



Summons to and
Agenda for a
Meeting on
**Thursday, 17th
September, 2015**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Wednesday, 9 September 2015

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, 17 September 2015 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 the live or subsequent broadcast via the Council's internet site or by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

Voting at County Council Meetings

Before a vote is taken the Chairman will announce that a vote is to be taken and the division bell shall be rung for 60 seconds unless the Chairman is satisfied that all Members are present in the Chamber.

20 seconds are allowed for electronic voting to take place and the Chairman will announce that the vote has closed and the result.

A G E N D A

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meeting held on 16 July 2015 and, if in order, to be **(Pages 5 - 16)** approved as a correct record
4. Chairman's Announcements
5. Questions

6. Report by Leader of the Council (Oral)
7. Treasury Management Annual Review 2014 - 15 **(Pages 17 - 28)**
8. Members' Allowance Scheme **(Pages 29 - 34)**
9. Kent Safeguarding Children's Board Annual Report **(Pages 35 - 88)**
10. Motion for Time Limited Debate
County Council Questions and Answers

Proposed by Mr M Baldock and seconded by Mr R Latchford, OBE

“This Council agrees to amend the Constitution in order that Questions asked in Council meetings and the answers given are included in the minutes of the Council Meeting.

In the absence of any provision in the Constitution, the matter is left to the Chairman’s discretion. Whereas the immediate past Chairman agreed to include questions and answers in the minutes, which was most welcome and appreciated by elected Members and members of the public alike, the current Chairman does not.

This Motion would ensure that the minutes are a true record of the complete meeting and the procedure is firmly embedded in the Constitution, rather than it being at the Chairman’s discretion.”



Peter Sass
Head of Democratic Services

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 16 July 2015.

PRESENT:

Mr M J Harrison (Chairman)
Mr T Gates (Vice-Chairman)

Mrs A D Allen, MBE, Mr M J Angell, Mr M Baldock, Mr M A C Balfour, Mr H Birkby, Mr N J Bond, Mr A H T Bowles, Mr D L Brazier, Mrs P Brivio, Mr R E Brookbank, Mr L Burgess, Mr C W Caller, Miss S J Carey, Mr P B Carter, CBE, Mr N J D Chard, Mr I S Chittenden, Mr B E Clark, Mrs P T Cole, Mr G Cooke, Mr G Cowan, Mrs M E Crabtree, Ms C J Cribbon, Mr A D Crowther, Mrs V J Dagger, Mr D S Daley, Mr M C Dance, Mr J A Davies, Mrs T Dean, MBE, Dr M R Eddy, Mr J Elenor, Mrs M Elenor, Mr G K Gibbens, Mr R W Gough, Ms A Harrison, Mr M Heale, Mr P M Hill, OBE, Mr C P D Hoare, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr E E C Hotson, Mrs S Howes, Mr A J King, MBE, Mr J A Kite, MBE, Mr S J G Koowaree, Mr R A Latchford, OBE, Mr R L H Long, TD, Mr G Lymer, Mr T A Maddison, Mr S C Manion, Mr R A Marsh, Mr B Neaves, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr R J Parry, Mr C R Pearman, Mr L B Ridings, MBE, Mr W Scobie, Mr T L Shonk, Mr C Simkins, Mr J D Simmonds, MBE, Mr C P Smith, Mr D Smyth, Mrs P A V Stockell, Mr B J Sweetland, Mr A Terry, Mr N S Thandi, Mr R Truelove, Mr M J Vye, Mrs C J Waters, Mr J N Wedgbury, Mrs J Whittle, Mr M E Whybrow, Mr M A Wickham and Mrs Z Wiltshire

IN ATTENDANCE: David Cockburn (Corporate Director Strategic & Corporate Services), Geoff Wild (Director of Governance and Law) and Peter Sass (Head of Democratic Services)

UNRESTRICTED ITEMS

14. Apologies for Absence

The Director of Governance and Law reported apologies from Mr R Bird, Mr P Harman, Mr B MacDowall, Mr F McKenna and Mrs E Rowbotham.

15. Minutes of the meeting held on 21 May 2015 and, if in order, to be approved as a correct record

(1) Following concerns expressed about the accuracy of minute no 8 paragraph (23) second sentence "At the last Kent Leaders' Group it was agreed that KCC would work with District Councils on a proposal for a combined local authority for Kent.", the Chairman undertook to ensure that the webcast of the meeting was checked and if necessary an amendment made to the minutes to more accurately reflect the statement made by the Leader.

(2) In relation to minute no 13 resolution (a) it was clarified that the report to County Council from the Independent Member Remuneration Panel would now be submitted to the September meeting as it had not been possible for the Remuneration Panel to meet in time to report to the July meeting of the County Council.

(3) Subject to the action proposed in paragraph (1) the Chairman put the accuracy of the minutes to the vote and the voting was as follow:

For (48)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr A Bowles, Mr D Brazier, Mr R Brookbank, Miss S Carey, Mr P Carter, Mr N Chard, Mrs P Cole, Mr G Cooke, Mrs M Crabtree, Mrs V Dagger, Mr D Daley, Mr M Dance, Mr J Davies, Mr T Gates, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr M Hill, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Mr A King, Mr J Kite, Mr R Long, Mr G Lymer, Mr T Maddison, Mr S Manion, Mr A Marsh, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr R Parry, Mr C Pearman, Mr L Ridings, Mr C Simkins, Mr J Simmonds, Mr C Smith, Mrs P Stockell, Mr B Sweetland, Mrs C Waters, Mr J Wedgbury, Mrs J Whittle, Mr A Wickham, Mrs Z Wiltshire.

Against (30)

Mr M Baldock, Mr H Birkby, Mrs P Brivio, Mr N Bond, Mr L Burgess, Mr C Caller, Mr I Chittenden, Mr B Clark, Mr G Cowan, Ms J Cribbon, Mr A Crowther, Mrs T Dean, Dr M Eddy, Mr J Elenor, Mrs M Elenor, Ms A Harrison, Mr M Heale, Mr C Hoare, Ms S Howes, Mr G Koowaree, Mr R Latchford, Mr B Neaves, Mr W Scobie, Mr T Shonk, Mr D Smyth, Mr A Terry, Mr N Thandi, Mr R Truelove, Mr M Vye, Mr M Whybrow.

Abstain (0)

(4) RESOLVED that the minutes of the meeting held on 21 May 2015 be approved as a correct record, subject to any amendment required following the action proposed in paragraph (1) above.

Carried

(Post meeting note: After checking the webcast it was agreed that the following sentence was an accurate reflection of the Leader's statement at Minute no 8 (23) second sentence - "At the last Kent Leaders' Group KCC did agree to work with the District Councils on what a combined local authority could look like for Kent." and therefore the signed minutes were amended accordingly)

16. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda

None

17. Chairman's Announcements

(a) The Queen's Birthday Honours 2015

The Chairman announced that he was pleased to refer Members to the tabled list of Honours recipients from Kent following the recent announcement in The Queen's Birthday Honours List. This list included Kent's Chief Constable, Mr Alan Pughsley, who had been awarded The Queen's Police Medal.

On behalf of the County Council, he had offered sincere congratulations to all of those Honours recipients.

(b) The Queen's Award for Voluntary Service

The Chairman stated that he was delighted to announce that Kent had six winners of The Queen's Award for Voluntary Service this year (one being from Medway). They were:

- Bubbles Disabled Swimming Club, Maidstone
- Good Neighbour Project, Tunbridge Wells
- Rainham Bereavement Friendship Group, Gillingham
- The Appropriate Adult Service, Maidstone
- The League of Friends of the Kent and Canterbury Hospital, Canterbury
- Wealden Sailability, Sevenoaks

He was delighted to note that Kent had submitted eleven nominations in total, so achieving six awards had been an excellent result.

(c) Regulation Committee

The Chairman reminded Members that on the rising of this County Council meeting there would be a formal meeting of the Regulation Committee for the purposes of electing a Chairman. He asked that Members of that Committee remain in the Chamber at the conclusion of the County Council meeting.

18. Questions

In accordance with Procedure Rule 1.17(4), six questions were asked and replies given. A record of all questions put and answers given at the meeting are available with the papers for this meeting via the following link:

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=5816&Ver=4>

19. Report by Leader of the Council (Oral)

(1) The Leader updated the Council on events since the previous meeting.

(2) Mr Carter referred to Operation Stack, which had been causing misery for residents, business' and commercial travellers trying to go about their daily business. He stated that Mr Balfour, Cabinet Member for Environment and Transport, was chairing a working group comprising of representatives from Highways England, Shepway District Council, Ashford Borough Council, Eurotunnel, Dover Harbour

Board and others. It was intended that the working group would be ready to submit to Patrick McLoughlin, MP, Secretary of State for Transport, in early September, a five point plan to keep the M20 open at all times. In the meantime while waiting for the Government to identify the money to deliver the five point plan, which he anticipated would be in the region of £40m to £50m, consideration was being given to temporary measures that could be implemented immediately.

(3) Mr Carter reminded Members that the Britdisc for lorries entering the UK was now raising in excess of £44m from foreign lorries, as Kent bore the brunt of Operation Stack he expressed the view that much of that money should be repatriated into Kent.

(4) Mr Carter referred to a meeting of the County Councils' Network (CCN) which he had attended the previous day. The President of the Association of County Treasures had stated that the Treasury probably had not picked up on the link between the living wage being introduced from April 2016 and the impact that it would have financially on many of County Council's commissioning providers, particularly in the area of social care. Whilst personally welcoming the introduction of the living wage, Mr Carter emphasised the importance of the Treasury being aware of the consequences and to make sure that this was properly funded alongside all of the other uncontrollable pressures facing local government. He also referred to the increase in the number of unaccompanied minors who were now the responsibility of the County Council and were currently costing £5m over and above the grant given by the Home office for this purpose. On a positive financial note, Mr Carter referred to the economic recovery which was proceeding faster than expected and greater than anticipated tax receipts and therefore he hoped that the pain on local government might not be as bad as expected.

(5) Mr Carter then moved on to the Devolution Bill, and stated that it was now up to all sectors of local government to come up with a devolution plan within their area for submission to the Secretary of State. He assured Members that County Leaders of all parties at the CCN meeting had been opposed to the concept in two tier areas of having another tier of government, for example elected mayors, imposed. There was time to influence thinking on local government devolution and to come to an agreement in the Counties on what a devolution deal may look like and whether or not combined local authorities would be an essential component of that deal or not. He stated that more importantly there was now a need to collectively work together with district colleagues and to an extent Medway colleagues on what a good devolution deal for Kent could look like.

(6) In relation to the opportunities presented by devolution, Mr Carter referred to the skills agenda and what was going on in Edinburgh where they had come together on the basis that every young person leaving education should be supported with a job, an apprenticeship or full time training. He mentioned the current barriers for young people leaving school and not being able to enter either employment or an apprenticeship because they were not already qualified to level 2, which was something that the devolution of skills training freedoms to local government could seek to address. Another important aspect of devolution was the opportunity to ensure through health and social care integration the delivery of good accessible community and primary service, with a role for local government to exert influence to ensure that this was achieved.

(7) In conclusion Mr Carter referred to the agreement in the Budget that from April 2016, Members' travel from home to County Hall would no longer be tax deductible.

(8) In summary Mr Carter referred to what Greg Clark had said at the Local Government Association Conference – “Central Government has much more to learn from local government than vice versa; that view will characterise my approach to working with you on devolution deals”.

(9) Mr Latchford, the Leader of the Opposition, started by congratulating all agencies who had worked so hard during Operation Stack. He emphasised the importance of finding a solution to Operation Stack, which had been used since 1988 and that it was vital to both residents and the Kent economy that the County's roads were not used as vehicle parks. He called for action from the government to resolve the issue especially in view of the amount of revenue that was coming into the Country from the Brit Disc.

(10) In relation to the Cities and Local Government Devolution Bill, Mr Latchford referred to its progress through Parliament and a number of contentious issues which had already been identified during its passage through the Lords. He expressed the hope that the Leader would continue to ensure that any opportunity that was to Kent's advantage was pursued with vigour and was pleased to note the work towards the development of a devolution plan for Kent.

(11) Mr Latchford welcomed any support for young people to ensure their employment opportunities and also welcomed the introduction of the living wage.

(12) Mr Latchford referred to KCC's budget for the coming year, and the awaited autumn budget statement in order to know exactly when cuts were to be made and their impact. Advice was also awaited in relation to the 1.99% cap on Council tax.

(13) In conclusion Mr Latchford noted the Leader's comment that tax on travel allowances would no longer be payable from April 2016.

(14) Mr Cowan, Leader of the Labour Group, referred to the Local Government Association Conference and the amount of cross party support for devolving central government powers to local government. His group supported the general principle of devolution but believed that there needed to be a much clearer idea of what it meant and that to be assured that local government had the capacity to fulfil its new roles.

(15) In relation to Operation Stack, Mr Cowan also congratulated the emergency services who had done an exceptional job throughout to ensure that those parked in Stack had essential supplies during the hot weather.

(16) Regarding possible solutions to Operation Stack, Mr Cowan stated that firstly, he did not consider the suggestion to use the former Manston Airport site as an emergency lorry park to be sensible. He did, however, consider lorry parks to be part of the solution, but it would be necessary to include the cost of using a lorry park in the channel tunnel or ferry ticket in order to ensure lorries actually used them and that drivers did not park in laybys etc and keep the parking fee provided by their companies.

(17) Mr Cowan expressed the view that another problem with the volume of freight traffic using the M20, and then becoming part of Operation Stack, was the signage at the Dartford Crossing which strongly encouraged HGV traffic to use the M20 to access Dover rather than the M2/A2, which would alleviate the traffic problem in Dover Town.

(18) Mr Cowan then referred to the revenue generated by the Britdisc which had raised in the 15 months that it had been in operation £192.5m in revenue ahead of the projected £21m and he expressed the view that some of this revenue should be used for Operation Stack and Kent roads.

(19) Mrs Dean, Leader of the Liberal Democrat Group, supported the suggestion to use Britdisc revenue in Kent. She referred to the views of the road haulage organisations, that the major issue for them was the safety of the lorry drivers. The government had paid for a secure lorry park on the French side of the Tunnel and she wondered why this had not been implemented on the English side so that there was a place of safety here. Lorry drivers would then be able to open up their lorries as soon as possible after coming through the Tunnel to make sure that they were not carrying any illegal immigrants.

(20) Mrs Dean also raised the question of why the government did not try to divert more lorries to other regions in the UK, all the time that 80% of freight travelled via Kent there would always be a problem. It was also important to provide lorry parks in Kent to alleviate the environmental damage caused to local people by the use of laybys with no suitable services for drivers.

(21) In relation to Mr Carter's comments on the living wage, Mrs Dean stated that she did not believe that the government were unaware of the impact that its introduction would have on local authority budgets. Also she stated that the terms living wage and minimum wage were not the same thing, the living wage was nearly £2 an hour above the minimum wage.

(22) In relation to the Cities and Local Government Devolution Bill, she stated that she had been pleased by the conciliatory and constructive attitude of Greg Clark at the Local Government Association Conference but there was still a huge amount of confusion about what was being offered and what was being imposed. She mentioned that she would like to have powers returned to local authorities but it did not appear that they would be getting any fiscal powers. She suggested that housing powers should be returned to local government in any new combined authority and that the role of scrutiny should be strengthened.

(23) Mr Whybrow, Leader of the Independents Group, stated that, as a Member from the Shepway area, he would be speaking in response to the comments on Operation Stack. He welcomed the idea of a working group which would have a sustained look at the issue. He hoped that its remit would be broad in order to look at the wider issues about the volume of HGVs across the County.

(24) Mr Whybrow expressed the personal view that lorry parks were not the solution to Operation Stack and that the working group should be looking at where the freight was coming from, where it was going to, and whether there were alternatives to it being transported by road. He referred to the amount of available capacity on the rail network, but stated that a lot of freight was not moved by rail

because of the bureaucracy. He would also like the working group to look at why so much freight was moving around and whether there were weaknesses in the supply chain that could be filled by the local economy.

(25) Mr Whybrow hoped that the working group would look at the strategic issues and that its work would be evidence based.

(26) In replying to the other Leaders' comments, Mr Carter referred to Operation Stack and included his thanks to the emergency services and KCC staff who had been involved to date. In clarification Mr Carter stated that the suggestion to use the Manston Airport site as a temporary lorry park had come from many members of the public and there was an option to be investigated. He was sure that the working group would look at this along with other possible options such as Folkestone racecourse and the County show ground at Detling. He agreed with comments made about a network of lorry parks being needed across the Country to provide the opportunity for drivers to park up when their tachometer ran out and to have a rest where there were facilities for them.

(27) In relation to devolution, he stated that Greg Clark had made it quite clear that there would be no transfer of fiscal powers to local government and Mr Carter expressed his disappointment at this. In relation to the government's understanding of the implications for local government of the living wage, he stated that he was merely re-iterating the opinion of the President of the Association of County Treasurers. He agreed that there was a need to work with Districts on obtaining housing powers under devolution. He stated that he had had informal positive conversations with district council leaders at the Local Government Association Conference around the art of the possible and how we could influence the expenditure of in excess of £6 billion of public money in Kent every year. However, he stated that the big question was whether Whitehall would let go and what would the attached conditions be, it was therefore essential that a compelling devolution case was made for Kent.

20. Kent and Medway Local Enterprise Partnership

(1) Mr Carter moved and Mr Dance seconded the following motion:

"The County Council is recommended to endorse the business case for the establishment of a Kent and Medway LEP, for submission to the Secretary of State; and note the implications for Kent County Council arising from the establishment of the Kent and Medway LEP."

(2) The motion was agreed without a formal vote.

(3) RESOLVED that the business case for the establishment of a Kent and Medway LEP, for submission to the Secretary of State be endorsed; and the implications for Kent County Council arising from the establishment of the Kent and Medway LEP be noted.

21. Kent and Medway Growth and Infrastructure Framework

(1) The Chairman reminded Members that, despite what was stated on the report, this item was not a matter for decision at this meeting.

(2) Mr Carter moved and Mr Balfour seconded the following motion:

“It is recommended that Council debates and provides comment on the emerging conclusions set out in Section 5 of this report.”

(3) The motion was agreed without a formal vote.

(4) RESOLVED that the comments made by Members on the emerging conclusions set out in Section 5 of this report be noted.

22. Monitoring and Outcomes from the Select Committee topic review programme - May 2013 to June 2015

(1) Mr Cooke proposed and Mr Parry seconded the following motion:

“The County Council is asked to note the report, celebrate the impact and added value that the outcomes of the Select Committee reports provide for Kent residents and agree that further monitoring of the recommendations from these two Select Committees be carried out either on a six monthly or annual basis, as considered appropriate by the Select Committee.”

(2) The motion was agreed without a formal vote.

(3) RESOLVED that the report be noted, the impact and added value that the outcomes of the Select Committee reports provide for Kent residents be celebrated and further monitoring of the recommendations from these two Select Committees be carried out either on a six monthly or annual basis, as considered appropriate by the Select Committee.

23. Presentation of the Kent Invicta Award to Sir Robert Worcester KBE DL

(1) The Chairman invited Mr Homewood, immediate past Chairman of the County Council, to present the Kent Invicta Award for 2015. The Kent Invicta Award recognised residents of Kent who have achieved excellence in their chosen field or who have provided an exceptional service to the county.

