

Equality and Diversity Annual Report 2010-2011

Useful information

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Tel: 08458 247 247

Minicom: 08458 247 905

or write to: Kent County Council, Diversity and Equality Team,
Room 2.35a, Sessions House, County Hall, Maidstone, Kent,
ME14 1XQ

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Foreword by Paul Carter, Leader of Kent County Council

1 - Introduction

This section of the Equality and Diversity Annual Report outlines the national context within which all local authorities operate. During 2010 there have been significant changes to policy and legislation which have helped to drive, shape and inform the council's approach to equality and diversity.

The Equality Act 2010

The Equality Act came into effect on 1 October 2010. The Act uses one common language and puts all of equality law into one place. It also sets out to give consistent rights and protection to people from different groups, with the exception of disabled people who have been given additional protection. By simplifying and streamlining the law, the Act makes it easier to understand, comply with and enforce.

In simple terms, the Equality Act 2010 sets out what organisations and individuals must do to avoid unfair discrimination.

The Act applies:

- to all organisations that provide a service to the public or a section of the public (service providers)
- to anyone who sells goods or provides facilities
- to all services, whether or not a charge is made for them

The Act also contains provisions that build on public bodies' previous duties, combining these (relating to race, gender, and disability), into one overarching equality duty and expanding the scope to include age, religion or belief and sexual orientation. Marriage and civil partnership are also a 'protected characteristic' for the purposes of the duty to eliminate discrimination.

The Act requires public bodies to assess the impact of their decisions on people of different backgrounds and to consider whether there may be ways to promote equality and good relations between them.

The Spending Review 2010

Published in October 2010, the Spending Review set out how the Coalition Government will carry out Britain's deficit reduction plan and reduce public spending by over £81 billion over the four-year period from 2011/2012 to 2014/2015.

The 2011/2012 budget presents a significant – and unprecedented - financial challenge to the council. In addition to this substantial reduction in government funding, the council faces significant cost pressure, particularly in Adult Social Care and Children's Services.

Kent context

The Equality Act 2010 requires the council to have 'due regard' to the need to eliminate discrimination and promote equality of opportunity. This means that KCC is committed to assess the potential equality impact of its budgets and ensure that well-informed decisions are made based on robust evidence.

KCC's approach to equality and diversity, as expressed in its Equality and Diversity Strategy document, is to carry out equality impact assessments (EqIAs) where there are proposed changes to services and employment policy and practice, so that the implications of decisions as they affect specific groups and communities are understood. It is also vital to understand cumulative impacts on any budget reductions. The effects of these impacts will be analysed over a period of time to provide a clearer picture for future decisions.

As an employer KCC is committed to promoting equality, valuing diversity and combating unfair treatment. In this it strives to ensure that equality and diversity issues are embraced in its employment policies and practice.

Bold Steps for Kent and KCC Values

Change is not without risk, but that should not stop us from seizing the opportunity to build a better Kent. The plans for radical changes are set out in 'Bold Steps for Kent', the county's medium-term plan for the next four years.

There are three clear aims that run throughout 'Bold Steps for Kent':

- **To help the Kent economy grow** – we must support and facilitate the new growth in the Kent economy by delivering the priorities in our regeneration framework, Unlocking Kent's Potential, by setting the environment in Kent that helps facilitate and enables businesses to locate in Kent and grow and prosper; and by supporting the housing recovery and providing for essential infrastructure
- **To put the citizen in control** – power and influence must be in the hands of local people and communities so they are more able to take responsibility for their community and service needs, such as creating new social enterprise
- **To tackle disadvantage** - we will make Kent a county of opportunity where aspiration, rather than dependency, is supported, particularly for those who are disadvantaged or who struggle to help themselves and their families.

Bold Steps for Kent not only sets out our ambitions and priorities for the next four years, but also our determination to transform how Kent County Council works. It is clear that we will be facing significant changes to the way public services are delivered, along with fundamental reductions in funding. Cuts of £340 million are expected for KCC over the next four years.

There is massive change coming our way in education, health, economic development, regeneration and welfare reform. The new direction for Kent is about choice, economic growth, communities, localism, empowerment and personal responsibility.

In the last four years, Kent County Council has made a real difference to the lives of Kent residents with its 'Towards 2010 programme'. We are very proud of those achievements. Now we are facing very different challenges and Bold Steps for Kent is a very different approach. Hard and difficult choices lie ahead and an absolute focus on the real priorities for Kent will be needed.

At the same time, we know that the relationship between the citizen and the state is changing and local communities are empowered like never before. Equality of opportunity and freedom from discrimination are fundamental rights for all the citizens of Kent and we will promote these by exercising leadership and commitment.

We will promote opportunity and combat discrimination through our roles as:

- Community leader
- Service provider
- Commissioner of goods and services
- Employer

The principles of understanding and respect for others are central to what the council believes. As a major employer, purchaser and provider of services, Kent County Council is committed to tackling disadvantage and recognising Kent's diversity by:

- promoting equality and social cohesion in Kent,
- valuing diversity, and combating unfair treatment and creating a place noted for its safety,
- championing openness and community spirit,
- advancing equality of opportunity,
- fostering good community relations,
- eliminating unlawful discrimination in service delivery, procurement and employment.

Members and officers of KCC firmly believe that everyone who lives or works in the county should be able to fulfil their potential and deliver solutions for themselves, regardless of social circumstance or background, gender, gender identity, race, disability, sexual orientation, age, or religion or belief.

New KCC values confirmed

As 'One Council' Kent County Council is dedicated to putting people at the

heart of everything it does. KCC champions public service within Kent and its values and behaviours demonstrate staff commitment to serving the people of Kent. Its work is guided by its values - they are not just words, they underpin the decisions it takes and are critical to how KCC approaches what it does, and the way it is done.

Following consultation, the county's values are now confirmed as:

Value	Explanation
Open	Acting with integrity, honesty and transparency, willing to learn and treating people fairly and with respect
Invite contribution and challenge	Working collaboratively to find new solutions that put the interests and wellbeing of Kent people first, putting the citizen in control
Accountable	Taking personal and professional responsibility for our actions, performance and money.

Responsibilities and structure for equalities and diversity

KCC is a dynamic organisation that needs to respond to change in order to maintain the quality of its services and relevance of its activities. The council is undergoing a major restructure called 'Change to Keep Succeeding'.

The following changes to KCC's equality and diversity management have been made in 2011.

Equality is to be embedded as part of core performance management. Performance targets for KCC will be set through the organisational equality objectives. Targets will be communicated as part of the business planning cycle and will be owned by teams and units.

The Cabinet has collective member responsibility to provide a constructive framework so that this policy is successfully applied across all KCC services, and within the organisation as an employer. A Cabinet Member is responsible for equality and diversity.

The Corporate Management Team (CMT) has a nominated 'Lead' of equality and diversity, who also acts on all matters as a 'Champion for Equalities' at senior level.

Equality and diversity will be included in every Standard of Required Practice (SORP). This will help integrate equality and diversity within the business, and will demonstrate clear standards for the future.

Each Directorate Management Team (DMT) will be responsible for planning all equality and diversity actions, making sure they are linked to core delivery and demonstrate the difference these objectives have made to the people of Kent.

Accountability and delivery against these equality and diversity actions, rests with teams and services in KCC's directorates, and be part of individual action plans. Performance monitoring is carried out through KCC's wider performance management framework and will be reported in the quarterly performance report. These reports are published on kent.gov.uk and more detail is available in Chapter 6 Performance and Review.

The Diversity and Equality Team (DET) in Customer and Communities Directorate will:

- provide operational level support and advice. Additional advice may be provided by the professional specialists in service areas (e.g. sensory services) and from KCC staff groups
- advise on the quality assurance aspects of performance monitoring, ensuring that the processes carried out are robust and proportionate
- scrutinise all Equality Impact Assessments (EqIAs) undertaken within the organisation
- work closely with the Human Resources and the Learning and Development teams in the Business Strategy and Support Directorate, to ensure that all aspects of equality and diversity are managed to the same high standard and broader equalities expertise
- work with Equality Champions to advance equality of opportunity, and foster good relations with each of the specified 'protected characteristics'.

The Employment Policy Team, in the HR Division, is responsible for promoting and ensuring the promulgation of equality and diversity issues in employment in KCC. The team ensures that these issues are integrated into the Authority's policies and they work with HR colleagues and management to ensure they are understood, considered and respected in employment practice.

KCC has an established network of Equalities Champions who provide additional information and knowledge about equalities and 'protected characteristics' to actively champion that characteristic in the workplace. The DET will work alongside existing champions in order to understand and establish how this work will be undertaken.

Knowing our communities

Kent - the place

The county of Kent covers more than 1,400 square miles, and has a coastline that is 350 miles long. Known as 'The Garden of England', 85% of the land is classed as green space; a further 6% of the land accounts for domestic gardens, and less than 2% of the land is covered by buildings¹.

The average house price in Kent is around £243,000, whilst the figure for the South East as a whole is £278,000².

Council tax band D is considered to be the average council tax band, and 19% of dwellings in Kent fall into this band. The average council tax for a band D property in Kent is £1,460. This is lower than the average for the South East (£1,468), but higher than the national average (£1,439). However, the largest proportion of Kent dwellings (28%), falls into band C. The average council tax for a band C property in Kent is £1,298. This is less than the average for the South East (£1,305), and more than the national average (£1,279)³.

Kent ranks 102nd out of 152 county and unitary authorities in the English Indices of Deprivation 2010 (ID2010). This places Kent within England's least deprived third of authorities as a rank of one indicates the most deprived area. However, there are areas within Kent that fall within the 20% most deprived in England. Overall, Kent suffers the most from Barriers to Housing and Services deprivation, and suffers the least from Health Deprivation and Disability⁴.

