

By: Mike Hill, Cabinet Member, Customer & Communities
Amanda Honey, Corporate Director, Customer & Communities

To: Policy & Resources Cabinet Committee

Date: 27 September 2012

Subject: Kent County Council Equality Policy Statement and Objectives

Classification: Unrestricted

1. Summary

- 1.1 This report sets out the new Equality Statement and Policy Objectives for Kent County Council following the implementation of the Equality Act 2010. Following consultation The Equality Objectives have been further developed since they were presented to the Policy and Resources Cabinet Committee meeting on 11 July 2012.
- 1.2 In April 2010 the Equality Act replaced previous anti-discrimination laws with a single act to make the law simpler. The Equality Act created the Public Sector Equality Duty which covers the nine protected characteristics; ('The Duty' Section 149 of the Equality Act 2010) came into force in April 2011. It requires public bodies to have 'due regard' to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - Foster good relations between people who share a protected characteristic and those who do not
- 1.3 Implementing the general duties of the Equality Act requires a culture change which takes time and commitment. Kent County Council, as a public body, must show that it has paid "due regard" to equality issues. This in practice means the Council should prioritise the most significant inequalities in employment and or service delivery.
- 1.4 This is not just about the numbers of people affected. Good practice procedures to fulfil the General Duties include:

- Gathering and analysing information
- Consulting stakeholders
- Carrying out evidence gathering and information on which key decisions have been made via impact assessments
- Prioritising and implementing equality objectives
- Reporting and reviewing
- Monitoring Requirements

1.5 Public authorities are now legally obliged to promote equality of opportunity and eliminate discrimination for service users and staff, rather than waiting for individuals to complain. They have to go beyond ticking boxes and to review progress to ensure that they deliver results. If there are no positive outcomes, public authorities will be failing in their legal duties. This is a step towards a society where equality is the norm and diversity is seen as a benefit to everyone.

2. **Kent Context**

2.1 Kent County Council has experienced a period of significant change with reductions to its budget resulting in major reorganisations and some reductions to staffing and services and it has a new, leaner structure. Maintaining a strong commitment to equality during a period of upheaval is always a challenge; it's difficult to achieve improvements against a backdrop of reductions, but the Council has managed to continue with essential everyday work, adjust to its new conditions and move forwards in some areas.

In light of this, there are other contextual changes:

2.2 **Welfare Reform-** Changes to benefit entitlements will mean the profile of our communities, including levels and areas of deprivation, could change. Our role in supporting people to access the information and benefits they are entitled to and influencing the economic conditions and access to jobs, so that work really can pay, will be crucial.

2.3 **Education-** Our responsibility for education is changing. As schools become independent and more diverse in nature, our relationship with schools in championing the needs of the most vulnerable, closing the gap in outcomes and improving social mobility may change.

2.4 **Partnerships-**Our influence on education, transport and the environment means we are ideally placed to address the root causes of poor health. At the same time, by working in partnership we can support local communities and groups in relation to other key determinants such as housing and employment.

2.5 **Health**-The role we play in improving health and wellbeing has become more prominent. The new Health and Wellbeing Board has brought together organisations to coordinate and oversee the development of integrated approaches to the commissioning of services. KCC has a lead responsibility for a range of local public health improvement and prevention work. Addressing health inequalities and ensuring access to public health information is now our responsibility. Healthwatch will be the consumer voice for health and social care. Through these arrangements, the voices of people at risk of discrimination and inequalities need to be heard.

2.6 The Council has taken a whole organisation approach to addressing issues of inequality both in relation to the provision of services and the way it manages and develops its workforce. These two areas are not only interlinked, but will also ultimately impact on KCC's ability to deliver its Public Sector Equality Duties.

3. **Equality Policy and Objectives**

3.1 KCC's equality objectives have therefore been developed drawing on the council's current priorities and taking into account known areas of national concern in relation to equality. In Framing the Budget (KCC, 2012) it is stated that "*everything we do, every single day, is about the biggest P of all – people*". Indeed the very focal point of the Equality Act is *also* People and the way that they engage, enjoy, achieve and experience civil society. The approach to the equality objectives is heavily influenced by council priorities and will support the council to fulfil its strategic priorities.

