



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 15th  
December, 2011**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Tuesday, 6 December 2011

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, 15 December 2011 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

### **Webcasting Notice**

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

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

### **A G E N D A**

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the meeting held on 20 October 2011 and if in order, to be approved as a correct record **(Pages 1 - 8)**
4. Chairman's Announcements
5. Questions **(Pages 9 - 24)**
6. Report by Leader of the Council (Oral)
7. Vision for Kent 2012-2022 **(Pages 25 - 78)**
8. Proposed revisions to the Council's governance arrangements
9. Change to Keep Succeeding: the next steps
10. Select Committee: Dementia - a new stage in life **(Pages 79 - 100)**
11. Item for full debate - Supporting the Kent economy - presentation

12. The Annual Operating Plan 2011/12 of the Youth Offending Service (Pages 101 - 118)
13. Bribery Act Policy (Pages 119 - 146)
14. Quarterly Report On Urgent Key Decisions: Citizen's Advice Consumer Advice Service (Pages 147 - 148)
15. Petition Scheme Debate - Youth Services in Deal (Pages 149 - 152)
16. Minutes for Information (Pages 153 - 162)  
Planning Applications Committee – 11 October and 8 November 2011

### **MOTION TO EXCLUDE THE PRESS AND PUBLIC**

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.

### **EXEMPT ITEMS**

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

17. Quarterly Report on Urgent Key Decisions: Academy conversions (Pages 163 - 164)



Peter Sass  
Head of Democratic Services  
01622 694002

## KENT COUNTY COUNCIL

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MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 20 October 2011.

PRESENT:

Mrs P A V Stockell (Chairman)

Mr R E King (Vice-Chairman)

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

IN ATTENDANCE: Katherine Kerswell, Managing Director, Geoff Wild, Director of Governance and Law and Peter Sass, Head of Democratic Services

### UNRESTRICTED ITEMS

#### 59. Apologies for Absence

The Managing Director reported apologies from the following Members:

Mr Capon  
Mrs Dagger  
Mr Ferrin  
Mr Lees  
Mrs Rook  
Mr K Smith  
Mr Tolputt

#### 60. Declarations of Interest

(1) Mr Cowan declared a personal interest in item 7 on the agenda (Children's Services Improvement Plan) as he and his wife were registered foster carers for KCC.

(2) Mr Koowaree declared an interest in item 11 (Select Committee Topic Review Update – May 2005-June 2010) and specifically the Select Committee on Autism as his grandson was autistic.

(3) Mr Harrison, Mr R King and Mr Bowles declared an interest in Item 14 (Quarterly Report on Urgent Key Decisions) as Regional Flood Defence Committee Members in relation to the funding of the Sandwich Flood Defences.

**61. Minutes of the meeting held on 21 July 2011 and if in order, to be approved as a correct record**

Resolved: that the minutes of the meeting held on 21 July 2011 be approved as a correct record and signed by the Chairman.

**62. Chairman's Announcements**

(a) Charter Plus for Member Development

The Chairman announced that Kent County Council had achieved the Charter Plus award for Member Development from South East Employers. Kent is the first County Council to achieve this and only the second local authority in the South East to do so. The Chairman of South East Employers, Councillor Rory Love, presented the County Council with its certificate and award, which the Chairman received on behalf of the County Council.

(b) Death of Mr Gordon Bonner

The Chairman stated that it was with regret that she learnt of the death of Mr Gordon Bonner on Thursday 28 July 2011. Mr Bonner was the Conservative Member for Maidstone South West from 1985 to 1989.

Mr Hotson gave tribute to Mr Bonner.

(c) Death of Mr Edward Brice

The Chairman stated that it was with regret that she learnt of the death of Mr Edward Brice on Friday 29 July 2011. Mr Brice was the Conservative Member for Strood Rural No 2 Electoral Division from 1977 to 1981.

Mr A King gave tribute to Mr Brice.

At the end of the tributes, all Members stood in silence in memory of Mr Bonner and Mr Brice.

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

Resolved unanimously: that this Council desires to record the sense of loss it feels on the sad passing of Mr Bonner and Mr Brice and extends to their families and friends our heartfelt sympathy to them in their sad bereavement.

(d) New Marlowe Theatre Development Trust

The Chairman announced that the County Council had been presented with an award in recognition of its help with the New Marlowe Theatre development project.

Unfortunately, Mr Peter Williams, Chairman of the New Marlowe Theatre Trust, was unable to be present at the meeting but the Award was displayed in the Chamber.

(e) Kent and Medway Fire and Rescue Authority information stand

The Chairman advised Members that she had given permission for representatives from the Kent and Medway Fire and Rescue Authority to set up a stand outside the Council Chamber to provide further information for Members on their Integrated Risk Management Plan, which sets out proposals for certain changes to the fire service in Kent and is the subject of public consultation. She encouraged Members to visit the stand to find out more about the proposals and how to respond to the consultation document.

(f) Retirement of Mary Cooper, Member Liaison Manager

The Chairman stated that Mary Cooper, Member Liaison Manager, would be retiring from KCC on 31 October 2011 after over 39 years' service, mainly working with Members. The Chairman spoke on behalf of all Members in wishing Mary a long, happy and healthy retirement and thanked her for her contribution to Kent County Council.

Mr A King, Mrs Dean and Mr Cowan gave tribute to Mary Cooper.

### **63. Questions**

Under Procedure Rule 1.18 (4), 7 questions were asked and replies given.

### **64. Report by Leader of the Council (Oral)**

(1) The Leader of the Council updated the County Council on events since the last meeting.

(2) He began by saying how proud he was to remain as Leader of the Council following the recent group election process and he looked forward to working hard to tackle the significant challenges that lay ahead for the Authority. He welcomed Patrick Leeson, Corporate Director of Education, Learning and Skills to his first meeting of the County Council and also looked forward to the return to the authority of Andrew Ireland, recently appointed Corporate Director of Families and Social Care. He stated that both Corporate Directors faced huge challenges ahead but he was confident that both would be successful in delivering the step change needed in their respective areas. In particular, he spoke about the significant opportunities that existed in relation to the delivery of health services once the Health and Social Care Bill was enacted. A 5% cost shunt from the acute sector would provide £6m to each District area in the County for spending on health services.

(3) The Leader stated that the restructuring of the County Council's senior management team had been completed, which would save some £700k on a recurring basis. He added that good progress was being made with the achievement of the revenue savings in the current year and that he expected the current revenue budget to balance. He also stated that good progress was being made on next year's budget proposals and that it was his intention to publish the budget proposals for consultation before Christmas.

(4) The Leader stated that he was looking forward to the debate later in the meeting on changing the County Council's governance arrangements and that, subject to the outcome of the discussion, he proposed that the Selection and Member Services Committee should be asked to consider the proposals in detail and make a series of recommendations to the next meeting of the County Council in December, with the new arrangements being in place for April 2012.

(5) Finally, the Leader gave a brief overview of the many strands of activity currently being undertaken by KCC that supported the Kent economy and added that he intended to ask the Chairman to ensure that the County Council was given an opportunity for a full debate at the next meeting in December on this vital overarching strategy.

#### **65. Children's Services Improvement Plan - update**

Mrs Whittle, Cabinet Member for Specialist Children's Services, delivered a short presentation on the report.

Mrs Whittle proposed, Mr Cooke seconded the recommendations to note:

- (a) the achievement of the August Improvement Notice Targets;
- (b) the very significant progress that has been made since the last presentation in May 2011; and
- (c) the Phase 2 Improvement Plan

Resolved: that the recommendations above be noted.

The Chairman thanked Malcolm Newsam for all the work he had undertaken in his role as Interim Corporate Director of Families and Social Care as this was his last County Council meeting and wished him every success for his future career.

#### **66. Proposed Amendments to the Constitution (Appointment of governors to Academies and Terms of Reference of the Joint Police Appointments Committee)**

Mr A King proposed, Mr Homewood seconded that the Council approve:

- (i) that the Terms of Reference of the Selection and Member Services Committee should be amended to enable the Governors Appointments Panel to appoint and remove Authority Governors to and from the Governing Body of Academies; and
- (ii) the adoption of the Terms of Reference for the Kent and Medway Joint Appointments Committee – Kent Police Authority for incorporation into the Constitution.

Resolved: that proposed amendments to the Constitution be approved.