Kent - the people

With a resident population of around 1.4 million⁵, Kent has the largest population of all of the English counties. A little more than half the total population of Kent is male (51.3%), while 48.7% are female.

People living in urban areas make up 71% of the Kent population, but they occupy only 22% of the total land area. The remaining 29% of the population live in rural areas, but occupy 78% of the land in Kent⁶.

Over the past 10 years, Kent's population has grown faster than the national average. The population of Kent increased by 7.8% between 2000 and 2010, above the average both for the South East (6.7%) and for England (6.1%)⁷. Kent's population is forecast to increase by a further 10.9% between 2010 and 2026⁸.

¹[Land use bulletin 2009](#)

²[House Price and Transactions bulletin](#)

³[Council tax statistics](#)

⁴[Deprivation in Kent report](#)

⁵[2010 Mid-Year Population estimates bulletin](#)

⁶[2010 Ward level population estimates bulletin](#)

⁷[2010 Population pyramids bulletin](#)

⁸[KCC Strategy \(Oct.2011\) interactive population toolkit](#)

Overall, the age profile of Kent residents is similar to that of England. However, Kent has a greater proportion of young people aged 5-19 years, and of people aged 45+ years, than the England average. Just under a fifth of Kent's population is of retirement age (65+). Kent has an ageing population. Forecasts show that the number of 65+ year olds will increase by 43.4% between 2010 and 2026, while the population aged under 65 is forecast to increase by only 3.8%.

The largest ethnic group in Kent is White. A breakdown shows that 92.4% of all residents are of white ethnic origin and 7.6% are of Black Minority Ethnic (BME) origin. The largest single BME group in Kent is Indian, representing 1.9% of the total population⁹.

75.1% of Kent residents describe themselves as Christian, whilst the largest non-Christian religious group is Sikh (0.6%).

70% of Kent residents describe themselves as being in good health and 16.5% of Kent's population live with a limiting long-term illness¹⁰. The number of Kent residents, who are claiming disability benefits, is 128,450 (7.7%). This is higher than the South East region (6.4%), but lower than the national figure (8.2%)¹¹.

63% of Kent's population (894,500 people), are of working age (aged 16-64). 79.1% of Kent's resident working-age population are economically active, which means that they are either in work or actively looking for work. The remaining 20.9% of the working-age population are economically inactive. These people are not in work, nor are they looking for work. This group includes those who are retired, looking after home and family, students or permanently sick or unable to work¹².

13% of Kent residents of working age are claiming at least one of the Department of Work and Pensions' (DWP) benefits. This is higher than the South East region (10.5%), but lower than the national figure (14.5%)¹³.

10.4% of Kent residents of working age are claiming Out of Work benefits from the DWP, which is used as a measure of 'worklessness'. This is higher than the South East region (8.5%), but lower than the national figure (12.1%)¹⁴.

Currently, 28,284 people in Kent (3.2%), are claiming unemployment benefit. This is higher than the South East region (2.6%), but lower than the national rate (3.8%)¹⁵.

Just under a third of the Kent workforce (30.0%) is qualified to at least NVQ level 4, behind both the national average (31.3%) and the figure for the South

⁹[2009 Mid-year ethnic population estimates](#)

¹⁰[2001 Census profile](#)

¹¹[Disability in Kent bulletin](#)

¹²[The state of the Kent economy ppt](#)

¹³[Benefits bulletin](#)

¹⁴[District profiles](#)

¹⁵[Unemployment change bulletin](#)

East as a whole (33.9%). The percentage of those with no qualifications, at 11.7%, is higher than the South East (8.5%) and the national average (11.3%)¹⁶.

Kent - the workplace

There are more than 50,000 businesses based in Kent, and the majority of these are small businesses. Eighty-nine per cent of Kent businesses employ fewer than 10 people, whilst only 0.3% of businesses have more than 250 employees. Small businesses also account for the majority of businesses in England (88.8%) and the South East (89.5%)¹⁷.

The construction industry accounts for the largest proportion of Kent businesses, with 16.3%, whilst the professional, scientific and technical industry group is the second largest in Kent with 14.7%. The professional, scientific and technical industry group is the largest within the South East (17.6%), and in England (15.6%), whilst construction is the second biggest industry in the South East (14.1%), and in England with (13.4%).

Kent Businesses in the wholesale and retail trade have the largest proportion of employees (18.2%), followed by 13.5% working in human health and social work activities, with 11.2% in education¹⁸.

In Kent, 40.4% of businesses are more than 10 years old. This compares well with the South East (40.2%), and England (40.5%). The latest survival rate for businesses in Kent is 94%. This is slightly higher than survival rates in the South East (93.2%), and England (92.1%)¹⁹.

¹⁶[District profile](#)

¹⁷[UK Business Survey](#)

¹⁸[BRES 2008-2010 bulletin](#)

¹⁹[Business Demography](#)

Recognising Kent's Diversity

The demographic and geographic diversity of Kent is one of its most important strengths. Recognising that diversity, and ensuring KCC's priorities and services meet the needs of all Kent residents, remains a key priority.

The council's diversity mapping information is drawn not only from traditional sources, such as the UK Census, but also directly from Kent communities through individual and collective consultation, and partnership with other agencies, such as Health. The publications and the data, on which they are based, give KCC a picture at a very local level in relation to the age, gender and socio-economic status of people in the county.

Kent's geographical position means that it has a constantly-changing population of minority ethnic communities entering the country through its ports. Many of these people may settle in Kent. Gravesham and Dartford are the areas of greatest racial diversity, however, there are also growing populations of people with varied racial heritages across the county.

KCC is committed to meeting the needs of all in the development of public services. MOSAIC Origins is the corporate tool for all KCC services and partners to map people's national and racial backgrounds, as well as religion and belief.

In the same way, KCC uses data from the Department for Work and Pensions on the take-up of Disability Living Allowance, and other relevant benefits, to provide knowledge of disabled adults in Kent. This data is complemented by the needs analysis undertaken within our Families and Social Care Directorate, in partnership with the NHS.

More work is required during 2011/2012 to provide the best equivalent data in relation to sexual orientation. This is not readily available from nationally-collected statistics, and KCC will work with its staff and partners to build an accurate picture of Kent's population.

All the county's existing diversity-mapping tools can be accessed via:
http://www.kent.gov.uk/your_council/kent_facts_and_figures/equalities_and_diversity/equalities_diversity_profile.aspx

2. Progress on KCC's objectives for effective partnership with the community

Kent County Council knows that strategic leadership is key to improving equality outcomes, and that it needs to be:

- expressed in the Vision for Kent document and Bold Steps Strategic Plan
- central to the delivery of priorities that impact on inequality

This is reflected, in the Vision for Kent, and the council's Medium Term Plan 'Bold Steps'.

Kent County Council works with a wide variety of partners and stakeholders, such as Kent Police, health authorities and local businesses, in order to improve quality of life for local people. Partnerships vary enormously in size and remit, but one of the most important is the countywide Kent Partnership, which is responsible for overseeing Kent's community strategy, the Vision for Kent.

The Partnership is made up of representatives from the private, public, voluntary and community sectors, including race equality councils. It has a key role in encouraging community leadership, supporting new initiatives and helping to ensure the effective delivery of services. Its Working Groups lead on Public Health, the Kent economy, outcomes for children and young people and on supporting safer and stronger communities.

The Partnership is involved with a number of important pieces of work to promote greater equality in the county, such as the Kent Compact. The compact aims to create a new approach to partnership between the county council and the voluntary and community sectors. In addition to establishing a robust framework of engagement, the compact ensures, via monitoring and analysis, that local organisations have fair and equal access to Kent County Council funding streams. It also ensures that, where possible, organisations are supported to acquire funding to build capacity, and prepare and deliver projects. The compact requires all partnership bids to Kent County Council funding streams to demonstrate, where appropriate, that meaningful consultation with organisations working with diverse groups has taken place.

In addition to this, Kent Equalities Network brings together major public service organisations to promote good practice on equalities, and hosts events to engage local communities in dialogue with public services collectively.

In 2010/2011 work has been carried out to achieve the following objectives:

2.1 ADVANCING EQUALITY OF OPPORTUNITY

The Kent Freedom Pass provides free bus travel at the point of use to young people living in Kent and attending Kent secondary schools in academic years 7-11, which broadly equates to 11- to 16-year-olds. For £100 a year, a photo pass card allows free travel on almost all local bus services across the county.

In 2010/2011, KCC issued 100,273 Freedom Passes, providing equality of opportunity for school and college students, those who receive free school meals, young carers, young people in care and care leavers.

A Kent-based Sign Language Service has been established through public partnership, involving Kent County Council, Kent Police, Kent Fire and Rescue Service, and the Kent Mental Health Partnership Trust. This service will ensure the provision of interpreting services for deaf and deaf/blind people in Kent through the Royal Association for Deaf People. The benefits of the service include improved access to interpreters at short notice, the provision of local interpreters and specialist training. This service was developed with the involvement of the deaf community in Kent, and a strategy is in place to extend the service to other public service providers within the county. In 2010/2011, translations and interpretations have been undertaken/delivered, providing equality of opportunity and access to essential services for 57 people who don't speak English.

Vulnerable Learners Project

This innovative project is working to place 80 vulnerable learners into apprenticeships and provide them with the first step to a career. The learners are from four key groups: care leavers, young offenders, young people with learning difficulties or disabilities (LLDD) and young parents. The project provides support to employers by paying the apprentices' wages for one year, and offering advice and guidance during the young person's employment.