(2) Mr Homewood welcomed Sir Robert Worcester, accompanied by Lady Worcester, to the meeting to receive the Kent Invicta Award for 2015. Mr Homewood outlined the many contributions made to Kent and its residents by Sir Robert Worcester.

(3) Mr Homewood stated that he was delighted that the Group Leaders agreed that the Kent Invicta Award for 2015 should be presented to Sir Robert Worcester

and it gave him great pleasure, on behalf of all KCC Members, to present him with the award and two cheques totalling £5,000 for his chosen charities.

(4) In accepting this award, Sir Robert Worcester responded by expressing his pride in his adopted Country and thanked Members for this award.

(5) Miss Carey, Mr King, Mr Simmonds and the Chairman spoke to congratulate Sir Robert Worcester on this award.

24. Motion for Time Limited Debate

(1) Mr Latchford moved and Mrs Wiltshire seconded the following motion:

“In the light of the progress and determination of Government in support of Manston, it is imperative that this council show absolute support to both reinstate and operate Manston as an Airport, not only to regenerate East Kent but to provide the extra capacity required by the aviation industry not withstanding any extra capacity for an expansion of Gatwick.

The current opportunity clearly demonstrates that no subsidy is required from KCC and it is important that KCC reflect the aspirations and the will of the people we represent.

We the elected members of KCC wish it to be known that we fully support the restitution of Manston as a Regional/International Airport in line with Government Policy.”

(2) Mr Dance moved and Mr Holden seconded the following amendment :

“Delete *“In the light of”* in the first paragraph to *“people we represent”* in the second paragraph.

Delete *“restitution of Manston as a Regional/International Airport in line with Government Policy”* in the third paragraph and replace with: *“continued regeneration of Manston and East Kent and will keep an open mind on whether that should be a business park or an airport, depending upon the viability of such plans and their ability to deliver significant economic growth and job opportunity.”*

Therefore the amendment proposed read as follows:

“We the elected members of KCC wish it to be known that we fully support the continued regeneration of Manston and East Kent and will keep an open mind on whether that should be a business park or an airport, depending upon the viability of such plans and their ability to deliver significant economic growth and job opportunity.”

(3) Following a debate on the amendment as set out in paragraph (2) above, the Chairman put the amendment to the vote and the voting was as follows:

For (64)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr A Bowles, Mr D Brazier, Mrs P Brivio, Mr R Brookbank, Mr C Caller, Miss S Carey, Mr P Carter, Mr N Chard, Mr I Chittenden, Mrs P Cole, Mr G Cooke, Mr G Cowan, Mrs M Crabtree, Ms J Cribbon, Mr A Crowther, Mrs V Dagger, Mr D Daley, Mr M Dance, Mr J Davies, Mrs T Dean, Dr M Eddy, Mr J Elenor, Mrs M Elenor, Mr T Gates, Mr G Gibbens, Mr R Gough, Ms A Harrison, Mr M Harrison, Mr M Hill, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Ms S Howes, Mr A King, Mr J Kite, Mr G Koowaree, Mr R Long, Mr G Lymer, Mr T Maddison, Mr S Manion, Mr A Marsh, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr L Ridings, Mr W Scobie, Mr C Simkins, Mr J Simmonds, Mr C Smith, Mr D Smyth, Mrs P Stockell, Mr B Sweetland, Mr N Thandi, Mr R Truelove, Mr M Vye, Mrs C Waters, Mr J Wedgbury, Mrs J Whittle, Mr A Wickham, Mrs Z Wiltshire

Against (7)

Mr M Baldock, Mr N Bond, Mr L Burgess, Mr B Neaves, Mr T Shonk, Mr A Terry, Mr M Whybrow,

Abstain (0)

Amendment carried

(4) Following a debate, the Chairman put the following substantive motion to the vote:

“We the elected members of KCC wish it to be known that we fully support the continued regeneration of Manston and East Kent and will keep an open mind on whether that should be a business park or an airport, depending upon the viability of such plans and their ability to deliver significant economic growth and job opportunity.”

(5) The voting on the substantive motion was as follows:

For (60)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr A Bowles, Mr D Brazier, Mrs P Brivio, Mr R Brookbank, Mr C Caller, Miss S Carey, Mr P Carter, Mr N Chard, Mr I Chittenden, Mrs P Cole, Mr G Cooke, Mr G Cowan, Mrs M Crabtree, Ms J Cribbon, Mrs V Dagger, Mr D Daley, Mr M Dance, Mr J Davies, Mrs T Dean, Dr M Eddy, Mr T Gates, Mr G Gibbens, Mr R Gough, Ms A Harrison, Mr M Harrison, Mr M Hill, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr E Hotson, Ms S Howes, Mr A King, Mr J Kite, Mr G Koowaree, Mr R Long, Mr G Lymer, Mr T Maddison, Mr S Manion, Mr A Marsh, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr L Ridings, Mr W Scobie, Mr C Simkins, Mr J Simmonds, Mr C Smith, Mr D Smyth, Mrs P Stockell, Mr B Sweetland, Mr N Thandi, Mr R Truelove, Mr M Vye, Mrs C Waters, Mr J Wedgbury, Mrs J Whittle, Mr A Wickham.

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Against (13)

Mr M Baldock, Mr H Birkby, Mr N Bond, Mr L Burgess, Mr A Crowther, Mr J Elenor, Mrs M Elenor, Mr R Latchford, Mr B Neaves, Mr T Shonk, Mr A Terry, Mr M Whybrow, Mrs Z Wiltshire.

Abstain (0)

Substantive motion carried

(6) RESOLVED that we the elected members of KCC wish it to be known that we fully support the continued regeneration of Manston and East Kent and will keep an open mind on whether that should be a business park or an airport, depending upon the viability of such plans and their ability to deliver significant economic growth and job opportunity.

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By: John Simmonds, Deputy Leader and Cabinet Member for
Finance and Business Support
Andy Wood, Corporate Director of Finance and Procurement

To: County Council – 17 September 2015

Subject: **Treasury Management Annual Review 2014-15**

Classification: Unrestricted

Summary:	To report a summary of Treasury Management activities in 2014-15
For Information	

Introduction

1. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that Authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).
2. At KCC half yearly reports are made to Council and quarterly updates are provided to the Governance and Audit Committee.
3. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
4. The Council's Treasury Management Strategy for 2014-15 was approved by full Council on 13 February 2014 and subsequently updated by Cabinet 2 June 2014.
5. The Council has both borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk during 2014-15:
 - a) Reports on the implications of treasury decisions and transactions;
 - b) Gives details of the outturn position on treasury management transactions in 2014-15;
 - c) Confirms compliance with its Treasury Management Strategy, Treasury Management Practices and Prudential Indicators.

Borrowing Strategy

6. At 31 March 2015 KCC held £984m of loans, a decrease of £26m on 31 March 2014, as part of its strategy for funding previous years' capital programmes.
7. Affordability and the "cost of carry" remained important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing. As short-term interest rates remained, and are likely to remain at least over the forthcoming two years, lower than long-term rates, the Council determined it to be more cost effective in the short-term to use internal resources rather than borrow from external lenders.
8. The benefits of internal borrowing are monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. The Council's Treasury Advisor, Arlingclose has assisted it with this 'cost of carry' and breakeven analysis.
9. This strategy has lowered overall treasury risk by reducing both external debt and temporary investments however the sustainability of this approach continues to be kept under review.

	Balance on 01/04/2014 £m	Debt Maturing £m	New Borrowing £m	Balance on 31/3/2015 £m	Average Rate % / Average Life (yrs)
Capital Financing Requirement (CFR)	1,435			1,383	
Long Term Borrowing	1,010	-26	0	984	5.51% / 32
Other Long Term Liabilities					
TOTAL EXTERNAL DEBT	1,010			984	
Decrease in Borrowing		-26			

10. The Council holds £441.8m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £130.7m of these LOBOS had options during the year, none of which were exercised by the lender. These LOBO loans were primarily taken out between 2004 and 2007 at very low interest rates (average 4.2%) and were the most cost effective means of funding large scale capital spending at that time.

Investment Activity

11. KCC holds significant invested funds, representing income received in advance of expenditure plus balances and reserves. During 2014-15 the Council's average investment balance was £391.5m.
12. The Guidance on Local Government Investments gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.
13. Investment Activity in 2014-15

Investment Counterparty	Balance on 01/04/2014 £m	Net Investments Made £m	Balance on 31/03/2015 £m	Avg Rate % / Avg Life (yrs)
UK Central Government	0.7	-0.7	0.0	0
Banks and building societies	292.4	-90.1	202.5	0.57% / 0.34
Marketable instruments (Covered Bonds)	5.3	84.4	89.7	1.03% / 3.05
Money Market Funds	0	4.0	4.0	0.38% / overnight
Icelandic recoveries outstanding	9.3	-5.1	4.2	
Icelandic deposits held in Escrow (incl interest)	3.1		3.3	
Total Internally Managed Investments	310.8		303.7	0.62% / 1.8
Pooled property fund	10.0	5.0	15.3	8.71% pa
Pooled investments fund	5.0		5.1	6.15% pa
Equity / Loan notes	2.1		2.1	7.20% pa
Total Externally Managed Investments	17.1	5.0	22.5	
Total investments	327.9		326.2	
Decrease in Investments (£m)			-1.7	

14. The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates remained at very low levels and continued to have a significant impact on investment income. Internally managed deposits were made at an average of 0.67% compared to the average 7 day LIBID rate during 2014-15 of 0.35%. The Council's total investment income for the year, including dividends received on the externally managed investments, was £4.32m, 1.10% on funds held. The above benchmark return primarily reflects
 - a) The additional return from the well diversified covered bond portfolio allowing us to achieve twice the LIBID return on internally managed investments. The bond portfolio earned £1.41m during 2014-15; and

- b) Well timed investments in the CCLA Property Fund, the Pyrford Absolute Return Fund and Kent PFI (Holdings) Ltd. Total income received in the year from these investments was £1.256m.
15. Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2014-15 which defined "high credit quality" organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of A- or higher.
16. The Council assessed and monitored counterparty credit quality with reference to credit ratings; credit default swap prices, financial statements, information on potential government support and reports in the quality financial press
17. There have been a number of developments during 2014 -15 as follows, which have impacted the banks and other financial institutions on the Council's approved counterparty list. KCC has therefore increasingly favoured diversified alternatives such as covered bonds, non-bank investments and pooled funds over unsecured bank and building society deposits.
- a) On April 15, 2014 the European Parliament approved the EU Bank Recovery and Resolution Directive (BRRD). Subsequently the rating agencies changed their outlook for UK, European and Canadian banks from stable to negative citing the reduction of government support for systemic banks and the potential bail in risk now faced by investors as the reason;
- b) The combined effect of the BRRD and the UK's Deposit Guarantee Scheme Directive (DGSD) is to promote deposits of individuals and SMEs above those of public authorities, large corporates and financial institutions. Other EU countries, and eventually all other developed countries, are expected to adopt similar approaches in due course;
- c) In October 2014 following sharp movements in market signals driven by deteriorating global growth prospects, especially in the Eurozone, the Council took advice from Arlingclose and reduced its investment duration limits for unsecured bank and building society investments. The duration for new unsecured investments with UK institutions other than HSBC was further reduced to 100 days in February 2015; and
- d) The outlawing of bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities also means that the risks of making unsecured deposits rose relative to other investment options.
18. In December 2014 a 5th dividend was received from Landsbanki of £5.3m which brought total recoveries to £48m. A full recovery of the Council's Icelandic deposits is still anticipated.

19. Investments as at 31 March 2015 are shown in Appendix 2.
20. In keeping with CLG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of overnight deposits, call accounts and money market funds.

Compliance with Prudential Indicators

21. The Council confirms that it has complied with its Prudential Indicators for 2014-15, which were set as part of the Council's Treasury Management Strategy Statement. Details can be found in Appendix 1.
22. The Treasury Management activities were once again subject to review by Internal Audit whose assessment of the controls in place and the level of compliance with these controls was High assurance.

Treasury Advisor

23. KCC currently contracts with Arlingclose as Treasury Advisers.

Recommendation

24. Members are asked to note the report

Alison Mings
Treasury and Investments Manager
Ext: 03000 416488

2014-15 Final Monitoring of Prudential Indicators**1. Estimate of Capital Expenditure (excluding PFI)**

	£m	
Actuals 2013-14	203.244	
Original estimate 2014-15	259.765	
Revised estimate 2014-15	260.520	(this includes the rolled forward re-phasing from 2013-14)
Actuals 2014-15	205.767	

2. Estimate of capital financing requirement (underlying need to borrow for a capital purpose)

	2013-14 Actual £m	2014-15 Original Estimate £m	2014-15 Actual as at 31 March £m
CFR	1,435.263	1,437.960	1,382.856
Annual increase/(decrease) in underlying need to borrow	-29.698	-27.001	-52.407

In the light of current commitments and planned expenditure, forecast net borrowing by the Council will not exceed the Capital Financing Requirement.

3. Estimate of ratio of financing costs to net revenue stream

Actual 2013-14	13.62%
Original estimate 2014-15	14.04%
Actual 2014-15	14.21%

4. Operational Boundary for External Debt

The operational boundary for debt is determined having regard to actual levels of debt, borrowing anticipated in the capital plan, the requirements of treasury strategy and prudent requirements in relation to day to day cash flow management.

Operational boundary for debt relating to KCC assets and activities

	Prudential Indicator £m	Position as at 31 March 2015 Actual £m

Borrowing	993	944
Other Long Term Liabilities	261	248
Total	1,254	1,192

Operational boundary for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator £m	Position as at 31 March 2015 £m
Borrowing	1,038	984
Other Long Term Liabilities	261	248
Total	1,299	1,232

5. Authorised Limit for external debt

The authorised limit includes additional allowance, over and above the operational boundary to provide for unusual cash movements. It is a statutory limit set and revised by the County Council.

Authorised limit for debt relating to KCC assets and activities

	Prudential Indicator £m	Position as at 31 March 2015 £m
Borrowing	1,033	944
Other long term liabilities	261	248
Total	1,294	1,192

Authorised limit for total debt managed by KCC including that relating to Medway Council etc (pre Local Government Reorganisation)

	Prudential Indicator £m	Position as at 31 March 2015 £m
Borrowing	1,078	984
Other long term liabilities	261	248
Total	1,339	1,232

The additional allowance over and above the operational boundary has not needed to be utilised and external debt, has and will be maintained well within the authorised limit.

6. Compliance with CIPFA Code of Practice for Treasury Management in the Public Services

The Council has adopted the Code of Practice on Treasury Management and has adopted a Treasury Management Policy Statement. Compliance has been tested and validated by our independent professional treasury advisers

7. Upper limits of fixed interest rate and variable rate exposures

The Council has determined the following upper limits for 2014-15

Fixed interest rate exposure	100%
Variable rate exposure	40%

These limits have been complied with in 2014-15.

8. Upper limits for maturity structure of borrowings

	Upper limit	Lower limit	As at 31 March 2015
	%	%	%
Under 12 months	10	0	0.00
12 months and within 24 months	10	0	3.20
24 months and within 5 years	15	0	8.50
5 years and within 10 years	15	0	9.30
10 years and within 20 years	20	5	8.70
20 years and within 30 years	20	5	20.30
30 years and within 40 years	25	10	10.70
40 years and within 50 years	25	10	18.90
50 years and within 60 years	30	10	20.40

9. Upper limit for principal sums invested for periods longer than 364 days

Prudential Indicator	Actual
£m	£m
175.0	116.6

Appendix 2

Investments as at 31 March 2015

1. Internally Managed Investments

Instrument Type	Counterparty	Principal Amount (£)	Maturity Date	Interest Rate
Fixed Deposit	Bank of Scotland plc	5,000,000.00	07/05/15	0.70%
Call Deposit	Barclays Bank plc	30,000,000.00	01/04/15	0.50%
Call Deposit	Barclays Bank plc	5,000,000.00	01/04/15	0.35%
Certificate of Deposit	Barclays Bank plc	5,000,000.00	14/08/15	0.99%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	22/04/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	06/05/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	19/05/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	19/05/15	0.57%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	26/05/15	0.57%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	30/06/15	0.70%
Fixed Deposit	Lloyds Bank plc	5,000,000.00	22/07/15	0.70%
Call Deposit	Santander UK plc	22,110,000.00	01/04/15	0.40%
Total UK Bank Deposits		102,110,000.00		

Fixed Deposit	Nationwide Building Society	5,000,000.00	02/04/15	0.66%
Fixed Deposit	Nationwide Building Society	3,700,000.00	11/05/15	0.58%
Fixed Deposit	Nationwide Building Society	1,000,000.00	05/06/15	0.50%
Fixed Deposit	Nationwide Building Society	5,700,000.00	21/07/15	0.66%
Total UK Building Society Deposits		15,400,000.00		

Fixed Deposit	Australia and New Zealand Banking Group Limited	10,000,000.00	07/04/15	0.50%
Fixed Deposit	Australia and New Zealand Banking Group Limited	10,000,000.00	11/05/15	0.51%
Total Australian Bank Deposits		20,000,000.00		

Certificate of Deposit	Bank of Montreal	10,000,000.00	07/04/15	0.59%
Certificate of Deposit	Bank of Montreal	10,000,000.00	22/04/15	0.53%
Certificate of Deposit	The Toronto-Dominion Bank	5,000,000.00	14/07/15	0.56%
Total Canadian Bank Deposits		25,000,000.00		

Call Deposit	Handelsbanken	40,000,000.00	01/04/2015	0.40%
Total Swedish Bank Deposits		40,000,000.00		

Money Market Funds

Fund Name	Principal Balance	Effective Interest Rate at 31/03/15
Deutsche Managed Sterling Advisory	3,950,000.00	0.38%
Total Money Market Fund Deposits	3,950,000.00	

Covered Bond Portfolio

Instrument Type	Counterparty	Principal Outstanding (£)	Maturity Date	Effective Interest Rate
Fixed Rate Covered Bond	Bank of Scotland	2,140,610.33	08/11/16	1.29%
Fixed Rate Covered Bond	Bank of Scotland	3,079,599.22	08/11/16	1.34%
Fixed Rate Covered Bond	Yorkshire Building Society	3,320,841.00	12/04/18	1.55%
Fixed Rate Covered Bond	Yorkshire Building Society	2,192,862.66	12/04/18	1.98%
Fixed Rate Covered Bond	Coventry Building Society	3,308,210.84	19/04/18	1.93%
Fixed Rate Covered Bond	Coventry Building Society	5,495,025.00	19/04/18	1.73%
Fixed Rate Covered Bond	Coventry Building Society	2,208,806.00	19/04/18	1.52%
Fixed Rate Covered Bond	Leeds Building Society	2,168,990.70	17/12/18	2.03%
Fixed Rate Covered Bond	Leeds Building Society	1,640,009.76	17/12/18	1.19%
Floating Rate Note Covered Bond	Yorkshire Building Society	3,039,615.31	23/03/16	0.98%
Floating Rate Note Covered Bond	Yorkshire Building Society	2,029,963.09	23/03/16	0.81%
Floating Rate Note Covered Bond	Yorkshire Building Society	5,072,307.07	23/03/16	0.86%
Floating Rate Note Covered Bond	National Australia Bank	5,013,464.26	12/08/16	0.68%
Floating Rate Note Covered Bond	Lloyds	3,008,342.02	16/01/17	0.67%
Floating Rate Note Covered Bond	Santander UK	3,008,793.81	20/01/17	0.72%
Floating Rate Note Covered Bond	Santander UK	5,767,160.57	20/01/17	0.71%
Floating Rate Note Covered Bond	Santander UK	2,477,433.65	05/04/17	0.81%
Floating Rate Note Covered Bond	Santander UK	1,400,584.17	05/04/17	0.75%
Floating Rate Note Covered Bond	Nationwide Building Society	2,103,099.80	17/07/17	0.70%
Floating Rate Note Covered Bond	Nationwide Building Society	1,001,229.28	17/07/17	0.71%
Floating Rate Note Covered Bond	Nationwide Building Society	1,899,993.18	17/07/17	0.76%
Floating Rate Note Covered Bond	Barclays	5,007,659.04	15/09/17	0.69%
Floating Rate Note Covered Bond	Lloyds	1,406,187.26	18/07/19	0.76%
Floating Rate Note Covered Bond	Leeds Building Society	5,000,000.00	01/10/19	0.96%
Floating Rate Note Covered Bond	Barclays	3,004,933.20	15/09/17	0.69%
Floating Rate Note Covered Bond	Barclays	5,004,575.35	12/02/18	0.72%
Floating Rate Note Covered Bond	Lloyds	3,903,470.57	19/01/18	0.72%
Floating Rate Note Covered Bond	Leeds Building Society	2,503,710.75	09/02/18	0.83%
Floating Rate Note Covered Bond	Leeds Building Society	2,503,731.08	09/02/18	0.78%
Total Covered Bonds		89,711,208.97		