**67. Terms of Appointment of the Independent Members of the Standards Committee and Member Remuneration Panel**

Mr Homewood proposed, Mr A King seconded that the Council approve the extension to the appointments of Mrs N Ahmed, OBE, DL, Mr P Gammon, MBE and Miss R MacCrone to the Standards Committee and Mrs L Frampton, Mrs F Leathers and Mrs E Tullberg to the Independent Remuneration Panel for a further 12 months from 1 November 2011 until 31 October 2012.

Resolved: that the extension of the appointment of the Independent Members of the Standards Committee and Independent Remuneration Panel be agreed.

**68. Treasury Management Annual Review - 2010/11**

Mr Simmonds proposed, Miss Carey seconded that the Council agree to note the Treasury Management Annual Review for 2010/11.

Resolved: that the review be noted.

**69. Superannuation Fund Committee Annual Report**

Mr Scholes proposed, Mr Marsh seconded that the Council agreed to note the Superannuation Fund Committee Annual report.

Resolved: that the report be noted.

**70. Quarterly Report On Urgent Key Decisions**

Mr Carter proposed, Mr A King seconded that the Council agreed to note the Quarterly Report on Urgent Key decisions.

Resolved: that the report be noted.

**71. Minutes for Approval**

Resolved: that the Minutes of the meeting of the Governance and Audit Committee held on 14 September 2011, be noted.

**72. Minutes for Information**

Pursuant to Procedure Rule 1.10 and 1.23(1), the minutes of the Planning Applications Committee meetings held on 26 July and 6 September 2011, the Regulation Committee meeting held on 7 September 2011 and the Superannuation Fund Committee meetings held on 1 July and 2 September 2011, were noted.

**73. Proposed revisions to the governance arrangements at Kent County Council**

*(At the beginning of this item and because of the time elapsed, the Chairman proposed that all speeches on the remaining items be limited to three minutes, which was agreed to by the County Council).*

Mr Carter proposed, Mr A King seconded that the Selection and Member Services Committee be asked to examine the proposals in more detail and make recommendations to the next meeting of the County Council.

Resolved: that the issue be referred to the December meeting of the County Council pending further examination by the Selection and Member Services Committee.

#### **74. Select Committee Topic Review Update - May 2005-June 2010**

Mr A King proposed, Mr Carter seconded the recommendation that the Council note the report and celebrate the impact and added value that the outcomes of the Select Committee reports provided for Kent residents.

Resolved: that the report be noted.

#### **75. Motions for Time Limited Debate**

##### Item 15 (i) –Time Limited Debate motion on Libraries

Mr I Chittenden proposed, Mr T Prater seconded:

“This Council notes that it has not closed libraries despite recent financial settlements and commits to keeping at least the current number of Kent libraries in future except where local communities themselves agree on a specific closure to meet their needs.”

Mr M Hill proposed, Mr A Sandhu seconded the following amendment; to delete all words after the word “commits” in the second line and substitute amended wording (underlined), so that the amended motion is as follows:

"This Council notes that it has not closed libraries despite recent financial settlements and commits to working with local communities to shape the library services they need".

The Chairman then put the Amendment to the vote, whereupon the number of votes cast was as follows:-

For (49)

Mr A Bowles, Mr D Brazier, Mr R Brookbank, Mr R Burgess, Miss S Carey, Mrs P Cole, Mr N Collor, Mr G Cooke, Mr B Cope, Mr H Craske, Mr A Crowther, Mr J Davies, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr W Hayton, Mr C Hibberd, Mr M Hill, Mr D Hirst, Ms A Hohler, Mrs S Hohler, Mr P Homewood, Mr M Jarvis, Mr A King, Mr R King, Mr J Kirby, Mr J Kite, Mr P Lake, Mrs J Law, Mr K Lynes, Mr S Manion, Mr R Manning, Mr A Marsh, Mr M Northey, Mr R Parry, Mr K Pugh, Mr L Ridings, Mr A Sandhu, Mr J Simmonds, Mr C Smith, Mr M Snelling, Mr B Sweetland, Mrs E Tweed, Mrs C Waters, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle, Mr A Wickham, Mr A Willicombe

Against (10)

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Mr I Chittenden, Mr L Christie, Mr G Cowan, Mr D Daley, Mrs T Dean, Mrs E Green, Mr G Koowaree, Mr T Prater, Mr M Robertson, Mr M Vye

*Carried*

There being no further amendments to the motion, the Chairman then put the substantive motion to the vote, whereupon the number of votes cast was as follows:-

For (49)

Mr A Bowles, Mr D Brazier, Mr R Brookbank, Mr R Burgess, Miss S Carey, Mr P Carter, Mrs P Cole, Mr N Collor, Mr G Cooke, Mr B Cope, Mr H Craske, Mr A Crowther, Mr J Davies, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr W Hayton, Mr C Hibberd, Mr M Hill, Ms A Hohler, Mrs S Hohler, Mr P Homewood, Mr M Jarvis, Mr A King, Mr R King, Mr J Kirby, Mr J Kite, Mr P Lake, Mrs J Law, Mr K Lynes, Mr S Manion, Mr R Manning, Mr A Marsh, Mr M Northey, Mr R Parry, Mr K Pugh, Mr L Ridings, Mr A Sandhu, Mr J Simmonds, Mr C Smith, Mr M Snelling, Mr B Sweetland, Mrs E Tweed, Mrs C Waters, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle, Mr A Wickham, Mr A Willicombe

Abstain (7)

Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr G Koowaree, Mr M Robertson, Mr T Prater, Mr M Vye

Against (3)

Mr L Christie, Mr G Cowan, Mrs E Green

*Carried*

Resolved that: the Council notes that it has not closed libraries despite recent financial settlements and commits to working with local communities to shape the library services they need.

Item 15 (ii) –Time Limited Debate on Youth Services

Mr G Cowan proposed, Mrs E Green seconded:

“That this Council shares the disappointment of the people of Kent at KCC plans to slash the youth services budget and this Council’s shameful and short sighted proposals to close down 50% of all youth centres in all parts of the county. In common with the vast majority of enlightened people we believe the provision of youth centres in our towns and rural villages to be vital in providing worth while and healthy activities for young people especially at a time when society is seeking ways of steering our youngsters to respect their communities and act responsibly. Council notes that David Cameron chose to make his key note speech following the English riots from a youth club in his constituency and said that one way of providing guidance and moral leadership for youngsters was via our network of youth centres. We agree with the prime minister. This motion notes that the Conservative led Dover District Council has expressed its formal opposition to KCC's plans to close two of its youth centres at Linwood and Aylesham and calls on this administration to take note of the thousands of people across the county who have signed petitions and

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registered their objections to KCC plans and require them to abandon any downgrading of the county's youth centres."

After discussion, the Chairman put the motion to the vote, whereupon the number of votes cast was as follows:-

For (9)

Mr I Chittenden, Mr L Christie, Mr G Cowan, Mrs T Dean, Mrs E Green, Mr G Koowaree, Mr T Prater, Mr M Robertson, Mr M Vye

Abstain (1)

Mr D Daley

Against (47)

Mr A Bowles, Mr D Brazier, Mr R Brookbank, Mr R Burgess, Miss S Carey, Mr P Carter, Mrs P Cole, Mr N Collor, Mr G Cooke, Mr B Cope, Mr H Craske, Mr A Crowther, Mr G Gibbens, Mr R Gough, Mr M Harrison, Mr M Hill, Mr D Hirst, Ms A Hohler, Mrs S Hohler, Mr P Homewood, Mr M Jarvis, Mr A King, Mr R King, Mr J Kirby, Mr J Kite, Mr P Lake, Mrs J Law, Mr K Lynes, Mr S Manion, Mr R Manning, Mr A Marsh, Mr M Northey, Mr R Parry, Mr K Pugh, Mr L Ridings, Mr A Sandhu, Mr J Simmonds, Mr C Smith, Mr M Snelling, Mr B Sweetland, Mrs E Tweed, Mrs C Waters, Mr J Wedgbury, Mr M Whiting, Mrs J Whittle, Mr A Wickham, Mr A Willicombe

*Motion Lost*

**COUNTY COUNCIL MEETING****Thursday 15 December 2011****Question by Mike Harrison to****Bryan Sweetland, Cabinet Member for Environment, Highways & Waste**

Having recently read with interest the Highways Transport Service Policy Statement (as amended September 2011) may I ask the following question:

1. How many new salt/grit bins have been put in place since the end of the last winter's appalling weather?
2. Just what new equipment has been issued to the Landowners and Farmers of Kent to assist in Keeping Kent Moving?
3. Can the Cabinet Member also clarify on behalf of many residents in Kent the real and legal situation with regard to residents/shopkeepers etc just where they stand when clearing snow and ice from their properties?

