



AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Wednesday, 15 January 2025, at 10.00 am Ask for: **Emily Kennedy**
Council Chamber, Sessions House, County Telephone: **03000 419625**
Hall, Maidstone

Membership (16)

Conservative	Mr D L Brazier (Chairman), Mr M Dendor (Vice-Chairman), Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mr P C Cooper, Mrs S Hudson, Mr J A Kite, MBE, Mr J P McInroy and Mr H Rayner
Labour	Mr A Brady and Ms M Dawkins
Liberal Democrat	Mr A J Hook
Green and Independent	Rich Lehmann and Mr P Stepto

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the Agenda
- 4 Minutes of the meeting held on 27 November 2024 (Pages 1 - 4)
- 5 Draft Revenue and Capital Budget and Medium-Term Financial Plan
Report to follow.
- 6 Performance Dashboard for the Chief Executive's Department and Deputy Chief
Executive's Department (Pages 5 - 22)

- 7 Kent & Medway Domestic Abuse Strategy 2024-2029 Year One Update (Pages 23 - 40)
- 8 Work Programme (Pages 41 - 44)

Motion to exclude the press and public for exempt business

That, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the Act.

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

EXEMPT ITEMS

(During these items the meeting is likely NOT to be open to the press and public)

Ben Watts,
General Counsel
03000 416814

Tuesday, 7 January 2025

KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 27 November 2024

PRESENT: Mr M Dendor (Vice-Chairman), Mr D L Brazier (Chairman), Mr P V Barrington-King, Mr P Bartlett, Mr T Bond, Mr A Brady, Ms M Dawkins, Mr A J Hook, Rich Lehmann, Mr J P McInroy, Mr H Rayner and Mr P Stepto

ALSO PRESENT: Mr P J Oakford and Mr D Jeffrey

IN ATTENDANCE: Mrs A Beer (Chief Executive), Ms J Hansen (Finance Business Partner (Strategic & Corporate Services); Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr J Betts (Acting Corporate Director Finance); Mr D Shipton (Head of Finance -Policy, Planning & Strategy); and Mr G Singh (Barrister)

UNRESTRICTED ITEMS**231. Apologies and Substitutes**

(Item 2)

Apologies were received from Mrs Hudson, Mr Cooper and Mr Kite.

232. Declarations of Interest by Members in items on the Agenda

(Item 3)

There were no declarations of interest.

233. Minutes of the meeting held on 10 September 2024

(Item 4)

RESOLVED that the minutes of the meeting held on 10 September 2024 were a correct record and that a paper copy be signed by the Chairman.

234. Draft Revenue and Capital Budget and Medium Term Financial Plan

(Item 5)

1. Mr Oakford introduced the report.

2. Further to questions and comments from Members, it was noted that:

- Where agency staff were being used, the aim was to employ KCC staff and reduce reliance on agency staff in some areas of work.
- There was duplication of some roles within the organisation and work was being undertaken to consolidate the management of these roles. The efficiency of the span and layers of reporting structures was also being considered.

- District councils as council tax collection authorities had been incentivised to optimise the collection of council tax. It was proposed that this financial support to collection authorities be removed in the budget. Concerns were raised that this could affect the effective collection of council tax and an increase in 'bad debts'. However, it was recognised that the effective collection of council tax was also in the interest of the collection authorities.
- In the event there were surplus funds, reserves would need to be replenished before any new spending would be considered.

3. RESOLVED that the Policy and Resources Cabinet Committee:

a) NOTE the administration's draft revenue budgets including responses to consultation

b) SUGGEST any changes which should be made to the administration's draft budget proposals related to the Cabinet Committee's portfolio area before the draft is considered by Cabinet on 30th January 2025 and presented to Full County Council on 13 February 2025.

5) Mr Brady asked for it to be recorded in the minutes that they declined to note the report.

235. 24/00088 - Disposal - Freehold disposal of land at the Long Field, Quaker Lane, Cranbrook, Kent
(Item 6)

1. Mrs Spore introduced the item.

2. Further to questions from Members, it was noted:

- Officers in Education had been consulted regarding whether the adjacent primary school might to be expanded in the future and had confirmed the land was not needed for education purposes.

3. RESOLVED that the Cabinet Committee endorse the proposed decision that the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services agree:

a. the disposal of the property, Land at the Long Field, Quaker Lane, Cranbrook, Kent; and

b. to grant an extension of time (if required) to the promotion agreement relating to land adjoining Cranbrook Primary School, Carriers Road, Cranbrook, dated 29th January 2020, or to enter into a new promotion agreement with the same or a new developer

c. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, to finalise the terms of the extension of time to the promotion agreement and disposal and execution of all necessary or desirable documentation required to implement the above.

236. 24/00090 - Formal Lease for Electricity Sub Station at the proposed replacement school site at Crete Hall Road, Northfleet, for Rosherville Church of England Primary School
(Item 7)

1. Mrs Spore introduced the item.

2. RESOLVED that the Cabinet Committee endorse the Deputy Leader and Cabinet Member for Finance's proposed decision to:

a. authorise the granting of a lease in excess of 20 years to UKPN in order that a new electricity substation can be built within the grounds of the school, to serve the newly built development for operational educational requirements; and

b. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

237. 24/00091 - Formal Lease for an Electricity Sub Station at Teynham Parochial Church of England Primary School, near Sittingbourne
(Item 8)

1. Mrs Spore introduced the item.

2. RESOLVED that the Cabinet Committee endorse the Deputy Leader and Cabinet Member for Finance's proposed decision to:

a. authorise the granting of a lease in excess of 20 years to UKPN in order that a new electricity substation can be built within the grounds of the school, to serve new education buildings to be built in 2025; and

b. delegate authority to the Director of Infrastructure, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to take necessary actions, including but not limited to entering into relevant contracts or other legal agreements, as required to implement this.

238. 24/00100 - Property Accommodation Strategy - Strategic Headquarters (SHQ)
(Item 9)

1. Motion to exclude the press and public for exempt business:

RESOLVED that, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the Act.

2. RESOLVED that the Cabinet Committee endorses the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Service's proposed decision to:

The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services to:

a. AGREE to continue the disposal of Sessions House in its entirety (Blocks A-E);

b. ALLOCATE £20m as identified in the Council's 2023-33 Capital Programme Budget, approved by County Council on 9 February 2023 to deliver the proposed works, inclusive of costs incurred to date (£1.65m) as part of the SHQ Programme for Invicta House to accommodate the new Strategic Headquarters (SHQ) arrangement, followed by the award of a construction works contract as necessary to deliver the scheme and any required decant within the agreed budget limits;

c) NOTE that the provision of a dedicated Council Chamber in Invicta House is additional to the scope of the previous decision and will require additional capital funding to be allocated through the Budget setting process;

d) AGREE to progress with the inclusion of a new Council Chamber located in Invicta House within the approved SHQ plan, subject to completion of detailed design development at RIBA Stage 4 and appropriate capital funding allocation through the Budget setting process.

e) DELEGATE authority to the Director of Infrastructure, subject to the above progression requirements being met and in consultation with the Leader, the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, s151 Officer and the Monitoring Officer, to approve required works and to negotiate, finalise and award relevant contracts in relation to the dedicated Council Chamber; and

f) DELEGATE authority to the Director of Infrastructure in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, s151 Officer and the Monitoring Officer, to authorise the execution of necessary contractual and land agreements and enter into other contracts or legal agreements as required to implement the decision.

3. In accordance with paragraph 16.31 of the constitution, Mr Hook wished for it to be recorded in the minutes that they voted against endorsing the proposed decision "24/00100 - Property Accommodation Strategy - Strategic Headquarters (SHQ)".

239. Work Programme

(Item 10)

RESOLVED to note the work programme.

