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To: Growth, Economic Development and Communities Cabinet Committee – 3 July 2018

Subject: 2017/18 Growth, Environment and Transport Directorate Equality Review

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment and Transport Cabinet Committee
13/07/18; Policy and Resources Committee (Date TBC)

Electoral Division: All

Summary: This report sets out a position statement for the Growth, Environment and Transport (GET) Directorate in 2017/18 regarding the embedding of equality and diversity within work programmes and organisational development.

Recommendation: The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.

1. Introduction

- 1.1 Publication of equality and diversity information is compulsory in England for all public authorities, as stipulated in the Public Sector Equality Duty 2010. Proactive publication of equality and diversity information ensures not only compliance with the legal requirements, but also transparency for the public in how this Directorate ensures equality and diversity considerations are part of every stage of our programmes and projects.
- 1.2 GET firmly places our approach to equality and diversity within our Customer Service Programme. The Duty for us is about understanding and responding to our customers and non-customers' needs, data-led across all ten protected characteristics. Everybody has protected characteristics.
- 1.3 The Equality and Human Rights Commission (EHRC) has identified six domains which reflect the capabilities or areas of life that are important to people and that enable them to flourish. The six domains are work, living standards, education, justice and personal security, participation and health.

- 1.4 KCC corporately is moving to measure all services' progress against the Equality Duty 2010 by utilising these EHRC domains. This report therefore looks to do the same.
- 1.5 GET is lead directorate for five of the objectives in the KCC Human Rights and Equality Strategy 2016 - 2020. For the purposes of sections 4 and 5 of this report, the detail of GET's 17/18 Review has been presented against those five corporate objectives, mapped in turn against the EHRC domains.
- 1.6 Sections 6, 7, 8 and 9 of this report are GET's 17/18 equality and diversity performance in areas other than our five lead KCC objectives, mapped against the EHRC domains.
- 1.7 The KCC Human Rights and Equality Strategy contains six policy commitments, five of which are integral to the evidence we provide across sections 4 to 9 below. The five are
- All Members and Officers will be responsible for ensuring that the Public Sector Equality Duty is met in their day to day work and when making decisions
 - KCC will use equality analysis when procuring and commissioning
 - KCC will gather and analyse knowledge and information to get a clear understanding of the protected characteristic of our service users
 - KCC will listen to and engage with employees, communities and partners to inform the way we plan, design, commission and deliver services. Communities can have their say through consultations and engagement
 - KCC will put residents and service users at the heart of all of our work by embedding the Public Sector Equality Duty into everything we do so that we can continue to build strong and inclusive communities
- 1.8 The sixth policy commitment is "KCC will continue to be an inclusive employer" and this report details our performance against this aspect in section 10.

2. Financial Implications

- 2.1 There are no financial implications in producing an annual review of progress against the Equality Duty 2010.

3. Policy Framework

- 3.1 This report relates to the KCC Equality and Human Rights Policy 2016 – 2020:

4. EHRC Domain a) Work

- 4.1 The content in this section particularly relates to GET's role as lead Directorate for the KCC Equality and Human Rights Policy 2016 – 2020 objective:

“The Equality Duty will inform all services’ efforts to maximise businesses’ potential.”

- 4.2 Economic development has made improvements in its collection of diversity data in 17/18, allowing it for the first time in 18/19 to begin to understand the collective position of Kent's leadership of Kent -based businesses. From this data-led position, Economic Development will be able to consider whether there is any further targeting or refinement of business development programmes it needs to undertake going forward.
- 4.3 In 17/18, the Boost4Health Project has continued to partner KCC with business support organisations and life science clusters in North West Europe. All participating businesses in Kent have been asked to submit diversity monitoring information regarding typically the business owner or the CEO. 73% of the Kent businesses involved in Boost4Health have agreed to share their data in 17/18, which is a high return rate, and allows the Economic Development division to begin to form an overview of the business leaders within Kent's life science sector. This then has the potential to inform Economic Development's future and further work to support this sector.
- 4.4 The UK is the host of more than 45,000 foreign direct investors. They play a major role in the UK economy, contributing to at least 36% of the total turnover in the UK. GET's Economic Development division commissions Locate in Kent to intervene effectively around such foreign (as well as domestic) inward investment. Increasing the levels of job creation through inward investment is one of the council's key objectives, identified as a part of the county's long term economic recovery. Through Locate in Kent, KCC receives data, where provided, on Age, Gender, Race and Disability of the entire workforces of foreign affiliated businesses.
- 4.5 Most of Economic Development's business engagement programmes are time limited projects, so the data gathered from each will inform the division's overall knowledge and approach to delivering future business development programmes, rather than necessarily changing the delivery and approach of an existing project.
- 4.6 Environment, Planning and Enforcement's Business Advice and Support Services Project was started in 17/18, looking at business engagement across the breadth of GET, and the authority. Its purpose is to improve