The project will be evaluated extensively so that any barriers identified can be brought to the attention of national policy makers. For example, the project has created apprenticeship-style opportunities for some of the young people with LLDD, who would not be able to access government defined apprenticeships.

KCC has been working closely with Tomorrow's People, a national charity, on a groundbreaking-project in Park Wood and Shepway wards in Maidstone. This project is working with families where intergenerational worklessness is the norm. It aims to identify barriers these families face when getting into employment. Whatever is learnt from the project will be used to tackle these problems nationally.

Cyclopark

Located south of Gravesend, Cyclopark will be Kent's new activity place providing first-class cycling, running and extreme sports facilities to North

Kent, and one of the leading multi-sport centres in the South of England when it opens in 2012.

CycloPark will have additional inclusive access points along the park boundary.

The following services are being developed with KCC social services:

- a sensory garden.
- adaptive cycles+ programmes are being purchased for disabled adults
- installing a Changing Place for highly-dependant adults to access the parks' facilities
- providing opportunities for horticultural therapy within the gardens

We are working with GPs on a health referral scheme to address obesity, heart conditions and depression, and also with local disability groups to ensure design and facilities exceed DDA compliance, and with the community and voluntary sector (CVS), to engage with local ethnic groups.

In 2010, Kent Disability School Games were held over two days as part of the wider Kent School Games.

On Wednesday, 30 June, KCC held its multi-sport day at Sevenoaks School, with 500 disabled pupils from across the county, taking part in nine different sports.

The games programme included table cricket and a demonstration of powerlifting. It was an honour for this year's games to have Paralympian Danny Crates as the main guest, along with several potential Kent Paralympians, who are preparing for London 2012. On the following day, Thursday 1 July, two other sporting events - archery and football - were held at the University of Kent, Canterbury campus. Overall, 650 Kent youngsters from 30 Special and Mainstream Disability Designated Schools participated in 11 sports.

2.3 PROMOTING POSITIVE ATTITUDES TOWARDS DIFFERENT GROUPS AND GOOD RELATIONS BETWEEN THEM

All 101 KCC Community Wardens have received the Disability Awareness Training in 2010/2011, provided by the KCC Community Safety Training Partnership. Four staff members within the Community Safety Unit have also received a similar Disability Awareness Training away day in 2010/2011.

The training partnership is continuing to work on a hate crime specific training package that can be offered to partners within community safety in Kent.

The course aims to build trust and confidence within the organisation and wider communities that hate crime incidents will be dealt with appropriately and sensitively. It also aims to coordinate the way service providers identify,

respond to and deal with hate crime across Kent, in order to provide a consistent response.

2.4 CELEBRATING AND RESPECTING THE VARIETY OF LIFESTYLES, CULTURES AND RELIGIONS IN KENT

Valuing People Now event

Held in September 2010, this event celebrated the achievements of people with learning disabilities, while The Keeping Safe Group highlighted awareness of its work. The 400 people who attended saw presentations on a variety of subjects, including employment, housing and health.

Make a Noise in Libraries (MANIL) fortnight is an annual campaign to bring public libraries together with blind and partially-sighted people to improve access to books and information. Kent Libraries and Archives invited the Action for Blind Sight Loss bus to Ashford, Deal and Folkestone, and 153 people attended the event.

Kent Libraries helped Kent Association of the Blind (KAB) celebrate its 90th anniversary by holding a 6-week art exhibition in Maidstone Library Gallery, visited by 1,216 people.

For Gypsy, Roma and Irish Traveller History Month, Dave Arthur gave storytelling sessions to 14 adults and 50 children at Ashford and Aylesham Libraries.

Black History Month in October 2010 was celebrated in Libraries across Kent; 199 children and 20 adults attended Malorie Blackman's author event at Newington Library/Marlowe Academy in Ramsgate.

Other author-led events for Lesbian, Gay, Bisexual and Transgender (LGBT) Month in Kent libraries attracted 173 people. The event was also marked by stock displays and other activities.

KCC participated at a variety of community and cultural events in 2010, which included the Sikh festival of Vaisakhi in Gravesend and Dartford; Melas in Tunbridge Wells and Maidstone, Disabled Youth Games in Sevenoaks, Kent Gay Pride in Thanet and the Horsmonden Horse Fair. Another event, 'Sadi Awaaz Suno', Listen to Our Voices, took place in Gravesham, in March 2011. Centred on honour-based violence, it was held in conjunction with Kent Equality Cohesion Council.

The Disability Drop-In Centre Ltd (DDIC Ltd), was set up in Thanet to offer a range of services to a variety of communities that include:

- sign posting to partner organisations
- support and general advice on living with a disability

Although a new social enterprise, DDIC Ltd had already made links with more than 350 different local, national and international organisations, and wanted to increase its network. Thanet's Gateway Plus offered DDIC Ltd accommodation for a half-day session in a prominent public area, based on the service-delivery model and provided services to a group of Kent residents who had not previously accessed services at the Gateway.

DDIC Ltd is one of the most successful of the Thanet partners, delivering services five days a week, and helping more than 150 customers every week.

2.5 ENCOURAGING ACCESS TO AND PARTICIPATION IN COMMUNITY AND CIVIC LIFE

KCC is one of a small number of councils nationally that have continued webcasting meetings, even though this is not a statutory service, providing access to and participation in democratic processes.

In 2010/2011, the council webcast 88 meetings via http://www.kent.gov.uk/your_council/how_the_council_works/watch_council_meetings.aspx which resulted in 42,780 viewings:

KCC is exploring the use of social media so the public can engage with meetings. Throughout 2011/2012, the council will continue its voluntary system of Members' Annual reports, which provide information to the public about the formal and informal activities of Members via <http://democracy.kent.gov.uk/ecSDDisplay.aspx?NAME=SD1409&ID=1409&RPID=2800275&sch=doc&cat=13224&path=13224>

KCC's main meeting rooms at County Hall have induction loops, and all meeting rooms have disabled access. In 2010/2011, KCC at the community level experimented with different meeting times, including Saturday mornings, and ensured all venues were accessible.

2.6 WORKING WITH PARTNER ORGANISATIONS TO IMPROVE THE QUALITY OF LIFE FOR EVERYONE IN KENT, AND TO ELIMINATE UNLAWFUL DISCRIMINATION AND HARASSMENT

Kent Police has been assisted by the Keeping Safe Group to design new information leaflets by producing the text service to report crime, and easy-read leaflets for people with learning disabilities about police station locations, opening times and what to do if a police station is closed.

In 2010/2011, around 10,000 of these leaflets were distributed, providing equality of opportunity for people with learning disabilities.

The Hate Crime Protocol has been developed between Kent Police and Kent County Council to set in place a code of practice to provide people living and working in, as well as those visiting the county, with the opportunity to report hate crime/incidents.

Key aims of the protocol include:

- consistency in the way incidents are dealt with across Kent.
- knowledge of how each organisation should respond to reports of hate crime/incidents.
- knowledge of how the person reporting hate crime/incidents can be supported by each organisation
- give staff the confidence to respond positively to reports of hate crime/incidents, and report incidents they witness when the victim is unable or unwilling to report them for themselves.

In 2010/2011, some 1,706 hate crime/incidents were reported to Kent Police.

A breakdown of these incidents is shown below:

Racial	1,350
Religion/faith/belief	31
Gender	11
Disability	117
Age	8
Transgender	23
Sexual orientation	166

Totals: 1706

It is every adult's right to live in a safe environment, free from abuse. Preventing harm to adults is everyone's responsibility. This idea was promoted during Adult Safeguarding Awareness Week in Kent, from 14th to 20th June 2010. A number of events took place throughout the county to promote awareness of the types of abuse that may be used against a vulnerable adult, and to inform people how they can prevent adult abuse. Information provided during the awareness week is available from [http://www.kent.gov.uk/adult social services/your social services/advice and guidance/keeping adults safe/safeguarding adults week.aspx](http://www.kent.gov.uk/adult_social_services/your_social_services/advice_and_guidance/keeping_adults_safe/safeguarding_adults_week.aspx)

2.7 PUTTING POWER INTO THE HANDS OF LOCAL PEOPLE BY LISTENING AND RESPONDING TO THE VIEWS OF OUR COMMUNITIES THROUGH PUBLIC CONSULTATION AND PARTICIPATION

The Kent Youth Service, working with the Public Health team and other partners, has continued to develop the successful and innovative 'House' model, which went live in December 2008. 'House' is a space where young people, aged from 13 to 19, can 'chill out', and get informal lifestyle information in a relaxed and unthreatening environment. It aims to increase awareness of the damaging effects of smoking, alcohol, drugs and early or unprotected sex may have on young people. 'House' has not been advertised conventionally and relies on 'viral' marketing (using pre-existing social networks), and word of mouth only. In this way, 'House' has become a brand name among young people, and has been successful because it is not immediately associated with agencies and services. The information and messages provided are discreet and offered on young people's terms. The results have been remarkable.

The Sustainable Transport Team in Kent Highways Services (KHS) coordinates the Kent Reference Panel. This group brings together representatives of Kent-based access groups and KHS staff to engage on issues relating to transport and the public realm. The most recent engagement activity for the panel was on the Local Transport Plan (LTP3). Forthcoming issues include the taking over by the county council from district councils of the Concessionary Fares Scheme, and the supplementary guidance to the Kent Design Guide.

The country parks have established two park-user groups, at Lullingstone and Shorne Woods, to enable users to get involved in the parks and their development.