Icelandic Recoveries outstanding	Heritable Bank Ltd	£1,097,722.47
Icelandic Recoveries outstanding	Landsbanki Islands	£3,106,469.94
Total Icelandic Recoveries outstanding		£4,204,192.41
Total Icelandic Deposits held in ESCROW (est GBP)		£3,278,426.78

Grand Total of Internally Managed Funds	£303,653,828.16
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2. Externally Managed Funds

Investment Fund Name	Purchase Book Cost	Market Value at 31/03/15	Total Annualised Return (%)
CCLA LAMIT Property Fund	15,000,000.00	15,335,560.68	8.71%
Pyrford Global Total Return Fund	5,000,000.00	5,101,066.44	6.15%
		20,436,627.12	

Equity

Investment Fund Name	Purchase Book Cost	Market Value at 31/03/15	Total Annualised Return (%)
Kent PFI (Holdings) Ltd	2,135,740.59	2,135,740.59	7.20%
		2,135,740.59	

Total Externally Managed Funds	22,572,367.71
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Grand Total of All Investments	£326,226,195.87
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By: Geoff Wild, Director of Governance and Law
To: County Council – 17 September 2015
Subject: Members' Allowances Scheme
Classification: Unrestricted

1. (1) As requested by the County Council on 21 May 2015, the independent Member Remuneration Panel met on 30 July 2015 to consider a mechanism for index-linking the Members' Allowance Scheme.

(2) The Member Remuneration Panel's report, which sets out their conclusions and recommendation, is attached.

Recommendation

2 The County Council is asked to receive and consider the conclusions of the Member Remuneration Panel, as set out in paragraph 3 of the attached report.

Peter Sass
Head of Democratic Services
peter.sass@kent.gov.uk
03000 416647

Background Documents: none

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By: The Member Remuneration Panel

To: County Council – 17 September 2015

Subject: Members' Allowance Scheme

Summary: This report sets out the views of the independent Member Remuneration Panel, who have reviewed the Members' Allowance Scheme following the County Council's request on 21 May 2015 that the Panel give consideration to recommending a mechanism for the Members' Allowances Scheme to be index-linked with effect from 1 April 2016.

1. Introduction

- (1) Following the County Council's request on 21 May 2015 that the Panel give consideration to recommending a mechanism for the Members' Allowances Scheme to be index-linked with effect from 1 April 2016, the Panel met on 30 July 2016.
- (2) The Panel had already considered the issue very thoroughly before reaching its conclusions and the recommendations contained in its report to the County Council in May.
- (3) The Panel would like to place on record that as 'lay people' it takes great care and diligence on behalf of the residents of Kent in conducting its role as an independent Panel for Member Remuneration.

2. Background

- (1) In view of the County Council's request, the Panel would wish to remind the County Council of the work undertaken to formulate its conclusions and recommendations.
- (2) Before submitting the Panel report to the County Council in May, the Panel interviewed each Group Leader individually to seek their views on the appropriateness of the Members' Allowances Scheme, both in terms of the Basic Allowance paid to all elected Members and the Special Responsibility Allowances (SRAs).
- (3) The Panel was specifically asked to consider whether the level of allowances was appropriate and whether allowances should rise annually in line with an appropriate index. The Panel noted the background to recent changes to the scheme as follows:

"In 2011 the County Council agreed to make voluntary reductions to both the basic and Special Responsibility Allowances (SRAs) of 1.5% and 2.66% respectively, as a contribution to revenue budget reductions. The Panel noted that these reduced allowances were still being paid, which had resulted in a reduction in the total cost of the Members' Allowances Scheme of £80,000 per year."

- (4) The Panel recognises that the County Council no longer has a “cost of living” increase for staff pay. All pay increases are dependent on performance. The “pot” used to pay performance awards is usually around 2.5% of the total pay bill, with those assessed as achieving the required standard receiving an award of around 2% (higher for those assessed as performing above the required standard or outstanding). The pay scales are uplifted each year, usually by around half the value of “achieving” i.e. around 1%, although this depends on what can be afforded within the budget.
- (5) The Office for National Statistics also produces statistics on wage increases. The average public sector increase excluding bonuses is currently 1%.
- (6) The Panel noted that a number of other local authorities linked their Members Allowance Scheme to an index, for example Consumer Price Index (CPI) Retail Price Index (RPI) or staff pay.
- (7) In preparing its report to the County Council in May, the Panel commissioned research into allowance schemes at other local authorities, including the County Council’s statistical neighbours, to compare the amount paid to Members as a Basic Allowance and as SRAs.
- (8) The Panel also asked for research to be conducted into the changes in Her Majesty’s Revenue and Customs (HMRC) personal income tax levels during the period 1 April 2008 to 31 March 2015, to establish what impact these changes had on personal disposable income during this period. The Panel acknowledged that every elected Member’s individual circumstances are personal to them, but in real terms there had been changes to the tax threshold before basic rate income tax is paid which in practice will have been of benefit to the majority (if not all) elected Members.
- (9) Throughout their deliberations, the Panel has been mindful of the potential public perception that surrounds allowances and expenses payable from taxpayers’ money to elected Members in a period of austerity.

3. Conclusions

- (1) The Panel has reconsidered all the information it had to formulate its report to the County Council in May, including additional information made available to the Panel from:
 - (a) Other local authorities;
 - (b) Further detail on the Average Weekly earnings published by the Office for National Statistics (paragraph 2(5) above);
 - (c) Further detail on the use of CPI as an index in the preparation of the County Council budget;

- (d) Further detail on the Total Contribution Pay scheme for rewarding staff within the County Council; and
 - (e) The recent announcement that Members of Parliament had been awarded over a 10% increase raising the salary for a backbench Member of Parliament to £74,000.
- (2) The Panel was unanimous in agreeing to reaffirm its view that the existing Members' Allowances Scheme was intended to cover the full four-year term from May 2013 to May 2017 and, therefore, any index-linking mechanism should only be introduced for the new Council in May 2017 and not before.
- (3) The Panel reached this conclusion based on evidence from other local authorities and the annual surveys from South East Employers and other organisations, which confirmed that Kent County Council's Basic Allowance and SRAs remain in the upper 10% of all local authorities across England.
- (4) The Panel also considered the fact that the Basic Allowance several years ago included £1,000 for each Member to provide their own IT equipment, which was replaced by direct KCC provision some years later but without a proportionate reduction in the Basic Allowance, which had in the Panel's opinion been a contributory factor in the level of the Basic Allowance remaining as one of the highest in the country.
- (5) The Panel reaffirmed its view that a link to staff pay was the most logical index to apply to the Members' Allowance Scheme. The Panel considered the County Council's scheme of 'Total Contribution Pay' for rewarding staff based on their performance and noted the percentage increase that staff had received based on the performance level of 'achieving' in each year since 2012.
- (6) Because of the voluntary nature of the role of an elected Member, the Panel is of the opinion that 4/5ths of the percentage increase for 'achieving' (in accordance with the Total Contribution Pay Scheme) should be applied to the Members' Allowance Scheme from May 2017 for both the Basic Allowance and SRAs.
- (7) The Panel is of the firm opinion that the Members' Allowances Scheme adopted by Kent County Council for the four-year period from May 2013 to May 2017 should remain in place for the full term, but that the Scheme applicable from May 2017 to May 2021 should include provision for index-linking the level of both the Basic Allowance and SRAs, with the mechanism being 4/5ths of the percentage for the 'achieving' level within the County Council's Total Contribution Pay scheme for KCC staff each year.

Mr J Ogden
Chairman

Mrs S Addis

Mr S Wiggett

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By: Peter Oakford, Cabinet Member for Specialist Children's Services
Andrew Ireland, Corporate Director, Families and Social Care
Gill Rigg, Independent Chair of Kent Safeguarding Children Board

To: County Council – 17th September 2015

Subject: Kent Safeguarding Children Board – 2014/15 Annual Report

Classification: Unrestricted

Summary: This attached annual report from Kent Safeguarding Children Board describes the progress made in improving the safeguarding services provided to Kent's children and young people over 2014/15, and outlines the challenges ahead over the next year.

Recommendation: County Council is asked to COMMENT on the progress made and NOTE the 2014/15 Annual Report attached.

1. Introduction

(1) This report presents the 2014/15 Annual Report produced by Gill Rigg, the Independent Chair of Kent Safeguarding Children Board (KSCB) and endorsed by members of that Board. Current Government guidance captured in Working Together to Safeguard Children (2015) issued by the Department for Education, sets out the requirement introduced through The Apprenticeship, Skills, Children and Learning Act 2006 for Local Safeguarding Children Boards to produce and publish an annual report. This report provides a rigorous and transparent assessment of the effectiveness of local child protection arrangements and has been designed for circulation to all front line staff working with children across Kent.

(2) This report identifies, through its review of last year's key priorities, progress across Kent in the improvement of child protection practice. It also identifies areas of vulnerabilities and what action is being taken to address challenges where they remain.

(3) The Annual Report includes lessons from management reviews, serious case reviews (SCRs), multi-agency audits and child deaths within the reporting period.

(4) In Working Together 2015, it is recommended that once the report is published it should be submitted to the Chief Executive (where one is in situ) and Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

2. The 2014/15 Annual Report

(1) The report outlines the activities undertaken by agencies to ensure that children in Kent are safe.

(2) In her first year as Independent Chair of KSCB, Gill Rigg has undertaken a significant reorganisation of the Board's structure. The main changes have been to the lines of accountability between the Board's Groups and the Board itself through the new created Business Group. This Group is made up of the Chairjs of all of the Board's Groups and is responsible for driving forward the Board's business and reporting activity, progress and outcomes to the Board. It has been recognised by both Business Group and Board members that this is already having a significant impact on how the Board conducts its business.

(3) KSCB had two external challenges during the year. Kent was one of eight authorities chosen to take part in the Ofsted thematic review of Child Sexual Exploitation (CSE) in October 2014. Whilst there was no Kent specific report, the Inspectors did feedback that they thought that there was a growing and informed understanding and commitment to the work on CSE, but that the CSE strategy and action plan was under developed. There were examples of positive work, but also inconsistencies. As a result, a further action plan was developed, and the efforts of the Board have been redoubled in this area. We have also ensured that our response to children and young people who go missing was given a much higher priority.

(4) Our second external challenge was inviting a team of peers to undertake a Peer Review of the work of the Board, and this took place in December. They felt that the Board restructuring was positive and gave agencies confidence that it was truly multi-agency, that processes were in place to hold partners to account, and there was a sense of purpose and stability. They concluded that there was good support from the Safeguarding Business Unit. However, they felt that the Board needed to connect more at a more local operational level, and that the voice of children and young people was not evident in the work on quality assurance.

(5) With regard to the question 'how safe are children in Kent?' the report indicates, the number of children with a Child Protection Plan (CPP) has risen from 1117 in March 2014 to 1240 in March 2015. KSCB will continue to monitor this to see if this continues to be in line with those of our statistical neighbours. KSCB will make sure that the focus remains on ensuring that all agencies have a common understanding of thresholds for child protection intervention.

(6) The year on year figures for Children In Care, show a reduction of 122, from 1624 to 1502. On the 31st March 2015, excluding Unaccompanied Asylum Seeking Children, there were 148 Kent Children in Care placed outside of Kent. This compares to 143 at the same time last year.

(7) The issue of asylum seekers continues to receive high profile media and political attention. At the 31st March 2015, there were 368 Unaccompanied Asylum Seeking Children (UASC) Children in Care in Kent. This is an increase of 150 from 218 at 31st March 2014.

(8) Early Help and Preventative Services (EHPS) launched the new Kent Family Support Framework (KFSF) in September 2014, replacing the Common Assessment Framework (CAF), to ensure the highest quality service delivery and improved outcomes for children, young people and families who need Early Help. The full impact of this change is yet to be realised.

(9) KSCB is committed to publishing the findings from all Case Reviews. One Serious Case Reviews (SCR) was commissioned during the last year and this is due to be published in September 2015. Other reviews have been undertaken and the lessons from all of these and from other National SCRs have influenced the focus of KSCB's multi-agency learning and development strategy and training programme.

(10) During this reporting period KSCB has undertaken a number of multi agency audits to understand what is happening across different front line settings in protecting children. The follow up to the Section 11 audit was undertaken with statutory agencies across Kent providing evidence to the Board on how they are meeting the many aspects of their action plans following their original submissions. Where specific action has been required by certain agencies to improve their contributions, KSCB is closely monitoring this to ensure all agencies are discharging their safeguarding duties.

3. Conclusions

(1) During 2014-15, KSCB and our partner agencies have built on the good work from the previous year which saw Ofsted lift the Improvement Notice on the Council (December 2013). The Board has continued with its scrutiny and challenge role through the development of the Business Group and the stricter governance and lines of accountability. The Board's Groups have established a more consistent and stable membership which has allowed them to be more focussed on the key issues, for example, Early Help, 'children who go missing', 'On-Line safety' and FGM. All of these continue to feature in the Board's Strategic Priorities for 2015-18, alongside, Child Sexual Exploitation, Radicalisation, Domestic Abuse and working with parents with mental health and/or substance misuse issues.

4. Recommendations

(1) County Council is asked to:

- (a) COMMENT on the progress and improvements made during 2014/15, as detailed in the Annual Report from Kent Safeguarding Children Board
- (b) NOTE the 2014/15 Annual Report attached. Following this meeting, this document will be available for download at the KSCB website.

5. Background Documents

None

6. Contact details

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Annual Report 2014/15



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The State of Safeguarding of Children and Young People in Kent

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- Case Review Group
- Learning and Development Group
- Child Death Overview Panel
- Trafficking and Child Sexual Exploitation Group including the Missing Children Working Group)
- Education Safeguarding Group
- Health Safeguarding Group
- Policy and Procedure Group

KSCB Finance Report

What next - Strategic Priorities 2015-18

Conclusion

Appendices

- Appendix A KSCB Self-Assessment 2014
- Appendix B KSCB Peer Review Feedback
- Appendix C Key learning topics from the 2014-15 case reviews
- Appendix D 'The sexual exploitation of children: It couldn't happen here, could it?' Key findings
- Appendix E KSCB Strategic Priorities 2015-18 - Business Plan

Foreword from the Independent Chair, Gill Rigg

Welcome to the annual report of Kent Safeguarding Children Board (KSCB). The report is produced in accordance with the statutory guidance in Working Together 2015, and describes the key areas of work which the Board and its Groups undertook during the year 2014-5, some of the successes and also some of our ongoing challenges.

I took over as the Independent Chair of the Board in March 2014 and have been the Chair throughout the year, a role which I feel very privileged to have. I have been very much welcomed in Kent by all of the agencies and I have been very impressed by the strong commitment and hard work by staff at all levels of organisations, who continue to work to make Kent a safer place for our children and young people.

During the year, we restructured the way that the Board works, to make it more focused and business like. We established a Business group, which brings together the Groups chairs, who undertake so much of the work, to ensure there was a strong connection with all of the key themes. We re-established the Board's priorities, and continue to adapt and change these as necessary.

We held a very successful conference in November with over 300 delegates, and I was very pleased to be able to co-chair it with a young person, Sophie. Hearing the voice of young people was the key theme of the conference and was one of the one of the challenges in the year, and this continues. The feedback from the conference delegates was that the input of young people into the conference was much valued, and we will ensure that this is built into the 2015 conference.

We had two external challenges during the year. Kent was one of eight authorities chosen to take part in the Ofsted thematic review of Child Sexual Exploitation (CSE) in October 2014. Whilst there was no Kent specific report, the Inspectors did feedback that they thought that there was a growing and informed understanding and commitment to the work on CSE, but that the CSE strategy and action plan was under developed. There were examples of positive work, but also inconsistencies. As a result, a further action plan was developed, and the efforts of the Board have been redoubled in this area. We have also ensured that our response to children and young people who go missing was given a much higher priority.

Our second external challenge was inviting a team of peers to undertake a Peer Review of the work of the Board, and this took place in December. They felt that the Board restructuring was positive, and gave agencies confidence that it was truly multi-agency, that processes were in place to hold partners to account and there was a sense of purpose and stability. They concluded that there was good support from the Safeguarding Business Unit. However, they felt that the Board needed to connect more at a more local operational level, and that the voice of children and young people was not evident in the work on quality assurance.

All of the areas of development have been built into the 2015/8 business plan, and we continue to drive forward improvements in all our areas of activity. The Board has particularly welcomed the focussed activity on developing the Early Help offer.

I hope you find the report interesting and informative, and we would be pleased to hear from you if you have any thoughts, comments or questions on the report.



Gill Rigg

Independent Chair, KSCB



Kent Safeguarding Children Board (KSCB)

Role of the Board:

What is Kent Safeguarding Children Board and what does it do?

KSCB is the partnership body responsible for coordinating and ensuring the effectiveness of Kent Services in protecting and promoting the welfare of children and young people.

The Board is made up of senior representatives from all the main agencies and organisations in Kent concerned with protecting children.

KSCB provides a vital link in the chain between various organisational activities, both statutory and voluntary, to protect children and young people in Kent. Our aim is to ensure that these activities work effectively in the provision of a joined up service.

KSCB is responsible for scrutinising and challenging the work of its partners to ensure that services provided to children and young people are effective and make a difference.

We are also responsible for raising awareness of child protection issues in Kent so that everybody in the community can play a role in making Kent a safer place for children and young people.