**Answer**

1. So far this year, we have placed 92 new salt bins across the County, 20 of which have been paid for through the Member Highway Fund. There are over 2200 salt bins throughout Kent.
2. KCC provide 183 snow ploughs to 174 farmers to fit to their own tractors. Some farmers provide more than one vehicle to plough multiple routes. We ensure farmers' equipment is serviced each year and any damaged equipment is repaired or replaced as necessary. Servicing is carried out during the summer and early autumn and has been completed for this year. KCC County Engineering Services are also available to make repairs during the winter season if required.
3. Last year the government issued a 'snow code' which is published on the direct gov website and our own website. The snow code explains how to avoid liability by using sensible means to clear snow from properties. It is not possible to guarantee that a resident will not sue another but the snow code goes some way toward addressing the concerns of Kent and other residents.
4. Shopkeepers and businesses, as opposed to the general public, are covered by public liability insurance for accidents to members of the public on their premises which may include parking areas, forecourts and the pavement itself. In addition they owe a duty of care under the Occupiers Liability Act 1984 to any visitors to their premises and also to their staff under Health and Safety legislation. It is clearly in their business interests to ensure safe access to their premises.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Susan Carey to**

**Mike Whiting, Cabinet Member for Education, Learning & Skills**

Some public services have told their staff that they may not take leave immediately before, during or after the 2012 Olympics. As a result some parents have already asked schools for authorised leave to take their children on family holidays in term time.

Would the Cabinet Member tell us what guidance schools are being given on this matter?

**Answer**

Thank you to Susan for raising this question which relates specifically to children being taken out of school during the term time. Before answering what our advice to schools is, I would like to clarify three points.

Firstly, although leave is indeed being restricted for a number of professions, the [Kent 2012 Manager](#) has informed me there is no outright ban of annual leave amongst the emergency services. Most employers are seeking to ensure they have agreed proportions of teams in place at any one time, allowing for an agreed proportion of staff to be on pre-agreed leave.

The second factor I would wish to make Members aware of is our Penalty Notice Code of Conduct relating to attendance. Our code specifies that authorisation of requests from parents/carers for leave of absence for the purpose of a holiday in term time is at the discretion of the Headteacher in line with the school's attendance policy. If the headteacher declines the parent's request, or the parent does not notify the headteacher before taking the student out of school, and that student is missing for more than 10 sessions (5 school days), then the Headteacher would notify the Local Authority and a penalty notice could be issued to the parent.

Thirdly, although we would not wish to disadvantage any of the emergency services personnel, whom I am sure you will agree provide a most valuable service to the people of Kent, my role as Cabinet Member is to support children so they can reach their full academic potential. Taking a student out of school for more than a week, particularly when at secondary school, can have a negative impact on a student's learning. It can also be most unsettling to the class and teacher if there is a handful of students leaving the class each week to go on leave and then needing to catch up on their return.

Based on these facts, our assessment of the situation is that requests for leave of absence from school should not be that widespread. The advice I am giving to headteachers is to assess each requests on a case by case basis in line with their school's absence policy as outlined above.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Kit Smith, Chairman of the Student Journey Select Committee to**

**Mike Hill, Cabinet Member for Customer & Communities**

In the next few weeks the BBC are hosting a Careers Fair on Facebook aimed at supporting young people into employment. Why is it Kent County Council Policy that Facebook cannot be used to communicate with the people of Kent?

**Answer**

It is not Council policy that Facebook cannot be used. Social media is very much a part of our communications strategy - in fact, it has been widely used during the past year, along with other social media tools such as Yammer and particularly Twitter, on which the council has almost 6,000 followers and regularly sends out information.

However it was decided in July temporarily to suspend the use of Facebook while we restructured our Communications and Engagement Directorate - mainly to ensure we have the right resource in place to respond to residents, rather than ignore their posts. In January, we will be issuing information to staff about how to use Facebook and other social media sites for engaging and communicating with the public.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Nigel Collor to**

**Brian Sweetland, Cabinet Member for Environment, Highways & Waste**

Like me, the portfolio holder no doubt welcomes the announcement that the World Athletics Championships will be held in London in 2017 adding to what we all hope will be a very successful 2012 Olympic Games.

During the Olympics, travel in and through our county will be, well, 'different and changed', quite drastically for nearly three weeks plus a further period, to a lesser degree, for the Paralympics.

Does the portfolio holder agree with me that we need to ensure that there is minimal disruption to Kent's transport during the World Athletics Championships and that we need to send an early message to UK Athletics, the Mayor of London, the DfT and all other necessary parties that Kent will be expecting minimal disruption to its usual transport arrangements especially those affecting the high speed rail services between London St Pancras and the East Kent Coast?

**Answer**

Chairman - I certainly welcome the announcement that the World Athletics Championships will be held in London in 2017.

While it is too early to know the exact locations of the various venues to be used for this event, it is almost certain that the Olympic Stadium at Stratford will feature as the principal location for these Championships.

As the event falls well within the period of the new Integrated Kent Franchise for Kent's rail network, which will commence in April 2014, no decision has yet been made about the provision of a "Javelin" type service between St Pancras, Stratford and Ebbsfleet similar to that which will be provided for the Olympic Games next year.

Chairman, I completely agree with Mr Collor and can report that KCC officers have already met with officials at the Department for Transport to reinforce the key recommendations of our Rail Action Plan for Kent.

We will be pressing for the inclusion of an appropriate level of "Javelin" type High Speed rail services to East Kent in the new franchise period and this level of service must be maintained during the 2017 World Athletics Championships.



**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Carole Waters to**

**Brian Sweetland, Cabinet Member for Environment, Highways & Waste**

Following the opening of the Household Waste Recycling Centre on Romney Marsh at New Romney, what impact has this new site made over its first six months of operation, particularly in respect of recycling?

**Answer**

Before this new household waste recycling centre was opened, Marsh residents had to travel a 40 mile round trip to the Ashford Site to recycle their waste.

KCC provided a weekend freighter service in a local car park, however, this was only able to receive waste for disposal rather than for recycling. The response from Marsh residents has been outstanding.

The new site is achieving all its targets, not only in terms of the quantity of waste recycling but importantly in terms of the recycling quality. The new site's recycling rate is 75% and in the first six months has diverted over 1200 tonnes of waste away from more expensive landfill and "energy from waste" processing. This has been achieved with the support of local residents.

In fact, the site provides for recycling of 20 different streams of recyclate.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Harold Craske to**

**Brian Sweetland, Cabinet Member for Environment, Highways & Waste**

During a BBC Radio Kent interview on 28 October, the Leader stated that “he was not beholden to any particular route option for the Lower Thames Crossing”. Does the Cabinet Member for Environment, Highways and Waste share this view?

**Answer**

Chairman, I agree. We need an additional crossing that is affordable, that can be provided within five years and a crossing that will cause the least amount of environmental damage to the Kent countryside.

The severe congestion at the existing Dartford crossing is a major deterrent to economic growth in the Thames Gateway. The Government have recognised the clear need for an additional crossing of the river Thames and in his recent autumn statement, the Chancellor committed to building an additional crossing, although no indication was given to timescales.

Therefore KCC’s priority is to ensure that additional capacity is provided as soon as possible and we will continue to nudge the DfT to speed up the assessment and planning process.

As Members will know, our transport strategy document for Kent is entitled Growth without Gridlock, yet too often at the Dartford Crossing we have complete Gridlock stifling Growth.

The Department for Transport will be undertaking an unbiased assessment of the three routes options in the New Year and the decision on a preferred route option rests with the Government rather than KCC.

**COUNTY COUNCIL MEETING**

**15 December 2011**

**Question by Ian Chittenden to**

**Bryan Sweetland, Cabinet Member for Environment, Highways & Waste**

Under the 'making it happen' section of the Kent Design Guide, section J5, Commencement of Works, the guide recommends to developers that they meet with representatives or inspection staff to take photographs of the site prior to commencement of works, so that any damage sustained to the existing highway can be assessed where necessary.

In 2007, following failure to repair substantial damage and repair to Moncktons Lane in Maidstone, following its use by developers as an access over a three year period, it was found that the developers could not be held responsible as no pre inspection had been carried out. Subsequent repairs have been at the tax payers' expense. I am pleased to say pre-inspections were carried out at my request prior to developments starting in Melrose Close and Pickering Street in Maidstone, and the developers can be held responsible.