3.2 The final policy statement and objectives are in Appendix 1.

3.3 Members, external stake holders, Directorate Management Teams, employees and staff groups were consulted between May – July 2012. Changes made as a result of consultation can be seen in Appendix 2.

4. **Risks**

4.1 KCC is required to set Equality Objectives that are specific and measurable and which will enable the council to show progress on equality. They must be consistent with the Equality Act. This duty came into force on 6 April 2012. In order to mitigate this risk, KCC's previous equality strategy has been carried over until the revised policy and objectives are agreed.

4.2 April 2010 to March 2011 saw considerable change within the Council. The Equality and Diversity Team with key stakeholders have been raising the profile of the new Equality Act so that policies can be revised, web pages amended and where appropriate services reviewed. Awareness of the new obligations has been raised in order to ensure compliance.

4.3 As a result of a recent internal audit, internal controls have been strengthened and proposed objectives have been made more specific and measurable.

5. Equality Impact Assessment

5.1 Initial screening of the objectives indicated that the revised policy and objectives will have a positive impact on all the protected characteristics. This proposition was tested as part of the consultation. Consultation feedback (Appendix 2) highlighted the need to improve the recognition and engagement of vulnerable groups and stakeholders in Kent (Appendix 3).

6. Conclusion

6.1 The objectives will enable transparency and accountability in relation to defining what the equality issues are in the business priorities for KCC and Kent as a County. They will enable Kent County Council to demonstrate compliance, to have a focused and integrated approach towards equality across the organisation and enable equality performance to be embedded where it will have the greatest impact, within the business.

7. Recommendations

The Policy & Resources Cabinet Committee is asked to:

1. Note the proposed equality policy statement and objectives for KCC to run from October 2012 to September 2016.
2. Note that the actions to achieve the objectives will be determined through annual business plans and priorities.
3. Agree that as a result of recommendation 2, equality performance will be part of the Performance Management Framework and quarterly core monitoring received by this committee. This will enable the committee to review compliance against the objectives and the Equality Act 2010 on a regular basis.
4. Agree to receive the statutory Annual Equality Report on all equality outcomes

Background Documents:

[P&R Cabinet Committee Report – 17 July 2012](#)

Contact Details

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Appendix 1

KCC Equality & Diversity Policy Statement and Objectives 2012-2016

Kent County Council believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets. The different ideas and perspectives that come from diversity will help the Council to deliver better services as well as making Kent a great county in which to live and work.

As a major employer and provider of a wide range of services, KCC is committed to and will challenge inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with all its statutory partners, including social enterprise, business and the voluntary sector, KCC is also committed to achieving the highest possible standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

The Council will promote equality in employment and service delivery by:

Working with all our partners to define and jointly address areas of inequality – In particular through Kent's

- Draft Poverty Strategy
- Bold steps for Education
- Kent Children and Young People's Joint Commissioning Board Strategy
- Mind the Gap - Health & Wellbeing Strategy

We will know that we have been successful when... [\[hyperlink to Strategy and performance measures\]](#)

Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.

We will know how well we are doing by knowing:

- % Top earners across the protected characteristics (BME, Sexual Orientation, Disability, Age)
- Turnover by protected characteristics
- TCP Ratings by protected characteristics
- Staffing information during restructures by protected characteristics (numbers redundant, retained and promoted)
- Numbers of apprentices securing employment at end of apprenticeship

- Tribunals and Employee Relations case work profiled by protected characteristics

Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services through:

- keeping residents and staff informed;
- enabling communities to have their say through consultations
- making sure that communities have easy access to accessible information
- knowing who makes up the communities in Kent

We will measure the impact of our engagement through

- the Council's employee engagement survey,
- performance against the employee engagement action plan
- consultations, and the outcome of consultations
- the Community Engagement team activity and user satisfaction tools.

Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions by:

- Understanding what and how the data will be used
- Providing best practice guidance on the collection and use of data for staff
- Offering guidance, updates and training on how to use and collect data
- Clarifying what data need/ use when commissioning services from partners
- Consistent and clear standards in the use of data in defining service need and managing the performance of services

We will measure the impact through:

- The availability of improved levels of data
- Improved use of equality analysis as part of the evidence basis in EqIA's and key decisions.
- Ensuring that the data is used as part of core performance management.
- All parts of the business are able to identify and collect relevant data

Providing inclusive and responsive customer services through:

- Understanding our customers
- Connecting with our customers effectively and efficiently
- Empowering staff to meet service expectations
- Improving access to services

- Working with our partners to improve our customer experience

This will be measured through the success of our customer service strategy
[\[hyperlink to KCC Customer Service Strategy\]](#)

Understanding and responding to the equality impacts when KCC is doing its work by

- Ensuring we understand the impact of all our decision through undertaking equality analysis
- Ensuring that we understand and monitor the cumulative equality impacts of the decisions that are taken within the Council
- Ensuring with have the best internal process for making good decisions that take equality and diversity into account

We will know we have been successful when

- All our key decisions take into account equality analysis
- Our commissioning and procurement activities are more efficient and focused

Appendix 2

Post Consultation Equalities and Diversity policy statement for 2012-2016

Pre Consultation

Kent County Council believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets.

As a major employer and provider of a wide range of services, KCC is committed to challenging inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with its statutory partners, social enterprise, business and the voluntary sector, KCC is also committed to achieving the most appropriate standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

Post Consultation

Kent County Council believes and recognises that the diversity of Kent's community and workforce is one of its greatest strengths and assets. The different ideas and perspectives that come from diversity will help the Council to deliver better services as well as making Kent a great county in which to live and work.

As a major employer and provider of a wide range of services, KCC is committed to and will challenge inequality, discrimination and disadvantage for everyone who lives in, works in and visits Kent.

Working closely with all its statutory partners, including social enterprise, business and the voluntary sector, KCC is also committed to achieving the highest possible standard of service delivery and employment practice.

The Council strongly believes that Kent's community and workforce should not face discrimination, or receive less favourable treatment, on the grounds of age, disability, gender reassignment, marriage and civil partnership,

Key changes

Despite the fact the majority of respondents felt that the statement was appropriate and clear, some helpful suggestions were made around the recognition of the benefits of recognising diversity.

As such a few minor changes have been made to the first paragraph of the statement.

Changes have also been made to the third paragraph to demonstrate our commitment to working with all partners in achieving the highest standard's of service delivery possible

Reason for position

The policy statement is clear , concise and sets the County Council's position in relation to its duties and how it affects resident and visitors to Kent

The Council will promote equality in employment and service delivery by:

pregnancy and maternity, race, religion or belief, sex or sexual orientation.

The Council will promote equality in employment and service delivery by:

Working with partners to address areas of inequality

Working with all our partners to define and jointly address areas of inequality – In particular through Kent’s

- Poverty Strategy
- Bold steps for Education
- Kent Children and Young People’s Joint Commissioning Board Strategy
- Health & Wellbeing Strategy
- Mind the Gap

We will know that we have been successful when... [\[hyperlink to Strategy and performance measures\]](#)

Some respondents felt that this objective was too “high level” and not specific enough in what it meant- As such, some of the key strategies that are being developed in the organisation, will be included so that all can see key areas/ priorities for KCC

Once the strategies have been agreed, a hyperlink to the strategy and performance framework will be created so that the equality work can be seen in context

Issues may emerge over the next few years to which the organisation and partners will need to respond. Working with key partners means that these areas of policy and priority are addressed, and equality is part of the issues that are addressed.

Promoting fair employment practices and creating an organisation that is aware of equality and diversity and able to deliver its Public Sector Equality Duty

Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty.