Our message is – **Protecting Children From Harm is Everyone's Business**

Board members and structure of KSCB

Board Member Agencies 2014-15

CAFCASS

CXK

District Council representative

Health providers (nominated representatives from the Health Safeguarding Group)

Kent Specialist Children's Services

Kent Education and Young People Services

Kent Police

Kent Probation

Kent, Surrey and Sussex Community Rehabilitation Company

Nominated representatives of Kent Clinical Commissioning Groups

NHS England (Kent and Medway)

Public Health

Youth Offending Service

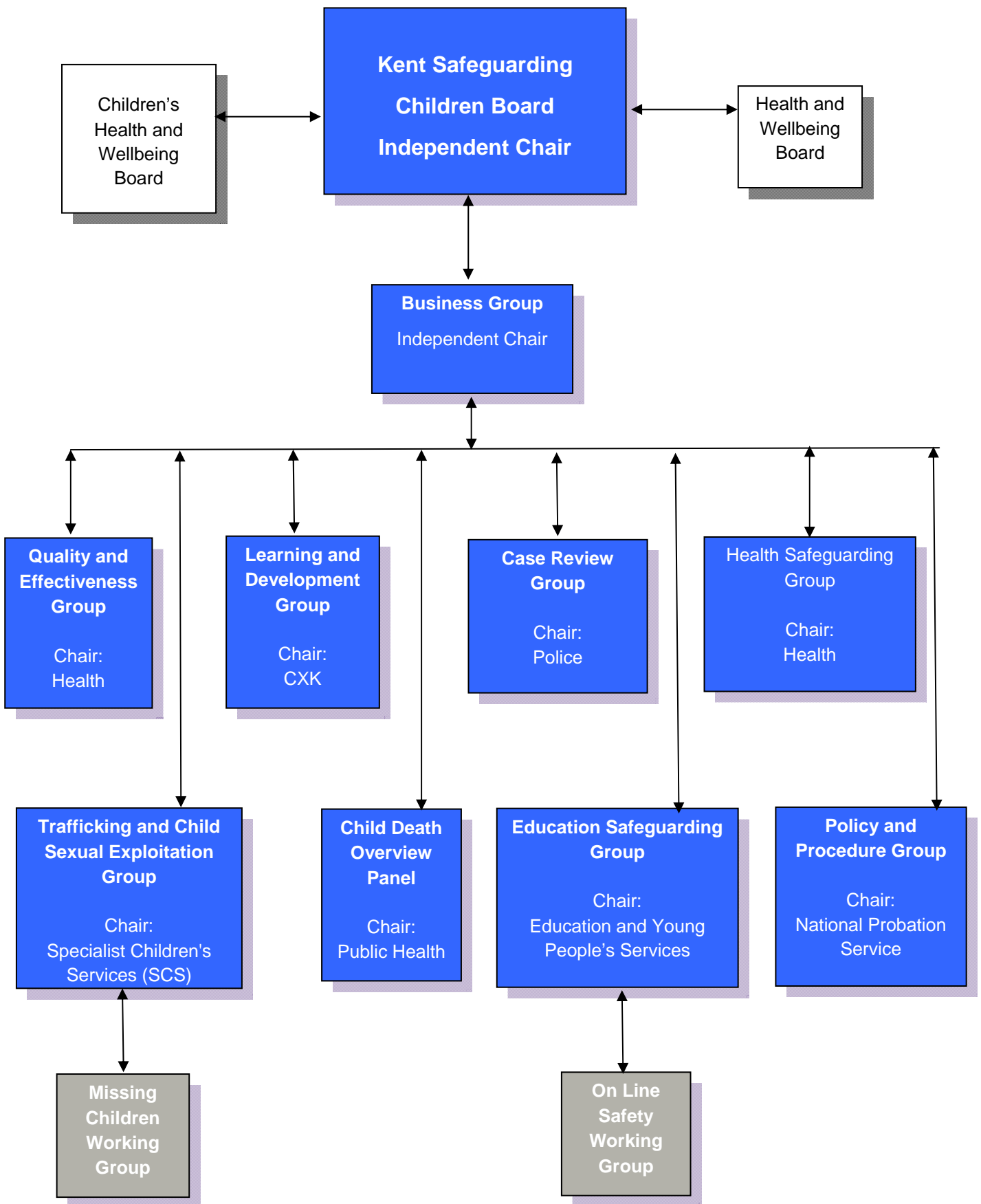
Adult Safeguarding Board

Adult Services representative

In addition, KSCB is supported by 2 Lay Members.

The Board's Constitution, including the Terms of Reference for each of the groups can be found on the KSCB website:

Structure of Kent Safeguarding Children Board



KSCB links to other Strategic Boards

A protocol has been formally agreed that sets out the working arrangements between the Kent Health and Wellbeing Board (HWB), Kent Children's Health and Wellbeing Board (CHWB) and Kent Safeguarding Children Board. This protocol can be found on the KSCB website.

http://www.kscb.org.uk/data/assets/pdf_file/0010/46387/PROTOCOL-BETWEEN-HWB-CHWB-AND-KSCB-BOARDS-FINAL-APPROVED-VERSION-25-MARCH-2015.pdf

The aim of this protocol is to support all three partnerships to operate effectively, being clear about their respective functions; inter-relationships; and the roles and responsibilities of all those involved in promoting and maintaining the health and wellbeing of children and in keeping children safe. This is essential in order to maximise the safeguarding of children and young people, to avoid the duplication of work and to ensure there are no preventable strategic or operational gaps in safeguarding policies, services or practice.

The HWB, CHWB and KSCB have a shared commitment to ensuring that safeguarding and the promotion of the welfare of children is a priority in Kent, being mindful of the importance of the child's voice in this process.

The Boards will have an ongoing and direct relationship, communicating regularly through identified channels/ lead individuals, and will be open to constructive challenge in order to promote continuous improvement in safeguarding practice and outcomes.

The Boards commit to work together to ensure effective local partnership arrangements with the appropriate governance which are focused on contributing to protecting children from harm and on promoting their health and wellbeing.

It was recognised that more work needed to be undertaken to make stronger links with other key strategic Boards in Kent, such as the Safeguarding Adult Board and the Kent and Medway Domestic Abuse Strategy Group. This is now being addressed (2015-16) by the formal reporting of these Groups' (and the HWB and CHWB) business to KSCB meetings.

"The Kent Children's Safeguarding Board feels to be much better supported by a number of sub-groups whose chairs meet regularly in order to co-ordinate and move the integrated work and developments forward. The big challenges for children's safeguarding are discussed and joined up plans are being worked on together."

Andrew Scott-Clark
Director of Public Health

What did we do?

Key KSCB Performance Indicators 2104-15

Priority 1

Co-ordinate, monitor and challenge the effectiveness of local arrangements for the quality and appropriateness of early help and preventative services.

Early Help and Preventative Services (EHPS) launched the new Kent Family Support Framework (KFSF) in September 2014, replacing the Common Assessment Framework (CAF), to ensure the highest quality service delivery and improved outcomes for children, young people and families who need Early Help.

The KFSF incorporates three interacting service delivery areas and processes: Identification – Notification and Decision Making; Assessment; Plan, Delivery and Review. A key element to providing effective Early Help and Prevention is the consistent use across the children's workforce of procedures and processes to identify and address the risks and needs of vulnerable children, young people and their families and reduce the demand for social care services.

The Early Help Triage team is the 'front-door' to targeted Early Help services, and handles KFSF notifications from a range of partners. The team was established in September 2014 by seconding in staff from other areas of EHPS. It has evolved both in terms of staffing and working practices, and is now fully staffed with permanent staff as part of the restructure of Early Help services. Triage now forms part of the Information and Intelligence Service, and the team has clear business processes in place for all types of notifications in order to work seamlessly with partners, Districts and SCS.

Performance figures for Early Help initially were inconsistently presented throughout the year, as the processes were embedded, but mechanisms have now been put in place to ensure timely and accurate reporting of performance data and progress. As you will see in the Board's future priorities, this continues to be a feature.

Priority 2

Ensure multi agency and joined up working which protects and supports children with specific vulnerabilities, including the provision of timely and appropriate services.

Audits, case reviews and external inspection/review (Ofsted Thematic Inspection on CSE and the Peer Review) undertaken throughout the year show that strong, positive multi-agency working at operational level is taking place. At the same time these activities also highlighted a sometimes inconsistent approach across the County.

The Board's Quality and Effectiveness (QE) Group examine quarterly performance indicators supplied by a range of partners in order to satisfy the Board that the arrangements in place to safeguard and promote the welfare of children are good. (This is expanded in the QE Report later in this Report)

A wealth of information is available to the QE and the focus this year has been on partners contributing to the analysis of these statistical measures, commenting on whether outcomes have improved. We are in an improved position but the group still has more work to do to ensure valuable contributions are available at these meetings. In order to help with these improvements there has been a review of the data presented and a new outcomes performance report is under development, this is in place from April 2015.

Priority 3

Develop a family focused approach in relation to substance misuse, mental health problems and domestic abuse.

Throughout the year, a greater emphasis on the 'whole family' has been adopted. This is clear through the family assessment processes used for the identification of the need for Early Help through to those families who require specialist services to support their needs. Learning from Case Reviews and multi-agency audits has identified some inconsistent practice in this area. Examples of very good practice have been experienced, but also areas where the provider of adult services has lost sight of or has not recognised the impact of the adult's issues on the children within the family. Greater working between the County's Strategic Boards will assist to breakdown such issues in the future. Greater scrutiny and challenge in this area is required and this features in the Board's future priorities.

Priority 4

Provide evidenced assurance to the KSCB through robust monitoring, scrutiny and challenge, that multi-agency safeguarding practices are improving and there is ongoing learning and development for staff.

During the year, KSCB produced its Learning and Improvement Framework. This document outlined how the Board and its Groups were to work more closely and how their work was to be coordinated in a joined up way that ensured that Groups were not working in isolation. Throughout the year, the principles of the Framework were used to support the work of the Business Group. An example of this is the development of the Learning and Development Strategy and Training Programme following child death reports, case reviews and multi-agency audits.

As you will see in the Quality and Effectiveness Group report later in this Report, the Board needs to further develop timely and accurate information through which it can be re-assured that multi-agency safeguarding practices are improving. The reporting of data with analysis from partners into the Quality and Effectiveness Group is essential for the Board is to receive meaningful evidence of improving practice.

In order to have a record of how the Board scrutinises and challenges itself, the Independent Chair has introduced a 'Challenge Log'. This is a record of challenges made by Board members around any safeguarding matter that they feel requires greater scrutiny, and where appropriate, action. This 'Challenge Log' is reviewed at Board meetings and activity against each challenge reported back to members. Here are some examples of 'challenges' and agencies' responses:

Following the presentation of low qualified Social Worker staffing numbers and high caseloads to the Board in 2014, the Board required re-assurance around Specialist Children's Services' policy on the recruiting and retention of Social Workers and case allocation and management. SCS were asked to present their policy to the Board followed by quarterly reporting of their staffing figures to demonstrate the activity that was being undertaken to address the low staffing numbers and high case loads. Within three quarters, the Board had received the required re-assurance that the vacancy levels had drastically reduced and that caseloads were being appropriately managed.

As part of the introduction of the Business Group, all agencies were challenged as to the appropriateness of their representation at all of the KSCB Groups. It was felt that some staff attending meetings did not carry the authority required to allow the Groups to carry out their roles. All agencies conducted a review as to their representation, resulting in new Group members being appointed and Group activity reported in to the Business Group becoming more meaningful.

The 'Challenge Log' continues to be reported to the Board.

KSCB Self-Assessment 2014

During 2014, the Board undertook a Self-Assessment against the Ofsted Descriptors for LSCBs as taken from the Ofsted Inspection Framework. All Board members took part in the process, providing their views and evidence on the Board's standing against each standard. The collective feedback provided an honest assessment of what Board members felt were its strengths, and equally, those areas that it needed to focus on to ensure that it was undertaking its role. The details of the Self-Assessment can be found at Appendix A.

The findings from both the Peer Review and the Self-Assessment were used by the Independent Chair, Board members and Group members in a Board Priority setting workshop held in January 2015. This was the first time the Board had run such a workshop and the outcome from the session provided the skeleton of the Board's priorities and Business Plan for 2015-18, (see Future Priorities at the end of this Report). It also outlined the key challenges for each Board member, their agency and the Board's Groups.

"The voice of the child has been amplified through the new style of Board meetings. The governance system has improved with much greater accountability of the Groups to the Business Meeting through to the Board."

Sally Allum
Director of Nursing
NHS England: South (South East)

KSCB Peer Review Dec 2014

In December 2014, KSCB welcomed a Local Government Association Peer Review. The review was conducted from senior Local Authority and LSCB staff from Windsor and Maidenhead, Southampton and West Berkshire. The review was undertaken over three days with Board members and Designated and Operational Staff being interviewed.

The process was positive and constructive with a detailed presentation provided by the Reviewers which was presented to the Board at the end of the review week. The findings focused on 'Strengths' and 'Areas for Consideration' on the Board and its Groups, Quality and Effectiveness and Learning and Development. The details of these areas can be found at Appendix B.

"Progress has been maintained this year but partner agencies need to do more to ensure and demonstrate that the voices of children are at the forefront of their policies and processes."

Roger Sykes
Lay Member

Local Authority Designated Officer (LADO)

The LADO is responsible for the oversight and scrutiny of individual cases, also the provision of advice and guidance to employers and liaison with other involved agencies to ensure that the allegation is dealt with in an effective manner through a fair and due process.

In Kent, the LADO function is managed via four full time officer posts, supported by a manager and administrative support. The Interim Manager (part-time) has overseen the team for the duration of this report, but will be replaced by a new full time manager at the end of July 2015. LADO officers are senior social work qualified staff who have a background in child protection practice and management.

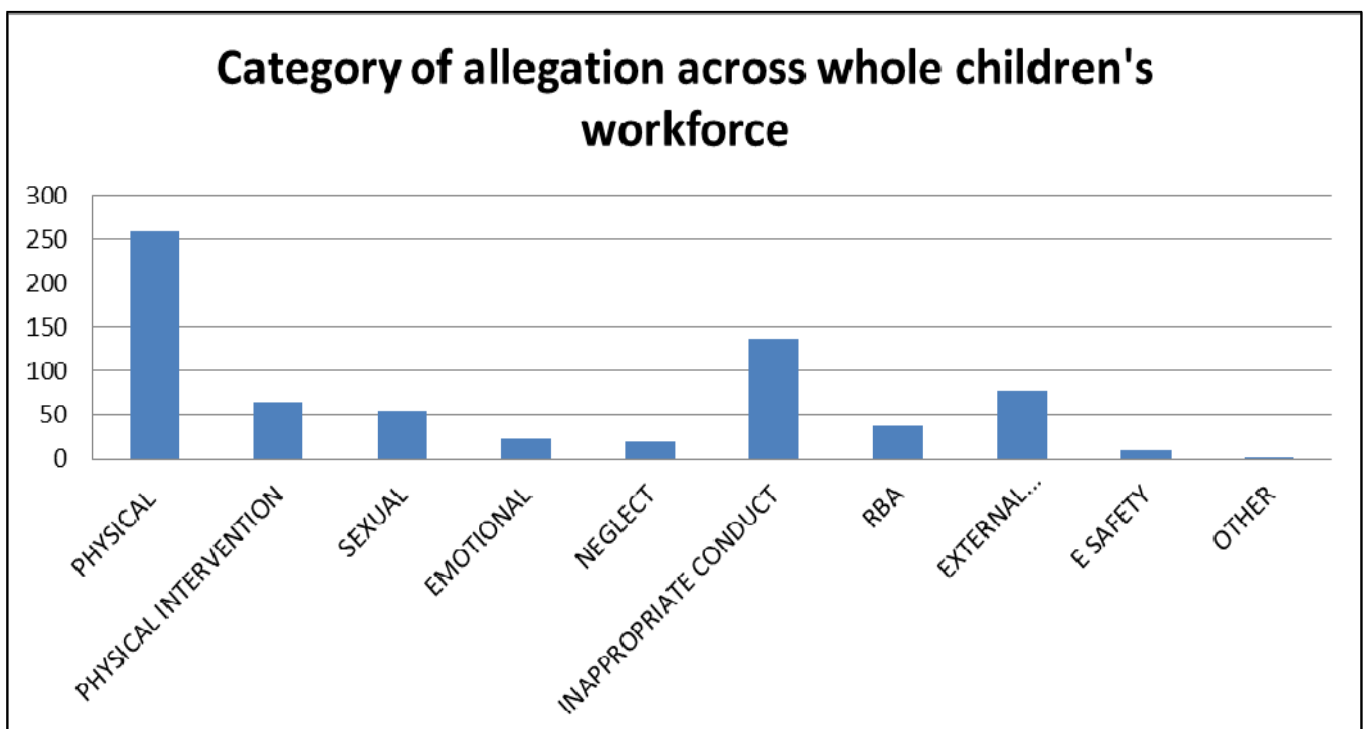
The LADO service maintains a detailed data base which provides statistics on:

- categories of allegation
- employing organisation
- reporting organisation
- individuals involved in allegation - both adults and child
- resulting action/outcome

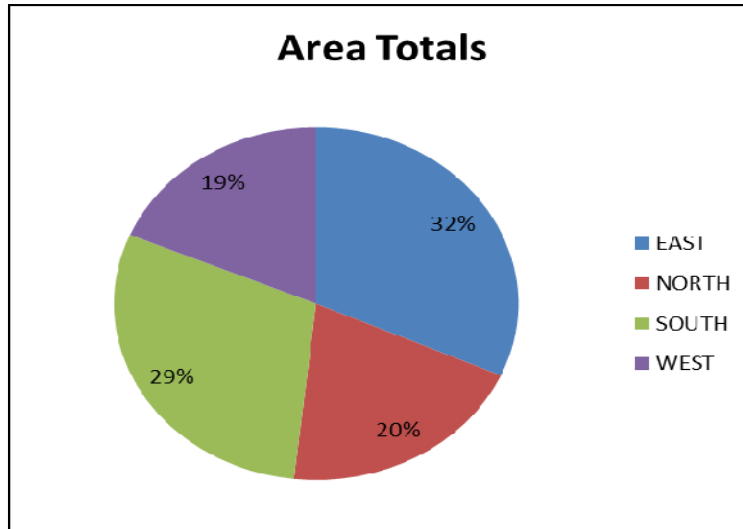
The number of calls to the LADO service for consultation and allegation management support is considerable. Between April 2014 and the end of March 2015, the team recorded 682 formal allegations against the children's workforce in Kent. This represents a 10% increase on the previous year.

The team has additionally managed a very high number of LADO-related consultations, some 859 in total. These mainly relate to staff conduct issues which, on consultation, are designated as below the allegation threshold and passed back to employers to manage as practice or competence issues rather than formal allegations. They may also constitute specific historical matters where staff are no longer working within the children's workforce, or could relate to matters of policy guidance.