From: Roger Gough, Leader of the Council

Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services

Dylan Jeffrey, Cabinet Member for Communications and Democratic Services
Amanda Beer, Chief Executive Officer

To: Policy and Resources Cabinet Committee – 15 January 2025

Subject: Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department

Classification: Unrestricted

Summary:

The Performance Dashboard for the Chief Executive's Department (CED) and Deputy Chief Executive's Department (DCED), shows performance against targets set for Key Performance Indicators (KPIs).

21 of the 27 KPIs achieved target for the latest month and were RAG (Red/Amber/Green) rated Green, two were below target but did achieve the floor standard (Amber), and four did not achieve the floor standard (Red).

Recommendation:

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Cabinet Committee. To support this role performance dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for the 2024/25 financial year.

2. Performance Dashboard

2.1. The current Performance Dashboard for CED and DCED provides results up to October 2024 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the 27 KPIs for 2024/25. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

2.3. KPIs are presented with RAG alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.4. Of the 27 KPIs, the latest RAG status is as follows:

- Twenty-one are rated Green (one fewer than the last report) – the target was achieved or exceeded.
- Two are rated Amber (the same as the last report) – performance achieved or exceeded the expected floor standard but did not meet the target for Green.
- Four are rated Red (one more than the last report) – performance did not meet the expected floor standard. These are:
 - FN06: Percentage of sundry debt due to KCC under 6 months old
 - CS07: Complaints responded to in timescale
 - GL02: Freedom of Information Act requests completed within 20 working days.
 - GL03: Data Protection Act Subject Access Requests (SARs) completed within statutory timescales.

Three of these were rated Red in the last report (CS07, GL02 and GL03), with FN06 being an additional Red KPI this time.

3. Recommendation

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

4. Contact details

Report Author:

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Chief Executive's Department
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Relevant Director:

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Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department

Financial Year 2024/25

Results up to September/October 2024

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Produced by Kent Analytics



Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings.

RAG ratings are based on Targets and Floor Standards brought before the Cabinet Committee in May 2023.

Where relevant, RAG ratings are given for both the latest month and year to date (YTD).

RAG Ratings

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

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*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating, instead where appropriate, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether results are within the expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**. Expected activity thresholds are based on previous years' trends.

When activity indicators do not have expected thresholds, they are shown in the report to provide context for the Key Performance Indicators. In such cases the activity indicators are simply shown with comparison to activity for the previous year.

Key Performance Indicator Summary

Finance	Latest RAG	YTD RAG
FN06: Percentage of sundry debt due to KCC under 6 months old	RED	N/A
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	AMBER	GREEN
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	RED
FN11: Percentage of financial assessments completed within 15 days of referral	GREEN	AMBER
FN12: Percentage of working days aggregate bank balance is in credit	AMBER	AMBER
FN13: Percentage of working days average credit rating for internally managed cash portfolio is no lower than AA	GREEN	GREEN
FN14: Percentage of third-party insurance claims resolved within the designated timescales	GREEN	GREEN

Governance, Law & Democracy	Latest RAG	YTD RAG
GL01: Council and Committee papers published at least five days before meetings	GREEN	AMBER
GL02: Freedom of Information Act requests completed within 20 working days	RED	RED
GL03: Subject Access Requests (SARs) completed within statutory timescales	RED	RED

Marketing and Resident Experience	Latest RAG	YTD RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04a: Daytime calls to Contact Point answered	GREEN	AMBER
CS04b: Out of hours calls to Contact Point answered	GREEN	GREEN
CS06a: Daytime calls achieving 85% of quality scorecard	GREEN	GREEN
CS06b: Out of hours calls achieving 85% of quality scorecard	GREEN	GREEN
CS07: Complaints responded to in timescale	RED	RED

Human Resource and Organisational Development	Latest RAG	YTD RAG
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

Health and Safety	Latest RAG	YTD RAG
HR25: Completed corporate themed Health and Safety audits sent within timescale	GREEN	GREEN

Technology	Latest RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the first point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Services available to staff	GREEN	GREEN
ICT05: Working hours where email is available to staff	GREEN	GREEN

Infrastructure	Latest RAG	YTD RAG
PI01: Rent due to KCC outstanding over 60 days	GREEN	N/a
PI05: Percentage of scheduled Planned Preventative Maintenance completed by due date	GREEN	GREEN
PI06: Percentage of reactive help desk tasks completed by due date	GREEN	GREEN
PI07: Percentage of help desk calls answered within timescale	GREEN	GREEN

Chief Executive's Department

Service Area	Director (interim)	Cabinet Member
Finance	John Betts	Peter Oakford

Key Performance Indicators

Ref	Indicator description	Jul-24	Aug-24	Sep-24	Oct-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
FN06	Percentage of sundry debt due to KCC under 6 months old	67%	54%	47%	27%	RED	n/a		70%	65%	73%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	84%	94%	89%	82%	AMBER	86%	GREEN	85%*	80%*	81%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days**	98%	91%	73%	99%	GREEN	93%	RED	98%	95%	98%
FN11	Percentage of financial assessments completed within 15 days of referral	86%	91%	80%	90%	GREEN	85%	AMBER	90%	85%	86%
FN12	Percentage of working days aggregate bank balance is in credit (Incl. £1m agreed overdraft)	100%	100%	100%	96%	AMBER	99%	AMBER	100%	90%	97%
FN13	Percentage of working days average credit rating for internally managed cash portfolio is no lower than AA	100%	100%	100%	100%	GREEN	100%	GREEN	100%	90%	100%
FN14	Percentage of third-party insurance claims resolved within the designated timescales	97%	99%	100%	100%	GREEN	98%	GREEN	95%	85%	99%

* Shown in error as 95% and 85% respectively in proposed KPIs paper to Committee in May 2024

**Annual performance of all invoice payments can be found here: <https://www.kent.gov.uk/about-the-council/finance-and-budget/spending/annual-performance-of-payments>

FN06 – There are a number of high value invoices over 6 months old, particularly from the NHS, which are impacting this KPI. The Kent & Medway Integrated Care Board faces severe financial challenges and KCC is exploring how best to obtain payment, including the option of arbitration, as there are issues relating to KCC as both creditor and debtor.

FN07 – Although this KPI dipped below target in October, performance across the year so far remains above target. Budget Managers utilise the Late Payment Dashboard, part of the Financial Healthcheck Suite, which highlights those invoices being submitted late so that appropriate remedial action can be taken.

FN08 - ICT issues in late July and August resulted in a backlog of invoices which took time to recover from and is why the year-to-date figure is below floor standard. This backlog has now been resolved and latest month performance is above target.

FN11 – Although the October performance was at target, the year-to-date performance is impacted by the expected lower performance in April and May when the annual reassessments of over 15,000 clients are undertaken. In addition, a re-allocation of resources was required in September to respond to queries received from a change in charging policy which affected performance that month.

FN12 – On 4 October there was one incident of an overdrawn balance of £4.6m when a maturity bond was not settled as expected the day before.

Activity Indicators

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Ref	Indicator description	Jul-24	Aug-24	Sep-24	Oct-24	Year to date	Previous Year
FN06b	Value of debt due to KCC (£000s)	28,887	27,740	27,750	26,310	N/a	14,969
FN07b	Number of invoices received by KCC	7,728	7,034	9,536	8,327	58,690	55,737
FN11b	Number of financial assessments received	731	643	738	718	4,962	6,156
FN14b	Number of insurance claims resolved	305	145	105	107	1,363	1,485

Service Area	Director	Cabinet Member
Governance, Law & Democracy	Ben Watts	Dylan Jeffrey

Key Performance Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Month RAG	YTD	Year RAG	Target	Floor	Prev. Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	94%	100%	100%	GREEN	99%	AMBER	100%	96%	100%
GL02	Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days	73%	80%	69%	84%	RED	76%	RED	92%	90%	76%
GL03	Data Protection Act Subject Access Requests (SARs) completed within timescales	47%	53%	55%	43%	RED	51%	RED	90%	85%	43%

GL01 – There was one Cabinet Committee meeting in July which involved late publication due to it being organised at short notice to consider only the Election of Chair. Publication fell on the same day as other key agendas and limited resourcing led to the publication being delayed to the following day. There was no negative impact.