KCC's customer service to businesses, meet customer needs and make efficiencies in the services KCC provides to businesses. Each business customer process that is being mapped is recording if and what equality data is captured, how it is used and what decisions / changes have been made as a result. This is ongoing and will be collated in June/July 2018 and will inform an overarching equality and diversity action plan to inform this corporate objective.

5. EHRC Domain

b) Living Standards

- 5.1 The content in this section particularly relates to GET's role as lead Directorate for the KCC Equality and Human Rights Policy 2016 – 2020 for four objectives, highlighted at 5.2, 5.12, 5.18, and 5.30.
- 5.2 **“Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4 (LTP4), as well as the schemes’ potential to advance equality of opportunity”**
- 5.3 ‘Business as Usual’ through public consultation, consultation with local user groups, and transport construction standards and assessments are all mechanisms underpinning much of LTP4 that see the tenets of the Equality Duty met.
- 5.4 The feasibility study for a lorry park has identified the protected characteristics that will need to be explicitly considered when the project reaches design stage. These include toilets (Gender, Disability, and Gender Identity); multilingual signs; and faith room design. (Race).
- 5.5 The design of the out-of-town Thanet Parkway station will be well connected with local bus routes, offer a park and ride facility and have cycle and pedestrian access point. All of these are intended to meet the differing needs of the Age characteristic. In addition, CCTV and lighting will be incorporated into the design of both the car park and station, therefore promoting safety at the station, meeting the needs and perceived needs of the Age, Race, Disability, Sex, Sexual Orientation and Gender Identity characteristics.
- 5.6 Through the ‘Kent Thameside: Integrated Door-to-Door Journeys’ project, packages of measures to reduce congestion and improve accessibility have been planned for or put in place in 17/18. This has real benefit for Disabled, Age, Maternity and Carers characteristics. Examples include toucan crossings [these allow both cyclists and pedestrians to use it]; improved provision of shared pedestrian/cycle route alongside the Highway to improve road safety and reduce road traffic casualties amongst less experienced and vulnerable users, including adolescent and elderly groups; and improved pedestrian/cycle ways that will support more females (who are underrepresented among cyclists) to benefit from the network.

- 5.7 A puffin crossing [lights controlling the pedestrians are on near side of road] to support Dover Port improvements was completed, informed by an equality impact assessment, but it should be noted that existing well-rehearsed transport infrastructure approaches would have undoubtedly identified this need anyway, underlining the point in 5.3 above.
- 5.8 The project manager overseeing construction of a set of road improvements in Gravesend in 16/17 and 17/18 worked closely with a local user group during planning, design and construction, resulting in a joint site walkover where several opportunities were identified to improve the pedestrian routes for people with a disability. The changes included: alterations to the temporary pedestrian routes; providing a ramped access to shops in Railway Place; and providing an additional drop kerb on Windmill Street to improve access on the pedestrians' most direct route between the Town Centre and the Gravesham Civic Centre.
- 5.9 A public consultation (which deliberately and explicitly sought feedback from all protected characteristics) on the Sturry Road development in 17/18 has led to the addition of an extra controlled pedestrian crossing, provision of additional lengths of footways and the provision of extra traffic islands. (Age, Disability, Maternity and Carers characteristics).
- 5.10 An evolving equality impact assessment has informed the design of the Tonbridge Station Transport Interchange Improvement, which is progressing to public consultation on the design. Design changes already identified through local user groups and customer data analysis have included ensuring the pedestrian crossing outside Tonbridge Station has oral and touch sensitive markers to enable visually impaired users to cross safely (this was suggested at a consultation event by a Disabled group) and installing an additional crossing to relieve overcrowded pedestrian areas at peak times. This element is of particular benefit to Age, Disability, Maternity and Carers characteristics.
- 5.11 'Harvey Grammar School to Seafront' improvements and 'Cinque Port Cycle Way Phase 1, Folkestone Harbour to Hythe' identified a suite of improved opportunities for protected characteristics similar to those improvements and impacts identified above. Wider footways, improved surface materials and introducing dropped kerbs benefit Age, Disabled, Maternity and Carers characteristics.
- 5.12 **"The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework (GIF), and delivered to meet the needs of Kent's population changes"**