Categories of alleged abuse 2014-

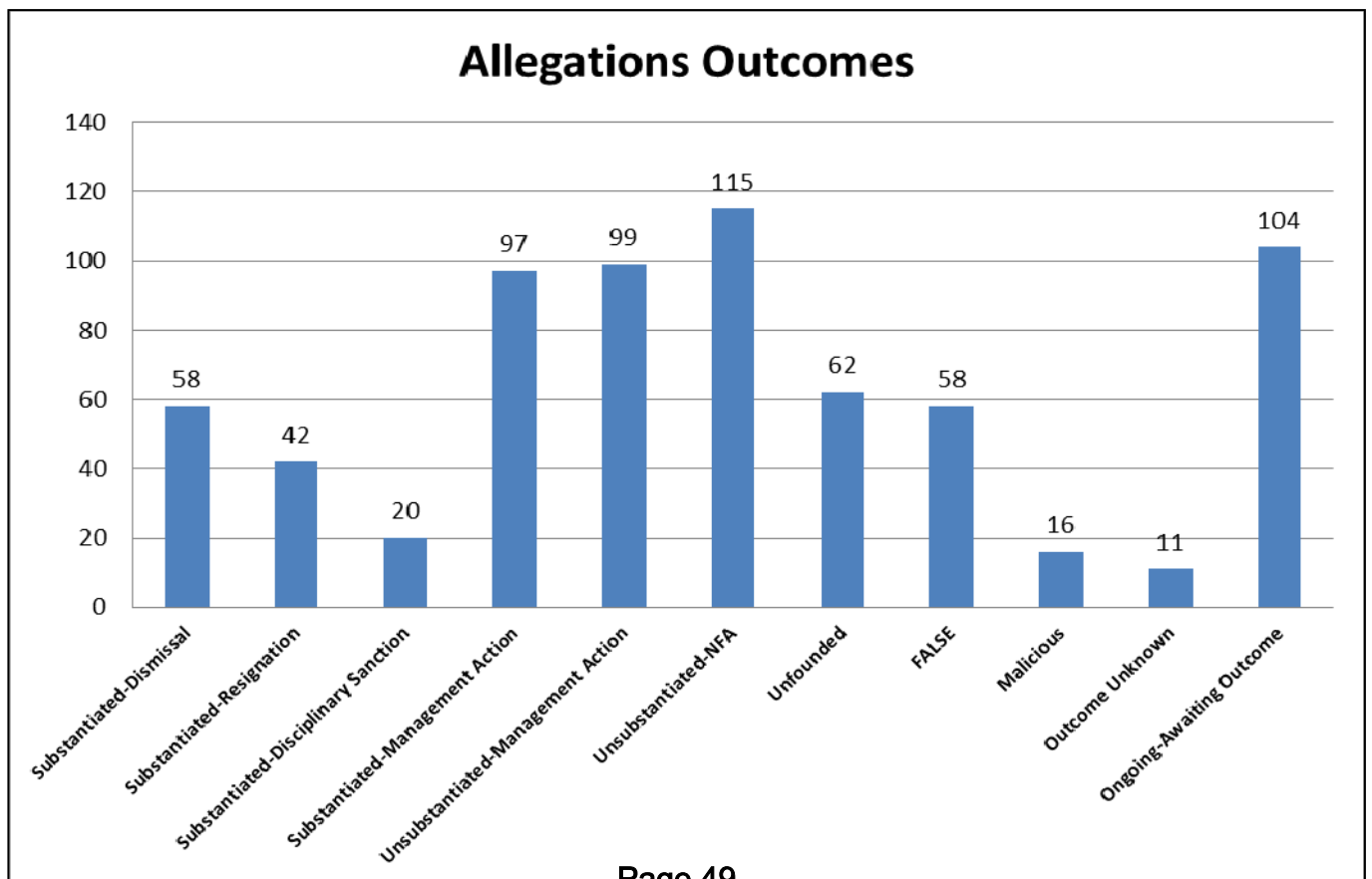


Breakdown of allegations by Dis-



Of known outcomes, in the reporting period 2014 to 2015, 217 allegations were concluded to be substantiated (38%). This represents an 8% increase on the previous year.

Of these, 58 (27% (or 10% of the total allegations for which outcomes are known)) were so serious as to result in dismissal of the staff member, 20 of the 217 substantiated allegations (9%) resulted in another disciplinary sanction (formal written warnings), and 97 (45%) concluded with the employer providing other management action, such as advice, training, mentoring, etc. In 42 cases (19%), but with a clear decision that the allegation was substantiated at some level, the subject staff member resigned from their post. This resignation figure is also increased on 2013-14 (up from 9 to 19%). Thus 100 staff were either removed from or resigned their roles working with children as a result of substantiated/part-substantiated allegations made against them.



Privately Fostered Children (2014-15)

At the time of writing this Annual Report, the Private Fostering Annual Report has not been formally signed off, however, the following highlights can be reported:

- On the 31st March 2015, there were a total of 25 private fostering cases open across the County. This figure is an increase of four on last year.
- Notifications have risen by 57% from last year (from 56 (13/14) to 88 (14/15) – 77 new arrangements made
- Of the 77 Private Fostering arrangements made in 2014/15, 34 involved children/young people born in the UK, which is a drop on last year's figure (32/58). This follows the national trend.
- In Kent, 87% of children were aged 10 and above at the time the Private Fostering Arrangement Assessment Record was completed. This is in line with the National figures which suggest that the majority (68%) of children in new private fostering arrangements are aged 10 to 15.
- There has been an increase in 7 day and 6 week visiting rates – this year 90.7% of children were visited within 7 days of notification (compared to only 76.5% last year) and 84.4% were visited at six weekly intervals for the first year (compared to 63% last year).
- Those private fostering arrangements that began BEFORE 1 April 2014 that were continuing on 1 April 2014 where scheduled visits in the survey year were completed in the required timescale – 50% (slight decrease)
- A programme of awareness raising has taken place which has seen an increase in notifications from schools and education provisions especially.

The plan for next year includes more awareness raising and support within SCS to continue to improve the quality of Private Fostering assessments.

“The Safeguarding Board has continued to develop its scrutiny of Safeguarding practice across Kent. The Peer Review has assisted in highlighting additional lines of enquiry in pursuit of observed practice vs reported data to improve learning and development, not just for our front line practitioners but equally of our Senior Management, to improve Safeguarding outcomes in Kent.”

Sean Kearns
CEO, CXK

The State of Safeguarding of Children in Kent:

There are just over 326,000 children and young people living in Kent, making up 22% of the population. Whilst much is known about the risks to Kent's children and young people, it is not possible to offer a complete picture of the children whose safety is at risk in Kent because some abuse or neglect may be hidden, despite the best efforts of local services to identify and step in to support children who are being harmed.

Whilst we can never ensure that no child is hurt; all our efforts are to try to minimise any risk to children. The following shows some of the figures for children helped and supported in Kent.

The figures included are snapshot figures taken at the end of each performance monitoring year (March 31st).

Children on Child Protection Plans (CCP):

At year end, 2014/15, the number of children on CPPs was **1240**. This compares to **1117** at the last year end. This is **an increase of 123**. KSCB is provided with regular analysis of this information to ensure that the figures reflect statistical neighbours. We are as satisfied as we can be that currently, cases are effectively reviewed and children are being provided with a range of appropriate multi-agency interventions in support of their needs.

Children In Care (CiC):

CiC are those looked after by the Local Authority. A decision to take a child away from his or her home, without parent's agreement is an extremely difficult one and can only be taken following a court decision or in an emergency, by the police or a magistrate. Even then, it is only taken after every possibility of protecting the child at home has been explored and where the decision really is the best option of ensuring the child's safety and wellbeing. The year on year figures show **a reduction of 122**, from 1624 to 1502. On the 31st March 2015, excluding Unaccompanied Asylum Seeking Children, there were 148 Kent Children in Care placed outside of Kent. This compares to 143 at the same time last year.

Unaccompanied Asylum Seeking Children (UASC):

Some of the most vulnerable children in Kent arrive through the Port of Dover or through the Channel Tunnel each year seeking entry into the UK. Most young people arrive seeking asylum whilst others have been trafficked for exploitation. Where the UK Border Agency identifies unaccompanied children, they pass responsibility for these children to Kent County Council. There are also significant implications for all KSCB partners. The issue of asylum seekers continues to receive high profile media and political attention. At the 31st March 2015, there were 368 Unaccompanied Asylum Seeking Children (UASC) Children in Care in Kent. This is **an increase of 150** from 218 at 31st March 2014.

This continues to be a serious concern as these children are especially vulnerable to exploitation. The KSCB's Child Trafficking and Sexual Exploitation Group will continue to closely monitor progress across agencies in tackling this problem. This key priority will continue into the Board's three year Business Plan (2015/2018).

Children in Care placed in Kent by Other Local Authorities:

As of the end of March 2015, there were **1303** children placed in Kent by other local authorities, an increase of 108 on the previous year. This high number of other local authority looked after children placed in Kent has been consistent for many years. This places significant pressure on public agencies responsible for supporting vulnerable children in Kent, including Specialist Children's Services, schools, police, and health services.

Following a recent high profile report of sexual exploitation network across the country, all councils must continue to make sure they can properly safeguard teenagers placed in residential children's homes, particularly those placed many miles from home, which increases their sense of vulnerability. These are young people at heightened risk of being sexually exploited by criminal networks and gangs and careful consideration needs to be given to the location of the placement these children.

KSCB and our partners are working very closely to explore the links and patterns of children placed in Kent and by Kent and reports of these children going missing from their placement. Understanding what happens when these children go missing will assist in safeguarding the children and help the placing authority in considering the appropriateness of some placements.

This will continue as an ongoing priority for the Board and our partners.

Children In Need (CiN):

At year end, 2014/15, there were 1129 CiN cases that had been open for 12 months or more, this compares to 3162 the previous year, **a reduction of 2033 cases**. Both the system for recording Specialist Children's Services records and the methodology for calculating CiN cases changed between the dates of the snapshot figures.

For CiN cases open for 6 months or more the figures were 1791 for 2014/15 against 4110 for 2013/14, **a decrease of 2319**. The methodology for calculating these CiN cases changed between the dates of the snapshot figures. The figures include cases open for 6 months or more – not those open between 6 and 12 months.

With regard to the CiN figure, the methodology has changed to make it more accurate for operational teams within the 0-17 age category. The Care Leaver figures would however be included in nationally reported figures. Figures also taken out are other non-CiN e.g. adoption support, Finance only etc. This provides a more accurate picture of "active" CiN cases and is clearer in any measures where outcomes are expected (e.g. average durations).

It must be emphasised that the change in recording and methodologies for calculating CiN cases has not resulted in children being 'missed' or not receiving appropriate support. In future years we will be able to compare like with like figures.

Number of re-referrals to Specialist Children's Services:

Re-referrals to Specialist Children's Services within 12 months, **has increased from 26.6% at year-end 2013/14 to 28.5% at year-end 2014/15**. This increase is reported as a result of the change to the recording of referrals by the Central Duty Team during the year.

Children being supported by Early Help services:

At the 31st March 2015:

- There were **5380 open cases** of children and families being supported by Early Help.
- The percentage of cases stepped up, from Early Help to Specialist Children's Services, was **9.4%** (these are cases that originally did not meet the Threshold Criteria for Child in Need or Child Protection, but following support from and further assessment by Early Help staff, the needs of the child has been deemed to have met the criteria and has been 'stepped up' to Specialist Children's Services).
- The number of CIN and CP cases closed by Specialist Children's Services and stepped down to Early Help was **22%**
- Re-referrals to Specialist Children's Services sat at **28.5%**.

Between January 2015 and 31st March 2015 the percentage of cases closed with a positive outcome had **increased from 49% to 69%**.

It is acknowledged that all of the above figures are a snap shot taken at the year-end 2014-15. They do not reflect performance after 31st March 2015.

So, how safe are the children and young people of Kent?

The performance figures provided an overview of what is reported on their activity. However, to answer the question of 'how safe are the children of Kent?' the Board considers the evidence from a range of quality assurance activity. This is done through case reviews, multi and single agency audits, reports from routine management oversight and supervision by all agencies' managers. During 2014-15, significant front line work has continued.

In response to the challenges identified last year, KSCB partner agencies have worked hard to implement policies and practices around the recognition and response to children vulnerable to Child Sexual Exploitation and Children who go missing. Staff across all agencies are now better sighted on CSE and missing children although it will take more time before evidence of the impact of this awareness is realised. This has been demonstrated in the multi-agency CSE investigation carried out during 2014-15. Learning from this investigation has been and will continue to be shared across Kent.

The impact on the placing of Other Local Authority Children in Care remains a concern for all agencies. There are evidenced links here with gangs and criminal and sexual exploitation. These continue to be a challenge, but stronger multi-agency working partnerships are being developed, for example the Thanet Task Force.

The ongoing demands being made on all agencies in Kent from the number of unaccompanied asylum seeking and trafficked children coming in to the county will continue to have an impact on agencies' resources. The KSCB Trafficking and CSE Group is working to ensure that agencies share information, and where appropriate, resources to deal with the issues around these vulnerable children.

Overall, all agencies in Kent work hard to ensure that children in Kent are as safe as possible and that all agencies are committed to supporting those who are in need of additional services. KSCB will continue to scrutinise and challenge partners to ensure that we all work together and collectively to safeguard children, working as far as possible to prevent safeguarding issues, but where they do arise, respond quickly and positively to deal with them. It is essential that every child's welfare is paramount and this message is in the forefront of each agency's organisational culture.

Voice of Children and Young People

KSCB recognises the importance of hearing the voice of children and young people in Kent and has been seeking different ways of ensuring that their voice is heard and influences the Board priorities and work that is undertaken.

A young person from the CXK Youth Board, jointly opened our 2014-5 Annual Conference with our Independent Chair, and spoke to the conference on issues that were relevant and important to all young people in Kent.

The Board continues to actively support Kent Youth County Council (KYCC) through their identified campaigns. Members of the KYCC presented an update on their anti-bullying campaign and introduced their 'Healthy Relationships' video at our Annual Conference in November 2014.

In addition KYCC run a safeguarding interest group, which is working on a project to reduce the stigma attached to mental health issues. This project is currently underway with the results expected over the next few months.

The Board starts every Board meeting with a presentation from or about Young People. Topics included this year include: Domestic Abuse, Healthy Relationships, and Mental Health.

These sessions have been extremely informative and have given the young people the opportunity to raise their current issues with Board members.

KSCB, through our Partnership Development Officers, have been working very closely with Kent County Council in the development of a Participation and Engagement Strategy. This has included the undertaking of a LILAC assessment. The LILAC Assessment has been developed by a National VOICE as a way of involving young people with experience of the care system to carry out an assessment of how well services delivered by the local authority are enabling children in care and care leavers to participate; both at an individual level, and in the development of policies and services that support them.

The assessment in Kent took place over a three day period between 29th September and the 1st October 2014. The assessment focused on shared values, style of leadership, structures, staff, recruitment and selection, care planning and review, complaints and advocacy. Two trained Care Leaver assessors took part in this assessment alongside a LILAC Coordinator.

The assessors said:

- *"It was evident that some really good participation work was going on".*
- *"I really enjoyed meeting with the Children In Care Council (CICC), thought they were fantastic and well supported".*
- *"There is definitely good work and I believe Kent are heading in the right direction, there are improvements to be made but it is a good starting point to have an independent body come and assess to be able to assist Kent in making improvements".*

The young people said:

- *"we do get consulted a lot and I think it is a good thing because we can make a difference"*
- *"The CICC is great, I enjoy attending the groups and it's fun and also our voices are taken seriously".*

The assessment graded Kent as having achieved 4 of the 7 LILAC standards. The feedback from the young people and the assessors is currently being used to develop an action plan which will be reviewed as part of the LILAC assessment later in 2015.

Next steps:

In 2014-15, feedback from young people from Child Protection Conferences was low. KSCB is working with Child Protection Conference Chairs to encourage greater use of the voice of the Young People in providing feedback which will then be used to support the development of the service.

KSCB will be undertaking a Countywide Young People's survey in the summer term of 2015. Topics covered in the questions will relate to relevant and topical issues for young people, including cyber-bullying, healthy relationships and drug and alcohol misuse. The results from the survey will be reported to the Board later this year.

The challenge for the Board going forward is 'So What?' The Board needs to demonstrate how listening to the young people is impacting on their agency's business. This is reflected in the Board's Strategic Priorities for 2015-18.

"The Board continues to develop its reach and influence on safeguarding practice across the county through its invigorated membership and structures. We need to further consolidate the Board's oversight of frontline practice going forward as we collectively respond to the key strategic challenges outlined in the 2015 -18 Business Plan."

Philip Segurola
Director, Specialist Children's
Services

Views of Staff Working with Children

Staff Survey 2015

The KSCB Staff Survey was introduced by the KSCB Business Unit in 2014 and repeated again in 2015. The aim is to gain an understanding of the issues that practitioners face whilst working with children and their families in Kent. The survey also gave staff the opportunity to feedback to the board regarding training gaps and their knowledge of designated safeguarding roles within their organisations.

The 2014-5 Survey was distributed across Kent to a wide range of agencies across all sectors, including the voluntary sector. A total of 1049 respondents completed the survey. The data was evaluated and grouped into district data so that the findings from the survey could be shared with Team Managers on District levels to inform practice and ensure local training needs could be met.

The four organisation categories that have produced the largest number of responses are Local Authority, early years providers/preschools, schools and health collectively making up 86% of the responses.

Summary Report

Awareness of the KSCB

Staff were asked to what extent they agreed with the statement that “they were aware of the role of the KSCB.”

- 89% of staff responded either ‘agree’ or ‘strongly agree’.
- Of the 11% of respondents (118 individuals) that did not agree or strongly agree with the statement.

Awareness of which individual from their organisation is their KSCB representative

- When the respondents were asked if they knew the individual from their organisation that represented them on the KSCB, 30% disagreed or strongly disagreed.
- In particular it should be noted that 60% of staff within KCC’s Social Care, Health & Wellbeing directorate are unaware of their KSCB representative.
- The implications of these results are that KSCB and agencies’ representatives on KSCB Groups need to be more proactive in marketing the role of KSCB and their role as Group members.

Awareness of the Kent Thresholds and Tiers of Intervention

- Staff were first asked if they were aware of the Kent Thresholds and Tiers of Interventions for Children in Need. 78% of practitioners either agreed or strongly agreed with the statement leaving 12% unaware and 10% taking middle ground.

Awareness of who the designated child protection coordinator/safeguarding lead is for their organisation

- 97% of staff within schools, and 99% of staff within health knows who the child protection coordinator/safeguarding lead is for their organisation.
- 16% of Local Authority staff do not know their designated officer.

Awareness of their organisations safeguarding procedures

- Staff were asked if they were aware of their organisation’s safeguarding and child protection procedures, 97% of staff responded either ‘agree’ or ‘strongly agree’.

Knowledge of the role of the LADO

Staff were then asked if they knew what the role is of a Local Authority Designated Officer.

- 80% of staff either agreed or strongly agreed with the statement with 11% disagreeing or strongly disagreeing. This is a significant increase from the 2014 survey where 64% of staff felt they understood the role of the designated officer.
- Only 14 (5%) of 241 Early Years Provider/Pre-school staff do not know what the role is of the Local Authority Designated Officer whereas 65 (49%) of 133 Health staff responded in the same way, although it is acknowledged that within Health, it would be the Designated Safeguarding lead who be the lead contact for LADO matters.

Child Sexual Exploitation

The survey then asked 3 questions on child sexual exploitation.

- Do you have a clear understanding of CSE?
- Are you comfortable recognising and responding to CSE?
- Are you aware of the CSE Toolkit?
 - 93% of staff have a clear understanding of child sexual exploitation although the proportion of staff that are comfortable recognising the signs and responding to them drops slightly to 80%. The proportion of staff aware of the Kent CSE toolkit drops further to 60%.
 - Certain organisation categories stand out more than others. Staff from early years providers/pre-school settings appear to be more likely than those from other organisations to have a clear understanding of CSE and also comfortable recognising/responding to it.

Early Help Notification Process

The survey asked staff about the Early Help Notification Process. Of the 1049 survey responses, 1040 members of responded to the statement 'I am aware of the Early Help Notification Process' and 20 of these stated it was not applicable to them.