A Discovery Trail was created at Lullingstone Country Park following consultation with families and a local school, which helped develop the trail.

KCC asked people with learning disabilities, their families, carers and others who support them what they thought makes a good day. From their answers and other information, including 'Valuing People Now', the team created a 'Better Days' guide. The guide provides the following information:

- what people want to happen in Kent – the vision
- the ideas that will make it happen – five key principles
- what will be available for people in the day, evenings and at weekends – nine standards of a good day

'Better Days' was written by the Good Day Programme, with support from Voice4Kent and other people with learning disabilities in Kent and can be viewed at

<https://shareweb.kent.gov.uk/Documents/adult-Social-Services/learning-disability/better-days-leaflet.pdf>

2.8 SUPPORTING PEOPLE WHO EXPERIENCE UNNECESSARY DISADVANTAGE ON ACCOUNT OF THEIR SOCIAL CIRCUMSTANCES

KCC is helping people improve their computer literacy skills by offering training opportunities through the computer buddy scheme and dedicated UK online centres located in some of our libraries and Gateways. Future development includes exploring opportunities with the Post Office to offer people in remote areas the chance to learn how to use the web.

The Countryside Access Service has delivered the following improvements to Kent's network of footpaths, bridleways and public rights of way over the past year:

- Removal of 509 stiles from Public Rights of Way to improve access for all, especially the ageing population.
- Explore Kent's guided walks website has graded all walks to make it easier for customers to find a walk that meets their needs. Each grade has a detailed description of the obstacles, gradients etc on each walk, so customers can make an informed choice. Over 40% of all the walks are graded as either easy, or suitable for all abilities.
- A significant number of path surface improvements in or near residential areas, have been carried out across Kent to enable more people to use their local rights of way. For example:
 - Path ZS16, Minster, has been improved by replacing a narrow, muddy path with a wide strip of tarmac, that leads from a residential area to the primary school, shops and pedestrian crossing of a busy road; This path is used regularly by mothers of primary school children
 - Path ZU35, Sittingbourne, is an urban-fringe-restricted byway, which was impassable without scrambling along an adjacent bank covered in thorn bushes. It has now been cleared and surfaced, and is used by residents to access the local countryside and wider network of public paths
 - Path ZF1, Faversham, a section of this path, which is a popular, promoted route that traverses the rear of the sea wall and was repaired at the beginning of December, and now provides access to users of electric mobility scooters

The Country Parks unit set up a project for groups of BME elderly and disabled from the Asian day centres in Dartford and Gravesend to visit Shorne Country Park, to raise awareness and gather feedback. Country Parks also received some complimentary comments, such as:

"I am disabled and without the motorised trampers at Shornewoods Country Park my life would be very different. A big 'thank you' from my husband and I for giving us a lifeline. We cannot begin to even tell you how much it means to us. With sincere gratitude."

The Home Library Service serves more than 1,200 users of 70 of Kent's libraries, thanks to 400 volunteers. Home Library Service customers are mainly, but not exclusively, older people, living alone. They include people who are homebound by ill health, disability or caring responsibilities. Older people accounted for 140,850 loans made in 2010/2011.

The postal loan talking book service has more than 1,500 visually-impaired customers in Kent and Medway, and made 56,428 loans in 2010/2011.

Kent Libraries and Archives are working with a range of partners and community groups to make their services welcoming and relevant to everyone. For example, all districts across the county work with their local

District Partnership Groups, where they promote library services and Time2Give Volunteering opportunities.

The service is actively engaged with adults with learning disabilities, their carers and support workers, providing new opportunities, experiences and skills, whilst encouraging independence and fun. Between April 2010 and March 2011, 992 adults with learning disabilities took part in library activities.

Managers have introduced a great many flexible ways to learn, such as the 'pay as you go' scheme, where customers pay to attend a class on a particular day.

In partnership with Community Learning and Skills, we have developed the "Passport to the Library" course, which encourages independent use of libraries. Twenty library staff are trained to deliver the course, and 25 adults with learning disabilities have been awarded certificates so far.

In partnership with Tunbridge Wells District Partnership Group, Values Incorporate and Shopper Anonymous, nine adults with learning disabilities, have been trained to carry out mystery shopping in libraries. Action plans have been developed to address the issues which were identified.

Easy-access collections can be found in town centre libraries, and include Books Beyond Words, a series aimed at adults who understand pictures better than words. The stories are told through coloured pictures, and address the emotional and difficult events of life, such as illness and bereavement.

Last year a selection of Bag Books, multi-sensory stories for adults and children with learning disabilities, including those with multiple and profound disabilities, were bought for adults and children with profound and severe learning disabilities. Four members of staff have undergone, or are undergoing, an intensive Bag Books storytelling course and 13 story sessions have been delivered.

Groups of adults with learning disabilities use the libraries as social meeting spaces and for activities, such as the Biblio Hour at Sevenoaks Library, and the more informal groups meeting at Dartford Library.

In partnership with Kent Adult Social Services, 29 licenses have been bought for Boardmaker software, to be installed on public access computers in town-centre libraries. By providing this software for both library and community use, KCC we will help staff, parents, carers and support workers answer the needs of adults and children with communication problems, including families with autistic children, adults with learning disabilities, people with dementia and English speakers of other-languages families.

Kent Adult Education has been working with adults with learning disabilities to develop information that is easy for them to read and understand. Students on Independent Living Skills courses have helped to develop an information leaflet for disabled students, and a new short version of the Student Charter.

At a recent cross-partnership meeting, it was felt that the Nepalese community, particularly its older members and those who have recently arrived from Nepal, are not always aware of the services and benefits that are available to them. Information, coffee and advice sessions took place in May and November 2010, targeting the Nepalese Communities at Ashford and Maidstone Libraries and Dover Family Welfare Community Centre, at Burgoyne Heights, Dover. More than 15 agencies came to each event, giving advice to around 150 members of the Nepalese community.

Kent Highway Services' winter service policy prioritises service to particular groups and organisations, including hospitals, doctors' surgeries and old peoples' homes. During the bad weather of December 2010 and January 2011, KHS were able to respond to the following requests for service, which reduced the impact of the weather on priority groups:

- Staff from a care home were able to get to work when blockages caused by snow-ploughing were cleared.
- An Otford resident in need of regular dialysis was able to attend hospital for treatment when the route was kept open for the ambulance.
- A residential road was cleared for a funeral to take place, and carers providing services to the elderly in their own homes were able to maintain regular visits.

All of the above requests relate to clearance of side roads, which would not normally be treated:

A number of council member grants have been made available to community projects which promote disability equality, for example:

- Bearsted & Thurnham Bowling Club - provision of disabled bowling facilities.
- North West Kent Disabled Foundation - mini bus and adaptations.
- Malayalee Association – kids' club.
- Azacya Blade - youth events.
- Dartford Mela Festival 2010.
- Dartford Grammar School and the Mick Jagger centre - Kathakali performance and workshops.
- East Kent Strokes.
- Beach within Reach - replacement pins for wheelchairs.
- Valley Vipers - sports wheelchair.

More information on member grants is available from kent.gov.uk.

Further work still needs to be carried out in the following areas:

- highlight targets that will improve service outcomes for users, as opposed to specifying when internal procedures will be carried out.

3. Progress on responsive and accessible services

TO PROVIDE SERVICES WHICH ARE ACCESSABLE TO ALL PEOPLE WITHIN THE COMMUNITY, BASED ON THEIR NEEDS AND CHOICES

A full report on how these objectives in adult social care have been achieved is called Local Account 2011 Families and Social Care – Adults, and is available via kent.gov.uk

Gypsies and Travellers

An estimated 0.6% of the population in Kent (around 10,000), is a gypsy or traveller. Of these, around a third live in caravans or mobile homes. Kent County Council manages 10 of the 18 publicly-provided gypsy and traveller caravan sites in Kent. The county's 221 public pitches provide for a maximum of 300 caravans, and around 800 more caravans are on private sites with planning consent and tolerated sites in Kent. In July 2011, 108 caravans were on land without planning consent or toleration. The council works closely with Medway Council, all district councils and Kent Police when unauthorised encampments occur in the county.

As a result of a change in the law, all council traveller sites are covered by the Mobile Homes Act 1983, which means much of the pitch agreement is standard wording across the country.

KCC is due to consult on making its pitch allocation policy to match that for social housing. And other similarities include separate pitch metering for water (as well as electricity), and council tax charged for each pitch. More public sites are imminent or planned for Tonbridge & Malling, Swale and Maidstone.

TO WORK WITH PARTNERS IN CONSULTING AND COMMUNICATING WITH ALL SECTIONS OF THE COMMUNITY INCLUDING IN FORMATS SUITABLE FOR THOSE WITH SENSORY IMPAIRMENTS ON SERVICE NEEDS AND PROVISION

KCC recognises the importance of community engagement and participation. It has moved beyond simple consultation exercises, to find ways of actively involving communities. However, communities of place are not always the same as communities of interest and it is important to us to have structures in place that involve both in decision making, service and workforce planning.

The council has a culture of consulting residents about a wide variety of issues and provides numerous opportunities for local people to get involved with service planning and development. In addition, there is a network of 12 Local Bards across Kent, attended by councillors and covering each district council area. Local Boards provide a regular forum for community debate and consultation on local issues and services.

Following a review of the consultation and involvement process, a working group was set up to review how to align the Equality Impact Assessment (EqIAs) process with the consultation process. This work has continued this year and the new EqIA process will be available to staff in December 2011.

The Consultation and Engagement Strategy has been reviewed and it will become part of a wider Communication Strategy and Statement of Required Practice (SORP) to ensure the council engages with the right people at the right time.