- 5.13 In 17/18 the Framework was refreshed and recast. The GIF commits KCC to identifying forecast change in age profiles and the necessary infrastructure required to support changing age groups and population growth. KCC is also committed to promoting accessible and well-connected infrastructure that will support independence. This will benefit several of the protected characteristics including Age and more specifically the elderly, those with long term health challenges, the Disabled, families with young children (Maternity) and Carers. The GIF also seeks to encourage the provision of a range of housing types accommodating different Age groups, including the elderly, those with long term health challenges, families with young children (Maternity) and Carers.
- 5.14 That the GIF provides an opportunity to better plan for accessible, affordable and safer transport will improve opportunities for women, as they are more likely to use public transport more than men and are less likely to drive than men. The perception of personal safety amongst women should improve as a result. This therefore impacts the Gender characteristic
- 5.15 The 17/18 GIF refresh acknowledges that the provision of public toilets and changing areas through the delivery of schools, sports, youth and social care facilities may be impacted by evolving social norms and legislation around Sexual Identity. However, at the high level of the GIF, no further detailed examination or analysis of data could be usefully undertaken. Rather this will be undertaken by individual projects as they come forward.
- 5.16 Pregnant women and families with children will benefit from the improved accessibility and connectivity associated with transport infrastructure and healthcare provision, for which the GIF will enable better planning. (Maternity, Age, Disability, Carers).
- 5.17 The progress of equality impact assessments for GIF infrastructure projects under the GET directorate will be monitored by the GET Portfolio Delivery Manager (PDM), and likewise should be picked up by the other Directorate PDMs for KCC-led projects
- 5.18 **“Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county’s high-quality landscapes and environment”**
- 5.19 There are 76 activities within the Kent Environment Strategy implementation plan; 27 have their equality impact assessments in place, 11 are in progress, and the remaining 38 are not yet at a stage where the stage 1 screening grid would be effective.
- 5.20 Common across the 27 are that many of the projects have noted that they produce communication materials (digital and non-digital). Across all these projects there is an identified need to be able to provide communications in

alternative formats or provide a translation service. These impacts have been particularly associated with:

- Age - recognising that older customers may not engage with digital communications and may require additional non-digital engagement and communications
- Race - all services default to providing their service in the English language. This naturally presents a potential barrier to customers who do not speak English as a first language.
- Across all protected characteristics there is a need to ensure images used in communications are diverse (different Ages, Race, Disabilities etc).

5.21 A further common feature is an ongoing challenge to collect data (as participants are never obliged to identify their personal protected characteristics). Many projects indicate their services are open to everyone or that they are positively promoting a characteristic (e.g. Gender to promote women's cycling). However, there is frequently insufficient data to confirm who is accessing services and validate this positive impact.

5.22 Physical accessibility is a strong theme (Age, Disability, Maternity, carers characteristics) across multiple KES projects and programmes.

5.23 FRAMES is a project led by Environment, Planning and Enforcement Division focussing on improving flood resilience to mitigate the impact within the Health and Social Care sector. Flood vulnerability assessments are based on various characteristics (generalised in a population at Lower Super Output Area) that might make them more at risk from flooding. Twenty sub-matrices are used for the assessment, with twelve of those twenty relating directly to the protected characteristics of Race, Disability, Carer status and Age.

5.24 Public Rights of Way (PROW) adopted a Least Restrictive Access Policy back in 2007, and an example of this continuing to be live in 17/18 was A-frame barriers were installed at East Farleigh to enforce a no cycling area in an area of the route near a residential property occupied by older residents. (Age characteristic)

5.25 For a 17/18 project to create a 10km cycle route along River Medway a policy of level surfaces and careful material selection has provided improved and safer conditions, particularly supporting the use by older and younger users (Age), Maternity/paternity protected characteristic, Disabled users, and Carers.

