, with fully diverse (2N) power infrastructure and two 10Gbps diverse interconnects between sites. Any provider must be able to provide a remote 'hands-on' managed service within a fully secure environment.

The Council, by utilising the efficiencies of Microsoft Azure Cloud, has greatly reduced the amount of physical on-premise hardware that it requires in the data centres to deliver services. The current infrastructure and financial expenditure within Sessions House and provisioned at Medway Council includes:

- Significant amount of floor space
- Above average electrical power consumption
- Air conditioning/cooling
- Halon gas fire suppression system

- Diesel powered backup generators,
- Security & fire monitoring systems.

This infrastructure to support the hardware, is very costly to run and maintain on an annual basis. This can be significantly reduced if we move to a new data centre provider, where we are consuming this as a service.

The ICT commissioning team have conducted market engagement to identify some suitable providers to meet the Council's requirements whilst also supporting Kent businesses and meeting the green agenda.

Options available:

1. Do nothing – Remain within Sessions House & Medway data centres

This option would not realise significant financial savings available, would not free up floor space for conversion and contradict the endorsed ICT Strategy 2016 – 2020.

2. Secondary Data Centre – Retain Sessions House and go to the market for new secondary data centre

This option would not realise significant financial savings available, would not free up floor space for conversion and contradict the endorsed ICT Strategy 2016 – 2020.

3. Primary & Secondary Data Centre – go to the market for a new primary and secondary data centre.

This option allows the Council to:

- Release significant amount of floor space for conversion
- Reduce electrical power consumption
- Remove Air conditioning/cooling infrastructure, Halon gas fire suppression system, diesel powered backup generators; thereby making a considerable positive impact on the Green Agenda
- Alignment to Government Digital Service “digital declaration”
- Meets the principles set out in the endorsed ICT Strategy 2016-2020

There are no legal or equalities implications.

5. Conclusion

For the Council to realise the benefits laid out in the ICT Strategy 2016-2020 our residual data centre infrastructure must be moved to a new primary and secondary location. This will not only deliver financial savings but will free up vital physical space within Sessions House, make a positive contribution to the Green Agenda, and further illustrate the Councils commitment to the national digital agenda.

6. Recommendation(s)

Recommendation(s):

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of contracts with a Data Centre Vendor. The vendor will provide a new primary and secondary data centre environment to host the Council's residual hardware. The delegation will enable the necessary contractual negotiations to take place and the entering into any subsequent necessary legal agreements.

7. Background Documents

ICT Strategy 2016 - 2020

8. Contact details

Report Author

- Mark Garbett – Portfolio Assurance Manager
- 03000 414955
- Mark.Garbett@kent.gov.uk

Relevant Directors:

- Rebecca Spore, Director of Infrastructure
- 03000 416716
- Rebecca.Spore@kent.gov.uk

KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Eric Hotson, Cabinet Member for Corporate and Democratic Services

DECISION NO:

18/00049

For publication

Subject: Data Centre Contract Implementation

Decision:

Proposed decision – The Cabinet Member for Corporate & Democratic Services authorises the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services to award the contract(s) for the provision of a Data Centre solution including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

Reason(s) for decision:

A key decision is required owing to the contract levels exceeding the financial criteria for Key Decisions as set out in the Council’s constitution. This decision will result into a contract with a data centre supplier to house the remaining IT Infrastructure which cannot be migrated to the Cloud.

Cabinet Committee recommendations and other consultation:

Any alternatives considered:

None

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
Signed

.....
Date

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From: **Susan Carey, Cabinet Member for Customers, Communications and Performance**

Eric Hotson, Cabinet Member for Corporate and Democratic Services

Peter Oakford, Cabinet Member for Finance and Traded Services

David Cockburn, Corporate Director of Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee – 13 September 2018**

Subject: **Strategic and Corporate Services Performance Dashboard**

Classification: **Unrestricted**

Summary:

The Strategic and Corporate Services Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the report.

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year.

2. Performance Dashboard

- 2.1. The Strategic and Corporate Services Performance Dashboard is attached in Appendix 1.
- 2.2. This is the first Dashboard report for the current financial year and includes performance results up to the end of July 2018.
- 2.3. The Dashboard includes twenty-five (25) Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2018/19.
- 2.4. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.

- 2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
- 2.6. Latest performance is reported as Green for 19 indicators, Amber for four indicators, with two indicators Red.
- 2.7. Direction of Travel shows seven KPIs improving, two stable (including five at 100%) and seven indicators showing worse results when compared to the previous reporting period. One indicator does not have a comparator result so far this year.

3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for Strategic and Corporate Services

4. Background Documents

The Strategic and Corporate Services Directorate Business Plan

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

5. Contact details

Report Author: Richard Fitzgerald
Business Intelligence Manager - Performance
Strategic Business Development and Intelligence
03000 416091
Richard.Fitzgerald@kent.gov.uk

Relevant Director: Vincent Godfrey
Director of Strategic Commissioning
03000 421995
Vincent.Godfrey@kent.gov.uk

Strategic and Corporate Services Performance Dashboard

Financial Year 2018/19

Results up to July 2018

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Produced by Strategic Business Development and Intelligence

Publication Date: August 2018



Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings and Direction of Travel Alerts.

RAG ratings are based on Targets and Floor Standards set out at the start of the year in the Directorate Business Plans.

RAG Ratings

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

DoT (Direction of Travel) Alerts

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead, where appropriate, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether results are within the expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**. Expected activity Thresholds are based on previous years' trends.

When activity indicators do not have expected levels stated in the Directorate Business Plans, they are shown in the report to provide context for the Key Performance Indicators. In such cases the activity indicators are simply shown with comparison to activity for the previous year.

Key Performance Indicator Summary

Engagement, Organisation Design and Development (EODD)	Month RAG	YTD RAG
CS01 : Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04 : Calls to Contact Point answered	GREEN	GREEN
CS05 : Calls to Contact Point answered in 40 seconds	GREEN	AMBER
CS07 : Complaints responded to in timescale	AMBER	AMBER
HR25: Percentage of completed corporate themed Health and Safety audits (NEW)	GREEN	GREEN
HR09 : Training that delivers commissioned learning outcomes	GREEN	GREEN
HR23 : Staff who have completed all 3 mandatory learning events	AMBER	AMBER

Finance	Month RAG	YTD RAG
FN01 : Pension correspondence processed within 15 working days	GREEN	GREEN
FN02 : Retirement benefits paid within 20 working days of all paperwork received	GREEN	GREEN
FN07 : Invoices received by Accounts Payable within 30 days of KCC received date	GREEN	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	AMBER	AMBER
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	GREEN
FN08 : Invoices received on time by Accounts Payable processed within 30 days	AMBER	GREEN
FN11 : Financial assessments fully completed within 15 days of referral	GREEN	GREEN

Governance and Law	Month RAG	YTD RAG
GL01 : Council and Committee papers published at least five days before meetings	GREEN	GREEN
GL02 : Freedom of Information Act requests completed within 20 working days	RED	RED
GL03 : Data Protection Act Subject Access requests completed within 40 calendar days	GREEN	AMBER

Infrastructure	Month RAG	YTD RAG
ICT01 : Calls to ICT Help Desk resolved at the First point of contact	GREEN	GREEN
ICT02 : Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03 : Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04 : Working hours where ICT Service available to staff	GREEN	GREEN
ICT05 : Working hours where Email is available to staff	GREEN	GREEN
PI01 : Rent due to KCC outstanding over 60 days	RED	RED
PI03 : Annual net capital receipts target achieved	GREEN	GREEN
PI04 : Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

Service Area	Director	Cabinet Member	Delivery by:
EODD - Customer Services	Amanda Beer	Susan Carey	Agilisys

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	GREEN	↔	98%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	98%	GREEN	↑	95%	GREEN	95%	80%	94%
CS05	Percentage of calls to Contact Point answered in 40 seconds	82%	GREEN	↑	75%	AMBER	80%	70%	70%

Activity Indicators

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year YTD
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	204	Above	174	142	196
CS12	Number of visits to the KCC website, kent.gov (000s)	1,810	Above	1,800	1,540	1,777

CS05 – Call volumes were higher than forecast for the last quarter, and this resulted in the service level reducing. Agilisys have recruited additional advisors to ensure that performance is improved over the next quarter.

CS08 – There has been an increase in calls relating to Concessionary Fares with a large renewal process this year, Highways potholes and vegetation, Blue Badges, Adult Social Services and Young Persons Travel passes. A great deal of work is being undertaken with the contractor in relation to demand management to reduce call volumes over the remainder of the financial year.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

Key Performance Indicators – Quarterly

Ref	Indicator description	Latest Qtr	RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS07	Percentage of complaints responded to in timescale	84%	AMBER	↔	84%	AMBER	85%	80%	88%
HR25	Percentage of completed corporate themed Health and Safety audits (NEW)	100%	GREEN	N/a	100%	GREEN	90%	85%	N/a

Key Performance Indicators – Monthly

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR09	Percentage of training evaluated as having delivered stated learning outcomes	100%	GREEN	↔	100%	GREEN	95%	90%	99%
HR23	Percentage of staff who have completed all 3 mandatory learning events	86%	AMBER	↑	86%	AMBER	90%	80%	78%

CS07 - Robust reporting and an increase in complex cases which require more consideration and investigation means that this quarter we have marginally missed target on responses within timescale.

HR23 – Whilst the percentage of staff who have completed their mandatory learning events is under target, it has continued to increase since the previous financial year end. We expect to see an increase in completion of mandatory learning events as additional reminder messages have been added on the Delta system. An employee and their line manager will be contacted more frequently whilst they are within their renewal period and once they are overdue to complete a mandatory learning event.

Service Area	Director	Cabinet Member	Delivery by:
EODD	Amanda Beer	Eric Hotson	EODD

Activity Indicators

Ref	Indicator description	Latest Month	In expected range?	Expected Activity		Prev. Yr Same Month
				Upper	Lower	
HR12	Number of current change activities being supported	84	Above	75	60	75
HR13	Total number of E-learning training programmes completed	25,150	Above	15,000	11,665	14,455
HR16	Number of registered users of Kent Rewards	18,898	Below	22,000	21,800	18,075
HR21	Number of current people management cases being supported	74	Yes	85	70	74

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HR12 - Change activity is driven by demand from the wider business and will fluctuate from month to month, these activities will also span more than one month. Change projects vary significantly in size and complexity requiring different levels of resource and work to be carried out.

HR13 – There has been an increase in the number of E-learning training programmes completed due to the launch of the new GDPR mandatory learning course which employees were encouraged to complete by June. The Prevent mandatory learning course has also now been in place for two years causing a high level of employees to complete the training on Delta due to being within their renewal period.

HR16 – Whilst the number of registered users is below target the figure has risen since the last quarter where a data cleanse took place to remove users that are no longer eligible to use the site. We expect to see a further rise in users over the next quarter due to increases in communication to all including within schools, highlighting how Kent Rewards can be used to access both Childcare Vouchers and Cycle2Work schemes. This will be an effective way of encouraging new Kent Rewards registrations and reminding staff to utilise the site to access their employee benefits.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Dave Shipton (acting)	Peter Oakford	Finance

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN01	Pension correspondence processed within 15 working days	100%	GREEN	↔	100%	GREEN	98%	95%	100%
FN02	Retirement benefits paid within 20 working days of all paperwork received	91%	GREEN	↓	92%	GREEN	90%	85%	98%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	88%	GREEN	↓	88%	GREEN	85%	80%	83%

Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Pension correspondence processed	2,029	1,574
FN02b	Retirement benefits paid	746	671
FN07b	Number of invoices paid by KCC	36,879	39,488

Service Area	Director	Cabinet Member	Delivery by:
Finance	Dave Shipton (acting)	Peter Oakford	Business Service Centre

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
FN05	Percentage of sundry debt due to KCC which is under 60 days old	73%	AMBER	↓	73%	AMBER	75%	57%	86%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	9%	GREEN	↔	9%	GREEN	15%	20%	10%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	96%	AMBER	↓	97%	GREEN	97%	94%	98%
FN11	Percentage of financial assessments fully completed within 15 days of referral	94%	GREEN	↑	96%	GREEN	90%	85%	92%

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Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN09b	Value of debt due to KCC (£000s)	23,261	16,637
FN11b	Number of financial assessments received	2,516	2,529

FN05 - There are a number of outstanding debts, mainly NHS, that have not yet cleared. These have been actively pursued by the Sundry Debt Team, and these customers have advised that six are being processed, one is in dispute and additional information has been requested for another two. These debts are being closely monitored.

FN08 - It is expected that the target will be met monthly from August onward.

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Ben Watts	Eric Hotson	Governance and Law

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	↔	100%	GREEN	100%	96%	99%
GL02	Freedom of Information Act requests completed within 20 working days	86%	RED	↓	84%	RED	92%	90%	89%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	93%	GREEN	↓	86%	AMBER	87%	85%	79%

Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
GL01b	Committee meetings	57		N/a		35
GL02b	Freedom of Information requests	754	Above	715	675	723
GL03b	Data Protection Act Subject Access requests	138	Above	108	88	95

GL02 & GL03 – Members received a detailed report in relation to the challenges faced in this area and the work being done by staff in response to those challenges at the February Cabinet Committee. The report explained the resourcing available to manage requests and the considerable increase in the number and complexity of requests over recent years. The Information Resilience & Transparency Team continues to provide advice on the most efficient ways to prepare records to save time and resource. Guidance is also available on KNet and is issued with every referral.

