

Kent County Council

Draft Executive Summary

Annual Equality and Diversity Report April 2015 to March 2016

Useful information

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Equality policy and local context

Policy

At Kent County Council (KCC) we recognise the diverse needs of our community. We value and celebrate diversity, and believe it is essential to provide services which work well for all our customers and staff. We are committed to working with our statutory partners, businesses and the voluntary sector to ensure good outcomes for those who live in, work in and visit Kent. **We will achieve our vision through our roles as:** community leader; service provider; commissioner of goods and services; and employer. We are committed to promoting equality of opportunity and diversity through: our employment opportunities and standards; service delivery; and working practices. We will ensure that our services do not unfairly discriminate against any of our customers, so that everyone in Kent has the opportunity to reach their full potential. We manage equality and diversity through:

- Community Mapping (aiming to understand our community through social demographic data, customer data and feedback)
- Leadership, Partnership & Commitment – Working together
- Community Engagement – Listening to our Community
- Customer Service – Delivering Excellence
- Modern and Diverse Workforce (inclusive recruitment and retention, maintaining fair employment practices, and developing a ‘diversity aware’ workforce)

Context and background

With a resident population of just over 1.46 million, Kent has the largest population of all the English counties. The following information is understood from the 2011 Census.

- 93.7% of all Kent residents are of White ethnic origin – this includes those who are White British, as well as other identities such as Irish, Eastern European origin etc. Kent also has Gypsy, Roma and Traveller populations greater than national average.
- 6.3% of Kent residents are classified as Black or Minority Ethnic (BME). This proportion is lower than the national average for England (14.6%).
- People living in urban areas make up 71% of the Kent population but only occupy 21% of the total land area in Kent.
- 51.1% of the total population of Kent identify as female and 48.9% are male.
- Significantly in terms of future challenges, Kent has an ageing population with the number of 65+ year olds forecast to increase by 43.4% between now and 2026.
- Kent has a greater proportion of young people aged 5-19 years and people aged 45+ years than the national average.

- There is no single quantifiable measure of the number of disabled people in Kent (or the UK), because identifying as disabled relies on an individuals' self-perception; but it is estimated that 17.6% of Kent (excluding Medway) residents are disabled people.

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

http://www.kent.gov.uk/your_council/kent_facts_and_figures.aspx

KCC Equality Objectives

KCC published its equality objectives in September 2012. The Equality Objectives for the council are:

- A** Working with all our partners to define and jointly address areas of inequality;
- B** 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;
- C** 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;
- D** Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions;
- E** Providing inclusive and responsive customer services through;
- F** Understanding and responding to the impacts on people when KCC is doing its work.

Progress on Equality Objectives 2015-16

Performance against the equality objectives in 2015-16 has been reported to Directorate Management Teams (DMT) and Cabinet Committees in September and October 2016. Evidence submitted suggests that overall the council has made good progress on the processes and procedures that are needed to mainstream equality into core business. The progress made against the existing objectives has helped KCC to develop policy and practices that help to improve equality outcomes for protected groups in Kent.

Examples of activity undertaken in 2015-16 are summarised below.

Education and Young Person's Directorate (EYPS)

Education and learning has the potential to improve the wellbeing and life chances of all children and young people, especially the most vulnerable groups in our communities including those with protected characteristics under the Equality legislation. Good quality education and support builds resilience, increases self-confidence and independence and gives young people the skills and qualifications to progress in their learning and going on to achieve sustained employment that will benefit individuals, families and the communities they live and work in.

Strategic leadership and ambitions

The EYPS Vision and Priorities for Improvement 2016-19 is the key strategic plan for Education and Young People's Services in Kent. The Plan sets out shared goals and includes a range of ambitious priority improvements up to 2019. These ambitions and strategic priorities for Education and Young People's Services are based on a rigorous analysis of current performance and challenging expectations for future improvements.

Summary of areas where we have made the most difference in 2015

The Vision strategic document identifies the need to accelerate the rate of progress in closing the gaps in attainment for groups of learners.