This strategy will also commit KCC to improving its links with community organisations representing residents from diverse groups. These links have been good in some services and with some communities, but not supported consistently across the organisation; for example, in working with Lesbian, Gay, Bisexual and Transgender groups. This strategy will be published by 1 April 2012. Up-to-date information about the policies and services KCC is consulting on is always available on www.kent.gov.uk.

Understanding our community is key to delivering responsive, personalised services in Kent. KCC staff groups allow us to engage and consult directly with both employees and customers. They broaden KCC's knowledge around equality and diversity in general and offer insight into group-specific issues. The staff groups play a vital role in supporting the organisation and commenting on policy, procedures and services to ensure they meet everyone's requirements. Further details on KCC's staff groups can be found in section 4.2"

A full list of consultations undertaken by KCC is available via <http://consultations.kent.gov.uk/consult.ti/system/listConsultations?type=O>

Each year KCC produces an annual report on its community engagement and how this work has made a difference. Further details can be found on kent.gov.uk or by contacting KCC on 0845 824 247.

TO PROVIDE CLEAR, MEANINGFUL INFORMATION ABOUT COUNCIL SERVICES IN WAYS THAT ARE ACCESSABLE TO ALL AND MEET DIVERSE NEEDS

Effective communication is also crucial to community cohesion, because it allows strong relationships to be maintained with groups working within the community. This enables issues to be addressed as they arise, and demonstrates that the council understands and values the contribution of different communities.

KCC employs a range of communication methods designed to address a wide variety of access issues. These are summarised below.

Each of the publications and web pages on which they can be found give details of how to request information in alternative formats or languages. This includes formats such as audiotape, CD, BSL, Braille and large print, and as

computer files in accessible electronic formats such as mp3. Information can also be made available in easy-to-read formats for people with learning difficulties or poor literacy skills.

The council has a Standard on Interpreting and Translation (which also applies to British Sign Language and other alternate formats), which in essence means that a person's language will not be a barrier to receiving a service. We also have a Service Level Agreement with Top Temps Interpreting to ensure that appropriate linguistic support is provided where necessary.

KCC is engaged in a range of initiatives to enhance how we communicate as a council:

- A new website content management system has been established, to improve our websites and intranet more accessible and usable for disabled people. KCC is also investigating effective ways of making its web-based information more accessible in languages other than English
- Guidelines have been produced for staff to enable them to understand how to communicate well with our service users and colleagues. They are currently being brought up-to-date and will be mainstreamed in to our communications toolkit in early 2011. These show how to respond to requests for information in formats other than standard print and languages besides English
- Textphone services are available to enable d/Deaf, deafblind, hard of hearing and speech-impaired people to communicate easily with us
- Kent Sensory Services has worked to produce a contract with the Royal Association for Deaf People for KCC and partners to access consistent and excellent interpreting services (such as speech to text reporting or British Sign Language) for d/Deaf, deafblind and hard of hearing people. This includes the innovative 'SignVideo' project within Gateways
- KCC regularly communicates with staff on key employment issues in a variety of ways, such as KNet (the staff intranet), focus groups and road shows
- The council has standards on the use of imagery which cover the need to be inclusive in how it represents people of different genders throughout the website and in our printed publications.

To make KCC website more usable, accessible and interactive for people who share protected characteristics:

- The website was built to be W3C AA compliant and all applications developed must meet the AA standard. This means that KCC's website can be used to specific standard as set by the WorldWideWeb Consortium
- The web standards (written for web publishers to use when writing for the web) are evolving to ensure that our content is as accessible as possible
- Video standards have been addressed and all videos used on the website must now have subtitles and transcripts

- KCC is providing all non-accessible content (such as flash files), in a more accessible format as well such as a web page
- The council launched e-petitions 1 September 2010 allowing anyone with access to a computer to sign an existing petition or create their own. http://www.kent.gov.uk/your_council/have_your_say/petitions.aspx
- The website has been assessed by usability experts SOCITM. SOCITM carry out their usability reviews on all council websites during November and December each year, and publish their findings in the following March. In the last published review, KCC's website scored 3 out of 4 stars
- The website was also assessed in March 2010 by Northsquare accessibility and usability experts - their findings have influenced a redesign of our website homepage which went live at the end of April 2010
- The website conforms to the standards set out by the WorldWideWeb Consortium and it offers a full text only version of the site
- All images have alt tags to ensure information is compliant and stays in context for screen readers
- In April 2010 the council updated some of the navigation of the site to improve usability - for example we changed the navigation of the Adult Social Services pages, initially splitting the information for professionals and the public. KCC then revised the content, replacing jargon and KCC language with plain English. This helps users find their way round the site more easily, and allows KCC to target its online communication better
- The site offers most downloadable documents in both a Microsoft programme and PDF format
- KCC does not measure customer satisfaction levels on the website at the moment, but that is definitely something it will do in April 2012. This will particularly measure satisfaction levels for groups such as people with learning disabilities and visual impairments.

Chapter 4

Our objectives for equal and appropriate treatment in employment

KCC's aim is to reflect the diverse community of Kent. The council is committed to promoting equality, valuing diversity and combating unfair treatment, by providing a safe and accessible working environment with fair access to learning and development opportunities, and to encourage and support all staff in fulfilling their potential.

KCC wants you to know that we value the diversity in background and experiences that employees bring to their work (and this helps in meeting the needs of our customers). The principles of tolerance, understanding and respect for others are central to what the council believe. KCC recognise diversity groups relating to social circumstances or background, gender, race, colour, ethnic origin, disability, sexuality, age, religion or belief, and works hard to provide a working environment that is free from harassment and discrimination.

We will achieve our objectives by:

- building diversity considerations into it's business and people-management processes, including business, resource planning and policy development, consulting with all sectors of the community, ensuring attention is given to groups whose views may have been under-represented in the past
- not tolerating inappropriate or offensive language or behaviour to staff or service users
- providing flexible services and employment practices that respond to the needs of all sections of the community
- providing training and development opportunities. Staff are expected to be equipped with the appropriate awareness, knowledge and skills to respond positively to the range of diversity needs
- ensuring services, employment opportunities, and communication are physically, practically and culturally accessible
- identifying and promoting good practice, and challenge deficiency and poor practice
- monitoring the impact of it's policies and taking appropriate action to address any discriminatory practice
- actively supporting the recognised diversity staff groups
- implementing and monitoring recruitment and retention processes which are non-discriminatory and which increase accessibility of employment opportunities from all groups in the community
- enforcing staff disciplinary procedure when considered necessary.

4.1 To aim to employ a workforce that reflects the diverse community of Kent

As a major employer in Kent, KCC is committed to creating a dynamic workforce that is diverse, responsive to its customers and that understands Kent communities. The council's goal, is to make and keep KCC a great place to work, embodies the belief in equal treatment and conviction that

diversity enhances organisational performance. The council will strive through progressive employment practice to meet the needs of all staff, listen to their views and to respond to feedback.

Summary of staff levels

The following table shows KCC's staffing profile for the last 3 years

- KCC predominantly employs female staff
- 2% of our workforce is made up with staff who have declared that they have a disability
- over 4% of staff are from BME communities
- in 2011, 40% of staff claimed to have a Christian religious belief
- the majority of Kent's working population is aged between 35-39
- just over 14% of KCC's staff are between 16-29

KCC - Non Schools	2008/9		2009/10		2010/11	
Breakdown	14,765		14,719		13,850	
Male	3,813	25.82%	3,775	25.65%	3,526	25.46%
Female	10,952	74.18%	10,944	74.35%	10,324	74.54%
Disabled	283	1.92%	283	1.92%	270	1.95%
Non disabled	10,900	73.82%	10,967	74.51%	10,143	73.23%
Undeclared		0.00%		0.00%	1,079	7.79%
Unknown	3,582	24.26%	3,469	23.57%	2,358	17.03%
BME	470	3.18%	517	3.51%	567	4.09%
White	10,937	74.07%	10,968	74.52%	10,863	78.43%
Undeclared		0.00%		0.00%	887	6.40%
Unknown	3,358	22.74%	3,234	21.97%	1,533	11.07%
Christian	3,522	23.85%	3,937	26.75%	5,334	38.51%
Non Christian	2,033	13.77%	2,436	16.55%	3,053	22.04%
Undeclared		0.00%		0.00%	715	5.16%
Unknown	9,210	62.38%	8,346	56.70%	4,748	34.28%
Heterosexual	5,169	35.01%	5,993	40.72%	7,931	57.26%
Non Heterosexual	114	0.77%	130	0.88%	166	1.20%
Undeclared		0.00%		0.00%	888	6.41%
Unknown	9,482	64.22%	8,596	58.40%	4,865	35.13%
Aged Less than 15	0	0.00%	0	0.00%	0	0.00%
15-29	2,073	14.04%	2,208	15.00%	2,006	14.48%
30-44	4,471	30.28%	4,428	30.08%	4,250	30.69%
45-59	6,406	43.39%	6,318	42.92%	5,994	43.28%
Over 60	1,815	12.29%	1,765	11.99%	1,600	11.55%

Further information regarding KCC's workforce can be found at the end of this chapter.

4.2 To provide fair access to learning and development opportunities encourage and support staff in fulfilling their potential

KCC endeavours to create an environment where managers and employees continuously improve their skills, knowledge and behavioural competencies through development programmes. The council will continue to deliver a comprehensive and expanding selection of training, available to all staff, from generic awareness training such as 'Diversity in Action' and an Equality and Diversity on-line tool, to our more specific training on recruitment and selection. Developing areas include our training in Managing Equality Impact Assessments, Diversity Awareness training for front-line staff, Managing Change and Equality and Diversity Awareness workshops.