GL02b and 03b - The advent of GDPR may have raised awareness on issues around personal data leading to more requests. There has also been an increase in the use of FOI and Subject Access Requests, as a means to make a complaint. There has also been an increase for requests regarding Brexit and Information Governance.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - ICT	Rebecca Spore	Eric Hotson	Business Service Centre

Key Performance Indicators - July data

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	75%	GREEN	↑	75%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	97%	GREEN	↑	97%	GREEN	95%	90%	98%
ICT03	Working hours where Kent Public Sector Network (KPSN) is available to staff	100%	GREEN	↑	100%	GREEN	99.8%	99.0%	99.8%
ICT04	Working hours where ICT Service available to staff	99.9%	GREEN	↔	99.8%	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where Email is available to staff	100%	GREEN	↔	100%	GREEN	99%	98%	100%

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Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	19,970	20,536
ICT02b	Feedback responses provided for ICT Help Desk	2,446	2,679

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Infrastructure

Key Performance Indicators

Ref	Indicator description	Latest Month	Month RAG	DoT	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding over 60 days	23%	RED	↓	5%	15%	8%
PI03	Percentage of annual net capital receipts target forecast to be achieved (£30m)	100%	GREEN	↔	95%	90%	50%

Activity Indicator

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Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	394	1,259

PI01 - In month 60-day debt stood at £92,111 against a total of outstanding rent of £393,969, this meant a 60-day debt position of 23.4% which is an increase on the previous month. Although the 60-day debt has seen an in-month fall, the overall rent has also seen a decrease of £370k which has significantly impacted the monthly percentage figure. Of the 60-day debt, £76,020 relates to eight tenants and are attributed to non-payment of rents. In all cases these are being investigated and action is being taken by Gen2 either in the negotiation and implementation of payment plans, escalation to the Property Commissioning team for resolution, or via legal action. Gen2 are also working to move all eligible tenants to Direct Debit method of payment, which will reduce the threat of excessive debt, however take up of this is currently slow with only 48 out of 218 of tenants moving over to this method of payment.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Kier, Amey, and Skanska

Key Performance Indicators

Ref	Indicator description	Latest month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	91%	GREEN	↔	91%	GREEN	90%	80%	95%

Activity Indicator

Ref	Indicator description	Year End	Previous Year
PI04b	Number of reactive tasks responded to	4,747	4,802

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services

David Cockburn, Corporate Director of Strategic and Corporate Services

To: Policy and Resources Cabinet Committee – 13 September 2018

Subject: Annual Equality and Diversity Report 2017-18

Classification: Unrestricted

Summary:

This report sets out progress against the Equality and Human Rights Policy and Objectives 2016-2020, which is a statutory requirement under the Equality Act 2010.

Recommendation(s):

Policy and Resources Cabinet Committee is asked to:

- a) note the recommendations agreed by the Corporate Management Team on Equality Analysis/Impact Assessments set out in paragraph 3.4; and
- b) approve the Annual Equality and Diversity Report 2017-18 attached at Appendix 1, for publication on www.kent.gov.uk.

1. INTRODUCTION

1.1 Section 149 of the Equality Act 2010 introduced the Public-Sector Equality Duty (PSED) which came into force in April 2011. It requires public bodies to have 'due regard' to:

- a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not;
- c) Foster good relations between people who share a protected characteristic and those who do not (the protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage and civil partnership, sex and sexual orientation);
- d) Publish an Annual Equality and Diversity Report by 31 January the following year.

1.2 This report discharges the council's statutory duty to produce and publish an Annual Equality and Diversity Report.

2. ANNUAL REVIEW OF PERFORMANCE AGAINST EQUALITY OBJECTIVES

- 2.1 In 2016 the new KCC Equality Policy and set of equality objectives were agreed and responsibility and accountability for delivery remains with KCC directorates and services. Directorate Management teams have been asked to consider and report progress against the agreed objectives.
- 2.2 The objectives have been matched into six domains recognised by the Equality and Human Rights Commission (EHRC) as having a significant impact on the quality of life of individuals. The domains are:
- Education
 - Work
 - Living standards
 - Health
 - Justice and Personal Security
 - Participation
- 2.3 There is a move towards using the domains across the range of public services as seen in the publication of the national Race Audit which considered race inequality across a range of public services in England and Wales. The KCC Annual Equality and Diversity Executive Summary 2017-2018 will use this framework.
- 2.4 Each Directorate Management Team (DMT) has prepared its own Annual Equality and Diversity report, which sets out the equality information for publication and progress against the corporate Equality Objectives. This is then considered and agreed by each relevant Cabinet Committee. An executive summary of the directorate reports is then prepared and approved for the Policy & Resources Committee to approve, ahead of the 31 January deadline.
- 2.5 Directorate annual reports were considered at each of the Cabinet Committees:
- Adult Social Care Cabinet Committee 4 July 2018
 - Children Young People and Education Cabinet Committee 10 July 2018
 - Environment and Transport Cabinet Committee 13 July 2018
 - Growth Economic Development and Communities Cabinet Committee 3 July 2018

3. MATTERS FOR CONSIDERATION

- 3.1 Evidence provided through the directorate annual reports suggests that overall the council has made progress against some of the equality objectives and the processes and procedures that are needed to mainstream equality activity into core business are increasingly in place. In the context of changing leadership, vision and priorities, directorates must remember the focus of their equality objectives and continue to consider if the equality priorities remain the same. This will help the organisation to

effectively track improvements and to ensure the needs of protected groups are still being met.

3.2 The 2016/17 Annual Report noted an improvement in the rate of EqIA's used as part of the Cabinet Committee decision making process. However, there has been a notable decline in the publication of equality analysis with Committee decisions. In 2017-18, 63% of all Committee decisions referred to equality and 19% had an EqIA attached for consideration. In 2016-17, 79% referred to equality and 55% had EqIA's attached to Committee decisions.

3.2 Failure to include equality analysis is a breach of KCC's Equality and Human Rights Policy and suggests that KCC may not be able to evidence paying due regard to the PSED. Further the requirement for publication of EqIA's with decisions is a specific equality objective against which KCC is not sufficiently performing. The information is publicly available as all Committee meetings are webcast with papers and minutes publicly available and may be easily investigated by the EHRC and other interested parties.

3.3 Since the decline in performance in relation to Equality Impact Assessments was reported to the Corporate Management Team, it has been agreed to review existing processes and ensure greater awareness of the risks associated with non-compliance.

3.4 The following recommendations have been agreed by CMT to make sure that adverse impacts to protected groups are identified, addressed and ensure the PSED is met:

- EqIA's must be undertaken to ensure and evidence that "due regard" to the PSED is met in the development of:
 - key and significant decisions;
 - consultations;
 - policy and strategy development;
 - infrastructure projects;
 - commissioning and procurement activity.
- EqIA's must be undertaken for all organisational change programmes and restructures. Analysis of impact must be undertaken both in relation to staff (to the individual level) and the services which may be affected.
- Directorate Management Teams and the Corporate Management Team must not agree to decisions where they have no evidence of the "due regard" duty being undertaken.
- Cabinet Committees will not receive papers/ decisions that require an EqIA and do not have one ready when they are submitted.
- Corporate Directors are accountable and responsible for ensuring that Equality Impact assessments/ Equality Analysis is undertaken when it is required.

3.5 The authority is committed to improving the quality of equality analysis undertaken across the authority. It was noted that incorrect and or poorly

constructed EqIA's not only risk adversely impacting protected groups but also present a legal, financial and reputational risk to KCC.

- 3.6 The quality of equality analysis was variable with some assessments going into detail and others not sufficiently evidencing the equality impact due to poor quality data, poor analysis and poor early consideration. Poor quality assessments present as much of a risk of challenges the information provided may not be sufficiently strong enough to evidence that decision makers have paid due regard to the PSED. The protected groups most impacted by change were age, disability, sex and race. Where possible mitigating actions were put into place by services.
- 3.7 The third element of the PSED is the duty to 'Foster good relations between people who share a protected characteristic and those who do not'. The way in which KCC engages diverse communities both in and beyond the delivery of services may come into increasing focus following the publication of the Integrated Communities Strategy Green Paper 2018.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications.

5. LEGAL IMPLICATIONS AND RISK MANAGEMENT

- 5.1 Under the Public Sector Equality Duty (PSED) (Section 149 of the Equality Act 2010), the Council is required to publish an Annual Equality Report by 31 January the following year.

6. EQUALITY IMPACT ASSESSMENT (EqIA)

- 6.1 As the annual equality and diversity report relates to performance monitoring on the previous years' work there is no requirement to undertake an EqIA. However, it is anticipated that the report will have a positive impact for all Protected groups under the Equality Act 2010.

7. CONCLUSION

Recommendation(s):

Policy and Resources Cabinet Committee is asked to:

- a) note the recommendations agreed by the Corporate Management Team on Equality Analysis/Impact Assessments set out in paragraph 3.4; and
- b) approve the Annual Equality and Diversity Report 2017-18 attached at Appendix 1, for publication on www.kent.gov.uk.

8. APPENDIX:

- Appendix 1: Draft Executive Summary – Annual Equality & Diversity Report 2017/18

9. BACKGROUND DOCUMENTS

- a) Adult Social Care Annual Equality & Diversity Report - 4 July 2018
https://kent.public-i.tv/core/portal/webcast_interactive/355670
- b) Children Young People and Education Annual Equality & Diversity Report - 10 July 2018
https://kent.public-i.tv/core/portal/webcast_interactive/356934
- c) Environment and Transport Annual Equality & Diversity Report -13 July 2018
https://kent.public-i.tv/core/portal/webcast_interactive/357101
- d) Growth Economic Development and Communities Annual Equality & Diversity Report - 3 July 2018
https://kent.public-i.tv/core/portal/webcast_interactive/355552
- e) Equality and Human Rights Commission: Assessment of the performance of public authorities on the specific duty to publish equality information (England) <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/news-and-updates-on-the-equality-duty/>

10. AUTHOR CONTACT DETAILS

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Kent County Council

Executive Summary

DRAFT- Annual Equality and Diversity Report April 2017 to March 2018

Useful information

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version, please email alternativeformats@kent.gov.uk
[Kent County Council Equality and Diversity Team](#),
Phone with Text relay: 18001 03000 414141
Or write to: Kent County Council, Diversity & Equality Team, Room 2.70, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

Equality policy and local context

Policy

In 2016, KCC published the Equality and Human Rights Policy and Objectives 2016-2020. It has been aligned to the Strategic Statement and Commissioning Framework for Kent County Council (KCC), as the two documents set out the organisation's priorities and approach to delivering outcomes for the people of Kent.

We recognise the diverse needs of our community and are committed to promoting equality of opportunity and diversity in employment, commissioning and service delivery.

We value diversity and believe it is essential to provide services which work well for all residents and staff. The services KCC designs and delivers, on its own or with partners, should focus on allowing people, families and communities to be independent. We will treat people with dignity and respect and help people to be safe and socially included. We will support and enable people to make informed choices, so that they will have control over their lives. We are committed to working with all statutory partners, businesses and the voluntary sector to ensure the best possible outcomes for those who live in, work in and visit Kent.

We will challenge discrimination and encourage respect, understanding and dignity for everyone living, working and visiting Kent. This will be achieved through our influence in the community, strategic planning, and commissioning and policy development in employment and in-service delivery.

As a public-sector organisation, we follow the Public-Sector Equality Duty (PSED) under the Equality Act 2010, to protect individuals from discrimination against people on the basis of their protected characteristics. The characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

With a resident population of just over 1.54 million, Kent (excluding Medway) has the largest population of all the English counties. The following information is taken from the 2011 Census and the mid-year population survey.

- 93.7% of all Kent residents are of White ethnic origin – this includes those who are White British, as well as other identities such as Irish, Eastern European

origin etc. Kent also has Gypsy, Roma and Traveller populations greater than the national average.

- The 2011 Census recorded that 6.3% of Kent residents are classified as Black Asian and Minority Ethnic (BAME). This proportion is lower than the national average for England (14.6%).
- People living in urban areas make up 74% of the Kent population but only occupy 23% of the total land area in Kent.
- The Mid-year population survey notes that 51% of the total population of Kent identify as female and 49% as male.
- Significantly in terms of future challenges, Kent has an ageing population with the number of 65+ year olds forecast to increase by 57.5% between 2015-2035.
- Kent has a greater proportion of young people aged 5-19 years and people aged 45+ years than the England average.
- There is no single quantifiable measure of the number of disabled people in Kent (or the UK), because identifying as disabled relies on an individual's self-perception; but it is estimated that 17.6% of Kent (excluding Medway) residents are disabled people.

Further information on social, demographic and economic aspects of Kent can be found on our website, on the Kent Facts and Figures page.

<http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent>

Equality Objectives 2016-2020

In 2016, Kent County Council (KCC) published a new Equality and Human Rights Policy

and Objectives. The objectives have been set against six domains recognised by the Equality and Human Rights Commission (EHRC) as having a significant impact on the quality of life of individuals. The domains are:

- Education
- Work
- Living standards
- Health
- Justice and Personal Security
- Participation

There is a move towards using the domains across the range of public services, an example as seen in the publication of the Race Audit in 2017 which looked at race inequality across a range of public services in England and Wales

Each Directorate was asked to provide equality information and to demonstrate how they complied with equality legislation between 1 April 2017 – 31 March 2018, and the performance measures in place to achieve the KCC Equality Objectives.

Performance against the equality objectives in 2017-2018 has been reported to Directorate Management Teams (DMT) and Cabinet Committees between June and September 2018. Evidence submitted suggests that overall the council has made progress on the processes and procedures that are needed to mainstream equality into core business. However, there are areas where performance has not been as expected. Examples of activity undertaken in 2017-2018 are listed below under the domains.

Education

Education and learning has the potential to improve the wellbeing and life chances of all children and young people, especially the most vulnerable groups in our communities including those protected by the Equality Act 2010.

