



Summons to and
Agenda for a
Meeting on
**Thursday, 13th
December, 2012**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Tuesday, 4 December 2012

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 13 December 2012 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

Webcasting Notice

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

By entering the meeting room you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you do not wish to have your image captured then you should make the Clerk of the meeting aware.

A G E N D A

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests
3. Minutes of the meeting held on 25 October 2012 and, if in order, to be approved as a correct record **(Pages 1 - 6)**
4. Chairman's Announcements
5. Questions **(Pages 7 - 16)**
6. Report by Leader of the Council (Oral)
7. New Governance Arrangements for Kent County Council - 8 Months Review **(Pages 17 - 18)**
8. Bold Steps for Kent: Progress to Date and Next Steps **(Pages 19 - 78)**
9. Select Committee: Preventing and Responding to Domestic Violence and Abuse in Kent **(Pages 79 - 104)**
10. Appointment of Independent Remuneration Panel Members from 1 November 2012 **(Pages 105 - 106)**

11. Proposed Amendments to the Constitution **(Pages 107 - 130)**
12. Dissolution of the East Kent Joint Scrutiny Committee **(Pages 131 - 134)**
13. Motion for Time Limited Debate

Mr T Prater will propose, Mr Chittenden will second that:

This Council is alarmed at some of the proposals put forward for streetlight removals or permanent disconnections across the County, and equally alarmed that the removals or permanent disconnections are being reported to Joint Transportation Boards for noting, rather than for agreement or rejection.

This Council agrees:

- to halt the proposed removal programme until meaningful consultation on each individual scheme is held;
- any streetlights proposed to be removed or permanently disconnected as part of an energy reduction programme should be subject to consultation with District, Borough, City, Town and/or Parish Councils as appropriate in advance; and
- each removal scheme should proceed only with agreement of the appropriate areas Joint Transportation Board or equivalent.

14. Minutes for Information **(Pages 135 - 150)**

Planning Applications Committee – 6 November 2012

Superannuation Fund Committee – 31 August and 16 November 2012



Peter Sass
Head of Democratic Services
01622 694002

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 October 2012.

PRESENT:

Mr R E King (Chairman)

Mr E E C Hotson (Vice-Chairman)

Mrs A D Allen, Mr M J Angell, Mr R W Bayford, Mr R H Bird, Mr A H T Bowles, Mr D L Brazier, Mr R E Brookbank, Mr J R Bullock, MBE, Mr R B Burgess, Mr C J Capon, MBE, Ms S J Carey, Mr P B Carter, Mr N J D Chard, Mr A R Chell, Mr I S Chittenden, Mr L Christie, Mrs P T Cole, Mr N J Collor, Mr G Cooke, Mr H J Craske, Mr A D Crowther, Mr J M Cubitt, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mrs T Dean, Mr J A Davies, Mr K A Ferrin, MBE, Mr T Gates, Mr G K Gibbens, Mr R W Gough, Mrs E Green, Mr M J Harrison, Mr W A Hayton, Mr C Hibberd, Mr P M Hill, OBE, Mr D A Hirst, Ms A Hohler, Mrs S V Hohler, Mr P J Homewood, Mr M J Jarvis, Mr A J King, MBE, Mr J D Kirby, Mr S J G Koowaree, Mr P W A Lake, Mrs J P Law, Mr R J Lees, Mr R L H Long, TD, Mr S C Manion, Mr R F Manning, Mr R A Marsh, Mr M J Northey, Mr J M Ozog, Mr R J Parry, Mr T Prater, Mr K H Pugh, Mr L B Ridings, MBE, Mrs J A Rook, Mr A Sandhu, MBE, Mr J E Scholes, Mr J D Simmonds, Mr C P Smith, Mrs P A V Stockell, Mr B J Sweetland, Mr R Tolputt, Mrs E M Tweed, Mr M J Vye, Mrs C J Waters, Mr J N Wedgbury, Mr C T Wells, Mr M J Whiting, Mrs J Whittle, Mr M A Wickham and Mr A T Willicombe

IN ATTENDANCE: Ben Watts and Peter Sass (Head of Democratic Services)

UNRESTRICTED ITEMS

162. Apologies for Absence

(1) The Chairman introduced Ben Watts, the Deputy Monitoring Officer, who reported apologies for absence from the following Members:

Mr Bryan Cope
Mr Gordon Cowan
Mr John London
Mr Richard Pascoe
Mr Kit Smith
Mr James Tansley

(2) Mr Roger Gough had also given his apologies as he was speaking at a National Adults & Children's annual conference in Eastbourne and so would join the meeting slightly late.

163. Declarations of Interest

(1) Mr Wedgbury announced that he had been appointed as the union representative for his branch from the trade union. He also declared an interest as a

District Councillor in relation to Item 10 on the agenda, the Motion for Time Limited Debate.

(2) Mr Koowaree declared an interest in Item 8 on the agenda, Peer Review of Children's Services, as his grandson was in care.

164. Minutes of the meeting held on 13 September 2012 and, if in order, to be approved as a correct record

(1) The Chairman asked that the minutes of the meeting of the County Council, held on 13 September 2012 be approved as a correct record, with the minor alteration that the Council agreed to approve the minutes of the Governance and Audit Committee and not simply note them, and, if so, he would sign them.

(2) Mr Christie raised the issue of the full account of the Leader's report that was now included in the Minutes, which he stated covered twelve paragraphs, yet the only mention of the Opposition Group Leader's or Labour Group Leader's response was a line stating that they had responded as was their right under paragraph 1.19(2) of the Constitution. Mr Christie stated that he had done some research and gone back to the Minutes for October 2011 where there was one paragraph on the Leader's speech. He asked if there could be a more balanced record if the Leader's report was to be recorded in such detail.

(3) The Chairman undertook to address this issue with staff in Democratic Services.

(4) Resolved: that the minutes of the meeting held on Thursday, 13 September 2012, be approved as a correct record and signed by the Chairman, with the minor alteration that Council approve the minutes of the Governance and Audit Committee and not simply note them.

165. Chairman's Announcements

(a) Withdrawal of Item from the Agenda

The Chairman announced that the proposer and seconder of Item 9, New Governance Arrangements – 6 month review, had asked for the report to be withdrawn and instead a report would be presented at the December meeting.

(b) Death of Mr Michael Snelling

(1) The Chairman announced that it was with much regret that he had to inform Members of the sudden death of Mike Snelling, Conservative Member for the Gravesham Rural Electoral Division, on Friday 19 October 2012.

(2) He stated that Mr Snelling had played a great part in the work of the Council over a number of years and had been someone who could be looked to for straight-forward common sense and a refreshing approach to any debate he took part in. He stated that Mr Snelling had been well respected both at Borough and County level and that this was reflected in the number of Members who wished to pay tribute to him.

(3) Mr Carter, Mr Christie, Mr Daley, Mr Cubitt, Mr Sweetland, Mr Simmonds, Mr Brazier, Mr Hill, Mr Craske, Mr Parry and Mr Bowles gave tributes to Mr Snelling.

(4) At the end of the tributes, all Members stood in silence in memory of Mr Snelling.

(5) After the silence, it was moved by the Chairman, seconded by the Vice Chairman and:

(6) Resolved unanimously: that this Council desires to record the sense of loss it feels on the sad passing of Mr Mike Snelling and extends to his family and friends our heartfelt sympathy to them in their sad bereavement.

(c) New Member

The Chairman welcomed Mr Robert Harry Bird, the newly elected Liberal Democrat Member for the Maidstone Central Electoral Division, to the County Council.

(d) Royal British Legion Poppy Appeal Launch

The Chairman took the opportunity to remind Members that the annual Poppy Appeal would begin the next day. He stated that there would be a ceremony during which veterans and serving soldiers would be presented with poppies, to mark the start of the period of National Remembrance and the associated Poppy Appeal. This launch would take place in the Lecture Theatre here at 11.00 am and be followed by refreshments in the Stone Hall. Before this the recipients of the poppies would be pinning large poppies onto the railings at the front of County Hall to complete a display of poppies. The Chairman invited Members to come along and watch this before the ceremony.

(e) Petition

(1) The Chairman stated that Mr Mike Angell had notified him of a petition relating to a planning application being determined by KCC either in or close to the village of Shadoxhurst. The Chairman asked Mr Angell to present him with the petition which he duly did.

(2) The Chairman then asked the Chairman of the Planning Applications Committee, Mr John Davies, to formally accept it and investigate the matter and respond to the petitioners in accordance with the Council's petition scheme.

166. Questions

Under Procedure Rule 1.17 (4), 5 questions were asked and replies given.

167. Report by Leader of the Council (Oral)

(1) The Leader dedicated the majority of his speech to the three substantive items on the agenda, the Dilnot Commission; the Peer Review of Children's Services; and the motion for time limited debate.

(2) He stated he was delighted to see that when the National Apprenticeship Service published its figures for apprenticeships across the South East, Kent was far and beyond all other authorities in the South East of England with a massive and dramatic increase in the number of apprenticeships in Kent, some 39% more young people aged 16-25 in modern apprenticeships than the previous 12 months before that, showing the build up and success of Kent Jobs for Kent Young People.

(3) The Leader stated a second piece of very good news was the recent announcement of the Regional Growth Fund bid, known as the TIGER bid, for the Thames Gateway, led by the Thames Gateway Kent Partnership and Kent County Council and also involved Thurrock Council.

(4) With reference to the Peer Review of Children's Services, the Leader stated that he had been interviewed fairly intensively by the LGA peer review team and attended the feedback session at the end of the week and he had congratulated the Member and Officer team on a job well done at the end of that week.

(5) With regard to the Dilnot Commission, the Leader stated that he hoped that the whole County Council would endorse the recommendations urging, as a united front, the government in many ways to introduce Dilnot by 2015.

(6) Finally he stated that he and his group would be voting against the motion tabled for later during the meeting.

(7) In her response Mrs Dean stated that she agreed with the Council's stance on Dilnot in particular and agreed that the increase in the number of apprenticeships in Kent in the past twelve months was very good news. With regard to the Thames Gateway Mrs Dean stated she was delighted that KCC had won that as it seemed to her to be exactly the kind of development that should go on in Kent if it was done in the right way.

(8) She stated that Mr Carter had misconstrued the meaning and purpose of the motion for time limited debate, which may not have been drafted as concisely as it should have been. She stated that she did not oppose at all the need to renegotiate the Section 106 agreements, indeed in response to Mr Carter's report Mrs Dean suggested a meeting between an Administration spokesman and Mr Chittenden to put together a motion that both sides could agree on as she was sure that neither she nor Mr Carter wanted to see the removal of those powers.

(9) Mr Christie spoke in response to the Leader on behalf of Mr Cowan. With regard to the Peer Review Mr Christie stated that he had not been interviewed and this had been a shame; and with reference to the Dilnot Commission he stated he would wait for the debate other than to say that he agreed entirely with the timescale. Mr Christie then turned to a couple of issues that Mr Carter had touched on in relation to children's issues; Birmingham City Council had been found to be inadequate in the provision and safeguarding of children's services and Mr Carter had mislead the Council at its previous meeting about Looked After Children's statistics.

(10) Mr Christie stated that he was surprised that the Leader had not mentioned in his report the prospect of the Paramount resort at Swanscombe, Northfleet.

(11) During his right of reply, the Leader welcomed the fact that all parties were in agreement at the success of the apprenticeship programme to date. He stated that he had had no intention of misleading the County Council at the previous meeting. He had been advised that the number of Looked After Children had gone down by some 25, if this was due to numbers being counted slightly differently that needed to be explained to him. The Leader suggested the motion for time limited debate on today's agenda could be withdrawn, subject to Mrs Dean's views and that working together a collective note to Mr Pickles could be produced stating what the Council's thinking was around the planning flexibilities.

(12) He apologised for leaving out the Paramount announcement. He stated he was only too aware of it and had done an interview with BBC South East in the Conference Centre in Birmingham on the subject.

168. Dilnot Commission on Funding of Care and Support

(1) Mr Gibbens moved, Mrs Whittle seconded, that the County Council note the contents of the report and debate the following motion:

(2) At the heart of the County Council's Adult Social Care Transformation Programme is the aim of supporting more people to live independently in their own homes for as long as possible.

(3) The County Council urges the Government to allocate the funding necessary to implement the Dilnot Commission's recommendations by 2015, to alleviate the stress and anxiety that the funding of care and support is causing to many of Kent's older residents and their families.

(4) RESOLVED that these recommendations be approved.

169. Peer Review of Children's Services

(Andrew Ireland, Corporate Director Families and Social Care, gave a short presentation on the Peer Review)

(1) Mrs Whittle proposed, Mr Gibbens seconded that the County Council note the contents of this report.

(2) RESOLVED that this recommendation be approved and the Council records its thanks to the Cabinet Member, other Members, Mr Ireland and his team for all their hard work in this area.

170. New Governance Arrangements for Kent County Council

This item was withdrawn from the agenda during the Chairman's Announcements.

171. Motion for Time Limited Debate

(1) The Chairman announced that following assurances from the Leader Mrs Dean and Mr Chittenden had agreed to withdraw the motion to a joint response to Mr Pickles to be drafted.

(2) Mr Christie stated that he hoped the Labour Group would be granted if not input at least sight of the agreed response. The Chairman agreed that this was fair and reasonable.

172. Quarterly Report on Urgent Key Decision: Contractual Arrangements for Academies post Building Schools for the Future

(1) Mr A King proposed, Mr Whiting seconded that the County Council note this report.

(2) RESOLVED that this recommendation be noted.

173. Minutes for Approval

(1) Mr Long proposed, Mr Ferrin seconded that the Minutes of the meeting of the Governance and Audit Committee held on 25 September 2012 be approved.

(2) RESOLVED: that the Minutes be approved.

174. Minutes for Information

Pursuant to Procedure Rule 1.10(8) and 1.23(4), the minutes of the Planning Applications Committee meeting held on 9 October 2012 and the Regulation Committee meeting held on 5 September 2012 were noted.

Question 1

COUNTY COUNCIL MEETING

Thursday, 13 December 2012

Question by Mike Harrison to
Mike Whiting, Cabinet Member for Education, Learning and Skills

"My question is to Mr Whiting and it is really quite simple. Can he please explain just where we stand with the new KCC Home to School Transport Policy with the following with regard to funding of H 2 S transport?

1. Free Schools
2. Academies

I am given to understand that within the grant from Central Government given to these schools for each and every student there is a small amount which is to go toward transport to and from school. If this is in fact the case how do we (KCC) make sure that the various schools pay their way for this transport?"

Answer

The funding provided to Academies and Free Schools does not include any element for Home To School Transport and we have confirmed that with the DfE. Academies and Free Schools are state maintained schools, albeit independent of the local authority. As such we are still required to provide (and fund) Home To School Transport for students attending those schools, applying the same criteria under the Home to School Transport policy, as we do for Kent maintained schools.

COUNTY COUNCIL MEETING

13 December 2012

**Question by Martin Vye to
Bryan Sweetland, Cabinet Member for Environment, Highways and Waste**

Will the Cabinet Member for Environment, Highways and Waste inform the Council of:

- a) the total cost to the County Council of all the works connected with the Westgate Towers, Canterbury closure scheme, including the costs of highway realignment, signage, new pedestrian crossings, Public Notices, and the planned traffic lights

and

- b) the increased volumes of vehicular traffic that have been measured along London Road, upper St Dunstan's Street, and Station Road West since the beginning of the scheme?

Answer

The scheme cost to the County Council to date is £66,290. This includes the traffic signals at the Westgate Towers, design fees for traffic signal support and KCC staff time. These costs have been paid from a fund for local sustainable transport projects provided by the Department for Transport. The other elements of the scheme detailed in Mr Vye's question have been paid by Canterbury City Council.

A traffic count was carried out in October 2012 which showed that, compared to just before the trial started:

London Road traffic flows have increased by 20%
St Dunstan's Street traffic flows have increased by 21%
Station Road west traffic flows have increased by 24%

I can also report that congestion in St Peter's Place has dramatically reduced in both directions. North Lane and Pound Lane previously suffered from high volumes of through traffic which have now been substantially reduced, and the dual carriageway section of the ring road itself is flowing more freely between Wincheap and Broad Street.

COUNTY COUNCIL MEETING

Thursday, 13 December 2012

Question by Leslie Christie to
Mike Whiting, Cabinet Member for Education, Learning and Skills

Can the Cabinet Member confirm recent press reports that the Annual Report of Her Majesty's Inspector of Education, Children's Services and Skills 2011/12 shows that Kent is the 10th worst local authority in England for pupils attending a good or outstanding primary school? If so can he explain how Kent got into this situation and what are they doing to get out of it, including how much it is costing to repair this self-inflicted problem?

Answer

The Government has rightfully raised the bar and the Ofsted inspection framework has become more rigorous. School improvement and the attainment of Kent's young people has been of the top priority list for 16 years. Last year we had the best ever results by Kent young people.

Kent's pupils are achieving. At the time of the report's publication, more pupils from Kent achieved 5 GCSEs graded A*-C including English and Maths compared to the national average, with over 60% of Kent's pupils reaching this benchmark, despite the debacle over the marking of English papers.

According to figures released at 9.30 this morning by the DfE, Kent's key stage 2 results have risen from 72% in 2011 to 78% in 2012 which shows how the quality of teaching is accelerating rapidly. There were 18 primary schools, some from our most deprived areas, where 100% of pupils achieved level 4 in English and Maths at key stage 2.

In addition, in 2010 there were 97 schools that were below the national floor standards of 60% English and Maths Level 4 combined. In 2012 this has been reduced to just 23.

These, our best-ever results, can only be achieved by good teaching, which is one of the elements of a school which Ofsted inspect on their visits to schools. Ofsted also look at other elements in addition to pupil progress, such as the promotion of spiritual, moral, social and cultural development; and how well the school is led and managed. In essence, Ofsted focuses on schools rather than the pupils.

Members may not be aware but the information within the Ofsted report is out-of-date. At the start of this week, 73% of Kent's secondary schools are good or outstanding, 58.5% of primary schools are good or outstanding and 78% of Special schools are good or outstanding.

As we said in Bold Steps for Education, our vision is for Kent to be the most forward looking area in England for education and learning so that we are the best place for children and young people to grow up, learn, develop and achieve.

Good or outstanding leadership and teaching are at the heart of this plan. Over the next three years, Bold Steps for Education aims for at least 85% of primary and secondary schools and 100% of special schools to be judged good or outstanding by Ofsted, and for no KCC school to be in special measures or notice to improve.

We will do this by focusing relentlessly on improving standards and the quality of education and learning so that excellence is promoted across the system. We are challenging and supporting leaders within schools, helping them to direct their energy and resources where it will be most effective.

We are also developing teacher training such as Every Lesson Counts.

We are working with governors to train them how to better hold the school leadership to account and how they can better fulfil their important role.

We are encouraging schools to work in collaboration, so good practice can be spread across the whole county. We are supporting the best schools and school leaders to lead the system and drive improvement across all schools, transforming outcomes for all of our children and young people.

In summary, the Ofsted judgement is just one measure of performance. Kent's schools can be rightly proud of the substantial improvements they are making for the benefit of our young people.

COUNTY COUNCIL

13 December 2012

**Question by Tim Prater to
Mike Hill, Cabinet Member for Customer & Communities**

On searching through Google for "Kent County Councillor Mike Hill", a link is found to Mr Hill's Councillor profile on the kent.gov.uk website, but the description underneath reads that "*A description for this result is not available because of this site's robots.txt*".

Councillor details - **Mike Hill**, OBE - Kent County Council

www.kent.gov.uk/your_council/your.../mike_hill_obc.aspx

A description for this result is not available because of this site's robots.txt – learn more.

The same applies to many other pages across the site, and the indexing of still more files on the kent.gov.uk are explicitly blocked.

- a) In these days of transparency and openness, would the Cabinet Member for Customer and Communities explain why?

and
- b) Given web users must therefore visit the KCC site to acquire any description, could he also inform the Council what prior consent is sought from users of kent.gov.uk to store cookies on users computers?"

Answer

- a) This particular issue is simply a technical problem, which was caused by a change in the way Google searches our site – this is a recent update made by Google and we are already making the necessary amendments to accommodate the changes. Effectively, those changes affect the page description Google results show when specific search results are given. We are working with Google to find a solution but the problem is intermittent and several improvements have already been made. For example, entering Mr Hill's name into Google on Tuesday 11 December delivered the appropriate result.
- b) Our approach on managing cookies has been informed by the Information Commissioners' Office guidance published in April this year. Our approach mirrors that of many other councils and organisations. Since we don't use cookies to identify individuals or target advertising, we've taken a sensible approach that will explain why and how we use cookies, direct people to information elsewhere on the web to find out more about cookies and to websites that explain how they can disable them if they wish on their

browsers. It will also allow the usability and accessibility of the website to remain unaffected while still observing ICO guidelines. This approach has been agreed by our Information Governance Team.

Here is the link to our cookies policy -

http://www.kent.gov.uk/website_information/how_we_use_cookies.aspx.

COUNTY COUNCIL

13 December 2012

Question by Rob Bird to
Mike Whiting, Cabinet Member for Education, Learning & Skills

Of 150 councils inspected by Ofsted, Kent is tenth from the bottom and for the fourth year in succession 45% of our primary schools are under-performing; for the same period the percentage for England as a whole averages at 31%. I am sure all Members would agree that Kent's performance is still totally unacceptable.

We have plenty of excellent teachers and head-teachers across the county and no-one doubts their commitment, hard work and dedication to their pupils. However, there are fundamental problems in far too many of our primary schools.

Would the Cabinet Member for Education, Learning & Skills inform this Council what steps are being taken to address this dire situation as a matter of priority and will he also give his personal assurance that Kent can expect better results in Ofsted's report next year and in subsequent years?

Answer

Members will note this question replicates the one already made by Mr Christie so, whilst I thank Mr Bird for acknowledging the commitment, hard work and dedication to their pupils of our excellent teachers and head-teachers across the county, I would refer him back to the answer I have given previously.

Thank you.

COUNTY COUNCIL

13 December 2012

**Question by George Koowaree to
Bryan Sweetland, Cabinet Member for Environment, Highways and Waste**

"With regard to the maintenance and repair of the Shared Space in Ashford, would the Cabinet Member for Environment, Highways and Waste please tell the Council if he regrets the decision to purchase and ship materials for the shared space from China and Belgium rather than using a UK source and was there any political input in making that decision? Can the Cabinet Member confirm that he will go back to the original scheme that included the expansion of the station forecourt and say how the expansion will be financed?"

Answer

Materials sourced from overseas have been commonly used in shared space schemes, particularly granite from China. Those used in the Ashford Shared Space scheme were considered appropriate at the time. The design stages of the scheme were informed by a Champions' Group, which included political representatives of Kent County Council and Ashford Borough Council. There have been maintenance issues with the scheme, and we are currently commissioning an independent review to assess their extent and recommend appropriate solutions.

The station forecourt public realm scheme is being reviewed in the light of experience with the Shared Space, and in the context of the extent of funding that will become available for it through contributions related to redevelopment of the Commercial Quarter immediately to the north.

COUNTY COUNCIL

13 December 2012

**Question by Richard Parry to
Roger Gough, Cabinet Member for Business Strategy, Performance & Health
Reform**

Currently if you live in Sevenoaks West, especially in the villages near the A25, the Broadband service is truly awful.

For many residents Broadband speeds are not only very slow they are also erratic. In essence the service is little better than that which might be obtained from a “dial up” line, with the recorded speeds ranging from 0.6 Mbps to the occasional maximum of 2.2 Mbps.

In other parts of Sevenoaks, for the same line rental cost, Broadband speeds are normally in the region of 14 Mbps!

Despite the several assurances and “the message that there is of course the DEFRA bid” there does not appear to be any positive news or even an indication of when there will be improvement.

Therefore will the Cabinet Member, without any obfuscation, inform the residents of Sevenoaks West when they are likely to be able to benefit from having a reliable and speedy Broadband Service which is compatible with the needs of the 21st Century.

Answer

Kent County Council is working in partnership with the Government’s Broadband Agency, Broadband Delivery UK (BDUK), to deliver a major project to transform Kent and Medway’s rural broadband infrastructure. The project aims to bring broadband to every property in Kent and Medway and will ensure that most will be able to access superfast broadband.

Without this project many rural businesses and communities would continue to have either no or very slow broadband services as there are no market-led plans to upgrade infrastructure in many rural parts of the County.

Kent County Council is investing over £10 million to enable this upgrade, which has been matched by £9.87 million from the Government.

Excellent progress has been made in taking forward the Make Kent Quicker project, including securing an early slot on the Government’s national pipeline. As a result, Kent businesses and communities will benefit from these improvements ahead of many other areas.

We were given the green light by the Government to launch our procurement at the end of October and will be appointing a supplier in April 2013. Whilst precise delivery timescales cannot be confirmed until we have completed the procurement exercise, we anticipate that work will start in 2013, the first services will come on line in 2014 and services will become available to all properties during 2015. We have, however, been informed by the suppliers and BDUK that it will not be possible to confirm the geographical phasing for the rollout until after the procurement has been completed and initial survey work has been undertaken.

In addition, Sundridge and Brasted parishes and parts of Halstead, Seal and Knockholt have submitted a combined Expression of Interest application to the second round of the Defra's Rural Community Broadband Fund. This national programme is targeted at areas that may not receive a superfast broadband service under the BDUK programme. We understand that, should this application receive a green light to proceed in the next bidding round (timings still to be confirmed by Defra), upgraded services would need to be on line by March 2015. Kent County Council has been working with many communities and District Councils on Kent-based applications to maximise the draw down of this fund into Kent – and will continue to support Sevenoaks District Council in the development of this application.

By: Paul Carter, Leader of the Council
Alex King, Deputy Leader
Geoff Wild, Director of Governance and Law

To: County Council – 13 December 2012

Subject: New Governance Arrangements for Kent County Council – 8 months Review

Summary: This report provides the opportunity for the County Council to review and vote in an interactive session on the new governance arrangements introduced on 1 April 2012.

1. Introduction

(1) The County Council agreed when it approved the new governance arrangements at its March meeting that it would review the operation of the new governance arrangements before the end of the calendar year.

(2) The Council is reminded that the new governance arrangements were designed to:

- (a) streamline the committee infrastructure;
- (b) make the decision making process more transparent and inclusive;
- (c) support Cabinet Members in making more effective and informed decisions;
- (d) provide non executive Members with a greater opportunity to shape the Council's policies and major decisions; and
- (e) have a cost neutral impact on the Members' Allowances Scheme.

2. New Governance Arrangements

(1) Following four cycles of the new Cabinet Committees, the early potential of the new structure is beginning to be realised and the intended outcomes achieved. Agendas for Cabinet Committees are in the main focussing on big strategic issues, both in terms of policy development, forthcoming decisions and performance management of services. However, keeping Members informed of all the developments in what are broad and complex portfolios continues to present a challenge and it is important that Cabinet Committee agendas are not too heavy with information items and minor matters, which could impede the proper consideration of more important strategic issues.

(2) Whilst the new governance arrangements will take time to become fully embedded, significant steps have already been taken to ensure that the transition to the arrangements is operating smoothly. The Democratic Services Transition Manager meets regularly with directorate co-ordinators (who work with report authors

to prepare reports for Cabinet Members and Corporate Directors) on the preparation of reports for the Cabinet Committees. As issues have arisen these have been discussed and learning shared, which has helped in planning the business of the Council and ensuring that the Cabinet Committees have been fully involved.

(3) A new Executive Scheme of Officer Delegation has been implemented which ensures that officers are able to give effect to and implement decisions already authorised by Members, reducing delay and bureaucracy, as well as reducing the risks of acting ultra vires.

(4) The County Council is invited to consider a number of questions around the new governance arrangements by using the interactive voting pads. The results will be displayed on the projector screens in the Council Chamber. This will help to inform the County Council in refining the new governance arrangements. Whilst not exhaustive the questions will include:

- (a) After 4 cycles of the Cabinet Committees do you agree or disagree that the Committees have/or are delivering what they were designed to do?
- (b) Do you believe there has been value in having the opportunity to input on a decision before the decisions is taken?
- (c) Do you believe there has been value in having the opportunity to contribute to police development before polices are agreed?
- (d) Do you believe there has been value in having the opportunity to monitor/review the performance of services delivered?

3. Recommendation

The views expressed by the County Council will help with the continuing development and refinement of the new governance arrangements.