GL02 – The percentage of FOI / EIR requests meeting the timescale continues to be below floor standard. With regards to performance to September 2024/25, no Directorate achieved target, with the best performing being the Growth, Environment and Transport Directorate with 82% completed in timescale, they also had the highest number of requests (228). The number of requests each month continues to be at some of the highest levels seen since the Freedom of Information Act was introduced in 2005. It's possible that some requests are follow-ups to requests already made outside of the FOI framework which have not been responded to.

GL03 – So far in 2024/25, 82% of SARs came under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include complexity of some requests and resourcing issues. The volume of requests each month are also above numbers usually received, again this could be due to members of the public going down a more formal response route for concerns they have.

Activity Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	YTD	In expected range?	Expected YTD Activity Upper Lower		Previous Year YTD
GL01b	Committee meetings	8	18	4	16	65		N/a		67
GL02b	Freedom of Information requests responded to	218	202	226	149	1,235	Above	1,060	860	1,040
GL03b	Data Protection Act Subject Access requests responded to	62	73	71	61	367	Above	300	240	303

Deputy Chief Executive's Department

Service Area	Head of Service	Cabinet Member
Marketing and Resident Experience	Christina Starte	Dylan Jeffrey

Key Performance Indicators - Monthly

Ref	Indicator description	Jul-24	Aug-24	Sep-24	Oct-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	98%	96%	97%	GREEN	97%	GREEN	97%	90%	98%
CS04a	Percentage of daytime calls to Contact Point answered*	91%	87%	87%	91%	GREEN	89%	AMBER	90%	85%	91%
CS04b	Percentage of out of hours calls to Contact Point answered*	97%	95%	95%	97%	GREEN	96%	GREEN	95%	90%	92%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	75%	74%	75%	**	GREEN	75%	GREEN	70%	65%	74%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	75%	75%	73%	**	GREEN	75%	GREEN	70%	65%	75%

* CS04a/b - Please note that these figures can vary to those reported for the Agilisys contract, as that contract allows for days of exceptionally high call volumes to be discounted from the KPI calculation.

** Not available at time of reporting

CS04a – There continued to be a backlog of Blue Badge applications during this reporting period, creating additional calls as people made contact for an update; this backlog has now been cleared. In addition, an unforeseen issue with the Adult Education website meant students could not enrol online and were calling instead to do so, these calls were long in duration due to enrolment details being taken; the issue with the website was resolved in early September.

Key Performance Indicator – Quarterly

Ref	Indicator description	Dec-23	Mar-24	Jun-24	Sep-24	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	75%	56%	66%	71%	RED	69%	RED	85%	80%	63%

CS07 – A high number of complaints being responded to are backlog complaints and relate to the Special Educational Needs (SEN) service, which is having an adverse impact on performance; however, older cases are being prioritised and the backlog is being cleared. In terms of Directorate performance, most complaints were received by the Growth, Environment and Transport Directorate who responded to 87% within timescale (meeting target). The Chief Executive’s Department and Deputy Chief Executive’s Department together achieved 76%, Adult Social Care and Health 70%, and Children, Young People and Education 30%, including complaints relating to SEN with 6% of these responded to within timescale.

Activity Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Year to Date	In expected range?	Expected Range Upper Lower		Prev. Yr YTD
CS08	Number of calls answered by Contact Point	33,718	37,843	33,260	39,341	35,527	245,641	Yes	280,000	232,000	258,260
CS12	Number of visits to the KCC website, kent.gov (000s)	646	604	579	593	594	4,192	Yes	4,920	4,020	4,471
CS13	Average speed of answer (ASA) by Contact Point - priority services (seconds)	59	44	73	72	49	55	Yes	120	30	43
CS14	Average speed of answer (ASA) by Contact Point - all services (seconds)	117	97	144	153	93	119	Below	300	180	105

CS14 – Speed of answer below the lower threshold for this indicator shows calls are being answered promptly.

Service Area	Director	Cabinet Member
Human Resources and Organisational Development	Paul Royel	Dylan Jeffrey

Key Performance Indicators – Monthly

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Training evaluated by participants as having delivered stated learning outcomes	99%	99%	99%	100%	GREEN	99%	GREEN	97%	95%	99%

Activity Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	In expected range?	Expected Range		Prev. Yr YTD
								Upper	Lower	
HR12	Number of current change activities being supported	73	76	81	79	77	Below	90	80	93
HR13	Total number of e-learning training programmes completed (YTD)	19,723	26,490	32,997	40,220	48,646	Above	43,750	35,000	40,052
HR16	Number of registered users of Kent Rewards	22,565	22,625	22,765	22,962	22,929	Below	28,000	24,000	27,138
HR21	Number of current people management cases being supported	145	153	157	156	160	Above	100	90	145
HR23	Percentage of staff who have completed all 3 mandatory learning events	89%	90%	90%	90%	92%	Above	90%	80%	89%

HR12 – Change activity is driven by demand from the wider business and will fluctuate from month to month, some change activities will also span more than one month. Change activities also vary significantly in complexity, requiring different levels of resource and work to be carried out.

HR13 – E-learning completions continues to remain higher than anticipated. This is still driven primarily by the significant uptake of ‘The Role of the Evacuation Marshal’ course within KCC. There has also been a rise following the launch of the Adults Competency Framework for Statutory Responsibilities, which is a mandatory programme of learning across Adult Social Care and covers a number of e-learning courses.

HR16 – The number of registered users for Kent Rewards dropped due to the previous data cleansing exercise undertaken to remove accounts which were no longer eligible to have access to the site.

HR21 - Case activity is driven by requests from Managers and fluctuates from month to month. The high level indicates that managers are taking a robust approach and managing cases through the appropriate channels with HR support and advice.

Service Area	Interim Head of Service	Cabinet Member
Health and Safety	Maria Kelly	Dylan Jeffrey

Key Performance Indicators – Quarterly

Ref	Indicator description	Dec-23	Mar-24	Jun-24	Sep-24	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
HR25	Percentage of corporate themed Health and Safety audits sent in 7 days	100%	100%	100%	100%	GREEN	100%	GREEN	95%	85%	100%

Service Area	Director	Cabinet Member
Technology	Lisa Gannon	Peter Oakford

Key Performance Indicators

Ref	Indicator description	Jul-24	Aug-24	Sep-24	Oct-24	Month RAG	Year to Date	Year RAG	Target	Floor	Prev. Year
ICT01	Calls to ICT Help Desk resolved at the first point of contact	74%	73%	76%	76%	GREEN	75%	GREEN	70%	65%	78%
ICT02	Positive feedback rating with the ICT help desk	97%	97%	95%	95%	GREEN	96%	GREEN	95%	90%	95%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	100%	100%	GREEN	100%	GREEN	99.8%	99.0%	100%
ICT04	Working hours where ICT Services are available to staff	99.9%	100%	100.0%	100%	GREEN	99.8%	GREEN	99.0%	98.0%	99.9%
ICT05	Working hours where email is available to staff	100%	100%	100%	100%	GREEN	100%	GREEN	99.0%	98.0%	100%

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Activity Indicators

Ref	Indicator description	Jul-24	Aug-24	Sep-24	Oct-24	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	9,653	7,091	7,753	8,255	58,457	59,227
ICT02b	Feedback responses provided for ICT Help Desk	2,027	1,246	1,331	1,420	11,323	5,670