The Children Young People and Education (CYPE) Vision and Priorities for Improvement - 2017-2020 is the key strategic plan for Children, Young People and Education in Kent. The Plan sets out shared goals and includes a range of ambitious priority improvements up to 2020. These ambitions and strategic priorities for CYPE are based on a rigorous analysis of current performance and challenging expectations for future improvements. Progress made against each equality priority is detailed below each objective:

Narrowing the achievement gaps

In 2017 74.2% of children in Kent achieved a Good Level of Development (GLD) at the end of the Early Years Foundation Stage (EYFS) which is a slight decline from the 2016 figure of 74.8%. This outcome is above the national figure of 70.7% and places Kent third amongst its statistical neighbours. Achievement gaps in 2017 were as follows:

Gender - girls continued to out-perform boys with 80.6% of girls compared to 68.1% of boys achieving a GLD. This represents an improved position from a gender gap of 14.2% in 2016 to 12.5% in 2017; The Special Educational Needs (*SEN*) gap widened to from 52.8% in 2016 to 59.0% in 2017, which means fewer children with SEN (20%) achieved a GLD in 2017, compared to 27.2% in 2016.

In 2016/17 English as an Additional Language (EAL) learners achieved significantly above their national peers at all key stages. Although overall Minority Ethnic pupils and EAL learners generally do better than their non-minority ethnic and non-EAL peers in KS2 and KS4, the lowest achieving groups remain consistent across all key stages.

Gypsy, Roma and Traveller pupils continue to have the lowest achievement. White Eastern European (WEE) pupils, Kent's largest minority ethnic group, continue to be behind non-EAL learners, alongside Black Caribbean children and young people.

Whilst Kent's position is strong in comparison to the national, there is clearly still much work to be done to ensure that more children universally achieve more highly,

whilst further narrowing gaps in achievement for children who may be vulnerable to not achieving their full potential.

At Key Stage 1, outcomes improved across all indicators and was above the national average across all subjects. The attainment of Free School Meals (FSM) pupils was in line with national FSM attainment in reading and above in writing and mathematics.

At Key Stage 2 (KS2), outcomes were above the national average for the second successive year, at 65% for reading, writing and mathematics combined. This placed Kent first amongst our 11 statistical neighbours in 2017.

Driving down permanent exclusions to zero for primary age children with regard to Sex and Race

Strong local collaborative working between the schools has helped keep Kent's permanent exclusion rate below the national average. There are many examples of good practice showcasing Kent schools' inclusive approach in actively finding good alternatives to the permanent exclusion of vulnerable learners.

Work has been continuing between the Pupil Referral Unit (PRU), Inclusion & Attendance service (PIAS) and schools to reduce the number of permanent exclusions in primary schools. Whilst numbers are low (20 in a 12-month rolling period) they are proving difficult to reduce further (at the same point last year there had been 16 in a 12-month rolling period). The current rate of permanent exclusions in Kent primary schools is in line with the national average of 0.02%.

Boys are over-represented in permanent exclusions from schools, accounting for nearly 80% of permanent exclusions. Most exclusions are White British pupils, though a small but significantly disproportionate number are from Gypsy/Roma and Traveller families.

Where appropriate, fewer young people become young offenders with regard to Race, Disability and Sex

Boys are over-represented with approximately 89.4% of the Youth Offending Caseloads being male.

Black, Asian and Minority Ethnic (BAME) young people are also over-represented within the criminal justice system. Kent reflects the national picture and within the County approximately 15% of young people within the justice system are BAME whilst, according to the 2011 national census, 6.3% of the Kent population are from these ethnic groups.

An integration pilot in South Kent has been focusing on joining up all adolescent teams and approaches, with the aim of delivering earlier intervention for vulnerable young people. Initial outcomes are encouraging, and it is hoped that longer-term this will keep more young people known to Specialist Children's Services (SCS) out of the criminal justice system.

A joint protocol has been introduced between Youth Justice and SCS to improve the integrated working and joint support for young people known to both services. It is anticipated that this approach will bring positive results to young people's outcomes.

Increase learning and employment opportunities for those aged 16-25

Kent Supported Employment has helped 316 vulnerable learners with physical disabilities, autism and learning difficulties to move into a variety of sustainable employment outcomes over the last year including 58% into paid sustainable employment. There were also a variety of other offers including work placements and voluntary work to enable students to progress into permanent employment. Excellent results have also been achieved by working with 18 vulnerable learners from schools and training providers to move into Supported Internships and 23 into Assisted Apprenticeships. Kent Supported Employment has also been working closely with the NHS to help them employ more staff with learning difficulties as part of their five-year pledge.

Ensure more young people are able to access progression pathways post 16 including an offer or an apprenticeship

Although Kent has recently seen good inspection results for post 16 provision, appropriate technical pathways are not always in place to support the progression of all learners from age 14 to 19 into skilled employment. There continues to be a high drop-out rate for learners aged 17 in Year 12 in Kent schools and colleges which remains a concern. The Not in Employment Education or Training (NEET) and 'not known' numbers overall are reducing, which is positive, but there are still too many young people in vulnerable groups who become NEET, particularly SEND learners and Children in Care. In the past year the NEET figures reduced to 2.6% in January 2018, which is an improvement of 0.4% on the previous year.

Increasing access to early years services for 2-year-old offer of free provision regardless of Disability, Race or Sex

KCC has embedded the 'Free for Two' scheme in Kent as part of the Government's policy for Free Early Education places for disadvantaged two-year olds.

Whilst there are district variations, take up across the county has continued to steadily increase, with the maximum take up being 74%. Approximately 53% of the places taken were by boys, 2.3% by children with disabilities and 16% by BAME children.

The Early Years and Childcare Service tailors marketing activity to ensure maximum take-up of Free Entitlements by two, three and four-year olds. Alongside this, Early Help (particularly Children's Centres) are providing local outreach to ensure that eligible families are aware of this provision and encouraged to take up the entitlement wherever possible, and that if families choose to not do so, this is an informed choice.

Kent County Council's Workforce

Kent County Council (KCC) believes and recognises that the diversity of its workforce is one of its greatest strengths. It is committed to promoting equality and diversity and combating unfair treatment by providing a safe and accessible working environment with fair access to learning and development opportunities.

The section below contains details of how the Authority's workforce is made up, focusing on headline statistics, as at 31 January 2018, and compares the data to last year's report.

- Current total number of Full Time Equivalent (FTE) (non-schools) **7563**
- % of staff who are female **77.90%** (51%)*
- % of staff who are Black Asian and Minority Ethnic **7.40%** (6.33%)*
- % of staff who have declared a disability **4%** (17.6%)*
- % of staff who are Lesbian, Gay or Bisexual **2.6%** (2.1%)+
- % of KCC's leadership group who are women **61.10%**
- The % of staff aged under 25 or below **7.70%**
- Average age of staff **44.6**
- Current total number of FTEs on grades KR6 or below **2682.59** (non-schools staff earning salaries up to £21,509)
- % of staff aged over 50 **40%**
- % of staff aged over 65 **2.90%**
- Sickness days lost per FTE **7.18**.

*The figures in brackets are the percentage of Kent's population from those groups, as identified in the 2011 census.

+Figure in bracket is the percentage of people in the South East identifying themselves as LGB, as identified in the National Office of Statistics data set release date of October 2017.

The total number of FTEs (non-schools), since the last report, has fallen overall by 0.9%, and the number of staff employed at KR6 or below has decreased by 3.4%. This change has increased the percentage of staff; who are female (by 0.7%), who are Black Asian and Minority Ethnic (by 0.2%), those who have declared a disability (by 0.1%), and the leadership group who are women (by 0.9%).

It is acknowledged that the gap between the percentage of individuals declaring a disability and the census figure does appear wide. This gap is influenced by the fact that the census data covers the total of Kent's population, some of whom are not economically active or in employment and includes a larger proportion of older people than the Council employs who are more susceptible to developing a health condition that would be classified as a disability.

Although the average age of staff continues to decline slightly, the percentage increase of staff over the age of 50 (up by 0.4%) and 65 (0.2%) continues to

increase slightly. However, the percentage of staff under 25 or below has decreased slightly by 0.4%.

The percentage of staff declaring they are lesbian, gay or bisexual (LGB) has risen slightly (0.1%). The overall percentage of 2.6% compares favourably to the National Office of Statistics data which shows that currently within the South East 2.1% of the population identify themselves as LGB.

Recruit, retain and develop a workforce that reflects the communities we serve and ensure our people feel valued and respected

Value Based Interviews – this approach was launched in 2017-2018 and focuses on asking questions which enable candidates to demonstrate behaviours consistent with Kent County Council's values.

Kent Graduate Programme - Offers opportunities across three graduate streams. The organisation has a long tradition of employing graduates through its Graduate Programme with over 140 graduates having been recruited through the scheme with 53 still in employment, from Grade (KR) 8 to senior positions, including a Director. <http://www.kent.gov.uk/jobs/starting-your-career/kent-graduate-programme>.

Recruitment - KCC monitors its equality data to explore trends and to inform recruitment campaigns, for example in August 2017 a recruitment campaign was launched for Children's Social Workers, it welcomed all applicants, but was designed to appeal to younger people <https://www.youtube.com/watch?v=v8GFGVItOyE>, while highlighting the diversity of its workforce, this was partially in response to the current average age of staff.

Work Experience – KCC continues to provide quality work placement opportunities for young people across Kent. People with a disability may be supported by Kent Supported Employment should additional assistance be required. Since April 2017, 78 young people were provided with placements within a variety of roles. The time spent with the organisation can inform future career choices and in acknowledgement of this the Adult Social Care and Health Directorate has been developing a work experience programme to encourage younger people to consider a career in social care.

Apprenticeship levy - The apprenticeship levy was introduced in April 2017. One of the most significant changes is that there is now no age limit for Apprentices which means that anyone can be an apprentice and staff of any age can access funding for Apprenticeship training.

Regular protected characteristic monitoring takes place and in the year to date 16% of Apprenticeship training starts are aged 16 -18, 26% aged 19 -24 and 58% are over 25 years of age.

Training - Diversity and equality continues to be integral in the development, delivery and monitoring of corporate training programmes. In 2017-2018, over 1400 Equality and Diversity e-learning courses were completed (which covered Equality

and Diversity in Recruitment and Selection, Introduction to Equality and Diversity, Care Certificate – Standard 4: Equality and Diversity and Introduction to Equality Impact Assessment).

In January 2018 a Mental Health First Aid course was commissioned. The course was fully attended with interest in attending being so high that an immediate waiting list was required. Feedback has been extremely positive and future courses have been commissioned for 2018-2019 for both this and a 'Lite' version of the course.

Ensure when we use Information Communication Technology it is fully accessible for learning and working

As part of its Technology Strategy, Kent County Council is carrying out work to audit its public facing websites and systems to ensure that they are accessible, and meet the standards set out in the EU Web Accessibility Directive. Where necessary, remedial action has and will be undertaken to rectify any shortcomings. These works are being carried out in partnership with internal Staff Groups as well as our Digital Service providers. An integral part of this work was the development of a set of Baseline Accessibility Requirement Standards.

We will continue to be an inclusive employer

Some initiatives have supported KCC to continue to be an inclusive employer:

- Total Contribution Pay -KCC has seen a greater proportion of BAME, Lesbian Gay Bisexual (LGB), Transgender and disabled staff receiving higher performance ratings. A wider review of performance management has taken place and KCC is now embarking on an approach which gives more focus to the quality of relationship between manager and employee.
- KCC published its Gender Pay Gap at the end of March. The pay gap currently stands at 12% which is lower than the national figure of 18%.
- KCC has continued to develop staff understanding in the needs of the Transgender community. 526 people completed the Trans Awareness e-learning training which was launched in January 2017.
- Staff Information – Staff can enter and/or change their equality data held on KCC's staffing database through an on-line self-service tool. The information is confidential and enables KCC to maintain an accurate profile of the work force. During 2017-2018, 825 staff viewed or updated their information.
- A program of internal communications has ensured that equality and diversity is built into both managers and KCC staff activity through raising awareness of new initiatives or support available, for example National Hate Crime Awareness, World Mental Health Day event and disability Employability Day.

Wellbeing Health and Safety

The Head of Health and Safety sits on the Strategic Wellbeing and Resilience Group to ensure appropriate input and resourcing in this area of work to contribute to the strategic development of interventions for vulnerable persons.

The Health and Safety team, in conjunction with HR colleagues, continue to visit locations across the county providing teams with an opportunity to talk about stress management, mental health and low resilience resulting from change and efficiency drives being addressed as a priority. This is complemented with workstation assessments and support around Display Screen Equipment for complex cases when change occurs.

In conjunction with the European Week of Health and Safety KCC promoted workplace stress busting by holding workshops and seminars for managers to explore team and individual stress busting activities. The activities were themed on maintaining a Healthy Workplace for All Ages.

Listen and engage with employees

A 'Conversational' tool has been developed, to support managers and staff. This actively promotes ongoing dialogue between employees and their managers, enabling support and understanding about all aspects of an individual, how they are performing and what is affecting/enhancing their performance. Equality and diversity is an integral part of the conversation for individuals and encouraging managers to think about these issues they may not only affect performance but also the quality and effect of conversational practice.

In 2017 the County Council conducted a survey of staff to ascertain their engagement with the organisation. This year additional equality analysis was provided to support the findings of the survey and were reported to the Corporate Equalities Group. The outcome of the survey and ongoing work with staff groups will help to explore the needs of employees and ensure the employee voice is enhanced.

Living standards

Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4 (LTP4), as well as the schemes' potential to advance equality of opportunity

Examples of this include the feasibility study for a lorry park has identified the protected characteristics that will need to be explicitly considered when the project reaches design stage. These include toilets; multilingual signs; and faith room design.

The design of the out-of-town Thanet Parkway station will be well connected with local bus routes, offer a park and ride facility and have cycle and pedestrian access points. All of these are intended to meet the differing needs of the Age characteristic. In addition, CCTV and lighting will be incorporated into the design of both the car

park and station, therefore promoting safety at the station, meeting the needs and perceived needs of the Age, Race, Disability, Sex, Sexual Orientation and Gender Identity characteristics.