5.26 For Powder Mills new cycle route, segregated sections of path were finished in 17/18 to increase accessibility (Disabled, Age, Maternity, Carers) and remove the potential for conflict between user types.

- 5.27 The Frinbury to Ashford town centre cycle route delivered in 17/18 includes an accessible ramped bridge giving Care providers the opportunity to use the route with the people they care for, to enjoy the countryside and river views from the route. This adaptation similarly benefits wider protected characteristics of Age, Disability, and Maternity/paternity.
- 5.28 Old Chalk, New Downs is a project begun in 17/18 to deliver a new approach to chalk grassland management and restoration in terms of scale and reach; one which has not been achieved previously. The programme will involve Learning, Accessing and Volunteering strands, and an early stage equality impact assessment has begun to identify how these might promote opportunities for protected characteristics, specifically Age (both school children and the elderly), Disability, Race (the project delivery area encompasses known BAME communities and gypsy and traveller communities), and Carers.
- 5.29 The rewrite of PROW's Kent Countryside and Coastal Access Plan (CAIP) in 17/18 identified a wealth of opportunities to improve on opportunities for certain protected characteristics, and to continue tackling barriers. As noted above, Public Rights of Way adopted a Least Restrictive Access Policy back in 2007, and so items identified within the new CAIP build on these existing strengths. 17/18 examples include:
- Age - Market research results showed that in the Kent resident non-user group the younger age groups professed themselves not interested in using the PROW network. The results also showed that a lack of information acted as more of a barrier for the younger age groups. In response PROW will revisit all types of information including online, phone apps, maps and guides to reach the younger age groups.
 - Gender - Results from the Market Research showed that male 'users' were more confident to use PROW when compared with female respondents. In response PROW will explore for the first time Gender specific design and targeted communications
 - Race – National data has shown that BAME (black, Asian and minority ethnic) populations that do visit the outdoors are more likely to visit urban locations. Kent clearly has some sizeable BAME populations, and PROW has committed to explore improving promotional material so that it is available in a wider range of formats and languages, working in partnership with a wider range of BAME organisations to improve usage and volunteer engagement from Kent's BAME communities.
- 5.30 **“The Libraries, Registration and Archives (LRA) Service in Kent will continue to understand its local communities’ needs, and tailor its services accordingly”**
- 5.31 Libraries’ Digital Dens were inspired by a successful peer project elsewhere in the UK and was targeted at 8 – 11-year olds. The Service engaged with

schools and other groups to ensure that local children from different cultural backgrounds (Race characteristic) all had the same opportunities to benefit from Digital Dens. Marketing was deliberately and consciously designed to appeal to all Genders, and this was particularly noticeable in the feedback from parents. One parent commented “The children learnt all about the circuits and other fun things. It’s not just for boys!”

5.32 LRA delivers 34 ‘offers’ targeted at different groups within Kent communities; from Adult Learners to Young People, via people living with Dementia, Home-educated children and New arrivals in the UK. Each has been mapped in 17/18 against the relevant protected characteristics (and all ten are relevant to at least one Offer) and a suite of actions developed. These include:

- targeted training for staff around any one Offer to understand how certain protected characteristics can particularly benefit from it
- guidance around targeted marketing campaigns around certain Offers within local communities
- signposting to other organisations that exist to work on linked outcomes

5.33 LRA completed a review of 32 branches’ opening hours, and although this resulted in some 24 branches having changed hours, an equality impact assessment for each branch identified no negative impact on any protected characteristic, as each characteristic’s needs informed the consideration.

5.34 In 17/18, LRA has been developing the RFID+ pilot. Through this, LRA is planning to use existing Radio Frequency Identification (RFID) technology to pilot technology assisted opening hours at three libraries. This will enable customers to access library services outside of normal opening hours with no staff present. An equality impact assessment has identified the need to ensure safe access for anyone who uses this service so for example people under the age of 16 will not be permitted to access the facility outside of staffed hours (unless with a parent or carer). This approach is in line with all other library authorities who run similar facilities and also meets KCC’s duty of care and safeguarding responsibilities. The EqIA also identified older people may be less confident to use the new technology and the service is exploring how it explains how to use this new service as a result. In terms of disabled customers or those with mobility problems, the Open+ pilots have enabled LRA to improve access to both Paddock Wood and Higham libraries with the addition of automatic doors to these buildings. The pilot period, which begins at Paddock Wood at the end of July 2018, will be used to test this new approach with targeted comms and the key message to people will be to try the new technology and then feed back so that it informs evaluation of this service option. LRA will ensure the evaluation gets feedback from young people and older people. Open+ is being offered in addition to the current staffed hours at three locations.