Service Area	Director	Cabinet Member
Infrastructure	Rebecca Spore	Peter Oakford

Key Performance Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	0.0%	0.0%	0.0%	0.0%	0.7%	GREEN	5%	10%	23.0%

Activity Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	559	387	561	190	40	3,213	1,721
PI03c	Capital receipts banked (£000s)	1,274	5,425	1,870	2,134	0	12,006	9,934

Service Area	Director	Cabinet Member
Infrastructure	Rebecca Spore	Peter Oakford

Key Performance Indicators

Ref	Indicator description	Jul-24	Aug-24	Sep-24	Oct-24	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI05	Percentage of scheduled Planned Preventative Maintenance completed by due date	98%	99%	98%	99%	GREEN	98%	GREEN	90%	80%	99%
PI06	Percentage of reactive help desk tasks completed by due date	96%	96%	95%	96%	GREEN	96%	GREEN	90%	80%	96%
PI07	Percentage of help desk calls answered within timescale	98%	100%	99%	99%	GREEN	99%	GREEN	90%	80%	99%

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Activity Indicators

Ref	Indicator description	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Year to Date	Previous Year YTD
PI05b	Number of Planned Preventative Maintenance tasks responded to	2,637	2,250	3,267	2,173	2,864	17,952	20,167
PI06b	Number of reactive tasks responded to	617	696	616	802	834	5,008	4,865
PI07b	Number of help desk calls responded to	245	309	222	443	312	2,058	2,450

From: David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance
 Ingrid Crisan, Director of Operational Integrated Children’s Services Children, Young People and Education
 Tricia Pereira, Strategic Advisor for Social Work, Quality and Safeguarding, Adult Social Care and Health

To: Policy & Resources Committee, 15th January 2025

Subject: Kent & Medway Domestic Abuse Strategy 2024-2029 Year One Update

Classification: Unrestricted

Past Pathway: Corporate Management Team, ICS DivMT & circulated to Adults DMT

Future Pathway: None.

Summary: This paper gives a summary of progress against the Kent and Medway Partnership Domestic Abuse Strategy 2024-2029 in its first year of delivery, focussing on Kent County Council and Partnership projects. This covers a broad range of areas across the domestic abuse agenda including:

Early Intervention & Prevention:

- Domestic Abuse Awareness Campaigns
- The Domestic Abuse Referral Pathway
- Kent & Medway Domestic Abuse Services Website
- KCC as a White Ribbon Organisation
- Professional Training
- Domestic Abuse Champions

Immediate Needs:

- Strengthening Services
- MARAC Hub change programme
- Domestic Abuse Housing Alliance Accreditation

Recovery:

- The impact of abuse on mental health
- Suicide & Domestic Abuse
- Domestic Abuse Framework for Support
- Recognising the experts

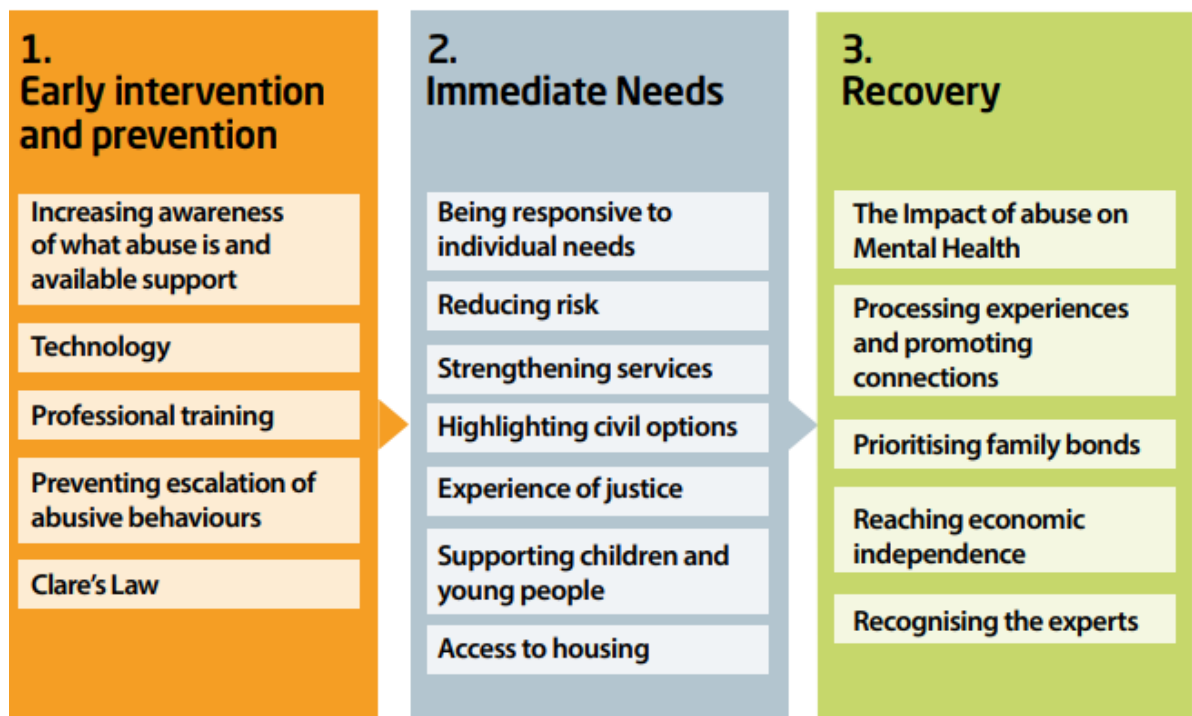
Policy & Resources Cabinet Committee are asked to:

1. **Note** progress made against the Kent & Medway Domestic Abuse Strategy and make recommendations on future delivery plan direction
2. **Note** the development of the Domestic Abuse Champions scheme alongside the domestic abuse training review for roll out in the spring
3. **Note** reaccreditation and our status as a White Ribbon Organisation
4. **Note** risks to future delivery including uncertainty around local and national funding allocation

1. Background:

- 1.1. The Kent and Medway Domestic Abuse Strategy is a partnership document overseen by the Kent and Medway Domestic and Sexual Abuse Executive Group.
- 1.2. The strategy embodies the approach of its 20 partners to *'reduce the prevalence of domestic abuse, and ensure that where domestic abuse takes place, all those affected get the right support, quickly'*. It was launched in March 2024, following endorsement at Policy and Resources Cabinet Committee in January 2024 where an annual report was requested.
- 1.3. The strategy includes both statutory requirements for tier one local authorities to support people accessing safe accommodation services and commitments across the partnership to support people impacted by domestic abuse across Kent and Medway. The strategy continues to develop a coordinated community response to improving the experiences of those impacted by abuse across each stage of their experience, making commitments against early intervention and prevention, immediate need, and recovery.

Figure 1 - Strategy Pillars & Commitments



- 1.4. A review of the Strategy will take place in 2027 to assess whether it continues to meet the needs of the partnership and should remain in place for its full 5-year span, or whether an update or new strategy is necessary.
- 1.5. The Summary Strategy and full Kent and Medway Domestic Abuse Strategy 2024 – 2029 are attached as **Appendix A** and **Appendix B**.

2. Delivering against our Strategy

- 2.1. To support the strategy the Domestic and Sexual Abuse Executive Group (Executive Group) oversee a delivery plan managed by the Domestic Abuse Projects & Partnerships Team and discharged via the governance structure.
- 2.2. The delivery plan was drafted in partnership with Medway Council and in coordination with each of the partners of the Executive Group. This process focussed on creating a user friendly and responsive plan, allocating actions to subgroups within the governance structure using a 'now, next, later' priority system. Quarterly updates are provided to the Executive Group.