Through the 'Kent Thameside: Integrated Door-to-Door Journeys' project, packages of measures to reduce congestion and improve accessibility have been planned for or put in place in 2017-2018. This has real benefit for Disabled, Age, Maternity and Carers characteristics. Examples include toucan crossings [these allow both cyclists and pedestrians to use it]; improved provision of shared pedestrian/cycle route alongside the Highway to improve road safety and reduce road traffic casualties amongst less experienced and vulnerable users, including adolescent and elderly groups; and improved pedestrian/cycle ways that will support more females (who are underrepresented among cyclists) to benefit from the network.

An evolving equality impact assessment has informed the design of the Tonbridge Station Transport Interchange Improvement, which now progresses to public consultation on the design. Design changes already identified through local user groups and customer data analysis have included ensuring the pedestrian crossing outside Tonbridge Station has oral and touch sensitive markers to enable visually impaired users to cross safely (this was suggested at a consultation event by a Disabled group) and installing an additional crossing to relieve overcrowded pedestrian areas at peak times. This element is of benefit to Age, Disability, Maternity and Carers characteristics.

The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework (GIF), and delivered to meet the needs of Kent's population changes

The GIF commits KCC to identifying forecast change in age profiles and the necessary infrastructure required to support changing age groups and population growth. KCC is also committed to promoting accessible and well-connected infrastructure that will support independence.

This will benefit several protected groups for example Age, specifically older people, people with disabilities, people with young children (Maternity and Pregnancy) and Carers. The GIF also seeks to encourage the provision of changing housing needs to accommodate different Age groups, including older people, those with long term health challenges, families with young children (Maternity) and Carers.

The 2017-2018 GIF refresh acknowledges that the provision of public toilets and changing areas in schools, sports, youth and social care facilities may be impacted by Gender Identity. However, at the strategic level of the GIF, no further detailed examination or analysis of data could be usefully undertaken. This will be undertaken by individual projects as they come forward.

Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high-quality landscapes and environment

Physical accessibility is a strong theme (Age, Disability, Maternity, Carers characteristics) across multiple Kent Environment Strategy (KES) projects and programmes.

For a 2017-2018 project to create a 10km cycle route along the River Medway a policy of level surfaces and careful material selection has provided improved and safer conditions, particularly supporting the use by older and younger users, Maternity/paternity protected characteristic, Disabled users, and Carers.

For Powder Mills new cycle route, segregated sections of path were finished in 2017-2018 to increase accessibility (Disabled, Age, Maternity, Carers) and remove the potential for conflict between user types.

The Old Chalk, New Downs project started in 2017-2018 to deliver a new approach to chalk grassland management and restoration in terms of scale and reach; one which has not been achieved previously. The programme will involve Learning, Accessing and Volunteering strands, and an early stage equality impact assessment has begun to identify how these might promote opportunities for protected groups, specifically Age (both school children and the elderly), Disability, Race (the project delivery area encompasses known BAME communities and Gypsy and Traveller communities) and Carers.

Flood Resilient Areas by Multi- Layered Safety (FRAMES) is a project led by Environment, Planning and Enforcement Division focussing on improving flood resilience to mitigate the impact within the Health and Social Care sector. Flood vulnerability assessments are based on various characteristics (generalised in a population at Lower Super Output Area) that might make them more at risk from flooding. Twenty sub-matrices are used for the assessment, with twelve of those twenty relating directly to the protected characteristics of Race, Disability, Carer status and Age.

The Libraries, Registration and Archives (LRA) Service in Kent will continue to understand its local communities' needs, and tailor its services accordingly

Libraries' Digital Dens were inspired by a successful peer project elsewhere in the UK and was targeted at 8 – 11-year olds. The Service engaged with schools and other groups to ensure that local children from different cultural backgrounds (Race characteristic) all had the same opportunities to benefit from Digital Dens. Marketing was deliberately and consciously designed to appeal to all Genders, and this was particularly noticeable in the feedback from parents. One parent commented "The children learnt all about the circuits and other fun things. It's not just for boys!"

LRA delivers 34 'offers' targeted at different groups within Kent communities; from Adult Learners to Young People, via people living with Dementia, Home-educated children and New arrivals in the UK. Each has been mapped in 2017-2018 against the relevant protected characteristics (and all ten are relevant to at least one Offer) and a suite of actions developed. These include targeted training for staff around any one Offer to understand how certain protected characteristics can particularly benefit

from its guidance around targeted marketing campaigns around certain Offers within local communities signposting to other organisations that exist to work on linked outcomes.

In 2017/2018, LRA have been developing the RFID+ pilot. Through this, LRA is planning to use existing Radio Frequency Identification (RFID) technology to pilot technology assisted opening hours at three libraries. This will enable customers to access library services outside of normal opening hours with no staff present.

Health

The rate of male suicide declines.

As the latest data published by Public Health England (PHE) in November 2017 shows, Kent has a male suicide rate that is higher than both the South East Region, and England as a whole. This is despite a slight fall in the numbers of male suicides registered by Kent coroners in 2016 compared to 2015 (Data for the year 2017-2018 is not yet available).

Suicide rate comparison

Indicator	Period	England	South East region	Kent
Suicide: age-standardised rate per 100,000 population (3 year average) (Persons)	2014 - 16	9.9	9.8	11.6
Suicide: age-standardised rate per 100,000 population (3 year average) (Male)	2014 - 16	15.3	15.1	18.4
Suicide: age-standardised rate per 100,000 population (3 year average) (Female)	2014 - 16	4.8	4.8	5.3

Source <http://fingertips.phe.org.uk/profile-group/mental-health/profile/suicide/data#page/0>

During 2017-2018 KCC has continued with the Release the Pressure social marketing campaign across TV, radio, online and external display sites. Since the campaign started in 2016 there has been an 82% increase in the number of male callers to the 24/7 support line (which equates to approximately 600 men a month). Feedback from callers to the support line highlights that it is effective.

In March 2018, KCC Public Health secured £650k investment from NHS England to further support suicide prevention work across the Kent and Medway STP footprint in 2018-2019.

Ensuring that the Children’s Public Health Service reduces health inequalities in early years and maternal health (Race/Sex)

The Health Visiting Service offer five mandated checks to families with babies and toddlers at 10-14 days, 6-8 weeks, 10-12 months and 2-2½ years. In 2017, 82% of checks due were delivered, with over 90% 10-14 day and 6-8-week checks being completed. This is a high coverage of the total population. Unfortunately, the recording of ethnicity, although improving, is not sufficient to carry out a valid analysis of equity. KCC public health are in the process of carrying out an analysis of the data available to assess where the gaps are in data collection and to work with partners in Kent Community Health Foundation Trust (KCHFT) to make the improvements required.

NHS Health Checks

NHS Health Checks are a key element of the local and national cardiovascular disease prevention strategies. In 2017 KCC was one of a number of Local Authorities to scope a Health Equity Audit with Public Health England to understand how health determinants and related outcomes are distributed in relation to health needs of different groups and areas.

KCC has reviewed the findings of the Health Equity Audit and developed an Action Plan to improve equity of access and outcomes and to inform resource allocation so it is proportionate to actual needs and level of disadvantage amongst different segments of the population.

This has included promotion of the findings (e.g. need to improve coding of demographic factors for recording purposes), commissioning of a new IT system to improve data capture and reporting, expanding the outreach programme to workplaces and exploring links with agencies (e.g. The Shed network) who can help support and promote the programme amongst identified segments of the population.

Public Health Champions

Public health is every employee's business, so working in partnership to help tackle key public health priorities across Kent and Medway, with an emphasis on tackling health inequalities in the workplace as well as in the community of Kent, has been key.

The overarching objective of Public Health Champions is to equip and empower the wider workforce across Kent and Medway to improve public health outcomes. KCC supported employees through the Public Health Champions programme in 2017.

Safeguarding children, young people and vulnerable adults from harm with regard to Sex, Disability, Race and Age

The core function of Specialist Children's Services is to ensure children and young people living in Kent are safeguarded, regardless of their protected characteristics. These include ensuring that they grow in a healthy environment, where their health, growth and welfare are enhanced.

As part of its partnership working, the Kent Safeguarding Children Board produces multi-agency safeguarding policies and procedures for all Kent Agencies working with children in Kent. A programme of review started in 2016-2017 is underway, reviewing to ensure new and existing policies meet the Public-Sector Equality Duty. This is a significant piece of work. A schedule of work has been completed to achieve this over the next 12 – 24 months. Where a new policy or strategy is being produced, the EqIA will feature as part of its development and publication.

In Adult Social Care the Kent Enablement Recovery Service (KERS) completed a case file audit on 100 cases. The audit checked that case notes were written in plain, non-discriminatory or oppressive language. Service users' views or preferences and feelings were recorded and that Safeguarding issues were recorded on the Adult Integrated System and this helped to inform training sessions on best practice.

Improved life chances and outcomes of children, young people and vulnerable adults through service developments and transformation

Kent Fostering Service are continuing with the 'Open Your Heart' Campaign that was launched in 2017 with the aim of recruiting 150 foster carers for Kent's children. This is open to all members of the Kent community who are ready to provide a safe and loving home for our looked after children. Fostering information events are organised throughout Kent which prospective carers can attend. In recent events, prospective applicants have been provided with information on how to become a foster carer in Kent, they had opportunities of meeting with current foster carers and professionals who shared their experiences of working with or being a foster carer.

These events have so far attracted a good number of potential applicants from BAME and other protected groups. Kent Fostering Service attend Pride Events across the county.

The Lifespan Pathway within the Disabled Children Adult Learning Disability and Mental Health (DCALDMH) Division came into operation in April 2017. This is enabling better transitions for disabled children, young people and adults, with good feedback from families particularly for those leaving school and moving on to the next stage of life. Leaflets have been developed to provide information to young people and their families and shared with Special Schools. A new IT system was introduced in January 2018 which supports better tracking of activity, plans and outcomes for disabled young people.

A new Kent Enablement and Prevention Service using Family Support Workers, in conjunction with the Tizard Centre at the University of Kent, began in June 2017. This service is supporting families of disabled children and young people with time-limited intervention to manage challenges they face, equipping them with strategies which support them to cope with daily life and build their resilience.

With the rising population and ethnic and cultural diversity in Kent it is important that frontline practitioners in Kent understand how to work effectively with families. It is for this reason that a seminar was held in October 2017, entitled Beyond the Margins II - '21st Century Identities'.

The event, which also involved national collaborators as well as our partners in Early Help, focused on key concepts linked to areas of practice, such as culture and identity and how practitioners understanding can help support and promote the wellbeing of children and families they work with. The event provided a forum for practitioners to reflect and learn through workshops, presentations, sharing of personal experiences on why and how identity as a concept is relevant to everyday work with children, young people and their families.

Ensure that the number of Black Asian and Ethnic Minority people and women in the mental health system is reduced

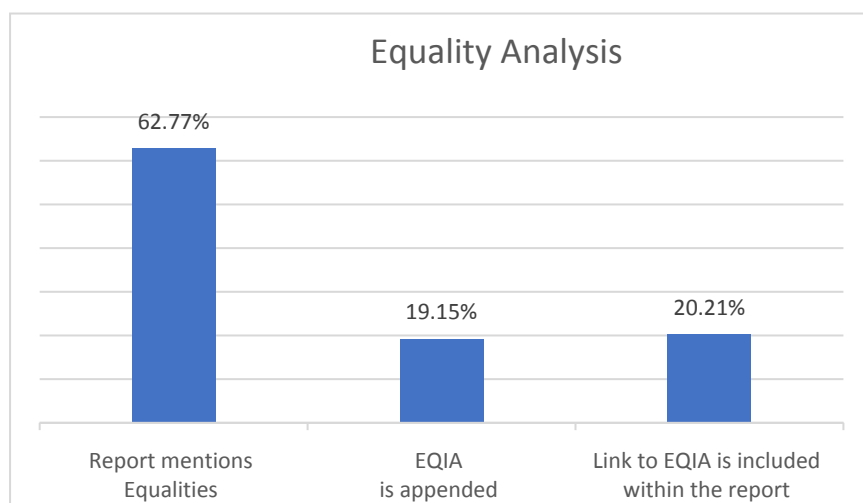
Mental Health has put benchmarking in place and data collection processes to better understand pathways for women, especially those who have experienced domestic abuse, black men and veterans to help identify gaps. In the Kent Enable Recovery Service (KERS) - supervision documents include a standard question addressing BAME issues. There is also a standard agenda item on the rolling KERS Seniors meeting.

During 2017, there were 284 BAME people accessing mental health services. This is the benchmark data and will be used to compare the data at the end of 2018 to see if the actions in place around this objective have been effective, as this is the second year that this objective is in place.

Justice and Personal Security

In 2017-2018 General Counsel became the chair of the KCC's Corporate Equality Group (CEG). CEG drives the delivery of KCC's Equality and Human Rights policy through oversight and challenge to ensure fairer outcomes for the protected groups who live, work or otherwise access services in Kent.

The function also has oversight for the democratic process in the County Council and manages Democratic and Committee services. In 2017-2018, 63% of all decisions referred to equality, 19% had an EqIA attached for consideration.



This is an area that the CEG will focus on improving in the next year.

Environment, Planning and Enforcement's Stop the Scammers service uses a socio demographic profiling tool, known as Mosaic, to analyse the Kent data and better understand the victims. This means we now know that 42% of the population have a profile where they are likely to be a scam victim, up to 600,000 people; that the average age of a Kent scam victim is 73 years old; and that over 50% of those aged over 65 within the county have been targeted by scams. The data has also shown the five most likely groups of scam victims, with older Age remaining the most common protected characteristic.

