



Kent County Council Equality Strategy 2007/2010

Draft Summary Action Plans

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Organisational Action Plan

Summary Action Plan 2007/2010

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|---|--|---|--|--|-------------------------------------|---|
| Priority outcome 1: Equal and inclusive services and information for all, regardless of age, disability, gender, faith, race, gender or sexual orientation | | | | | | |
| 1. | Deliver ongoing developmental work on the Strategy with those who live and work in Kent | To enhance understanding of localised issues, identify appropriate responses and take forward key actions. | September 2007 | Inclusive Services Policy Manager | | |
| 2. | All new policy, procedures and practices to undergo equality impact assessment, in relation to Age, Disability, Gender, Faith, Race and Sexual Orientation | <ul style="list-style-type: none"> • Effective risk and resources management • Full account is taken of the needs of all diverse groups in the design, delivery and evaluation of services. | Ongoing | All Directorates | | |
| 3. | Directorates to continue work against key actions /evidence to be collected in Self Assessment | Achieve Level 3 of the Equality Standard for Local Government | Progress reported to ELOG meetings: <ul style="list-style-type: none"> • 4 October 07 | Chairs of Directorate Equality Groups, supported by Equality Standard Steering Group | | Commence activity on Levels 4 and 5 of the Standard |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|----|--|--|---|--|---|---|
| | workbooks, in order to achieve Level 3 of the Standard. | | Final deadline: 31 March 2008 | | | |
| 4. | Directorates to complete Stage 1 equality impact screenings | All Directorates hold relevant intelligence about diverse customer need to enable them to predict and respond to change. | 21 June 2007 | Chairs of Directorate Equality Groups, supported by Equality Standard Steering Group | Number of impact assessments agreed to be completed within a 12-month period. | |
| 5. | Directorates to complete Stage 2 full assessments of all relevant policies, procedures and practices | To enable the Council to address the needs of diverse groups at risk of disadvantage, promote good relations between diverse communities, and set priorities accordingly | 31 December 2007 Directorates to report Stage 2 full assessment findings to ELOG January 2008 (date TBC) | Chairs of Directorate Equality Groups, supported by Equality Standard Steering Group | Number of impact assessments agreed to be completed within a 12-month period. | Continue to monitor policies, procedures and practices for adverse impact - Quarterly analysis reports provided to ELOG and Chairs of Directorate Equality Groups |
| 6. | Following completion of impact assessment | Ensure that the issues that matter most to local groups and | 31 March 2008 | Chair of Strategic Equality Group, supported by Directorate | | Directorates/ Service areas to demonstrate progress in |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|----|--|---|--|-----------------------------------|-------------------------------------|---|
| | process, Directorates/ service areas to identify relevant equality objectives and targets for age, disability, gender, faith, race and sexual orientation, for employment, pay, service delivery and procurement | neighbourhoods are translated into short, medium and long term objects, and integrated into policy objectives, business plans and performance targets | | Equality Groups | | achieving targets and set new targets. |
| 7. | All objectives and targets to be incorporated into business plans and supported by action plans. | Business planning across the authority clearly addresses the needs of diverse groups at risk of disadvantage. | 31 March 2008 | | | |
| 8. | Arrange for external assessor to verify achievement of Level 3 of Equality Standard | | April 2008 | Inclusive Services Policy Manager | | |
| 9. | Revised list of all Kent County | Comply with legislation. | <ul style="list-style-type: none"> April 2007 | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|-----|---|---|--|---------------------|-------------------------------------|--|
| | Council policies, procedures and practices published and available for inspection | | <ul style="list-style-type: none"> April 2008 | | | |
| 10. | Target activity to meet the procurement objectives of the Equality Standard for Local Government. | | | Procurement Forum | | |
| 11. | Develop good practice guidelines for procurement - drafted and consulted upon both internally and with key external stakeholders. | Equality is included within all contracts and commissioning agreements where equality is a core requirement of delivering the service | | | | Good practice guidelines adopted by Directorate procurement functions. |