Can the Cabinet Member for Environment, Highways and Waste please confirm that this procedure is now being carried out on new developments across Kent and how many inspections have been carried out and where?

**Answer**

Chairman - I can confirm that the practice specified in 'Making things happen' is being followed stringently across Kent by highway officers.

We currently have a total of 75 sites with inspection reports and photographic evidence of the highway condition prior to commencement of works on site. A list of these sites is available on request.

Chairman, rather than read out details of all the 75 locations now, I will arrange for Mr Chittenden to receive a written response to answer this part of his question.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Steve Manion to**

**John Simmonds, Cabinet Member for Finance & Business Support**

In these trying times of financial restraint is the Cabinet Member for Finance & Business Support able to bring some good news to this Council with regard to the KCC situation with the Icelandic Bank situation?

Can he please inform us all of just where we, the residents of Kent, stand at this time and maybe, just maybe, he can bring a little ray of sunshine into all the gloom and doom surrounding us all.

I am given to understand that coupled with some good news there might in fact be even more? Such as some interest on our monies?

**Answer**

Thank you to Mr Manion for his question and I welcome the opportunity to convey some good news to Members and the public at large.

On 28 October the Icelandic Supreme Court ruled that our wholesale deposits did meet the legal requirements of a deposit and therefore we will be preferred creditors thus confirming the April District Court verdict.

We were one of 125 local authorities affected by the Icelandic situation. We were always confident that we would recover a substantial proportion if not all of our deposits and this now looks likely to be the case. We have already received back £11m plus from our deposits with Heritable Bank and hope to receive shortly the first repayments from the other two banks.

It is timely to remind Members that at the time the deposits were made, the Icelandic Banks had a top rating and fitted our criteria for deposits which had been agreed by full council. It was not a reckless investment nor was it influenced by an excessive interest rate, indeed the average rate was less for example than we got from Barclays.

The Icelandic Banks had acquired good assets which is why we will be getting back most if not all the money put on deposit in Iceland and possibly some interest as well. Far too many critics were quick to put a 2011 perspective on a 2008 event. It is interesting that no one has criticised us for investing in RBS or HBOS who ran into far worse difficulties than the Icelanders and who had to be bailed out by the UK government, a burden from which we are all suffering. Perhaps these same critics might now be prepared to admit they were premature in making their doomsday judgment.

The total repayment will still take time but will undoubtedly help our cashflow over the coming difficult period. The repayment however will not have any significant effect on our budget proposals since we have been managing the cashflow situation to deal with the short term unavailability of these funds.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by David Hirst to**

**Graham Gibbens, Cabinet Member for Adult Social Care & Public Health**

In light of recent national reports about care for people in their homes, will the Cabinet Member for Adult Social Care & Public Health please update the Council on the situation in Kent?

Will he specifically confirm to the Council that proper measures are in place to ensure that vulnerable adults who receive care in their own homes are properly protected and their needs regularly and carefully assessed.

**Answer**

The safeguarding and protection of vulnerable adults continues to be of the highest priority for KCC and I take a special interest in this.

Of the estimated 170 registered home care providers, KCC contracts with about 120, supporting over 4000 individuals to receive care at home.

KCCs contract specification for domiciliary care covers aspects of dignity and human rights, for example, under the 'required outcomes' it requires evidence that the service user is:

- listened to and takes part in day to day discussions;
- shown respect and is not subject to any form of discrimination; and
- given the opportunity to follow their cultural and spiritual beliefs.

Contracted providers are responsible for delivering the quality of care within the specification. The importance of having a competent and knowledgeable care workforce is recognised by KCC, and is reflected in our contracts. To support providers KCC has identified key training needs, including dementia and adult protection and provided heavily subsidised training to the sector to support these crucial areas.

Client reviews, which are planned annually, are the key mechanism by which KCC ensures vulnerable adults receiving care in their own home are receiving quality care that meets their needs. Reviews are carried out by case managers and follow an outcome focused person-centred approach. This involves meeting with the service user and (where relevant) their relatives to ensure their care needs are met and their stated personal service outcomes are being achieved. The reviews are an opportunity for concerns about the service and/or the service provider to be raised and for follow-up action to be planned if poor practice is identified.

The individual opinion of people receiving a domiciliary care service is important and this is most usefully obtained in our assessments and reviews. Further, service satisfaction surveys are carried out and seek information directly from the users of the domiciliary service about the standard of care being received and give the opportunity to raise and address concerns. The most recent survey showed 60.1% of domiciliary care users funded by KCC are extremely or very satisfied with the service they receive. This is compared to 58 per cent in 2008-09 when the survey was last conducted.

With regards to safeguarding, the safeguarding system provides support where quality assurance mechanisms have highlighted potential abuse.

Within the Families and Social Care Directorate, safeguarding is fully embedded in the case management teams and currently they respond to about 2,300 Safeguarding alerts a year which come from a range of sources including families and other agencies such as police, health etc. The case managers are able to call upon specialist support from the Safeguard Co-ordinators. The quality of work is constantly monitored through a range of audits including audits which focus down on practice. The Head of Safeguarding who leads on the audits and quality assurance is managed independently from the operational Divisions ensuring that integrity of independence is maintained. There are regular reports to the Directorate Management Team on progress of safeguarding performance.

The Kent & Medway Safeguarding Vulnerable Adults Board has an overall role in ensuring that safeguarding is effective in Kent and that people know how to report abuse. The Board is also responsible for safeguarding training which is attended by all agencies including domiciliary agencies.

The Board will also examine Kent's response to such issues as the Care Quality Commission (CQC) Dignity and Nutrition Inspection Programme. As a result of a series of concerns identified at a Kent hospital which was part of this programme, CQC has worked intensively with the hospital to improve standards. As the regulator CQC has a role in ensuring standards are improved and to refer safeguarding concerns to the Local Authority.

KCC meets regularly with CQC to share concerns about issues such as these and there are currently ongoing enquiries into individual cases which are being undertaken by KCC through the case management teams and other mechanisms.

CQC has also recently heightened its focus on the quality of home care and announced a programme of intensive inspections.

**COUNTY COUNCIL MEETING**

**Thursday 15 December 2011**

**Question by Martin Vye to**

**Paul Carter, Leader of the Council**

Will the Leader assure the Council that he sees the function of the proposed Cabinet Committees to be that of scrutiny and evaluation of performance of the Council's services as well as assisting in the development of policy by pre-scrutiny of Cabinet and Cabinet Members decisions?

**Response**

Yes, on the agreement that call-in to Cabinet Scrutiny will reduce substantially.



**COUNTY COUNCIL MEETING**

**Thursday, 15 December 2011**

**Question by Leslie Christie to**

**Graham Gibbens, Cabinet Member for Adult Social Care and Public Health**

In view of the Care Quality Commission's report on abuse of the elderly in hospitals and the report by the Equality and Human Rights Commission on abuse and treatment of the elderly in receipt of Domiciliary Care, what action is the Cabinet Member taking to ensure that his responsibilities for safeguarding the elderly in Kent are being effectively carried out?

**Answer**

As previously stated, the safeguarding and protection of vulnerable adults continues to be of the highest priority for KCC and I take a special interest in this. I meet with the Head of Adult Safeguarding on at least a 3 monthly basis to drill down into any safeguarding issues.

Within the Families and Social Care Directorate, safeguarding is fully embedded in the case management teams and currently they respond to about 2,300 Safeguarding alerts a year which come from a range of sources including families and other agencies such as police, health etc. The case managers are able to call upon specialist support from the Safeguard Co-ordinators. The quality of work is constantly monitored through a range of audits including audits which focus down on practice. The Head of Safeguarding who leads on the audits and quality assurance is managed independently from the operational Divisions ensuring that integrity of independence is maintained. There are regular reports to the Directorate Management Team on progress of safeguarding performance.

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The individual opinion of people receiving a domiciliary care service is important and this is most usefully obtained in our assessments and reviews. Further, service satisfaction surveys are carried out and seek information directly from the users of the domiciliary service about the standard of care being received and give the opportunity to raise and address concerns. The most recent survey showed 60.1% of domiciliary care users funded by KCC are extremely or very satisfied with the service they receive. This is compared to 58 per cent in 2008-09 when the survey was last conducted.