Paul Wickenden
Democratic Services Transition Manager
01622 694486
paul.wickenden@kent.gov.uk

By: Paul Carter, Leader of the County Council

To: County Council – 13 December 2012

Subject: Bold Steps for Kent: Progress to Date and Next Steps

Classification: Unrestricted

Summary: Bold Steps for Kent: Progress to Date and Next Steps sets out the progress to date made against Bold Steps for Kent since it was approved by County Council in December 2010, as well as identifying the next steps required to support continued delivery against the key work streams identified in Bold Steps for Kent.

1. Bold Steps for Kent, the medium term plan until 2014/15 was approved by County Council in December 2010. On the second anniversary of its approval by County Council it is appropriate to reflect on the progress to date, including what has been successfully achieved, where we are still striving to deliver against priorities and where more still needs to be done.

2. Bold Steps for Kent: Progress to Date and Next Steps (attached at Appendix A) provides a substantive commentary on the significant progress made against the key work streams set out in Bold Steps for Kent. The performance of the organisation in meeting the challenges set out in Bold Steps has to be placed into the context of the most significant financial challenge facing the County Council in living memory, as well as internal restructuring as a consequence of our Change to Keep Succeeding Programme. Whilst acknowledging that there remains more to do in meeting the challenges set by Bold Steps for Kent, it is important to reflect on how much has been delivered by our staff in the face of considerable pressure.

3. Against Bold Steps for Residents, KCC has successfully established ten Locality Boards, which are now starting to redesign youth and library service provision in local communities and take an oversight role over the Troubled Families programme. We have opened up our services to challenge through the Community Right to Challenge in a sensible and pragmatic way. Our new Category Management approach is seeing KCC increasingly drive value for money out of our commissioning and procurement practices for the Kent taxpayer. 57% of all goods and services provided by KCC now delivered through Kent businesses, an increase of 10% in the last year alone. Our Customer Services Strategy is increasingly focussed on redesigning access and assessment to services with a greater focus on personalisation and channel shift from face-to-face to greater telephone and online access.

4. Against Bold Steps for Education, we have set out our strategy and approach to sustain the quality of education and training in Kent by publishing Bold Steps for Education, Learning and Skills, which sets ambitious targets for improvement across education and training in Kent. We have also established the Kent Association of Head Teachers, which represents almost 600 schools and brings together primary, secondary and special schools from across the county to help support KCC develop the policies and practices to ensure all schools succeed. The 'Kent Challenge' is

helping to improve education performance, 73% of secondary schools are now rated as good or outstanding. There was continued improvement in the performance at Early Years Foundation Stage, with 72% of children achieving a good level of development, which is well above the national average, and helps ensure children are ready for school and do not begin to fall behind early in their school journey. At Key Stage 1, the results for children in reading, writing and mathematics improved by several percentage points in 2012, and standards are now mostly in line with the national average. At Key Stage 2, 77.5% of pupils are now achieving English and Maths at level 4, an improvement of 5.4% on previous years. At Key Stage 4 GCSE results at 5 A*-C grades including English and mathematics improved to 61% compared to 59% in 2011. This is above the national average. 64 secondary schools improved their performance in 2012, with eight schools improving their performance by more than 10%. We have continued to devolve more funding to schools, and have established EduKent as KCC's trading vehicle for the provision of support services for schools.

5. Through Bold Steps for Transport we have continually lobbied the Government to carry out the necessary development work to identify a new Third Thames Crossing as part of a strategic route between Dover and the Midlands, whilst also identifying how it can be provided without the need for public money to be spent. Following our lobbying campaign, the Government has now committed to introduce HGV road user charging, and we have developed an entirely new source of funding through the concept of a UK Fuel Loyalty Card. We have continued to lobby for these new funding streams to be reinvested in the Kent strategic road network. With our District and Borough Council partners we have identified deliverable commercial lorry parks to relieve the pressure of unofficial lorry parking, and have continued work to identify a permanent and affordable solution to Operation Stack. We have delivered the £87m East Kent Access Road to support growth at the Discovery Park Enterprise Zone, Kent International Airport and the Isle of Thanet, as well as securing £5m from the Regional Growth Fund to deliver rail journey time improvements between Ashford and Ramsgate. Through the publication of Bold Steps for Aviation, we have robustly opposed proposals for a new hub airport in the Thames Estuary and have continued to promote full utilisation of existing capacity, such as Kent International Airport.

6. In Bold Steps for Health we have moved KCC to the forefront of thinking in the local government sector with regard to how we can use the opportunity of the Health and Social Care Act 2012 to reshape community health provision and integrate health and social care commissioning so as to shift resources from the acute sector to better community provision. Our Health and Wellbeing Board early implementer status has allowed the County Council to develop strong and effective relationships with emerging Clinical Commissioning Groups, whilst the Kent Health Commission has been in the vanguard of working with the South Kent Coast Health and Wellbeing Board to design new ways of working in Dover and Shepway and reported to the Secretary of State for Health in February 2012.

7. In support of Bold Steps for Business and the Economy, KCC has successfully responded to the major challenges that were not originally foreseen in Bold Steps for Kent, especially the major closures of Pfizer at Sandwich, DTSL at Fort Halstead, Seafrance at Dover and Thamesteel at Sheerness. At Sandwich we acted quickly and decisively by establishing a Task Force and worked with Government and business to secure an economic growth package including an Enterprise Zone designation, £40m Regional Growth Fund investment and delivery of £20m improved

flood defences. In total we have secured £55m direct financial assistance through Expansion East Kent and TIGER (Thames Gateway, Innovation, Growth & Enterprise) loans schemes and are unlocking private finance and investing in businesses with the appetite to grow. We have delivered a sector based approach to engaging with Kent businesses through our sector conversation programme of events, and have worked with the construction industry to bring major developers and construction companies together to highlight regulatory barriers to delivering growth. We have streamlined working arrangements in the Thames Gateway, establishing the Thames Gateway Strategic Group to ensure continued Ministerial involvement in the Gateway and maintaining it as a national priority. We have unlocked development in the Gateway by agreeing to manage the £110m Homes and Roads Programme, offering up a potential blueprint to unlock further sites. We have secured £9.87m of additional Government funding from Broadband Delivery UK (BDUK) and have matched this with £10m of KCC funding to bring broadband to every property in Kent, and ensure that most will be able to access superfast broadband services.

8. Our focus on supporting the growth of apprenticeships through Bold Steps for Employment & Skills means that Kent is now outperforming all other local authorities in the South East in the number of apprenticeship starts over the last year. There has been a 16% increase in the number 16-18 year olds starting apprenticeships, a 13% increase in the number of 18-25 year olds starting an apprenticeship and a 39% increase in the number of 25+ year olds starting an apprenticeship. This means 2000 more people starting an apprenticeship in 2012 than 2011. KCC has led the way through its £2m investment in the Kent Jobs for Kent Young People campaign, the continued success of the Kent Success Apprenticeship scheme, with over 500 apprentices taken on within KCC, with over 80% who complete their apprenticeship moving into full-time permanent employment. Our work with the National Apprenticeship Service to deliver a service to small and medium sized enterprises (SME) via a one stop shop for SME employers is simplifying taking on an apprentice for the majority of businesses across Kent.

9. Bold Steps for Tackling Disadvantage has focussed on tackling the underlying causes of disadvantage of unemployment and worklessness. We are utilising funding from the European Social Fund to increase employment by giving unemployed and disadvantaged people the training and support they need to enter employment. A number of local schemes across Kent are supporting residents in deprived areas by providing holistic training and support and referring people to the Work Programme. The £2m Kent Employment Programme has been established to create a flexible grant fund to encourage local businesses to take on 18-24 year old young unemployed people on jobseekers allowance or on the Work Programme, and we have established new BTEC courses across Kent to help address the needs of young people Not in Education, Employment or Training (NEET). We are continuing to ensure that our Foster Carer recruitment and assessment includes promoting the importance of long term provision of foster care to provide more continuity and stability in foster care placements, as an important part of our Looked After Children Plans. We have campaigned on the need for all councils to place children closer to home, unless by exception, to prevent the placement of vulnerable Looked After Children in East Kent by other local authorities, and will continue to lobby the Government to take action against those authorities who continue this practice.

10. Through Bold Steps for Supporting the Vulnerable we have continued to build on the follow up inspection by Ofsted of Children's Services in 2011 which showed that KCC has successfully addressed the priority actions identified by the 2010 Ofsted inspection of Children's Social Services in Kent, and have now completed the first two phases of our Children's Services Improvement Plan. We have established a multi-agency Central Referral Unit to deal with all contacts to Specialist Children's Services efficiently and effectively ensuring all referrals are assessed in a timely way. We have developed a workforce strategy and launched a recruitment campaign that has successfully recruited more permanent and experienced social workers, which is supporting the priority of ensuring that less qualified and newly qualified staffs receive quality supervision. 85% of Kent's social workers are now permanent, and turnover has reduced from 15% to 11%. We have developed our Early Intervention and Prevention Strategy, and established an outcomes based Commissioning Framework, to inform commissioning of evidence based high quality preventative services. We have continued to strengthen our safeguarding arrangements for both vulnerable adults and children. We invited Essex CC to provide external scrutiny of our adult safeguarding arrangements by carrying out a Peer Review and we have developed an action plan to address the areas for development identified, whilst the Local Government Association (LGA) Peer Review of Children's Safeguarding has provided a steer on areas for development ahead of the anticipated unannounced Ofsted inspection of Children's Safeguarding.

11. Following Bold Steps for Housing we launched the Kent Forum Housing Strategy which sets the strategic direction of housing across the county. It is the only Housing Strategy in the country that brings together County, District and Unitary council ambitions into a single document and has been described by Government as being 'ahead of the game'. Through the strategy we have worked with local planning authorities to develop a common framework for deriving housing numbers to support the development of Local Plans across Kent. We have successfully attracted additional public investment in the Live Margate housing intervention programme. KCC's initial investment of £10.5m has acted as a catalyst for further public sector investment and the total investment now stands at £23.6m. Through our Kent Local Authority Mortgage Scheme, we have made available £12m to support first time buyer mortgages and have worked with Kent district and boroughs to set up match funding arrangements in each part of the county as the scheme rolls out. We have developed an Integrated Infrastructure Funding Model to provide a consistent basis for costing community infrastructure to support new development, and have also entered into a bold and innovative new partnership with Kier to deliver new homes using KCC land and major institutional investment.

12. Our commitment to meeting the climate change challenge and priorities in the Kent Environment Strategy have helped deliver Bold Steps for the Environment. We have invested over £2m in the KCC estate in energy measures saving the taxpayer £4m and have cut 2.5 million business miles saving £200,000 annually. The Kent and Medway Green Deal Partnership has been established to drive £40m investment to improve the energy efficiency of homes. Through Bold Steps for Social Enterprise, Community and Voluntary Sector we have established the Kent Big Society Fund through the Kent Community Foundation, which is now making more affordable loans to facilitate the growth and development of the social enterprise sector across Kent, which traditionally struggles with access to finance. Some £108m of KCC services are delivered through the Voluntary and Community sector, and a strategic forum

was established in November 2011 to provide more consistent support and engagement to the sector in their role as a provider of public services in Kent.

13. However, it is also important to recognise there are areas of public service reform in which Bold Steps for Kent anticipated local government playing a far greater role, but where these opportunities didn't arise or national government imposed solutions that have limited local government involvement. For example, Bold Steps for Kent anticipated local authorities playing a more significant role in the Work Programme to reduce welfare dependency and tackle worklessness. However, the programme was ultimately designed around large-scale private sector providers taking on significant financial risk by acting as prime contractors to the Department for Work & Pensions (DWP), so was restricted largely to private sector companies. Through Bold Steps for Health, it had been anticipated early in the health reform agenda that local authorities might be able to provide back office commissioning support arrangements for the emerging Clinical Commissioning Groups (CCGs) on a traded basis. However, in the event, the NHS Commissioning Board imposed commissioning support arrangements on CCGs from within the NHS as part of the CCG authorisation process.

14. Moreover, activity and priorities have sometimes been forced to shift from that referred to in Bold Steps when the need and opportunity required. For example, whilst Bold Steps focussed on the economic development opportunities in the Thames Gateway, the announced closure of Pfizer in Sandwich and the creation of Expansion East Kent has meant that much economic development activity and focus has been on East Kent since Bold Steps was published. However, following the recent Eastern Quarry agreement and successful TIGER bid to the Regional Growth Fund, delivering the opportunities in the Thames Gateway remains an important area of focus over the coming years. In some instances, the fragility of the economic climate has meant take up of some opportunities has not been as fast as anticipated. For example, the roll out of the Kent Local Authority Mortgage Scheme and the Kent Big Society Fund have been slower than anticipated. However, there are signs that as awareness of such schemes increases, interest and appetite are also increasing, and we remain confident that they will be successful.

15. The document also sets out key next steps for each area of Bold Steps for Kent. A number of the critical next steps include:

- CIL and the infrastructure challenge: With the Government placing a greater emphasis on infrastructure funding through the development of the Community Infrastructure Levy (CIL) and schemes such as the New Homes Bonus, it is vital that there is agreement on the allocation of funding available for infrastructure and the public services to support infrastructure between all partners, as well as identifying new funding mechanisms to support infrastructure given the gap between current infrastructure funding and future demand led growth, such as greater use of institutional investors.
- Continuing to drive up achievement in education and training: Although strong improvements have been made on education and training, there is still more to do, in particular to bring at least 85% of primary schools to be judged as good or outstanding, as well as to bring up attainment at A-level above the national average, as well as to continue to close the gap in educational achievement for

vulnerable learners, such as Looked After Children and those on Free School Meals.

- Delivering the Adults Transformation Programme: Transforming our services to that older people are able to remain independent in their own home for longer is central to our Adults Transformation Programme which will allow us to meet the demand of an aging population within the resources that are available, through closer integration with health. We will also continue to lobby the Government for implementation of the Dilnot Commission recommendations on funding of adult social care, so that the adult social care system becomes more affordable and fairer.
- Continuing the work of the Kent Health Commission: The Kent Health Commission has been vital in setting out the new ways of working between local government and the NHS, but its work has so far concentrated on the developments in the South Kent Coast CCG covering Dover and Shepway, in support of the early implementer Health and Wellbeing Board arrangements. The Kent Health Commission will continue to act as a forum for disseminating the learning and best practice found in the South Kent Coast CCG across other areas of Kent, and likewise capture the innovations happening in other Kent areas and help disseminate that practice, so that the opportunities of the health reform agenda are not fully seized.
- Moving from improvement to the transformation on Children's Services: As we come to the end of Phase 3 of the Children's Services Improvement Plan and hopefully move out of statutory improvement notice, it is necessary to continue the pace of change in Children's Services by moving the service into being transformed, placing a greater emphasis on early intervention and prevention, so fewer young people come into care, and for those that do, permanent placements are sought as quickly as possible, and that outcomes for those who do come into care dramatically improve.
- Rolling out the Integrated Adolescent Support Service: Integrating similar services supporting the same client base is a critical theme of Bold Steps and the development of the Integrated Adolescent Support Services will be rolled out across the county, with the best practice disseminated across other areas of KCC business. A key area will be to look at how we can deliver a similar integrated service around the families and young people aged 0-11.

16. The next steps set out in Bold Steps for Kent: Progress to Date and Next Steps will be taken forward by integration of priorities and actions in the divisional business plans, currently being prepared across the organisation for consideration by Cabinet Committees ahead of approval by Cabinet in March 2013.

Recommendation

17. County Council is asked to note *Bold Steps for Kent: Progress to Date and Next Steps*

Appendices:

Appendix A: Bold Steps for Kent: Progress to Date and Next Steps, December 2012

Background Papers:

Bold Steps for Kent: The medium term plan until 2014/15, December 2010

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December 2012

Bold Steps for Kent

progress to date and next steps



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Cover images posed by models

Contents

| | |
|--|----|
| Introduction: Serving the People of Kent | 03 |
| Delivering against the financial challenge of a lifetime | 04 |
| Bold Steps: Progress to Date | |
| Bold Steps for Residents | 07 |
| Bold Steps for Education | 11 |
| Bold Steps for Transport | 15 |
| Bold Steps for Health | 21 |
| Bold Steps for Business and the Economy | 24 |
| Bold Steps for Employment & Skills | 29 |
| Bold Steps for Tackling Disadvantage | 34 |
| Bold Steps for Supporting the Vulnerable | 38 |
| Bold Steps for Housing | 42 |
| Bold Steps for the Environment | 46 |
| Bold Steps for Social Enterprise, Community and Voluntary Sector | 48 |

Introduction: Serving the People of Kent

In December 2010 we launched Bold Steps for Kent, our medium term plan until 2014/15.

Bold Steps is an ambitious plan that challenges KCC to fundamentally rethink how it serves the people of Kent in an era of radical public service reform and increasingly limited financial resources - whilst continuing to deliver our three overriding aims of helping the economy to grow, putting the citizen in control and protecting the vulnerable.

Now that we are almost two years into delivering Bold Steps it is the right time to take stock and report on progress to date.

When Bold Steps for Kent was launched it was anticipated that KCC would have to make savings over the 4 year period until 2015 of £340million. This has proved to be an accurate prediction of the scale of the challenge. Through our Change to Keep Succeeding programme, KCC is on course to deliver £340million in savings, which includes £50m on staff with the removal of 1,500 posts through service redesign and a focus on rationalising management and support posts.

However, some of the assumptions made when Bold Steps was published in 2010, in particular the expectation that by 2015 the economy would be on a more sustainable footing now seem optimistic. Weaknesses in the world economy and crisis in the euro zone have caused sluggish economic growth and lower than expected tax income into HM Treasury.

The Government has already indicated that austerity will continue beyond the end of the current Parliament in 2015, with significant savings required until at least 2017. However, if the national finances are to be brought under control without increasing the tax burden on already financially stretched families, there will need to be even deeper reform of public services to deliver greater savings. It is increasingly likely that local government will face significant financial pressure until at least 2020.

The aim of this document is therefore twofold. First it aims to report back on the progress to date in delivering what we set out in Bold Steps. Whilst much has been achieved, and achieved at a time of very significant financial pressure and uncertainty, we also recognise that there is still much more to.

Second, it also outlines how, as an organisation we are beginning to plan beyond the initial Bold Steps timeframe, beyond 2015, so

we put in place today the fundamental approaches necessary if we are going to successfully respond to the financial challenge that awaits us beyond the next general election. Our strategy will be focussed on embedding the five Ps of prevention, productivity, procurement and partnership working, with the people of Kent at the heart of everything we do.

In many ways the world has moved on apace since Bold Steps was written, but in many ways, the message and ambition set out in Bold Steps for Kent remains as pertinent today as it did in 2010.

The need for radicalism and urgency in public service reform is growing not diminishing, and change cannot be avoided but must be embraced. Pace and urgency will be necessary if we are to continue to provide the people of Kent with the high quality service they expect and deserve.

I remain confident that Kent can, and will, respond to the challenge ahead.

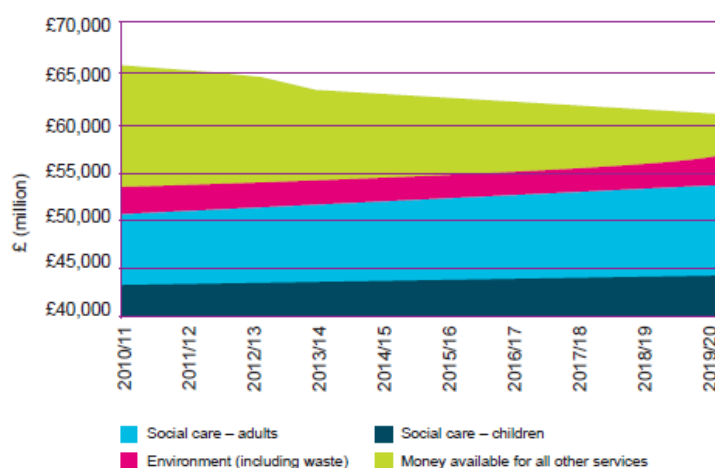
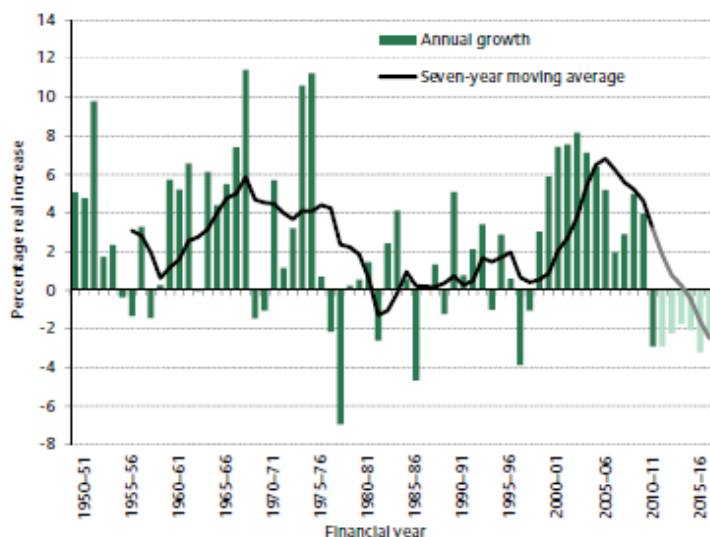
A handwritten signature in black ink, appearing to read 'Paul Carter'.

Paul Carter,
Leader, Kent County Council

Delivering against the financial challenge of a lifetime

Bold Steps for Kent is a very different medium term plan designed to help shape Kent County Council to meet the new reality of public service spending in the UK, as the coalition Government attempts to rebalance the public finances and reduce the structural deficit. All that has been achieved in delivering Bold Steps for Kent over the last two years must be placed into a context of huge financial pressure placed on public services.

As the graph prepared by the Institute for Fiscal Studies below shows, whilst there have been sharper one-off reductions in public spending since the 1950s, in particular the response to the oil crisis in the mid 1970's, there hasn't been the sustained, year-on-year reduction in public spending seen since 2010 in our lifetime. Moreover, due to weaker than expected growth, we know that this ongoing reduction in public service spending must continue beyond the next general election until at least 2017, but in all likelihood it will last throughout the next Parliament until at least 2020.



The impact on local government is marked. As highlighted by the Local Government Association graph above, the pressure on local authority services, in particular on adult social care, children's social care and waste, at a time when public spending on services is being significantly curtailed, means that local government services as they are currently designed and delivered, are unsustainable. The message we set out two years ago in Bold Steps for Kent – that we have no choice but to deliver transformation and change in what we do and how we do it – is more relevant now than it was in 2010.

So when we consider progress to date against Bold Steps for Kent we must consider it in light of the enormous pressures that staff have faced over the last two years, including every directorate and department of the council being restructured with the result of 1500 job losses across the authority. Likewise when considering the next steps in delivering the Bold Steps agenda, consideration must be given to the scale of the financial challenge all public services still face over the years ahead. The three aims set out in Bold Steps – helping the Kent economy to grow, putting the citizen in control and tackling disadvantage – must still drive everything that we do. At the heart of delivering our next steps must be a focus on the five 'P's' of people, prevention, partnership, productivity and procurement.

Prevention

We must move away from expensive reactive service provision that responds once problems have already occurred, to investing in preventative models that not only deliver better outcomes, but are also more cost effective. A preventative approach will also allow us to better manage demand on services, especially from a rapidly ageing population.

Productivity

We must deliver a step change in the productivity of our services and staff through greater integration around our key client groups and investing in our back office support systems and procedures to release resources to the front line.

People:
Putting
residents at
the heart of
everything
that we do

Partnership

KCC does not operate in isolation and to deliver our strategy we must have effective partnerships so that prioritisation, productivity and prevention are driven not just within KCC but intelligently across all Kent public services. This will involve increasing joint commissioning and integrating services across public services.

Procurement

We must introduce the best business and service practice found across the private sector into KCC – with particular regard to improving how we procure goods and services, not just scaling-up contracts to deliver efficiencies. But scaling-down contracts to support localism and innovation.

These five P's have been central to the development of our budget proposals for 2013/14 and medium term financial plan until 2015/16. The focus upon them has been strongly endorsed through our budget consultation exercise, and embedding these principles in everything we do across KCC will be central to ensuring that the vision of Bold Steps for Kent is delivered.

Bold Steps for Residents

In Bold Steps for Kent we said:

We will develop place-based commissioning of local services through new Locality Boards, together with public service partners such as District Councils, Police and Health. More decisions about local services will be taken at the local level, with more use of joined up local Community Budgets, to deliver local priorities.

We will establish a 'right to bid' process to allow individuals, community groups and members of staff to develop new, innovative ways to provide services.

Progress to date:

- Established ten Locality Boards, and are working with remaining Districts to develop options for Locality Board arrangements
- Locality Boards have started to play a key role in shaping local services, in particular setting up task and finish groups to support the Future Library Services and Youth Service Transformation programmes. They are also taking an oversight and assurance role in the Troubled Families programme.
- We have developed a Category Management approach to the delivery of more effective spend on key KCC services, which are embedding principles of best value in our procurement activity
- We have established the Kent Business Portal for the advertising of all KCC contracts, moving away from the generic South East Business Portal and allowing a greater focus on Kent based businesses. It is also open to all Kent based public sector bodies to use, if they wish.
- We have developed performance indicators that allow us to effectively measure the percentage of contracts awarded to Small and Medium sized enterprises for KCC goods and services, as well as the percentage of KCC spend to Kent based suppliers.
- KCC is currently performing well in ensuring local businesses are securing work from the authority, with 57% of all KCC goods and services delivered by local businesses in 2011/12, an increase of nearly 10% on the previous year. This compares favourably with our neighbouring authorities.

- Proposed Right to bid enshrined in legislation through 'Community Right to Challenge' enacted in June 2012,
- Provides voluntary and community groups and two or more public sector staff a chance to bid to run KCC services. Programmed approach to managing the Right to Challenge process, linked to our commissioning and procurement cycles
- Detailed briefings and a comprehensive website to help explain how the Right to Challenge process work
- Explored options for the mutualisation of services
- We have developed a rolling three-year Expression of Interest register which helps staff and community groups to plan for any expressions of interest they may want to submit.

Bold Steps for Residents

In Bold Steps for Kent we said:

We will move to a single initial assessment framework – reducing duplication in assessment processes that residents go through to access KCC services.

We will further drive the personalisation agenda and expand the use of the Visa enabled Kent Card so service users can purchase services to suit their individual needs and requirements.

We will look to introduce more smart card technology that will allow residents to access a range of services, from libraries to concessionary travel through a single KCC smart card.

Progress to date:

- Customer Services Strategy launched in January 2012 with a key priority to create a single customer account and a single initial assessment process
- The Family Common Assessment Framework has been introduced in Kent to co-ordinate multi-agency support around the needs of families, not just individual children.
- Adult Transformation programme is joining up adult social services, acute hospitals and community health colleagues to streamline and integrate assessment processes.
- Partners are now using the FACE assessment tool which provides a single assessment document used by both social care and community health teams, reducing duplication.
- Exploring the potential on online self-assessment to make it quicker and easier for residents to access our services
- Developing a single 'report it' and online payment system for KCC services which will be in place by December 2012.

- Our personalisation agenda remains at the heart of our adult social care transformation programme.
- We are increasing the role of Trusted Assessors so a range of providers can complete assessments on KCC's behalf.
- We are supporting more people to self assess and self direct their services where possible and appropriate.
- Building on the success of the Kent Card so that it becomes the first option for people who use direct payments and we are testing whether the card can be used by more people with personal health budgets.

- Customer Services Strategy commitment to research suitable products to enable customers to access services through a single smart Kent Card, by March 2013.
- Engaging with partners in the Kent Customer Services Group to expand Kent Card to access a wider range of public services, including leisure and public transport.
- Examining the potential development of smart card ticketing products which could enable the Kent card to be used for Concessionary Travel.

Bold Steps for Residents

In Bold Steps for Kent we said:

We will expand our successful ‘Gateway’ programme to make it easier for residents to access a wider range of public services online, by phone and through Gateway offices.

Progress to date:

- Since 2010, we have opened Ashford Gateway plus and Sheerness Gateway, with negotiations for Swanley Gateway underway.
- Adult social services are now using Gateways as a first point of contact for services and Occupational Therapy clinics.
- We have focused on expanding Gateway as a multi-channel access point, supporting and enabling channel shift by re-designing access to services via our Contact Centre and website.
- We are examining the potential for further integrating our ‘front desk’ offer including Libraries, Contact Centre, Children Centre’s and Gateways so we can streamline the customer journey and ensure an enhanced customer experience, regardless of channel.