| 12. | As part of the tendering process, and proportionate to the value of the tender, require providers of goods | Equality is included within all contracts and commissioning agreements where equality is a core | | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|-----|--|--|-----------------|----------------------------|-------------------------------------|---|
| | and services to supply an equality policy statement and also documentation showing how the policy is applied. | requirement of delivering the service | | | | |
| 13. | Encourage contractors and suppliers from BME and other minority communities to seek admission to the approved lists. | | | | | |
| 14. | KCC Compact: Aiming to improve the relationship between KCC and the Voluntary & Community Sector (VCS) in Kent | Valuing & seeking to work better with the VCS, including the BME VCS in Kent as a public services delivery partner | | Kent Compact BME sub group | | Compact principles and practices embedded in directorates |
| 15. | Work in partnership with Kent Police to hold an event on lesbian, gay and bisexual issues in | | May 2007 | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|--|---|--|-----------------|-----------------------------------|-------------------------------------|---|
| | young people's services | | | | | |
| Priority outcome 2: Creative opportunities for participation and involvement in service planning and decision | | | | | | |
| 16. | Agree a county-wide consultation and involvement map and protocol to ensure all diverse groups are engaged. To include views and needs of disabled people from BME groups, mental health survivors, and children/pupils and their carers, some of whom may be disabled. | <ul style="list-style-type: none"> Enhance existing consultation/ involvement mechanisms to increase understanding of the views, needs, desires and preferences of service users at risk of disadvantage. | March 2008 | Inclusive Services Policy Manager | | |
| 17. | 'Results of consultation page' maintained and used by Directorates | Ensure all diverse communities have up-to-minute knowledge of key Council initiatives and consultations | | All Directorates | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|---|--|--|-----------------|--|-------------------------------------|---|
| Priority outcome 4: Enhance the quality of our intelligence and monitoring systems, to ensure we can target disadvantage in the county where activity is most needed and best reflects effective use of resources. | | | | | | |
| 18. | Explore opportunities for working collaboratively with partners and stakeholders on data gathering and consultation/ involvement exercises | Secure superior quality data and secure efficiency savings. | | Inclusive Services Policy Manager | | |
| 19. | Complete review/ implementation of corporate complaints process | To enable enhanced analysis of complaints from diverse groups | | Performance Manager, Performance Management Team | | |
| 20. | Develop responsive risk-based model for cohesion in Kent | Secure superior quality data to inform strategic planning activity | October 2007 | Inclusive Services Policy Manager | | |
| 21. | Complete mapping exercise/ needs analysis on migration | | | Senior Policy Manager, Central Policy Unit | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|--|---|--|---|-------------------------------------|-------------------------------------|---|
| Priority outcome 5: Maintain our reputation as an excellent employer, promoting a culture where the Council recruits on merit, diversity is valued, and where employees are proactive in anticipating the needs of service users. | | | | | | |
| 22. | Evaluate 2006/07 year of Council diversity training programme and continue with programme post evaluation. | | | | | |
| 23. | Develop new Data Quality Working Group | Ensure diversity management information across the function is fit for purpose and meets needs of positive action, as required | On-going | Director Of Personnel & Development | | |
| 24. | ELOG to continue to receive and consider quarterly diverse workforce reports, to agree positive action initiatives to support achievement of targets across | Six monthly performance reports made to ELOG in accordance with agreed Equalities Performance Management Framework | June and December/January meetings each years | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Years 2 & 3 Actions 2010 |
|-----|---|---|-----------------|--|-------------------------------------|---|
| | Directorates. Recommendations to be made to Cabinet and Chief Officers' Group to achieve targets | | | | | |
| 25. | Assess annual employment monitoring in schools data and assess need for additional support. | | | Policy And Statutory Compliance Officer | | |
| 26. | Data Capture Exercise | Up-date and increase diversity data held on Personnel Information system to ensure needs of all staff being met, and full data available for positive action, as required | April 07 | Director Of Personnel & Development | | |