Additional /Changed Performance

Some respondents felt that we should be going further than being aware of equality and diversity and that we needed to show commitment to undertaking our duties – the language used has been

One of the greatest resources in KCC both in terms of investment and the ability for KCC to deliver innovative and responsive services to customers is its employees.

Measures

- % Top earners across the protected characteristics (BME, Sexual Orientation, Disability, Age)
- Turnover by protected characteristics
- TCP Ratings by protected characteristics
- Staffing information during restructures by protected characteristics (numbers redundant, retained and promoted)
- Numbers of apprentices securing employment at end of apprenticeship
- Tribunals and Employee Relations case work profiled by protected characteristics

changed slightly to show this commitment.

A number of additional performance measures were put forward which have been included.

Employees are also the agents through which Equality duties will be delivered. From welcoming customers and providing services to the county to undertaking Equality Impact Assessments to developing policy to. Staff will be on the “frontline” of delivering KCCs Public Sector Equality Duties.

Staff are also customers of the authority- from using roads to services such as schools, libraries and Social Care.

The public in Kent and beyond are also the pool of talent from which KCC will draw the best employees. KCC looks to maintain its reputation as an employer that recognises the dignity and well being of its staff and to recognise the ambassadorial role that staff have in promulgating the reputation of the organisation. This helps KCC attract the best staff to the organisation.

Improving the way KCC listens to and engages with its employees, communities and partners to develop policy and services

Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services through:

- keeping residents and staff informed;
- enabling communities to have their say through consultations
- making sure that communities have easy access to accessible information
- knowing who makes up the communities in Kent

We will measure the impact of our engagement through

- the Council's employee engagement survey,
- performance against the

Feedback from consultation noted that KCC should demonstrate how this duty would be discharged.

Some respondents noted that there should be better identification of stakeholder and vulnerable groups

As such the experiences of staff through the "life cycle" of employment is critical- both in relation to liabilities for the organisation as an employer and critically in relation to the experience of staff as employees and ambassadors for the reputation of KCC as an employer and deliverer of services

The Localism Act 2011- speaks of: "Push[ing] power downwards and outwards to the lowest possible level, including individuals neighbourhoods, professionals and communities as well as local Councils and other local institutions" ([DCLG, 2012](#)). Implicit in this approach is that there will be partnership and involvement by local communities in shaping local agendas, and holding to account key decision makers. Calls for transparency through the five key measures will mean that it is important that there is an open dialogue with staff, communities and partners.

An engaged workforce is critical for ensuring that the services KCC delivers are of the highest level. Part of engaging with employees is to ensure that the approach is inclusive and reflects differing perspectives on

employee engagement action plan

- consultations, and the outcome of consultations
- Community engagement team and user satisfaction tools.

engaging with work and the employer.

Improving the collection monitoring and use of data to inform service design delivery and policy decisions.

Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions by:

- Understanding what and how the data will be used
- Providing best practice guidance on the collection and use of data for staff
- Offering guidance, updates and training on how to use and collect data
- Clarifying what data need/ use when commissioning services from partners
- Consistent and clear standards in the use of data

We will measure the impact through:

- The availability of improved levels of data
- Improved use of equality

Internal audit has found KCC to have limited compliance against the requirements of the Equality Act.

The need for consistency in our approach to the collection of data was cited with an emphasis on quality and use.

Improving the way in which information is collected and analysed in relation to the services that KCC delivers will provide more effective performance managements and also be key in enabling effective procurement and commissioning

Telling people why we ask questions and how we will use it will be critical in KCC fulfilling this objective

It is important that KCC has a clear understanding of the community it serves, understands the changes to the community and the impact these changes will have on service provision.

Improving the quality and content of data means that KCC will be better able to respond to the needs of customers, and effectively manage or commission services in a way that is financially sound and purposeful at the point of use.

It also enables the organisation to understand what the customer experience is in relation to the services that they have received and

analysis as part of the evidence basis in EqIA's and key decisions.

- Ensuring that the data is used as part of core performance management.
- All parts of the business are able to identify and collect relevant data

allows the organisation to address issues and to improve change and develop services.

It provides a strong evidential basis for future planning and past performance.