To further embed equalities into every aspect of our services and employment we aim to embed diversity into all our training programmes, ensuring accessibility to all staff.

4.3 To provide a safe and accessible working environment that values and respects the identity and culture of each individual and that is free from discrimination, harassment and victimisation.

KCC is committed to promoting equality, valuing diversity, combating unfair treatment and providing a safe working environment, where all employees can expect to be treated with dignity and respect.

All employees and elected Members are expected to take action to challenge discriminatory, harassing or violent behaviour, language and attitudes, whatever their origins.

KCC's Dignity and Respect Policy and Guidance re-launched in 2010, describes how we expect our staff to be treated by those they work for and with and include steps we take to protect them. This was further supported with our 'Expect Respect' poster and information campaign, resulting in information being displayed in KCC workplaces and public access points, reflecting a culture of respect for each individual. Developing areas include a review, monitoring and refresh of our FirstCall Helpline, looking at the way we respond to feedback and complaints and ensure we respond effectively to any trends identified.

4.4 To involve and communicate effectively with members of staff and staff groups.

KCC's existing staff groups continue to provide an invaluable source of feedback and information on issues concerning disabled, black, minority and ethnic, young, lesbian, gay, bisexual and transgender people. A combined staff group leaflet has been produced and promoted across the organisation to reflect and promote the role groups play in supporting the organisation. KCC continues to explore the potential for new groups and other ways to better engage with all staff who work for us so that our approach to employment takes account of all and that we understand our staff's interests and needs.

To ensure we continue to maintain a complete picture of our workforce by equality strand KCC ran a data quality exercise to improve and develop the consistency of the information held. This exercise included revising how we identify disabled employees, moving away from a medical to a social model of disability.

Developing areas include the implementation of the KCC engagement strategy, establishing greater awareness and engagement levels and responding to areas of concerns from all members of staff.

KCC's four staff groups were set up to offer support, friendship, networking and training opportunities for members of staff who are under represented in the workforce. The groups play a vital role in supporting the organisation by commenting on policies, procedures and services to ensure they meet the needs of everyone.

The groups are:

UNITE: has been established for over 12 years and supports Black & Minority Ethnic staff. It provides a reference point for Kent County Council on issues relating to ethnicity. As Kent becomes increasingly culturally diverse it is vital the Authority understands how it can develop and extend its services to respond to that diversity. UNITE offers a support network to its members and assists, along with the other staff groups, in the development of service delivery and employment policy.

Level Playing Field: has been meeting since December 2000. The group is made up of disabled staff and friends and is open to all KCC employees who consider themselves to have a disability or who have an interest in disability issues. The provision of equal access to employment within Kent County Council and the support of new staff are key priorities for LPF. The group also informs employment policy. This is coupled with the retention of existing staff through better understanding of reasonable adjustments. One example of work LPF has done on this is the Disability Passport. This is a document which helps enable effective communication between an employee and their line manager regarding their disability and the effect it has on them in the workplace.

Rainbow Forum: has been meeting since 2003. The Forum supports members of the Lesbian, Gay, Bi-sexual and Transgender staff community. It also informs and assists others who have a personal or professional interest in issues of sexuality, including other public sector organisations in Kent. The group gives advice on the services that KCC provide and its employment policies to ensure that all aspects of the organisation's work is accessible and appropriate to all residents of Kent and employees regardless of sexual orientation.

Greenhouse -supports younger members of staff (under 30) in KCC and promotes the value that younger staff members bring to the workplace. It aims to be proactive in empowering younger members of staff to fulfil their

potential; seeking and taking opportunities to expand their experiences within the working environment, including outside the day job.

4.5 Staff development.

- in 2010-11 Libraries involved disabled people in delivering Disability Awareness workshops on Dyslexia, Deafness and Hearing loss, Visual Impairment and Learning Disabilities. More than 100 members of staff attended one or more workshops, and feedback has been excellent
- as part of KCC's upgrade of public access computers in Libraries, KCC have purchased AbilityNet software and provided staff training. 198 staff were given the opportunity to look at and play with specialist software as well as learning how to use the computer operating software to make the computer more accessible if required
- a development day for staff in East Kent held in September 2010 had an Equality and Diversity theme and was very well received
- a development day for local Access champions in January 2011 included aspects of Equality & Diversity
- in January 2011 KCC included how to support people with Mental Health problems and/or Autism as part of a training session for staff managing Time to Give volunteers
- KCC have also offered sessions on Safeguarding Vulnerable Adults, Positive Action in Recruitment and an introduction to British Sign Language (BSL)
- KCC have developed a series of Diversity factsheets covering what the words mean, what the law says and good practice
- KCC have developed guidance for staff on our services for adults with learning disabilities, dyslexia, visual impairment and Deafness and hearing loss and for those whose first language is not English

KCC has produced a DVD which positions the organisations expectations in relation to Equality and Diversity. The 'Together Making the Difference' DVD. is used for Elected Member/Manager training, induction sessions and Diversity in Action training. The DVD sits along side the 'Expect Respect' posters and policy statement distributed to all customer facing offices as well as staff areas.

We continue to deliver robust Equality and Diversity training programmes across KCC, including bespoke programmes where needed.

4.6 To provide fair and transparent pay and reward systems.

Creating an environment in which people are and feel treated fairly with respect demands more than minimum legal compliance. Our terms and conditions, policies and procedures are reviewed and impact assessed regularly to ensure they remain inclusive and fair.

KCC has implemented a single pay structure and has undertaken equal pay audits on a phased basis over the past three years. The audit covered approximately 30,000 employees and covered gender, race and ethnicity.

Our initial audit indicated that we are a fair employer in terms of gender and pay and we continue to monitor to ensure this position is maintained.

Performance assessment outcomes for all employees are also monitored on an annual basis for gender, age, ethnicity, full and part-time staff.

We continue to develop an inclusive and accessible reward package, ensuring our wider benefits appeal to all sections of our workforce and encourage applications from a wider cross-section of the Kent population.

Pay range data

The following table shows the KCC staffing profile across pay range groups for the last 3 years.

Paybands	KS1-5 equivalent			KS6-10 equivalent			KS11-15 equivalent		
	2008/9	2009/10	2010/11	2008/9	2009/10	2010/11	2008/9	2009/10	2010/11
KCC - NS									
Breakdown	5781	5700	5148	5634	5794	5765	1667	1743	1896
Male	1232	1207	1076	1376	1394	1405	631	643	628
Female	4549	4493	4072	4258	4400	4360	1036	1100	1268
DDA	103	106	106	131	124	127	38	41	43
Non DDA	4556	4451	3983	4695	4788	4690	1386	1446	1574
Undeclared	239	379	186	95	199	216	27	42	45
Unknown	883	764	873	713	683	732	216	214	234
BME	207	233	249	195	227	255	65	68	82
White	4641	4504	4243	4717	4760	4861	1404	1457	1618
Undeclared	102	148	101	37	87	97	15	17	31
Unknown	831	815	555	685	720	552	183	201	165
Christian	1601	1705	2170	1527	1741	2194	454	501	716
Non Christian	839	998	1191	925	1112	1382	256	292	392
Undeclared	331	454	256	143	259	249	35	58	83
Unknown	3010	2543	1531	3039	2682	1940	922	892	705
Heterosexual	2253	2516	3117	2303	2703	3399	653	735	1050
Non Heterosexual	41	46	60	49	57	84	28	28	34
Undeclared	383	503	388	156	266	289	38	63	88
Unknown	3104	2635	1583	3126	2768	1993	948	917	724
Aged Less than 15	0	0	0	0	0	0	0	0	0
15-29	1081	1142	958	705	779	795	27	24	26
30-44	1626	1578	1457	2013	2091	2095	488	529	571
45-59	2329	2266	2118	2445	2466	2429	997	1014	1114
Aged 60 and over	745	714	615	471	458	446	155	176	185

The following tables show KCC's employment profile data for the last 3 years.

Recruitment Process

Applications

KCC - NS	2008/9		2009/10		2010/11	
<i>Breakdown</i>	45,881		54,685		19,797	
Male	13,964	30.44%	18,096	33.09%	6,728	33.98%
Female	31,228	68.06%	36,024	65.88%	12,872	65.02%
Undeclared		0.00%		0.00%	76	0.38%
Unknown	689	1.50%	565	1.03%	121	0.61%
Disabled	1,447	3.15%	1,704	3.12%	694	3.51%
Non disabled	43,972	95.84%	53,179	97.25%	18,980	95.87%
Undeclared		0.00%		0.00%	51	0.26%
Unknown	462	1.01%	439	0.80%	72	0.36%
BME	5,903	12.87%	8,121	14.85%	3,537	17.87%
White	39,368	85.80%	46,576	85.17%	15,862	80.12%
Undeclared		0.00%		0.00%	163	0.82%
Unknown	610	1.33%	625	1.14%	139	0.70%
Christian	23,851	51.98%	28,819	52.70%	10,149	51.27%
Non Christian	20,264	44.17%	24,834	45.41%	8,712	44.01%
Undeclared		0.00%		0.00%	705	3.56%
Unknown	1,766	3.85%	1,671	3.06%	231	1.17%
Heterosexual	41,794	91.09%	50,174	91.75%	18,008	90.96%
Non Heterosexual	742	1.62%	1,026	1.88%	395	2.00%
Undeclared		0.00%		0.00%	815	4.12%
Unknown	3,345	7.29%	3,485	6.37%	579	2.92%
Up to 19	2,293	5.00%	2,699	4.94%	1,421	7.18%
20 - 25	10,624	23.16%	14,522	26.56%	5,599	28.28%
26 - 35	11,729	25.56%	13,757	25.16%	4,531	22.89%
36 - 45	10,332	22.52%	11,644	21.29%	3,759	18.99%
46 - 55	8,001	17.44%	9,727	17.79%	3,382	17.08%
56 - 65	1,884	4.11%	2,312	4.23%	822	4.15%
over 65	77	0.17%	61	0.11%	21	0.11%
Undeclared		0.00%		0.00%	113	0.57%
Unknown	941	2.05%	899	1.64%	149	0.75%

Summary of applications

Equalities declaration rates are increasing for all strands. Proportionally higher application rates for most minorities on equality strands compared to our establishment figures. Applications from the BME community has increased by 3% during 2010/11. Overall applications have declined significantly (64%) during 2010/11, reflecting a contracting workforce.