5.35 The remaining four EHRC domains (Education, Health, Justice and Personal Security, and Participation) do not relate directly to GET's five lead objectives, but feature in Parts 6 to 9 of this report

6. EHRC Domain c) Education

6.1 The Kent and Medway Engineering, Design, Growth & Enterprise (EDGE) Hub in Canterbury is a Canterbury Christ Church University programme, supported by GET's Economic Development division which helped CCCU secure Local Growth Fund Programme funding, and has supported CCCU with informing the specifications for the Hub. The project is in the pre-build stage, but equality analysis has considered both the construction period and the Hub once it is operating, to inform the current design phase. For example, the design has been deliberately challenged to incorporate the latest innovations in terms of physical access and access to learning, improving on what can be offered in older facilities. (Disability, Carers). CCCU are a known national Higher Education leader in enabling Disabled students to learn. Additionally, the project will have a significant positive impact on women (Gender characteristic), aiming, as it does, to increase female participation in engineering and design to between 30-35%, significantly above the current participation rate in learning and employment. In fact, the ethos and design of curriculum, and learning and teaching are founded on greater gender equality, with, for example, the target of 30% of staff being women.

7. EHRC Domain d) Justice and Personal Security

7.1 Environment, Planning and Enforcement's Stop the Scammers service uses a socio-demographic profiling tool, known as Mosaic, to analyse the Kent data and better understand the victims. This means we now know that 42% of the population have a profile where they are likely to be a scam victim, up to 600,000 people; that the average age of a Kent scam victim is 73 years old; and that over 50% of over those aged over 65 within the county have been targeted by scams. The data has also shown the five most likely groups of scam victims, with older Age remaining the most common protected characteristic.

7.2 In response to this data, the service has over the last four years targeted Stop the Scammers by installing 53 free trueCall devices, in particular for victims living with Dementia (Disability characteristic); provided education for young people in 22 Special Schools with learning disabilities, as well as 100 Secondary Schools (Age and Disability characteristics); provided an interactive regular resource 'Your Safety Your Health Your Choice' for adults with learning disabilities used at their District Partnership Group and Keeping Safe meetings (Disability characteristic); and created a leaflet specifically for home service providers whose clients are hard to reach

through regular channels, i.e. Carers, ambulance service, doctors, taxi drivers, befriending groups.

8. EHRC Domain e) Participation

- 8.1 In 17/18 the Culture and Creative Economy team within Economic Development division has particularly targeted children and young people's (Age characteristic) engagement with the arts through the ART31 programme. Outputs and outcomes in 17/18 include:
- ART31 was invited by Arts Council England to devise a programme of consultation activity to feed into the development of Arts Council England's next ten-year strategy. In collaboration with local artists, ART31 members were able to create fun and engaging activities that were well received by young people who participated, and which have provided new ideas about innovative approaches to consulting with young people. This opportunity has enabled young people in Kent to influence Youth Arts strategy at the highest level.
 - ART31 was invited to deliver breakout sessions at several industry conferences, including those of Bridge Organisations: Artsworld and Festival Bridge. This was a great opportunity for the young people involved and allowed ART31 to grow their profile nationally and share important learning around authentic youth leadership and ownership.
 - ART31 has supported young people to develop skills and knowledge required for careers within the cultural and creative industries. ART31 has a direct impact on their life chances and career opportunities and has enabled several ART31 participants to progress into higher education and careers in the arts over the last year. This includes a young person who is now studying at University of the Arts London, who recently returned to Gulbenkian to host an exhibition of her photography, and another individual who was able to get his first paid filming job for a project in Belgium, using his SCREEN31 films as a portfolio.

