

March 2015

KENT COUNTY COUNCIL EQUALITY ANALYSIS / IMPACT ASSESSMENT (EqIA)

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Directorate: *Strategic and Corporate Services*

Name of policy, procedure, project or service: *“Increasing Opportunities, Improving Outcomes: Kent County Council’s Strategic Statement (2015-2020)”*

What is being assessed?

The Strategic Statement

Responsible Owner/ Senior Officer

David Whittle, Head of Policy & Strategic Relationships

Date of Initial Screening

8th January 2015

Date of Full EqIA:

12th January 2015

Date of Update:

11th March 2015

Version	Author	Date	Comment
0.1	L Sanderson	08/01/2015	
0.2	J Hill	08/01/2015	E & D Comments
0.3	L Sanderson	12/01/2015	Population figures updated
0.4	L Sanderson	05/03/2015	Updated as result of consultation
0.5	L Sanderson	09/03/2015	Updated as a result of feedback from Equalities team
0.6	L Sanderson	11/03/2015	Updated as a result of title change

Screening Grid

Characteristic	Could this policy, procedure, project or service, or any proposed changes to it, affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative	Internal action must be included in Action Plan	If yes you must provide detail
Age	No	LOW/NONE	LOW/NONE	No	Yes – as Kent County Council’s strategic statement, “ <i>Increasing Opportunities, Improving Outcomes</i> ” supports equality of opportunity to improve outcomes for all Kent residents. It will influence effective service commissioning, business planning and redesign of services that deliver better outcomes for the people of Kent.
Disability	No			No	
Gender	No			No	
Gender identity	No			No	
Race	No			No	
Religion or belief	No			No	
Sexual orientation	No			No	
Pregnancy and maternity	No			No	
Marriage and Civil Partnerships	No			No	
Carer’s responsibilities	No	No	No		

Part 1: INITIAL SCREENING

Context

Kent County Council has had a series of strategic statements which set out the Administration's ambitions and priorities for the medium term. These have included The 'Next Four', 'Towards 2010' and 'Bold Steps for Kent' which was closed by County Council in May 2014 to ensure the focus was on delivering our transformation programme 'Facing the Challenge'.

In December 2014, County Council agreed to launch a consultation on a new strategic statement which was outcomes focused to set out the strategic direction and vision for the County Council over the next five years. By focusing on outcomes, it clearly sets out the end result we want to achieve to improve the lives of all our residents, businesses and communities.

The strategic statement has been developed within the context of national outcomes frameworks, the 'Facing the Challenge: Whole-Council Transformation' strategy, the 'Facing the Challenge: Delivering Better Outcomes' transformation plan and the 'Commissioning Framework' approved by County Council in December 2014.

A five week consultation on the draft strategic statement was undertaken from 21st January to 20th February 2015 by Lake Market Research. The consultation followed a similar approach to the successful budget consultation, using both an online and paper based questionnaire to invite views on the draft document, and a series of deliberative events with a representative sample of staff to test the statement in greater depth.

The reports to Cabinet and County Council set out how the views gathered during the consultation directly influenced the final document.

This EqIA has been updated to reflect the findings of the consultation, with the final strategic statement due for approval at County Council on 26th March 2015.

Aims and Objectives

The purpose of the strategic statement is to link the vision and priorities of the council to a series of strategic and supporting outcomes that will drive improvements in commissioning and service delivery across KCC.

This strategic statement deliberately does not set out the detail of **how** we will design and deliver services – this is embedded in our strategies, policies, commissioning plans and business plans. Therefore it is a document which focusing on improving the lives of everyone in Kent, rather than specific service proposals which could impact on particular groups or protected characteristics. This will be captured in our policy, commissioning and business planning frameworks which help put the strategic statement into practice by ensuring all our activity is focused on improving outcomes.

The strategic statement should help our staff, partners and providers to understand and be focused on the contribution they play towards achieving our vision.

“Increasing Opportunities, Improving Outcomes” has a simple and clear structure which can be summarised in a diagram on a single page:

- **Our vision** – what we want to achieve as an organisation
- **Our strategic outcomes** – what we want to achieve for the people of Kent
- **Our supporting outcomes** – underpin the delivery of the strategic outcomes
- **Our business plan priorities** – a number of strategic, cross cutting actions that will help deliver the supporting outcomes
- **Our approach** – the way we want to work as a council to deliver these outcomes

An annual report will be produced for County Council, which will feature a rounded narrative about the progress we are making, to evidence the difference we are making and to ensure we are on track to deliver our vision.