We will publish senior officer salaries and expenses data, information about our performance and what we spend on providing your services so residents have the information needed to hold us to account.

- We will publish senior officer salaries and expenses data, information about our performance and what we spend on providing your services so residents have the information needed to hold us to account.
- Published our Corporate Directors and Director’s Salaries and Expenses
- Published all Councillor allowances and expenses
- Published details of all staff who earn over £58,200
- We have published all invoices and purchase card payments over £500.
- We have published a range of Directorate statements and performance data, Kent population data and Council spending.
- We are also working with our public sector partners in Kent to publish data about our services on the Open Kent website.

Bold Steps for Residents

Key next steps

- We will fully exploit the opportunity of Locality Boards with them taking additional responsibilities for public service design and stewardship in their localities.
- We will fundamentally review our partnership arrangements to identify areas where Locality Boards may take on the functions and responsibilities of existing partnership arrangements, to streamline the partnership landscape and provide better value for money.
- We will further increase the percentage of spend of KCC goods and services with Kent based business. Our target is to ensure 60% of KCC spend is spent with local Kent businesses.
- We will work with the Cabinet Office to help reform and redesign the Community Right to Challenge to make it an effective tool to open up public services to the Voluntary, Community and Social Enterprise Sector.
- We will fully explore and utilise options to use pilot and pre-procurement opportunities in the forthcoming EU public procurement reforms to develop procurement and commissioning model that is both flexible and responsive to meet the changing service need and new financial climate.
- Through our Library Modernisation Programme, we will identify and transfer at least 10 local community libraries to community control, either through voluntary groups, parish councils or local social enterprises.
- We will continue to enhance the customer journey through reducing duplication in our contact and assessment processes. Through increasingly integrating our service offer around key client groups, we will be able develop a strong understanding of the customer journey, and improve the quality of our services accordingly.
- We will undertake a review of our Gateway Strategy to ensure that it is effective in the light of channel shift to online access to KCC services, and continues to provide value for money to the Kent taxpayer and our partners.
- We will further drive the personalisation agenda, particularly in the area of Special Educational Needs through the SE7 SEN pathfinder project and reform of SEN transport arrangements.
- We will continue to be open and transparent about our use of taxpayer's money and publish information on contract, spend, salaries, expenses, and other expenditure as required in order to help Kent residents hold us to account.

Bold Steps for Education

In Bold Steps for Kent we said:

We will establish a new Kent Schools Association to ensure KCC has a strong working relationship with all schools that will help develop the policies and practices to ensure all Kent schools succeed.

We will work with all schools in Kent so that best practice and expertise in the highest performing schools is shared with schools that are struggling, so that all schools in Kent are helped to improve.

Progress to date:

1. We have produced Bold Steps for Education, Learning and Skills, which sets out our strategy and approach to improve and sustain the quality of education and training in Kent and deliver better outcomes for Kent by outlining ambitious targets for improvement.
2. Established the Kent Association of Head Teachers in November 2011 which represents almost 600 schools and 210,000 children and young people.
3. It brings together primary, secondary and special schools from across the county and ensures that KCC has a strong working relationship with all schools.
4. The Association is helping to develop policies and practices to ensure that all Kent schools succeed.
5. A key priority has been looking at education standards and exploring how the Association can work with other local organisations such as early years providers, further education colleges and universities.
6. We have developed an Education Commissioning Plan which sets out the need for new early years and schools provision and identifies where capital funding will be used to provide new schools and additional classes up to 2014.

- Working with the Department for Education and schools, we set up the 'Kent Challenge' – a Kent plan for improving the educational performance.
- This collaborative intelligence-led approach has built on the development of the Kent Learning Partnership – designed to develop and support a self-improving school system based on stronger and weaker schools working together in more formal improvement partnerships.
- There are now 40 improvement hubs of schools with clear partnership agreements focussed on improving leadership, the quality of teaching and standards of attainment.
- We have worked effectively with emerging Academies to ensure that the children and young people of Kent receive the best possible education provision, and ensuring academies remain in the family of Kent schools
- We have strengthened our analysis of up-to-date school level and district data to help drive improvement and facilitate school-to-school support and promotion of good practice.

Bold Steps for Education

In Bold Steps for Kent we said:

We will work with schools to improve pupil attainment in Kent, with a particular focus at primary level and on closing the gap in attainment for those from disadvantaged backgrounds

We will agree a new financial deal with schools in Kent, devolving more grants and services where schools wish to use this funding to purchase or oversee support services directly.

We will create a vehicle to provide school support services, using our trading experience and expertise to offer a competitive package of services to schools in Kent and other areas of the country.

Progress to date:

- Building on the 'Kent Challenge' we have continued to focus on driving improvements in pupil attainment.
- Key Stage 1 the results for children in reading, writing and mathematics improved by several percentage points in 2012, and standards are in line with the national average.
- Key Stage 2 standards have improved with 77.5% of pupils achieving English and Mathematics at Level 4. These were the first signs of significant shift in primary school performance overall since 2008. However, Kent remains in the bottom quartile for local authority performance in primary education.
- At Secondary level the overall effectiveness of our schools has improved with 73% of secondary schools rated as good or outstanding.
- Key Stage 4 standards have continued to improve and are above the national average, with 61% of pupils gaining five GCSE including English and mathematics at A* - C grades.
- At A-level the proportion of students achieving two or more A*-E passes increased by 1.5% in 2012 compared to 2011. However, attainment overall at level 3 is still below the national average and below our statistics neighbours.

- As a result, £13.6m has been devolved to schools from the Dedicated Schools Grant since 2010.
- We have undertaken discussions with schools to consider what funding and resources should be further delegated or devolved to schools from the centrally retained part of the Dedicated Schools Grant.
- We have devolved the Specialist Teaching Service to a Lead Special School in each district to improve support to mainstream schools for special educational needs and achieve better progress and outcomes for pupils.

- We have established EduKent as Kent's trading vehicle for the provision of support services to schools.
- EduKent is designed to meet the needs of schools and academies by providing a diverse range of over 41 education support services for schools including leadership development, catering contracts and training.

Bold Steps for Education

In Bold Steps for Kent we said:

Progress to date:

We will continue to secure high quality education for all 3 to 4 year olds, and provide targeted provision for 2 year olds, to ensure that children enter at primary school at the appropriate level of development.

- EduKent provides high quality, competitively priced services delivered by experienced staff and has already secured strong levels of buy-back of services as a baseline on which to build for the future.
- We have continued to develop EduKent so that it is supported by more effective business planning, marketing and providing tailor made procurement of services for schools.

- All targets have been met with mostly good or better provision in early year's settings.
- 72% of children achieving a good level of development in 2012 which is an increase of 7% on 2011 and is well above the national average.
- Outcomes for children at the end of the Foundation Stage are above national average, with the achievement gap narrowing for the 20% most disadvantaged children at age 5, which is now well below the national achievement gap.
- We have continued to provide a high quality development programme for leaders and managers in the early years sector in order to improve the quality of early education provision.
- Through our Improving Together Network, we have delivered training on the revised Early Years Foundation Stage framework and continue to share effective practice across the sector, as well as supporting individual child tracking and successful transfer into Reception Year.
- The 2012 Foundation stage assessments, taken in a child's first year of Reception, show significant improvement in all 13 aspects of learning.
- We have strengthened links between Health Visitors and early year's practitioners around the carrying out of 2 year old checks to improve identification of children in need of early intervention and targeted support.

Bold Steps for Education

Key next steps

- We will continue to use our available powers of intervention and support to accelerate improvement and quickly address decline to bring about a dramatic improvement in the quality of schools in Kent.
- We will revise Bold Steps for Education to ensure our activity is focussed on the key priorities that will drive further improvement in educational outcomes for all young people in Kent, including setting stretching targets to drive improvement.
- We will reduce the number of KCC schools in an Ofsted category of concern, and there will be more good schools, with at least 85% of primary schools judged as good or outstanding. All special schools will be good or outstanding.
- We will continue to strengthen Early Years Foundation Stage and Key Stage 1 so that outcomes in early years of learning perform above the national average with year-on-year reductions in achievement gaps.
- Support all schools to achieve well in the basics of literacy and mathematics, especially in reading and writing by age 6
- Continue to raise standards at Key Stages 2, 4 and 5, with achievement amongst the best for our statistical neighbours and above the national average.
- We will develop school to school collaboration further to achieve a faster rate of improvement in the quality of schools and outcomes for pupils, including reducing achievement gaps.
- Focus on improvement and innovation in teaching and learning and expand the use of 'Every Lesson Counts' programme so that satisfactory teaching becomes good teaching quickly.
- We will continue to improve district based working so that more decision making and coordination of services for children and young people happens through school collaboration and there is better integrated working between education, health and social care.
- Improve the provision of high quality performance data at school, district and county levels to sharply focus improvement and identify and learn from rapidly improvement trends.
- We will continue to revise and update the Education Commissioning Plan on an annual basis to ensure that provision continues to match demographic demand.
- Develop the Kent Association of Headteachers further to support school to school improvement and partnerships.
- We will further develop EduKent to procure better services for schools at competitive cost and expand the trading of services to more schools in and beyond Kent.

Bold Steps for Transport

In Bold Steps for Kent we said:

We will develop innovative new financial models to pay for strategic transport infrastructure

We will press forward the case to deliver a Third Thames Crossing as part of the delivery of a strategic transport route from Dover to the Midlands – vital to economic growth in the Thames Gateway and to the continued prosperity of London and the Greater South East

Progress to date:

- Through the clear and persistent case KCC put forward, Government has now committed to introducing a HGV road user charge that will see international lorries contribute towards the cost they impose on the UK road network. Government currently will not commit to allocating some of this new funding for improvements to the strategic road network.
 - We have developed a proposal for an innovative and entirely new source of funding for Treasury. This is based on the concept of a UK Fuel Loyalty card for drivers entering the UK from Europe and could potentially raise £640m per annum. We are advocating that this new revenue stream is used to fund the strategic road projects we are so challenged in delivering in the current economic climate.
 - We have been at the forefront of investigating the potential use of Tax Increment Financing to kick-start infrastructure that will unlock development. We are disappointed that to date no significant schemes have been delivered by this means and Treasury stance of imposing a funding cap will not help this position.
 - We have established a Council-wide working group to ensure a co-ordinated approach is taken in engaging with district councils on developer contributions for services and infrastructure as the new Community Infrastructure Levy (CIL) system is implemented. We have commenced a programme of meetings with the district authorities to establish local infrastructure and service priorities under CIL.
 - We have succeeded in securing Government commitment to progress the A21 Dualling by demonstrating that Kent County Council could deliver the scheme for around one third less than the Highways Agency estimated it would cost. The DfT have now publicly committed to re-starting the public inquiry.
-
- We have succeeded in influencing Government to carry out the necessary development work to identify a deliverable Third Thames crossing route option as part of a strategic route between Dover and the Midlands.
 - We have continuously stressed the urgency of this project and highlighted the desperate need for an additional crossing. In response the Government has committed to start public consultation in the summer of 2013.

Bold Steps for Transport

In Bold Steps for Kent we said:

Progress to date:

- The Leader of KCC has engaged with the Local Enterprise Partnership and other local authority Leaders with the objective of achieving a consensus on the following issues:
 - o The M25 J30/31 must be improved
 - o Free flow tolling technology must be implemented by the end of 2013
 - o An additional Thames Crossing must be constructed by 2020
- We visited North America to talk directly to the investment sector and established there is a real appetite to finance a Third Thames Crossing at no recourse to public funding.
- We have proactively engaged with the Department for Transport on their plans third Thames Crossing.
- We have carried out our own new assessment studies to ensure we are well placed to push for early delivery of this project essential to enabling both county and national growth. This work was carried out with Essex County Council and Thurrock District Council.
- We have demonstrated that the biggest blockage to growth and prosperity in the south east is the traffic congestion at the existing Thames crossings.
- KCC has concluded that a third Thames Crossing can be delivered without the need for public money to be spent.
- We are considered as influential in driving and shaping this project vital to UK and regional economic growth.

We will develop new solutions to relieve pressure on the Channel Corridor

- We have been working with district and borough councils to identify deliverable commercial lorry parks to relieve residents and communities from the considerable impact on their quality of life caused by unofficial lorry parking.
- We have met with the Planning Inspectorate and undertaken further work to identify a permanent solution to Operation Stack to minimise the severe impact this has on Kent business and residents. We are ready to deliver, however given the current economic climate, we feel a lower cost option needs to be pursued before we can make a recommendation to Government.
- We have developed a Freight Action Plan and commenced its implementation with the roll-out of Lorry Watch.

Bold Steps for Transport

In Bold Steps for Kent we said:

We will explore options to deliver radical transport solutions for East Kent to support vital regeneration

We will work towards delivering an integrated public transport network to make it an attractive travel option for Kent residents

Progress to date:

- Delivered the £87m East Kent Access Road to support growth of Discovery Park Enterprise Zone, Kent International Airport and the Isle of Thanet.
- We have advanced work on a new Thanet Parkway station to bring rail access from London to the airport and Discovery Park to within an hour. Despite challenges such as the changing fortunes of key players, (withdrawal of Pfizer and airport sale), we have completed technical work on the optimum location for a new station. We have also engaged with Network Rail to ensure we comply with the necessary processes to deliver this station vital to boosting growth in East Kent.
- £5m Regional Growth Funding secured for Phase 1 of rail journey time improvements on the Ashford to Ramsgate line which will again benefit access to the airport and Discovery Park as well as widening the much needed employment catchment for Thanet residents.
- We have robustly opposed the proposals for a new hub airport in the Thames Estuary by producing Bold Steps for Aviation. This clearly sets out our position that maximising use of existing regional airport capacity, such as Kent International Airport, along with some airport expansion will cater for the UK's growing demand for aviation.

- Over 26,000 Freedom Passes have been issued for the 2012/13 academic year allowing easy and affordable bus travel to education for Kent's young people and tackling peak traffic congestion.
- We have introduced the Kent 16+ travel card as an extension to the successful Freedom Pass scheme.
- We actively support 7 Quality Bus Partnerships including most recently, a Punctuality Improvement Partnership, to ensure a high quality and effective public transport option for journeys across Kent. This work has helped contribute to a 2.5% increase in bus patronage across the county between 2009/10 and 2010/11 against a national increase of only 0.1% for the same period.
- We secured £2.7 million of Local Sustainable Transport Funding for improved access to stations.
- We are progressing smart ticketing by building on the successful rollout of over 300,000 KCC smart concessionary travel passes.

Bold Steps for Transport

In Bold Steps for Kent we said:

Progress to date:

- We presented the Rail Action Plan for Kent to Theresa Villiers, the then Transport Minister, and used the plan as the basis of our input to the franchise process. Across the rail industry and Government, the Rail Action Plan for Kent has led to Kent County Council being recognised as a voice of authority on rail matters for the South East.
- In September 2011 we financed the extension of high speed services from London to Deal and Sandwich, the success of which led to Southeastern putting on additional services with all services to be incorporated in the new franchise. We influenced Southeastern to introduce a new high speed service from Maidstone West to St Pancras from May 2011.
- We have held a series of highly successful rail summits for rail user groups, district authorities, other stakeholders and the rail industry.

Bold Steps for Transport

Key next steps

- Kent's strategic road network suffers the bulk of the impact of international freight as 87% enters the UK through the county. We will take every opportunity to lobby for Government to invest an element of the HGV road user charge in addressing the problems HGV traffic causes across Kent's strategic road network.
- We will undertake further research on EU compliance matters for the UK Fuel Loyalty Card and then seek Government acceptance and commitment to implement. We will lobby Government to ensure Kent sees the benefit of any new Kent derived funding stream.
- We will continue to investigate new sources and models for funding infrastructure including a Ports Landing charge and pension fund investments.
- We will work closely with our district council colleagues to identify the infrastructure and funding packages needed to deliver the homes and jobs vital for economic growth across the county, whilst also pressing Government to contribute to Kent's strategic housing and transport infrastructure needs. This work will be supported by the new Duty to Co-operate under the reformed planning process.
- With our partners we will consider how Community Infrastructure Levy, business rates retention, New Homes Bonus and other emerging funding streams available to district authorities will be allocated given the significant funding gap between these devolved funds and the infrastructure needed to deliver growth. This work will focus on achieving agreement on how the services and infrastructure that the County Council is statutorily required to provide, and is vital to facilitate development, can be provided, with support from national Government.
- We will continue to press the case for KCC to deliver the A21 dualling and so ensure the highest value for money from the scheme. At the same time we will maintain contact with the Highways Agency to ensure the A21 dualling is treated as a high priority and delivered at the earliest opportunity to support economic growth in the west of the county.
- We will continue to work with Government, local authorities and the Local Enterprise Partnership to ensure the delivery of a Third Thames Crossing by 2020. This must be delivered as part of a strategic transport route from Dover to the Midlands.
- We will continue to support upgrades to enable the bifurcation of traffic travelling to and from Dover. This would enable traffic heading for Dover's Eastern Docks to be directed via the M2/A2, thereby relieving pressure on the M20.
- Further develop links with North American investment sector and broker talks with Government to help facilitate a non-public funding model to deliver a new crossing on the River Thames.
- Continue to engage with the FTA, RHA and businesses to make the strategic case for improved access from Kent to the Midlands and North.
- We will complete work in partnership with the district authorities to identify a number of smaller overnight lorry parking facilities across the county. We will seek to progress to a point whereby commercial operators take on delivery of these facilities.
- We will continue to develop a lower cost long-term solution to Operation Stack that will complement the delivery of a number of smaller overnight lorry parking facilities across the county.
- We will continue to deliver the Freight Action Plan to improve the efficiency and minimise the impact of freight through the county. Some of the policy and practices of the Highways Agency can unfortunately have negative impacts on Channel Corridor movement and Kent residents. We will input to policy consultations and lobby at Ministerial level to change such practices to ensure Kent is not left to deal with the negative impacts, such as lorry parking impacting on local communities after the removal of lay-bys.
- We will refresh the business case and undertake the next stages in Network Rail processes to deliver a new parkway station supporting the airport, Discovery Park and Thanet residents to significantly boost the economy of East Kent.
- Implement Phase 1 of the rail journey time improvements and work with Network Rail to ensure Phase 2 secures funding and is implemented by 2016/17 to help ensure East Kent becomes a truly competitive business location giving access to the City in less than an hour.

- We will develop strong evidence-based case supporting growth in regional airports with limited runway expansion as a solution to the UK aviation capacity issue. We will present this to Davies Commission on aviation to seek to achieve an outcome that will produce substantial growth for regional economies including Kent.
- We will work closely with bus operators to drive efficiencies in the current £68 million Kent County Council spends on public transport subsidy and concessionary travel.
- We will work with the development sector to help deliver bus rapid transit systems for Ashford and Dover.
- We will develop the community transport network by pump priming new schemes supporting localism and improving accessibility in the most rural areas of the county.
- We will implement the final years of the Local Sustainable Transport Plan and bid for Better Bus Area funding to deliver improvements on the ground for journeys in Kent by public transport.
- We will work with partners to further roll out smart ticketing products including Southeastern to improve rail-bus integration.
- We will continue to fight for the best deal for Kent rail passengers throughout the delayed franchise process including improved services to London City from Kent's main stations and better journey times on North Kent Mainline.
- We will develop the case for an Ashford to Gatwick rail service and work with the operator and Network Rail to deliver.
- We will continue to host an annual rail summit and stand up for Kent's residents and rail users to enhance Kent County Council's reputation and standing on rail matters ensuring we are able to influence in the right places and deliver the best outcomes for Kent's rail passengers.

Bold Steps for Health

In Bold Steps for Kent we said:

We will help ensure that GP commissioning plans meet the health needs of all residents and communities in Kent. Working at County and District level we want Locality Boards to play a key role in this commissioning process, better connecting KCC and wider public services with health provision at the local level.

We will work with GP consortia to encourage new healthcare providers to enter the market for health services in Kent. This will drive up standards, provide competition, increase choice and drive greater value for money for GPs and patients.

Progress to date:

- Kent is an early implementer for the Health and Wellbeing Board and has established its shadow Board arrangements.
- We have also worked with partners to develop the South Kent Coast Shadow Health and Wellbeing Board and have been working closely with local GPs in Dover and Shepway through the Kent Health Commission.
- We have published an updated Joint Strategic Needs Assessment
- Draft Health and Wellbeing strategy which has been written with partners and will now be consulted on.
- We have actively supported the development of Clinical Commissioning Groups (CCGs) and their commissioning plans.
- We are developing a virtual integrated commissioning approach for Health, Social Care and District Councils

- The Kent Health Commission is looking at how resources can be shifted from the acute sector to develop extended hours community services to ensure that people can access the right services, at the right time and in the right place; to better support patients and reduce the number of preventable hospital admissions.
- The Commission is now costing and scoping the whole range of community health provision which is needed so that we can start to deliver a new model which can be replicated across Kent, tailored to local need.
- Through our adult social care transformation programme we are exploring how we can diversify the market with our health colleagues so that there is greater choice and provision by social enterprises and the voluntary and community sector.
- We are using our role on the Health and Wellbeing Board to challenge Clinical Commissioning Groups (CCGs) and Health representatives to ensure we advocate patient choice and service quality and that services are integrated. This will have an impact on the health and care market place in Kent, leading to a growing plurality of service providers.

Bold Steps for Health

In Bold Steps for Kent we said:

We will work to join up and integrate health and social care service provision to reduce costs and demand that could be avoided - for example, by joining up support services directly.

Progress to date:

- We have been working closely with health colleagues to integrate our services to ensure we have seamless, high quality, cost effective social care and health services in Kent.
- We have been developing an integrated access model with health colleagues and have appointed the first integrated KCC and Kent Community Health NHS Trust post to manage adult social care and adult community health services across Thanet and Dover localities.
- We have been developing risk stratification, patient self management and integration to reduce the impact of Long Term Conditions. This will enable us to reduce unscheduled care episodes by 20%.
- In children's services we are exploring the potential of integrated adolescent support services to provide more holistic, appropriate and consistent support to meet the needs of young people across the public sector.
- The development of multi-agency specialist hubs will improve access to integrated children's services provision, for example around Special Education Needs, community CAMHS and emotional and wellbeing services

We will focus on a preventative approach to public health, supporting people to make better lifestyle choices and consider their own future health needs – so expensive health services aren't required as frequently as now.

- We have developed a health inequalities action plan, setting out our plans for delivering public health from April 2013 when we take on the transfer of public responsibilities and funding.
- We have developed successful initiatives such as HOUSE and Activmobs which help to develop community capacity and promote healthy living and exercise through friendship/ community groups.
- HOUSE which has worked in innovative and discrete ways to promote healthy living and change behaviours in young people has now been developed into a mobile service reaching more communities.
- We are implementing the three pronged approach to Long Term Conditions, which includes supporting patients and their families to look after their long term conditions in a more proactive and preventative way, leading to a reduction in hospital admissions and need for care support.

Bold Steps for Health

Key next steps

- We will continue the Kent Health Commission to support both local government and the NHS in Kent share best practice, innovation and opportunities in driving new ways of working which improves the quality of care provided and delivers the shift in spending to preventative community health to support the delivery of financial savings across both sectors.
- We will work with Clinical Commissioning Groups, District Councils and other providers to establish local Health and Wellbeing Boards around CCG boundaries, to support the integration of local health and social care commissioning arrangements.
- We will lobby central government for a fairer allocation of public health monies through a shift to a needs based formula which would increase money available for spending on public health in Kent by approximately £14m.
- We will undertake a review of public health services as they transfer from the NHS to KCC to ensure that provision is effectively targeted against identified need, is aligned to the priorities in the Health and Wellbeing Strategy and Health Inequalities Action Plan, and that they provide value for money and deliver real improvements in health outcomes.
- We will meet Prime Ministers Dementia Challenge through the development of the Kent and Medway Integrated Dementia Care Pathway, by working with people living with dementia and their carers to co-design and co-produce effective early intervention and prevention support services.
- We will work to improve access to mental health services, including linking provision of adolescent mental health services with the development of the Integrated Adolescent Support Service.

Bold Steps for Business and the Economy

In Bold Steps for Kent we said:

Our role is to ensure that the business community in Kent is able to lead the recovery from recession by helping to create the conditions in which new businesses and entrepreneurship flourish

Progress to date:

- Major challenges that were not foreseen in Bold Steps for Kent, especially major closures such as Pfizer at Sandwich, DSTL at Fort Halstead, Seafrance at Dover and Thamesteel at Sheerness had not been planned for but which KCC has responded to.
- At Sandwich, we acted quickly and decisively, establishing a Task Force and working with Government and business to secure an economic growth package including Enterprise Zone designation, Regional Growth Fund investment (£40 million), and delivery of improved flood defences (£20 million)
- At Thamesteel, we supported staff faced with redundancy and secured continuing employment for all HNC students employed on the site
- Securing £55 million in direct financial assistance to business through the Expansion East Kent and TIGER loan schemes – unlocking private finance and investing in businesses with the appetite to grow
- Attracting 5,831 jobs into the county through Locate in Kent, KCC's inward investment arm
- Working with the private sector and Government to find pragmatic solutions to unlock major sites, such as Ebbsfleet Valley
- Supporting spin-outs from Pfizer get their businesses started with our Accelerator Grants programme
- Promoting tourism in partnership with Visit Kent – for example the successful Kent Contemporary campaign with Saatchi. The campaign has generated an average ROI of 53:1 and has directly benefited the Kent economy to the tune of £34m
- We have produced a suite of coordinated delivery plans, including Growth without Gridlock and Better Homes – setting out bold, clear and pragmatic priorities to deliver Unlocking Kent's Potential, Kent's regeneration framework

Bold Steps for Business and the Economy

In Bold Steps for Kent we said:

We will deliver a sector-based approach, aiming to tailor the assistance we can provide to key business sectors in Kent so that it meets their needs

Progress to date:

- We have delivered sector conversations with businesses in the food production, low carbon, construction, health and social care and media and creative sectors, identifying barriers to growth and potential solutions. This has been the start of a new strategic dialogue with business, but we have more to do to fully understand the needs of Kent's business base
- We have delivered High Growth Kent, providing county-wide business coaching and mentoring support to businesses in all sectors with high growth potential – supporting 255 businesses so far and helping to create 389 jobs
- Through Locate in Kent, our inward investment arm, we have focused on attracting new investment into Kent's priority sectors, including life sciences, creative and media, land based and low carbon industries
- However, we recognise that not all our interaction with business will be sector-based – with Expansion East Kent backing businesses from a diverse range of sectors

We will develop a new relationship with business through the Local Enterprise Partnership

- Working with business and local government in Essex and East Sussex, we have supported the South East Local Enterprise Partnership – England's largest LEP.
- With the support of a strong chairman, we have ensured that the LEP remains focused on the two or three big issues where working together across boundaries truly adds value – avoiding duplication and ensuring that real business and political leadership remains at county level
- We have ensured a clear voice for Kent on the LEP, backed by strong representation from Kent's Business Advisory Board
- Our positive approach to the LEP has brought us real benefits – in particular, helping us to secure major investment through the Regional Growth Fund, the Enterprise Zone at Discovery Park and Growing Places Fund

We will work with Government to design solutions that ensure that the Thames Gateway ambition is delivered

- We have established the Thames Gateway Strategic Group, ensuring continued Ministerial involvement in the Gateway and maintaining the Gateway's status as a national priority.
- However, with public funding greatly reduced and recession impacting scheme viability, delivery in the short-term continues to be constrained.

Bold Steps for Business and the Economy

In Bold Steps for Kent we said:

• Progress to date:

- We have secured £20 million through TIGER - Thames Gateway Innovation, Growth and Enterprise - to support business expansion. With Thurrock participating alongside North Kent, we have a great opportunity to build a better relationship with South Essex partners
- We have helped to unlock development, agreeing to manage the £110m Homes and Roads transport programme) with partners - offering a potential blueprint to unlock other sites
- A variation to the S.106 Agreement for Eastern Quarry has been completed with land securities, securing a £24.7m contribution towards the programme. Land Securities has also committed to accelerate development at Eastern Quarry.

We aim to move towards a single delivery vehicle for the Thames Gateway, owned by all local partners, to streamline decision making and the interface between developers, local authorities and central government.