Examples from other sectors show that the organisations that understand their customer base are the ones that grow and thrive. From this comes opportunities for development and innovation

Providing inclusive and responsive customer services

Providing inclusive and responsive customer services through:

- Understanding our customers
- Connecting with our customers effectively and efficiently
- Empowering staff to meet service expectations
- Improving access to services
- Working with our partners to improve our customer experience

This will be measured through the success of our customer service strategy

The Customer service strategy has a number of work streams that will have equality implications and will only be successful if it can demonstrate a clear understanding of who's KCC's customers are and provide and network and responses that meet the needs of those

Understanding who KCC's customers are will be critical in the organisation's ability to shaping and developing creative and efficient responses in order to face the challenge presented

The Customer Service strategy is the standard to which various services across KCC will be expected to operate.

Ensuring equality and diversity is embedded in relation to expected standards of management/monitoring/delivery with out-facing services will result in core considerations being included in the work of the teams who adopt this model. This will serve to bring the organisation

Understanding and responding to the equality impacts when carrying out duties and taking decisions.

[\[hyperlink to KCC Customer Service Strategy\]](#)

Understanding and responding to the equality impacts when KCC is doing its work by

- Ensuring we understand the impact of all our decision through undertaking equality analysis
- Ensuring that we understand and monitor the cumulative equality impacts of the decisions that are taken within the Council
- Ensuring with have the best internal process for making good decisions that take equality and diversity into account

We will know we have been successful when

- All our key decisions take into account equality analysis
- Our commissioning and procurement activities are more efficient and focused.

in the delivery of services

Some respondents felt the objective was to technical and serviced only ticked boxes. However, this objective reminds KCC that it must follow due process in decision making and is related costly to our internal governance structures however demonstrate the comment to the public as to how KCC will fulfil this duty,

Changes to local government in terms of expectations and real per capita funding mean that the way in which KCC has planned and delivered services will have to change.

The move towards a commissioning authority, rather than one that delivers services directly, will mean that what is provided must be focused on the areas identified as priorities by Members, and must also consider the needs of people in relation to their Protected Characteristics.

Furthermore, a change of approach to the Council's core services will work to attract a broader customer base in order to sustain services. Using equality analysis to Improve design, delivery and access will mean that KCC is a provider of choice for those who control their budgets. It will also improve the effectiveness of KCC's commissioning and procurement processes. In addition, the authority that will be able to demonstrate commitment to its Equality Duties and the difference this makes.

Appendix 3

Part 1: INITIAL SCREENING

Context

In April 2010 the Equality Act replaced previous anti-discrimination laws with a single act to make the law simpler. The act covers nine protected characteristics.

Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment.

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

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

Aims and Objectives

In October 2011 the Government Equality Office (GEO) published guidance on what public bodies are expected to publish in order to show how they meet the Duty. The guidance states that public bodies:

- Must publish their first equality objectives by 6 April 2012, with subsequent objectives published at least every four years
- Must decide how many equality objectives it should set and what they should be
- Objectives should take into account evidence of equality issues across all its functions, consider issues affecting people sharing each protected characteristics and take into account about the three aims of the Duty.

The purpose therefore of setting objectives is to strengthen performance against the requirements of the Equality Duty. Through the analysis of our performance to date, a set of proposed equality objectives have been established to provide a framework for the Council to underpin the priority action necessary to achieve its obligation to meet its public sector general duty. To gain assurance that the proposed Equality Objectives are meaningful and reflective of the priority action required of the Council, the following objectives have been proposed for consultation:

The Council will promote equality in employment and service delivery by:

- Working with partners to address areas of inequality

- Promoting fair employment practices and creating an organisation that is aware of equality and diversity and able to deliver its Public Sector Equality Duty
- Improving the way KCC listens to and engages with its employees, communities and partners to develop policy and services
- Improving the collection monitoring and use of data to inform service design delivery and policy decisions.
- Providing inclusive and responsive customer services.
- Understanding and responding to the equality impacts when carrying out duties and taking decisions.