In the Early Years Foundation Stage, 73% of children achieved a Good Level of Development (GLD). This is a 4% increase compared to 2014 and is well ahead of the 66% national average. Girls continued to achieve more highly than boys, with 80.8% of girls and 65.8% of boys achieving a GLD, with the gender achievement gap at 15% representing a marginal narrowing of 0.3% since 2014.

At Key Stage 1 the attainment of both boys and girls continues to improve at Level 2B and Level 3 and above across all subjects in 2015. However, the gender gaps in attainment are narrowing marginally or in the case of Mathematics widening slightly. At Key Stage 2, 80% of pupils achieved Level 4 and above in Reading, Writing and Mathematics combined in 2015, compared to 79% in 2014. Although the attainment of girls at Level 4 and above in Reading, Writing and Mathematics combined continues to out-perform that of boys, with 83% of girls achieving the expected level in 2015 compared to 78% of boys, the gender attainment gap for this measure has narrowed by 2% since 2014. It is now 1% narrower than the national gender attainment gap and 1.3% narrower than the statistical neighbour average.

At Key Stage 4, Kent remains above the national average by 3.8%. The gender gap in attainment of 5 or more A*- C grades including English and Mathematics remains around 9% as in the previous two years. 52.2% of boys and 61.0% of girls attained this level of achievement in 2015 compared to 47.9% of boys and 58.0% of girls nationally.

However the attainment gaps for SEN pupils have widened from 2014 to 2015 across all subjects at both Level 2B and Level 3 and above.

Pupils with SEN statements achieve less well in Kent, where gaps are wider compared to the GCSE achievements of other similar pupils nationally. For 5 or more A*- C grades including English and Mathematics in 2015 the gap between

pupils with SEN and their peers was 39.4%. This has narrowed marginally from 40.7% in 2014.

Skills and Employment

Since last year youth unemployment for 18 to 24 year olds has continued to fall. In August 2015 unemployment for this age group was 2.3%, compared to 3.35% in 2014.

The number of assisted employment opportunities for learners with learning difficulties and disabilities exceeded its target of 120 to 295.

The Not in Education Employment or Training (NEET) figure for January 2015 was 5.3% which was an improvement on the January 2014 figure (5.9%) but below our target for 2015 of 4%. A new NEET Strategy is now in place which will help bring the NEET figure down. The target we are working towards in 2016 is 3.5% and 1% by January 2017.

To inform discussion about developing 14 to 19 curriculum pathways and new provision, KCC's Skills and Employability Service produce a Post-16 Data Pack for each district and provide individual schools with detailed data sets about the profile of their learners. The district data summarises the key legislative changes which impact on post-16 learning; provides an updated analysis of district economies; reviews the curriculum changes over the past year; presents data on participation, attainment and progression; and sets the scene for curriculum planning for 2017.

Special Educational Needs

As noted, children and young people with special educational needs are at greater risk of underachieving than their non-SEN peers. In Kent, over 7,000 children and young people, almost 3%, have greater difficulty learning and it is necessary for the authority to put in place a Statement of SEN, or an Education Health and Care Plan, to ensure they receive the necessary support. Within this group there are approximately 600 pupils who face a dual disadvantage because they are in public care.

Through the weekly Local Inclusion Forum Team (LIFT) process we are drawing together resources to support mainstream schools so that there is effective district based co-ordination of outreach activity.

KCC made good progress in improving performance in completing SEN statutory assessments in 26 weeks, reaching 92% in Kent compared to 82% nationally in 2013-14. However from September 2014, the new assessment process has required completion in 20 weeks and it is evident from data published by the Department for Education in May 2015 that the impact of dual systems and preparation for the statutory changes in the Children and Families Act has reduced performance nationally. Performance in Kent as at 31 August was 75.2%.

The completion of psychological statutory advice within the required time frames reduced to 98% in 2014-15 from 99% in 2013-14.