**COUNTY COUNCIL MEETING**

**15 December 2011**

**Question by Dan Daley to**

**Kevin Lynes, Cabinet Member for Regeneration and Enterprise**

In the recent severe gales in Scotland, most wind turbines needed to be switched off for their own safety. Several were damaged – and at least one blew up and caught fire. This poses the question yet again of the efficiency of this type of electricity generation.

Kent has several hundred miles of coastline and at least two major river estuaries with good strong tides. Recent advances in underwater tidal flow technology have been announced without the need for the building of expensive barrages or other costly infrastructure.

Would the Cabinet Member not agree that now is the time for Kent County Council to take the lead in looking seriously at this new technology with perhaps the possibility of investing in such for the benefit of both domestic and commercial users in providing long-term cheaper and clean electricity generation?

**Answer**

The opportunity for marine renewables around Kent has hitherto been focused on the development of offshore wind farms. This reflects the availability of shallow water sites within the Thames Estuary and around the Kent Coast. It has resulted in some of the worlds largest projects being developed in the Thanet Offshore Wind Farm and the London Array. KCC is working to further strengthen our relationship with this fast growing industry to realise the full economic benefits for Kent.

In terms of progressing tidal energy sources around the SE England Coast including the Thames Estuary, the most viable locations are known to be in the vicinity of the Isle of Wight and in the English Channel either side of Dover. I believe the former is now being considered as a location to test new devices. However, Dover is not perceived as a realistic option because of the extensive shipping traffic in the area.

Tidal energy technologies will continue to develop in the coming years and I would not rule out new opportunities to exploit tidal energy around the Kent coast in the future. KCC also leads an offshore renewables working group for Kent and Medway, who keep a watching brief over new marine energy technologies whilst remaining focused on offshore wind.

**COUNTY COUNCIL MEETING**

**15 December 2011**

**Question by John London to**

**Bryan Sweetland, Cabinet Member for Environment, Highways and Waste**

Could the Cabinet Member for Environment, Highways and Waste please estimate the number of sewer vent pipes there are in my Division and say when they will next be painted.

**Answer**

Vent pipes are provided on certain foul water sewers to relieve the build up of gases. They are the responsibility and property of the relevant water company, either Southern or Thames Water. The County Council does not hold records for the location of vent pipes or details of their maintenance requirements.

I have therefore forwarded Mr London's question to Thames Water who have responsibility for the pipes in his area and will provide an update once the required information is available.

By: Alex King, Deputy Leader

To: County Council 15<sup>th</sup> December 2012

Subject: Vision for Kent 2012 - 2022

Classification: Unrestricted

Summary: This report invites County Council to approve Kent's Sustainable Community Strategy, the Vision for Kent, which forms part of the Council's Policy Framework. The final draft is attached at Appendix 1.

## 1. Background

### *Statutory Context*

The Vision for Kent is Kent's Sustainable Community Strategy (SCS). It remains a statutory requirement<sup>1</sup> for local authorities to prepare and from time to time modify the SCS for their area. The Vision for Kent also forms part of KCC's Policy Framework.

The key statutory requirements for a SCS are:

- Every local authority must prepare a strategy (referred to as a Sustainable Community Strategy) for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the United Kingdom.
- A local authority may from time to time modify their Sustainable Community Strategy.
- In preparing or modifying its Sustainable Community Strategy, KCC must:
  - consult and seek the participation of each partner authority and such other persons as it considers appropriate and
  - have regard to any guidance for the time being issued by the Secretary of State.

Guidance issued by the Department for Communities and Local Government in 2008 and still in force says:

"The purpose of the SCS is to set the overall strategic direction and long-term vision for the economic, social and environmental wellbeing of a local area – typically 10 to 20 years – in a way that contributes to sustainable development in the UK."

Changes in practice since the election of the Coalition Government have meant that Local Authorities have more flexibility to determine the content and structure of the strategy. There is no requirement to submit the SCS to Government.

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<sup>1</sup> Section four of the Local Government Act 2000, later amended by section 114 of the Local Government and Public Involvement in Health Act 2007. The 2007 Sustainable Communities Act also added the requirement that such strategies should be termed 'sustainable' community strategies.

### *Previous versions of Vision for Kent*

There have been two previous versions of the Vision for Kent. The first was published in 2002 and this was updated in 2006. Both of these versions were written around service specific themes; nine in the original 2002 version and eight in the updated version.

Both these versions were used as a vehicle for consulting with local people and with key partners on the long-term priorities for an area. They were central in bringing partners together to focus on the big issues that no individual agency could tackle alone. They formed the basis for the successful multi-agency Local Public Service Agreements and Local Area Agreements.

## **2. Preparation of a consultation draft Vision for Kent**

Since 2010 there have been very significant changes to the political, policy, partnership and financial landscape. To ensure that Kent's Sustainable Community Strategy remains relevant to this new set of conditions, it was decided to prepare a third edition of the Vision for Kent.

Work across all local authorities in Kent and with key partners from across all three sectors commenced in 2010 and continued throughout 2011. The refresh was started under the oversight of the former countywide Local Strategic Partnership, the Kent Partnership. During the refresh there have been some significant changes to the partnership architecture in Kent with the Kent Partnership being replaced by the Kent Forum which comprises the elected Leaders of the County Council, District Councils and Kent Fire and Rescue Authority. The Kent Forum has assumed the oversight of the Vision for Kent.

The early work in 2010 determined that the best approach for the refreshed version was to base it around fewer, broader themes. Three Ambitions for Kent were drafted. They are:

1. **To grow the economy** - For Kent to be 'open for business' with a growing, successful economy and jobs for all.
2. **To tackle disadvantage** - For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone.
3. **To put citizens in control** - For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities.

Subsequent work in 2011 resulted in a 48 page draft Vision for Kent. The Kent Forum at their meeting in May 2011 approved this for public consultation between June and August.

## **3. Consultation**

The draft Vision for Kent underwent a ten week consultation exercise spanning June to August. Nearly 800 responses were received, of which 75% were from individual members of the public. In addition to completing a survey rating the importance of actions to achieve the three ambitions, respondents had an opportunity to submit comments and fuller responses.

The Kent Forum on 22 September was presented with an analysis of the Vision for Kent consultation (attached at Appendix 2). This shows there was strong identification with the three County Ambitions. County Council may wish to refer to paragraph 2.2 and 2.3 of the Appendix which contain the two tables reproduced below. Table 1 shows which two actions (from a list of 6) respondents felt were most important in the delivery of the Ambition. Table 2 are key messages from over 900 free text comments received.

<b>Ambition</b>	<b>Action rated most important (all respondents)</b>	<b>Action rated second most important (all respondents)</b>
1. To grow the economy	Encourage companies to take on more apprentices and trainees (56%)	Improve Kent's infrastructure (roads, rail, broadband connection) (48.5%)
2. To tackle disadvantage	Encourage young people to be in education, training or work (56%)	Support unemployed people to get back into work (48%)
3. To put citizens in control	Tackle crime and anti-social behaviour (41%)	Support people in taking more control over what happens in their neighbourhood (41%)

Table 1: Respondents views on most important actions

<b>Ambition</b>	<b>Theme</b>	<b>Theme</b>	<b>Theme</b>
1. To Grow the Economy	Improve all types of infrastructure including roads, rail, air, and broadband	Reduce unnecessary regulation and increase support for businesses, especially SMEs and entrepreneurs	Raise employment through support, training, education, apprenticeships and opportunities
2. To Tackle Disadvantage	Encourage self reliance and promote personal resilience	Deploy a range of incentives to get people into training and work	Support realisation of aspirations, particularly young people
3. To put citizens in control	Give people a real say through effective consultation and engagement	Support people to take control by offering training or advice	Take effective measures to reduce crime and anti-social behaviour

Table 2: Key messages from free text comments

Further information on the consultation exercise, including who responded, is contained in the background document listed at the end of this report.

**4. Equality Impact Assessment**

An Equality Impact Assessment (EIA) has been carried out on the revised strategy. There was an initial screening which identified the potential positive and negative impact of the proposals in the draft strategy. This was followed with a full assessment in areas where more information was needed. The full assessment involved approaches to appropriate organisations asking them to give specific feedback on potential impacts. Information from the EIA has been taken into account in preparing the final draft of the Vision for Kent and preparation of the EIA action plan. The EIA initial screening, full assessment and action plan are attached at Appendix 3. County Council may wish to note that:

- Many of the responses to the EIA full assessment were supportive of the Vision for Kent in general and the three ambitions in particular;
- As we develop services to progress the three countywide ambitions it is recognised that there is a need to further consult with groups representing minority and diversity interests. This is included in the action plan;
- There is a need to ensure established faith and community groups are able to take advantage of the opportunities presented by the ambitions and localism agenda.