In response to this data, the service has over the last four years targeted Stop the Scammers by installing 53 free 'trueCall' devices, for victims living with Dementia (Disability characteristic); provided education for young people in 22 Special Schools with learning disabilities, as well as 100 Secondary Schools; provided an interactive regular resource 'Your Safety Your Health Your Choice' for adults with learning disabilities used at their District Partnership Group and Keeping Safe meetings; and created a leaflet specifically for home service providers whose clients are hard to reach through regular channels, for example. Carers, ambulance service, doctors, taxi drivers, befriending groups.

Participation

The Consultation and Engagement Team (CE) supported the delivery of 30 consultations. and have delivered four open (KCC-wide) staff training sessions and three bespoke team training sessions which involved around 160 staff in 2017-2018. Each conversation and input to staff outlines our core process requirements and advice which is based on the review of Equality and Diversity throughout.

Every consultation is planned with a view to examining the proposals and options to be presented to the resident. Each consultation is required to have an Equality Impact Assessment before publication and core equality data is built into questionnaires to elicit responses from a diverse range of respondents. Consultations provide one mechanism through which KCC can meet its equality objectives by building an understanding of people and the impact of proposals on protected groups. This is considered by teams and directorates as part of the consultation response. We have 11,304 people registered with the consultation directory who have expressed an interest in being kept informed. Complaints and changes made from equality related complaints – Directorates continue to review learning from all complaints as part of regular monitoring. The introduction of a Corporate recording and monitoring tool allows the capture of additional data and the introduction of thematic reporting to address issues relating to Equality and Diversity, should they feature as part of a complaint. This will be considered along with the ombudsman reporting that is issued to the Local Authority in May each year.

The quality and range of services are improved through increasing engagement with service users and carers

The Culture and Creative Economy team has focused on engaging children and young people with the arts through the ART31 programme. Outputs and outcomes include participation in the Arts Council England to devise a programme of consultation activity to feed into the development of Arts Council England's next ten-year strategy.

In collaboration with local artists, ART31 members created fun and engaging activities which have provided new and innovative approaches to consulting with young people. This opportunity has enabled young people in Kent to influence Youth Arts strategy at the highest level.

ART31 were invited to deliver breakout sessions at several industry conferences, including those of Bridge Organisations: Artsworld and Festival Bridge, providing an opportunity for young people to be involved and allowed ART31 to raise their profile nationally and share important learning on authentic youth leadership and ownership.

An Esther Café is an informal meeting place where Esther's and all the organisations involved in their care can informally come together. Esther's are people whose care inspires new thinking and ways of working. As part of the Esther Café, they share their experience of care with those in the room so that health and social care providers can hear experiences first hand to work together to make improvements that matter to Esther and make best use of resources. An Esther café in January 2018, focused on people accessing Mental Health services, outcomes from the café have informed where improvements are required.

The Child Protection (CP) service has worked hard to engage children and young people to ensure their involvement in CP conferences and core group meetings. The service continues to embed a young people only conference. This is a unique and innovative way of running CP conferences where young people lead on the preparation and convening of the conference with the Child Protection Chairs (CPCs). The child and young person participation in conferences is improving.

Young people have been recruited and trained through the 'Recruit Crew' programme to work alongside HR and managers as active members of recruitment panels and fostering panels. The Recruit Crew programme provides accredited training where young people are trained in recruitment and selection procedures to equip them with the skills to become interview panel members. The training has a focus on helping to ensure young people review candidates in a measured and impartial way and tackles subjects like 'unconscious bias'. Thirty-three young people aged 14 to 20 have been trained to date including seven Unaccompanied Asylum-Seeking Children. Young people of all abilities, including those with disabilities, are included to sit on service user panels. Since September 2017 young people have been involved in fifty-five recruitment selection processes so far and on each interview panel or recruitment process at least one member of the panel has undertaken the training.

Key challenges for 2018-19

In the context of changing leadership, vision and priorities, directorates must remember the focus of their equality objectives and continue to consider if the equality priorities remain the same. This will help the organisation to effectively track improvements and to ensure the needs of protected groups are still being met.

Data collection for the use of analysis continues to present a challenge across all services. There is a range of expertise across the organisation in relation to the ability to effectively communicate the purpose and use of equality monitoring data. In addition, individuals do not have to declare protected characteristics, all of which has resulted in “patchy” profiles within and across services.

Evidence provided through the directorate annual reports suggests that overall the council made progress against some of its equality objectives and the processes and procedures that are needed to mainstream equality activity into core business is in place. However there needs to be a continued focus in ensuring that the processes policies and procedures that are in place are actively used by Officers and Members so that the principle and policy of “accountability” at every level is delivered to a high standard.

Full Reports.

Adult Social Care Cabinet Committee 4 July 2018

https://kent.public-i.tv/core/portal/webcast_interactive/355670

Children Young People and Education Cabinet Committee 10 July 2018

https://kent.public-i.tv/core/portal/webcast_interactive/356934

Environment and Transport Cabinet Committee 13 July 2018

https://kent.public-i.tv/core/portal/webcast_interactive/357101

Growth Economic Development and Communities Cabinet Committee 3 July 2018

https://kent.public-i.tv/core/portal/webcast_interactive/355552

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From: **Mike Hill - Cabinet Member for Community Services**
David Cockburn, Corporate Director of Strategic and Corporate Services

To: **Policy and Resources Cabinet Committee – 13 September 2018**

Subject: **Voluntary and Community Sector Policy – Progress 2015-2018**

Future Pathway of Paper: **N/A**

Classification: **Unrestricted**

Electoral Division: **Countywide - all divisions affected**

Summary

KCC's Voluntary and Community Sector (VCS) policy was agreed in September 2015. The policy set out KCC's future relationship with the sector and adopted a new grant framework for the Council.

P&R Cabinet Committee received a previous update on the policy in 2016, however this report gives an overview of the progress the Council has made over the 3 years since the policy was adopted and how this has influenced KCC's relationship with the VCS. The policy committed to a review by 2019-20 and this report highlights some of the considerations for any future refresh of the VCS policy.

Recommendation(s):

That the Policy and Resources Cabinet Committee note the progress of the VCS Policy.

1. Background

- 1.1 KCC's VCS policy was agreed in September 2015, following a 12-week consultation with the sector. The policy set out KCC's commitment to a future strategic relationship with the sector and recognised the role of the sector both as a provider of services but also the role it plays in keeping communities across Kent resilient.
- 1.2 The policy outlined the principles upon which KCC would support the sector to be both independent and sustainable but also to compete within a commissioning environment and established a framework to ensure a standardised and consistent approach to grant funding.
- 1.3 It was agreed that the policy would be reviewed by 2019-20 and an evaluation of the policy has recently been undertaken before a formal review early next year. This found that it has been largely successful, particularly in the implementation of a grant framework that has brought consistency to grant funding processes across the Council. It has also led to the development of greater intelligence and understanding of the wider sector in Kent and better engagement mechanisms with a more diverse representation of the sector.

2. Progress since the adoption of the Policy

- 2.1 The policy committed to a more strategic and less paternalistic relationship with the sector. The intention was for KCC's support and funding to be focused on helping the sector to be less dependent and more resilient. The policy made a commitment to grants within a commissioning approach. It recognised that grants play an important role in supporting organisations within the community in pursuit of their aims and for developing new and innovative approaches to delivering KCC outcomes. It also introduced a new grant framework for the Council, which has been welcomed across KCC and providers. Commissioners have said that the commitment to grants in the policy has been a useful recognition of the value of grants within the commissioning approach, whilst the standards have provided a helpful set of guiding principles for grant funding. This has enabled them to use these as a lever to move conversations on with the sector and improve their grant arrangements; opening grants up to open application processes.
- 2.2 The intention in the policy was to move towards a single grant pot for the authority to provide clarity to the sector about KCC's funding opportunities but also to ensure a clearer view of our investment and that grant funding was not being duplicated. It was also hoped that a single grant scheme could be used to recognise the role organisations play in our communities and as a mechanism for widening the council's engagement with the wider sector. However, there has not been an appetite to pursue this and instead the focus has been on establishing a clear set of principles and processes to allow the authority to monitor the impact of its grant funding. This has meant that KCC's relationship with the sector has to a certain extent continued to be dominated by funding relationships between commissioners and organisations that provide services or support their clients. Nonetheless a series of networking events established when the policy was adopted have helped to widen out engagement between KCC and the sector. These events have been run twice a year in partnership with KentCan and have been successful in attracting a diverse range of organisations who by and large have no funding relationship with KCC, which has been greatly welcomed by the wider sector.
- 2.3 Over the past 3 years since the policy was adopted work has been undertaken to develop a charities dataset for Kent and analysis of this has been previously shared with the Committee, the latest version of this analysis is attached at Appendix 1. This dataset was developed to enable KCC to have a better understanding of the wider voluntary sector in Kent and not simply those we have a financial or commissioning relationship with, in line with the VCS policy. It has enabled us to not only understand the complexity and scale of the sector but to have a greater level of intelligence on KCC's contribution to the sector and the sector's overall income and growth. This data has provided a useful insight for commissioners and would be helpful in shaping the development of any future VCS policy.
- 2.4 The policy set out KCC's future offer of support to the sector, which formed the basis of the infrastructure contract, which was commissioned for three years, beginning January 2017 and ending December 2019. There are two possible one-year extensions within the contract. This contract is being delivered by a consortium of organisations, which make up Stronger Kent Communities CiC. The contract specified the need for this to become a self-sustaining model of support, enabling the sector to have access to support long term, beyond the life of the contract. It was intended for this contract to provide the mechanism for achieving the strategic relationship with the sector that the policy committed to, in particular by facilitating wider engagement and representation of the sector.
- 2.5 Over the first year of the contract, progress has been made in establishing the governance and operating model of the consortium, which contains 11 organisations, and establishing direct service delivery in relation to business

support and volunteering and social action contract outcomes. This has included: generating income of £1,257,492 for the Kent economy through supporting grant applications by voluntary sector organisations, 4839 hours of face to face training or mentoring to over 620 organisations to develop business skills, supporting 448 organisations to recruit, train and retain volunteers and the creation of 369 volunteering opportunities. In addition, 31 networking events have been held across the county, attracting 1779 participants from 719 different organisations.

- 2.6 The consortium's focus for year two is on delivering the strategic outcomes of the contract, future financial sustainability and branding. Although great progress has been made, more could have been done in terms of a provider taking a lead within the consortium and moving towards a self-sustaining-model. This was required given that there are 11 organisations, partly funded through the contract, who must reach agreement and Chief Executive Officers that are responsible for both the delivery of the Stronger Kent Communities contract, and activity specific to their individual organisations. To this end, the consortium is employing a Chief Executive Officer to support the strategic and financial development of the consortium itself, rather than its' constituent parts and this will be an important step forward for the consortium.
- 2.7 The contract is being monitored by officers within Strategic Commissioning and any decision to utilise extension clauses will be determined by the degree to which outcomes are being achieved and progress towards a self-sustaining financial model.

3. Next Steps and future considerations

- 3.1 It is proposed that the VCS policy is formally reviewed early in 2019-20, in line with the commitment made. It is likely that this will be a refresh, ensuring that the policy is still in line with national policy and reflects the current challenges and opportunities facing the sector. However, it will also be important to reflect on the type of relationship that the Council wishes to have with the sector going forward. In particular, if there is still a commitment to having the strategic relationship with the sector that the policy sought and not simply to engage with those organisations who we have a funding or commissioning arrangement with. If this is no longer seen as a priority, then the need for a VCS policy as it currently stands would be diminished.
- 3.2 The creation of the new Strategic Commissioning function, which was not in place when the policy was agreed, presents a new opportunity to strengthen the grant framework in the policy and the grant standards subsequently developed. It has been recommended that this function, more specifically, the Commissioning Support and Standards team should now be responsible for overseeing KCC's grant standards building on the work already developed and build this into the commissioning standards developed for the authority.
- 3.3 As noted in section 2.6, the infrastructure consortium is now in the 2nd year of the 3-year contract. Whilst there has been a great deal of activity undertaken the focus must now be on ensuring the model of support is sustainable. It will be important that the consortium now work together to develop the funding and business model to ensure that the offer can meet the diverse needs of the sector over the medium and long term. The officers responsible for the contract will continue to work with the consortium to ensure that this is delivered and that the sector has access to the support it needs in the future. This contract is vital to achieving the strategic engagement and relationship, which the policy envisioned and therefore the alignment of that contract and the policy will need to be considered when the policy is reviewed.

3.4 The Office for Civil Society in the Department for Culture Media and Sport has recently consulted on a new Civil Society Strategy and this is due to be launched in the autumn. This will provide an overview of the government's vision for their future relationship with the voluntary sector and will provide important context for the future review of the VCS policy.

In addition, the Government has restated their commitment to the grant standards launched in 2016 and these have now been replaced by a single 'Government Functional Standard for General Grants, to bring them in line with other Cabinet Office standards. There has also been a shift in rhetoric from government regarding the use of grants, as part of its commitment to making the sector more sustainable, with a particular focus on small and local organisations and further emphasis placed on social value in the commissioning process, which is likely to feature in the future strategy. This will provide important context when looking at KCC's future funding relationship with the voluntary sector in Kent and any refresh of the policy will need to consider this.

3.5 The review of the VCS policy will provide an opportunity to re-test the commitments made in 2015 and to re-consider the Council's relationship with the sector. In particular whether the wider strategic relationship with the VCS continues to be a priority or whether KCC's relationship with the VCS in the future is focused on its commissioning relationship.