Pupil Place Planning

Our Strategy to improve the outcomes for Kent's children and young people with SEN and those who are disabled (SEND) recognised that our current SEN capacity had not kept pace with changing needs. The County Council's capital programme continues to prioritise the commitment to ensure sufficient Special School places exist, and these are in high quality environments:

Progress has been made on delivering our commitment to rebuild or refurbish our special schools with three projects being completed, four in construction and the final school gaining planning consent. This programme, together with the re-designation of pupil numbers, has provided an additional 365 places in special schools for September 2016.

A full report on what has been achieved in 2015-16 can be found at:

Education and Young People's Services Cabinet Committee, **22 September** 2016.
<https://democracy.kent.gov.uk/documents/s72192/Item%20D2%20-%20Equalities%20Cover%20Report%202015-16%20Appendix.pdf>

Growth, Environment and Transport Directorate

The Growth, Environment and Transport Directorate (GET) has demonstrated equality and diversity practice across the range of services it provides. Committed to a cycle of learning and improvement with regard to equality practice, GET services have exemplified how the Public Sector Equality Duty can be used to not only improve outcomes for Protected Groups but to improve the quality and provision of services.

Libraries, Registration and Archives (LRA) have demonstrated 'best practice' in working with partners, with clear and detailed evidence across its 2015-16 Priority Programmes. For example, the LRA service worked closely with relevant District Councils, Town Councils, and Housing Associations through the Project Boards and the Planning Teams, to develop Equality Impact Assessments and action plans for the Swanley Gateway and the Dartford Library and Museum programmes.

As part of a Heritage Lottery Fund grant application, LRA led on a consortia bid where all partners had to satisfy the Fund that there was a genuine commitment to meeting the intentions of the Equality Duty 2010 through the bid. For these purposes, LRA led on signing up all partners' delivery programmes to fully consider Equalities, including Visit Kent, Faversham Town Council, Canterbury City Council, and Rochester Cathedral

The Sport and Physical Activity Service within Environment Planning and Enforcement (EPE) has a long history of tackling the under representation of women and girls, and of disabled people, in the programmes it commissions or funds. Within

2015-16 it worked with Kent sports clubs, District Councils and a number of the National Governing Bodies for individual sports to drive engagement with the highly impactful national programme #thisgirlcan, which within our county we created local engagement tools through #kentgirlscan.

Economic Development's delivery of Women Enterprise Kent listened to and responded to the needs of women, after data led analysis demonstrated an under representation of female-led businesses in Kent. For example, users provided feedback around childcare challenges that the programme was able to respond to the needs of its clients.

Applicants to the Cultural and Creative Industries' business support programme were monitored specifically by disability, race, gender and sexual orientation in response to evidence that these four protected characteristic groups are underrepresented in the creative industries. Similarly, data about these four characteristics was again the focus to understand how these groups could be proactively reached through Arts Investment Fund projects in 2015-16, both in terms of shaping individual projects and being a targeted audience for individual projects.

The Kent and Medway Workforce Skills Evidence Base, published in September 2015, contained demographic analysis of the workforce within the 12 major sectors of the Kent economy. Economic Development did not collect equality data systematically within this programme, but the individual skills providers (sector guilds, and further education colleges) did. Although the focus within 2015-16 was employer demand not learner provision, going forward, publicly funded skills providers will be bound by the Equality Duty.

Progress has been made in embedding a stronger equality and diversity approach across the entire Growth Environment and Transport Directorate, and a wealth of good practice is detailed in the Committee Report and Appendix including a directorate-wide review of customer service commissioned under the GET Customer Service Programme.

Lessons learned from equality and diversity activity is being used at Divisional as well as at Directorate level, and has been used to inform the Directorate's approach to equality and diversity for 2016-17. This includes an enhanced focus on the equality and diversity data that GET services gather, and how that data is then actioned; a consistent approach to equality and diversity being an underpinning critical factor to understanding and meeting the needs of Kent residents; understanding the role of equality and diversity at each stage of the commissioning cycle and practically applying that; and aligning equality and diversity data more closely with the Directorate's organisational development priorities.