Beneficiaries

It is intended that all KCC residents will benefit from the Council focusing on outcomes that will secure better quality services for all our residents and support the most vulnerable with choices to live independently in their communities wherever possible. It will help to improve lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent’s residents, communities and businesses.

The strategic statement will guide the work of our commissioners, partners and providers across the public, private and voluntary sectors, so they can work together to innovate and redesign services to improve outcomes.

Elected Members and Staff will reflect the strategic statement into the organisation’s strategic policy, planning and commissioning frameworks and decision making processes.

Information and Data

The Kent population in 2013 was 1,493,500. This is broken down by gender as follows:

Year	Males	Females	Total
2013	731,400	762,100	1,493,500

Age

Kent has an ageing population with the number of 65+ year olds forecast to increase by 91,200 (31.8%) by 2026.

Kent has a greater proportion of young people aged 5-19 years and people aged 45+ years than the national average.

Race/Ethnicity

Just under 1.4 million of Kent's residents are from the White ethnic group which accounts 93.7% of the total population. This is a higher proportion than the national figure of 85.4% and the South East figure of 90.7%. The remaining 92,638 Kent residents belong to the other four broad ethnic groups which we have identified as the Black Minority Ethnic (BME) group. This equates to 6.3% of the total population. This is a lower proportion than the national figure of 14.6% and the regional figure of 9.3%.

Out of the twelve local authority districts within Kent, Gravesham has the highest number and proportion of residents from a BME group. 17.2% of Gravesham's population, 17,494 people are from a BME group. This is much higher than the national and regional proportions. Dartford has the second highest BME population with 12,295 residents (12.6%) from a BME group. Canterbury is third with 10,525 residents (7.0%). All of these areas have a higher proportion of BME residents compared to the Kent average of 6.3%. Of the twelve local authority districts within Kent, Dover has the lowest number and proportion of residents from a BME group. 3.32% of Dover's population, 3,708 people are from a BME group.

Religion and Belief

The religious profile of Kent is very similar to that seen nationally and in the South East. The religion question was the only voluntary question on the 2011 Census questionnaire and 7.3% of Kent residents did not answer the question. This is slightly higher than the England figure of 7.2% but slightly lower than the South East figure of 7.4%.

In 2011 Christianity remains the largest religion in Kent. A total of 915,200 Kent residents said that they were Christians. This is equivalent to 62.5% of the total population which is a higher proportion than the national figure (59.4%) and the regional figure (59.7%).

The 2nd most popular religion in Kent is Muslim with 13,932 people which equates to 0.95% of the total population.

However, the 2nd highest proportion of the population claimed to have no religion. This is equal 26.75% or 391,591 Kent residents.

43.4 % of Kent's population aged 16-64 are non-Christian.

Disability

The proportion of total resident population who have limitations to day-to-day activities in Kent is very similar to that seen nationally and within the South East. In Kent 257,038 people stated that that they have a health problem or disability which limits their day-to-day activities.

In Kent 82,570 people claim disability benefits due to a physical disability, 15,510 due to mental health problems and 12,640 because of a learning difficulty.

The consultation included deliberative events which included a demographically representative sample of residents, and a representative sample of staff from our workforce profile.

Involvement and Engagement

Consultation Process

A draft strategic statement was considered by County Council in December 2014, and this was used as the basis for the consultation.

The consultation focused on 3 questions:

- Do you think these are the right outcomes for Kent, and what KCC services should be working towards achieving?
- Are any outcomes that you think are important to Kent missing, or should any of the draft outcomes have a greater emphasis than others?
- What do you think it is important that KCC measure to track our progress in delivering the draft outcomes?

Lake Market Research were commissioned to undertake the consultation, which ran for five weeks from 21st January to 20th February 2015. The consultation consisted of three phases of research:

Residents Deliberative Workshops	Staff Deliberative Workshop	Online Questionnaire
An in-depth qualitative assessment of resident opinions via face to face deliberative workshops	An in-depth qualitative assessment of KCC staff opinions via a deliberative workshops	The use of an online consultation questionnaire (also available in hard copy) hosted on the Consultation area of the KCC website

The consultation closely followed the format of previous budget consultation exercises. A consultation questionnaire was placed online which received 56 responses to the online questionnaire, including 29 responses from individuals/residents and 16 from staff. Such a response rate was not unexpected given previous difficulties on attracting responses to previous strategic statements (such as Bold Steps for Kent) given the public respond pro-actively to specific service changes or issues and identify less with strategic documents. As such, a series of deliberative workshops with residents (and one workshop with KCC staff) were held across west, east and mid-Kent, with residents recruited to reflect a statistically accurate cross section of the Kent population.