Recommendations:

That the Policy and Resources Cabinet Committee note the progress of the VCS Policy.
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5. Background Documents

Appendix 1- Headline Analysis on the VCS in Kent

6. Contact details

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Headline analysis of the voluntary & community sector in Kent

Final: October 2017

Executive Summary

KCC's VCS (Voluntary and Community Sector) Policy was launched in September 2015 and set out KCC's strategic relationship with the sector in the future. The policy highlighted the importance of the sector not only as a provider of services but the vital role VCS organisations play within our communities. Since then we have been working to develop our local data to help us have a greater understanding of all registered charities in Kent, their size, scope and the health of the sector, which will enable us to benchmark against the national picture and understand the significant role charitable organisations play in Kent. This data was collated into our first report launched last year showing headline analysis of the sector in Kent and has now been refreshed with some additional trend analysis as result of the work we have undertaken. This data is helping us to understand how charities in Kent are changing over time and the health and diversity of the sector. Our findings provide facts and figures to support the anecdotal evidence that a diverse and vibrant sector exists in Kent.

Size and Scope

There are 3,193 registered charities in Kent with a total income of over £392.1m, up from £377.6m in the previous year. There was a rise in the number of new charities, with 73 registered as new in 2015/16. The majority of these organisations are micro and small although the majority of income comes from large organisations. Most charities in Kent are providing services, with the most common beneficiaries the general public, followed by children and young people. Charities are distributed unevenly across Kent with concentrations in major urban areas.

Income and growth

A small number of large charities are still responsible for almost half of the sectors income in Kent; this is similar to the national picture although there are very few major and no super major charities in Kent, which nationally hold much of the sectors income. Kent Surrey & Sussex Air ambulance has seen growth in 2015/16 and has moved into the top 3 organisations in Kent with the highest income.

Whilst the last 5 years have been economically difficult for all sectors, registered charities in Kent have seen a real term increase in their income of 6.2 % since 2011, equating to a £41.1m cash increase. In contrast to last year all organisations have seen a cash growth, with micro organisations seeing cash increase in 2015/16 of £0.1m unlike the previous year. Major organisations have also seen a real terms increase of 1.2% compared to last year where this showed a decrease of 2.7%. Overall this picture continues to be encouraging and we will continue to monitor the sustainability of this growth and the diversification of income in the sector.

KCC Funding

KCC spent £109.2 m with registered charities in 2016-17, with £48.3m going to Kent based charities and £12.4m of this in grants. KCC's grant spend is distributed across its Strategic outcomes; however the majority of grants go to supporting older and vulnerable residents to live independently and are given to large and medium sized charities. £11.5m of the overall £12.4m grant spend made by KCC in 2016-17 went to charities based mainly in Kent.

A significant employer

The charitable sectors contribution to the local economy is significant and charitable organisations over 500K alone employ 8,319 employees, making them one of the largest employers in the County with around 11,998 volunteers across major, large and medium organisations.

Next steps....

The data within this first report is a welcome reminder of the significance of the charitable sector in Kent and therefore it is intended that this data will be refreshed annually to support our future commissioning and relationship with the sector in Kent.

Produced by:
Business Intelligence
& Strategy, Policy, Relationships and Corporate Assurance
Kent County Council
www.kent.gov.uk/research

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- 5 Size & Scope
- 6 Beneficiaries
- 7 Geography
- 8 Income
- 9 Income growth
- 10 KCC Funding
- 11 KCC Funding contd.
- 12 Funds
- 13 Workforce
- 14 Methodology

Introduction

Kent figures are based on data from the Charity Commission's Register of Charities in England and Wales from 2015/16. The register recorded 3,193 registered charities active in Kent.

The following analysis based on the Charity Commission data uses the "general charities" definition. This definition takes all registered charities as a base, but excludes certain categories of charity such as independent schools, faith charities, and those controlled by government and others.

This analysis does not include those regional or national charities that are based outside of Kent area but operate services within it. As accurate information on the exact locations of charitable spending is not available, the figures presented here are likely to underestimate total charitable activity in the area. Similarly large national and international charities that are based in the area have been excluded from the definition, as their activities mainly take place outside the area.

Also note that charities may continue to be registered even if there is no current activity. The analysis below looks at those with current activity in any given year.

Size & Scope

This analysis uses the definition "general charities" (see methodology section).

There are

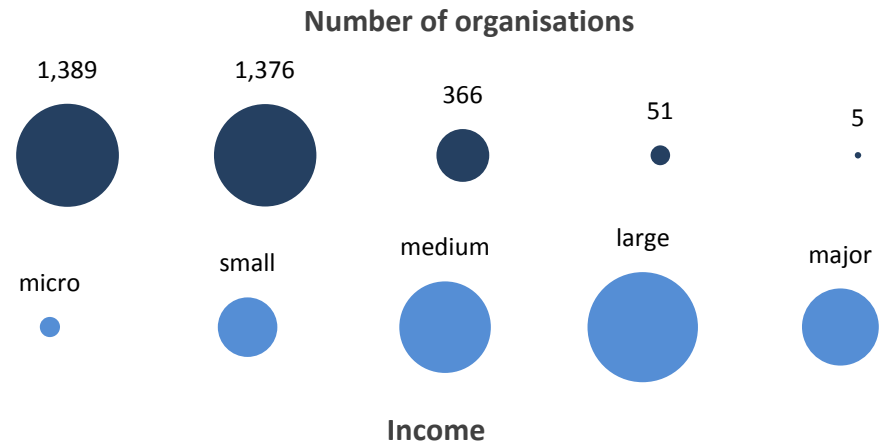
3,193

active voluntary organisations in Kent

with a total income of over

£392.1m

The majority of the sector consists of small organisations

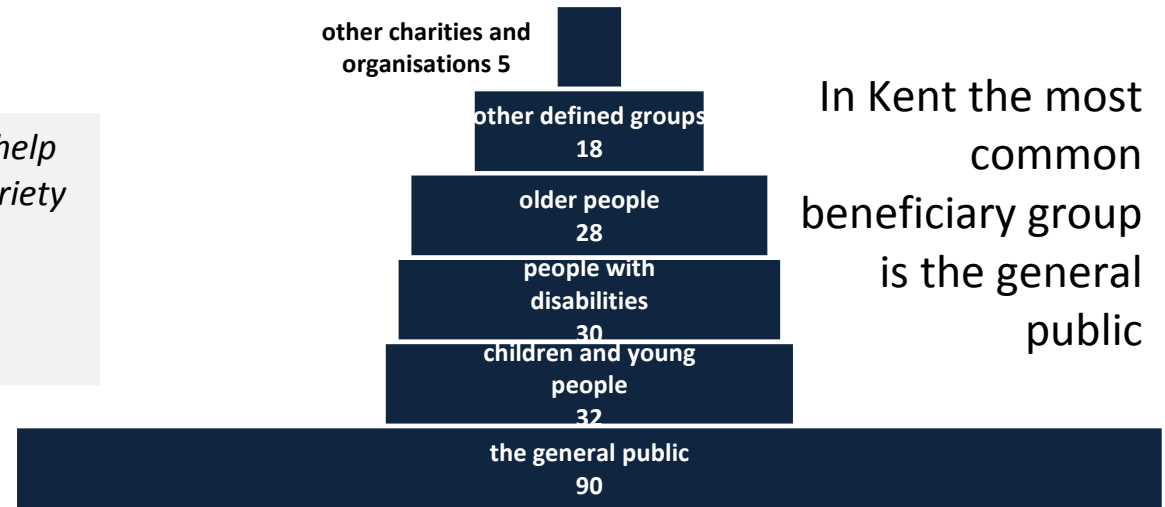


however the majority of income comes from large organisations

73 new charities registered as new organisations in Kent in 2015/16

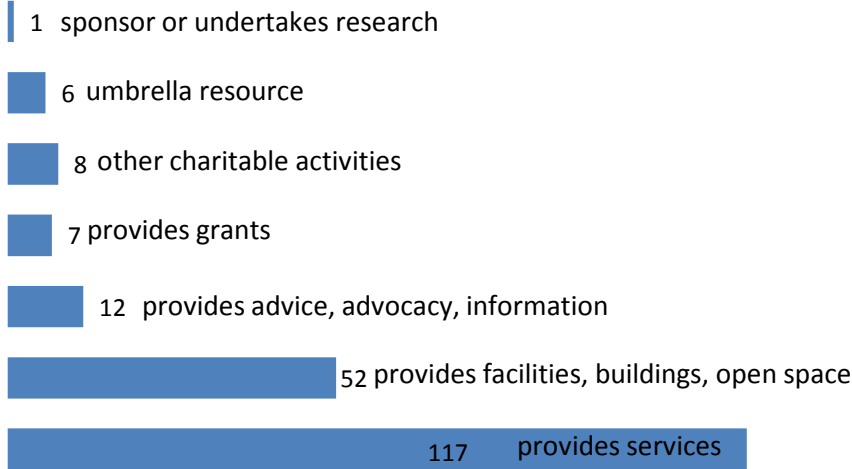
Beneficiaries

The 203 charities in Kent with income over £250k help a range of clients with a variety of support for a variety of reasons

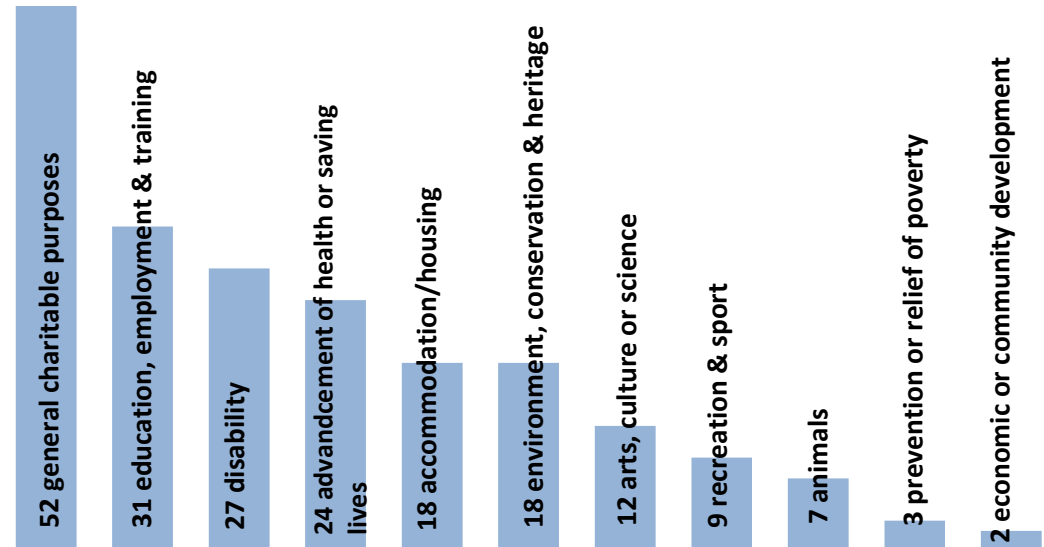


In Kent the most common activity of voluntary organisations is to provide services

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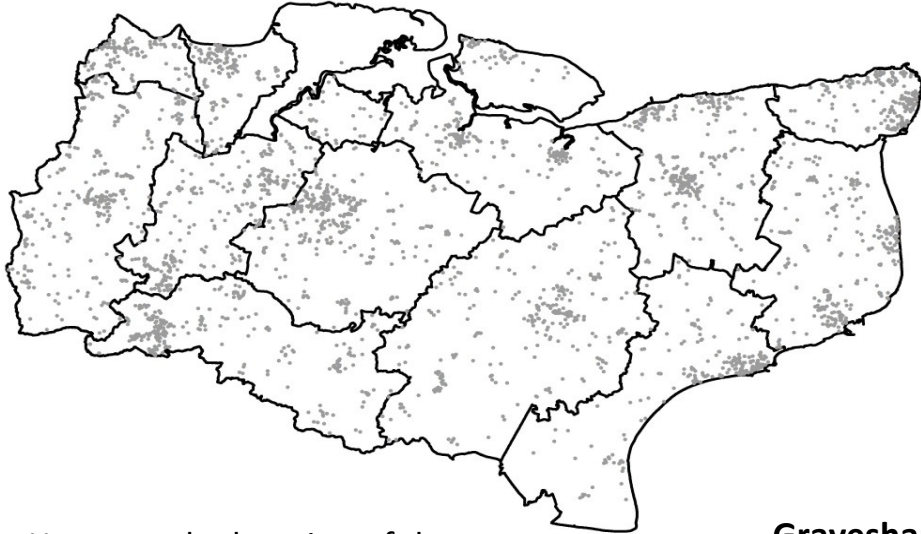


The most common purpose of voluntary organisations is general charitable purposes



Geography

Charities are distributed unevenly across Kent with concentrations in major urban areas

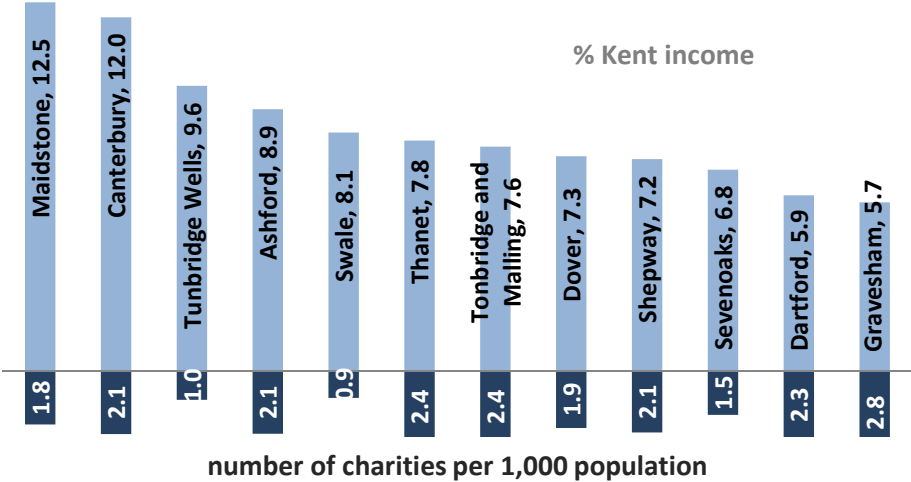


However the location of the charities reflects where they are registered and not necessarily where their main activity is