- We have reduced the bureaucracy associated with the delivery of the Thames Gateway, reducing the plethora of local partnerships and delivery vehicles and sharply cutting administration and management costs.
- With the other North Kent authorities, we have reinforced our support for the Thames Gateway Kent Partnership, increasing business representation on the Board
- However, rather than pressing for a single delivery vehicle, we have taken a more pragmatic approach, working with developers and the public sector to take practical action to unlock sites (see below)
- We have attempted to gain a better understanding of the sites across the Thames Gateway and where public intervention could make a difference – but we have not yet made as much progress as we would have liked

The construction industry is recovering slowly from recession, and we will work with developers to identify blockages preventing development

- We brought together major developers and construction companies (including Kier, Bouygues, Skanska and Land Securities) together with Government to highlight regulatory barriers to delivery
- We have developed a stronger relationship with the construction and development industry, meeting regularly with key businesses in the sector through the Kent Developers' Group
- With our partners in the LEP, we have secured over £20 million to unlock stalled sites through the Growing Places Fund

Bold Steps for Business and the Economy

In Bold Steps for Kent we said:

We will work to ensure that isolated rural communities have access to broadband provision, and ensure that there is a well developed approach to allowing companies to develop the infrastructure necessary to support high speed broadband in Kent

Progress to date:

- We looked at the feasibility of a revolving investment fund – the Kent & Medway Investment Fund (KMIF), although the model failed to prove viable
- We have delivered better broadband access to 13 rural communities with no or very poor broadband access benefiting over 10,000 households and 1,250 businesses under the Kent Rural Community Broadband Pilots Scheme.
- We have launched the Make Kent Quicker campaign to evidence the need for better broadband in Kent's rural communities to lever in the necessary investment required to upgrade the County's broadband infrastructure – which has attracted over 16,500 registrations for better broadband.
- We have secured £9.87 million of additional Government funding from Broadband Delivery UK to improve rural broadband access and matched this with £10 million of KCC funding. This will bring broadband to every property in Kent – and will ensure that most will be able to access superfast broadband services.
- We have secured an early slot on the Government's procurement pipeline – which means that Kent will be able to benefit from better broadband infrastructure ahead of many other rural areas.
- We have also worked with District partners to bid for over £3 million of additional EU funding to provide superfast broadband access in the hardest to reach areas of Tunbridge Wells, Sevenoaks, Ashford and Shepway Districts that are not likely to get superfast broadband access under the BDUK project.

Bold Steps for Business and the Economy

Key next steps:

- We will deliver our TIGER and Expansion East Kent programmes, making sure that we support those business propositions with the greatest potential to make a real difference to long-term growth
- As investor confidence starts to rise, we will promote Kent as a prime investment location, using campaigns such as 'Grow for It! East Kent' to transform perceptions of the county
- We will hold a large tourism conference focused on coastal regeneration in East Kent in spring 2013.
- We will focus on the long-term funding challenge presented by the Community Infrastructure Levy and the other newly-introduced growth levers, and propose pragmatic solutions to unlock sites and identify new opportunities for private investment to reduce the costs of development
- We will refresh Unlocking Kent's Potential, our regeneration framework for Kent, and develop a new growth strategy focused on supporting business into recovery.
- We will expand our High Growth Kent service, so that it is able to support a wider range of businesses with growth potential across the county
- We must maximise Kent's entrepreneurial spirit, working with higher education to develop a support package for high-value business starts
- We will build a broader business partnership, through our work with Discovery Park spin outs, TIGER and Expansion East Kent and improving our understanding of the county's business community.
- Following the Heseltine Review and the prospect of further Government investment being channelled through the LEP, we will put the LEP on a stable, long-term footing by working towards a clear, federal model – making sure that we work together where it matters, we minimise bureaucracy and ensure that financial allocations and delivery are focused on Kent's priorities
- Following the success of London 2012, we must now increase the profile of the Thames Gateway as the UK's most important growth area and the only significant area of brownfield land in the Greater South East.
- We will work closely with the new Thames Gateway Minister and colleagues in London and Essex to bring forward new solutions for institutional investment in housing and infrastructure and to maximise the use of the new 'levers for growth'
- We will work with all partners to capture the opportunity of Paramount's development in the Swanscombe Peninsula, opening up the potential delivery of 27,000 jobs
- Working with Medway, the North Kent Districts and the private sector, we will continue to support Thames Gateway Kent Partnership in making the case for future investment in the Gateway.
- Following the Action for Growth summit in September, we will develop a 10 Point Plan to help unlock development, and we will launch this in the New Year
- Learning from our experiences with KMIF, we will take a strategic view of our existing investment funds making sure that they are used more effectively to unlock growth.
- We will develop a more proactive approach towards working with utility providers, to ensure a better, more consistent service from them in providing utility infrastructure needed on major sites.
- We will work together with local planning authorities to overcome barriers to development, where it will deliver new jobs and quality housing, reviewing S106 agreements where appropriate and when it will lead to accelerated development.
- We will continue to deliver the BDUK project which seeks to bring broadband to every property in Kent - and will ensure that most will be able to access superfast broadband access, and work to identify additional funding to bring superfast broadband infrastructure to the hardest to reach rural areas that will not receive superfast broadband access under the BDUK project.
- We will build on the BDUK investment by driving up business take-up of digital usage and transformative technologies - especially amongst SMEs
- We must continue to support the development of Discovery Park at Sandwich as a premier location for scientific research and development just over an hour from central London via High Speed 1
- We will learn from our experiences at Sandwich and Thamesteel and will maintain capacity to respond quickly and effectively to major economic shocks – and new opportunities for growth

Bold Steps for Employment and Skills

In Bold Steps for Kent we said:

We will continue to support the growth of apprenticeships, in particular promoting the benefits of apprenticeships to small and medium sized businesses in Kent.

KCC will employ, through our Kent Success Apprenticeship scheme, at least another 350 apprentices over the next four years.

Progress to date:

- Kent is now outperforming all other local authorities in the South East in terms of the number of apprenticeships starts over the last year. There has been a 16% increase in the number of 16-18 year olds starting apprenticeships, a 13% increase in the number of 18-25 year olds starting apprenticeships and a 39% increase in the number of 25+ year olds starting apprenticeships. In total this means 2000 more people starting apprenticeship in 2012 than 2011 in Kent.
- KCC has worked with the National Apprenticeship Service to deliver a service to small and medium (SME) size businesses in Kent to become a one stop shop for SME employers to ensure that the employment of an Apprentice is a simple and straightforward process.
- We have undertaken successful trials of our Small Business Support Service – enabling small businesses to recruit apprentices and established local employer networks in three KCC areas.
- The 'Kent Jobs for Kent Young People' campaign is now gaining traction across the county, with over 100 apprenticeships pledged. This campaign aims to make all employers - large, small, public sector, private sector - aware of the enormous benefit that young people in the workplace can bring to their business, as well as the reciprocal benefit for young people being able to train, gain knowledge and experience and, most importantly, help and support the business.

- We have launched the Kent Apprenticeship Strategy 2011-2014, which outlines how we have delivered a pioneering 14-16 vocational programme, setting up 25 Vocational Skills Centres across Kent which has enabled 8,500 14-16 year olds to undertake a vocational course.
- We have continued to recruit around 1500 apprentices to the Kent Apprenticeship scheme, which has an average 65% achievement rate.
- KCC is leading by example with the Kent Success apprenticeship scheme, which is set to continue to expand as a result of the Kent Jobs for Kent Young People campaign. Over 500 young people have been employed by KCC as apprentices and 80% who achieve their framework go into full time, permanent employment.

Bold Steps for Employment and Skills

In Bold Steps for Kent we said:

Through our economic development role, KCC will work with the business community to ensure the skills needed in the local Kent economy; make sure that school leavers and graduates have the skills that local businesses are seeking.

We will work with the Higher Education sector to improve graduate retention in Kent through supporting greater use of sandwich year placements and other mechanisms that provide graduates with the real world skills and experience needed by Kent employers as part of their course.

Progress to date:

- We have also supported the employment of 69 vulnerable young people into Apprenticeships by paying their salary for 12 months and providing co-ordinated support to them and their employers throughout the Apprenticeship.

- KCC's current 14-19 education and training programme prepares young people for working life through innovative and vocational approaches to the curriculum to help more young people to gain the skills to make them employable and raise their aspirations.
- KCC plays a key role in planning and commissioning vocational courses, apprenticeships and foundation learning, delivered by schools, academies, further education institutions, work based learning providers and operational skills centres.
- We are building on this by developing our 14-24 Strategy which will be consulted on and launched in the autumn of 2012.

- In the current economic climate graduates are finding it increasingly difficult to secure employment and often relocate to areas where there are more work opportunities and a wider range of jobs.
- In October 2011, we launched GradsKent - a new online graduate recruitment and support service in Kent to increase employment opportunities for graduates.
- KCC is working in partnership with Kent universities and employers to match the best graduate talent with the best local businesses. The service also acts as a single place to advertise job and placement opportunities for interns, gap-years and sandwich-year students.
- The service incorporates the previous graduate recruitment scheme which has been running successfully for six years and has placed over 400 of Kent's finest graduates into employment throughout the County.

Bold Steps for Employment and Skills

In Bold Steps for Kent we said:

We will help young people to develop career management skills, so that they can plan and manage their careers throughout life, and are better able to respond to new opportunities as the economy changes.

Progress to date:

- The Skills and Employability team have successfully expanded the Skill Force programme and undertaken the review and implementation of the Careers Education, Information, Advice and Guidance Curriculum framework.
- A key development has been refocusing the planning and delivery of the change from the Connexions contract to deliver the All Age Careers Service.
- Our on-line portal 'Kent choices 4 U' has been developed to provide Information, Advice and Guidance to develop the career management skills of young people, and features an online application process.
- The 'Kentchoices' prospectus is now the largest and most used area-wide online prospectus in the country with over 10,000 courses and 250 learning providers for post 16 learning opportunities.
- In 2011 there were over 13,000 active Year 11 users accessing the site for research and to apply for their courses – take up has increased year on year and is now used by 83% of the target cohort.
- In addition to our online offer to help young people make more informed career choices, we have produced data packs to inform career planning decisions and delivered 10 Masterclasses.

We will increasingly focus adult education provision on the skills needed in the Kent economy and improve access to adult education provision.

- Our Community Learning & Skills service offers Family and Community based programmes which are targeted to improve access for parents, carers and children from socially and economically disadvantaged backgrounds and deprived communities to adult education opportunities, which now make up around 15% of service enrolments.
- We also target Basic Skills training to adults with low skills to increase their employability and life skills (Maths, English, ESOL and Independent Living Skills) through face to face support. Vocational Learning and Apprenticeships offer work-based training for young people and adults, and Foundation Learning which offers personal and social development, vocational and basic skills qualifications to young people (aged 16-18) classified as Not in Education, Employment or Training.

Bold Steps for Employment and Skills

In Bold Steps for Kent we said:

Progress to date:

- We are building on our links between adult education and skills needed for the Kent economy by promoting 50 adult education courses that offer access to job related qualifications. We have supported this by developing new adult learning pathways, including progression to vocational qualifications through collaboration with Kent's Further Education colleges to strengthen links between adult education and the further and higher education.

Bold Steps for Employment and Skills

Key next steps

- Our focus on improving employment and skills will be driven through delivery of our 14-24 Learning and Skills Strategy.
- We will raise attainment by ensuring that more young people are ready to progress to post 16 learning, and that we close the gap so that more 16-19 years olds achieve level 2 and 3 qualifications, that more young people from disadvantaged backgrounds go to university and more young people can progress from advanced level to higher level apprenticeships and higher education.
- We will improve vocational education and training opportunities, building on the successful 14-16 vocational programme, ensuring a strong links between vocational provision and the needs of the Kent economy, and that options for young people lead to higher qualifications and better progression to post 16 vocational learning and training.
- We will continue to directly support apprenticeships through the Kent Success apprenticeship programme within KCC, and increase the take up and completion of apprenticeships, and ensure there is better progression to higher level apprenticeships.
- We will continue the Kent Jobs for Kent Young People scheme and will examine every opportunity for identifying further funding that will allow the Kent Jobs for Kent Young People scheme to continue into the medium term.
- We will undertake a Select Committee inquiry into opportunities and outcomes post apprenticeship.
- We will seek to expand vocational options that lead more directly to employment in the Kent economy, and develop young people's employability skills as an essential part of the curriculum.
- We will develop an effective system of local 14-19 learning and employment partnerships that engage schools, colleges, work based learning providers, employers and Jobcentre plus in delivering planned coordinated improvements in young people's skills, qualifications and employability, as well as developing employer engagement in education, more opportunities for young people to have contact with, and careers advice from employers
- Following the Make, Buy, Sell Review of community learning, we will have developed and agreed a business case for the Community Learning and Skills Service to become independent provider, potentially through the development of a social enterprise or mutual service model, freeing the service to compete in the market.
- We will work with schools and colleges to develop an enterprise and entrepreneurship offer that will foster and inspire the next generation of entrepreneurs who will deliver the high levels of growth and jobs need to support the Kent economy.

Bold Steps to Tackle Disadvantage

In Bold Steps for Kent we said:

We will focus on reducing the number of welfare claimants in Kent, through aligning our Supporting Independence Programme (SIP) with the Government's new Single Work Programme. Working with new welfare to work providers in Kent to help the unemployed access the employment opportunities that exist in Kent.

We will help develop the role of social enterprises in reducing the number of benefit claimants, by exploring new ventures that can provide real work experience and placements for those on benefits.

Progress to date:

- The design of the DWP Work Programme specifically excluded local authorities from playing a direct role as a prime provider, whilst opportunities for local authorities to act as sub-contractors for prime providers were limited. Although KCC did sub-contract to provide some specialist support for niche client groups in supporting welfare to work arrangements, our focus has shifted to other programmes to support vulnerable groups into work.
- We are utilising funding from the European Social Fund to increase employment by giving unemployed and disadvantaged people the training and support they need to enter jobs. A number of local schemes throughout Kent are supporting Kent residents in deprived areas by providing holistic support and training to return to work, referring people to the Work Programme and the Troubled Families Community Budgets programme.
- The £2m Kent Employment Programme was launched to provide grants to employ unemployed young people for apprenticeships is open to Social Enterprises operating in the Kent County Council area, and there is no size limit for social enterprises to access the scheme to encourage their participation.

Bold Steps to Tackle Disadvantage

In Bold Steps for Kent we said:

We will support the expansion of apprenticeships as means to help keep young people engaged in training and learning post-16 by offering a wage, on the job training and work relevant qualifications, especially for those not suited to classroom based learning.

- The Kent Employment Programme has been established to create a £2m flexible grant fund to encourage local businesses to take on 18-24 young unemployed people in Kent who are on jobseekers allowance or on the Work Programme.
- This builds on our successful experience in delivering 890 additional jobs for this group of young people through the Future Jobs Fund.
- To help address the needs of young people Not in Education, Employment and/or Training (NEET), we have established new BTEC courses in place across Kent, which will offer more relevant skills for local employers.
- We created 10 youth work apprentices with a further 16 apprenticeships for young people on statutory youth justice orders through the KCC Vulnerable Learner Apprenticeship Scheme.
- Our emerging 14-24 Strategy is focused on delivering increased youth employment through support for apprenticeships, internships, work placements, re-training opportunities, targeted work with those out of work for more than six months and engagement with employers and other agencies to promote wage and training incentives.

We will reduce the number of disruptive moves for young people in foster care.

- The Ofsted inspection of Fostering rated the service as adequate in July 2012
- Our Fostering Service aims to provide stable and high quality foster care placements for children of all ages that value, support and encourage them to grow and develop as individuals. We have launched the 'Changing Futures' campaign to promote foster care opportunities to support children until they can return to their own family, move onto an alternative permanent family or grow in to adulthood and independence.
- We are ensuring that Foster Carer recruitment and assessment includes promoting the significance of long term/permanent provision of foster care to provide more continuity and stability of foster placements, as an important part of Looked After Children Plans.
- We have seen a gradual and targeted increase in the number of KCC foster carers to support children with special needs. We are supporting the work of district teams through the provision of appropriate permanent fostering placements under the Staying Together project.

Bold Steps to Tackle Disadvantage

In Bold Steps for Kent we said:

We will move towards greater integration between the Youth Service and Youth Offending Service to better target services at young people most at risk of offending.

Progress to date:

- Our Specialist Looked After Children teams are now operating across the county which will help lead to more timely care planning with decisions on adoption, special guardianship, boarding school placements or returning home being taken at an early stage.
- We are continuing to lobby Government to urge the need for all councils to place children closer to home, unless by exception.

- 2012/13 will be the first full year of operation of our new Integrated Youth Services, following the merger of our Youth and Youth Offending Services.
- This has enabled us to make progress against the primary aim in our Youth Justice Plan – the prevention of offending by children and young people. Bringing the services together has strengthened our preventative and community based provision, with additional input and expertise of youth workers.
- This has led to more targeted programmes to reduce reoffending rates and provide early intervention to those not yet entrenched in criminal behaviour. Performance has already improved with a downward shift in young people entering the Youth Justice System for the first time, falls in the youth offending population and reduced usage of the Secure Estate. We will be targeting services in our most vulnerable and deprived communities, complementing the Troubled Families Community Budget programme.

Bold Steps to Tackle Disadvantage

Key next steps

- Delivery of the Troubled Families programme in Kent will be the key driver of tackling disadvantage, including worklessness and welfare dependency. We are committed to taking the bold and radical steps needed to successfully turn around the lives of 2560 families by 2015.
- Through our Troubled Families programme we will ensure that all under-25 year olds within the programme have access to employment or training opportunities in order to help break the cycle of inter-generational worklessness.
- We will embed integrated adolescent support services that will provide targeted help for vulnerable young people and those at risk of poorer outcomes and future unemployment, with at least four areas of high need piloting integrated adolescent services before the programme is rolled out across the County from 2013 onwards.
- We will work with partners and agencies to ensure as many unemployed 18-24 year olds as possible benefit from the Youth Contract, which provides extra support such as an offer of a work experience or sector-based work academy place, and entry into the Work Programme which provides a subsidised job with wage incentives for employers to take on young people.
- We will work to bring down the number of young people not in education, employment or training. This is currently rising and there is over representation in this group of vulnerable and disadvantaged young people, such as those looked after by the local authority, care leavers, young offenders, young parents, refugees and asylum seekers which must be tackled.
- We will improve participation, provision and outcomes for young people with learning difficulties and disabilities, including better integrated support for them as they move towards adult life.
- We will work to improve the outcomes for 19 year olds from disadvantaged backgrounds will be above the national average and the achievement gap between this group and other students will have reduced by 10%
- We will ensure a strong drive for permanence and stability for children in care, including working with the courts to ensure a speedier legal process is developed, better matching of children to placement and effective and speedy family finding service for children awaiting adoption.
- We will continue to drive forward the improvement in educational achievement of the most vulnerable groups in Kent, in particular Looked After Children, those with Special Education Needs and Disabilities and those on free school meals.
- We will continue to ensure that the most vulnerable groups, including Looked After Children have access to education and training, and reduce the number of Looked after Children excluded from school on both a fixed term and permanent basis.
- We will carefully performance manage the new contracts for delivery of local youth services to ensure that youth service provision continues to be effective whilst providing value for money.

Bold Steps to Support the Vulnerable

In Bold Steps for Kent we said:

We will implement, in full, all recommendations emanating from the November 2010 Ofsted inspection of Children's Social Services in Kent, and ensure that the issues flagged in the report are dealt with and the service improved.

We will support our front line social workers with child protection responsibilities, who operate in what are challenging, stressful and demanding circumstances.

Progress to date:

- A recent follow up inspection showed that a series of 'priority actions' and recommendations made by Ofsted have been successfully addressed.
- Although the progress is encouraging, there is still more to do. We have completed the first two phases of our Improvement Plan and have now developed Phase 3.
- The Specialist Children's Services restructure has been completed and is designed to continue to deliver sustainable improvement.
- We have established a multi-agency Central Referral Unit to meet the requirements in the Improvement Plan to deal with all contacts to Specialist Children's Services efficiently, effectively and ensure all referrals are assessed with in a timely way with adequate information and thresholds appropriately applied.
- We have implemented a robust quality assurance framework which includes the introduction of a Quality Assurance Online Audit program involving all managers. The quality assurance framework is supported by a new Performance Management Framework to ensure we continue to make progress against our improvement plan priorities.
- Dedicated Looked After Children teams have been established in each of the 12 districts, helping drive improvements for looked after children at a local level.

- We have put in place support mechanisms for front line social workers as a critical part of our Kent Safeguarding and Looked After Children Improvement Plan.
- This includes weekly reviews to ensure appropriate caseload levels for all social workers, support and guidance to raise standards through mentoring, reflective learning sessions and supervision.
- Our social workers work in accordance with the supervision policy which reflects the recommendations of the Social Work Reform Board and to ensure supervision and practice are child focused and reflective.

Bold Steps to Support the Vulnerable

In Bold Steps for Kent we said:

We will work to retain experienced social workers by ensuring they are incentivised to stay in the profession, attract new talent to consider social work, and ensure a culture of supportive supervision and continuing professional development.

We will continue to ensure that our public protection arrangements for adults, whether vulnerable elderly, those with learning disability, physical disability or mental health issues are robust and effective.

We will continue to help vulnerable families by supporting them before problems occur, and co-ordinating the support we provide between different public agencies for example by supporting parents with access to services such as community midwives and health visitors, and by providing basic skills training that will help them gain employment.

Progress to date:

- We have developed a workforce strategy and launched a recruitment campaign that has successfully recruited more permanent and experienced social workers which is ensuring that newly qualified and less experienced staff receives quality supervision.
- 85% of Kent's social worker staff are now permanent and turnover has reduced from 15% to 11%.
- We have introduced a development programme and reward package to ensure we retain social workers.

- We have established strong governance for our safeguarding arrangements, with multi-agency strategic leadership given by the Children and Vulnerable adults safeguarding boards.
- Good progress has been made on our multi-agency safeguarding training programme for social care staff, including those employed by the independent sector.
- We have also delivered campaigns to raise the awareness of safeguarding amongst the community.
- Our monitoring shows rising standards of practice in response to our management of safeguarding cases.
- We have now established an adults safeguarding unit which has developed a programme of internal and external audits and further training including risk assessment training.
- Essex County Council provided external scrutiny of our adult safeguarding arrangements by carrying out a Peer Review and we have now developed action plans to address any key development areas identified.

- We have been revising our Early Intervention and Prevention Strategy and have established outcomes based Commissioning Framework to inform the commissioning of evidence based high quality preventative services in line with the strategy's priorities.

Bold Steps to Support the Vulnerable

In Bold Steps for Kent we said:

Progress to date:

- We have introduced our Family Common Assessment Framework, and Team Around the Family approaches to ensure that vulnerable children are identified early and that services from relevant agencies are deployed effectively and speedily to meet their needs.
- We have established Early Intervention teams in each district who will provide an in-house resource to respond to the whole range of families' and young people's needs, from universal to high and complex. They will also provide the vital link that universal services and, in particular schools and Children's Centres, need to be able to access quickly when they need additional support.
- We have invested £2.7m in early intervention preventative services across the country focussed on vulnerable parents with babies and toddlers.
- We are also reducing the use of high cost placements in mother and baby units and residential provision and with independent fostering agencies.
- We are ensuring our emerging Kent Action for Families Programme and community learning programmes provide appropriate support for complex family needs such as supporting long term unemployed families back into education, training and employment.

We will tackle high-cost disruptive families by taking a firm approach across public agencies, including sanctions where necessary, to require change in their behaviour.

- We have been working intensively with a small number of families across Swale and Thanet with family intervention project workers as part of the 2011 national Community Budgets pilot which focused on families with complex needs.
- A multi agency steering group has been set up establish a business case to oversee the Troubled families programme from 2012-15 with local project teams established to create a district level project plan.

Bold Steps to Support the Vulnerable

Key next steps

- We will set out a longer term view vision for Children Services that identifies how the service will move from the short-term focus on improvement to longer term transformation of children's social care which provides a sustainable and quality service within the financial resources available.
- Our clear priority will be to develop effective early intervention and prevention services that to divert a higher proportion of children and young people away from statutory intervention and continue to be supported through universal services.
- We will deliver increased integration of services around particular client groups, in particular families and children aged 0-11 and through the development of integrated adolescent support service.
- We will continue to embed improved quality and consistency of practice in Children's Services, including implementation of the Munro principles.
- We will further develop and improve the Kent Safeguarding Children Board, as recommended in our Peer Review, and better align our children's partnership arrangements with the emerging health partnership arrangements.
- We want to see an increase in permanent staff in children's social services to be 90% of the social care workforce in Kent, and improve the quality of social worker supervision to ensure of the social work best practice is developed and embedded in the service.
- We will strengthen the consultation and participation arrangements in regards to Children's Services; in particular we will develop mechanisms for understanding every child's journey and building the child's voice into social care decisions.
- We will lobby Government to implement the Dilnot Commission's recommendations on the funding of adult social care by 2015, including the lifetime cap on care costs and increased means test level. A properly funded system for adult social care will relieve the increasing pressure on adult social care services in the future.
- We will deliver the Adult Transformation Programme which will drive savings through ensuring provision is suited to individual's needs and circumstance, and improve outcomes by ensuring people can remain independent in their own home for as long as possible.
- The first phase of the Adult Social Care Transformation Programme will focus on transforming care through giving as many people as possible the opportunity to receive services that enable them to be independent for as long as they can be through greater use enablement services and telecare.
- We will utilise ring-fenced NHS social care funding to develop a range of new services that will provide additional support to carers, prevent social isolation, avoid hospital admissions and ensure safe and timely hospital discharge.
- Through innovative strategic commissioning and procurement arrangements we will keep social care prices affordable, providing value for both clients and the taxpayer, through close engagement with the social care market in Kent to ensure social care businesses are not put at risk.
- We will continue to improve our safeguarding arrangements for vulnerable adults in line with the requirements set out in the forthcoming Care and Support Bill.
- As part of our preventative approach we will review Children's Centres to ensure they provide both targeted and universal support for vulnerable families, and explore the possibilities of much closer collaboration and integration with Health Visitors and GPs as well as schools and early years providers.

Bold Steps for Housing

In Bold Steps for Kent we said:

We will deliver the Kent and Medway Housing Strategy, providing the overarching strategic investment requirements for housing, infrastructure and managed growth in Kent and Medway

We must ensure that new affordable housing is provided in Kent at a time when grant funding for new affordable housing is falling in real terms

Progress to date:

- In May 2011 we launched the Kent Forum Housing Strategy, sets the strategic direction for housing across the County. It is the only Housing Strategy in the country that brings together County, District and Unitary ambitions into a single document and was described by Government as being “ahead of the game”. The Strategy was refreshed in September 2012 to reflect the fast-paced changing environment surrounding housing.
- Following a recommendation in the Strategy, we have worked with local planning authorities to develop a common framework for deriving housing numbers to support the development of Local Plans across the County.
- We have also drawn together the housing forecasts from adopted a draft Local Plans into a single managed growth ambition for Kent and Medway, which demonstrates a range of between 134,000 and 150,000 new dwellings. This compares favourably with the South East Plan target of 140K and demonstrates a real commitment from Kent and Medway authorities to housing growth.
- Despite the reduction in public funding available, KCC and Kent Housing Group have worked with the HCA to maximise the delivery of new affordable homes across the County. By 2015, around 4,000 new affordable homes will have been delivered in Kent under the Affordable Homes Programme, a quarter of the entire South East’s allocation
- Through the No Use Empty programme we have continued to bring a number of empty homes back into use. KCC has secured funding from the HCA’s Affordable Rented Homes Programme to bring much needed affordable family-sized homes to the rental market.
- We have successfully attracted additional public sector investment to the Live Margate Housing intervention Programme. KCC’s initial investment of £10.5m has acted as a catalyst for further public sector investment and the programme has now attracted £5m of Growing Places funding, £4m from Thanet District Council and £4.1m from the HCA, bringing total investment to date to £23.6m.

Bold Steps for Housing

In Bold Steps for Kent we said:

Our ambition is to ensure that new housing is developed intelligently, building homes with a sense of place, rather than soulless estates

We will ensure that new housing comes with appropriate infrastructure, such as roads, education and health facilities

Progress to date:

- Through our Kent Local Authority Mortgage Scheme, we have made available £12m to support first time buyer mortgages and we have worked with Kent Districts and Boroughs to set-up match funding arrangements in each part of the County.
- Development of the Scheme across the County has been slower than anticipated and so far the scheme has launched in Tunbridge Wells and Tonbridge and Malling. However, a number of other areas are close to launching.