The aim of the consultation was to gain insight into informed public opinion on KCC's vision and priorities for the future, as well as to provide feedback for recommendations to make the strategic statement simple, clear and accessible to a wider audience.

85 residents and 39 staff attended the deliberative workshops. Both staff and residents displayed many similarities in their feedback – both broadly supporting the content of the draft outcomes, but raising consistent issues about tone, wording and outcomes they thought should be strengthened or emphasised. Whilst the online questionnaire findings had a focus on individual circumstances and concerns, the feedback was broadly consistent with the deliberative sessions, agreeing that the right outcomes and supporting outcomes had been put forward.

Lake Market Research ensured the deliberative events with residents involved a wide range of people across the three locations. They made every effort to ensure a mix of single people, married people, those with families and older people across the three workshops. The recruitment questionnaire for the resident deliberative events covered specific profiling questions for the protected characteristics of gender, age, working status and social class. The need to ask profiling questions was balanced with need to encourage people to attend a half-day session. Below is a profile of the 85 residents involved in the workshops.

	Tonbridge	Maidstone	Canterbury	Total
Male	10	19	12	41
Female	20	16	8	44
(A)BC1	24	24	13	61
C2D(E)	6	11	7	24
18-34	6	7	5	18
35-54	14	13	9	36
55+	10	15	6	31
In paid employment, working 30 or more hours	8	12	3	23
In paid employment, working less than 30 hours per week	8	1	4	13
Self employed	2	0	3	5
Out of work	3	2	1	6
Housewife / husband	2	0	1	3
Student	0	2	1	3
Retired	7	6	7	20
Carer	0	1	0	1

More detailed profiling questions were asked of individuals responding to the online consultation. However, given the small response numbers the profile of the protected characteristics is limited, and many of those who responded often took the option to choose not to answer. Other respondents were staff, providers or partners who were not required to provide their personal details.

Of the 29 responses from individuals/residents from the 56 complete responses to the online consultation:

- Gender – 18 Male, 7 Female, 4 preferred not to answer
- Age – 9 respondents aged 25-49, 9 respondents aged 50-64, 7 respondents aged 65 and over, 4 preferred not to answer
- Disability - 4 out of the 55 who responded said yes
- Ethnicity – all indicated White British or preferred not to say
- Religion – 12 indicated Christian, others were blank or preferred not to say
- Sexuality – all indicated Heterosexual/Straight or blank/preferred not to say.

Findings from the Consultation

The strategic statement is about outcomes which impact on all Kent's residents, business and communities. As such, the three strategic outcomes and 20 supporting outcomes cover a wide range of issues, which affect both the whole of Kent, and particular groups of service users. This means some of the supporting outcomes are focused on improving the lives of people across some of the protected characteristics – particularly age, disability and carers.

As a result, the consultation feedback included detailed comments from the consultees about the importance, intention, emphasis and wording of the supporting outcomes. This picked up specific issues relating to young people, children in care, carers, older people, people with mental health issues and dementia and people with long term conditions.

Some of the key points made during the consultation included:

- **Title & Vision** - People disliked the phrase “supporting independence” in the draft working title and vision statement as they directly associated this with social care and older people. They asked for it to be changed to be more reflective of the purpose of the document to improve the lives of everyone in Kent. Both the title and vision were changed as a result.
- **Accessibility & Awareness** – People felt the document needs to be different if it is to be disseminated and understood by all residents, particularly to engage young people. Consideration will be given to how best to raise awareness of the strategic statement and communicate this in a way all social groups will understand what we want to achieve for the people of Kent. People wanted to understand how their views had made a difference, so we will produce a “you said, we did” report for everyone who responded to the consultation.
- **Young people** – Young people felt some of the draft outcomes excluded them by referencing children but not young people. They wanted to see more outcomes relevant to their age group and to reflect the issues they felt were important, such as choice and access to education, work and training opportunities. The supporting outcomes were updated to reflect this feedback.
- **Mental Health** – People said mental health was an important issue throughout people's lives, rather than being seen as just an issue for older and vulnerable people. We changed the supporting outcomes to ensure

this was reflected across all three of the strategic outcomes covering every life stage. People said it was important we supported individuals, but also that families, carers and wider communities had access to information, advice and support, so a new supporting outcome was created to address this. People felt the phrase “mental ill health” was unnecessary so this was removed. The feedback highlighted a new business plan priority on education of the Kent community on mental health and dementia.