Gravesham has the highest number of registered charities with

2.8
for every 1,000 residents

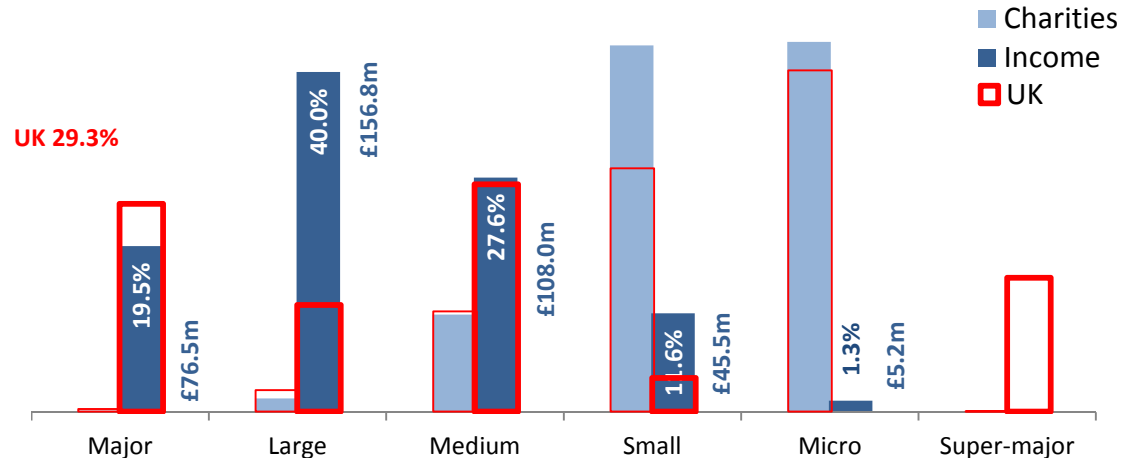
Excluding those organisations with income of £2m+ Maidstone accounts for the highest % of Kent's voluntary sector income



12.5 %
of Kent's total voluntary sector income is received in Maidstone

Income

A small number of large charities are responsible for almost half the voluntary sector income in Kent



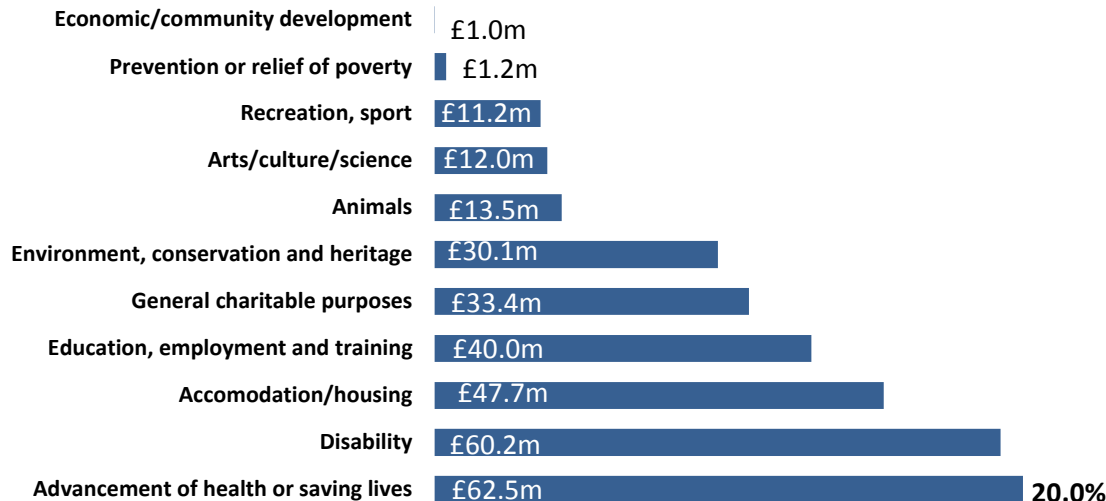
The top 3 organisations in Kent with highest income 2015/16:

Avante Care & Support

Kent, Surrey & Sussex Air Ambulance Trust

Pilgrims Hospices in East Kent

These are categorised as major sized organisations



Those organisations with income of £250k and above whose purpose is the advancement of health or saving lives account for 20.0% of the sector income in Kent

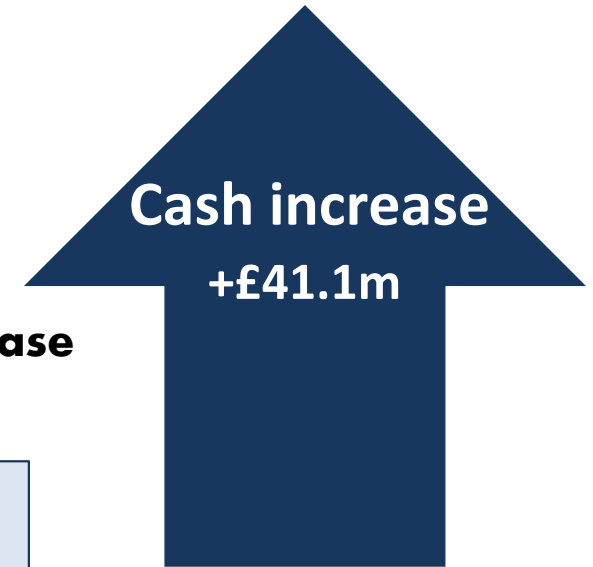
Income Growth

This section shows the **nominal** and the **real** income growth within the sector. The percentage growth shows the **real** growth once an adjustment has been made to reflect inflation. The cash growth reflects the **nominal** cash growth with no adjustment made.

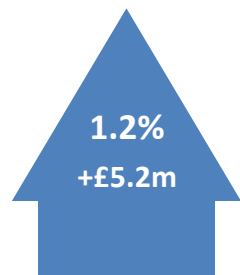
In real terms the Kent voluntary sector saw an income increase of 6.2% since 2011

Large organisations saw the biggest cash increase since 2011, in real terms this results in an overall 12.3% increase in income

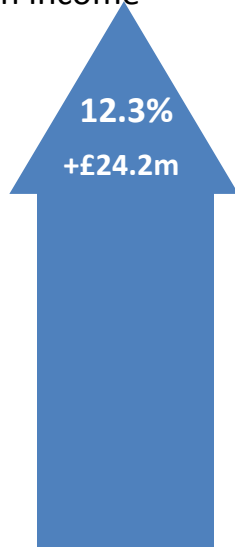
This measure only counts those organisations which have been registered for the full 5 years



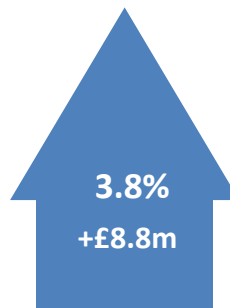
Micro organisations saw an overall cash increase of £0.1m over the last 5 years, however in real terms this represents a reduction of 3.8%



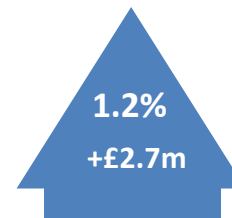
Major
(£10m-£100m)



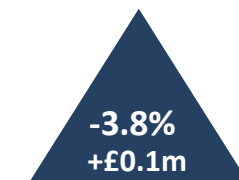
Large
(£1m-£10m)



Medium
(£100k-£1m)



Small
(£10k-£100k)



Micro
(<£10k)

Income Growth

Of the 350 medium and large organisations that have been registered for the full 5 years

73 Organisations saw an increase in income every year. This equates to £23.9m increase in income overall

16 Organisations saw a reduction in income every year. This equates to -£4.0m in total income overall

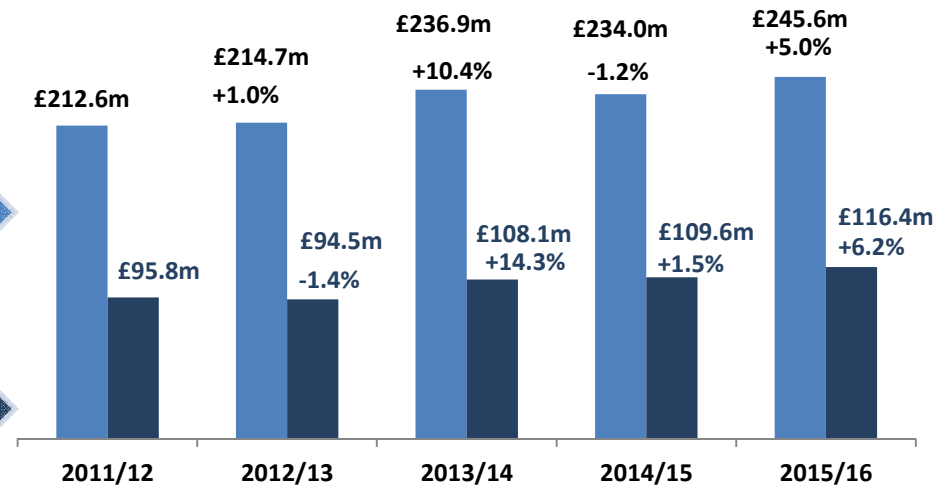
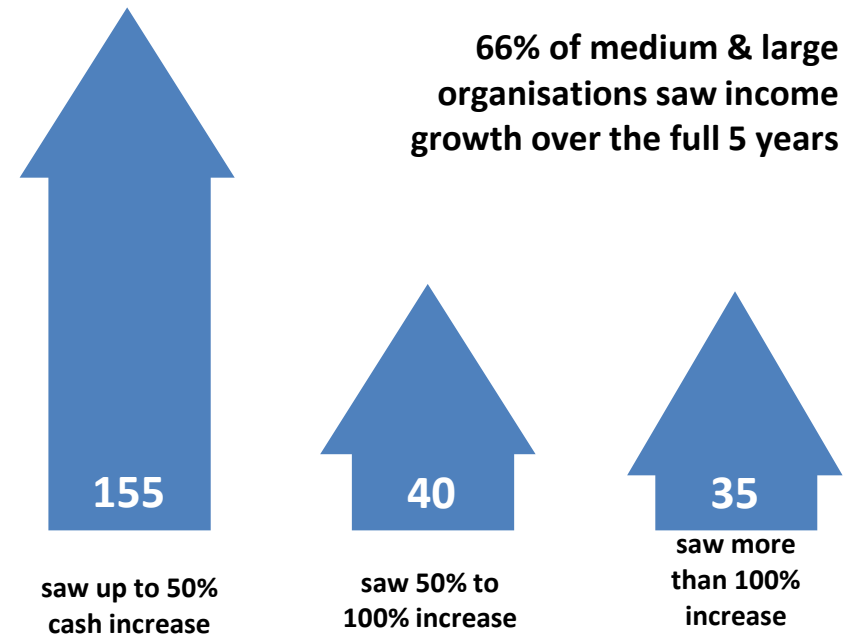
Page 70

The total income of medium and large organisations registered for the full 5 years

- increased to £245.6m
- increased by 5.0%

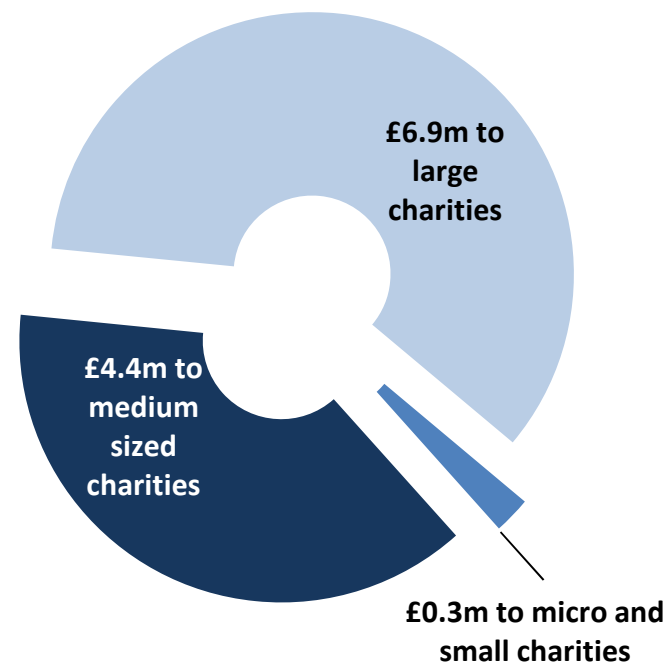
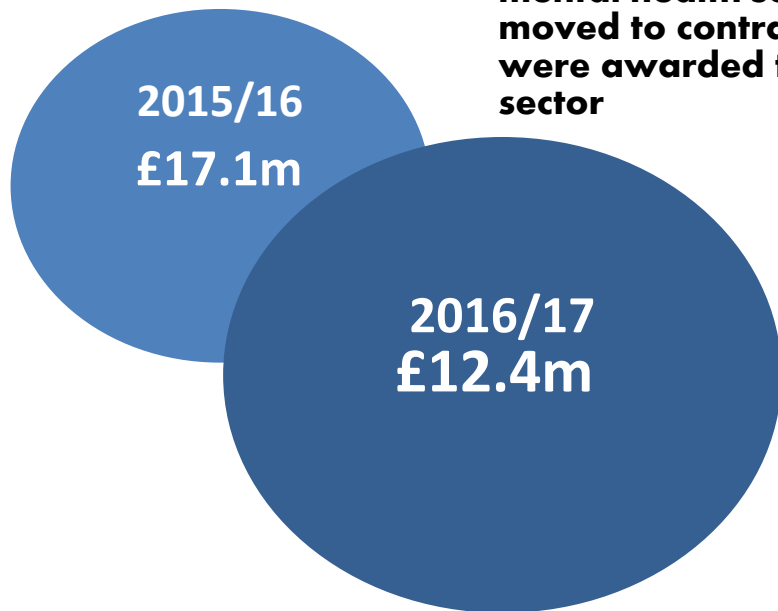
The income of the organisations that have received KCC grant funding