A full report on what has been achieved in 2015-16 can be found at:

Environment & Transport Cabinet Committee, 7th September 2016
<https://democracy.kent.gov.uk/documents/s72475/Item%20D3%20Eqs%20and%20Divs.pdf>

and

Growth Economic Development and Communities Cabinet Committee 12 October 2016.

<https://democracy.kent.gov.uk/documents/s71822/Item%20B2%20-%20GET%20-%20Equality%20and%20Diversity%20Review.pdf>

Social Care Health and Wellbeing

The Health and Social Care sector continues to operate in a context of unprecedented change, including legislative and regulatory changes.

Every aspect of social care services is being transformed, with many services also subject to integration with health services. Transformation plans are designed to address any identified inequalities and inconsistencies in service delivery and make the best use of available resources. The Directorate business plan for 2015-16 provides the detail of the changes brought about by:

- The Care Act 2014
- The Children and Families Act 2014
- Internal transformation programmes
- Integration plans with health services
- The Better Care Fund

A new division was created in April 2015 by joining services for Disabled Children with Learning Disability and Mental Health. This change increased equality for young people through improving the transition pathway for disabled children moving into adulthood by ensuring they receive the right services at the right time. Work has continued throughout the year to implement the Lifespan integrated pathway and will conclude early 2017.

In partnership with private sector companies NRS and Centra, the new Integrated Community Equipment Service and Technology Enabled Care Services were launched on 30 November 2016. The services support all client groups and protected characteristics. They have a crucial role in helping to support the most vulnerable people in Kent to remain in their own home by providing individually tailored equipment and adaptations, factoring in protected characteristics at the initial assessment stage. Each service aims to reduce care home and hospital admissions, assist with timely discharge from hospital and promote independent living. They also support the changes brought about by the Care Act 2014.

Work has continued on new tools developed in 2014-15 for the public to manage their own mental wellbeing and reducing the likelihood of stigma and inequality associated with mental health issues. Responding to customer feedback during 2015-16 the Live It Well website <http://www.liveitwell.org.uk/> has been refreshed to include new and updated information. The service was developed further to link in with the new Primary Care Mental Health Service which was launched on 1 April 2016. The service supports people to manage their mental health in a primary care setting. This in turn will help people stay out of a secondary care setting and remain

active within their community. Implementation of the new Mental Health Code of Practice for MHA 1983 (amended 2007) has taken place during 2015-16. One of the three key aims of the new code which was launched at the end of 2014 is to “advance equality of opportunity and eliminate discrimination, harassment & victimisation.” All professionals must be aware of the code and ensure that their practice is compliant with the new requirements

Specialist Children’s Services

Young people’s participation in the designing and delivery of services has improved, with more young people providing feedback on the quality of services that they receive. This has been achieved through the use of the Mind Of MY Own (MoMo) for young adults and the Mind Of Their Own (MoTo) App for very young children or those children with disabilities that need extra support to participate, MoTo App has now been rolled out across the County, while the MoMo is being piloted in North Kent, 42 young people have chosen to use this.

The Children in Care Council continues to thrive with three groups (the super council – primary age children, the Our Children and Young People’s Council – secondary school age children and the Young Adult Council – young adults). These groups are acting as a ‘test bed’ for procedure and process development – acting as a critical friend. Meetings are held on a monthly basis and supported by the participation officer.

Unaccompanied Asylum Seeking Children (UASC) without leave to remain continue to make good improvements in the employability and integration into their new communities. They are supported through the Virtual School Kent (VSK) by the Post16 UASC Support Officers who work closely with a number of different organisations including KCC Social Worker teams, Employability and Skills, local youth hubs and external providers such as Gillingham Football Trust, Kent Refugee Action Network, Walk Tall and Aspheleia. Partners continue to work very closely with the Reception Centres in Ashford and Cranbrook to ensure a smooth transition for the young people from the centres and out into the community.