## **5. Preparation of Final Draft Vision for Kent**

The Kent Forum on 22 September 2011 appointed a representative Task and Finish Group of Leaders to inform the final Vision for Kent. The Group comprised the Leaders of Kent County Council (the Chairman of the Forum), Canterbury City Council (the Vice Chairman of the Forum), Dartford Borough Council and Thanet District Council.

The Group received an analysis of the consultation exercise on the Vision for Kent, including the level of support each of the commitments in the draft document received from respondents. The Group advised on the three priority commitments for each ambition which are the core of the document attached and also recommended that the final document should be lighter touch than either of the previous versions.

The Final Draft of the Vision for Kent 2012-2022 is attached at Appendix 1.

## **6. KCC Engagement with the Vision for Kent**

Kent County Council has been engaged consistently in the refresh of the Vision for Kent at both Member and officer level and it has been managed by the Kent Forum Team, a unit within the Business Strategy Division.

All of the early work leading into the selection of the three County Ambitions and subsequent work preparing the draft document relied heavily on KCC input. This helped ensure synergy between the three countywide ambitions in the Vision for Kent with KCC's Bold Steps for Kent.

All Members of the County Council were invited to comment upon the draft Vision as part of the consultation exercise. The draft document and early feedback on consultation responses have been considered at Scrutiny Board (13 July), at Customers and Communities Policy and Overview Committee (15 September) and at Corporate Management Team (8 November). The final draft was endorsed by Kent County Council's Cabinet on 5<sup>th</sup> December.

## **7. Conclusion**

Extensive work with partners across Kent has resulted in the attached final draft of the Vision for Kent. The three countywide ambitions contained in the document focus attention on a smaller number of strategic, long-term goals for improving the county. This encourages partnership working focused around the big priorities leading to more holistic working and more innovative approaches, particularly in the areas where no one partner has all the answers. As the Sustainable Community Strategy it also acts as the 'glue' and sets the context for delivery plans on specific issues, such as the suite under *21<sup>st</sup> Century Kent - Unlocking Kent's Potential*.



**Recommendations:**

1. County Council notes the key issues raised in the consultation exercise;
2. County Council notes the key issues raised in the equality impact assessment;
3. County Council approve the Vision for Kent (Appendix 1) as required in the Policy Framework.

**Contact:**

Graeme Brown  
Partnership Manager  
Kent Forum  
[Graeme.brown@kent.gov.uk](mailto:Graeme.brown@kent.gov.uk)  
01622 696070

**Background Documents**

Vision for Kent: Initial Summary of SNAP survey responses

Available at: <http://www.kentforum.org.uk/reports-and-files/Item-9-Appendix-1-Vision-for-Kent-Consultation.pdf>

Or

From the report author

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**VISION FOR KENT 2012-2022**  
**DRAFT CONTENT FOR FINAL VERSION - Nov 2011**

**Page 1: Front page**

**Vision for Kent / Title Page / Logo/ Photographs**

**Page 2: Contents**

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## Page 3 and 4:

### 1. Foreword

**The Kent Forum is proud to present this Vision for Kent - Kent's Sustainable Community Strategy. As the Leaders of Kent's 14 Local Authorities<sup>2</sup> we came together as the Kent Forum in early 2011. This is our statement on the challenges facing Kent and the priorities for the county. It sets out three Countywide Ambitions that will guide the direction of public services in Kent for the next ten years. This is not a comprehensive statement of policy, but draws upon and links to existing strategies and delivery plans that are referred to throughout this statement.**

Between June and August 2011 we consulted on a draft version of the Vision for Kent. We were delighted to receive nearly 800 responses and these have been influential in determining what is in this revised document.

This is a period of unprecedented reform and budget reductions. There are significant changes in education and schools, policing and community safety, health and social care, economic regeneration and more. These will bring great challenges for the people of Kent and for the public, private and voluntary and community sectors that serve them. To make our contribution as a strategic authority to help get the nation's economy back on track and ensure that Kent is advantaged during that period, we have to look very carefully at what services are provided and also find different and more innovative ways to deliver them.

However, the changes also bring great opportunities. We believe that nowhere is better placed than Kent to seize the moment, and to come through stronger and more resilient than before. Kent has much strength to draw on, including an enterprising private sector, a strong voluntary sector, vibrant communities, excellent and innovative public services and its location as the gateway between the UK and Europe.

The three countywide ambitions that form the Vision for Kent have been developed over a long journey of consultation with contributors across Kent, and we now commit to these. They are:

**to grow the economy** - for Kent to be 'open for business' with a growing and successful economy and jobs for all.

**to tackle disadvantage** - for Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone.

**to put citizens in control** - for power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities.

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<sup>2</sup> The 14 Local Authorities are: Kent County Council, Kent and Medway Fire and Rescue Authority, Ashford Borough Council, Canterbury City Council, Dartford Borough Council, Dover District Council, Gravesham Borough Council, Maidstone Borough Council, Sevenoaks District Council, Shepway District Council, Swale Borough Council, Thanet District Council, Tonbridge & Malling Borough Council and Tunbridge Wells Borough Council

Our three countywide ambitions work together and cannot be seen in isolation as they interact with each other in very fundamental ways. Contributing to all three ambitions are important cross cutting themes including environmental sustainability, community safety and improved health.

Over the coming years, the three Countywide Ambitions will be at the forefront of what we do to make Kent a better place to live and work. Using our collective strengths we will work together with relentless focus on those areas where we can make a difference. We would be delighted if partners and agencies that work with us and deliver services to the people of Kent are able to support the Vision for Kent and for it to shape their delivery plans.

In Kent we want to create a prosperous, strong and sustainable society where people can plan for their futures. We will work with partners and with our communities and residents of Kent to develop opportunities and to break through barriers that hold people back. Kent will be a place where people have confidence that they can live a good quality of life, for themselves, their families and their communities.

We will refresh the Vision for Kent during its ten year lifespan to ensure that we continue to focus on the priorities for Kent.

Signed by Paul Carter, Chairman of Kent Forum and Leader of Kent County Council on behalf of Kent County Council and the Kent Forum

And

John Gilbey, Vice Chairman of Kent Forum and Leader of Canterbury City Council on behalf of Kent's 12 District Councils and KFRS

## **Page 5 and 6:**

### **2. Our three Countywide Ambitions for Kent**

#### **Ambition 1: To grow the economy**

**For Kent to be ‘open for business’ with a growing and successful economy and jobs for all**

##### **Vision:**

Kent will be known as a place where business is thriving, generating wealth and providing high value jobs, taking advantage of the strong small business sector and our geographical position as the gateway between the UK and Europe. Kent's excellent infrastructure and attractive environment will support Kent's existing business to grow and encourage new businesses to locate. Kent's business and education sectors will together provide continual learning opportunities for everyone of working age. This will offer confident, adaptable and ambitious employees the ability to acquire new skills and thrive. Kent's economy will be balanced and provide more jobs overall. With the success of Kent's businesses, employees will be rewarded with good pay and excellent prospects that will lead to a high quality of life for themselves and their families.

##### **Growing the economy is vital to Kent**

Kent's future prosperity is dependent upon a thriving business sector that generates wealth. A strong, diverse and resilient economy is the glue that holds our communities together, giving individuals opportunities and putting money in families' pockets. A successful economy is fundamental to the second of our ambitions – to tackle disadvantage.

##### **What are Kent's challenges?**

Kent's economy, as with everywhere else in the UK, is taking a long time to recover from the downturn that commenced in 2008. The Kent economy needs to rebalance by growing the wealth generating private sector.

Kent's Gross Value Added, Households Gross Disposable Household Income and average skills levels are below the regional average. Overall Kent has overdependence on low skilled, low value jobs and too many of its residents are dependent upon out of work benefits.

The pace of technological change is challenging and Kent needs to be at the forefront of this.

Kent's economy is diverse and particularly based around small and medium sized enterprises. The economy has proved more resilient in some sectors and some geographic parts of Kent than others. It is important to build on our strengths and to take advantage of new opportunities for growth.