- increased to £116.4m
- increased by 6.2%



KCC Funding

The reduction in grant funding this year is largely due to grants for mental health services being moved to contracts. These contracts were awarded to the voluntary sector



KCC Funding

KCC grants

Children & young people in Kent get the best start in life

£1.6m

- Achieve potential through education
- Keep families, children & young people out of crisis & care
- Resilient families providing strong, safe environments
- Young people are confident & ambitious with access to opportunities

Kent communities feel the benefit of economic growth by being in work, healthy & enjoying a good quality of life

£2.7m

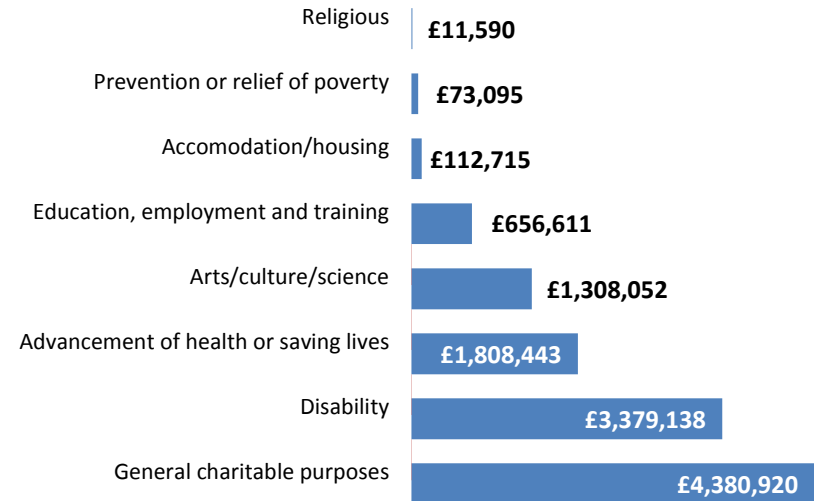
- Benefit from economic growth & lower deprivation
- Business growth is supported
- Good quality of personal & community life

Older & vulnerable residents are safe & supported with choices to live independently

£8.1m

- Access to advice, information & support for carers & families
- Choice & control in health & social care
- mental ill health & dementia early diagnosis & support
- older people feel socially included

37.3% of KCC grants in 2016/17 went to general charitable purposes



KCC overall spend (grants and contracts) with VCS in 2016/17
£109.2m

KCC spend in Kent
£48.3m

KCC spend elsewhere
£60.8m

Funds

In 2015/16 113 charities in Kent with income of £500k and above had 3.2 months income held in cash. This means they could be considered prudent and better able to meet current obligations using liquid assets

113 charities in Kent that had an annual income of £500k and above, held a combined cash amount of £76m



21.2% had more than 6 months income held in cash

In 2015/16 more than two thirds of charities in Kent with income of £500k and above had at least 2 months income held in cash



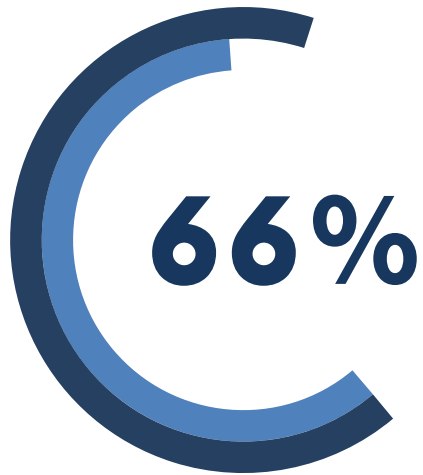
These organisations held:

Fixed Assets (incl investments)	• £332.5
Current Assets	• £108.2m • of which £76m is cash
Creditors	• -£39.1m short term • -£31.6m long term
Pension liability	• -£16.2m
Total Net Assets	• £353.8m

Workforce

Community Life Survey - National Figures;
UK Civil Society Almanac 2017

2.7% of the UK workforce were employed in the
voluntary sector in 2015

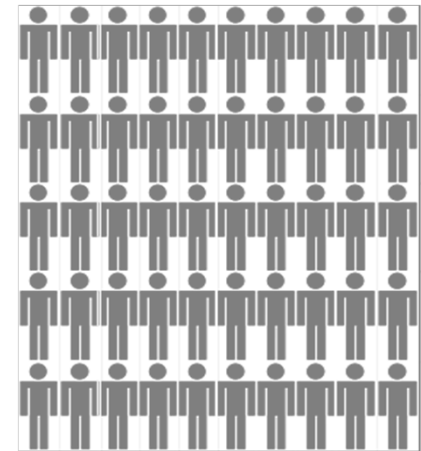


of females took part in volunteering compared to 60%

Kent organisations employ

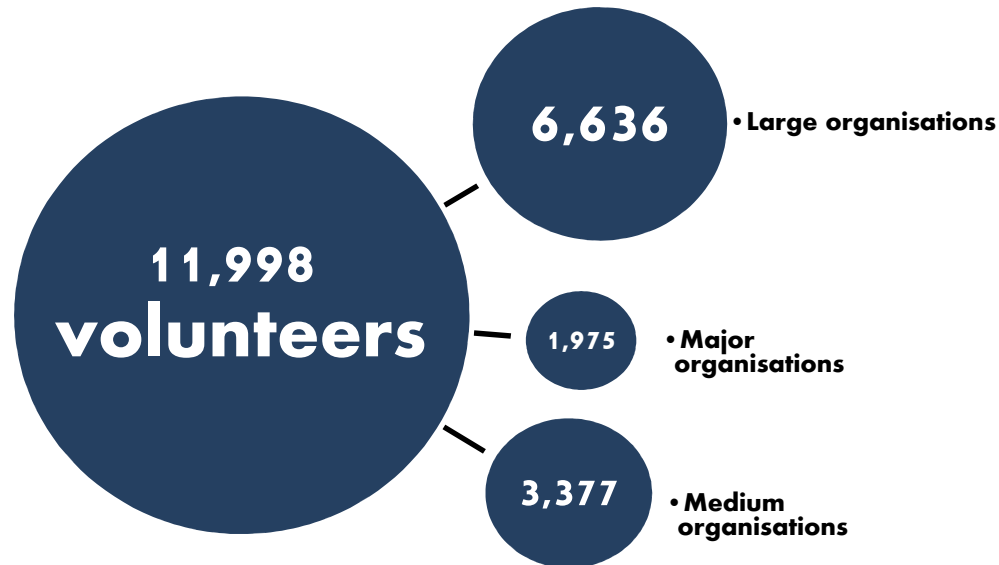
8,319

employees



Page 74

55% of volunteers in Kent are within large charitable organisations



Methodology

Voluntary sector definition

This analysis uses the Charity Commission "general charities" definition. This definition takes all registered charities as a base, but excludes certain categories of charity such as independent schools, faith charities, and those controlled by government and others.

Charity income sizebands are defined as:

Micro - Less than £10,000

Small - £10,000 to £100,000

Medium - £100,000 to £1m

Large - £1m to £10m

Major - £10m to £100m

Super major - more than £100m

Voluntary sector methodology

All data has been cleaned manually to exclude records where the registered location of the charity falls outside the Kent County Council area.

Charities based outside Kent may still be included within the count of organisations if their area of operation is mainly within Kent.

Workforce

Employment figures are based on Labourforce Survey/Annual population Survey data.

Civil Society Almanac 2017 - National Council for Voluntary Organisations (NCVO)

KCC Funding

The definition of the VCS supported by Kent County Council is much broader than that used elsewhere in this summary.

This definition may include faith charities and charities linked to schools. It may also include social enterprises.

Income Growth

The percentage income growth is calculated using a GDP deflator. The GDP deflator can be viewed as a measure of general inflation in the domestic economy. Therefore **real** growth shows the income growth once an adjustment has been made to reflect inflation.

Data sources

Register of Charities, Charities Commission

Community Life Survey, The Cabinet Office

Annual Population Survey, Office for National Statistics

Civil Society Almanac 2017 - National Council for Voluntary Organisations (NCVO)

Kent County Council

For further information about this report please contact the Kent County Council Policy Team: PSRpolicy@kent.gov.uk

This report has been produced on behalf of the Policy Team by:

Research & Evaluation

Strategic Business Development & Intelligence,
Kent County Council

Tel: 03000 417444

Email: research@kent.gov.uk



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By: Ben Watts, General Counsel (Data Protection Officer)

To: Policy and Resources Cabinet Committee – 13th September 2018

Subject: **Data Protection Update**

Classification: Unrestricted

Summary: This report provides an update regarding Member Training for new Data Protection legislation.

Introduction

1. Members of this Cabinet Committee and Governance and Audit Committee have received updates over the past two years in relation to the implementation of the General Data Protection Regulation (GDPR) last month. These updates included information regarding the obligations on the organisation and importantly the expectations placed upon Members by the new legislation.
2. The Data Protection Officer (DPO) is the officer responsible across the whole Council for ensuring compliance with Data Protection legislation. The DPO's minimum tasks, as set out in the new legislation, are;
 - a. To inform and advise the organisation and its employees about their obligations to comply with the GDPR and other data protection laws.
 - b. To monitor compliance with the GDPR and other data protection laws, including managing internal data protection activities, advise on data protection impact assessments; train staff and conduct internal audits.
 - c. To be the first point of contact for supervisory authorities and for individuals whose data is processed (employees, customers etc).
3. At the last meeting of this Committee, Members received an update relating to the completion of training by Members that had been facilitate by the Office of the General Counsel or undertaken directly on the Council's E-Learning gateway.
4. At that time, more than twenty Members were still to complete the training and the General Counsel agreed the following actions:
 - a. To contact the Group Leaders of the respective political parties to provide the names of those yet to take the training
 - b. To arrange a further and final training session for Members
 - c. To write again to Members to remind them of the training
 - d. To provide a further update to this Committee

5. This report confirms that the actions mentioned at paragraphs 4 (a) – (c) above have all been completed. In addition, several one to one training sessions were also organised and delivered to ensure Members' needs were supported.
6. Members will also have received an electronic link to the Elected Members Privacy Notice to satisfy the requirements of the GDPR for Members in their capacity as data controllers.
7. At the time of publication of this report, there was one Member who are still to complete the Kent County Council training. Once again, the enthusiasm and engagement of those Members who attended the recent training session is appreciated.
8. As mentioned in previous updates, the regulations allow for the Information Commissioner's Office (ICO) to impose significant administrative fines on data controllers (which Members are as well as KCC). The ICO has made public statements of reassurance around its intention to proportionately regulate despite their new and increased powers.
9. Whilst it is fully recognised that KCC is a Member-Led authority, legislation places a responsibility on the General Counsel to ensure that the council acts lawfully, reasonably and proportionately. Further to previous reports to this Committee, the General Counsel will now review the steps necessary and write directly to the Members concerned, copied to their Group Leader.

Recommendations

10. It is recommended that Members **NOTE** the report and **COMMENT** accordingly.

From: Mr E Hotson, Cabinet Member for Corporate and Democratic Services
Ben Watts (General Counsel)

To: Policy and Resources Cabinet Committee –13 September 2018

Subject: **Work Programme 2018/19**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Policy and Resources Cabinet Committee

Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree a work programme for 2018/19.

1. Introduction

- 1.1 The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution and attended by the Chairman, Vice-Chairman and group spokesmen.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Terms of Reference

- 2.1 At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Policy and Resources Cabinet Committee “To be responsible for those functions that fall within the Strategic and Corporate Services Directorate”.
- 2.2 Further terms of reference can be found in the Constitution at Appendix 2 Part 4 paragraph 21 and these should also inform the suggestions made by Members for appropriate matters for consideration.

3. Work Programme 2018/19

- 3.1 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered for inclusion on the agenda of future meetings.

3.2 The schedule of commissioning activity that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

3.3 When selecting future items, the Cabinet Committee should consider performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

4. Conclusion

4.1 It is important for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Members to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates on requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

5. Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2018/19.

6. Background Documents

None.

7. Contact details

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Relevant Director
Benjamin Watts
General Counsel
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POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2018/19

Tuesday 20 November 2018		
Items:	Requested by/when:	Has it been Deferred?
• Report on Social Rents	Property-Sub Committee (17/07/2018 meeting)	
• HSE Prosecution	Ben Watts	
• Asset Management – Sessions House	Rebecca Spore at May 2018 agenda setting mtg	Deferred from Sept 2018 mtg
• Total Facilities Management (Exempt)	Bi-annual report	
• Bulk London Homelessness Placements	P&R agenda setting on 19 July 2018	
• Business Service Centre performance report (Exempt)	Bi-annual report	
• Hold Co Update (Exempt)	Standard item	
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2018/19	Standard item	
Friday 18 January 2019		
Items:	Requested by/when:	Has it been Deferred?
• 2018/19 Budget and Medium Term Financial Plan		
• Hold Co Update (Exempt)	Standard item	
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Update on Invicta Law – every 6 months	Ben Watts following P&R CC mtg on 29 June 2018	
• Work Programme 2018/19	Standard item	
Friday 8 March 2019		
Items:	Requested by/when:	Has it been Deferred?
• Total Facilities Management (Exempt)		
• Corporate Assurance	Annual report	

• Risk Register		
• Directorate Business Plans	David Whittle	
• Hold Co Update (Exempt)	Standard item	
• Contract Management update (Exempt)	Standard item	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item	
• Work Programme 2018/19	Standard item	