Disability equality

Summary Action Plan 2007/2010

To be included, as per agreed Disability Equality Scheme.



Gender equality

Summary Action Plan 2007/2010

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|---|--|--|--|--------------------------------|---|------------------------------|
| Priority outcome 1: Equal and inclusive services and information for all, regardless of age, disability, gender, faith, race, gender or sexual orientation | | | | | | |
| 1. | Take Our Young People to Work Initiative | Counter job segregation and stereotypical roles for young people | | Continuous Improvement Manager | Numbers of young people taking part in initiative Feedback from participants | |
| 2. | Promote 'non-traditional' jobs through, for example, the Council's website, targeted publications, job fairs and schools and colleges. | Counter job segregation and stereotypical roles for young people - increase in numbers of men and women applying for 'non-traditional' jobs. | Progress reported to ELOG December 2007 | | The % of males and females applying for a range of different occupations. | |
| 3. | Increase the take up levels of males accessing library services. | Increase in numbers of males benefiting from library and museum services. | | | % of males accessing library and museum services. | |
| 4. | Improve Sex and Relationship services for young people particularly boys and young men. | A reduction in teenage pregnancy and sexually transmitted diseases. | | | % Reduction in teenage conception rate. | |

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|--|--|---|---|---------------------|---|------------------------------|
| 5. | Encourage more girls and women to participate in physical activity. | An improvement in the health and lifestyle of young people. | | | % Increase of school children spending a minimum of 2 hours per week on high quality PE and school sport. | |
| 6. | Increase the educational attainment of boys at key stage 4. | Improvement in educational attainment results for target group. | Refer to targets in Kent Children and Young People's Plan | | Average point scores at Key stage 4. | |
| Priority outcome 2: Creative opportunities for participation and involvement in service planning and decision | | | | | | |
| 7. | Review gender composition of the Transport Accessibility Forum taking positive action measures to encourage recruitment from women | A representative group is established which considers issues affecting women accessing public transport | | | Representation of accessibility forum Satisfaction of transport services by gender | |

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|----|---|---|-----------------|---------------------|---|------------------------------|
| | Priority outcome 3: Work with our partners to ensure the county's most vulnerable groups feel safe and free from harassment, and can report incidents in the knowledge that issues will be handled sensitively and effectively | | | | | |
| 8. | Extend the racist incidents common monitoring projects to capture other hate related incidents, including incidents relating to a persons' gender or transgender identity. | Gender related incidents are recorded and mapped. | | | Establishment of common monitoring system to capture data on hate crime. | |
| 9. | Work in partnership with Kent Police to build confidence among victims of domestic violence to report incidents, provide victims with support and work with perpetrators to reduce repeat offences. | To reduce overall crime particularly violent crime, domestic violence and hate crime. | | | <ul style="list-style-type: none"> •Increase number of reported domestic violence incidents by 5%. •Reduce by a third the % of Domestic Violence offences committed by repeat offenders in a twelve-month period. | |

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|---|---|-----------------|---|---|---|
| | Priority outcome 4: Enhance the quality of our intelligence and monitoring systems, to ensure we can target disadvantage in the county where activity is most needed and best reflects effective use of resources. | | | | | |
| 10. | Following completion of equality impact assessment process, all business plans to include gender specific objectives and targets. | Meaningful gender equality objectives and targets in respect of service delivery and employment have been set and work started to achieve them. | March 2008 | Chairs of Directorate Equality Groups Heads of Services | Objectives and targets to be found in all business plans. | Directorates/ Service areas to have met all gender equality targets and set new targets. |
| 11. | Continue to analyse trends/issues in satisfaction rates between men and women in the county, through the BVPI annual satisfaction survey | Quality responsive data to inform service planning and development | Ongoing | Central Policy Unit | Differences monitored against the BVPI annual satisfaction survey | |
| 12. | Explore ways in which to better address cross-cutting issues, particularly around data collection. | | | | | |

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|--|--|-----------------|--|---|------------------------------|
| | Priority outcome 5: Maintain our reputation as an excellent employer, promoting a culture where the Council recruits on merit, diversity is valued, and where employees are proactive in anticipating the needs of service users. | | | | | |
| 13. | Continuation of Equal Pay Audit - gender | Ensure no detriment in pay | On-going | Reward Manager | Production of report with recommendations arising from audit. | |
| 14. | Continue activity to increase top 5% women in the organisation | | | | | |
| 15. | Reward Strategy – auditing of Total Contribution Pay payments - gender | Ensure no detriment in reward system | On-going | Reward Manager | | |
| 16. | Reporting of data to Equalities Lead Officer Group through dedicated Management Information Analysis Post | Ensure accurate, up-to-date, robust data made available to ensure positive action, as required | On-going | Staff Care Manager/ Personnel - Diversity Officer | | |
| 17. | Formation of Data Quality Working Group | Diversity management information fit for purpose | On-going | Director Of Personnel & Development | | |

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|--|---|--|---------------------|---|------------------------------|
| 18. | Data Capture Exercise | Up-date and increase data held on Personnel Information system | April 2007 | | | |
| 19. | Review part-time working and job share practice. | Identify the barriers to part time working and job share opportunities with a view to removing such barriers wherever possible. | | | % Of part time employees in the council by gender and, % of part time employees at senior levels by gender. | |
| 20. | Review arrangements for providing support and information for employees with caring responsibilities. | Support needs of employees who have caring responsibilities | | | Satisfaction with the Council as a good employer as measured by the annual staff survey. | |
| 21. | Ensure that gender equality is integrated into the delivery of the equality and diversity training strategy. | Staff have clear understanding of how gender equality impacts upon service delivery and employment and their responsibilities. | All relevant training and development activity include gender equality component | | | |

| | Year 1 Actions 2007/08 | Outcome | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|--|--|-----------------|---------------------|--|------------------------------|
| 22. | Review and implement the harassment and bullying procedure, ensuring that the elements relevant to sexual harassment are fully considered. | Employees and managers are aware of their responsibilities on sexual harassment, how to report and deal with it appropriately to minimise distress for those involved. | | | Policy in place and training being provided. | |