- 834 (82%) of these 1020 members of staff stated that they were aware of the Early Help Notification Process. Of these 834, 56% stated they were confident in the Early Help Notification Process. This means that of the entire survey cohort, only 45% are aware of and confident in the Early Help Notification Process.
- 56% of staff stating that they are confident in the Early Help Notification Process is comparable to last year's survey where 60% were confident in the CAF process.

Multi-agency working

The survey then went on to ask about working relationships with other agencies in their areas.

- 1027 members of staff answered this question and 75% felt that they have good working relationships in their area. Only 3% of staff disagreed or strongly disagreed and 22% neither agreed nor disagreed. These figures are very similar to the 2014 survey where 73% of staff felt they had good working relationships with agencies in their area.

Options selected as potential improvements to working relationships with other agencies

- 'Improved communication between agencies' comes out as the top
- Comparing these responses to those obtained in 2014 suggests that there have been improvements in information sharing between agencies as this is no longer the biggest potential improvement.

Training

The survey then moves on to training, starting with whether training received allowed staff to effectively fulfil their role.

- 82% of staff agreed or strongly agreed with the statement and only 48 of 1049 (5%) disagreed or strongly disagreed
- 71% of staff agreed or strongly agreed that it was easy for them to access training which suggests a large number of staff are experiencing barriers to training. This is a reduction from 77% perceiving training as accessible in the 2014 survey.
- 42% of respondents from the charitable sector and 38% from the Police service could not agree that it was easy for them to access training. 50% of staff that fall into the other category also are finding it difficult to access training.
- Nearly half of staff responding to this question stated that time capacity was a barrier for them. Limited courses and places appear to be the other major issues that staff perceive as their barriers to training
- There is a big shift in the perceived barriers to training from the 2014 survey where cost and a lack of awareness of training or how to access it featured very highly.

The survey then asked staff to what extent they agree with the statement '*I am encouraged to regularly attend training*'.

- 75% of staff agree or strongly agree that they are encouraged to regularly attend training.

KSCB Group Reports

As the Independent Chair outlined in her Foreword, the Board has taken on a more formal accountability and reporting structure. This will always be work in progress, although Board members and the Chairs and members of each of the Groups have all reported a greater confidence in the joining up and coordination of cross Group activity. Here are brief summaries of the activity and achievements of the Board's Groups:

Business Group

Group Chair: Gill Rigg, Independent Chair, KSCB

On her appointment as Independent Chair of KSCB, Gill Rigg undertook a review of the governance and accountability structure of the Board and its groups. Following consultation with Board and Executive Group members, a new structure was introduced with the Business Group replacing the Executive. The Board is now made up mainly of the Chief Executives of all Partner agencies and has the decision making role for the partnership. The Business Group is made up of the Chairs of all of the Board's Groups, and chaired by the Independent Chair.

At the Business Group, each Chair presents an update from their Group, raising issues that impact on the working of the other Groups. Where there are decisions or recommendations for the full Board, these are taken to the Board with the views and comments of the Business Group members. This process has made the purpose of the Business Group more meaningful and has provided greater structure and clarity of governance to the Board's business.

The Business Group also oversees the Board's Business Plan and is responsible for providing the Board with not only what is being done across the groups, but also the evidence of the impact that the Board's activity is having on operational practice and improving safeguarding for children.

During the Peer Review in December 2014, it was recognised that although it had not been in place for very long, the members of both the Board and the Business Group had already noticed the positive difference in how the Board conducted its business.

The Business Group's challenges for the future are to ensure that it builds on the positive start and delivers on the Business Plan priorities. More evidence of impact is required and it is the role of this Group to ensure that it is provided.

Quality and Effectiveness

Group Chair: Florence Kroll, Early Help and Preventative Services

The Quality and Effectiveness (QE) Group's main function is to co-ordinate quality assurance and evaluate the effectiveness of what is carried out by KSCB partner agencies, individually and collectively, to safeguard and promote the welfare of children. It has oversight of multi-agency and single-agency audits, Section 11 audits and analysis of performance data about safeguarding from the key statutory agencies in Kent.

The QE examine quarterly performance indicators supplied by a range of partners in order to satisfy the KSCB that the arrangements in place to safeguard and promote the welfare of children are good.

A wealth of information is available to the QE and the focus this year has been on partners contributing to the analysis of these statistical measures, commenting on whether outcomes have improved. We are in an improved position but the group still has more work to do to ensure valuable contributions are available at these meetings. In order to help with these improvements there has been a review of the data presented and a new outcomes performance report is under development, this will be in place from April 2015.

Key activity undertaken by the Group 2014-15

KSCB Audits:

The QE carry out an annual programme of multi-agency audits; in 2014-15 these were:

Quality of Child Protection Planning:

Following up on previous audits undertaken in Child Protection, and findings from previous Ofsted inspections, the audit focussed on planning and interventions in selected Child Protection cases. This audit highlighted the importance of good quality information needing to be contained within reports at Conference; this was identified to be imperative for effective planning to take place. It was found to be critical that records are accurate and up to date to ensure reasons for decisions/actions are maintained.

Section 11 Self Assessments:

A full round of assessments were collected with a new peer review process piloted to quality assure responses; this proved beneficial for all involved and will become a standard part of the Section 11 (S11) programme in Kent. District Councils have requested the S11 template they complete be tailored to better meet their needs and this is being progressed in 2015-16.

Domestic Abuse Deep Dive Review:

This process of auditing, involving practitioners and their managers in an in-depth discussion regarding one of their own cases, continued in 2014-15 following a successful pilot last year. Two cases were reviewed where there were repeat incidents of high level Domestic Abuse recorded. The findings have been shared and will form the basis of a follow up audit in 2015-16.

Repeat Missing Children and exploring links to Child Sexual Exploitation:

Five cases were reviewed by multi-agency partners and managers where all the young people had been reported missing more than three times in a 90 day period. The review focussed on whether professionals involved had explored links to child sexual exploitation, and if evident, had addressed issues appropriately.

2014-15 Performance Outcomes:

The process for requesting Early Help Services changed mid 2014-15 so no direct comparisons are available at this time. The number of Kent Family Support Framework notifications received stood at 1,220 as at the end of March 2015, with the number of cases open to Early Help and Preventative Services at 5,380. The number of cases closed with a positive outcome stands at 68.8% and 9.4% of cases were stepped up to Specialist Children's Services (SCS) in March 2015.

In March 2015 there were: 581 first time entrants to the Youth Justice System in Kent; 12.3% of the Youth Justice cohort were Children in Care; 5.7% of 16-18 year olds were not in Education Employment or Training. The rate of referrals in to SCS was 512.9 per 10,000 population in March 2015, compared to 605.7 at the same point in 2014. Re-referrals within 12 months remain above target at the end of the year but are reducing month on month. Further figures from partners are included in the table below relating to Children in Need, Child Protection and Children in Care:

Performance Measure	March 2014	March 2015	Target / Benchmark March 2015
Number of Children in Need per 10,000 population under 18 (snapshot)	330.1	283.7	315.0
Number of Section 47 enquiries per 10,000 population under 18 (rolling 12 months)	161.8	141.3	100.9
Number of children with a Child Protection Plan per 10,000 population under 18 (snapshot)	36.5	38.0	35.7
Percentage of Child Protection plans lasting 2 years or more at the point of de-registration (year to date)	4.9%	2.2%	5.0%
Percentage of children becoming subject to a Child Protection Plan for a 2 nd or subsequent time within 24 months (year to date)	8.0%	7.8%	7.5%
Number of Children in Care under 18 per 10,000 population (snapshot)	50.3	46.1	48.0
Child in Care Stability of Placement: 3 or more placements in the last 12 months (snapshot)	8.9%	9.6%	9.0%
Number of cases referred to Multi-Agency Risk Assessment Conference (MARAC) where there are children in the household	210	220	n/a
Number of Domestic Violence incidents resulting in a Domestic Abuse Notification	746	807	n/a
Number of Domestic Violence incidents resulting in a referral to SCS	348	213	n/a
Number of children frequently reported Missing (3 or more incidents in 90 days)	118	237	n/a

The number of cases referred to a Multi-Agency Risk Assessment Conference (MARAC) where children are resident in the household remains high and continues to provide challenges for Kent Police and partner agencies, with nearly 1,000 cases referred over the year. Children missing from home or placement could be at risk of: sexual exploitation; missing education; engagement in criminal behaviour and be more vulnerable to other risk-taking behaviours. KSCB have been developing policies and procedures that safeguard and promote the welfare of this at risk cohort. Work is ongoing, collecting and cross referencing data from partners on these missing children, to ensure the extent of need is known and appropriate interventions can be implemented.

Upcoming Challenges:

- QE aims to continue to improve methods of gathering safeguarding evidence from partners, scrutinising their performance, sharing any best practice and learning via other groups of the Board.
- More work remains for all partners with regard to the analysis of the data that is presented to QE in order that a more detailed multi-agency analysis can be undertaken.
- The work of QE will ensure the Board receives relevant and timely information that will enable children in Kent to get the right help at the right time.

Case Review

Group Chair: Superintendent Andy Pritchard, Kent Police

The Case Review Group supports the KSCB Independent Chair in establishing the initial scope for any serious case review (SCR) (where the criteria as set out in Working Together to Safeguard Children 2015 are met), or other type of review, and to develop procedures and protocols for undertaking those reviews in Kent.

Key activity undertaken by the Group 2014-15

The Case Review Group has developed and implemented a Case Review Notification Process that ensures that partners can refer in cases that they feel warrant the Case Review Group to consider for a formal case review. This has resulted in 16 formal notifications to the KSCB Case Review Group in 2014 - 2015.

These have resulted in:

- Two Serious Case Reviews (one to be published in autumn 2015, the second in late 2015 or early 2016)
- Two Other Local Authority Serious Case Reviews
- Seven formal Management Reviews,
- Five cases are pending management reviews in 2015-16

Those Kent reviews undertaken have taken the form of:

- Practitioner events,
- Manager and practitioner learning events, and
Independent Manager Reviews.

The purpose of all case reviews undertaken is to identify key learning lessons with the intention of using these lessons to improve working practice. All Reviews have been chaired by members of the Case Review Group and findings and recommendations reported back to the Case Review Group.

Learning from these reviews has been identified and integrated in to the existing KSCB Multi-Agency Training programme, or where new topics have been identified, new training has been commissioned and delivered.

Agency representatives on the KSCB Case Review Group have been tasked with cascading the learning from reviews undertaken to their own agencies following their presentation to the Case Review Group.

Key learning topics from the 2014-15 case reviews:

Sexual Abuse
Record Keeping
Child Protection Conferences/Review Conferences
Strategy discussions
Self-Harm
Voice of the child
Supervision
Toxic Trio
Working with families

A more detailed breakdown of the areas below these headlines can be found at Appendix C.

Key challenges:

The embedding of learning from all case reviews is an area that still requires greater evidence of effectiveness. In 2015-16, the Case Review Group, Quality and Effectiveness Group and the Learning and Development Group will be working in a more joined up way to ensure that not only is learning disseminated, but there is evidence of its impact on operational practice. The Quality and Effectiveness Group will include the impact of learning on operational practice as part of its audit programme.

Learning and Development

Group Chair: Sean Kearns, CXK

Training

There were significant developments in respect of KSCB's core training offer during 2104-15. These include:

- Core multi-agency training offer:
 - * A total of 145 individual courses relating to 36 different topics were delivered to 3281 multi-agency delegates across all 12 districts of Kent.
- Bespoke Training:
 - * Similarly, 93 bespoke courses relating to 11 different topics were also delivered to organisations within 13 different sectors across all 12 districts of Kent.

Trainers

Two 5-day 'Train the Trainer' courses were held in this period and 25 new trainers have joined KSCB's College of Trainers. The position of Associate Trainer has also been created to enable existing trainers from within partner organisations to be trained to deliver KSCB courses, thereby cascading learning within their teams and agencies and extending its reach throughout Kent.

The first two 'Train the Trainer' courses for Child Sexual Exploitation (CSE) were held in February and March 2015 respectively and a total of 36 multi-agency trainers trained to deliver this subject to both multi-agency groups and their own organisations.

KSCB also uses Specialist and External Trainers who are expert practitioners and subject matter experts, who deliver multi-agency training that requires an enhanced level of expertise and knowledge.

A Trainer quality assurance programme has also been introduced within which KSCB trainers are formally and independently observed and their delivery evaluated. To date, all observations have been graded either good or outstanding. The 2014 Trainer Development Day was attended by 38 delegates and a new quarterly electronic Trainer Bulletin has been introduced to ensure KSCB trainers are kept up to date with local and national developments.

Evaluation

It is recognised that evaluating the impact of training on operational practice is difficult. However, in addition to the existing post-course delegate evaluation, a new three month post-training 'impact evaluation' process has been implemented to confirm the extent to which new learning has informed and improved delegates' practice. The results of this process are yet to be presented but this will continue through 2015-16 and outcomes will be presented to the Board.

A delegate feedback form is also regularly used by all trainers to record any issues which delegates share during training so that these can be fed back to the appropriate team.

Child Death Overview Panel (CDOP)

Group Chair: Andrew Scott Clark, Public Health

This panel has the responsibility for reviewing all deaths of children in Kent. The panel is chaired by Kent's Director of Public Health and its work is supported by two Designated Doctors for Unexpected Death; a Child Death Coordinator, partner representatives (including the Police and Specialist Children's Services) and KSCB Officers. This mandatory panel works in close partnership in order to monitor trends in child death nationally and locally, analyse data relating to specific child deaths, identify modifiable factors and to promote any learning from them. Whilst there are a host of other factors that are also considered as part of this work, environmental effects and parenting issues are key and these are subject to careful deliberation in each case, as is the quality of multi-agency working.

The primary aim of the CDOP is to reduce the number of preventable child deaths through systematic multi-disciplinary review, education of professionals and the general public and to make recommendations for legislation and public policy changes. These recommendations are based on panel reviews and circumstances surrounding individual causes of child death. The data is used to identify trends that require systematic solutions. In order to improve the way in which partners collect and respond to the necessary information KSCB and Health colleagues are progressing the development of a bespoke CDOP database that will provide an enhanced level of efficiency and reporting to this important process.

Age	Number
0-28 days	23
29 days - 1 year	19
1 - 4 years	7
4 - 11 years	8
11-18 years	13

Key activity undertaken by the Group 2014-15

The Panel reviewed a total of 93 cases in the year. Some of these cases were rolled over from last year as the Panel only formally reviews cases after all other proceedings, such as the Coroner's inquest, have been concluded.

Key achievements

Full information relating to child deaths in Kent is regularly considered by the CDOP panel and is used to bring about improvements in local working processes and practice whenever appropriate and to inform KSCB's learning and development.

Key challenges for 2015-16

There continues to be a number of sudden unexpected deaths in infancy (SUDI) across Kent and these continue to happen in circumstances where there is greater risk for example due to parental smoking, and/or co-sleeping. A new safe sleeping campaign is currently being developed to ensure parents and families are given the best advice to reduce the risks of infant deaths happening like this in the future.

The CDOP team have developed a joint information system which will ensure the collection, sharing and reporting of information is much more efficient, over the next six or so months this system will go live. Nationally there is much interest in the Kent system as all CDOPs are recognising the need to manage information more robustly using a secure, web-based system that is accessible to all partners.

Trafficking and Child Sexual Exploitation

Group Chair: Patricia Denney, KCC Specialist Children's Services

Group Chair: Patricia Denney

The Group is working towards an integrated strategy to identify, address and reduce the incidence of Child Trafficking and Child Sexual Exploitation in Kent and Medway. Closely allied to this work is reducing the number of children and young people who go missing or runaway, including those arriving at the County's ports and International railway stations or within the community.

It aims to provide training to professionals, families and community groups to understand the profile of trafficked children and victims of sexual exploitation and help to understand their needs. The remit also includes a joined up data set to ensure intelligence is collated, analysed, understood and shared across all agencies.

Key activity undertaken by the Group 2014-15

- With the Learning and Development Group, (and supported by Barnados), designed and delivered multi-agency awareness raising of issues relating to Missing Children from home and care, CSE and Human Trafficking of children through training courses, both face to face and e-learning.
- Improved the CSE Toolkit to support frontline professionals identify and support children and young people who may be victims of CSE, based on feedback from professionals who used the toolkit as part of a major Kent CSE investigation.
- Improved multi-agency practices relating to Missing Children from home and care, CSE and Human Trafficking of children through sharing data and intelligence, and encouraging best practice from learning from active cases, both local and national.
- Learned lessons from the Ofsted Thematic Inspection and carrying out required actions from the Inspection
- Developed an Action Plan for Trafficking and CSE, drawing from the Ofsted Thematic Inspection Report (attached at Appendix D), National Reports and the evolving Kent profile.
- Developed a comprehensive CSE and Missing Children Strategy to ensure that partner agencies work cooperatively to identify and deal with children and young people who are identified as, or at risk of becoming, victims and perpetrators of CSE and going missing
- Promoted the need for every child who goes missing from home or care to have a "Return Interview" undertaken and the findings to be passed to the KSCB for analysis.

Key achievements

- Kent has taken part in the Home Office trial of special advocates for children and young people identified as having been trafficked. This means that if a child is identified as having been internally or externally trafficked into Kent s/he will be allocated an advocate on an alternate basis in order to compare outcomes for YP with those without. This is a Government funded project in conjunction with Barnardos. The interim report will be available shortly, and the year-long project comes to an end in September 2015.
- Development of a key strategic Action Plan incorporating recommendations from 14 national reports on CSE to ensure Kent response to this issue is based on best practice and lessons learnt from other local authorities, Ofsted and key national research.
- Training of all Social Workers in CSE is now mandatory, and a major training programme was started to ensure that staff from all agencies can access awareness training. This programme is ongoing.
- Central point of access has been established to receive all reports of Missing Children and to ensure that data and intelligence from each episode of missing is recorded and responded to. Procedures are now in place to ensure that every child or young person who goes missing is offered a Return Interview.

Key challenges for 2015-16

- Continue to focus on the issues in the CSE Action Plan.
- Implementation of the Multi-Agency Child Sexual Exploitation Team and Multi-Agency Sexual Exploitation Group.
- Develop systems to understand the patterns themes, trends of risks of children placed in Kent by Other Local Authorities.
- Address the impact of the increasing numbers of Unaccompanied Asylum Seeking Children who enter Kent to ensure they are safeguarded and supported.