Shortlisting

KCC - NS	2008/9		2009/10		2010/11	
Breakdown	6,568		9,116		3,718	
Male	1,695	25.81%	2,377	26.08%	1,118	30.07%
Female	4,658	70.92%	6,567	72.04%	2,529	68.02%
Undeclared		0.00%		0.00%	19	0.51%
Unknown	215	3.27%	172	1.89%	52	1.40%
Disabled	272	4.14%	391	4.29%	188	5.06%
Non disabled	6,154	93.70%	8,524	93.51%	3,477	93.52%
Undeclared		0.00%		0.00%	17	0.46%
Unknown	142	2.16%	201	2.20%	36	0.97%
BME	633	9.64%	1,067	11.70%	558	15.01%
White	5,765	87.77%	7,837	85.97%	3,052	82.09%
Undeclared		0.00%		0.00%	32	0.86%
Unknown	170	2.59%	212	2.33%	54	1.45%
Christian	3,399	51.75%	4,757	52.18%	1,927	51.83%
Non Christian	2,728	41.53%	3,831	42.03%	1,556	41.85%
Undeclared		0.00%		0.00%	156	4.20%
Unknown	441	6.71%	525	5.76%	79	2.12%
Heterosexual	5,822	88.64%	8,108	88.94%	3,316	89.19%
Non Heterosexual	93	1.42%	191	2.10%	79	2.12%
Undeclared		0.00%		0.00%	177	4.76%
Unknown	653	9.94%	817	8.96%	146	3.93%
Up to 19	226	3.44%	451	4.95%	191	5.14%
20 - 25	1,166	17.75%	1,837	20.15%	890	23.94%
26 - 35	1,637	24.92%	2,266	24.86%	788	21.19%
36 - 45	1,674	25.49%	2,060	22.60%	828	22.27%
46 - 55	1,333	20.30%	1,864	20.45%	724	19.47%
56 - 65	303	4.61%	404	4.43%	210	5.65%
over 65	11	0.17%	8	0.09%	7	0.19%
Undeclared		0.00%		0.00%	24	0.65%
Unknown	218	3.32%	226	2.48%	56	1.51%

Declaration rates	2008/9	2009/10	2010/11
Disability	97.84%	97.80%	99.03%
Ethnicity	97.41%	97.67%	97.96%
Faith	93.29%	94.21%	97.88%
Sexual Orientation	90.06%	91.04%	96.07%

Summary of shortlisted applicants

A higher proportion of disabled staff were interviewed than the proportion that apply for roles. KCC continues to be accredited as a Two Ticks - Positive About Disabled People symbol user, demonstrating its commitment in supporting disabled people.

BME shortlisting rose as years progress similar to level of applications. Younger staff are not as successful at being shortlisted. Men are proportionally less likely to be shortlisted than there female counterparts.

Starters

KCC - NS	2008/9		2009/10		2010/11	
Breakdown	2082		1713		1270	
Male	594	28.53%	491	28.66%	392	30.87%
Female	1488	71.47%	1222	71.34%	878	69.13%
Disabled	31	1.49%	20	1.17%	8	0.63%
Non disabled	1307	62.78%	965	56.33%	509	40.08%
Undeclared		0.00%		0.00%		0.00%
Unknown	744	35.73%	728	42.50%	753	59.29%
BME	82	3.94%	108	6.30%	72	5.67%
White	1280	61.48%	931	54.35%	527	41.50%
Undeclared		0.00%		0.00%		0.00%
Unknown	720	34.58%	674	39.35%	671	52.83%
Christian	675	32.42%	523	30.53%	336	26.46%
Non Christian	561	26.95%	457	26.68%	257	20.24%
Undeclared		0.00%		0.00%		0.00%
Unknown	846	40.63%	733	42.79%	677	53.31%
Heterosexual	1190	57.16%	965	56.33%	579	45.59%
Non Heterosexual	24	1.15%	24	1.40%	13	1.02%
Undeclared		0.00%		0.00%		0.00%
Unknown	868	41.69%	724	42.27%	678	53.39%
Aged Less than 15	1	0.05%	4	0.23%	3	0.24%
15-29	790	37.94%	715	41.74%	550	43.31%
30-44	698	33.53%	542	31.64%	394	31.02%
45-59	543	26.08%	409	23.88%	290	22.83%
Over 60	50	2.40%	43	2.51%	33	2.60%

Declaration rates	2008/9	2009/10	2010/11
Disability	64.27%	57.50%	40.71%
Ethnicity	65.42%	60.65%	47.17%
Faith	59.37%	57.21%	46.69%
Sexual Orientation	58.31%	57.73%	46.61%

Contract Groups	2008/9	2009/10	2010/11
Casual	319	297	304
Fixed Term	249	276	249
Permanent	1312	930	525
Temporary	215	191	162
Null	3	33	65

Contract Hours	2008/9	2009/10	2010/11
Full Time - Male	421	320	213
Full Time - Female	768	618	443
Part Time - Male	179	175	188
Part Time - Female	730	614	461

Summary of Starters information

Reducing levels of starters reflects a contracting workforce. Proportion of BME staff joining is more than those leaving the organisation creating greater representation for this group. Proportion of staff aged 15-29 starting in the organisation is higher than those leaving, increasing representation across the organisation.

Leavers

KCC - NS	2008/9		2009/10		2010/11	
Breakdown	1,855		1,820		2,121	
Male	572	30.84%	537	29.51%	661	31.16%
Female	1,283	69.16%	1,283	70.49%	1,460	68.84%
DDA	28	1.51%	48	2.64%	42	1.98%
Non DDA	1,292	69.65%	1,241	68.19%	1,538	72.51%
Undeclared		0.00%		0.00%	153	7.21%
Unknown	535	28.84%	531	29.18%	388	18.29%
BME	78	4.20%	68	3.74%	90	4.24%
White	1,251	67.44%	1,235	67.86%	1,504	70.91%
Undeclared		0.00%		0.00%	80	3.77%
Unknown	526	28.36%	517	28.41%	447	21.07%
Christian	384	20.70%	423	23.24%	583	27.49%
Non Christian	228	12.29%	293	16.10%	407	19.19%
Undeclared		0.00%		0.00%	165	7.78%
Unknown	1,243	67.01%	1,104	60.66%	966	45.54%
Heterosexual	547	29.49%	670	36.81%	931	43.89%
Non Heterosexual	17	0.92%	18	0.99%	24	1.13%
Undeclared		0.00%		0.00%	186	8.77%
Unknown	1,291	69.60%	1,132	62.20%	980	46.20%
Aged Less than 15	1	0.05%	0	0.00%	0	0.00%
15-29	449	24.20%	415	22.80%	518	24.42%
30-44	519	27.98%	434	23.85%	489	23.06%
45-59	547	29.49%	578	31.76%	587	27.68%
Aged 60 and over	339	18.27%	393	21.59%	527	24.85%

Declaration rates	2008/9	2009/10	2010/11
Disability	71.16%	70.82%	81.71%
Ethnicity	71.64%	71.59%	78.93%
Faith	32.99%	39.34%	54.46%
Sexual Orientation	30.40%	37.80%	53.80%

Contract Groups	2008/9	2009/10	2010/11
Casual	418	480	526
Fixed Term	135	155	291
Permanent	1,070	948	1,236
Temporary	179	184	264
Null	1	1	0

Contract Hours	2008/9	2009/10	2010/11
Full Time - Male	349	298	382
Full Time - Female	513	457	577
Part Time - Male	259	265	334
Part Time - Female	864	920	1,024

Additional information

Declaration rates of those leaving steadily increasing.

Summary of Leavers information

Overall number of staff leaving is increasing. Proportion of male leavers is higher than starters. Proportion of disabled staff leaving the organisation is higher than those starting.