## What are we already doing

We are doing everything we can to create the conditions for growth by investing in Kent's infrastructure. Our plans are set out in a suite of far-reaching delivery plans called '21<sup>st</sup> Century Kent: Unlocking Kent's Potential'. The eight delivery plans are listed below. Web links to these plans are on page 15:

- Growth without gridlock
- Kent Environment Strategy
- Kent Forum Housing Strategy
- Connected Kent
- Business sector conversations and strategies
- 14 -24 Skills and Employment Strategy
- Strategy for Later Life
- Kent Cultural Strategy

Through these delivery plans we are:

- Encouraging innovation and entrepreneurship by investing in developing skills needed for today's and tomorrow's world, so businesses have a skilled and adaptable workforce upon which to draw.
- Developing Kent's infrastructure to support the economy, including improving high-speed broadband access and delivering key transport projects.
- Supporting the private sector by discussing the challenges they face through a series of specific business sector conversations.
- Lobbying Government to support Kent's economy, for example the new designation of Sandwich as an Enterprise Zone will provide business rate discounts and other support for new businesses in the area. We will continue to promote Kent's interests, using Regional Growth Funding and seeking investment to support the economy.
- Marketing Kent, promoting its gateway location, cultural, sporting and leisure opportunities, environmental assets and excellent schools and lifelong learning.
- Drawing out the particular strengths and opportunities of our sub county areas, focussing our efforts where it derives maximum leverage.

### Our top 3 commitments for Ambition 1 - To grow the economy

1. To deliver the critical infrastructure that will create the conditions for economic growth across all of Kent. This means:

- facilitating access to **high-speed broadband** that encourages economic growth in our rural areas;
- improving the **strategic road networks** both within the county and those that link Kent to the rest of the UK;
- maximising the opportunities of **high speed rail** and **Kent's airports and ports** that will reduce journey times to London and improve Kent's connectivity with London, UK and Europe;
- improvements in **integrated public transport** that gives access to employment and improve workforce mobility without burdening our road networks.

2. To raise the **career aspirations** of Kent's residents from early years through adulthood and to meet those increased aspirations with a range of **learning opportunities, apprenticeships and internships** that meet future business need.

3. To be **business friendly** and be the **county of choice** for inward investment and expansion by:

- Providing **sector-specific support** for business, particularly in areas of potential growth;
- Sell Kent as the **place to do business**, emphasising and enhancing its gateway location and natural assets;
- **Offer inducements** (financial and other) for inward investment and expansion;
- Maximise the amount that public sector partners **procure from Kent companies** and that use Kent workforce;
- **Minimising the bureaucracy** placed on business and champion the removal of unnecessary regulation



## **Page 7 and 8: Ambition 2 To tackle disadvantage**

**For Kent to be a county of opportunity, where aspiration rather than dependency is supported and quality of life is high for everyone**

### **Vision:**

Everyone in Kent has the potential to lead a happy and fulfilled life. All people in Kent, regardless of where they live or their own personal circumstances, will have the aspiration and opportunities they need to create a positive life for themselves, their families and their communities. We will work to understand and break down the barriers that stop this from happening. People in Kent will feel optimistic and secure about their futures, and work towards achieving their goals, with minimal dependence on support from services.

### **We must tackle disadvantage**

Disadvantage has economic and personal costs. For people not to achieve their potential has an impact on the individual, their family, their community, the economy and the county. At a time of reductions in public spending we must prevent people from becoming more disadvantaged and strengthen the resilience of individuals to deal with life's challenges.

### **What are Kent's challenges?**

Quality of life in Kent is generally high but this masks significant and unacceptable variations in life outcomes across Kent, both spatially in different parts of Kent and in groups of people experiencing similar difficult circumstances.

Skills levels are a big determinant to how successful people are and too many young people leave full time education without a full compliment of basic skills and without ambition.

There is a big gap in educational attainment for children who receive free school meals, who are 'looked after' or who have migrated to Kent. There is a gap in the employment rate of people who have low basic skills; people with previous custodial sentences; and people with mental health or substance misuse problems.

Unemployment, low skills, low income and poor housing all contribute to inequality in health outcomes with life expectancy varying by as much as 17 years depending upon which part of Kent you live.

Some spatial areas in the county, including smaller pockets in otherwise better off parts of the county, are impacted by disadvantage. Disadvantage has different characteristics in different places such as rural communities or coastal communities.

Disadvantage does not result only from a lack of opportunity. A lack of aspiration and positive role models, as found in some families where there is little or no track record of employment, reduces ambition for the future. While most people are receptive to doing better a small minority are intent on pursuing lifestyles that damage themselves and those around them.

### **What we are already doing**

The 21<sup>st</sup> Century Kent delivery plans discussed under Ambition 1 (see above) are central to creating the employment opportunities, securing the skills and providing the infrastructure that are fundamental to tackling many of the characteristics of disadvantage, such as low income and poor housing.

We also have a range of plans and initiatives that will reduce the stubborn gaps in outcomes such as those in health, educational attainment and skills. These include plans to:

- Tackle family poverty;
- Reduce health inequalities, including action to tackle smoking and promote responsible drinking, healthy nutrition and encourage physical activity;
- Safeguard children and vulnerable adults;
- Reduce domestic abuse;
- Improve literacy and reading;
- Secure employment of socially excluded adults.

We have targeted projects aimed at tackling particular dimensions of disadvantage at both a county and district level. An example at county level is the Kent Apprenticeships programme which is supporting employers to recruit apprentices, providing opportunities for young people who might otherwise drop out of education, employment and training. Projects at local level include health prevention work in Kent's districts to promote healthy lifestyles.

The most vulnerable and those that struggle to help themselves are and will continue to be protected and supported to enjoy the best possible quality of life.

### **Our top 3 commitments for Ambition 2 - To tackle disadvantage**

1. To reduce the number of Kent residents on out of work benefits by:
  - encouraging a **desire and commitment** from all residents **to work** as part of the productive economy;
  - providing people with the **support and basic skills training** to equip them for work.
2. Inspire young people to become **fully engaged in their families, schools and communities** so they take full advantage of all the learning, recreational and development opportunities including volunteering, that are a foundation for achieving their lifelong potential.
3. To ensure there is choice of high quality and accessible **services that that will prevent and tackle disadvantage**, particularly:
  - integrated **health and social care** that will close the inequalities gap
  - support for **vulnerable children and their families** to give all young people a chance
  - **housing** that supports strong communities, supports a good quality of life and helps reduce household costs including tackling fuel poverty

## **Page 9 and 10: Ambition 3 To put citizens in control**

**For power and influence to be in the hands of local people so they are able to take responsibility for themselves, their families and their communities**

### **Vision:**

Individuals, families and communities within Kent will be involved in shaping the services that affect their lives and will influence decisions about how services are provided. Those that provide services will work together with individuals and communities to find solutions that suit everyone. Charities, businesses and community groups will provide more targeted support and services that people, families and communities need, working with them at every step. Kent will be a place where people have a sense of community, purpose and belonging and where they feel safe and secure.

### **Why we must put citizens in control**

Recent decades have seen an expansion of the state. This has shifted responsibility away from people and communities looking after themselves to a situation where there is a more dependent relationship upon one size fits all services provided by public agencies. This model holds back innovation, fails to provide tailored solutions to individual or local circumstances and is no longer financially sustainable.

Kent has a vast untapped resource in its own residents, voluntary and community groups and the faith sector. We must pursue alternatives that focus on independence and that give choice and control to residents. Responsibility will be passed back to residents, benefiting them, their communities and the county as a whole.

We must also encourage all residents to accept their personal responsibilities and recognise the impact that their actions and behaviour can have on others. The vision is for Kent's people to be as self-reliant as possible, not creating unnecessary demands upon public services and looking out for each other, particularly the more vulnerable members. We will encourage as many people as possible to get actively engaged and volunteer in designing and delivering services.

### **What are Kent's challenges?**

This is a fast changing landscape and the next few years will see legislative developments. The Locality Act has been passed (November 2011) and there are other proposals in the Open Public Services White Paper. This will give us the legislative framework which will enable us to develop the way forward.

Consulting with 1.4 million Kent residents in a helpful and useful way is a huge challenge and one we are determined to meet. We consulted extensively on this document. Residents said that it is important to know that they have been listened to and that we reflect what they say in subsequent plans.

We recognise that there is an appetite from voluntary and community groups, parish and town councils and the faith sector to become more involved in public services in a range of ways up to and including direct delivery. We welcome this ambition and as

the legislative framework takes shape will work with others to support greater engagement in delivering services that are both localised and sustainable.

**What are we already doing**

The plans and actions mentioned under ambitions 1 and 2 are being taken forward in a way that will give more choice, greater diversity of provision and more control to individuals. For example we are personalising services for social care by putting individuals firmly in the driving seat of determining the care that meets their own unique needs, when they want it.