Missing Children Working Group

Chair: Nick Wilkinson, Head of Youth Justice and Safer Young Kent

This Working Group reports to the Trafficking and CSE Group. Its purpose is:

- Ensure there is a robust system for sharing information and ensuring multi-agency planning in respect of all children who go missing from home, care or education in Kent
- Develop mechanisms to collate intelligence around children who go missing from Early Help and Preventative Services (EHPS), Specialist Children's Service (SCS), Kent Police and other relevant partner agencies
- Reduce the number of incidents and number of children who go missing in Kent County Council Reduce the risk of harm to those who go missing and to minimise the risk of child sexual exploitation

Key activity undertaken by the Group between 1st April 2014 and 31st March 2015

- Multi-agency awareness raising of issues relating to Missing Children from home, care and education through training course, both face to face and e-learning
- Improving multi-agency practices relating to Missing Children from home, care and education through sharing data and intelligence, and encouraging best practice from learning from active cases
- Promoting the need for every child who goes missing from home or care to have a "Return Interview" undertaken and the findings to be passed to the KSCB for analysis

Key achievements

- Significant activity by this group has enabled Kent to be in a much improved position to understand and respond to missing children in the county
- Central point of access has been established to receive all reports of Missing Children and to ensure that data and intelligence from each episode of missing is recorded and responded to. Procedures are now in place to ensure that every child or young person who goes missing is offered a Return Interview
- From 5 May 2015 all missing children reports will be received by Central Referral Unit (CRU), who will then allocate as necessary to SCS or EHPS for offer of return interview

Key challenges for 2015-16

- Embed new ways of working in accordance with KSCB Missing Children procedures
- Ensure return interviews are undertaken and intelligence is gathered to understand risks
- Escalate as necessary the responsibility of other Local Authorities in relation to their missing children

Education Safeguarding Group

Group Chair: Patrick Leeson, Education and Young People Services

The KSCB Education Group provides a forum for schools, Early Help and Educational services, including Early Years to raise awareness of critical issues on the safeguarding agenda. Head Teacher representation is strong and both Independent school and Further Education (FE) College representatives provide a crucial link with these sectors.

The Terms of Reference for the group are reviewed annually and group membership is regularly scrutinised to ensure that the right people are involved. During the last year there have been a number of priority issues on the agenda including Prevent, Child Sexual Exploitation (CSE,) Female Genital Mutilation (FGM) and e-safety, with additional actions arising as a consequence of a range of new guidance published by the Department for Education (DfE) during the early part of 2015. These include revised editions of *Working Together to Safeguard Children* and *Keeping Children Safe in Education*. Additional good practice guidance was developed for Kent schools following the revised publication of the *Disqualification Regulations* under the Child Care Act 2006, which focuses on staff suitability and risk management when safeguarding issues in their personal life have an impact on their professional role when working with children under 8 years of age.

The Education Group provides a termly report to the Quality and Effectiveness (QE) Group that outlines the level of activity in terms of safeguarding consultations, including those involving on-line protection and the training provided for schools and settings. This academic year has seen in excess of 4,000 recorded consultations being undertaken by the Lead Professional and these can range from general policy and procedural advice to specific child welfare concerns or strategic safeguarding queries. The termly Education Safeguarding Newsletter that is circulated to Group members and to schools and settings via the e-bulletin remains the key medium that is used to cascade information and raise awareness about new developments

Safeguarding training is a requirement for schools and settings. Ofsted monitors this during inspections and School Designated Safeguarding Leads must receive updated training every two years to ensure schools are meeting their obligations. During the current academic year the Education Safeguarding Team will have delivered training to more than 2,000 designated staff in schools, in addition to inset or twilight sessions for whole staff groups. In total more than 5,000 education staff will have received safeguarding training this year and this will include numerous bespoke sessions regarding on-line protection.

Education Safeguarding Advisers also commit a number of dedicated days to supporting the KSCB multi-agency training, particularly regarding issues of e safety and child sexual exploitation, which are standing items of the group agenda. Work has also been undertaken in drafting multi-agency good practice guidance on e-safety that will reflect the work of all agencies represented in the KSCB.

The safeguarding support, guidance and training provided to schools leads to a better informed workforce who work within policy and procedures. Consequently children are better protected and this can be evidenced in Ofsted inspection judgements (as reported to QE group). No school in Kent has been found to have inadequate safeguarding arrangements. Further evidence of the voice of the child is provided in the survey carried out with young people by Project Salus whose findings were fed back to the group in 2014.

Child sexual exploitation is another area for particular attention following the Ofsted Thematic inspection of the local authority. Although awareness raising and reference to procedures' tool kit is part of Designated Safeguarding Lead (DSL) training for schools and settings, more attention in the year ahead needs to be given to this initiative.

Training has been taking place to support the four Kent area rollouts of the 0-25 transformation programme. This is designed to develop and improve working practices across the integrated model of Early Help and Specialist Children's Services. A key aim is to ensure that staff are effective in implementing new working practices and expectations, and use effectively the new Kent Family Support Framework (KFSF) forms and tools. This roll-out training is being complemented by a detailed workforce development plan designed to ensure the professional development for EHPS staff, plus focused training on key areas to ensure a skilled and confident integrated Early Help workforce capable of operating a whole family approach.

Health Safeguarding

Group Chair: Sally Allum, Director of Nursing, NHS England: South (South East)

Key activity for 2014-15

- Review of the Group's Terms of Reference and membership.
- Setting up of the County Female Genital Mutilation (FGM) Working Group, with links to the National FGM Group through NHS England.
- Reporting the outcomes of the CQC Inspections that been undertaken in 2014/15, including updates on progress against the Action Plans.
- Regularly providing the Board with updates from the various Health providers, including Children and Adolescent's Mental Health Services (CAMHS).
- Keeping the Board apprised with the re-structuring of 'Health' across Kent and the South East of England.

Key challenges for 2015-16

Continued raising of staff awareness of FGM
Provision of 'health' safeguarding performance data to KSCB

Policy and Procedures

Group Chair: Tina Hughes, National Probation Service

Key activity for 2014-15

The Group met more frequently in 2014-15, mainly due to the requirement to review and update all of the Board's Policies and Procedures for publication of the new On-Line Procedures Manual through TriX.

With the introduction of the Business Group, there has been more detailed reporting of this Group's activity to the other Groups and a greater understanding of the areas in which to prioritise the updating of existing policies and the development of new policies and procedures.

The Terms of Reference for the Group have been updated and new representation has been included in the membership.

Key achievements

- Review of all KSB policies and procedures
- Publication of the On-Line Procedures
- Ongoing development of new policies (e.g. working with young people who exhibit harmful behaviour)

Key challenges for 2015-16

In order to ensure that the views and comments of all partner agencies are considered when creating and/or updating policies, it is essential that partners continue to be appropriately represented on this Group.

Due to the increasing overlap of services provided to families, there needs to be a greater linkage between the policies on the safeguarding of children and young people with those on the safeguarding of vulnerable adults.

The Group will continue to review existing policies and procedures, including the Threshold Criteria, and develop new policies in line with changing legislation and guidance.

KSCB Finance Report

In line with the requirements of Working Together 2015, this report outlines the KSCB financial contributions from partners and its expenditure. Working Together states:

“All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.”

The 2014/15 finances and the projected expenditure for 2015/16 is outlined below.

During 2014/15, contributions from partners reduced to £238k from £250k in 2013/14. This is projected to reduce again in 2016/17. With a total income of £1,090,000 (including the carry forward, base funding and training income) and expenditure of £531k, this ensures that the overall costs of running KSCB were met as they could not have been covered solely by contributing partners. We have recently commissioned three Serious Case Reviews and this has been factored in to expenditure projections for this financial year.

With regard to the reserve, this has been raised with Board members and a programme was agreed on how this reserve is to be reduced. It is projected that, through an anticipation of a gradual reduction in Partner contributions and reduction in grants, the Board should have a break even working budget, with a small reserve to cover the costs of any future Serious Case Review (s) within three years.

KSCB Annual Finance Report 2014-15

Expenditure	2013-14	2014-15	Projected 2015-16
Staff			
Salaries	294,233.22	362,493.43	347,441.97
Staff expenses	4,479.83	4,940.14	5,765.00
Staff training and development	1,479.24	4,438.64	4,500.00
Equipment	6,491.38	8,460.09	6,050.00
Total Staff expenditure	306,683.67	380,332.30	363,756.97
Business Unit support			
Printing, publications and promotions	1,995.54	7,768.24	7,885.00
Room hire and refreshments – Board and Groups	10,039.66	12,637.48	13,000.00
Stationery	404.85	1,779.74	1,980.00
KSCB website and on line procedures	5,283.50	3,000.00	10,900.00
Total Business Support expenditure	17,723.55	25,185.46	33,765.00

Board expenditure			
Independent Chair	24,325.85	17,016.66	17,800.00
External consultants	8,701.70	5,000.00	5,000.00
Lay members	200.00	200.00	200.00
Case Reviews	6,800.00	9,799.05	60,500.00
Audits	4,518.75	0.00	0.00
Total Board expenditure	44,546.30	32,015.71	83,500.00
Training			
Room hire, refreshments and training resources	5,913.22	24,760.06	35,580.00
Training resources and equipment		2,176.38	2,100.00
External trainers	16,000.00	30,583.38	20,000.00
Annual conference	10,000.00	11,000.00	12,000.00
E-Learning subscriptions	10,000.00	7,294.52	13,705.00
Specialist IT Support	4,269.98	4,056.00	4,537.00
CPD subscription	9,994.00	14,044.50	7,000.00
Total Training expenditure	56,177.20	93,914.84	94,922.00
Total expenditure	425,130.72	531,448.31	575,943.97

Income	2013-14	2014-15	Projected 2015-16
Residual funds	-600,679.08	-686,241.97	-558,502.45
Partner contributions	-250,524.00	-238,124.00	-246,458.00
Total Partner Contributions/Residual Funds	-851,203.08	-924,365.97	-804,960.45
Training Income	-46,158.55	-87,135.00	-85,000.00
Total training income	-46,158.55	-87,135.00	-85,000.00
KCC base funding	-199,000.00	-78,433.62	-98,524.15
Receipts in advance	-15,000.00	0.00	0.00
Total grant income	-214,000.00	-78,433.62	-98,524.15
Total Income	-1,111,361.63	-1,089,934.59	-988,484.60

Total Income	-1,111,361.63	-1,089,934.59	-988,484.60
Total expenditure	425,130.72	531,448.31	575,943.97
Residual funds to carry forward to next financial year	-686,230.91	-558,486.28	-412,540.63

Partner Contributions 2014-15 and 2015-16

Agency	Contribution	Contribution*
Education Safeguarding	40,167.00	40,167.00
YOS	8,000.00	8,000.00
SCS	40,157.00	40,157.00
Kent Probation Service	6,276.00	6,276.00
Kent Police Authority	47,600	45,934
CAFCASS	550.00	550.00
Connexions (CXK)	0	1,000
Kent CCG and Health partners	90,374.00	90,374.00
Kent Fire and Rescue Service	5,000.00	5,000.00
Total	£238,124	£235,458

* Estimates

What next - KSCB Strategic Priorities 2015-18

In developing our priorities for the next three years, the Board, Business Group and groups, held a number of focus sessions to discuss activity and achievements of last year's Plan, current topics and feedback and recommendations from the Peer Review, the Board's Self-Assessment and findings from previous Ofsted Inspections.

The outcomes of the focus sessions were then discussed at the Business Group and presented to the Board. The following overarching themes were agreed:

- Leadership and Governance
- Voice of the Child
- Quality Assurance and Evidence of impact
- Learning from Case Reviews and Child Deaths
- Staff Development

It was also recognised and agreed, that areas of particular interest would also be included. They were agreed as:

- Child Sexual Exploitation
 - * Missing children
- Early Help
- Children in Need
- Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Substance Abuse)
- Emotional wellbeing of young people
- Sexual abuse
- Gangs
- Prevent
- Female Genital Mutilation (FGM)

A full breakdown of the activity sitting below these themes can be found at Appendix E.

Conclusion

During 2014-15, KSCB and our partner agencies have built on the good work from the previous year which saw Ofsted lift the Improvement Notice on the Council (December 2013). The Board has continued with its scrutiny and challenge role through the development of the Business Group and the stricter governance and lines of accountability. The Groups have established a more consistent and stable membership which has allowed them to be more focussed on the key issues, for example, Early Help, 'children who go missing', 'On-Line safety' and FGM. All of these continue to feature in the Board's Strategic Priorities for 2015-18, alongside, Child Sexual Exploitation, Radicalisation, Domestic Abuse and working with parents with mental health and/or substance misuse issues.

The other key area of focus for the Board is not only listening to the voice of the child, but acting on it and evidencing how it is being used to inform policies and procedures and improving operational service delivery.

In 2015-16, there will be a greater emphasis of joined up working with the County's other strategic Boards. We have started to work more closely but the evidence of how this is making a difference is yet to be fully realised.

As has been referred to throughout this report, all agencies are committed to working together to safeguard children and young people of Kent. There will be challenges throughout the year, both financial and operational, but all agencies remain solidly signed up to improving the services that we collectively deliver.

Appendices

Appendix A	KSCB Self-Assessment 2014
Appendix B	KSCB Peer Review Feedback
Appendix C	Key learning topics from the 2014-15 case reviews
Appendix D	'The sexual exploitation of children: It couldn't happen here, could it? Key findings
Appendix E	KSCB Strategic Priorities 2015-18 - Business Plan

KSCB Self-Assessment 2014**Ofsted General Descriptors****Standard:**

The LSCB is able to provide evidence that it coordinates the work of statutory partners in helping, protecting and caring for children in its local area and there are mechanisms in place to monitor the effectiveness of those local arrangements.

Strengths and Achievements

- QE Group has an agreed data set and regular reporting on single and multi-agency audits
- QE meets every other month and reports to the Business Group and full Board
- QE is the group that monitors the effectiveness of local arrangements
- Partners are represented on the QE group
- KSCB is aware of single agency training provided by Education Safeguarding Team and Training lead sits on KSCB L&D group.
- Improvements in Ofsted findings and judgement
- Deep dives into local practice
- Audits of effectiveness of current arrangements.
- SCR analysis
- KSCB undertakes a series of audits both multi-agency and single agency reporting to provide evidence that it co-ordinates the work of partners in safeguarding children and families across Kent.
- The KSCB Business Group is the 'engine room' of the Board; takes responsibility for the business plan and drives forward performance

Challenges and area for improvement/consideration

- Greater challenge between partner agencies required at both QE and Board level
- QE does not receive sufficient analysis of intelligence from partners; data rich but information poor; partner capacity issues to supply what is required
- Take up of KSCB training by schools is generally poor. Schools are less inclined to access KSCB multi-agency training as Ofsted only monitor centralised requirements within prescribed timescales.
- Some monitoring still focuses on quantitative, although there is a movement towards qualitative. Further qualitative measures need to be developed.
- Concerns about lower take up of sexual abuse medicals.
- Pathways for children's emotional health remain complex and, in some cases.
- Training impact measured by post course evaluation, although introduced, needs developing
- Sharing the learning from KSCB groups needs to improve
- Need to evidence of how learning is being implemented
- There is a gap between the KSCB groups and the operational localities
- Holding agencies to account for contributions is a challenge

Standard:

Multi-agency training in the protection and care of children is effective and evaluated regularly for impact on management and practice.

Strengths and Achievements

- KSCB has a significant multi-agency training programme
- An impact evaluation programme is being implemented
- NHS Providers recently provided evidence as part of KSCB assurance exercise on the implementation of SCR recommendations. Providers were required to provide evidence of how they monitor that training changes practice.
- Recent changes by KSCB to promote experiential learning have been met positively by those involved.
- Training programme is comprehensive and responsive to local needs i.e. SCR findings.
- Full calendar of various pertinent topics at different levels.
- College of trainers monitored and supported by the Learning and Development group

Challenges and area for improvement/consideration

- Embedding of post course practice impact evaluation across all agencies
- Partners may not be able to access training
- The work of the training and development sup group may benefit from wider coverage at practice level.
- There remains a challenge in making training more accessible.
- Evaluation quality and review of the training content needs to be kept under constant review and reflect organisational changes

Standard:

Policies and procedures in respect of thresholds for intervention are understood and operate effectively.

Strengths and Achievements

- Threshold document is published on KSCB website.
- KSCB deliver stand-alone multi-agency threshold training
- Thresholds are also included in all KSCB multi-agency training
- KSCB audit thresholds regularly and staff understanding of them are a common thread in all KSCB audits
- Eligibility Criteria and its' relevance for referral forms core of DCPC training
- CRU -multi-agency approach to consistent application of thresholds
- Deep dives into use of CRU and CiN Referrals.
- All procedures/policies available on Tri-X and on KSCB website

Challenges and area for improvement/consideration

- Needs more explicit inclusion in each training session aims and objectives
- Capacity to audit topic regularly and cover other areas requiring audit as well

Standard:

Challenge of practice between partners and casework auditing are rigorous and used to identify where improvements can be made in front-line performance and management oversight.

Strengths and Achievements

- QE holds multi-agency case audits
- Findings are published on the KSCB Website
- Agencies are required to report against the recommendations
- KSCB audit on an ongoing programme, subject areas driven by priorities/emerging concerns
- The Chair of the QE is a member of the KSCB, attends meetings and represents the directorate – challenge between partners happens here
- There are positive examples of case audit led by the local safeguarding children board.
- In addition to this, the recent KSCB / Health assurance exercise on serious case review implementation identified a significant number of internal audits within health providers which included aspects of multi-agency case working.
- SCR finding shared via multi agency training, briefings and website
- Website
- Clear and transparent processes
- Q&E subgroup receives single agency reports
- There have been “deep dive” audits in the past driven by the KSCB

Challenges and area for improvement/consideration

- Greater evidence is required to demonstrate that all agencies take the findings from audits seriously
- Partner capacity to undertake audits as required
- Challenges may not be made formally / followed through fully / updated regularly
- Although increase in escalation re challenge of threshold decisions evidence of some cases not being followed through fully.
- Ensuring the findings of the audits are published and lessons learnt disseminated to all agencies.

Standard:

Serious case reviews, management reviews and reviews of child deaths provide learning and feedback opportunities to the local authority that drive local improvement.

Strengths and Achievements

- Case reviews are undertaken in line with guidance
- CDOP have monthly meetings to look at all child deaths and report on patterns/themes
- Findings are published on the KSCB website
- Learning from both Case review and CDOP are included in the KSCB training programme
- Information is disseminated via safeguarding leads
- Revised process for reviewing cases is more streamlined and effective.
- The role of the Case Review group has been developed to include more authority to ensure that learning is implemented.
- The interactive training provided by KSCB provides greater insight and understanding in relation to complexities faced by practitioners and information sharing.
- The KSCB is willing to consider other methodology for learning alongside more formal SCR processes. This continues to be developed.
- SCR findings published on website in prominent place and advertised
- Briefings and agency responsibilities clear and transparent
- Themes from SCR’s picked up for wider training offer such as Child Sexual Exploitation
- Information is disseminated via safeguarding leads

Challenges and area for improvement/consideration

- Re-occurring themes are still prevalent
- Many lessons from SCRs have been consistent over the years. The KSCB must ensure that repetitive lessons are covered in regular ongoing audits programmes.
- Further development of innovative training may assist in communicating key messages.
- As many health providers become larger, all health providers must ensure that repetitive lessons are included in regular audit and board assurance.
- Response time from SCR and dissemination of associated training can take a long time.
- Need to review subgroup membership so as to ensure appropriate dissemination and learning can take place
- There is no formal process by which to assess the learning from SCR – feedback from the practitioners.
- The challenges faced by the Group are to decide upon the 'type' of review to undertake in order to maximise learning and provide optimum feedback opportunities for front line practitioners.

Standard:

The LSCB provides robust and rigorous evaluation and analysis of local performance that influence and inform the planning and delivery of high-quality services.