We have used our Kent Forum Housing Strategy to work with the Homes and Communities Agency and the Kent Housing Group, Kent Developers Group and Kent Planning Officers Group to develop a co-ordinated approach to housing development across Kent, to ensure that attractive high quality homes are built in the right place. Following recommendations in the Strategy we have:

- developed a Rural Housing Protocol to stimulate delivery of affordable rural homes for Kent's rural communities
- developed a Framework for the delivery of much-needed older people's accommodation across Kent
- developed a Kent-wide framework for Tenancy Strategies, which will help to ensure that new affordable homes are rented in way that responds to the needs of the local community
- developed the Kent-wide Creating Successful Communities Protocol, to ensure that future housing developments across the County meet the objective of creating long lasting and successful communities, where people want to live and work both now and in the future

- We have developed an Integrated Infrastructure Funding Model providing a consistent basis for costing community infrastructure to support new developments.
- We have produced Development and Infrastructure: Creating Quality Places, setting out a framework for securing development contributions, based on the Integrated Infrastructure Funding Model
- We have secured £x million in developer contributions to support essential KCC services, working jointly with the Kent Districts.

Bold Steps for Housing

In Bold Steps for Kent we said:

Progress to date:

- We will explore new financial models that will encourage investors to support new housing development, offering a broader range of tenure types that would better meet people’s housing aspirations
- We have entered into a bold and innovative new partnership with Kier to deliver new homes using KCC land and major institutional investment. The Kier Kent Initiative will bring forward new homes for both rent and sale, giving people in Kent a wide choice of high quality housing options as well as helping to meet housing need

Bold Steps for Housing

Key next steps

- We will use our strong relationships with Government, the Homes and Communities Agency and our district partners to continue to provide a powerful voice for Kent on housing issues, influencing Government policy and building closer working relationships with the HCA to ensure that we maximise value from housing investment.
- We will work our partners to link our housing growth ambitions and infrastructure requirements and make the case to Government for the necessary resources to deliver it
- Building on Kent's strong relationship and reputation with the HCA, we will ensure that we work more closely with the Agency on the future delivery of new publicly-funded homes
- We will work with the HCA to develop new models of funding for affordable and social homes after the current Affordable Homes Programme comes to an end in 2015
- We will work with the HCA, Kent Developers Group and the Kent Planning Officers Group to develop a Kent-wide understanding of viability, to help unlock stalled development and ensure that affordable housing continues to be delivered across the County
- We will implement the Kier Kent Initiative and ensure that new affordable homes are delivered through the model. We will build on the success of this initiative to identify further opportunities to deliver new affordable homes using private sector investment
- We will continue to deliver the Live Margate Housing Intervention Programme and seek to attract new levels of funding, including from the private sector
- We will continue to work with our District partners to roll-out the Kent local Authority Mortgage Scheme and seek to attract new lenders into the scheme
- We will continue to build on our strong relationships with Kent Developers Group to develop a framework for testing the viability of housing sites, to help unlock housing growth across the County
- We will work with the Kent Planning Officers Group to develop guidance for local communities on community-led planning, to help local people make informed choices about how to have their say on local development
- We will work with our partners through the Kent Design Initiative to ensure that new housing development is attractive and appropriate for Kent
- We will continue to identify ways in which we can cut the costs of new community infrastructure – ensuring quality provision without unnecessary gold-plating
- We will continue to work with major institutional investors to develop new innovative opportunities for investment in new housing development, across a range of tenures

Bold Steps for the Environment

In Bold Steps for Kent we said:

We would meet the Climate Change Challenge and deliver the themes and priorities of the Kent Environment Strategy

Progress to date:

- We have invested over £2m in the KCC Estate in energy measures saving over £4m of Kent taxpayer's money.
- We have cut business miles by 14%, 2.5m miles saving over £200,000 annually.
- We have set up the Kent and Medway Green Deal Partnership (KM GDP) to drive £40m of investment to improve the energy efficiency of homes, saving residents money.
- We are supporting SMEs to access the rapidly expanding home energy efficiency retrofit market and the Green Deal worth c. £1.5bn.
- With partners we have levered c. £2m to: support low carbon businesses to access the RGF and TIGER funds; develop emerging markets and supply chains for retrofit, marine technologies, wood fuel and offshore wind and help in excess of 600 business save money, with average annual savings of £2k, totalling over £1.2m.
- With partners we have levered in over £1m of funding to improve the resilience of Kent's communities and businesses.
- We have established a Severe Weather Impacts Monitoring System (SWIMS), now being rolled out nationally by Government. Improved resilience can reduce costs from severe weather events, estimated at £4m/yr.
- The Flood Risk Management Strategy for Kent has been prepared.
- We are working in partnership to develop Sustainable Drainage Systems (SUDS) design guidance – to minimise negative impact on the economy from surface water flooding.
- The Kent Local Nature Partnership, one of the first in the country is working with business to support and grow our economy through the natural and historic assets.
- Through strategic heritage crime assessments we are protecting valuable heritage assets with dedicated police time.

Bold Steps for the Environment

Key next steps

- We will continue to invest around £500k annually to improve the energy efficiency of our buildings, street lighting and schools.
- We will work with the Kent and Medway Green Deal Partnership to retrofit around 5000 homes in the next two years, saving c. £1.5m for residents annually, and attracting around £40m of investment.
- We will set up a Kent and Medway Green Deal Partnership Supply Chain Network to help SMEs access the £1.5bn energy efficiency retrofit market.
- We will target help to low carbon SMEs to access funds such as the East Kent Regional Growth Fund and Tiger and further explore the potential of sectors such as offshore wind, marine tech, retrofit and biomass.
- We will support help Kent's SMEs to be more competitive through reducing their costs by being more energy and resource efficient.
- We will continue to develop community based resilience plans with the Environment Agency and Emergency Planning.
- We will use SWIMS to maximise the resilience of Kent public services to the impacts of climate change.
- Working with the Environment Agency we will contribute £4.66m to complete the Sandwich town tidal defence scheme in 2015.
- We will implement SUDS duties when empowered by Government to do so.
- We will engage with residents and businesses to fully utilise our natural and historic environment to support the Kent economy.
- We will finalise the District Heritage Strategy for Dover and work with other Kent Districts in the development of their heritage strategies.
- We will actively contribute to the statutory review of the Kent Downs AONB Management Plan.

Bold Steps for Social Enterprise, Community and Voluntary Groups

In Bold Steps for Kent we said:

We will create a Big Society Fund for Kent to help establish, and provide project funding for, new social enterprises in Kent.

We will support the voluntary and community sectors and social enterprises in becoming more efficient so they can provide better value for money and compete for contracts to run services.

We will support local community groups to gain skills and knowledge that will allow them to develop sustainable solutions to local problems without the need for ongoing state support.

Progress to date:

- In December 2011, we launched the Kent Big Society Fund, managed by Kent Community Foundation to provide loans to help support social enterprises that have the desire and appetite to grow their enterprise in the county and create further employment at a time when access to finance from high street banks and grant funding from the public sector is increasingly difficult.
- £1m funding was given to Kent Community Foundation in January 2012 to help establish the fund.
- Despite an initial slow start, the Big Society Fund has started to make its first loans to Social Enterprises in Kent.
- The Voluntary & Community sector already plays an important role in delivering around £108m of KCC services.
- We are developing a new strategic relationship with the sector, increasingly moving from the provision of direct grant and infrastructure support to outcomes-based commissioning arrangements.
- The Voluntary & Community Sector Engagement Forum was established in November 2011 to provide more consistent support and engagement for the sector to enhance their role as a provider of public services in Kent.
- We are transforming our commissioning and procurement teams to offer more flexible and creative procurement opportunities for the sector so they can fairly compete to play an ever greater role in the delivery of local services.
- For example KDAAT's prime provider model for substance misuse services has rationalised the number of contracts whilst maintaining opportunities for sub-contracting to grass roots voluntary & community sector providers.
- We remain committed to support the development of local community groups to gain skills and knowledge they need to develop tailored solutions to meet local need without the need for high levels of intervention.
- This can be achieved through greater use of co-production and co-design principles when developing options for service reform and transformation.

Bold Steps for Social Enterprise, Community and Voluntary Groups

In Bold Steps for Kent we said:

We will develop a new approach to Community Asset Transfer so that community groups, the voluntary sector and social enterprises can take on the management of KCC buildings/facilities as part of new service delivery models.

We will continue to support the use of the Sustainable Communities Act, which allows local residents, and communities to suggest changes in the law and government policy to deliver more sustainable communities.

Progress to date:

- KCC is discussing with District planning authorities how we will manage the implications of the forthcoming 'Community Right to Buy' provision in the Localism Act (2011).
- KCC is exploring innovative property options to support new service delivery models – for example in our Youth Service Transformation programme leasing community buildings to local youth work providers.

- The way that the Sustainable Communities Act works has been changed since Bold Steps for Kent was agreed by the Sustainable Communities Amendment Act.
- Instead of being undertaken in a series of rounds instigated by the Secretary of State for Communities and Local Government the Government now allows proposals to be submitted directly to the Secretary of State at any time.
- There is no longer a direct need for local organisations to bid through local authorities or through the Local Government Association.

Bold Steps for Social Enterprise, Community and Voluntary Groups

Key next steps:

- We will continue to support the Big Society Fund as an important long-term market development tool for the social enterprise sector.
- We will review what additional investment is required to support the Fund, including working with the Kent Community Foundation to further market the opportunities the Fund provides.
- We will explore further opportunities for social financing, including how we might maximise for Kent any innovation or priming monies available for social financing from Government.
- Through the development of our procurement Category Strategies we will ensure that opportunities for the Voluntary, Community and Social Enterprise Sector are built into our commissioning and procurement processes.
- We will continue to engage with our Voluntary, Community and Social Enterprise Sector Forum to ensure that the voice of the voluntary sector is heard in County Hall.
- We will explore opportunities with the VCSE sector around how they can be used to help improve and support service delivery through greater innovation, co-design and piloting new service delivery arrangements.
- We will further work to embed social value into our commissioning and procurement arrangements, meeting our duties under the Social Value Act.
- Drawing on the national evidence base of best practice, we will identify service areas where effective co-production and co-design or service delivery will better meet service user, and reduce waste and duplication.
- We will work with our partners across other service providers and local authorities in Kent to examine opportunities to extend the use of Community Budgets; especially where more integrated targeting of shared clients can drive better outcomes and greater value for money.

By: Mr Mike Hill, Cabinet Member for Customer and Communities
Amanda Honey, Corporate Director, Customer and Communities

To: County Council – 13 December 2012

Subject: Select Committee: Preventing and Responding to Domestic Violence and Abuse in Kent

Summary: To receive and comment on the report of the Select Committee on Preventing and Responding to Domestic Violence and Abuse in Kent

1. Introduction

- 1.1 Domestic violence and abuse strikes at the heart of society by disrupting families and causing lasting, often intergenerational, damage. It is a topic which is surrounded by myths and misconceptions and, far from being confined to particular groups; it affects people of different ages, social classes, sexual orientation, disability and ethnicity. It affects the development of children exposed to it while growing up and is becoming increasingly common in young peoples' relationships with one another and with their parents. The costs in terms of the wellbeing of individuals affected by it are incalculable. The total costs to the Kent economy (including for example health, criminal justice, social care, housing costs and lost economic output) have been calculated by the Trust for London and Henry Smith Charity at over £382.3 million per annum.
- 1.2 The Select Committee was established in late 2011 and begin its work in Spring 2012 to investigate the topic of domestic violence and abuse (DVA) in Kent. It focused on services for adults experiencing DVA and those available for perpetrators as well as services being developed for children and young people who are impacted by exposure to DVA while growing up. It looked in particular at prevention and early intervention and the ways in which the prevalence of domestic violence and abuse could be reduced in the future.
- 1.3 The Select Committee report was considered at a meeting of the Cabinet on 3 December 2012 and the recommendations welcomed. On consideration of the report it was agreed by Cabinet that the meeting of the County Council be asked to consider the same resolutions but that they also go further and consider some of the practical ways in which the recommendations might be achieved. In order to facilitate this discussion an annex to this report has been produced which details current and planned activities.

2. Select Committee

2.1 Membership

The Select Committee was chaired by Mr John Kirby. Other committee members were Mrs Ann Allen, Mr Harold Craske, Mrs Trudy Dean, Mr Steve Manion, Mrs Elizabeth Tweed, Mrs Carole Waters and Mr Alan Willicombe.

2.2 *Terms of Reference*

The agreed Terms of Reference were:

- To investigate breaking the vicious cycle and impact of domestic abuse in Kent, focusing on equitable access to support for victims and the efficacy of perpetrator programmes in reducing repeat victimisation and repeat offending.
- To examine co-ordination and collaboration within and between statutory and voluntary agencies, with a particular focus on delivering efficient services and maximising safety while reducing negative impacts of organisational change in key organisations.
- To make recommendations for Kent County Council and partner organisations (having explored funding options and feasibility) in order to improve outcomes for, and reduce long term damage to, individuals and families affected by domestic abuse.

2.3 *Evidence*

The Domestic Violence and Abuse Select Committee held eight hearings to gather oral evidence from a range of experts from the statutory and voluntary sectors. In addition written evidence was gathered from a wide range of contributors from all sectors and desk-based research informed the review.

Eight visits took place during the review and these primarily provided the opportunity for Members to speak to people with direct experience of domestic violence and abuse, in supportive surroundings.

Appendix 1 comprises a list of witnesses who contributed oral and written evidence to the review and details of the visits undertaken. The names of some witnesses have been kept private.

2.4 *Timescale*

The Select Committee conducted its official programme of visits in April and May 2012. Training sessions to increase Members' knowledge and understanding of the topic were undertaken in April and June and the programme of hearings took place during June and July 2012. It is planned that the committee's report be considered by a meeting of Cabinet on 3 December, and by a meeting of Full Council on 13 December 2012.

3. The Report

3.1 The key themes of the report's 14 recommendations include:

- Strengthening the multi-agency response to DVA by:
 - Developing a clinical care pathway to assist GPs and other medical professionals in responding to domestic violence and abuse
 - Improving information-sharing by health professionals

- Retaining front-line specialist health visitor roles
 - Strengthening Police contact, referral and information exchange processes
 - Developing the Central Referral Unit
 - Improving the 'safety net' for cases not meeting social care thresholds
 - Strengthening the co-ordinated community response in terms of contacts and access to specialist support
- Improving the sustainability and equity of services through joint commissioning
- Ensuring that domestic violence and abuse (DVA) is given a high priority
- Raising public awareness of DVA and ensuring that Members as well as officers (multi-agency) receive appropriate training
- Ensuring that perpetrators are held accountable for their actions including the damage done to children
- Seeking to break the vicious cycle of domestic violence and abuse by:
 - Improving services for children affected by DVA as well as seeking to raise awareness of DVA among young people universally
 - Improving awareness of the impact of DVA on children and young people among those involved in educating and working with young people
 - Maintaining and improving links between education and specialist social care and other support
 - Ensuring children and young people have access to information and resources on domestic violence and abuse.

3.2 An executive summary of the report is attached as Appendix 2. To obtain a copy of the full report please contact the report author (details below).

4. Conclusion

- 4.1 We welcome the report and would like to congratulate the Select Committee on completing this piece of work.
- 4.2 We would also like to thank all the witnesses who gave evidence to the Select Committee, and the officers who supported it.
- 4.3 Mr John Kirby, Chairman of the Select Committee, will present the report to Council and the Committee asks that Council approves the recommendations made.

5. Recommendations

- 5.1 The Select Committee be thanked for its work and for producing a relevant and balanced document.
- 5.2 The witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked.
- 5.3 The County Council approves the recommendations of the Select Committee.

Research Officer to the Review:

Sue Frampton
Research Officer – Policy Overview and Scrutiny
01622 694993
sue.frampton@kent.gov.uk

Kent County Council Select Committee Report: Preventing and Responding to Domestic Abuse in Kent

Planned Action to Address Recommendations

- Given that many of the 14 recommendations within the report necessitate multi agency and joint commitment, the Select Committee report will be presented to the multi-agency Kent and Medway Domestic Abuse Strategy Group (KMDASG) at its next meeting early in 2013 where it will be proposed that a task and finish group be established which will be responsible for addressing the recommendations set out within the report.
- Arrangements will be made to bring to the attention of and raise discussions with those individual agencies or particular “safeguarding” Boards that are indicated within the report, e.g. recommendations R1, 2, 9, 12 etc. It will be requested that these agencies/Boards will feed into the report back system of the task & finish work group of the KMDASG as above.
- It is anticipated that this task & finish group will present an interim report back to the County Council, Cabinet and Corporate Board commencing Spring 2013 (and also to the next suitably appropriate meetings of the Kent Community Safety Partnership and the Kent Criminal Justice Board) on progress against the recommendations.
- KCC Community Safety Unit will be responsible for drafting appropriate correspondence (R12) to the Teaching Agency and Department of Education.

Current Activity

Strengthening the Multi-Agency Response – recommendations R1 – R3

- Lessons learnt via the multi agency Domestic Homicide Review (DHR) process focus on ensuring that there is a better co-ordinated multi-agency response to domestic abuse. Any gaps identified between agencies and service providers are rectified including information sharing between and within agencies.
- This work is being driven forward by a multi-agency DHR Steering group made up of senior officers of all the statutory agencies, including Health and Police, and reports back to the Kent Community Safety Partnership.
- The Kent & Medway Domestic Abuse website was launched on the 28 November 2012 to mark the start of a promotional campaign aimed at raising awareness and the accessibility of domestic abuse support services. Information about the website is being distributed across the county; to all libraries, GP surgeries, early years and community centres by Community Wardens and the Police to ensure that the message reaches as many people as possible.
- Concerns around resourcing One Stop Shops were raised with Senior Officers of all appropriate agencies at the last Kent Community Safety Partnership held on 1st November 2012. It was requested that these agencies will report back on progress regarding resourcing one stop shops to the KCSP at its next meeting in Feb. 2013.

Achieving Sustainable and Equitable Services - recommendation R4

- Work has commenced to establish a centrally commissioned, “pooled budget” system for resourcing IDVA services across the county. This work is being led by the Kent Criminal Justice Board and Kent Community Safety Partnership. All associated public services (Police, Probation, Health and both tiers of Local Authorities including Medway) have been circulated with a detailed business case and have been asked by the Chair of the KCJB to confirm, or not, their commitment for funding for the next three years. It is reported that currently 50% of those agencies contacted have committed funds although not for a 3 year period.
- Potential contributors to this joint commissioning proposal and service providers have been invited to attend a scoping event on 11th December to discuss the potential changes to resourcing IDVAs with a view to commissioning commencing in April 2013.

Higher Priority, Greater Awareness - recommendations R5 – R7

- The Kent Community Safety Partnership has Domestic Abuse as one of its six key priorities in its statutory Community Safety Agreement. This priority has been reflected in the 12 local Community Safety Partnerships action plans across the county.
- The recommendation, R5, will be raised with the Cabinet Member for CCS at his next briefing session in December.
- Furthermore, discussions have commenced with the Office for the Police and Crime Commissioner in Kent regarding the importance of tackling Domestic Abuse.

Planned Future Activity

Shifting Accountability recommendations R8 – R10

- The Select Committee recommendations will be tabled, at the earliest possible time (for discussion and action both externally and internally) at the following forums;

Kent Community Safety Partnership
Kent & Medway Domestic Abuse Strategy Group
Kent Criminal Justice Board
KCC CMT & DMTs

Breaking the Cycle recommendations R11 – R14

- The Kent and Medway Domestic Abuse Website will have a section of resources, advice and information specifically dedicated to young people and will be further developed over the coming year.
- Informal discussions are being arranged with Project Salus (Safe Schools) to consider delivering an awareness programme in Kent's schools.

Appendix 1: Oral and written evidence and list of visits undertaken as part of the review

Oral evidence/hearings:

7th June 2011 Interviews:

- Denise Dupont, Division Manager (Kent), Victim Support
- Louise Ludwig, Detective Inspector, Kent Police
- Lorraine Lucas, Family Intervention Worker, Community Budgets Pilot (Families & Social Care)

11th June 2012 Interviews:

- Specialist Health Visitors and Specialist Lead for School Nursing
- Carol McKeough, Safeguarding Adults Policy and Standards Manager, Families and Social Care

18th June 2012 Interviews:

- Andy Pritchard, Detective Chief Inspector and Gavin Roy, Detective Inspector, Kent Police
- Dr Greg Ussher, Deputy Chief Executive Officer, Metro Centre Limited
- Malcolm Gilbert, Operations Director and Danielle Gates, Independent Sexual Violence Adviser, Family Matters.

25th June 2012 Interviews:

- Angela Slaven, KCC Director of Service Improvement; Stuart Beaumont, KCC Head of Community Safety and Emergency Planning and Alison Gilmour; Kent and Medway DA Coordinator
- Sue Nicolaou, Regional Manager and Karen Stevens, Family Support Worker, Sheppey Family Support Project, Family Action
- Diane Barron, Chief Executive and Pauline Deakin, MARAC Development Officer – South East, Coordinated Action Against Domestic Abuse (CAADA)

2nd July 2012 Interviews:

- Dave Philpot, Programme Manager, Community Domestic Abuse Programme (CDAP) and MARAC co-ordinator for Mid-Kent, (Maidstone and Swale areas)
- Sue Dunn, Domestic Abuse Volunteer Support Service and Merle Bigden, Trustee, DAVSS
- Sarah Billiald, Chief Executive and Maurice O'Reilly, Director for North Kent and lead on Domestic Abuse, Kent Probation Service

5th July 2012 Interviews:

- Fizz Annand, Independent Consultant and Stuart Skilton, Group Manager (Community Safety), Kent Fire and Rescue Services (Reporting for the Task and Finish Group on IDVA Services)
- Melanie Anthony, Performance and Review Manager, Supporting People
- Niki Luscombe, K-DASH Chief Executive

9th July 2012 Interviews:

- Alan Barham, Headteacher, Sittingbourne Community College

- Andrew Coombe, Associate Director of Safeguarding and Rosalyn Yates, Specialist Nurse for Domestic Abuse, NHS Kent and Medway
- Tim Smith, Detective Superintendent, Kent Police

23rd July 2012 Interviews:

- Dr Bose Johnson, Kent Public Health Unit (Rescheduled from 9th July – standing in for Jess Mookherjee)
- Claire Moulsher, Senior Prosecutor, Crown Prosecution Service

Written/supplementary evidence:

Fizz Annand, Fizz Annand Consultancy

Melanie Anthony, Performance & Review Manager, Customer and Communities (KCC)

Kel Arthur, Head of Children's Safeguards Unit, Families & Social Care (KCC)

Emma Bartley, 2 Seas Trade Project Officer (KCC)

Merle Bigden, Domestic Abuse Advisor, DAVSS (Domestic Abuse Volunteer Support Services)

Julia Bird, Finance Administrator, Children's Centre Administrator, Sure Start (KCC)

Shuna Body, Area Manager (East Kent), Kent Community Warden Service (KCC)

Sharon Buckingham, Head of Adult Learning Resource Team (KCC)

Paul Carroll, Deputy Director of Custody, NOMS, Kent & Sussex Region

Deborah Cartwright, Service Manager, (Chief Officer) Oasis Domestic Abuse Service

Lorna Coyne, Rising Sun Domestic Violence and Abuse Service

Pat Craven, Freedom Programme

Karen Davies, Matron Safeguarding Vulnerable Adults, Maidstone & Tunbridge Wells Hospitals Trust

Paula Denholm-Bassett, Team Manager Kent Support Team, Lifeways Team, West Kent Housing Association

Denise Dupont, Divisional Manager, Victim Support

Allison Esson, Supporting Parents Commissioning Officer, Commissioning Unit, Commissioning and Partnerships Group (KCC)

Dr N T Fear, Reader in Epidemiology, Academic Centre for Defence Mental Health, King's College London

Lenni Frampton, Youth Inclusion Support Panel Project Co-ordinator, Customer and Communities (KCC)

Danielle Gates, Manager of ISVA Services, Family Matters

Marie Gerald, Housing Options & Private Sector Manager, Dartford Borough Council

Alison Gilmour, Kent & Medway Domestic Violence Co-ordinator

Sheridan Grundy, Children's Centre Network Manager, Six Bells and Cliftonville Children's Centres (KCC)

Gypsy and Traveller Unit (KCC)

Steve Hams, Deputy Chief Nurse & Head of Quality, East Kent Hospitals University NHS Foundation Trust

Penny Jedrzejewski, Named Nurse for Child Protection, East Kent Hospitals University NHS Foundation Trust

Gaelle Jezequel, Area Youth Officer, Customer and Communities (KCC)

Jo Hook, Senior Commissioning Officer (families, parents and carers), Families & Social Care (KCC)

Carol Hull, Senior Family Liaison Officer, Education Learning and Skills (KCC)

Integrated Youth Service (KCC)

Medina Johnson, IRIS Implementation Lead, Identification & Referral to Improve Safety, Next Link Domestic Abuse Services
 Helen Jones, Head of Commissioning, Families & Social Care (KCC)
 Janice Keen, Bishop's Adviser for Safeguarding, Children and Vulnerable Adults
 Amanda Lewis, Homestart, Shepway
 Management Information Unit (KCC)
 Wendy Mann, Acting Integrated Processes Team leader (KCC)
 Ann McNicholl, Families and Social Care (KCC)
 Steve Milton, Director, Innovations in Dementia CIC
 Oasis Domestic Abuse Service
 Donna Payne, Solicitor
 Rebecca Perry, SATEDA
 David Philpot, St. Giles Trust
 Gaby Price, Commissioning Manager, Kent Drug and Alcohol Action Team (KCC)
 Linda Prickett, Public Health, West Kent
 Douglas Rattray, Community Safety Officer, Canterbury City Council
 Marie Reynolds, Business Manager, Child Health & Maternity Commissioning, NHS Kent and Medway
 Heather Robinson, Children's Centres Coordinator, Gravesham Sure Start Children's Centres (KCC)
 Penny Roots, Training Advisor (KCC)
 Sophie Scott, Marac/Mappa Co-ordinator, Kent Police
 Nick Smead, Learning Account Manager, Business Strategy & Support (KCC)
 Alison St Clair Baker, Business Transformation Programme Manager (KCC)
 PSE 57685 Nick Symons, East Kent MARAC Coordinator, Community Safeguarding Team
 Charlotte Walker, Children's Commissioning Officer, Families & Social Care (KCC)
 Karen Waters, Housing Options Officer, Swale Borough Council
 Marisa White, Head of Strategic Planning, Partnerships □ Democratic Services (KCC)
 Victim-survivors and their relatives
 Sally Williamson, Director, Project Salus

Visits:

24th April Multi-agency Domestic Abuse One Stop Shop, Ashford
 1st May Specialist Domestic Violence Court, Margate
 1st May Multi-agency Domestic Abuse One Stop Shop, Dover
 15th May Multi-agency Domestic Abuse One Stop Shop, Swale
 16th May Oasis (Refuge), Thanet
 23rd May Specialist Domestic Violence Court, Maidstone
 28th May Rising Sun Domestic Violence and Abuse Services, Canterbury
 30th May K-DASH, Maidstone

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Preventing and Responding to
Domestic Violence and Abuse in Kent
Select Committee Report – Executive Summary
2012

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Contents

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| Conclusion..... | Error! Bookmark not defined. |
| Contents | 7 |
| Chairman’s Foreword | 8 |
| 1. EXECUTIVE SUMMARY | 9 |
| 1.1 Committee membership | 9 |
| 1.2 Establishment of the Select Committee..... | 9 |
| 1.3 Definitions of Domestic violence and abuse | 10 |
| 1.4 Terms of Reference (TOR)..... | 11 |
| 1.5 Scope of the review | 11 |
| 1.6 Exclusions | 12 |
| 1.7 Evidence gathering..... | 12 |
| 1.8 Key findings..... | 12 |
| 1.9 Recommendations..... | 14 |

Chairman's Foreword



During this Select Committee I think I can say for all Members we have been on a roller coaster of differing emotions ranging from sympathy to admiration to anger. We have seen evidence of and heard at first hand some harrowing stories of abuse and violence which are hard to comprehend. The further we looked into people's experiences of domestic violence and abuse it became obvious there was no easy definition and no 'one size fits all' in terms of the response. A better appreciation of the different types of abuse will ensure that resources are targeted more effectively.