9. EHRC Domain f) Health

- 9.1 Cyclopark which is a premier cycling facility delivered under an operator's agreement to Economic Development division, has in 17/18 provided rides of different intensities, duration and locations for 14,700 riders in the local community that ensures this project is accessible to all ages.
- 9.2 Through selection of appropriate locations and the provision of accessible information and, critically, a fleet of 20 Adaptive bikes, (meeting the needs and wants of Disabled participants) Cyclopark has ensured that this project

is available to most people who wish to participate whatever their ability. This includes participants with restricted mobility, sensory impairment and learning disabilities.

- 9.3 Nationally, evidence reports less women participating in cycling activities compared to men. By providing female ride leaders, more women and girls were encouraged to participate in cycling events. For example, in 17/18 Cyclopark delivered several events through the British Cycling's Breeze programme designed specifically to develop female inclusion. (Gender characteristic).
- 9.4 In 17/18, Club Cyclopark had 265 members across three cycling disciplines, all of whom were asked to share their personal characteristic data. Since its opening, this project's Cyclo4All programme for people with Disabilities has attracted more than 4,000 visitors (17/18: 750), has hosted 180 school visits since opening with more than 5,000 school children taking part in cycle sports and 54,000 families have visited the Cyclokids play park especially designed for under 8s (17/18: 5,600) – the Age characteristic
- 9.5 No Use Empty is an Economic Development programme that offers secured loans to bring empty properties back into use. If a potential applicant is unable for whatever reason (including Age and Disability) to complete an online form, the team offer face to face and/or telephone support. In addition, the online information is Browsealoud compatible, for applicants with visual impairments, dyslexia or mild learning difficulties. The team are also experienced in supporting and working with Powers of Attorney should the property owner require such support. This approach is robustly assured to protect the owner, but is designed to particularly meet the needs of the Age, Disabled and Carers characteristics.

10. GET as an Inclusive Employer

- 10.1 GET has a Joint Organisational Development – Equality and Diversity (ODED) Group that meets quarterly. Its membership is taken from the GET OD Group and the GET E&D Group.
- 10.2 As reported last year, data suggests that disabled staff and staff who identify as black or of a minority ethnic race are two protected characteristics that GET ODED wanted to look at in further detail. This does not mean that the other characteristics are not of equal interest or importance, simply that GET ODED has initially identified these two distinct characteristics as staffing groups to explore further.
- 10.3 Through national briefings and a second peer review (this time with ten 'exemplar' inclusion and diversity organisations, as assessed and recognised by Excellence in Diversity – Inclusive Top 50 Employers) commonalities in how these organisations approach these two staffing

characteristics have been grouped under recruitment, wider-staff training, staff groups, exit interviews, organisational and individual responsibilities, and the organisation as a community leader. A draft action plan has been drawn up, to be explored with KCC's EODD (Engagement, Organisation Design and Development) Division's Subject Matter Expert before it is bought to GET Directorate Management Team for agreement. Anticipated content includes a GET candidates' pack, commissioning Delta to be analysed by protected characteristic, continuing to press for CMT to champion a protected characteristic each, and developing a consistent approach to exit interviews, to include characteristic data and analysis. ODED will also undertake Unconscious Bias training as a collective to then make a recommendation to GET's wider recruitment approach, as the need for Unconscious Bias training features consistently across all the nationally exemplar organisations

- 10.4 Additionally, in 17/18 ODED undertook an extensive analysis of GET's protected characteristics across Leadership, FTE/PTE, Leavers, Apprenticeships, Cash Awards, TCP, and Applications-to-Shortlisting-to-Appointment for the last four years. This is initially feeding into the disabled and BAME approach outlined above. GET will seek support from KCC's Business Development and Strategic Intelligence division to enable the four GET Divisions to further interrogate the data.

11. Conclusions

- 11.1 GET is making progress year on year at embedding evidenced consideration of protected characteristics within programme, project and 'Business as Usual' delivery
- 11.2 The Directorate's approach to equality and diversity is carefully positioned to underpin the Directorate's approach to customer insight and customer service.
- 11.3 Analysis of diversity data of GET staff is now an established core element of the Directorate's organisational development priorities.

12. Recommendation(s)

Recommendation: The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010

13. Background Documents

- 13.1 KCC Human Rights and Equality Strategy 2016 – 2020:
http://www.kent.gov.uk/data/assets/pdf_file/0007/67075/Executive-summary-of-our-annual-equality-and-diversity-report-2016-2020.pdf

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