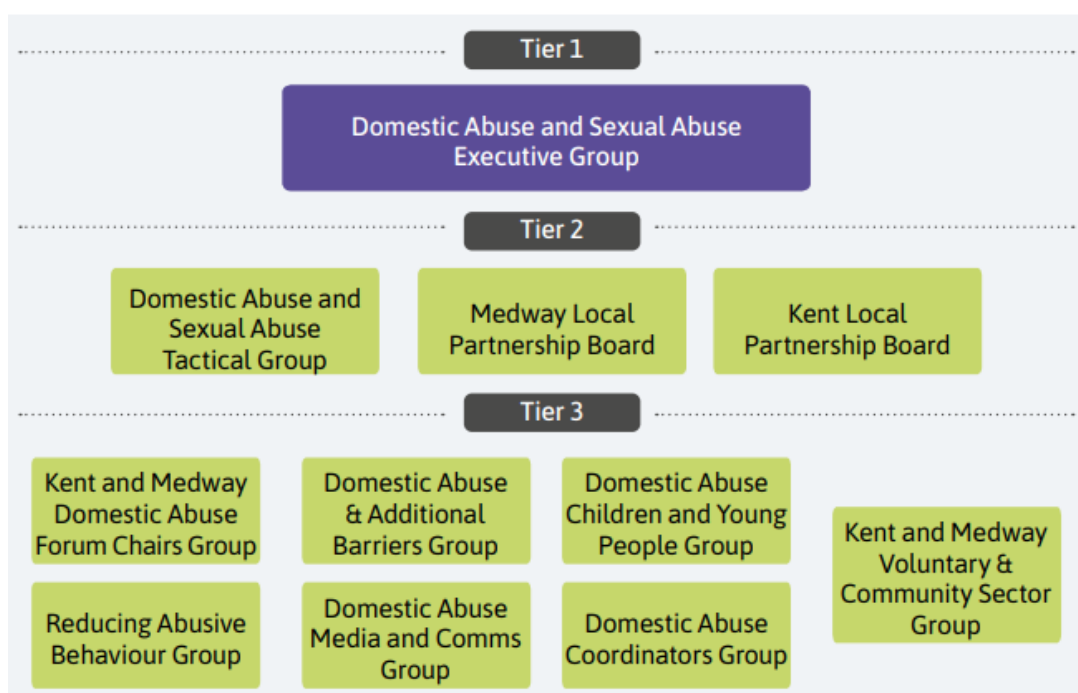


Figure 2 - Domestic Abuse Partnership Governance Structure

3. Early Intervention & Prevention

- 3.1. The first section is about our collective ambition to challenge negative societal attitudes and stigma linked to discussing abuse, increasing awareness, reducing the escalation of abusive behaviours, and encouraging conversation and education. There are 25 'Early Intervention and Prevention' commitments in the Strategy and 90 actions that have been identified to work towards them. The following are key projects within this area of work.

3.2. Increasing Awareness

3.3. The Know, See, Speak Out Campaign

3.3.1. The [Know, See, Speak Out](#) multiagency campaign aims to raise awareness of domestic abuse across Kent and Medway, engaging hundreds of individuals, businesses and organisations, helping them to:

- **Know** more about domestic abuse by undertaking training
- **See** what action they can take such as sharing our [campaign resources](#)
- **Speak Out** by signposting people to services

3.3.2. This year the Domestic Abuse Projects & Partnerships team have nurtured new strategic partnerships, with the NHS and Southeastern trains, signing them up to join the campaign. These partners, and others, have been supported with access to information and training and have committed to increasing visibility of our campaign messages through the display of 6000 posters across Kent & Medway and targeted videos, including in GP surgeries.

3.4. Press Engagement

3.4.1. The Domestic Abuse Projects & Partnerships team has had great success generating press moments this year. BBC Southeast & ITV Meridian have run stories, interviewing lived experienced survivors alongside our KIDAS partner support workers. They ran the following headlines “Campaign aims to tackle domestic abuse during Euros” during the summer, and “Violence against women” following the [National Policing Statement 2024 for VAWG](#). There was also radio coverage and interest in future stories.

3.5. The 16 Days of Action

3.5.1. The 16 Days of Action campaign takes place from 25th November, the International Day for the Elimination of Violence Against Women and White Ribbon Day and runs to the 10th December, International Human Rights Day.

3.5.2. During the campaign the partnership share [campaign resources](#) including themed social media assets to be shared by partners and networks, digital adverts, email signatures and virtual backgrounds. The campaign runs a physical poster drive with packs sent out to our strategic campaign partners for further distribution and display. The NHS will include 4000 posters distributed for display in their GPs, hospitals and healthcare settings, and Southeastern trains with display in station toilets at hot spot areas and in train toilets. All Family Hubs also have a mixture of the general and young person posters in their centers. 1,500 posters have also been shared with football clubs across Kent and Medway.

3.5.3. To increase the knowledge around domestic abuse there will also be [18 webinars](#) running throughout the 16 Days of Action. These are all provided by organisations across the Partnership, including Kent Police, domestic abuse service providers, the Serious & Organised Crime Team, the Community Safety

Partnership and Prevent. They offer insight into domestic abuse, how to support people experiencing it and how to tackle abuse at a strategic level. There have been over 1400 sign-ups to the webinars.

3.6. Domestic Abuse Referral Pathway

3.6.1. The [Kent and Medway Referral Pathway](#) was published this year to provide clear information about domestic abuse, the support services available and tools to keep people safer, along with a flowchart clearly showing how to refer and access support following a disclosure. This is available on the [Domestic Abuse Support Services in Kent and Medway](#) webpage and has been publicised widely.

3.6.2. A [British Sign Language \(BSL\) video](#) which contains translated information on how to get domestic abuse support in Kent and Medway for people who are Deaf was produced alongside the referral pathway. It was produced collaboratively by Kent County Council's Sensory Services and the Domestic Abuse Projects & Partnerships Team, Look Ahead, Oasis and Clarion.

3.7. Domestic Abuse Newsletter

3.7.1. A quarterly 'Domestic Abuse Support in Kent and Medway Newsletter' was launched providing news and updates to promote consistent messaging. To date this has brought attention to the referral pathway and British Sign Language Video, available training for partners, reminded partners about new and existing services, surveys and resources, as well as celebrated partner good news stories.

3.8. Kent & Medway Domestic Abuse Services Website

3.8.1. The Kent and Medway Domestic Abuse Services website was not fit for purpose so has been taken down and traffic is now automatically re-directed to the refreshed [Kent.gov domestic abuse page](#).

3.8.2. A Domestic Abuse Website project is underway to procure a provider to redevelop a new website which will retain the pre-existing URL and replace the content and design. Supported by a task and finish group of experts from across KCC and Medway, a request for quote was developed and a provider has been appointed to create the new website.

3.8.3. The Domestic Abuse Projects & Partnerships team is currently engaging with our domestic abuse lived experience Ambassadors, children and young people user groups, and partners across our governance structures, to co-design the content of the website. A well-functioning, easy to use and access website to support those affected by domestic abuse and those seeking to support them, will be launched in spring 2025.

3.9. White Ribbon Accreditation

- 3.9.1. KCC are proud to be a [White Ribbon accredited organisation](#). White Ribbon encourages people, especially men and boys, to take action and change behaviour individually or collectively to end male violence against women and girls. Their mission is for all men to fulfil the White Ribbon Promise to never commit, excuse or remain silent about male violence against women.
- 3.9.2. The White Ribbon Working Group led by the Domestic Abuse Projects & Partnerships team have been encouraging individuals and organisations to make consistent choices and actions to support this year's white ribbon theme of 'it starts with men'. This aims to drive a cultural shift in our attitude towards preventing abuse. Members of the working group have attended meetings across the organisation, community events and utilised Viva Engage and Knet to encourage open conversation about White Ribbon's mission. This has had a positive response, with more people signing up to become White Ribbon Ambassadors and Champions.
- 3.9.3. On the 25th of November, White Ribbon Day, the White Ribbon Flag was raised over Sessions House launching the 16 Days of Action Against Domestic Abuse campaign alongside a press release. A webinar encouraging men and boys to think about how they can help end violence towards women took place during the campaign whilst a stand in the atrium at Invicta house encouraged conversation and invited colleagues to become ambassadors and champions.
- 3.9.4. In November Corporate Management Team endorsed a further three years of White Ribbon Accreditation for Kent County Council.