We have looked at domestic violence and abuse affecting the whole compass of society in Kent and hope that this report will give an idea both of the problems and some of the solutions that could be followed.

The role of Kent Police is obviously a key aspect and I believe the withdrawal to other duties of dedicated Domestic Abuse Liaison Officers has had a negative effect for victims in Kent. I do appreciate that budgetary reductions have led to Officers taking on more general duties but this must have affected the quality of the response to victims and the extent to which domestic abuse is recognised. I hope that an improved multi-agency response, bringing to the fore the role of GP surgeries, Accident and Emergency Departments and Multi-Agency Domestic Abuse One Stop Shops coupled with other early intervention work, will ensure that victims can access support earlier on, before crises occur.

The establishment of Multi-Agency Risk Assessment Conferences and Specialist Domestic Violence Courts are all major steps forward as is the work of Independent Domestic Violence Advisors, including those attached to the Courts. The work of the voluntary sector in providing support and refuge for victims and children is particularly welcome and needed. I believe also that addressing these issues with children and young people is vital if we are to break this vicious and unacceptable cycle.

It is hard to summarise our work in a few paragraphs but I would like to thank most sincerely all Members, Officers and witnesses who provided the important evidence on which this report is based. Members of the Select Committee have given many hours of thought to the recommendations and hope these provide a way forward to combat, recognise and reduce domestic violence and abuse in Kent. I commend this report to you and hope you will find the contents innovative and helpful.

John Kirby J.P.

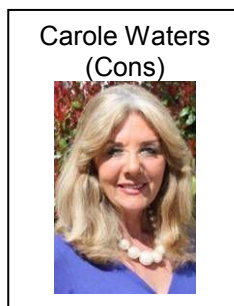
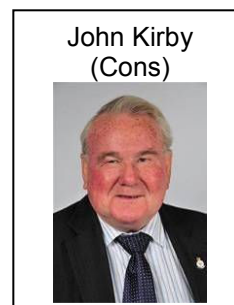
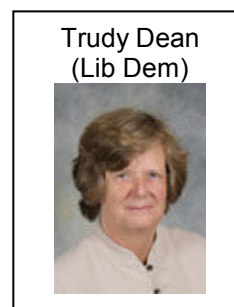
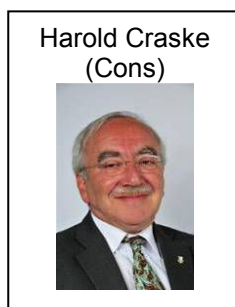
Chairman - Domestic Violence and Abuse Select Committee

1. EXECUTIVE SUMMARY

1.1 Committee membership

The Select Committee comprised eight Members of the County Council; seven Conservative and one Liberal Democrat; the Chairman being Mr John Kirby.

Kent County Council Members:



1.2 Establishment of the Select Committee

1.2.1 The Select Committee was put forward at the Crime and Disorder Policy Overview and Scrutiny Committee in July 2011 as a result of concerns that victims of domestic violence and abuse often fell through the 'safety net' or discontinued pursuing their cases in Court due in part to a lack of clarity on referral points.

1.3 Definitions of Domestic violence and abuse

1.3.1 There is no single accepted definition of domestic violence and abuse however the Kent and Medway Domestic Abuse Strategy refers to the Home Office (2004) and Women's Aid Definitions of domestic violence.

1.3.2 A Home Office consultation¹ ran from 14th December 2011 to 30 March 2012 on proposals to broaden the government definition of domestic violence, to include under 18s (16/17 year olds or all under 18s) and make reference to coercion which is 'a complex pattern of abuse using power and psychological control'. The former is in response to evidence from the British Crime Survey that 16-19 year olds are the group most likely to suffer intimate partner abuse. Coercive behaviour is known to feature in a high number of domestic abuse cases and can manifest as financial abuse, verbal abuse, isolation and repeated abuse of varying severity. It is also a significant risk factor in domestic homicide. The results of the consultation were announced on 19th September 2012 and the new definition of domestic violence will be implemented by March 2013 as follows:

"Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse: psychological; physical; sexual; financial; emotional."

"Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour."

*"Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim."*²

1.3.3 The Women's Aid Definition:

"Domestic violence is physical, sexual, psychological or financial violence that takes place within an intimate or family-type relationship and that forms a pattern of coercive and controlling behaviour. This can include forced marriage and so-called "honour crimes". Domestic violence may include a range of abusive behaviours, not all of which are in themselves inherently 'violent'."

1.3.4 Co-ordinated Action Against Domestic Abuse (CAADA)'s definition of domestic abuse is:

"a pattern of behaviour which is designed to control an intimate partner or family member".

¹ <http://www.homeoffice.gov.uk/publications/about-us/consultations/definition-domestic-violence/>

² This definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

1.3.5 Throughout this report, unless referring specifically to documents where another term is used, the term 'domestic violence and abuse' (DVA) will be used.

1.3.6 There is no legal definition of domestic violence and abuse in England and Wales. Other countries have sought to define it legally and, for example, Australian legislation in June 2012 broadened the legal definition of domestic violence to include emotional manipulation, withholding money and harming the family pet.

1.4 Terms of Reference (TOR)

1.4.1 To investigate breaking the vicious cycle and impact of domestic abuse in Kent, focusing on equitable access to support for victims and the efficacy of perpetrator programmes in reducing repeat victimisation and repeat offending.

1.4.2 To examine co-ordination and collaboration within and between statutory and voluntary agencies, with a particular focus on delivering efficient services and maximising safety while reducing negative impacts of organisational change in key organisations.

1.4.3 To make recommendations for Kent County Council and partner organisations (having explored funding options and feasibility) in order to improve outcomes for, and reduce long term damage to, individuals and families affected by domestic abuse.

1.5 Scope of the review

1.5.1 To investigate breaking the vicious cycle and impact of domestic abuse in Kent, focusing on equitable access to support for victims and the efficacy of perpetrator programmes in reducing repeat victimisation and repeat offending:

- Types and stereotypes – incidence of abuse (including female perpetrators, abuse within same-sex relationships, younger people in relationships, people with learning disabilities, people with mental ill-health, abuse of older persons by spouse/child)
- Provision of Healthy Relationship work in schools
- Access to services – reaching vulnerable groups, postcode lottery
- Sustainability of support/resourcing of front-line services
- Perpetrator programmes – effectiveness/evaluation/different models
- Civil and legal remedies and the role of Specialist DV Courts
- Relationship between substance misuse and incidence of domestic abuse

1.5.2 To examine co-ordination and collaboration within and between statutory and voluntary agencies, with a particular focus on delivering efficient services and maximising safety while reducing negative impacts of organisational change in key organisations.

- New structures for early intervention work in Children's Services – inter-agency referral processes, thresholds and responses, family interventions (contact issues)

- Risk assessment, Multi-Agency Risk Assessment Conference (MARAC) capacity and referral pathways for medium and standard risk domestic abuse cases
- Information sharing and communication between agencies
- Domestic Abuse Multi-agency One Stop Shops
- New policing model (Changes to Public Protection Unit/no specialist DV Officers)
- Training and awareness (domestic abuse/safety) among front-line workers

1.5.3 To make recommendations for Kent County Council and partner organisations (having explored funding options and feasibility) in order to improve outcomes for, and reduce long term damage to, individuals and families affected by domestic abuse.

- Explore funding options for any recommendations, within the timetable for the review taking account of KCC commissioning and voluntary sector funding

1.6 Exclusions

1.6.1 No particular exclusions were identified at the start of the review.

1.7 Evidence gathering

1.7.1 A list of witnesses who attended hearings is given at Appendix 2. A list of witnesses who provided written evidence is given at Appendix 3; details of training and visits carried out as part of the review are given at Appendix 4.³⁴

1.7.2 Due to the subject matter, Select Committee interviews were held as private briefings (and not in public as would normally be the case) to mitigate any potential risks to witnesses from the publication of agendas and meeting details.

1.7.3 Evidence was gathered from people with experience of domestic violence and abuse both through visits and following direct approaches (from witnesses) in a few instances.

1.7.4 A survey was sent out to Kent Secondary Head Teachers via the Schools' e-bulletin.

1.7.5 Informal approaches to a number of GPs were made.

1.8 Key findings

1.8.1 Domestic violence and abuse (DVA) represents 25% of all violent crime yet the majority still goes unseen and unreported. People often do not recognise, particularly in the early stages, that they are in an abusive relationship but incidents, almost without exception, escalate in severity and frequency. 'Risk' can fluctuate dramatically and failure to judge or respond to it effectively can lead in the worst

³ In a few cases the identity of witnesses who gave evidence has been kept private, for their protection.

⁴ To the main report

cases to victims' death. Strong leadership and championing of the issue are required so that domestic abuse and violence is given the priority it merits. An investment in services by all agencies is required and the relatively small amounts involved are entirely justified by the enormous social and financial costs to the county (estimated at £382.3 million per annum)⁵.

1.8.2 Despite national awareness campaigns, understanding (particularly of the dynamics) of DVA is poor among both public and professionals and there remains a great deal of stigma and shame around the subject. There is also a lack of accountability for perpetrators and the risk that we re-victimise victims with legal or social care processes. It is at least partly attributable to such factors that young people (even those fortunate enough not to have been exposed to violence or abuse at home while growing up) have 'tainted' views about what is right and acceptable behaviour in relationships. Adults suffering abuse frequently try to 'contain' what is happening within their family because of embarrassment or shame; indeed the Courts still consider domestic violence and abuse as a 'family matter'. A change of culture is required so that we better understand DVA and feel freer to talk about it; condemning it for what it is; an abhorrent behaviour as despicable and damaging as child sexual abuse.

1.8.3 Because of the gendered nature of DVA, equality in terms of services is not a matter of 'equal treatment for everyone' since women are disproportionately represented among victims. However, achieving equitable services does require an understanding of the less common types of victimisation and their prevalence in the diverse population being served. Kent is well placed to achieve equitable services provided there is a concerted effort by all the involved agencies to pool information and resources and to jointly commission what is needed based on evidence, local intelligence/data and the experience already gained within all sectors, particularly the voluntary, charity and social enterprise sector.

1.8.4 The latter plays a central role in addressing DVA across the whole spectrum from early intervention to the co-ordinated community response, since it is here where the specialist knowledge lies that must underpin much of future service provision. We are only just beginning to understand that not all of what we think of as domestic violence and abuse is the same. The role and dynamics of power, control and coercion and particularly their impact on parenting are best understood by specialist DVA service providers. However, the needs of people in violent and abusive relationships (where the power and control element is missing) might, for example, be met by generic services offering anger management or communication skills. Many perpetrators and some victims will also require the help of substance misuse or mental health services. Being able to recognise and understand the role all these factors play could be key to successfully addressing DVA, by targeting services effectively and achieving the optimum balance within constrained finances.

1.8.5 It is apparent (and society ignores at its peril) that for adult and child victims of domestic violence and abuse no real closure or recovery can be achieved (even after an abusive relationship has ended) without specialist therapeutic support (such as the Freedom Programme and targeted programmes for children and young people) and programmes such as CDAP for perpetrators. The violence and abuse may stop but trauma can be deep-rooted and the effects inter-generational. Without such

⁵Trust for London and the Henry Smith Charity (2011)

support, re-victimisation of the adult victim is likely and a wide-range of damaging effects impact on involved children.

1.8.6 The Police are viewed by many as the linchpin service with regard to domestic violence and abuse, since they are operating at the 'sharp-end' where crises occur and crimes become apparent. However, only a small minority of DVA comes to the attention of the Police. Coupled with this, reorganisation within Kent Police means that Specialist Domestic Abuse Units and specialist Domestic Abuse Liaison Officers no longer exist and this will impact on the response and follow up that can be expected in DVA cases. Kent Police are, however, committed to partnership working and addressing the difficulties that have been identified.

1.8.7 The most likely interface with professionals for adult and child victims of DVA, who frequently experience mental/physical ill-health or injury as a result, is in healthcare settings. Furthermore, a very high proportion of the children and families that come to the attention of children's social care professionals are likely to be experiencing DVA. It is therefore essential that health and social care professionals in particular, regardless of setting or context, can recognise where domestic violence and abuse is occurring, and respond effectively. GPs have a much greater role to play in early identification and referral to support and midwives and health visitors play an equally important role since DVA frequently starts or escalates when victims are pregnant.

1.8.8 Clear referral pathways between the involved services/organisations in Kent are vital and professionals from different disciplines need to be empowered with an understanding of DVA, knowledge of DVA services and most importantly the confidence to share information appropriately to keep victims safe. Coupled with this is the need for KCC and others to ensure that all relevant strategies are linked and actions to address DVA are embedded.

1.8.9 It would constitute a serious missed opportunity (for both prevention and intervention) if we failed to educate children and young people about domestic violence and abuse and about positive healthy relationships, while they are at school. Furthermore, services which come in contact with young people 'running into trouble' or becoming involved in anti-social behaviour, such as the Integrated Youth Service, are particularly well placed to work pro-actively on DVA issues as well as to intervene when necessary so that early brushes with youth justice do not pave the way for future criminality or other poor outcomes. This is particularly relevant since certain types of DVA are becoming more prevalent (such as adolescent DVA in peer relationships and parental abuse by adolescents). This, coupled with mounting evidence of the impacts on children and young people from experiencing DVA and the increased likelihood of their becoming a victim or perpetrator in the future, demonstrate the importance of tackling 'faulty' behaviours and beliefs about power, control and violence in relationships as early as possible, in order to break the cycle of domestic violence and abuse in Kent.

1.9 Recommendations

Members consider that the highest priority recommendations are those numbered 1-6 and 12-14 (contained in the final section on Breaking the Cycle)

STRENGTHENING THE MULTI-AGENCY RESPONSE

- R1** That KCC seeks to collaborate with Clinical Commissioning Groups in Kent so that the Kent and Medway domestic violence and abuse care pathway can inform the development of a Map of Medicine Clinical Care Pathway to assist all General Practitioners (GPs) in identifying and responding appropriately to cases of domestic violence and abuse and asks

That NHS Kent and Medway:

- expedites use of the Health Information Service Business Intelligence (HISBI) system to enable sharing of information on the presence of domestic violence and abuse (actual/disclosed or strongly suspected) in health settings such as Accident & Emergency (A&E) departments, GPs, Midwifery, Ante-natal and maternity settings. That in line with established protocols this information is shared and collated within Health and made available to other appropriate agencies/bodies such as Multi-Agency Risk Assessment Conferences (MARAC) especially when frequency of attendance indicates potential heightened risk to a patient or their child/children;
- Retain and develop specialist Domestic Abuse Health Visitor roles across Kent.

- R2** That to mitigate the loss of specialist domestic abuse police officers and to strengthen contact and referral processes:

Kent Police:

- ensure that there is a system for flagging the number of domestic abuse incidents and making this information available to responding officers and that a third (and any subsequent) incident, regardless of risk level, should trigger an automatic discussion with a domestic abuse specialist to determine whether a MARAC referral is required (in line with Co-ordinated Action Against Domestic Abuse (CAADA) guidance on potential escalation of domestic abuse cases);
- carry out an immediate review of information provision and referral to partner organisations including those in the voluntary sector and in particular Victim Support and, in addition, agree (with input from key partners) a process or processes to expedite urgent information requests.

Kent Police with KCC and Health:

- Determine whether the presence in the Central Referral Unit (CRU) of a domestic violence and abuse specialist worker could help with the effective triaging of cases;
- Ensure that all staff in CRU are trained in CAADA Domestic Abuse Stalking and Harassment (DASH) risk assessment;

- Put in place a process to ensure that domestic abuse notifications (DANs) not meeting social care thresholds are linked to a Common Assessment Framework (CAF) pathway so that families have the opportunity to access appropriate community support.

Kent Children and Adult Safeguarding Boards:

- Give urgent consideration to a process by which risk (for adults and children) can be monitored in the above case, where a CAF is declined.

R3 That KCC seeks to strengthen and develop the co-ordinated community response to domestic violence and abuse, in particular by:

- promoting the Kent and Medway Domestic Abuse Strategy Group (KMDASG) domestic abuse website
- establishing a single point of telephone contact to complement the domestic abuse website
- gaining commitment at strategic level from relevant agencies e.g. housing, Police, solicitors, health agencies, Victim Support, to the development and staffing of Multi Agency Domestic violence and abuse One Stop Shops (OSS) and facilitating more flexible provision (to include evenings and exploring ways to reach remote communities).⁶
- providing funding to publicise the One Stop Shop widely in each area
- seeking to support through the joint commissioning process the development of a Specialist Domestic Violence Court in the south of Kent

ACHIEVING SUSTAINABLE AND EQUITABLE SERVICES

R4 That KCC seeks to rationalise the existing patchy provision of domestic violence and abuse services and drives up the quality of services, by devising and implementing a commissioning plan, beginning with Independent Domestic Violence Adviser (IDVA) services and aiming to achieve joint commissioning of a 'domestic violence and abuse care pathway' informed by needs assessments and taking account of different forms and types of DVA.

- that joint commissioning is enabled by consolidating existing funding sources and seeking to align this with further funding from internal and external sources (e.g. Supporting People, KDAAT, Families and Social Care (FSC), Public Health, Police, Fire and Rescue, Probation, Health and Mental Health, the Police and Crime Commissioner (PCC), Health and Wellbeing Boards (HWB) and Clinical Commissioning Groups (CCGs) to provide a multi-agency domestic violence and abuse commissioning 'pot';
- that commissioned domestic violence and abuse services are monitored and evaluated through a Quality Assurance Framework.

⁶ This could also include alignment with existing 'Single Points of Access' (SPAs)

HIGHER PRIORITY, GREATER AWARENESS

R5 That KCC demonstrates strong leadership and commitment to addressing domestic violence and abuse by:

- ensuring that basic awareness training in domestic violence and abuse awareness is included in the Member Development Programme so that all Members can be ambassadors and advocates for a change in public attitude (and can signpost effectively to help and support);
- identifying a Member Champion for Domestic abuse to help drive forward changes and expedite the development of a network of Domestic violence and abuse Champion roles including in Health, (within Clinical Commissioning groups, GP surgeries, Accident and Emergency Departments);
- ensuring that the Member chosen to sit on the Police and Crime Panel (which will scrutinise the work of the PCC) is also a domestic violence and abuse Champion;
- having Member (Champion) representation on the Kent and Medway Domestic Abuse Strategy Executive Group.⁷

R6 Members welcome the development of a Kent and Medway domestic violence and abuse training matrix in order to rationalise existing provision and ensure all statutory sector professionals have the appropriate level and content of training and recommend that:

- to complement current training resources: a portfolio of domestic violence and abuse webinars is developed, with the involvement of survivors, offering professionals an alternative, quick and easy way to increase their knowledge and engagement.
- KCC Learning Resources/Training take a more proactive role in the development of training on domestic violence and abuse and ensure that there is a mechanism to engage survivors in the development of training, policy, practice and future services.

R7 That KCC seeks to influence attitudinal change on domestic violence and abuse using a 'multi-pronged' approach:

- asking the incoming Police and Crime Commissioner to have domestic violence and abuse as a top priority in the Police and Crime Plan for the duration of the Plan and that given domestic abuse represents 25% of violent crime in Kent, the new PCC is invited by Kent and Medway Domestic Abuse Strategy Group (KMDASG) to become a domestic violence and abuse Champion and to receive appropriate support and training for that role.

⁷ One or more Members could undertake these roles.

- asking that the County Community Safety Partnership continues to have domestic abuse as a high priority and cascades this to the local Partnerships
- using a Public Health campaign to help change perceptions
- using Safeguarding Week 2013 to raise awareness of domestic violence and abuse
- using established community safety routes to get domestic violence and abuse information and links into the public eye (e.g. Fire & Rescue Service leaflets in GP surgeries)

SHIFTING ACCOUNTABILITY

R8 That in implementing its Early Intervention and Prevention Strategy KCC creates culture change – through a process of:

- Embedding understanding of domestic violence and abuse and its impacts throughout the organization
- Examining the interface with individuals and families experiencing domestic violence and abuse
- Ensuring that practice, processes and communications are as supportive as possible to non-abusing parents (where this does not conflict with the duty to safeguard children)

R9 That KCC asks the Criminal Justice Board to carry out a review to determine whether breaches of Non-molestation or Restraining order in domestic abuse cases are being dealt with effectively by criminal justice agencies.

R10 That (in the light of the Family Justice Review, and given the proven impacts on children of witnessing/experiencing domestic violence and abuse) KCC lobbies the Ministry of Justice (MoJ) with regard to making perpetrators of domestic violence and abuse more accountable for their actions:

- The select committee support the recommendations of Children and Family Court Advisory and Support Service (CAFCASS) and RESPECT⁸ that, as a condition of perpetrators having contact with their children, they should be required to attend a specialist perpetrator programme and/or parenting classes and ask that these recommendations are taken into consideration by Families and Social Care during case conference proceedings
- That KCC and relevant partners conduct a review of arrangements in Kent for parental contact (including those families not in touch with Families and Social Care) and seeks opportunities for further safeguards to be put in place regarding supervision where a parent has perpetrated domestic violence and abuse

⁸ Membership association for domestic violence perpetrator programmes and associated support services

BREAKING THE CYCLE

R11 Members welcome the new services commissioned by FSC for children aged 5-13 who have experienced domestic violence and abuse and those targeted at healthy relationships (girls aged 11-16) and would like to see services commissioned for boys of this age to address unhealthy attitudes and behaviours towards girls or same sex partners in their peer relationships. Members would also like to see the gap in universal services to address healthy relationships within schools addressed through the commissioning process to augment schools' own teaching.

R12 That KCC takes a number of actions designed to increase knowledge and understanding within schools of the impact of domestic violence and abuse on children and young people:

- supports links between social care and education and retains vital Family Liaison Officers/Parent Support Adviser-type roles within schools;
- asks the Kent Safeguarding Children Board (KSCB) and Kent Head Teachers to ensure there is a focus on healthy relationships within the schools' Personal, Social and Health Education (PSHE), religious or ethics frameworks and that staff are trained to recognise and respond to issues of domestic violence and abuse affecting pupils at home or in their peer relationships.
- writes to the Teaching Agency asking them to require that teacher training programmes include compulsory modules on the impact of domestic violence and abuse on children and young people.
- writes to the Department for Education asking that schools are encouraged to place a greater emphasis on the health and wellbeing of pupils, in order to underpin their ability to achieve academically;

R13 That KCC should take a lead on developing approaches to young people who show aggressive or violent behaviour towards their parent(s) and that this should be reflected in the Integrated Youth Support Strategy and pilot programmes and any other relevant strategies.

R14 That KCC seeks to include information and links (such as www.thehideout.org.uk and the new Kent Domestic violence and abuse website - young people's resources) in materials published for young people.

By: Alex King, Deputy Leader
Geoff Wild, Director of Governance and Law

To: County Council – 13 December 2012

Subject: Appointment of Independent Remuneration Panel Members from 1 November 2012

1. Interviewing Panel

(1) Following a public advertisement, the Honorary Alderman Panel, comprising Mr W Newman, Mrs A J Wainman, OBE, and Mr F Wood-Brignall (as nominated by the three Group Leaders), shortlisted and then interviewed six candidates for the three vacant Independent Remuneration Panel positions.

(2) At the conclusion of the interviews, the Panel unanimously agreed to recommend to the County Council that Mrs Sharon Addis, Mr John Ogden and Mr Stephen Wiggett be appointed to the County Council's Independent Remuneration Panel for the period 1 November 2012 to 31 October 2016.

(3) A copy of the recommended candidates' application forms are available on request.

2. Recommendation

The County Council is invited to consider the recommendation of the Panel of Honorary Aldermen and appoint Mrs Sharon Addis, Mr John Ogden and Mr Stephen Wiggett as the new members of the new Independent Remuneration Panel for a four year term, from 1 November 2012 to 31 October 2016.

Paul Wickenden
Democratic Services Transition Manager
01622 694486
paul.wickenden@kent.gov.uk

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By: Paul Carter, Leader of the Council
Alex King, Deputy Leader
Geoff Wild, Director of Governance and Law

To: County Council – 13 December 2012

Subject: Proposed Amendments to Constitution

Summary: This report sets out some proposed changes to the Constitution in respect of the Property Management Protocol and the Personnel Management Rules

1. Introduction

At the Council meeting on 25 October the Leader withdrew the report on the new governance arrangements as he wanted:

- (a) the County Council to have an opportunity to participate in an interactive session on the new governance arrangements which happened earlier in this meeting; and
- (b) provide the opportunity for relevant Officers and Members and the Personnel Committee to have the opportunity to give further consideration to the Property Management Protocol and Personnel Management Rules respectively

2. Proposed Amendments to the Constitution

Attached as appendices to this report is a tracked changed version of the Property Management Protocol (**Appendix 1**) and the Personnel Management Rules (**Appendix 2**), which the Selection and Member Services Committee recommend to the County Council for approval.

3. Recommendation

The County Council is recommended to approve the proposed changes to the Property Management Protocol and Personnel Management Rules as appended to this report.

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Property Management Protocol**INTRODUCTION**

1. This Protocol provides a framework of principles, minimum requirements, levels of authority and delegations to ensure that KCC property is managed effectively.

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OVERARCHING PRINCIPLES

2. A set of overarching principles govern the operation of this Protocol. These are:

(1) All property owned, controlled, leased, hired or occupied by KCC is held corporately (including KCC-owned schools, but not including Voluntary Aided, Foundation, Trust and Academy Schools).

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(2) The Director of Property and Infrastructure Support (in consultation with the Cabinet Member for Business Strategy, Performance and Health Reform) is responsible for ensuring that the occupation of all KCC property is in accordance with best management practice and in the interests of the Council as a whole, with the authority to direct the use, disposal or acquisition of any Council land or property.

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(3) Where there are exceptional circumstances, and subject to the prior agreement of the Director of Property and Infrastructure Support, properties may continue to be managed at the discretion of Directorates. However, this discretion is subject to the corporate responsibilities of the Director of Property and Infrastructure Support, who (in consultation with the Cabinet Member for Business Strategy, Performance and Health Reform) has the authority to intervene in any property matters to protect KCC's overall interests.

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(4) Any key or significant decision (as defined in the Constitution) affecting property will be added to the Forthcoming Decision List and discussed with the Policy & Resources Cabinet Committee before going to, Cabinet, the Cabinet Member for Business Strategy, Performance and Health Reform, the Leader or the Director of Property and Infrastructure Support for formal decision.

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(5) Resolution of disputes on property matters is through the Cabinet Member for Business Strategy, Performance and Health Reform and then, if necessary, the Leader.

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(6) Under the Executive Scheme of Officer Delegations, the Director of Property and Infrastructure Support has a number of specific delegations as set out in paragraph 33 below.

(7) All property transactions, or decisions which have an impact on property matters, should be referred to the Director of Property and

Infrastructure Support who will consult with the Cabinet Member for Business Strategy, Performance and Health Reform above the thresholds set out in paragraph 33 below and seek the comments of all interested parties, including other relevant Cabinet Members, Directorates and Local Members, before the decision is taken to proceed. All decisions must be taken in accordance with the delegations set out in this Protocol and the decision making procedures set out in the Constitution.

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(8) This Protocol is organised in sections to reflect the lifecycle of property (acquisition – management in use – disposal) with additional requirements to support specific initiatives and exceptional circumstances.

ACQUISITIONS

3. Objective: To ensure that land and property requirements are appropriately identified and appraised; and that all the acquisitions have the necessary authority and funding, including an assessment of the impact on revenue of funding from borrowing and approved capital funding. All acquisitions should be outlined in the Medium Term Financial Plan as part of the service transformation programme and capital programme.

4. All acquisitions (freehold and leasehold) must be authorised by the Director of Property and Infrastructure Support (following consultation with the Cabinet Member for Business Strategy, Performance and Health Reform or the Leader) either in accordance with the delegations set out in this Protocol, or the decision making procedures set out in the Constitution.

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Non-Highways Acquisitions

5. For all non-highways acquisitions, the relevant Directorate will provide the Director of Property and Infrastructure Support with:

- (1) A definition of the service requirement giving rise to the proposed acquisition
- (2) A full financial appraisal of options for meeting service delivery requirements (developed as appropriate with support from the Property and Infrastructure Support Group) and Bold Steps for Kent ambitions
- (3) An evaluation of the other public sectors service needs to promote efficient asset collaboration across public agencies.