Race Equality

Summary Action Plan 2008/2010

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|----|---|--|-----------------|---|-------------------------------------|------------------------------|
| | Priority outcome 1: Equal and inclusive services and information for all, regardless of age, disability, gender, faith, race, gender or sexual orientation | | | | | |
| 1. | Work with Kent Police to coordinate and publicise a series of events to celebrate Black History Month 2007 and commemorate the Abolition of the Slave Trade Act | To tackle racial stereotype and prejudice, challenge misconceptions, race awareness and celebrate cultural diversity | October 2007 | Inclusive Service Policy Manager/ Directorate Equality Leads/ Race Champions / UNITE | | |
| 2. | The Critical Incident Chaplains training programme partnership to expand to include a wider range of faiths and cultures, and hold an introductory event for up to 125 delegates. | To enhance community cohesion and existing emergency planning arrangements | February 2008 | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|----|--|--|-----------------|--------------------------------|-------------------------------------|--|
| 3. | Review existing arrangements for language provision at service points | | | | | |
| 4. | Monitor progress on race equality action plans in schools and review priorities | | | | | |
| 5. | Continue implementation of interpreting and translation pilot. | | | | | |
| | Priority outcome 2: Creative opportunities for participation and involvement in service planning and decision-making | | | | | |
| 6. | Review ethnic composition of Kent Residents Panel, taking positive action measures to encourage recruitment from Kent BME communities. | Ensure panel composition reflects the Kent population as a whole | | Corporate Services Policy Unit | | Ongoing analysis and positive action measures as necessary |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|---|--|--|-----------------|-----------------------------------|-------------------------------------|------------------------------|
| 7. | Local Area Boards devise programme to consult on matters of relevance to BME communities in Dartford, Gravesham, Ashford and Canterbury. | To ensure the Council knows what issues matter most to local groups and neighbourhoods and concentrates its efforts in proportion to this. | | | | |
| 8. | Relationship build with key BME community groups in the county | | | Inclusive Services Policy Manager | | |
| Priority outcome 3: Work with our partners to ensure the county's most vulnerable groups feel safe and free from harassment, and can report incidents in the knowledge that issues will be handled sensitively and effectively | | | | | | |
| 9. | Explore opportunities for working in partnership with Kent Police to build confidence among victims of | To reduce overall crime particularly violent crime, domestic violence and hate crime. | | Inclusive Services Policy Manager | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|---|---|--|-------------------------------|---|-------------------------------------|------------------------------|
| | hate crime, to report incidents and provide victims with support. | | | | | |
| 10. | Assess racial incidents monitoring in schools and need for additional action. | | | Policy and Statutory Compliance Officer | | |
| Priority outcome 4: Enhance the quality of our intelligence and monitoring systems, to ensure we can target disadvantage in the county where activity is most needed and best reflects effective use of resources. | | | | | | |
| 11. | New model for data collection and monitoring of race statistics across Kent developed and piloted | Refine our understanding of localised issues | Reported to ELOG 21 June 2007 | Inclusive Service Policy Manager | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|---|---|--------------------------------|---|-------------------------------------|------------------------------|
| | Priority outcome 5: Maintain our reputation as an excellent employer, promoting a culture where the Council recruits on merit, diversity is valued, and where employees are proactive in anticipating the needs of service users | | | | | |
| 12. | Review success of ASPIRE personal Development Programme for BME staff | Enhance promotional opportunities for BME staff | | Training And Development Manager / Training & Development Officer | | |
| 13. | Continue activity to increase top 5% BME staff in the organisation | | | | | |
| 14. | Continue implementation of Equal Pay Audit on Race | Ensure no detriment in pay | Commenced April 2006 - ongoing | Reward Manager | | |
| 15. | Continue Reward Strategy audit of Total Contribution Pay regarding Race | Ensure no detriment in reward system | On-going | Reward Manager | | |
| 16. | New software developed and implemented to | | | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|--|--|---|---------------------|-------------------------------------|------------------------------|
| | enable cross-directorate analysis of training data and reward strategy. | | | | | |
| 17. | Cross-directorate Working Group established to ensure racial incidents involving service-users and staff is recorded and analysed. | | | | | |
| 18. | Monitor Grievance, Disciplinary and Harassment Procedures by 'type of incident' through Dignity at Work guidance | Data captured effectively and positive action needs identified as required | Dignity at Work Guidance for Managers to be published during 2007 | | | |
| 19. | Analysis of Year One Reward and Training data will be reported to ELOG to consider | | | | | |

| | Year 1 Actions 2007/08 | Impact | Deadline | Lead officer | Indicator of achievement | Actions 2008/2010 |
|-----|---|---------------|-----------------|---------------------|-------------------------------------|------------------------------|
| | detriment. Recommendations to be made to Cabinet and Chief Officers' Group to achieve targets. | | | | | |
| 20. | Review impact of employment policy following analysis of monitoring information e.g. grievance, disciplinary, harassment. | | | | | |