Beneficiaries

The following beneficiaries have been identified:

- Kent County Council- Members and Officers
- Residents
- Service users
- Strategic Partners
- Voluntary and Community Sector
- Visitors to the County

Consultation and data

To find out more about the population profile of the County, please click here.

<https://shareweb.kent.gov.uk/Documents/facts-and-figures/Equalities%20and%20diversity/kcc-edprofile-apr2012.pdf>

The profile of the County in addition to its close proximity with London and international borders means that the equality objectives will cut across all protected characteristics. As such consultation will be focused at all 9 characteristics and key beneficiaries.

Potential Impact

Adverse Impact:

No adverse impacts have been identified in relation to groups with protected characteristics in the proposed equality objectives. It is envisaged that the adoption of the equality objectives will result in services that have paid due regard to protected characteristics in relation to the design and delivery of services.

Positive Impact:

The objectives will enable the organisation to achieve the outcomes of its plans and at the same time will be able to deliver against its public Sector equality duties.

JUDGEMENT

Option 1 – Screening Sufficient **NO**

Following this initial screening our judgement is that no further action is required.

Justification:

Option 2 – Internal Action Required **NO**

There is potential for adverse impact on particular groups and we have found scope to improve the proposal

Option 3 – Full Impact Assessment **YES**

A full impact assessment will need to be undertaken as the objectives will impact on all aspects of the work of Kent County Council. The objectives will potentially affect a large number of residents of Kent and will impact on all of the listed groups/ individuals with particular characteristics.

Equality and Diversity Team Comments

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Name: Steve Charman

Job Title:

Date:

DMT Member

Signed:

Name: Matt Burrows

Job Title:

Date:

Part 2: FULL IMPACT ASSESSMENT

Name

KCC Equality Objectives

Responsible Owner/ Senior Officer:

Matt Burrows

Date of Full Equality Impact Assessment:

15 August 2012

Scope of the Assessment

Assumptions made that the objectives identified will respond to the needs of the different PC Groups under the Equality Act

Information and Data

See above consultation and data section.

Involvement and Engagement

A significant number of groups and representatives were directly contacted and invited to participate in the consultation process. In addition to this, awareness was raised through the Kent County Council websites.

Judgement

The final objectives will have a positive impact on all protected characteristics. Key areas of concerns where:

- the recognition of the benefits of recognising diversity.
- commitment to working with all partners in achieving the highest standard's of service delivery possible
- KCC needed to show commitment to undertaking our duties – the language used has been changed slightly to show this commitment
- KCC need to show how this duty would be discharged.

Also it was felt that:

- Improving the way in which information is collected and analysed in relation to the services that KCC delivers will provide more effective performance managements and also be key in enabling effective procurement and commissioning

As such the objectives have been adjusted to reflect these changes

Action Plan

See below

Monitoring and Review

Monitoring and review will be undertaken through the creation of an internal working group who will oversee KCC's compliance against the requirements of the Equality Act 2010

An annual report will be put before members to demonstrate compliance and progress against the objectives.

Equality and Diversity Team Comments

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

Name: Steve Charman

Job Title: Head of Consultation & Engagement

Date:

DMT Member

Signed:

Name: Matt Burrows

Job Title: Director of Communications and Engagement

Date:

Equality Impact Assessment Action Plan



Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	Internal management group to oversee the implementation of the Objectives	Review of existing groups	Consistent Compliance with the Equality Act 2010 across KCC	Amanda Honey/ Matt Burrows	September- December 2012	On-cost-part of core delivery.
All	See KCC Objectives embedded in core business	Business plans and performance frameworks aligned against the objectives	Consistent Compliance with the Equality Act 2010 across KCC	Amanda Honey/ Matt Burrows	September – December 2012	On-cost-part of core delivery.
All	Compliance and progress against objectives	Annual Report	Members and Public are aware of progress against objectives and compliance against the Equality Act 2010	Amanda Honey/ Matt Burrows	Annual Reporting cycle	On-cost-part of core delivery.