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6. The Cabinet Member for Business Strategy, Performance and Health Reform:

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(1) will be consulted on all proposed acquisitions

(2) will be kept informed of their progress.

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(3) will determine if they or an officer will give approval for the acquisition.

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(4) may at any stage direct that a decision be referred to them.

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7. Where the Cabinet Member for Business Strategy, Performance and Health Reform has determined that they will take the decision on a proposed acquisition, the matter will be dealt with in accordance with the appropriate provisions of this Protocol and decision making procedures set out in the Constitution, which will include consultation with Local Members.

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8. Subject to paragraph 12 below, the use of compulsory powers for acquisitions must be agreed by both the Cabinet Member for Business Strategy, Performance and Health Reform, the Cabinet Member for Finance and Business Support and any other relevant Cabinet Members.

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Highways Acquisitions

9. The Corporate Director for Environment & Enterprise will, in the case of all highway acquisitions, seek Local Member views as part of the consultation process for highways and traffic schemes.

10. Highways scheme design and cost (including land acquisition) shall be approved by the Cabinet Member of Environment, Highways & Waste in accordance with the relevant KCC financial regulations.

11. Highways acquisitions may be made by the Director of Property and Infrastructure Support in consultation with the Cabinet Member for Business Strategy, Performance and Health Reform provided the scheme is in an approved programme with allocated funding for construction, including all compulsory purchase compensation and disturbance payments, or falls within blight policies.

12. All other highways acquisitions (i.e. land not incorporated in the highway) will be referred by the Director of Property and Infrastructure Support to the Cabinet Member for Business Strategy, Performance and Health Reform, who will determine if they or an officer will give approval for the acquisition. Once the principle of acquisition of land is agreed, any decision whether or not to use compulsory powers will be decided by the Cabinet Member for Environment, Highways & Waste (in consultation with the Cabinet Member for Business Strategy, Performance and Health Reform) in accordance with the terms of this Protocol and the decision making procedures set out in the Constitution.

MANAGEMENT & USE

13. Objective: To ensure that property is used efficiently, effectively and economically with due regard to legislative requirements, Regular asset reviews of property assets will be made in accordance with the Chartered Institute for Public Finance and Accountancy (CIPFA) and Royal Institute of Chartered Surveyors (RICS) guidelines based on asset management best practice. Assets will be identified for disposal or re-development on a regular basis.

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14. The occupation and use of property by a Directorate is subject to the authority of the Director of Property and Infrastructure Support (in consultation with the Cabinet Member for Business Strategy, Performance and Health Reform) to approve all material changes to property, including change of use, the granting or taking of interests, reversion to operational use, alterations, additions, use by partners, etc. Such changes must be reported to the Corporate Director of Finance and

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[Procurement](#) for correct accounting treatment and apportionment of charges [for CIPFA asset valuations](#).

Premises Management

15. The Director of Property [and Infrastructure Support](#) has the authority to [recommend](#) reviews of [all or part of the Council's](#) property portfolio, to determine if it is optimised in terms of its utilisation, cost and value and, within this, to challenge the retention or use of existing properties occupied by [services or partners](#).

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Building works

16. Major capital works for properties should be subject to a formal project appraisal and should be consistent with existing financial approval and procurement processes. [Procurement of any building works will need to be subject to Spending the Council's Money and delegations that have been set up. The Director of Property and Infrastructure Support is authorised to enter into property contracts up to a value of £1million where the necessary approvals are in place.](#)

Health & Safety

17. Staff [and services](#) are required to ensure that in respect of all property matters all obligations under health and safety legislation and KCC health and safety policies are followed.

DISPOSALS

18. **Objective:** To ensure that land and property surplus to operational need is either reallocated to meet alternative needs or sold in line with statutory requirements.

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19. Directorates will notify the Director of Property [and Infrastructure Support](#) of:

- (1) Any property (or part) that is:
 - (a) Vacant
 - (b) Held against a future operational need
 - (c) Not used for the principal purpose for which it is held
 - (d) Likely to be surplus to requirements (with estimated time-scale)
- (2) Any operational issues associated with such property (e.g. longer term requirements)
- (3) Any statutory/process issues relevant to its disposal (e.g. established consultation processes, reference to the Secretary of State, etc)
- (4) The recipient of the capital receipt and its intended use, as agreed with the Cabinet Member for [Finance and Business Support](#) and the [Corporate](#) Director of Finance [and Procurement](#)

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(5) Any other issues which need to be considered prior to disposal

20. The Director of Property and Infrastructure Support may identify any property (or part) that is, or could be made, surplus to operational requirements.

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21. The Director of Property and Infrastructure Support will consult with the Cabinet Member for Business Strategy, Performance and Health Reform, on all disposals and inform them of the comments of Local Members. The Cabinet Member for Business Strategy, Performance and Health Reform, will determine whether they or an officer will give approval for disposal in accordance with this Protocol and the decision making procedures set out in the Constitution.

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Treatment of Capital Receipts (Rules and Processes)

22. Capital receipts from disposals have previously been deemed to be 'Earmarked Capital Receipts' or 'General Receipts'.

(1) Earmarked Capital Receipts are proceeds from the sale of an identified (named) site (or number of sites) to be used for the funding of a specific scheme (or number of schemes where the schemes are intrinsically linked) and contained within previous Medium Term Financial Plans. With the implementation of a centralised property model and changes to the capital programme there will be no earmarking of capital receipts. All receipts will be General Receipts and they are applied to the overall capital programme, including reducing the impact of revenue and reinvestment.

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(2) Treatment of all receipts must conform with the Financial Regulations and the rules for the virement of capital as set out in the Constitution.

(3) Decisions as to the treatment of capital receipts will be taken by the Cabinet Member for Finance and Business Support or the Leader.

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Kings Hill

23. Any property matters (acquisition/disposals/leases) relating to Kings Hill will be made in accordance with the provisions of this Protocol, subject to the provisions of the Kings Hill Development Agreement (dated 19 January 1989) and subsequent variations, as and when agreed with KCC's Development Partners.

24. On any property matters relating to Kings Hill the Cabinet Member for Regeneration and Economic Development and the Director of Economic and Spatial Development will consult with:

- the Cabinet Member for Business Strategy, Performance and Health Reform
- the Cabinet Member for Finance and Business Support
- the Corporate Director of Business Strategy and Support
- the Corporate Director of Finance and Procurement
- the Director of Property and Infrastructure Support

in order for a decision to be taken by either the Director of Property and Infrastructure Support (in accordance with the delegations under this Protocol), the Cabinet Member for Business Strategy and Health Reform, or the Leader.

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Deleted: The Director of Property and Infrastructure Support and the Cabinet Member for Business Strategy, Performance and Health Reform will consult with the Cabinet Member for Regeneration and Economic Development and Executive Director of Regeneration and the Corporate Director for Business Strategy and Support.*¶

25. All decisions and duties, including attending the Partnership Board and other such meetings, relating to the joint venture partnership under the Kings Hill Development Agreement (and subsequent variations) shall be dealt with by the Cabinet Member for Regeneration and Economic Development in consultation with Cabinet Member for Environment, Highways and Waste with the advice of the Director of Economic and Spatial Development.

Deleted: All decisions relating to the acquisition, management and disposal of land or property in the sole ownership of KCC or occupied by KCC at Kings Hill shall be dealt with in accordance with this Protocol and the decision making procedures set out in the Council's Constitution by the Cabinet Member for Corporate Services and Performance Management with the advice of the Director of Property in consultation with the Cabinet Member for Regeneration and Economic Development.¶

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Enterprise Fund

26. All transactions (acquisitions/disposals/leases) undertaken through the Property Group 'Enterprise Funds' will be supported by a business case containing as a minimum:

- (1) Details of the proposal
- (2) The rationale for making the investment (against the agreed investment criteria for the Enterprise Fund, which may be varied from time to time)
- (3) Specific objectives to be met
- (4) The cost or income to KCC (revenue and capital)
- (5) The opportunities to be gained
- (6) Any return on investment including estimated revenue costs

27. All transactions coming within the Enterprise Fund balancing limit of £10m may be authorised jointly by the Director of Property and Infrastructure Support and Corporate Director of Finance and Procurement in consultation with the Cabinet Member for Business Strategy, Performance and Health Reform and the Leader (subject to the delegations contained in paragraph 32).

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28. All transactions which cause the PEF1 Enterprise Fund to exceed its balancing limit of £10m will, following consultation with the relevant Senior Manager and the Leader, be recommended by the Director of Property and Infrastructure Support and Corporate Director of Finance and Procurement for decision by the Cabinet Member for Business Strategy, Performance and Health Reform.

Urgent Decisions

29. In exceptional circumstances, where an urgent decision is required on property matters, this will be taken by the Director of Property and Infrastructure Support in accordance with the provisions of this Protocol and only after consultation with the Cabinet Member for Business Strategy, Performance and Health Reform, the Corporate Director of Finance and Procurement and the Director of Governance and Law. If the matter is outside the delegations set out in paragraph 33, below, then the matter can only be authorised by the Cabinet Member for Business Strategy,

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Performance and Health Reform or the Leader in accordance with the procedures for the taking of urgent decisions set out in the Constitution.

30. Any decisions made under the 'Urgent Decision' arrangements will be reported in accordance with the provisions of the Constitution.

Financial Regulations

31. All of the protocols set out in Financial Regulations and Schemes of Delegation must be adhered to, except where this Property Management Protocol specifically provides for alternative levels of authorisation. No transaction should be approved unless specific budgetary provision is identified, except where the purchase is approved under the authority given in Paragraph 26-28 above.

Reporting

32. The Director of Property and Infrastructure Support will prepare each month a schedule of acquisitions, letting and disposals and send this to the Information Point for publication.

Delegation to Officers

33. Subject to the consultation provisions set out in this Protocol, the Director of Property and Infrastructure Support is authorised to:

(1) determine and settle the acquisition or disposal of any land or property, or an interest in land or property, where the consideration (including any associated works) does not exceed £1m in any single transaction.

(2) determine and settle the terms of a lease (taken or granted) for any land or property, not exceeding a period of 20 years or where the consideration does not exceed £1m per annum in any single transaction.

(3) determine any wayleaves or easements

(4) determine any leases/transfers required in relation to the Academies Act 2010 and subsequent changes.

34. The Director of Property and Infrastructure Support may delegate in writing to more junior officers any of their powers delegated under this Protocol.

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33. Whilst having no Constitutional or decision-making status, the management of the Council's property will be exercised through a variety of ... [1]

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Supporting Mechanisms

33. Whilst having no Constitutional or decision-making status, the management of the Council's property will be exercised through a variety of mechanisms which amplify and support this protocol. These forums or groups have no Constitutional rights but allow different parts of the Council to provide feedback and advice on emerging property policy, key workstreams and informal updates on the capital programme. The key mechanisms and their purpose are summarised below:

Strategic Property Asset Forum chaired by the Cabinet Member for Business Strategy, Performance and Health Reform provides a forum to

Property Board chaired by the Director of Property provides a forum to

discuss and agree the strategic direction for property management and key property related initiatives. It provides a mechanism to assess whether this protocol is working in practice and to identify and resolve issues with regard to corporate and service responsibilities.

Project Advisory Group (PAG) considers capital projects and significant changes to capital projects and ensures that proper planning and processes have been followed and risk assessments undertaken in line with the

Constitution, the project appraisal handbook and associated financial procedures. It makes recommendations to the Leader for schemes to be included in KCC's capital programme.

Property

prepared in accordance with KCC's planning guidelines

identifies the main priorities of the Property

and Infrastructure Support division and other formal advisory groups

includes as an annex a schedule of properties for disposal. This provides delegated authority to proceed with disposals in line with the provisions of this protocol./or

financial allocations over the medium term. All capital schemes are subject to the appraisal and decision making processes around the Capital Programme and the Medium Term Financial Plan.

Information to the Council and Scrutiny

34.

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The Director of Property will prepare each month a schedule of property transactions dealt with by the Cabinet Member for Corporate Support Services and Performance Management or him/herself, and send this to Head of Democratic Services for publication.

35.

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Transactions proposed to be authorised by the Cabinet Member for Business Strategy, Performance and Health Reform

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Corporate Support Services and Performance Management

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are subject to the normal processes of publication

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to the Policy and Resources Cabinet Committee prior to the

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Cabinet or Cabinet Portfolio Holder taking a

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. The matter may also be called in by the Scrutiny Committee.

Note:

*All decisions and duties, including attending the Kings Hill Partnership Board and other such meetings (excluding matters relating to KCC's land which will be dealt with in accordance with this protocol), relating to the joint venture partnership under the Kings Hill development agreement (and subsequent variations) shall be dealt with by the Cabinet Member for Regeneration and Economic Development in consultation with Cabinet Member for Environment, Highways and Waste with the advice of the Executive Director for Regeneration and Economic Development.

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Appendix 2 Part 6: Personnel Management Rules

Staff Terms and Conditions

1. The Council, on the recommendation of the Leader, determines changes to the pay scales of Kent Scheme Salaries. All other matters of staff terms and conditions (other than those imposed by national agreements) are delegated to the Personnel Committee.

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Senior Managers

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2. "Senior Manager" means Corporate Directors and Directors at grade KR16 or above.

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Deleted: Chief Officers, i.e. the Head of Paid Service, statutory chief officers (Director of Children's Services, Director of Adult Services, Chief Education Officer and Chief Finance Officer), non-statutory chief officers (officers who report directly to the Head of Paid Service); and Deputy Chief Officers, i.e. officers on

3. The quorum of the Personnel Committee, or any sub-committee of that Committee, when considering any appointment or disciplinary action under rules 4-14, below, must include a member of the Cabinet as a voting member.

Appointment of Senior Managers

4. Rules 4-9 apply to the appointment of Senior Managers.

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5. For all such appointments the Corporate Director of Human Resources, or their nominee shall:

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- (a) draw up a statement specifying:
 - (i) the duties of the post; and
 - (ii) any qualifications or qualities required;
- (b) make suitable arrangements for the post to be externally advertised to bring it to the attention of suitably qualified persons (unless applicants are to be sought only from among the Council's existing staff); and
- (c) make arrangements for the statement in paragraph (a) above to be sent to any person on request.

6. In all cases either all qualified applicants or a selected short-list will be interviewed by the Personnel Committee or Member Panel (sub-committee) acting as the Appointing Body, with the Corporate Director of Human Resources (or other Senior Manager as determined by the Committee or Panel) acting as adviser to the Appointing Body. When appointing the Head of Paid Service, which is an appointment made by the County Council, the Appointing Body will report to the Council with a recommendation.

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... [1]

7. Where no suitably qualified person has applied, the post shall be re-advertised.

8. When a Senior Manager ceases to hold that post or is likely to be absent for any length of time, the Head of Paid Service, after consultation with the political group leaders, may appoint someone to act temporarily in that capacity and determine the salary to be paid. The temporary appointment shall not extend beyond six months without the approval of the Personnel Committee. Similarly, the Head of Paid Service may, after consultation with the political group leaders, appoint an interim senior manager to undertake a specific role that does not currently exist in the Establishment and determine the rate of remuneration. These appointments shall not extend beyond six months without the approval of the Personnel Committee.

9. No offer of an appointment to a Senior Manager may be made until:

(1) the Monitoring Officer has recorded the name of the person to be offered the appointment and any other particulars the Committee (or other appointing body or person) considers relevant to the appointment

(2) that information has been sent by the Monitoring Officer to the Leader and all members of the Cabinet with a date and time by which any objection to the making of the offer can be made by the Leader

(3) the Monitoring Officer has confirmed that the date and time for objection by the Leader has elapsed and either:

(i) in the case of the Head of Paid Service, the Council has confirmed the appointment after consideration of any such objection and resolving that it is not material or not well-founded; or

(ii) in all other cases, no such objection has been made or the appointing body has considered any such objection and has resolved or decided that the objection is not material or not well-founded.

10. The Chairman of the Standards Committee shall be consulted before a new or existing officer is appointed or designated as Monitoring Officer; and their views shall be presented to the Committee (or other appointing body or person).

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Disciplinary Action

11. Disciplinary action or suspension during investigation of allegations of misconduct in relation to the Head of Paid Service and other Senior Managers may only be taken as provided in the table below:

| | Suspension | Investigation | Disciplinary Action/ Dismissal/Appeal |
|-----------------------------|--|--|--|
| Head of Paid Service | Personnel Committee on advice from the <u>Corporate</u> Director of <u>Human Resources</u> and Monitoring Officer or | Designated independent person appointed by Personnel Committee Report to Personnel Committee or Council | Council |

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| | the <u>Corporate Director of Human Resources</u> , if Committee cannot be convened | | |
| Chief Finance Officer and Monitoring Officer | Personnel Committee on advice from the Head of Paid Service <u>and/or Corporate Director of Human Resources</u> or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> , if Committee cannot be convened | Designated independent person appointed by Personnel Committee Report to Personnel Committee | Personnel Committee Appeal to a panel of Members appointed by the Selection & Member Services Committee |
| Other Senior Managers (Corporate and other Directors) | Personnel Committee on advice from the Head of Paid Service <u>and/or Corporate Director of Human Resources</u> or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> , if Committee cannot be convened | Other officer or independent person appointed by the Personnel Committee or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> Report to Personnel Committee or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> | Personnel Committee or Head of Paid Service <u>and/or Corporate Director of Human Resources</u> Appeal to a panel of Members appointed by the Selection & Member Services Committee |

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12. No disciplinary action, other than suspension as provided for above, may be taken in respect of the Head of Paid Service, Chief Finance Officer or Monitoring Officer other than in accordance with a recommendation in a report made by a designated independent person under regulation 7 of the Local Authorities (Standing Orders) (England) Regulations 2001.

13. All suspended officers shall be on full pay during the investigation of the alleged misconduct, which must be completed no later than two months after the suspension takes effect (subject to any direction by the designated independent person in the case of the Head of Paid Service, Chief Finance Officer or Monitoring Officer).

14. The Chairman of the Standards Committee shall be consulted after any investigation of an allegation of misconduct by the Monitoring Officer; and his advice shall be presented to the Personnel Committee.

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Dismissal of a Chief or Senior Officer

15. No decision to dismiss the Head of Paid Service or other Senior Manager shall take effect until:

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(1) the Monitoring Officer has recorded the name of the person to be dismissed and any other particulars the Personnel Committee (or other responsible body or person) considers relevant to the dismissal

(2) that information has been sent by the Monitoring Officer to the Leader and all members of the Cabinet with a date and time by which any objection to the dismissal can be made by the Leader

(3) the Monitoring Officer has confirmed that the date and time for objection by the Leader has elapsed and either the Council (in the case of the Head of Paid Service) or the responsible body (in all other cases) has considered any such objection and has resolved or decided that the objection is not material or not well-founded.

Appeals

16. Any appeal must be lodged with the Monitoring Officer (or the Head of Paid Service in the case of an appeal by the Monitoring Officer) within 10 working days of written confirmation to the officer of the disciplinary action and must include a written statement of the grounds on which the appeal is made.

17. Subject to these rules, all disciplinary procedures, including hearings and appeals, shall be conducted as far as possible in accordance with the provisions of the Kent Scheme of Conditions of Service.

18. Appeal hearings shall not include Members involved in the decision to take disciplinary action.

Appeals against dismissal arising from redundancy, assimilation, transfer and downgrading

19. Any appeal against a decision not to 'slot' a senior manager to a post graded KR 16 or above, a redundancy, transfer or downgrading must be lodged with the Corporate Director of Human Resources within 10 working days of written confirmation to the officer of the decision and must include a written statement of the grounds on which the appeal is made.

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20. Appeals will be heard by the Personnel Committee, or a sub committee (Panel) of that Committee. As far as is practical, such hearings will be arranged within 10 working days of an appeal being lodged. If the Appeal is heard by a Panel of members then the quorum of such meeting shall include a Cabinet Member.

Other Officers

21. Members may not take part in the appointment of any other officers (except assistants for political groups) nor in any disciplinary or dismissal action, except as provided for above.

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Delegations to Officers

22. Officers at the level stated and above are empowered to take the decisions about staff set out in the Kent Scheme of Conditions of Service.

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| Post | Appointing Body | Adviser |
|----------------------|--|--|
| Head of Paid Service | Personnel Committee to interview and report to Council with recommendation | As determined by the Committee |
| Senior Manager | Personnel Committee or Member Panel (Sub-Committee) | Head of Paid Service and/or Senior Manager |

The Personnel Committee may vary these arrangements, except those relating to the Head of Paid Service.

(2) Managers are also authorised to make other day to day operational decisions on the management of their staff in accordance with the relevant procedures and conditions of employment. A list of these authorisations is held by the Director of Personnel & Development, and may be altered by the Head of Paid Service.

| Topic | Decision | Minimum Level of Decision |
|---|---|--|
| Recruitment and Appointment | Agree the recruitment and appointment of staff graded on Kent Scale 10 and above who are not covered by either the Personnel Committee or the County Council. | Head of Service/Support Unit |
| Assistance with Employee Relocation Costs | Application of the internal relocation scheme. Application of the enhanced relocation management scheme. Updating of the relocation allowances. | Head of Service/Support Unit Director of Personnel & Development Director of Personnel & Development |
| Application of Mortgage and Rent Subsidy Schemes | Application of Mortgage Subsidy and Rent Subsidy Schemes. | Head of Service/Support Unit |
| Acting-up Arrangements | Agree acting up arrangement and determine appropriate payment where an employee is required to undertake the duties of a higher graded post on a temporary basis. | Head of Service/Support Unit to agree and review annually or earlier should the need arise |
| Extending service beyond the age of 65 years, and the | Approval to extend the service of an employee beyond the normal | Senior Manager |

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| employment of pensioners | retirement age of 65 and the employment of pensioners, subject the guidelines set out in the Procedures and Conditions of Employment manual, the LGPS regulations and insurance provisions. | |
| Termination of Employment | Termination of employment on redundancy, early retirement, incapability and disciplinary grounds in accordance with KCC's Employment Stability and Early Retirement Policies, and the Incapability and Disciplinary Procedures. | <p>Decisions on redundancies and early retirements for Senior Managers to be taken by the Head of Paid Service following consultation with the political group leaders and the Chief Finance Officer</p> <p>All other redundancies and early retirements (other than ill health) to be jointly agreed by the Director of Personnel & Development and Senior Manager. Plus details of all early retirements to be published on a six monthly basis for Members</p> <p>All other terminations of employment to be agreed by Senior Manager</p> |
| Use of Ex-Employees as Consultants | Approval to use ex-employees as consultants on a "contract for service" basis with reference to the Code of Practice on Tendering and Contracts. | Senior Manager |
| Withholding of Redundancy Payment | Agreement to the withholding of a redundancy payment to an employee who unreasonably refuses suitable alternative employment. | Jointly agreed by Senior Manager and Director of Personnel & Development |
| Early Retirements on Efficiency, Redundancy and Voluntary Grounds | <p>Awarding of augmented service for early retirement under the LGPS Regulations 1997 in accordance with KCC's Early Retirement Policy.</p> <p>In wholly exceptional</p> | <p>Jointly agreed by Senior Manager and Director of Personnel & Development</p> |

| | | |
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| | <p>circumstances, varying KCC's Early Retirement Policy in respect of awarding augmented service within the LGPS regulations.</p> <p>Waiving of an actuarial reduction for voluntary early retirements agreed on compassionate grounds where the 85-year rule is not met.</p> | and the Pensions Manager, following consultation with the relevant Cabinet Member and Chief Finance Officer |
| Payment of Gratuities | Agree to the payment of a gratuity on the retirement of an employee who has a minimum of 5 years continuous service and who was not eligible to join the Pension Scheme for part of that service. | Senior Manager |
| Employer Discretions under the Local Government Pension Scheme Regulations 1997 | Exercise of employer discretions under the Local Government Pension Scheme Regulations 1997 in accordance with KCC's policy statement. | Jointly agreed by Senior Manager, Director of Personnel & Development, Pensions Manager, following consultation with the relevant Cabinet Member and Chief Finance Officer |
| Changes to NJC Pay and Conditions | Agree the implementation of NJC pay awards and changes to conditions of service in accordance with NJC agreements. | Director of Personnel & Development |
| Advances of Salary | Agree payment of an advance of salary. | Senior Manager |
| Dealing with salaries and pay progression outside of the normal procedures | In exceptional circumstances agree to pay an employee on a spot salary or on a salary above the evaluated grade for the post. | Senior Manager |
| Payment of outstanding salary to a named individual in the event of death in service of an employee | Payment of the outstanding salary of an employee who has died in service to an individual where the next of kin is not immediately obvious. | Head of Service/Support Unit |
| Extension of Sick Pay | Agree conversion of any period of sick pay entitlement from half to full pay. | Senior Manager |

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| | Agree extension of sick pay beyond the aggregate of full and half pay. | Director of Personnel & Development, on recommendation of Senior Manager |
| Recovery of Sick Pay | Agree recovery of sick pay where employees have been off sick due to their own misconduct. | Director of Personnel & Development, in conjunction with Chief Finance Officer |
| Payment of Merit Awards to Kent Scheme Staff | Approval to pay merit awards to Kent Scheme staff which do not total more than 10% of an employee's gross annual salary in any one financial year. | Head of Service/Support Unit |
| Payment of Honoraria to NJC Staff | Approval to pay honoraria to NJC staff to maximum of £500 or 10% of salary, whichever is the greater, in any one financial year. | Head of Service/Support Unit |
| Payment of enhanced overtime during emergency procedures | Approve enhanced overtime payments to staff on grades F to I where "emergency procedures" have been invoked. | Senior Manager |
| Payment of overtime outside of the normal arrangements | Exceptionally approve overtime rates which are different to those set out in the Procedures and Conditions of Employment manual. | Senior Manager |
| Payment of and Revisions to Plus or Excess Rates | Approve the payment of and revisions to plus rates or excess rates to staff employed on NJC conditions. | Senior Manager |
| Standby Allowances | Approve updating of Standby allowance rates under the NJC and Kent Schemes. | Director of Personnel & Development |
| Sleeping-in Duty, Special Needs (for Nursery Staff) and Laboratory Technicians Allowances, Homeworking allowances and Food Charges | Approve updating of Sleeping –in Duty Allowances, Special Needs Allowances for Nursery Staff, Laboratory Technicians Allowances and Food Charges. | Director of Personnel & Development |
| Annual Leave Buy-out | Agree, for exceptional reasons, to buy-out an | Head of Service/Support Unit |

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| | employee's annual leave to a maximum of 5 days in any one leave year. | |
| Leave for Extraneous Duties, e.g. JPs, Local Authority Members, School Governors | Grant an employee up to 18 days paid leave per year for undertaking extraneous duties. | Head of Service/Support Unit |
| Special Leave for Trade Union Conferences | Approval for representatives nominated by a recognised Trade Union to be granted up to 5 days paid leave to attend annual/biennial conferences | Head of Service/Support Unit |
| Special Leave for Retained Fire Fighters | Approval for retained fire fighters to be granted up to 2 weeks additional paid leave to attend recognised courses concerning their fire service duties. | Head of Service/Support Unit |
| Special Leave for Election Duties | Grant paid leave to employees acting as Presiding Officers and Poll Clerks at Parliamentary, European Parliament, County Council or County District Council elections. | Head of Service/Support Unit |
| Special Leave for Service in Non-Regular Forces | Grant volunteer members of the non-regular forces up to two weeks additional paid leave per year to attend camp. | Head of Service/Support Unit |
| Participation in the Reserve Armed Forces | Where appropriate grant approval for an employee to enter an agreement to become a reservist in the regular reserve forces or the volunteer reserves as appropriate. | Head of Service/Support Unit |
| Special Leave for Parliamentary Candidates | Grant special leave – 3 weeks with pay, 1 week without – to employees holding non-politically restricted posts who are adopted as candidates at a Parliamentary or European Parliament election. | Senior Manager |
| Paid time off to pursue personal legal action against another | Exceptionally grant paid time off to an employee to pursue personal legal action against | Senior Manager |

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| individual or organisation | another individual or organisation. | |
| Compassionate Leave beyond normal provisions | In exceptional circumstances grant paid compassionate leave beyond the normal provisions of 10 days in any one leave year. | Senior Manager |
| Unpaid Leave | Approval for employees to be granted up to and including 10 days unpaid leave. Approvals for employees to be granted between 11 days and 6 months unpaid leave. | Head of Service/Support Unit Senior Manager |
| Concessionary Leave | Approval in exceptional circumstances of an additional paid concessionary day's leave. | Head of Paid Service (in consultation with Chairman of Personnel Committee) |
| Reimbursement for Meals | Exceptionally agree the reimbursement of reasonable and actual expenditure on a meal. | Head of Service/Support Unit |
| Reimbursement of Hotel Expenses | Exceptionally agree the reimbursement of reasonable and actual hotel expenses incurred. | Head of Service/Support Unit |
| Travelling Allowances | Allocation of car user status (casual, essential, lease) in accordance with established procedures to posts where use of a motor vehicle is required in order to perform the duties. Exceptionally grant essential car user status on criteria other than that set out in the Procedures and Conditions of Employment manual. Updating of travelling allowances and charges for county owned cars. | Head of Service/Support Unit Head of Service/Support Unit Director of Personnel & Development |
| Travel to and from Joint Consultative Committees by employee representatives | Approval for an employee representative to use his own car and be paid a travelling allowance when travelling to and from Joint | Head of Service/Support Unit |

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| | Consultative Committees. | |
| Use of First Class Travel | In exceptional circumstances approve the use of first class travel. | Head of Service/Support Unit |
| Payment of Travelling Expenses at work | In exception circumstances agree the payment of travelling expenses to and from work. | Head of Service/Support Unit |
| Career Breaks | Agree applications for career breaks. | Head of Service/Support Unit |
| Car Loans | Setting the maximum amount that can be granted for a car loan. Setting the rate of interest for car loans. | Chief Finance Officer |
| Benchmark Lease Car | Setting the benchmark car for the lease car scheme. | Director of Personnel & Development |
| Secondments | Agree secondments outside of KCC. Agree secondments within KCC. | Head of Paid Service or Senior Managers Head of Service/Support Unit |

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From: Alex King, Deputy Leader and Cabinet Member for Democracy and Partnerships
Geoff Wild, Director of Governance and Law

To: County Council – 13 December 2012

Subject: Dissolution of the East Kent Joint Scrutiny Committee

Classification: Unrestricted

Summary: This report provides information on the history, remit and recent developments relating to the East Kent Joint Arrangements Committee (EKJAC) which impact upon the East Kent Joint Scrutiny Committee (EKJSC) and suggests the dissolution of the EKJSC as a consequence.