- **Choices to live independently** – People felt that it was important that older and vulnerable people (such as those with long term conditions, mental health issues and dementia) were supported with choices to live independently rather than standardised routes of care and that it was important that people didn't feel forced to live independent inappropriately. People wanted us to remove references to “costly” admissions to hospital, so that the emphasis was on more people receiving quality care not implying that people were a financial burden if they could no longer live independently. The feedback highlighted a new business plan priority on encouraging and enabling new technologies for older and vulnerable people.
- **People with long term conditions** – People felt that it was important that those with long term conditions are supported to manage their conditions through access to good quality care and support. They wanted to remove the link to a “high quality of life” which they didn't find reflective of the current economic climate.
- **Deprivation** – People felt that lowering levels of deprivation was an important issue. The feedback showed that despite evidence of the national economic recovery and growth in the Kent economy, there is a perception that some people – particularly young people and people from disadvantaged areas such as the East of the county – don't always feel the benefits of growth. People said that even if the economy was buoyant, there will remain areas of deprivation we need to tackle. A new supporting outcome was created to reflect this feedback.
- **Vulnerable and disadvantaged groups** – Some people had an issue with the word ‘vulnerable’ but most of the alternative suggestions put forward by residents continued to use this phrase. Not everyone agreed that some outcomes should focus on young people from particular areas of disadvantage (such as closing the attainment gap, or ensuring all children, irrespective of background, are ready for school at age 5), however these are important priorities for KCC as we know that by targeting children and young people from disadvantaged areas we can greatly improve their life chances in a number of ways.

At this stage, the consultation findings appear to have no negative impacts on particular protected characteristics. No other detailed comments from other protected characteristics were highlighted.

Overall, the feedback was very constructive and wherever possible it has been used to help improve the wording and tone of the strategic statement, to ensure the outcomes are as clear, simple, engaging and appropriate as possible. Whilst comments had to be balanced alongside views from other consultees, and the need to ensure we addressed particular needs and

political priorities for the County Council, the feedback helped to improve the title, vision and wording of almost all the strategic and supporting outcomes.

The consultation feedback has helped to influence and shape the final strategic statement. The reports to Cabinet and County Council sets the detailed feedback in a “you said, we did” format to show the changes that were made to respond to people’s views, and the rationale for changes made as a result of the consultation.

Potential Impact

The strategic statement has county-wide application, and will have county-wide impacts. KCC services already have detailed equality analysis on how relevant services impact on the public. At this stage there appear to be no negative impacts and there are no new specific proposals linked to the strategic statement.

However, as specific key decision proposals are developed linked to the delivery of priorities that will help achieve improvements in the outcomes set out in the strategic statement, equality analysis will be carried out and would be consulted on individually.

We are aware that this is currently unknown and this will be mitigated through the action plan which will set the expectation for services to undertake EqIA’s when delivering specific proposals to support the delivery of the outcomes.

JUDGEMENT

It will be essential to investigate all emerging proposals both for any potentially disproportionate impacts and for opportunities to promote equality objectives. In practical terms this means that in relation to any key decision linked to the achievement of the outcomes it will be necessary to take the Public Sector Equality Duty into account and to carry out an EIA in relation to the decision.

Option 1 – Screening Sufficient	NO
Option 2 – Internal Action Required See Monitoring and Review	YES
Option 3 – Full Impact Assessment	YES

Relevant outcomes from the consultation have been used to update the EqIA.

Monitoring and Review

Any key decisions developed to achieve better outcomes will need to investigate all emerging proposals both for any potentially disproportionate impacts and for opportunities to promote equalities objectives. As a result the monitoring will be conducted through the review and challenge of key decisions developed across KCC.

March 2015

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 and DMT Member

Signed:

Name: David Whittle

Job Title: Head of Policy & Strategic Relationships

Date: 11/03/2015

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	As proposals (e.g. key decisions) are developed using the strategic statement, changes will have the potential to have a disproportionate impact on individuals within the population who have a protected characteristic.	All key decisions developed will need to investigate all emerging proposals both for any potentially disproportionate impacts and for opportunities to promote equalities objectives.	Equality Impact Assessments completed for all key decisions.	All officers	Ongoing	None