A full report on what has been achieved can be found at:

Adult Social Care and Health Cabinet Committee, 11 October 2016

<https://democracy.kent.gov.uk/documents/s72516/D1%20-%20Annual%20Equality%20and%20Diversity%20Report.pdf>

and

Children’s Social Care and Health Cabinet Committee, 6 September 2016

<https://democracy.kent.gov.uk/documents/s71792/ITEM%20D4%20-%20Equality%20and%20Diversity%20Report.pdf>

Strategic and Corporate Services

The Strategic and Corporate Services Directorate has a role in equality compliance that covers every service that KCC provides.

The directorate fulfils an important role regarding equality governance and in the main provide the internal controls to help achieve compliance of the Equality Act 2010. Respective roles include; Finance; Procurement; Governance and Law; Human Resources; Information Communication Technology (ICT); Property & Infrastructure; Communication & Consultation Team.

Research and Evaluation

In addition to the equalities profile completed for services this past year, there are a few examples from the number of insight projects completed which show progress and challenges to be addressed – not just for the example areas given, but across KCC.

KCC Integrated Children's Dataset-. In working across KCC services, the team updated the integrated dataset in 2015-16 so that the organisation is able to take a person-centred approach to analysis (rather than solely service-centred). This is making a difference to decision-makers, like commissioners and heads of service, as they are able to receive analysis and insight which they did not have before.

A number of different projects have worked with the team for analysis drawn from further interrogation of this dataset, which includes some (but not all) equality characteristics. Early Help and Preventative Services for example, have often called upon the team for analysis.

Improvements could be made in the future by:

- the team ensures equalities information captured from the services are incorporated into the data model; and
- commissioners and project managers engage the team at the beginning of the Analyse Phase, so that analytical requirements (incl. equalities evidence) can be planned for and addressed.

Finance

Ensuring that the County Council has due regard to the equalities impact of its budget proposals is a high priority for the council. This equalities priority is reflected at both a high strategic level for the overall budget, and a more detailed level of detailed proposals for individual directorates and services. The equalities assurance is achieved through a process of equalities screening and consultation/engagement.

The equalities screening for the overall budget process has confirmed that the Budget Book and Medium Term Financial Plan documents set out a comprehensive analysis of budget proposals:

- the Medium Term Financial Plan sets out the overall financial context and the council's strategies for revenue budget, capital programme, treasury management and risk management, as well as detailed financial appendices; and

- the Budget Book sets out the Council's revenue spending plans for individual services for the forthcoming year, delegations to managers, and capital investment programme.

These documents are available from the Council's website, in printed form, and in alternative formats on request. The Council's website also includes easy to access summaries and we are developing alternative presentations including a visual graphic of the Council's budget.

Procurement

KCC 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 future holds significant change for the council; both in terms of significantly reduced budgets, as well as moving to new ways of providing direct services. These will put a pressure on the council'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, we have transformed the procurement function and processes by:

- Resourcing and procurement expertise: we have restructured and centralised procurement to deliver a consistent approach. The new team have been briefed by the KCC Equalities Team and are fully aware of the requirements to deliver the aims above.
- Governance and control of appropriate processes: all procurements over £50k have a procurement plan which is signed off by the relevant member of the procurement team. Included in the checklist for the plan is that the internal client has carried out equality analysis. The equality analysis will cover any additional needs required to complete the contract.
- Systems support for efficient operation: to support the introduction of the new standard processes, the procurement pages of the KCC intranet have been updated to give clear guidance for internal clients and training modules have been developed to inform internal clients of their responsibilities. Procurement and the Equality and Diversity Team have been working together to ensure that the Kent Business Portal is accessible and useable as the system is opened up for smaller contracts.
- 'Spending the Councils Money' information: 'Spending the Councils Money' is a guide to help suppliers understand how they can seek to do business with KCC and this has been revised to be in a flowchart format which makes our processes very clear.