Turnover

KCC - NS	2008/9	2009/10	2010/11
Breakdown	12.69%	12.39%	14.92%
Male	14.95%	14.16%	18.16%
Female	11.89%	11.78%	13.80%
DDA	10.06%	16.93%	15.05%
Non DDA	11.99%	11.34%	14.62%
Undeclared			13.30%
Unknown	14.99%	15.35%	17.08%
BME	16.92%	13.73%	16.96%
White	11.52%	11.31%	14.10%

KCC - NS	2008/9	2009/10	2010/11
Undeclared			11.06%
Unknown	15.95%	15.82%	19.45%
Christian	11.74%	11.27%	14.18%
Non Christian	12.82%	12.78%	15.91%
Undeclared			21.58%
Unknown	12.99%	12.78%	14.24%
Heterosexual	11.69%	11.88%	14.82%
Non Heterosexual	16.25%	15.09%	16.28%
Undeclared			22.26%
Unknown	13.13%	12.68%	14.10%
Aged Less than 15	600.00%	0.00%	0.00%
15-29	22.23%	19.42%	24.72%
30-44	11.68%	9.75%	11.27%
45-59	8.56%	9.15%	9.57%
Aged 60 and over	19.23%	22.11%	32.00%

Contract Groups	2008/9	2009/10	2010/11
Casual	11.54%	14.08%	16.65%
Fixed Term	33.87%	26.10%	44.59%
Permanent	9.44%	8.28%	11.02%
Temporary	22.97%	24.81%	38.78%
Null	100.00%	100.00%	0.00%

Contract Hours	2008/9	2009/10	2010/11
Full Time - Male	13.42%	11.36%	15.14%
Full Time - Female	10.70%	9.15%	11.62%
Part Time - Male	17.06%	18.19%	23.67%
Part Time - Female	11.96%	12.93%	15.04%

Additional information

Big decreases in fixed term and temporary contracts which is to be expected in the financial climate.

Significantly higher turnover in male part timers, approximately 50% more than their female counterparts every year.

Summary of Turnover Levels

Male turnover is consistently higher than the overall turnover and that of their female counterparts. Staff from Black & Ethnic minority groups have a higher turnover than the overall figure and their white counterparts. Staff aged 15-29 have a significantly higher turnover than other age brackets.

Employee Relations

Type of Cases	2008/9		2009/10		2010/11	
Disciplinary	149	19.40%	175	25.58%	175	18.50%
Capability - Poor Performance	70	9.11%	46	6.73%	75	7.93%
Capability - Ill Health	268	34.90%	206	30.12%	228	24.10%
Capability - Other	12	1.56%	7	1.02%	11	1.16%
Grievance	77	10.03%	63	9.21%	57	6.03%
Harassment	26	3.39%	15	2.19%	18	1.90%
Reviews	135	17.58%	139	20.32%	350	37.00%
Appeals	21	2.73%	27	3.95%	25	2.64%
Total	768		684		946	

As of 2010/11 information is now collected and collated by equality strand this is in the process of being backdated to previous years.

Chapter 5

The role of procurement in promoting equality

Kent County Council is one of the largest shire councils and spends around £1 billion per annum on goods, services and works to provide infrastructure and services to support the people of Kent. Therefore, the services provided to the community should be geared towards their diverse needs and requirements.

The council provides a wide range of services to the community and businesses in Kent. In some cases these are provided directly by KCC, in other cases on the council's behalf by contractors and partners.

Each year Kent County Council enters into contracts worth many millions of pounds for buying goods, works and services on behalf of the Kent community. Spending by KCC sustains and maintains a significant number of jobs within Kent. The council has a statutory duty to ensure that public money is spent in a way that ensures value for money and does not lead to unfair discrimination and social exclusion.

Procurement is usually understood to mean the purchase of goods, works or services. However, it covers a wide range of activities, such as needs assessment, options appraisals and devising tender and contract specifications. It is related to, but not identical with, commissioning. A procurement process is not an end in itself, but is intended to achieve the best possible value, while ensuring quality services are purchased.

Furthering equality is a key goal of best value, because the procurement process is one of the most important tools that a council has to further its equality objectives and outcomes. Local government procurement must be carried out to comply with both EC and UK regulations, such as the Public Contract Regulations 2006. The new Equality Act contains strengthened provisions on procurement.

The promotion of equality in procurement will help to:

- improve overall value for money for the council in terms of the goods, works and services it purchases
- improve the quality, responsiveness and appropriateness of KCC services.
- ensure that public money is not spent on practices which lead to unfair discrimination to sections of Kent.
- create a diverse and integrated workforce.
- deliver more responsive and flexible services in combating social exclusion and building stronger and cohesive communities
- encourage other organisations to promote and practice the council's policies on equality.

The future holds significant change for the council both in terms of significantly reduced budgets as well as moving to new ways of providing services. Bold Steps for Kent outlines a number of these challenges including 'Right to Buy' for staff and collaborative or integrated service provision with other agencies e.g. health. These will put a premium on KCC's ability to lead and manage procurement to deliver continuing value for money consistent with its strategic aims.

To position the council to deliver against these aims will be transforming its procurement function and processes, and this will cover:

- resourcing and procurement expertise,
- governance and control of appropriate processes,
- systems support for efficient operation.

The council will take into account in its tender evaluation and contracting processes, a potential contractor's approach to equality in terms of its employment practices and service delivery. It will do this by asking potential contractors relevant questions and include appropriate provisions in its contract documents relating to these matters. The responses to these questions will be evaluated as part of the selection process. The impact of the contractor's procurement strategy with regard to the promotion of equality will also be monitored and managed during the life of each contract, where equality is deemed to be a core requirement.

Where a contractor is carrying out a public function on our behalf, KCC will ensure that their work complies with all equalities legislation.

This means that the council will continue to build appropriate equality considerations into the procurement process, to ensure that all procured functions meet statutory requirements, regardless of who is carrying them out. Equality considerations are currently built into the corporate procurement guidance in a document called 'Spending the council's Money' and Guidance for Service for Service Suppliers on Equality & Diversity in Procurement.

A number of key areas for action are currently being undertaken regarding equality in procurement:

- developing a robust system to ensure that there is appropriate monitoring to demonstrate compliance with existing corporate guidance on procurement throughout in all our work.
- revising procurement pre-qualification (PQQ) to correspond more closely to the council's general equality and diversity objectives, without introducing additional bureaucracy.
- standardising all procurement documents and Equalities and Diversity will be incorporated into these amendments
- Devising methods of assessing potential new contractors' performance in their previous operations/activities.

This will be a second stage:

- adopting a clear and consistent approach to deal with instances in which non-compliance with the council's policy will lead to cessation of trading or contract termination.
- contracts will be written to take account of balance of risk to the Council whilst addressing equalities.

Transformation of the procurement function will not happen overnight – realistically it will be a two to three year programme - and will be dependent on introducing and developing the right skills.

KCC's objectives for fair and inclusive procurement are:

- to ensure good procurement practice is shared and adopted across KCC
- to provide training for all staff involved in procurement to ensure understanding of and compliance with corporate Procurement and Equality Strategies
- to devise and implement methods of assessing potential new contractors' performance on equality and diversity in their previous operations and activities.
- to take clear and consistent measures in all service units to ensure non-compliance with the council's policy will lead to cessation of trading or contract termination.

6. Performance and Review – getting it right

The recent restructure of KCC has given the organisation unique opportunities to re-assess and reevaluate the ways in which its equality obligations are managed within KCC.

The council is reviewing its equality policy and objectives in order to align with the updated Vision for Kent, KCC's medium term plan 'Bold Steps', Change to Keep Succeeding and the broader changing Equality legislative environment.

As part of implementing 'Bold Steps for Kent' and the 'design principles' for the organisation to deliver this, a review of the current officer level performance arrangements has been undertaken and it is introducing an improved internal performance management framework.

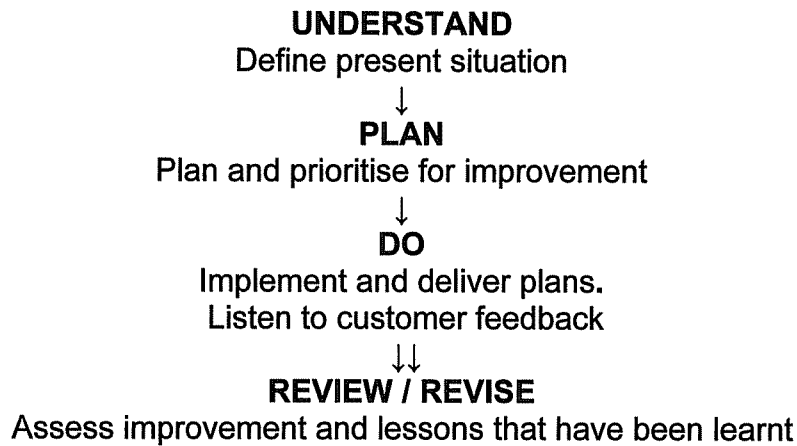
The new performance management framework for the authority enhances the existing officer-level arrangements, but introduces a mechanism that will create:

- a stronger officer culture of performance management accountability,
- much greater shared awareness of KCC's current performance,
- transparency about the council's performance.

As an authority the council should be smarter at delivering its performance management arrangements in a more joined - up and intelligent way to ensure that Bold Steps for Kent and the Medium Term Financial Plan agreed by elected members of the council are being delivered effectively. KCC wants to put in place mechanisms to achieve its strategic priorities, assess the progress of targets and take action to improve its performance where necessary.

Two new groups have been introduced that will meet monthly. These will be separate forums that enable senior managers to focus on performance and milestones, ensure accountability for delivery and improvement, provide challenge and open dialogue and help the council its to learn from best practice. The Performance Assurance Team (PAT) will focus on organisational performance. The Delivery Assurance Team (DAT) will focus on delivery of the milestones of major change programmes and projects.

Performance management can be viewed as a continuous cyclical process that aims to deliver KCC's objectives. It operates at many levels in the organisation over different timescales:



These cycles need to be integrated across various organisational levels and with partners. The coordination of these cycles and objectives working their way from the top of the organisation through to the individual is often described as the *golden thread*.

For the performance management cycle to keep moving successfully, it needs to be underpinned by the right *culture and behaviours* of staff within the organisation. A good performance management culture for KCC means that the organisation – and the individuals in it – are empowered to work and learn together so the council makes a positive difference to the lives of the people of Kent.