Recommendations: Members of the County Council are asked to formally dissolve the East Kent Joint Scrutiny Committee, detailed recommendations at paragraph 6.

1. Introduction

- 1.1 The East Kent Joint Arrangements Committee (EKJAC) and East Kent Joint Scrutiny Committee (EKJSC) were formed in June 2008 as part of a plan to develop shared working across East Kent with the participation of the four district councils and the county council.
- 1.2 The arrangements envisaged that EKJAC would have a strategic role in overseeing the development of ideas and then a management and monitoring role as services became shared. EKJAC has overseen a significant programme of projects, including proposals for sharing revenues and benefits, information technology, customer contact centres, housing management, human resources and waste.
- 1.3 It was necessary on establishing EKJAC to agree a method by which the decisions and actions it made could be monitored, reviewed and scrutinised. This solution was the formation of the EKJSC.
- 1.4 The EKJSC would have non-executive functions of Kent County Council discharged to it and therefore was established by a resolution of the County Council and must be dissolved in the same manner should the Members agree.
- 1.5 In May 2010, a review of the arrangements that had brought about the establishment of both EKJAC and EKJSC was carried out in an attempt to progress the shared work agenda, and put forward recommendations to that end.
- 1.6 However, considerable difficulties have been experienced by EKJAC in fully implementing the recommendations within the 2010 report. In particular, this difficulty has centred on the ability of members of EKJAC to participate in the governance of shared services of which they are not a part. There has continued to exist some reluctance for member authorities who are not engaged

in a particular shared service to have an involvement in its governance. This slowing of progress has been of particular concern to the EKJSC.

- 1.7 As a result of these difficulties, and the stagnation of the partnership work taking place within these parameters, a further report was commissioned, which EKJAC considered at its meeting on 20 June 2012. This report reviewed the suitability of the formal joint committee arrangements to progress the work to date, the need for the committees, and the possible options for its work in the future. The EKJSC also considered the report on 11 July 2012.

2. The need for EKJAC and EKJSC

- 2.1 Over time the relationships between the participating authorities have changed and now the East Kent services for which governance is provided by EKJAC only has three of the five EKJAC members taking part (Canterbury, Dover and Thanet).
- 2.2 Further to this, the strategic oversight that EKJAC is capable of providing for waste issues in the County is not currently live and would not realistically be necessary for some time, possibly 2017.
- 2.3 EKJAC and EKJSC considered these factors alongside others and in particular whether the vision on which the committees had been founded was still relevant to the work of the authorities involved.
- 2.3 Furthermore, the EKJSC was created in order to scrutinise the EKJAC and has done its most valuable work when the proposals for shared services were being fashioned.
- 2.4 It was agreed by EKJAC that it be dissolved in favour of new ways of partnership working. This decision has been taken to each of the member District Councils who have all taken the advice of the committee and chosen to dissolve it.
- 2.5 At Kent County Council the decision to dissolve EKJAC is underway and the Policy and Resources Cabinet Committee have considered and endorsed the proposed Cabinet Member decision. When the County Council meets the decision will have been formally taken by the Deputy Leader.
- 2.6 Without EKJAC in place, EKJSC becomes obsolete. Scrutiny can easily and effectively be performed at the point where services are delivered.
- 2.7 It is important to emphasise that the proposed actions in relation to the dissolution of EKJAC and EKJSC relate to the formal committee arrangements only. The discussions between all East Kent Chief Executives and County Representatives at the East Kent Forum, the East Kent Leaders and Chief Executives meetings, the East Kent Regeneration Board and discussions on any potential East Kent district arrangement would be entirely undisturbed.

3. Conclusions

- 3.1 Having considered the points above on 20 June 2012, EKJAC resolved that the vision under which EKJAC was originally founded had changed to the point that the Committee was no longer the right vehicle to deliver governance and it was agreed that the Joint Committee should be dissolved.
- 3.2 EKJSC considered the report and the decision of the EKJAC at its meeting on 11 July 2012 and concluded that the reasoning of EKJAC was sound and that there was no longer a justifiable need for the EKJSC should the EKJAC cease to exist.
- 3.2 Each authority must take decisions locally to dissolve the Joint Committees formally and these decisions must be taken by the body that originally conferred the powers. The District Councils have already taken these steps.
- 3.3 Having been established through formal decision making procedures and having both executive and non-executive powers delegated to it via Cabinet and Council, a Cabinet Member decision will have been taken by the time the County Council meets to dissolve the EKJAC and a resolution of full Council is needed to dissolve the EKJSC.

4. Financial Implications

None.

5. Bold Steps for Kent and Policy Framework

The monitoring, review and improvement of partnerships is crucial to the success of District and County relations and other partnerships. "Partnership working should not exist for its own sake but must provide value and improved outcomes for the residents of Kent" (Bold Steps for Kent). This review, dissolution and eventual replacement with other methods will ensure that that is the case.

6. Recommendations

County Council is asked to agree that the East Kent Joint Scrutiny Committee be dissolved with immediate effect

7. Background Documents

None

8. Contact details

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KENT COUNTY COUNCIL

PLANNING APPLICATIONS COMMITTEE

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 6 November 2012.

PRESENT: Mr J A Davies (Chairman), Mr C P Smith (Vice-Chairman), Mr R E Brookbank, Mr A R Chell, Mr I S Chittenden, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr P J Homewood, Mr J D Kirby, Mr J F London, Mr S C Manion, Mr R F Manning, Mr R J Parry, Mrs P A V Stockell, Mrs E M Tweed and Mr A T Willicombe

ALSO PRESENT: Mr J N Wedgbury

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr J Crossley (Team Leader - County Council Development), Ms A H Hopkins (Principal Planning Officer - Enterprise and Environment), Mr J Wooldridge (Team Leader - Mineral Developments), Mr J Moat (Planning Officer), Mr R White (Development Planning Manager) and Mr A Tait (Democratic Services Officer)

UNRESTRICTED ITEMS

59. Membership (Item 2)

The Committee noted the appointment of Mr I S Chittenden.

60. Minutes - 9 October 2012 (Item A4)

RESOLVED that the Minutes of the meeting held on 9 October 2012 are correctly recorded and that they be signed by the Chairman.

61. Application TM/12/983 (KCC/TM/0075/2012) - Aggregate Recycling Facility and Concrete Batching Plant, together with amendments to the currently approved quarry restoration plans at Ham Hill Quarry, Snodland; Tarmac Ltd (Item C1)

(1) Mr C P Smith informed the Committee that he was a Member of Tonbridge and Malling Borough Council. He had not considered the application in that capacity and was able to approach its determination with a fresh mind.

(2) Mr R Woolley from Jacobs, the County Council's Noise, Dust and Odour Consultant was present for this item to explain his professional views and to answer Members' questions, particularly in respect of Noise.

(3) The Head of Planning Applications Group reported that Tonbridge and Malling Borough Council had maintained its objection to the application and had also recommended that if permission were granted all operational and storage facilities should be maintained in the south east corner of the site.

(4) Mr M Balfour addressed the Committee in his capacity as a local Borough Councillor from the neighbouring ward of Birling and also on behalf of the Local Member, Mrs S V Hohler who was unable to attend the meeting. He spoke in opposition to the application, as did Mr D Chiddention, a local resident. Mr S Chaffe from Matthews and Son spoke in reply on behalf of the applicants.

(5) The Head of Planning Applications Group reported the views of Mrs S V Hohler, the Local Member in opposition to the application.

(6) Mrs P A V Stockell moved, seconded by Mrs E M Tweed that night time working at the site should be for a trial period of two years.

Carried by 9 votes to 6 with 1 abstention

(7) The Head of Planning Applications Group assured the Committee that the proposed noise monitoring would enable the effects of night-time working and the need or otherwise for additional acoustic attenuation to be assessed. It would also provide a basis for considering any future proposed extension to the 2-year temporary night-time working period.

(8) On being put to the vote, the recommendations of the Head of Planning Applications Group were carried (as amended) with no opposition.

(9) RESOLVED that:-

- (a) permission be granted to the application subject conditions, including conditions covering a 5 year implementation period; the development being carried out in accordance with the permitted details; a limit of 100,000 tonnes per annum being stored and processed within the aggregate recycling facility; a limit of 30,000 cubic metres of concrete production per annum associated with the concrete batching plant; details/specification of the acoustic fence being submitted for approval; erection of the acoustic fence prior to the commencement of development and its maintenance in perpetuity for the life of the permitted operations; ecological mitigation being implemented (as detailed in the application) when constructing the acoustic fence; day-time noise from site operations being limited to 55 dB LAeq, 1 hr; night-time working being permitted for a trial period of two years with night-time noise from site operations being limited to 50 dB LAm_{ax}; all vehicles on site using broadband reversing alarms during night-time periods; no audible tano/PA system being used during night-time periods; a scheme of noise monitoring; the hours of working for processing and sale of materials associated with the aggregate recycling facility being 08:00 to 18:00 hours on Mondays to Fridays, 08:00 to 13:00 hours on Saturdays, and no operations (except for essential maintenance and then only between 08:00 to 18:00 hours) taking place on Sundays and Bank Holidays; the hours of working of the concrete batching plant being 07:00 to 18:00 hours on Mondays to Fridays, 07:00 to 13:00 hours on Saturdays, and no operations (except for essential maintenance and then only between 08:00 and 18:00 hours) taking place on Sundays and Bank Holidays; the removal of the remaining indigenous sand reserves and restoration being completed

within 18 months from the implementation of the development (in accordance with the revised restoration scheme); the height of material stockpiles being restricted to no more than 6m above the quarry floor and no vehicles, machinery, plant or equipment being operated on top of the stockpiles; the retention, maintenance and management of the restored landscape areas for the life of the development; a formal 5 year aftercare period for the restored landscaped areas; dust mitigation measures; measures to control mud and debris being tracked out of the site; details of any site lighting being submitted for approval; and details of the concrete batching plant being submitted for approval;

- (b) the applicants be advised, by Informative that a Site Liaison Committee should be established in accordance with the general terms which the applicant has proposed; and
- (c) the applicants be requested to re-paint Public Right of Way MR75A crossing markings immediately outside their site as soon as they are reasonably able to do so (in consultation with the landowner as necessary).

62. Application AS/12/518 (KCC/AS/0095/2012) Scrap metal storage and processing facility, including End of Life Vehicle facility at Eclipse Business Park, Cobbs Wood Industrial Estate, Ashford; European Metal Recycling Ltd
(Item C2)

- (1) Mrs E M Tweed addressed the Committee as the Local Member. She took no further part in the decision making process for this application.
- (2) Mr J N Wedgbury was present for this item pursuant to Committee Procedure Rule 2.27 and spoke. He informed the Committee that he was the Vice-Chairman of Ashford Borough Council's Planning Committee but was speaking on this occasion in his capacity as a Local Member from the adjoining ward.
- (3) The Committee agreed that if permission were granted, there would be no deliveries before 7.00 am.
- (4) On being put to the vote, there were 6 votes for and 6 votes against the amended recommendations of the Head of Planning Applications Group.
- (5) Pursuant to Committee Procedure Rule 2.26 (2), the Chairman immediately declared that he was using his casting vote in favour of the recommendations as amended.
- (6) RESOLVED that permission be granted to the application subject to conditions, including conditions covering a 5 year implementation period; the development being carried out in accordance with the permitted details; a maximum throughput of 60,000 tonnes of ferrous and 10,000 tonnes of non-ferrous metals per year; details/specification of external materials of site fencing (including details of the front false building façade) being submitted for prior approval; the erection of all site fencing prior to the commencement of

any operations and the maintenance of this fencing in a good state of repair for the perpetuity of the development; tree protection measures during the construction of the development; details of the landscaping scheme (including new tree and shrub planting) being submitted for approval prior to the commencement of any operations (landscape planting being undertaken thereafter within the first planting season following the first operation of the site and being maintained for a period of not less than 5 years); the hours of operation being 07:00 to 18:00 hours on Mondays to Fridays and 07:00 to 13:00 hours on Saturdays with no working on Saturday afternoon, Sundays, Bank and Public Holidays and no vehicle deliveries taking place before 07:00 hours on any day); the hours of construction being 07:00 to 18:00 hours on Mondays to Fridays and 07:00 to 13:00 hours on Saturdays with no working on Saturday afternoon, Sundays, Bank and Public Holidays; the height of material stockpiles and skip storage being restricted to no more than 6m above ground level, and plant and machinery being operated from ground level rather than from stockpiles; details of a remediation strategy to deal with risks associated with contamination being submitted for prior approval; no piling or foundation designs using penetrative methods taking place other than with the prior approval of the Waste Planning Authority; the maximum number of operational vehicle movements associated with the metal recycling facility being limited to 200 per day (200 in / 200 out); provision being made within the site for construction vehicles parking, loading, off-loading and manoeuvring space during construction activities; details of on-site parking and turning space for personnel/operatives/visitors being submitted for prior approval; details of surface water drainage to be submitted for prior approval; measures to prevent mud and debris being deposited on the highway; a requirement to provide 3 cycle spaces within the site prior to first operations; new access being provided in accordance with the details submitted prior to the first use of the development and being maintained in perpetuity thereafter for the life of the development; a restriction on the rating noise level emanating from the facility on nearby noise sensitive residential properties when assessed in accordance with BS:4142 to no more than the existing background noise level; details of a lighting scheme being submitted for prior approval; and materials being stored and handled in those areas proposed.

63. Application DO/12/664 (KCC/DO/0292/2012) - Section 73 application to vary Condition 9 of Permission DO/03/477 for the variation of hours of operation to allow vehicle movements related to Local Authority waste collection services on Bank and Public Holidays at Richborough Hall, Ramsgate Road, Richborough, Sandwich: Thanet Waste Services
(Item C3)

- (1) Mr W A Hayton and Mr J D Kirby informed the Committee that they were both Members of Thanet District Council. Mr S C Manion informed the Committee that he was a Member of Dover District Council. None of them had considered the application in their District Council capacities, and they were all able to approach its determination with a fresh mind.
- (2) RESOLVED that permission be granted for the variation of Condition 9 of Permission DO/03/477 as set out in paragraph 11 of the report, and that a condition covering the maintenance of the reptile habitat be added to the

Permission.

64. Proposal MA/12/1272 (KCC/MA/0199/2012) - New teaching block and associated car parking and multi use games areas at St Augustine's Academy, Oakwood Park, Maidstone; KCC Property and Infrastructure
(Item D1)

(1) Mr I S Chittenden and Mrs P A V Stockell informed the Committee that they were Members of Maidstone Borough Council. Neither of them had considered the proposal in that capacity and they were both able to approach its determination with a fresh mind.

(2) Mr D Brown, a local resident addressed the Committee in opposition to the proposal. Ms K Lidington from DHA Planning spoke in reply on behalf of the applicants.

(3) The Committee agreed by 9 votes to 4 that the hours of use of the multi-use games areas (MUGA) would be limited to 0800 to 2100 on Mondays to Saturdays and 0800 to 1800 on Sundays and Bank Holidays.

(2) RESOLVED that permission be granted to the proposal subject to conditions, including conditions covering the standard 5 year time limit; the development being carried out in accordance with the permitted details; the submission of details of all materials to be used externally; a scheme of landscaping, including hard surfacing, its implementation and maintenance; measures to protect those trees to be retained; no tree removal taking place during the bird breeding season; the development according with the recommendations of the ecology survey; a programme of archaeological works; "Secured by Design" principles being achieved; a BREEAM rating of 'Very Good' being achieved; a revised School Travel Plan, including a regularly monitored action plan for reducing car-borne trips to school by sixth formers; a community use agreement relating to the multi-use games areas (MUGAs), including hours of use being limited to 0800 to 2100 on Mondays to Saturdays and 0800 to 1800 on Sundays and Bank Holidays; details of foul and surface water drainage; a 2 metre high noise barrier being provided prior to first use of the MUGAs; baffles or louvres being fitted to the floodlights or lanterns to reduce the impact if required; hours of working during construction and demolition being restricted to between 0800 and 1800 on Mondays to Fridays and between the hours of 0900 and 1300 on Saturdays, with no operations on Sundays and Bank Holidays; a construction management plan, including access, parking and circulation within the site for contractors and other vehicles related to construction and demolition operations; measures to prevent mud and debris being taken onto the public highway; and measures to prevent dust nuisance during the demolition phase.

65. Proposal SE/12/243 (KCC/SE/0243/2012) - Two-storey extension, single-storey toilet block, and extension to existing canopy at Fordcombe CEP School, The Green, Fordcombe, Tunbridge Wells; Governors of Fordcombe CEP School
(Item D2)

- (1) Mr R E Brookbank informed the Committee that he was a Member of Sevenoaks District Council. He had not considered the proposal in that capacity and was able to approach its determination with a fresh mind.
- (2) The Committee noted the views of Mr P W A Lake, the Local Member in support of the proposal.
- (3) RESOLVED that permission be granted to the proposal subject to conditions, including conditions covering the 5 year standard time limit; the development being completed in accordance with approved plans; the prior approval of external materials; and tree protection.

66. Proposal SE/12/2144 (KCC/SE/0255/2012) - Construction of a car park within a woodland area at St Lawrence Primary School, Church Road, Seal; Governors of St Lawrence Primary School
(Item D3)

- (1) The Committee noted the views of Mr N J D Chard, the Local Member in support of the proposal.
- (2) The Head of Planning Applications Group informed the Committee of the views of Kent Highways Services on the revised layout. They had advised that a 21m vision splays would be required to the north. The Committee agreed to strengthen the appropriate condition accordingly.
- (3) RESOLVED that:-
 - (a) permission be granted to the proposal subject to conditions, including conditions covering the development being implemented within 5 years; the development being carried out in accordance with the permitted details; tree protection measures for those mature trees to be retained; the delivery and ongoing maintenance of the landscape scheme; the implementation of biodiversity enhancement measures; measures to prevent mud and other debris being deposited on the public highway during construction; and the continued maintenance of the vision splays, including the 21m to the north as recommended by Kent Highways Services; and
 - (b) the applicant be notified by Informative of advice on what action should be taken if protected species are found during development.

67. Matters dealt with under delegated powers
(Item E1)

RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-

- (a) County matter applications;

- (b) consultations on applications submitted by District Councils or Government Departments (None);
- (c) County Council developments;
- (d) Screening opinions under the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (None);
- (e) Scoping opinions under the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (None).

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SUPERANNUATION FUND COMMITTEE

MINUTES of a meeting of the Superannuation Fund Committee held in the Medway Room, Sessions House, County Hall, Maidstone on Friday, 31 August 2012.

PRESENT: Mr J E Scholes (Chairman), Mr D Buss (Substitute for Mr S Richards), Mr D C Carr, Mr P Clokie, Mr D S Daley, Mr J A Davies, Ms J De Rochefort, Ms A Dickenson, Mr N Eden Green, Mr R A Marsh, Mr R J Parry and Mr M V Snelling.

ALSO PRESENT: Miss S Carey

IN ATTENDANCE: Mr N Vickers (Head of Financial Services), Ms A Mings (Treasury & Investments Manager), Ms S Surana (Senior Accountant - Investments), Mr S Tagg (Deputy Pensions Manager) and Mr P D Wickenden (Democratic Services Transition Manager).

UNRESTRICTED ITEMS

35. Minutes of the meeting held on 29 June 2012

(Item A3)

RESOLVED that the minutes relating to unrestricted items of the meeting held on 29 June 2012 are correctly recorded and they be signed by the Chairman.

36. Mr Geoff Rudd

(Item)

The Committee placed on record its thanks and appreciation to Mr Rudd for his contribution to the Committee who was retiring from the County Council after 44 years loyal service.

EXEMPT ITEMS (Open Access to Minutes)

(The Committee resolved that, under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act)

37. Minutes

(Item C1)

RESOLVED that the minutes of the meeting held on 29 June 2012 relating to exempt items are correctly recorded and they be signed by the Chairman.

38. Schroders (oral item)

(Item C2)

(Mr G Day, Client Director, Ms S Nofke UK Equity Fund Manager and Mr G Isacc, Bond Portfolio Manager)

1. Mr G day, Ms S Nofke and Mr G Isacc gave an oral update on the mandates for the Kent County Council Superannuation Fund and responded to questions of detail from Members.
2. RESOLVED that the information given in the update and in response to questions be noted.

39. Fund Structure *(Item C3)*

The Committee agreed a number of issues relating to the Fund Structure.

40. Superannuation Fund Report & Accounts and External Audit *(Item D1)*

(Alison Mings, Treasury and Investments Manager, was in attendance for this item)

RESOLVED that:-

- a) the content of the draft Report and Accounts of the Superannuation Fund for 2011/12 be circulated to the Committee for further comment once it has been typeset prior to them being published; and
- b) the external auditor's Annual Governance report and the position with regard to the Governance and Audit Committee be noted.

41. Fund Position Statement *(Item D2)*

(Sangeeta Surana, Senior Accountant (Investments), was in attendance for this item)

RESOLVED that the Fund Position Statement Report be noted.

42. Comparative Investment Returns *(Item D3)*

1. The Head of Financial Services introduced the report and responded to comments and questions from Members, on the further information which the Committee had requested on comparative investment returns of local authority funds.
2. RESOLVED that the comparative investment returns be noted.

43. Pensions Risk Register *(Item D4)*

1. The Head of Financial Services submitted a report informing the Committee that the Pensions Risk Register had been updated and was before the Committee to agree. The report drew to the Committee's attention specifically those risks which had been identified as 'high risk' categories.

2. RESOLVED that the updated Risk Register be agreed.

44. Application for Admission to the Fund

(Item D5)

(Mr S Tagg, Treasury and Investments, was in attendance for this item)

RESOLVED that:-

- a) the admission to the Kent County Council Pension Fund of the successful bidder from the Mid Kent Joint Waste matter be agreed;
- b) a Bond may be entered into with Commercial Services Kent Ltd be agreed;
- c) the withdrawal of Avenues Trust Community Support Services be noted;
- d) the cost of obtaining the 2012 FRS17 reports should be recovered from academies; and
- e) once legal agreements have been prepared for the matters referred to in (a) to (c) above, the Kent County Council Seal can be affixed to the legal documents.

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SUPERANNUATION FUND COMMITTEE

MINUTES of a meeting of the Superannuation Fund Committee held in the Medway Room, Sessions House, County Hall, Maidstone on Friday, 16 November 2012.

PRESENT: Mr J E Scholes (Chairman), Cllr J Burden, Mr D C Carr, Mr P Clokie, Mr D S Daley, Ms J De Rochefort, Ms A Dickenson, Mr N Eden Green, Mr P J Homewood (Substitute for Mr R A Marsh), Mr M J Jarvis, Mr J F London, Mr R J Parry, Mr S Richards, Mr R Tolputt (Substitute for Mr J A Davies) and Mrs M Wiggins.

ALSO PRESENT: Miss S Carey

IN ATTENDANCE: Mr A Wood (Corporate Director Finance & Procurement), Mr N Vickers (Head of Financial Services), Ms A Mings (Treasury & Investments Manager), Ms S Surana (Senior Accountant - Investments), Mr S Tagg (Deputy Pensions Manager) and Mr P D Wickenden (Democratic Services Transition Manager).

UNRESTRICTED ITEMS

46. Mr Michael Snelling

The Committee bowed their heads and sat in silence as a mark of respect for the late Mike Snelling who had passed away suddenly since the last meeting of the Committee following a short illness. The Committee acknowledged the significant contribution Mike had made to the Committee.

47. Minutes of the meeting held on 31 August 2012

(Item A3)

RESOLVED that the minutes relating to the unrestricted items of the meeting held on 31 August 2012 are correctly recorded and that they be signed by the Chairman.

EXEMPT ITEMS (Open Access to Minutes)

(The Committee resolved that, under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act)

48. Exempt Minutes of the meeting held on 31 August 2012

(Item C1)

RESOLVED that the minutes of the meeting held on 31 August 2012 relating to exempt items are correctly recorded and that they be signed by the Chairman.

49. Baillie Gifford

(Item C2 - Mrs L Dewar was in attendance for this item)

Mrs Dewar gave an oral update on the mandates for the Kent County Council Superannuation Fund and responded to the questions of detail from Members.

RESOLVED that the information given in the update and in response to questions be noted.

50. Bond Review

(Item C3 - Mr A Elliott, Hymans Robertson, was in attendance for this item)

The Committee agreed the proposed changes to the Bond mandates.

51. Fund Structure

(Item C4)

The Committee agreed a number of issues relating to the Fund Structure.

52. Superannuation Fund Report & Accounts and External Audit

(Item D1 - Alison Mings, Treasury and Investments Manager, was in attendance for this item)

RESOLVED that: the Annual Report and Accounts for 2011/12 be published.

53. Fund Position Statement

(Item D2 - Sangeeta Surana, Senior Accountant (Investments), was in attendance for this item)

RESOLVED that the Fund Position Statement Report be noted.

54. Application for Admission to the Fund

(Item D3 - Steve Tagg, Deputy Pensions Manager was in attendance for this item)

RESOLVED that:-

- (a) Principal Catering Consultants in respect of Meadowfields Special School be admitted to the Kent County Council Pension Fund;
- (b) The successful bidder from the Canterbury City Council grounds maintenance contract be admitted to the Fund;
- (c) That a termination agreement be entered into for Orbit South Housing based on the Closed Fund Approach;
- (d) That a Deed of Modification can be entered into for Project Status;
- (e) Agree that a Deed of Modification can be entered into for Connexions and Partnership Kent and Medway;
- (f) Agree that a deed of Modification can be entered into for the Caldecott Community; and

- (g) Agree that once legal agreements have been prepared for the above matters the Kent County Council seal can be affixed to the legal documents.

55. Local Government Pension Scheme

(Item D4)

- (1) In May a Joint statement was made by the Local Government Association and trade unions setting out the new basis of the Local Government Pension Scheme and this was reported to the Committee in June.
- (2) It was expected that the first draft regulations would be published in September but as yet nothing has been received.
- (3) On 2 November 2012 Officers received a Joint Statement on the Scheme of Governance and Cost Management Workstream Proposals which there had been no consultation on its contents.
- (4) RESOLVED that a response be prepared on behalf of the Chairman of the Committee to lobby the Local Government Association on the appropriateness of the LGPS 2014 – Joint Statement.

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