Training is also being delivered to support internal clients in their contract management responsibilities which include monitoring the suppliers' adherence to the council's equality and diversity policy. We have worked with our Commissioning colleagues to produce a new internal web page with more detailed guidance on commissioning and contract management. As the council's overall procurement

becomes more robust, equality and diversity objectives will become increasingly easier to deliver.

Kent County Council Workforce

Kent County Council is committed to promoting equality and diversity and combating unfair treatment by providing a safe and accessible working environment with fair access to learning and development opportunities. The Council encourages and supports all staff in fulfilling their potential.

This section contains details of how KCC's workforce is made up, focusing on headline statistics, together with the progress on our Equality Objectives as at 31 March 2016.

- Employees - 7,719.6 fte (non-schools)
- 77.2% of staff were female (51%)*
- 6.8% of staff were Black & Minority Ethnic (6.6%) *
- 3.8% declared a disability (17.6%)*
- Sickness levels were 6.98 days lost per fte
- 42.3% of staff were on grades KR6 or below (earning salaries up to £21,085)
- 2.4% of staff were lesbian, gay or bisexual
- 59.2% of KCC's leadership group were women
- The proportion of staff aged under 25 or below increased to 8%
- 39.4% of employees were aged over 50
- 2.4% of employees were aged over 65 (6.1%)*
- Average age of staff was 45.1 years

*The figures in brackets are the percentage of Kent's population from those groups

The proportion of disabled employees in the workforce has stayed relatively constant at 3.8%. However, the proportion of the leadership group who are disabled is greater at 4.4%. The percentage of women within the leadership group continues to increase. The proportion of staff aged 30 or under has increased over the year.

For further information on staffing figures, please refer to KCC's Personnel Committee Report.

<https://democracy.kent.gov.uk/mgCommitteeDetails.aspx?ID=129>

Fair employment practices

KCC supports four staff groups, all of which play a leading role in providing support and development opportunities for their members as well as advising on policy and practice to support our commitment to promoting equality, valuing diversity and combating unfair treatment. Our groups include Aspire (staff 30 and under), Level Playing Field (disabled staff and carers), Rainbow (Lesbian, Gay, Bisexual and Transgender staff) and Unite (Black and Minority Ethnic staff).

In October 2015 the Corporate Management Team (CMT) signed off KCC's Workforce Planning Strategy ensuring the organisation has the right workforce, with the right skills, knowledge and behaviours, doing the right things at the right time and at the right cost. This report contains a ten point action plan for managers to take forward the strategy which includes divisions being asked to identify and consider the equality profile of their staff, particularly focusing on under-represented groups through the analysis of equality data. Delivery of the Action Plan will be monitored by the Organisation Development Team and reported back to CMT.

Staff are able to enter and/or change their equalities data held on KCC's staffing database through an on-line self-service tool. The information is confidential and enables KCC to maintain an accurate and up to date profile of the workforce.

During 2015-16 a campaign targeted at all staff offering them an opportunity to review and update their equalities information was successfully delivered. This information will ensure that our policies and procedures help us recruit, retain and support people who are representative of the communities we serve.

Key challenges for 2016- 17 and beyond

KCC's strategic statement, Increasing Opportunities and Improving Outcomes, aims to embed three key outcomes at the heart of all commissioning activity. To this end, it is important, particularly in the case of protected groups, that there is meaningful engagement with service users in order to provide an authentic voice and insight into the way that services are planned and delivered and how effective they are.

Effective engagement with services users will also help KCC to fulfil its Public Sector Equality Duty and achieve greater efficiency in the provision of services to the people of Kent.

The transformation of services in the context of budgetary pressures remains a key challenge for 2016-17. A crucial way in which to ensure that the focus on the obligations of the Equality Act are not lost is to ensure that there is a senior leadership focus along with clear expectations and accountability for the implementation of the duty in day to day work.

Critically it is important that the development of KCC Equality Policy and Objectives due to take place in 2016/17 provides a framework that continues to allow equality to be embedded in core business, is agile yet provides a clear framework for the development of equality outcomes in the day to day work of KCC.