3.10. Professional Training

3.11. KCC Training Review

- 3.11.1. To support professionals across our services to be domestic abuse informed, take opportunities to identify risk and use trauma informed approaches a training task and finish group led by the Domestic Abuse Projects & Partnerships team was established to review all e-learning available on Delta. The training group included representatives from ASCH, CYPE and Learning & Development.
- 3.11.2. As part of this review a checklist was developed to ensure that each course has relevant, up to date content and covered the training themes identified in the Kent and Medway Domestic Abuse Strategy. This identified a training that should be redeveloped, for which planning is now underway.

3.12. Domestic Abuse Champions:

3.12.1. The training review identified a gap in consistent, publicly offered and widely available domestic abuse training. To support the learning available to staff across the partnership and to external organisations the Domestic Abuse Projects and Partnerships Team have produced a Champions programme. This will build on the training that partners make available and supports learning through discussion to build confidence and practical skills.

3.12.2. The project takes inspiration from Medway Council's A Better Medway programme in which a free Domestic Abuse Masterclass is offered regularly for anyone in Medway to attend. This programme has succeeded in engaging a wide audience from fast food workers, care professionals and members of the public.

3.12.3. The Kent Domestic Abuse Champions Scheme has proved popular internally and externally in content consultation, with Adult Social Care teams nominating champions from across the county to take part.

3.12.4. The role of a Kent Domestic Abuse Champion and overarching objective for this training is:

- To equip participants with the knowledge and skills to recognise and respond to domestic abuse.
- To foster empathy and understanding for those who have or are experiencing domestic abuse.
- To provide tools to enable people to effectively and confidently support and advocate for those affected by domestic abuse.
- To break the silence surrounding abuse by being visible and encouraging dialogue, open discussion and by being supportive

3.12.5. Champions are not expected to have a case load or be seen as the expert in domestic abuse. This role is about being a point of contact, where people, if they need to can come to be listened to, be heard, and be supported by offering information on which services are available and how to access them.

3.12.6. Following completion of the half-day training sessions individuals receive a Champions pack, will be added to the newsletter mailing list and participants will be invited to networking sessions to collaborate and update knowledge.

3.13. Neurodivergence & Domestic Abuse Training

3.13.1. Through the Crime Reduction Grants funded by the OPCC and administered by the Community Safety Partnership the Domestic Abuse Projects & Partnerships team have secured funding to deliver training on 'Neurodivergent Intimate Relationships and Domestic Abuse' focusing on the experiences of neurodivergent survivors. This will increase understanding of neurodivergence, how this impacts the experience of domestic abuse and improve the ability to support neurodivergent clients, particularly autistic and ADHD individuals.

3.14. Preventing Escalation of Abusive Behaviours

- 3.14.1. To equip professionals across multiple agencies in Kent and Medway with the skills and confidence to recognise and respond more effectively to people using abusive behaviour two template guides were produced. The first focuses on how to respond to clients using abusive behaviour, the second focuses on how organisations can respond to staff who use abusive behaviour.
- 3.14.2. Organisations can adapt these guides to prompt a culture shift within the system, to move away from a focus on victim's actions and increase confidence in holding abusive people to account. Increasing knowledge around how to respond proactively to those using harmful behaviour reduces the number of people subjected to harm.

4. Immediate Need

- 4.1. By immediate needs we mean the services, interventions and support that people need whilst domestic abuse is occurring and in the immediate aftermath.
- 4.2. These services and responses may help with managing risk and increasing safety, but people may also need support with practical issues such as access to housing and school places. Within this section we also look at housing and safe accommodation services with commitments to support improved responses.
- 4.3. There are 64 'Immediate Needs' commitments in the Strategy and over 200 actions that have been identified to work towards them. The following are key projects within this area of work.

4.4. Strengthening Services

- 4.4.1. Providing support and advice to victims of domestic abuse is a priority for KCC and other organisations across the county. Through the Kent and Medway multi-agency governance groups, the Council collaborated with partners, stakeholders, and survivors of abuse to commission a service from a pooled budget to create an integrated county wide service.
- 4.4.2. There are a number of community and safe accommodation services commissioned under the Kent Integrated Domestic Abuse Service (KIDAS) umbrella. In 2024 new services under this umbrella have been commissioned or embedded.

4.5. SASS – Safe Accommodation Support Service

- 4.5.1. Children are victims of domestic abuse in their own right, experiencing rather than witnessing abuse between their caregivers. In 2024 the [Domestic Abuse Safe Accommodation Support Service](#), which supports children and young people currently residing in safe accommodation (refuge, dispersed specialist accommodation or a property with sanctuary scheme adaptations), was embedded and began taking partner referrals.
- 4.5.2. The SASS service supports children through (0-19 years, up to 25 with additional needs) including therapeutic support, group-based support, access to activities and social groups.
- 4.5.3. Additionally, this service supports delivery of a workforce development offer for all CYPE staff which commenced in October 2024 and aims to upskill social workers supporting families that are experiencing domestic abuse.

4.6. SAFER – Sanctuary Access for Eligible Residents

- 4.6.1. The [SAFER scheme](#), a countywide offer of sanctuary for survivors of domestic abuse went live this year. It includes property assessment, security advice and measures applied to a survivor's home as well as specialist domestic abuse support for adults and children living in the home, extending the Councils safe accommodation support offer.
- 4.6.2. SAFER supports people to stay in their own homes, a preference for many people who experience abuse by conducting security assessments, providing professional security advice and fitting security upgrades. This works alongside KIDAS & SASS services to support the adults and children who experienced abuse.
- 4.6.3. The application of the SAFER Scheme will enable an estimated additional 2000 households to meet the statutory definition of safe accommodation and therefore the adults and children residing in these properties will be eligible to access specialist domestic abuse support.

4.7. Male Refuge Pilot & IDVA service

- 4.6.4. In working to expand KCC's safe accommodation offer a 3-bed male refuge opened this year. This is for men aged 18 and above who are fleeing domestic abuse and their accompanying children. Whilst residing in the refuge survivors are provided with support, advocacy, and advice. Upon moving out resettlement support and assistance is provided for a period of up to 6 months. This service collaborates with the men's IDVA service, commissioned by the OPCC.

4.7. Recognise the importance of pets for those who are needing to flee

- 4.7.1. Research shows that perpetrators use pets as part of their abuse, threats to harm them, withholding vet treatment, allowing them to escape, rehome them or using their presence to keep people from leaving is common.
- 4.7.2. The Strategy recognises the importance of pets for those who are needing to flee and committed to raising awareness of support to prevent families fleeing abuse from having to give up their pets.
- 4.7.3. A new project has made flexible funding available to KIDAS safe accommodation providers, supporting the associated costs of allowing pets into refuge, including the cost for vaccinations, worm and flea treatments and any associated damage to property. This helps to remove the barriers survivors may face in accessing safety and support and recognises the significant role pets can play in deciding whether to leave.