Strengths and Achievements

- Role of the QE Group
- QE meets every other month and feeds information out from and up to the Board; QE is the group that monitors the effectiveness of local arrangements; Partners are represented on the QE group
- Safeguarding in Education Advisory group supplies a quarterly report to the Board, via the Quality and Effectiveness Group (QE), informing the Board on matters such as:
- Elective Home Education – including analysis why numbers have increased, ages of children, the vulnerabilities posed, district implications and actions taken to improve outcomes
- Academic attainment of Children in Care (CIC)
- CIC known to Youth Offending service
- Persistent Absence data for all children and CIC
- Permanent Exclusions data for all children and CIC
- Fixed Term Exclusions data
- Complaints received via Ofsted regarding staff/children and what is being done, if they are founded/unfounded, trends, measures in place
- Early Years Ofsted judgements – a safeguarding inadequate rating generally leads to an inadequate rating overall
- Key Ofsted accountabilities
- Priorities of the Safeguarding in Education Advisory Group, actions planned, underway, progress and outcomes
- The overall culture of KSCB has changed considerably over the past couple of years to one where constructive challenge is expected and indeed accepted.
- Systems to evaluate local performance are in place
- The KCSB QE group provides an agreed populated dataset for evaluation at each meeting.
- The QE group requires single agency reporting on a rolling programme.
- The QE Group has agreed for a Peer Review of single agency reporting to provide rigorous evaluation and analysis of local performance
- Section 11 audit cycle in place with direct challenge from KSCB

Challenges and area for improvement/consideration

- More evidence of a robust approach required.
- Reports/meetings lack an analysis of risk, actions underway and planned, and outcomes
- KSCB needs to consider focussing on the quality of safeguarding arrangements in fewer areas of scrutiny.
- The current demand for information from such a wide perspective can be overwhelming for agencies.
- As a result, Reports can sometimes lack effective analysis of risk, clear actions plans and outcomes for children.
- The reporting frequency (quarterly) and pressure to meet deadlines does not allow for reports to be approved by Education Group before presentation at Q&E group as dates of meetings are not co-ordinated to allow for this.
- The loss of KSCB District or Area Forums for multi-agency engagement in the work of the Board has left many professionals feeling detached and isolated.
- Analysis of information can be unclear and focus heavily on SCS performance.
- Types of data whilst plentiful can be difficult to compare because of emphasis.
- Difficult to see how information obtained by KSCB impacts on delivery across a range of services
- The QE group has local reps but their communication outwards is not strong
- Not all lessons learnt are shared to relevant agencies.
- The voices and experiences of children and young do not sufficiently influence & inform etc.

KSCB Peer Review Feedback

December 2014

Board and Group structure

Strengths:

- Restructuring of KSCB at a strategic level has given confidence across partner agencies that it is a multi-agency partnership.
- Belief that the processes are now in place to hold individual agencies to account, but.....
- Positive feedback about the impact of the new Independent Chair and the changes that she has put in place: cooperative nature, facilitative and engaging – universally reported.
- A sense of purpose.
- Stability in place as some core long standing members of the board.
- Good support from Business Unit on key issues, e.g. missing children and young people processes.
- Positive feedback about the Sub-Groups and the work they are doing, but.....
- Business group viewed positively by Group members and chairs
- Challenge log in place to evidence KSCB's challenge to partner agencies.
- Sub-Groups chaired by different agencies.
- Significant financial investment in the Board by partners.

Areas for consideration:

- Disconnect between strategic level and local/operational districts – concern about the way in which the old district partnerships were disbanded and need to ensure that there is consistency in terms of new arrangements and better communication and feedback up and down.
- Limited evidence of impact of the Board on children and young people's outcomes and practitioners.
- Voice of the child is not evident through the Board's assurance work.
- Lack of understanding of the impact of one area's work on another, e.g. S11 audits and case reviews.

Quality and effectiveness

Strengths:

- Performance scorecard in place – being monitored through the Quality and Effectiveness Sub-Group with exception reporting to the main Board.
- Multi-agency audit programme in place.
- Some examples of impact at an operational level, e.g. CAMHS, CSE and missing persons.

Areas for consideration:

- Disconnect between the Business Plan strategic priorities, the performance scorecard and the KSCB structure.
- Lack of buy-in to the scorecard – possibly because it is focused exclusively on specialist services.
- Lack of capacity to do multi-agency audits leading to a 'backlog' within the audit
- Voice of the child and the voice of the practitioner is not reflected in the current performance scorecard.

Learning and development

Strengths:

- Strong focus on learning and development.
- Understanding of the importance of learning and development in driving improvement.
- Service level agreement in place to ensure that learning and development follows in a timely way from serious case reviews.
- Training sessions for Members being organised by the Cabinet Member for Children's Services.

Areas for consideration:

- Learning and development not being seen as driving systemic change – focus currently on upskilling practitioners.
- Lack of medium and long term evaluation of training – limited understanding of the longer term impact of training on practice.

Things to drive forward:

- Maximising the Board's positional power to affect large scale change.
- Multi-agency partnership – engagement.
- Increase the level of challenge to partners from Chair; between the partners and from practitioners' level.
- All partners commit to grow the data set further to reflect the Child's journey through universal, targeted and specialist services.
- Increase the profile of the data at a Board level; understanding of the data, what it tell you and how it is used for evidence based practice at Board or organisational level.
- Develop a portfolio of evidence of impact.
- Strike a balance of the: core safeguarding matter and a focus on a geographic area of policy into practice.

Key learning topics from the 2014-15 case reviews:

Sexual Abuse

- Understanding of the Sexual Abuse Medical Pathway
- Dispelling the myth that sexual abuse medicals are 'intrusive' processes. Sexual abuse medicals are holistic, supportive, therapeutic and can be reassuring. They are not intrusive, or harmful'
- Insufficient evidence required for Police prosecution does not discount that sexual abuse may be happening and the requirement of ongoing multi-agency safeguarding activity
- Agencies' responses to sexual abuse
- Children cannot make 'lifestyle choices' that result in sexual activity with older men
- Use of social media as a meeting place/contact forum for older men

Record Keeping

- Requirement for accurate and timely record keeping, including updating of case management IT systems

Child Protection Conferences/Review Conferences

- Staff attending Child Protection Conferences must understand their role at the Conference
- Staff must submit their report in advance of the Conference
- Invitations must be sent to all agencies relevant to the case and a record of who has been invited and responses must be retained
- Where an agency cannot attend, a report MUST be submitted
- Minutes and Actions MUST be circulated to all on the invitation list (not just to those in attendance) in a timely manner

Strategy discussions

- Requirement for the appropriate professionals to attend Strategy Discussions, (especially Health where sexual abuse is suspected)
- Appropriate challenges if professional are not present

Self-Harm

- The need for early responses to self-harming in children
- Referrals to Early Help and Specialist Children's Services of cases of self-harm

Voice of the child

- Where continuing disclosures are being made, this must be recorded and acted upon
- Evidence as to how the voice of the child is listened to and how this has influenced decisions must be recorded

Supervision

- Need for more intensive supervision in complex cases

Toxic Trio

- Working with adults who have DA/Substance misuse /mental health issues – full consideration must be given to the impact on the children/young people in the family
- Working with parents with learning difficulties - how does this impact on the parenting capacity and how is this considered in the overall assessment.

Working with families

- Respectful uncertainty
- Familial abuse and how this may be covered up within a family setting.
- Dealing with hostile and resistant families
- Ongoing concerns where the father has left the family home and is in a new relationship where there are children
- Reassurance is required as to what is currently happening with siblings.
- That all agencies ensure that faith, belief and culture systems are an integral part of any assessment and service planning.
- It is recognised that stability and consistency of professionals provides a better opportunity to assess and understand changing family dynamics and their impact.
- Where ongoing concerns remain, these should be escalated
- Requirement for pre-birth assessments where there are ongoing issues for older children and mother is pregnant

The sexual exploitation of children:

It couldn't happen here, could it?

Key findings

Strategic leadership

- Local authorities and their partners are still not meeting their full responsibilities to prevent child sexual exploitation in their area, to protect its victims and to pursue and prosecute the perpetrators.
- They have been too slow to meet their statutory duties, despite being issued with guidance to do so over five years ago. Two of the local authorities inspected do not yet have a child sexual exploitation strategy in place. Half have no action plan.
- Local arrangements, where they do exist, are poorly informed by local issues and self-assessment. They do not link up with other local strategic plans
- Specific training, where it exists, is of good quality and gives staff confidence in their ability to identify and respond to child sexual exploitation. However, it is not always reaching those that need it most.

Performance management

- Local authorities are not collecting or sharing with their partners the information they need in order to have an accurate picture of the full extent of child sexual exploitation in their area. As a result, they cannot know whether they are making a positive difference in the prevention, protection and prosecution of child sexual exploitation.
- Not all local authorities and LSCBs evaluate how effectively they are managing child sexual exploitation cases. This means that findings are not used to improve future practice.

Raising awareness

- Local authorities and partners are successfully using a range of innovative and creative campaigns to raise awareness and safeguard some young people at risk of child sexual exploitation.

Findings from practice

- Local authorities and police do not always follow formal child protection procedures with children and young people at risk of child sexual exploitation.
- Screening and assessment tools, where they exist, are not well or consistently used in some local authorities to identify or protect children and young people from sexual exploitation.
- Plans of how local authorities and their partners are going to support individual children and young people at risk of or who have been sexually exploited are not robust. Plans specifically for children in need are poor. Child protection and looked-after children plans vary in quality. In most of the case files reviewed, there was no contingency plan in place for if the initial plan was not successful.
- Local authorities are not keeping plans for children in need under robust review. This leaves some children in a very vulnerable position without an independent review of their changing circumstances and needs.
- Management oversight of cases is inconsistent and is not strong enough to ensure that cases are always being properly progressed or monitored in line with the plan.
- A dedicated child sexual exploitation team that is solely responsible for the case does not always ensure that children receive an improved service. Where specialist child sexual exploitation support is provided in addition to the allocated social worker, there is more evidence that children are being better supported.

Disrupting and prosecuting perpetrators

- Not all police and local authorities are using their full range of powers to disrupt and prosecute perpetrators. Where they are using their powers well, they are effective in disrupting criminal activity. However, low numbers of prosecutions are achieved in comparison to the number of allegations made.

Missing children

- Too many children do not have a return interview following a missing episode. This means that local authorities and police are missing opportunities to effectively protect these children and young people and to gather intelligence to inform future work.
- Local authorities are not cross-referencing information and soft intelligence relating to children who are frequently absent from school with their work with children at risk of child sexual exploitation.
- Even when the correct protocols are used, too many children still go missing.

Recommendations

All local authorities should:

- ensure that managers oversee all individual child sexual exploitation cases;
- managers should sign off all assessments, plans and case review arrangements to assess the level of risk and ensure that plans are progressing appropriately
- ensure that every child returning from a missing episode is given a return interview.
- Local authorities should establish a set of practice standards for these interviews and ensure that these are consistently met. Information obtained from the interviews should be centrally collated and used to inform and improve future operational and strategic activity
- ensure that schools and the local authority cross-reference absence information with risk assessments for individual children and young people
- establish a targeted preventative and self-protection programme on child sexual exploitation for looked after children.

Local authorities and partners should:

- develop and publish a child sexual exploitation action plan that fully reflects the 2009 supplementary guidance;
- progress against the action plan should be shared regularly with the local authority Chief Executive, the LSCB, the Community Safety Partnership and the Police and Crime Commissioner
- ensure that information and intelligence is shared proactively across the partnership to improve the protection of children in their area and increase the rate of prosecutions
- consider using the available child sexual exploitation assessment tools to improve risk assessments of children and young people in their area;
- where these are in place, they should be used consistently by all agencies
- ensure that sufficient appropriate therapeutic support is available to meet the needs of local young people at risk of or who have suffered from child sexual exploitation, including care leavers
- make sure that local strategies and plans are informed by the opinions and experiences of those who have been at risk of or have suffered from child sexual exploitation
- enable professionals to build stable, trusting and lasting relationships with children and young people at risk of or suffering from child sexual exploitation
- consider how effective local schools are in raising awareness and protecting children at risk of or who have suffered from sexual exploitation.

Ofsted should:

- ensure that child sexual exploitation is considered within the safeguarding sections of all future inspection frameworks and across all remits
- continue to sharpen the focus given to child sexual exploitation in all children's services inspection frameworks, including the review of Local Safeguarding Children Boards.

LSCBs should:

- ensure that the local authority and its partners have a comprehensive action plan in place to tackle child sexual exploitation
- hold partners to account for the urgency and priority they give to their collective and individual contribution to the child sexual exploitation action
- critically evaluate how effective the activity and progress of each of the LSCB members is against the action plan and publish these findings in the LSCB annual
- ensure that all partners routinely follow child protection procedures for all children and young people at risk of or who have suffered from child sexual exploitation
- ensure that partners meet their statutory duties in relation to children returning from missing episodes where child sexual exploitation is a potential or known risk factor -
- ensure that all partners carry out their responsibilities as defined in the locally agreed threshold document, which sets out the different levels of provision offered to individual children and young people at risk of or who have suffered from child sexual exploitation in the area, based on their individual needs
- ensure that an appropriate level of child sexual exploitation training is available to all professionals in the local area who require it; specialist training should be targeted on those working with children and young people at risk of or suffering from child sexual exploitation; attendance for both should be monitored with follow-up action taken where professionals fail to attend
- evaluate the impact of training with a focus on how it makes a positive difference to keeping children and young people safer
- include information relating to child sexual exploitation activity in their performance framework - this should enable a clear understanding of how prevalent child sexual exploitation is in their area and how effectively agencies are responding

The government should:

- review and update the 2009 Safeguarding children and young people from sexual exploitation; supplementary guidance to Working Together to Safeguard Children so that it reflects recent research, good practice and findings from child sexual exploitation reviews and criminal investigations
- develop a national data set that requires local authorities, the police and their partners to report on all prevention, protection and prosecution activity relating to child sexual exploitation in their area to a standard format - this should include information on both missing children and looked-after children moving into and out of the area
- require every police force to collate information specifically on child sexual exploitation, including the number of crimes reported, the level of disruption activity undertaken and outcomes, including cautions and prosecutions.

KSCB Strategic Priorities 2015-18 - Business Plan

Theme	Ref	Action
1. Leadership and Governance	1.1	Governance arrangements to be agreed between boards with clearly defined reporting structures (Health and Wellbeing Board and Adult Safeguarding Board, Domestic Abuse Strategy Group) in order to scrutinise local arrangements to safeguard and promote the welfare of children and to ensure strategies are effectively coordinated.
	1.2	Ensure appropriate agency membership of Board Groups and required commitment to activity undertaken in that role to demonstrate effective membership
	1.3	Recruit a Board representative from the Voluntary and Community Sector
	1.4	Board members to have a greater understanding of partner agencies' role and responsibilities through a programme of Board members' walkabouts and observations
	1.5	Develop the role of Lay Members to include a remit for bringing the voice of children and young people to the Board
	1.6	Develop the role of the KSCB Business Group to enhance joined up working across all KSCB Group
	1.7	Build and develop a culture and confidence of self-challenge through: Cross Agency Peer reviews Maintaining a 'Challenge Log'
	1.8	Independent Chair to continue the programme of annual one to one meetings with all Board members
	1.8	Develop closer links between front line staff and the Board through wider communication of the role of the Board and publicising its activities and impact
	1.9	Review and refresh the Threshold Framework document in line with the Early Help Strategy with the various levels of intervention clearly described and the types of services available outlined, and assess the outcome of early help services
2. Voice of the Child	2.1	Demonstrate what the Board is doing obtain the voice of the child, including children from Hard to Reach Groups and how it is using their voice to inform the setting of priorities and developing practice
	2.2	Each Agency provides timely reporting that: Evidences what is being done to obtain the voice of the child, including children from Hard to Reach Groups Evidences how Children and Young People's voices are being used in the development of practice and setting of priorities Evidences impact of how this is making a difference and how agencies know
3. Quality Assurance and Evidence of impact	3.1	Agree a KSCB Scorecard that reflects a focus on the 'journey of the child' – (Pre-birth to adulthood) including: Universal, Early Help and Specialist targeted service provision Data and evidence that demonstrates how safe children are becoming
	3.2	Each Agency provides timely reporting to populate the scorecard that: Reflects their key safeguarding issues Includes analysis of data, not just numbers Evidences impact of how this is making a difference and how agencies know
	3.3	Agree and deliver a themed audit programme (including Section 11) focussing on the Board key priority areas and implement audit tools that measures practice and impact, not just process
	3.4	Ensure that the lessons from all audits are published on the KSCB website and communicated to front-line managers and practitioners through effective dissemination and on-going re-enforcement
4. Learning from Case Reviews and Child Deaths	4.1	Review the framework to which reviews are notified to the Case Review Group to ensure that cases submitted contain sufficient information for a review decision to be made
	4.2	Review the review framework to ensure that cases are reviewed in a proportionate manner in line with Working Together 2013
	4.3	SMART action plans to be produced from practice reviews, case reviews and SCRs and the implementation of these plans to be monitored by the Case Review Group and Business Group
	4.4	Ensure that the lessons from all case reviews are published on the KSCB website and communicated to front-line managers and practitioners through effective dissemination and on-going re-enforcement
	4.5	Ensure that reporting and analysis of child deaths identifies themes, patterns and lessons to be learnt and that these are published on the KSCB website and communicated to front-line managers and practitioners through effective dissemination and on-going re-enforcement

5. Staff Development	5.1	Review and implement a multi-agency KSCB Training Strategy that: Embeds learning from Case Reviews, Child Deaths and audits Focuses on the Board's key priority areas
	5.2	Develop and implement a shared training evaluation process that assesses the impact of training on practice and quality assures KSCB training delivery
AREAS OF PARTICULAR INTEREST		
6. Child Sexual Exploitation and Missing children	6.1	Implement the CSE Strategy and Action Plan (that takes in to account all the National Reports and Ofsted Inspection/Review findings) with reporting of progress to the KSCB
	6.2	Establish a Multi-Agency Sexual Exploitation (MASE) group
	6.3	Develop a missing children data base and profile that provides a greater understanding of the links between children who missing and CSE/gangs and other vulnerabilities
	6.4	Develop and implement an E-Safety Strategy that outlines recognition and responses to cases of on-line grooming and the links to CSE
7. Early Help	7.1	Implement the Early Help Strategy with success measures reported to assure Board of its impact
	7.2	Improve partner confidence at lower levels of intervention
8. Children in Need	8.1	Implementation of the 'step up and step down' protocol is being effectively used
9. Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Substance Abuse)	9.1	To develop a joined up strategic approach to working across adult and children service provision
	9.2	Implement a multi-agency training programme that raises staff awareness and understanding of the impact on children and young people in families where the following exists: Domestic Abuse, Parental Mental Health and Parental Substance abuse
10. Emotional wellbeing of young people	10.1	Work closely with the County Health and Wellbeing Board and the Children's Health and Wellbeing Board in the implementation of the Emotional Health and Wellbeing Strategy
11. Sexual abuse	11.1	Implement a multi-agency training programme that raises staff awareness and understanding of: the signs and symptoms of sexual abuse how to respond to allegations of sexual abuse, and the sexual abuse medical pathway
12. Gangs	12.1	To develop a county wide strategic multi-agency response to the increase in gang and youth violence in Kent (using feedback from the recent Ending Gang and Youth Violence Peer Review)
13. Prevent	13.1	Implement the Prevent Strategy in Kent that all agencies sign up to and adhere to their statutory obligations
	13.2	Coordinate and oversee agencies' responses to the strategy
	13.3	Implement a multi-agency training programme that raises staff awareness and understanding of radicalisation on children and young people
14. FGM	14.1	To develop and implement a county FGM strategy that includes: a multi-agency awareness campaign a multi-agency training programme for staff

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