4.8. Reducing Risk

4.9. Multi-Agency Risk Assessment Conference Hub

- 4.9.1. A Multi-Agency Risk Assessment Conference (MARAC) is a safeguarding forum to discuss how to help people experiencing domestic abuse who are at high risk of murder or serious harm. The process enables agency-specific research to be shared, and actions allocated to increase the safety of adult and child victims of abuse to create a joint safety plan. A review process which included recommendations from Domestic Homicide Reviews, learning events, and a Kent Analytics assessment identified a number of weaknesses in the system. Strengthening our response to the highest risk domestic abuse cases was a key strategy commitment.
- 4.9.2. The MARAC Steering Group proposed a new MARAC Hub with increased staffing, a new case management system to facilitate information sharing and action planning, with fewer meetings. The new Hub Model is collaboratively funded by Kent County Council, Kent Police, Medway Council, the ICB, Kent Fire and Rescue Service and Probation and will go live in early 2025. This change process creates a more efficient system that is proactive in safeguarding those at risk.
- 4.9.3. The change management process has been multiagency, led by the MARAC Tactical Delivery Group (KCC DA Projects & Partnerships, Medway Public Health, and Kent Police), and delivered by the steering group and subgroups and has included system procurement, training development and rewriting systems and protocols.

4.8 Learning from Domestic Homicide Reviews

- 4.8.1 The Strategy identifies working with the Community Safety Partnership (CSP) and Safeguarding Boards to ensure that learnings from Domestic Homicide Reviews, Safeguarding Adult Reviews and Children’s Safeguarding Practice reviews are supported. Alongside working with these boards to take forward actions to embed learning from reviews the CSP held two Domestic Homicide Review learning events in 2024.
- 4.8.2 The first was in June and focussed on learning from [DHR Diana](#). Presentations were given by the Independent Chair, The Probation Service, and special guest speaker, [Luke Hart](#), spoke about his family’s experience of coercive control.
- 4.8.3 The second learning event, delivered in two sessions, was held in October. This was a joint event with the Kent and Medway Safeguarding Adults Board and Public Health focussing on the topic of co-occurring conditions. Safeguarding Adults Reviews including this theme were presented, along with [DHR Louise](#) and a talk by Louise’s mother providing a powerful account of her daughter’s story, the impact of her death, and what she wants agencies to learn from the tragedy.
- 4.8.4 Over 370 frontline professionals attended these 2024 events. 100% of attendees responding to the event evaluation rated the events as excellent, very good or good.

4.10. Domestic Abuse Housing Alliance (DAHA) Accreditation

- 4.10.1. DAHA accreditation is the UK benchmark for how housing providers should respond to domestic abuse. By becoming DAHA accredited, housing providers implement and embed an effective domestic abuse responses that keeps survivors safe and holds perpetrators to account. KCC made a grant available to all District, Borough, and City councils in Kent for two years of membership and accreditation fees to support strong and consistent housing response.
- 4.10.2. There are eight priority areas including policies and procedures, publicity and awareness raising, safety-led case management, survivor-led support, staff development and perpetrator accountability. Working collectively the domestic abuse coordinators and DAHA leads for each council are sharing resources to maximise our impact, tackle challenges together and deliver solutions. This work has resulted in increased training across housing teams, the development of champion schemes, introduction of trauma informed support pathways and increasing awareness through clear information on local authority websites.

5.Recovery

- 5.1. Domestic abuse and the associated trauma can have a significant impact on the people affected. There can be damaging long and short-term physical, mental, emotional, and psychological health impacts on adults and children. These repercussions remain long after the immediate safety needs have been met.
- 5.2. The Partnership want Kent & Medway to be a place where people have the opportunity to thrive, to recover from the harm, heal and build resilience.
- 5.3. There are 22 'Recovery' commitments in the strategy and 77 actions that have been identified to work towards them. The following are key projects within this area of work.

5.4. The impact of abuse on mental health

- 5.4.1. Between 60 and 70% of women seeking mental health support have experienced domestic abuse.¹ This means that promoting better understanding of domestic abuse and trauma-informed practice within mental healthcare settings is essential.

5.5. KMPT Learning Event

- 5.5.1. Kent and Medway Partnership Trust set up a Patient Safety Event, 'Decoding the Silent Language of Domestic Abuse' which was attended by 80 members of staff. The event included a talk from the sister of a woman who completed suicide after experiencing abuse, from the Kent Suicide Prevention team, the Domestic Abuse Projects and Partnership Team and Kent Police. Attendees reported increased confidence in recognising and responding to domestic abuse.

5.6. Suicide and Domestic Abuse

- 5.6.1. Kent continues to lead the national conversation highlighting the link between domestic abuse and suicide. Research led by the Suicide Prevention team in Public Health has identified that 33% (280 out of 847) suspected suicides in Kent and Medway between Jan 2018 and Sept 2024 have been impacted by domestic abuse. This includes victims, perpetrators and a group of individuals who were known to Kent Police as both victims and perpetrators.
- 5.6.2. Tim Woodhouse, KCC Public Health, has completed two research fellowships reporting on these findings in meetings and forums across the county. The Suicide Prevention team have developed a [briefing paper for frontline](#)

¹ [The Road to Recovery: Meeting the Mental Health Needs of Domestic Abuse Survivors. An Inquiry into Domestic Abuse and Mental Health by the All-Party Parliamentary Group on Domestic Violence and Abuse](#)

[professionals](#) highlighting ways that they can reduce the risk of suicide amongst victims of domestic abuse. This research will also be factored into wider areas of the Domestic Abuse Strategy workplan such as the re-design of the MARAC process and the recommissioning of the KIDAS contract.

5.7. Domestic Abuse Joint Working Framework

- 5.7.1. To promote service delivery models that look at the needs of a person as well as the risk posed to them Kent Public Health funded the development of a framework for joint support of clients with more than one support need. The Framework supports better integration of services to support people who present with a domestic abuse need (victim or abusive party) with an additional support need such as homelessness, drug or alcohol use or a significant mental health need.
- 5.7.2. This protocol has been co-created by multiple services following a training programme for all agencies involved. The framework uses a quadrant model to help the client explore and communicate how they would like to engage with services.

5.8. Recognising the experts

- 5.8.1. The experts in domestic abuse are those people who are living or have lived through abusive experiences. The Partnership are continuing to be led by the voices of those who have experienced abuse.
- 5.8.2. By sharing their experiences with the domestic abuse research programmes in both Kent and Medway, giving their ideas and their time Survivor Voice Ambassadors are influencing and co-designing services, policies, projects, training and more.
- 5.8.3. Their voices are included to bring alive press articles, social media posts and training materials; ensuring their experiences are front and centre in our work, guiding partners, and practitioners to remain focussed on the importance of responding to their needs. Survivor Voice Ambassadors will also help to develop the new Kent & Medway Partnership Domestic Abuse Services Website and input into the domestic abuse service recommissioning.

6. Sexual Violence & the Serious Violence Prevention Partnership

- 6.1. While this strategy seeks to coordinate aims and delivery on domestic abuse it does incorporate sexual abuse when this aligns with the domestic abuse definition. The Partnership also seeks to support coordinated working on sexual abuse which is not included within this strategy. Sexual Violence leads from Kent Police, KCC, Medway, Probation, Youth Justice, the Integrated Care Board, Kent Fire & Rescue, Education, the Prison Service and Police and Crime Commissioners Office have developed a Sexual Violence Action Plan.
- 6.2. The Serious Violence Prevention Partnership (SVPP) Board's Strategic Needs Assessment shows that sexual violence disproportionately affects those under the age of 25 with the majority of victims being girls aged 11-15 and the majority of suspects being boys aged 12-18. The Sexual Violence Participation worker has gathered insight from 485 young people around consent, boundaries and sexual violence. Feedback has been insightful with many young people feeling that more needs to be done to support them in understanding consent, how to keep themselves safe and how to safely report incidents.
- 6.3. The Police have been active in identifying funds to drive an awareness campaign on public place sexual harassment and unacceptable language. The 'Respect for Girls' campaign was developed in collaboration with young people and will be released in the new year. The Board have also endorsed the 'Safe Spaces' campaign that is already in place across parts of the County with more businesses becoming part of this as it gains momentum.
- 6.4. The Strategic Needs Assessment is in the process of being refreshed, the Sexual Violence Leads will develop the approach and align workstreams to the needs assessment and gap analysis to tackle sexual violence and report back into the SVPP Board and the Domestic Abuse and Sexual Abuse Executive group.

7. Measuring Success - Activity Indicators

- 7.1. To achieve the ambitions set out in the strategy, progress against the delivery plan and a suite of activity indicators are being monitored through the Kent and Medway Domestic Abuse Executive Group. Quantitative measurements in this complex area must always be applied with caution but paired with qualitative learning can help us identify progress.
- 7.2. Kent Analytics have developed a Microsoft Power BI dashboard which contains the activity indicators data provided by data source owners across the Partnership. This report is interactive and updated dynamically every quarter.

Access to the dashboard is restricted to key nominated partners across the Partnership and a Memorandum of Understanding around the use of the dashboard is in place with them.

- 7.3. An update on the activity indicators is provided at each Kent and Medway Domestic Abuse Executive Group.

8. Risks & Funding

- 8.1. The Domestic Abuse Act created specific funding to support those impacted by domestic abuse who access safe accommodation. Whilst statutory funding is specific to the support of those who reside in safe accommodation, we know that most people experiencing domestic abuse will choose to access support in the community, over 90% of those accessing support in Kent, wanting to increase their safety whilst maintaining their networks and homes. Protecting community provision across Kent and Medway is key in maintaining our ability to safeguard those at highest risk of serious harm or death.
- 8.2. Funding for some areas of this strategy are dependent on continued local and national funding, and options for collaborative bids. The Partnership will seek opportunities to access monies to support commitments and work with providers to strengthen local bids from Kent and Medway.
- 8.3. There is currently particular uncertainty about the future of domestic abuse funding with Ministry of Justice grants that support services across domestic abuse and sexual abuse due to end in March 2025 not yet released and a single year allocation for New Burdens Funding to support the Domestic Abuse Act duties announced in December. Officers are monitoring the impact of central government funding decisions however there are significant risks to frontline services and therefore the ability to fully meet the ambitions set out within the strategy.

9. Conclusion

- 9.1. This is a five-year strategy which embodies our approach to tackling domestic abuse and our work to 'reduce the prevalence of domestic abuse, and ensure that where domestic abuse takes place, all those affected get the right support, quickly.' In year one of delivery a comprehensive delivery plan has been developed alongside a Power BI to help the Kent & Medway Executive Group to monitor activity.
- 9.2. Under Early Intervention & Prevention work has been undertaken to increase awareness of domestic abuse and the services available through the multiagency Know, See, Speak Out campaign and 16 Days of Action workstream. This has increased press coverage, fostered new strategic

partnerships, and increased open access training opportunities. A new referral pathway has been created and embedded alongside an accessible British Sign Language version and the Kent & Medway Domestic Abuse Services Website is under development. The White Ribbon working group have been working to involve men in taking a stand against abuse to drive a cultural shift in attitudes towards domestic abuse.

- 9.3. To support professionals across our services to be domestic abuse informed, take opportunities to identify risk and use trauma informed approaches all Delta e-learning has been reviewed, a new Kent Domestic Abuse Champions programme has been developed and a series of webinars have been produced to reflect learning identified through Domestic Homicide Reviews.
- 9.4. For Immediate Need there has been work undertaken to strengthen the services we offer via the Kent Integrated Domestic Abuse Service. This has included support for children within safe accommodation, a new county wide sanctuary scheme, a men's refuge, and facility to accept pets into refuge reducing the barriers that victims experience. The MARAC steering group and tactical delivery group have prepared for implementation of the new MARAC hub model and the Domestic Abuse Housing Alliance accreditation working group have brought together all our District, Borough and City councils to work towards the accreditation.
- 9.5. To meet commitments under Recovery KMPT produced a learning webinar bringing together speakers to highlight the links between domestic abuse, mental ill health, and suicide. The Kent Suicide Prevention Programme have continued their work to track suicides linked to domestic abuse and increase understanding and good practise within this area. Kent Public Health commissioned a new framework for the support of people needing the help of more than one service, delivering training and introducing new tools and processes for smooth joint working.
- 9.6. There has been significant activity from across the partnership against each of the strategy pillars. Whilst this report has focussed on multiagency and KCC led projects significant progress has also been made by agencies across the Partnership. A full progress report reflecting the Partnership's progress against the strategy will be published following the 2027 strategy review.

10. Policy & Resources Committee are asked to:

1. **Note** progress made against the Kent & Medway Domestic Abuse Strategy and make recommendations on future delivery plan direction
2. **Note** the development of the Domestic Abuse Champions scheme alongside the domestic abuse training review for roll out in the spring
3. **Note** reaccreditation and our status as a White Ribbon Organisation
4. **Note** risks to future delivery including uncertainty around local and national funding allocation

11. Report Authors

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Appendices:

Appendix A: The Kent and Medway Domestic Abuse Summary Strategy

[Kent and Medway Domestic Abuse Strategy](#)

Appendix B: Kent and Medway Domestic Abuse Strategy 2024 – 2029

[Kent and Medway Domestic Abuse Strategy 2020-2023: Summary](#)

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POLICY AND RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2024/25

(last updated 2 December 2024)

5 March 2025 – 10am – agenda setting 20 January at 14:30		
• Risk Management (Including RAG ratings)	David Whittle Mark Scrivener	<i>Regular Item - Annual item</i>
• Cyber Security	Lisa Gannon	<i>Regular Item - Annual item</i>
• Contract Management Review Group update	Clare Maynard	<i>Regular Item - Biannual</i>
• Driver welfare contract to support the KMRF Op Fennel traffic management plans	Andy Jeffery Casey Holland	<i>Key Decision</i>
• Work Programme 2025		
16 July 2025 – 10am – agenda setting TBC		
• Regular Medium Term Financial Plan (MTFP) update	John Betts Dave Shipton	<i>Regular item</i>
• Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Matt Wagner	<i>Regular Item</i>
• Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects	Rebecca Spore Phil Murphy Julie Johnson	<i>Regular Item – Annual Item</i>
• Work Programme 2025		

PATTERN OF REGULAR ITEMS

JANUARY	Annual	Draft Revenue and Capital Budget and Medium-Term Financial Plan	John Betts Dave Shipton
	Every other meeting	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Matt Wagner
MARCH	Annual	Risk Management (Including RAG ratings)	David Whittle Mark Scrivener
	Annual	Cyber Security	Lisa Gannon
	Six-monthly	Contract Management Review Group update	Clare Maynard
	Every other meeting	Regular Medium Term Financial Plan (MTFP) update	John Betts Dave Shipton
MAY	Annual	Kent Partnerships Update - Kent Estates Partnership (KEP) and Kent Connects	Rebecca Spore Phil Murphy Julie Johnson
	Six-monthly	Facilities Management update	Rebecca Spore
	Every other meeting	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Matt Wagner
JULY	Every other meeting	Regular Medium Term Financial Plan (MTFP) update	John Betts Dave Shipton
SEPTEMBER	Six-monthly	Contract Management Review Group update	Clare Maynard
	Every other meeting	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department	David Whittle Matt Wagner
	Every other	Regular Medium Term Financial Plan (MTFP) update	John Betts

	meeting		Dave Shipton
	Annual	Annual Equality and Diversity Report (in 2024 moved to September)	David Whittle
NOVEMBER/ DECEMBER	Annual	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Zena Cooke Dave Shipton
TBC	TBC	Enterprise Business Capabilities - Update	Lisa Gannon

ITEMS WHICH HAVE NOT BEEN ALLOCATED TO A MEETING

Page 43	Disposal of land at Stanhope Road, Ashford TN23 5RA	Rebecca Spore Mark Cheverton Caroline Vincent Dan Parkes	Key Decision

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