Our elected representatives of both County and District Councils have a vital role and are working in their communities, bringing agencies together to address local priorities. There is an ongoing programme of development to support elected representatives to become effective community leaders.

We are working with representatives of the voluntary and community sector at both county and district levels to enhance the sector’s capacity so that it can become more innovative. We have ambitious plans to encourage the growth of charities and social enterprises that can take on more responsibility for providing services.

We are continuing to make our decision making processes, performance and spending transparent and open. For example we are publishing details of senior officer salaries, Member allowances, invoices over £500 and seeking to make our annual budgets more accessible and easy to understand.

**Our top 3 commitments for Ambition 3 - To put citizens in control**

1. To support individuals to determine the services that they require, encouraging them to accept personal responsibility and to identify and get involved in delivering **innovative solutions that meet their personal needs**, thus delivering better outcomes for less cost.
2. To encourage a more resilient society where local communities identify local priorities and have more **influence and involvement in the shape and delivery of services in their community** which overcomes the need for remote and one size fits all solutions from public agencies.
3. **Support the Voluntary and Community Sector** to enhance its capacity, innovate and become more entrepreneurial so the sector can grow and can deliver more value for public sector investment, whilst retaining their independence.

### **3. Cross Cutting Themes**

The three ambitions are the specific priorities that partners have identified to focus activity over the next 10 years. However, there are other very important issues for Kent where the challenges and solutions connect across all three ambitions. We must continue to work on them in order to achieve the ambitions and make Kent a great place to live and work. These themes include:

#### **Protecting and enhancing the environment**

Everything we do to develop and improve Kent's infrastructure must be sustainable. In growing the economy, we need to support low carbon technologies and help businesses operate more resource-efficiently. Tackling climate change is everyone's responsibility, and we will support and encourage people and communities to play their part including through volunteering. We must make the most of Kent's natural environment for people to enjoy, contributing to their wellbeing, and also to attract business and tourism. The Kent Environment Strategy sets out the priorities in this area.

#### **Improving community safety, crime and anti-social behaviour**

In order to build a strong economy, improve our lives and take control, the people and communities of Kent need to feel safe from crime, anti-social behaviour, fires and accidents. There is more that we can do to reinforce a sense of community in our areas which can be undermined by issues such as bullying, drug and alcohol abuse and domestic abuse. Partners will work together and with Kent's communities to find solutions to these problems. The Kent Community Safety Agreement provides more details.

#### **Improving Health**

Seeing improvements in residents' health overall while at the same time tackling the health inequalities gap is hugely important. Many public agencies have a role in tackling the social determinants of ill health but improvements will only be made with the support of employers, the voluntary and communities sector and residents themselves. Business can support positive physical and mental health and derive the benefits from a healthy workforce. Residents need to accept greater responsibility for their own health and reap the reward of better health for longer.

#### **4. Delivering the ambitions**

##### **The ambitions for Kent are interrelated**

No one ambition can be seen in isolation of the other two. The three ambitions connect with each other and like three legs of a stool all three need to be in place. Progress can only be achieved in one ambition with supporting actions from the other two. Progress in the ambitions will positively reinforce each other creating a virtuous circle. For example, a strong economy will help to tackle disadvantage which will help people and communities take greater control over their lives, but the economy cannot be strengthened without making improvements in disadvantage, such as reducing dependency on benefits, raising aspirations and skill levels and improving health. To make these improvements, people and communities need to have greater control over the services they receive and take more responsibility for improving their lives.

##### **The ambitions apply differently across Kent**

The three ambitions are the highest priorities across the whole of Kent. However, Kent is a large and diverse county and different areas of Kent have different needs, challenges and opportunities. This will include differences in skills levels, jobs, benefit dependency, health and the environment. Kent is divided into 12 localities (District/Borough Council areas) which are the building blocks for service delivery in Kent. It will be essential for partners working in the localities, including Locality Boards, to identify local priorities and deliver the ambitions in a way that meets them. In Kent, we want to see as much devolution as possible to local communities.

##### **Working together on delivery**

The three ambitions are complex and far-reaching priorities which no one organisation can achieve by working on their own. Kent partners need to work together in a smart and flexible way, joining up the services and initiatives that we provide for residents to get the best possible outcomes and operate as efficiently as possible. We will stand together to promote and protect Kent's needs and interests, working with national government and internationally.

To achieve the ambitions, we must work with Kent's people and communities. We will be open, we will listen and we will support people and communities to work with us to solve problems and improve their lives as we have with supporting people to design their own care package and helping communities manage local facilities.

Many organisations and groups contribute to making Kent a better place. We are delighted that so many partners have already shown their support for the three countywide ambitions, and know that many will make a contribution to the three ambitions in their own work. Some of the messages of support received for the ambitions can be found on the Kent Forum website - [www.kentforum.org.uk](http://www.kentforum.org.uk). We will work with partners from all sectors in Kent - public, private and voluntary, to achieve Kent's ambitions.

##### **Knowing whether we are making progress**

Kent Forum has set the three ambitions for Kent, and it is our responsibility to ensure that we make good progress towards them. In order to do this we will use existing performance information from across the county that is robust and meaningful to tell

how well the county is doing and identify areas where we need to see more improvement. We will do this via an annual report to Kent Forum. This will be proportionate and not bureaucratic, as more detailed and regular performance management will continue to be carried out by the partner authorities and other organisations that deliver services that support the ambitions. We will make sure that performance information is open and transparent so that members of the Kent community can hold partners to account for performance. More information on performance management is provided on the Kent Forum website - [www.kentforum.org.uk](http://www.kentforum.org.uk).

## Page 14 and 15

### Links to delivery plans

The main partnership delivery plans are listed here:

14-19 Strategy

Link to be included in final version

21st Century Kent

[http://www.kent.gov.uk/community\\_and\\_living/regeneration\\_and\\_economy/21st\\_century\\_kent.aspx](http://www.kent.gov.uk/community_and_living/regeneration_and_economy/21st_century_kent.aspx)

Active Lives Now: The future of social care in Kent

[http://www.kent.gov.uk/adult\\_social\\_services/leaflets\\_and\\_brochures/active\\_lives\\_leaflet.aspx](http://www.kent.gov.uk/adult_social_services/leaflets_and_brochures/active_lives_leaflet.aspx)

Bold Steps for Kent (Kent County Council Medium Term Plan to 2014/15)

[http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/priorities\\_and\\_plans/bold\\_steps\\_for\\_kent.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/bold_steps_for_kent.aspx)

Digital Strategy

Link to be included in final version

Early Intervention and Prevention Strategy (children and young people)

Link to be included in final version

Growth Without Gridlock: A Transport Delivery Plan for Kent

<https://shareweb.kent.gov.uk/Documents/News/growth-without-gridlock.pdf>

Involving the Whole Community: The Kent Approach to Literacy and Reading 2011-2021

Link to be included in final version

Kent and Medway Housing Strategy

<http://www.kentforum.org.uk/reports-and-files/Kent-Forum-Housing-Strategy-FINAL.pdf>

Kent Community Safety Agreement

<https://shareweb.kent.gov.uk/Documents/community-and-living/community-safety/community-safety-unit/Kent%20Community%20Safety%20Agreement%202011-14.pdf>

The Cultural Strategy for Kent 2011-2015

[http://www.kent.gov.uk/leisure\\_and\\_culture/arts\\_development/cultural\\_strategy.aspx](http://www.kent.gov.uk/leisure_and_culture/arts_development/cultural_strategy.aspx)

Kent Environment Strategy

[http://www.kent.gov.uk/environment\\_and\\_planning/environment\\_and\\_climate\\_change/environment\\_strategy.aspx](http://www.kent.gov.uk/environment_and_planning/environment_and_climate_change/environment_strategy.aspx)

Kent Partners Compact (public agencies and the voluntary & community sector)



[http://www.kent.gov.uk/community\\_and\\_living/volunteering/promoting\\_volunteering/kent\\_partners\\_compact.aspx](http://www.kent.gov.uk/community_and_living/volunteering/promoting_volunteering/kent_partners_compact.aspx)

Kent Public Health Strategy - Living Life to the Full

[http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/priorities\\_and\\_plans/strategy\\_for\\_public\\_health.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_public_health.aspx)

Kent Rural Delivery Framework

<http://www.kentruralnetwork.org.uk/kent-rural-framework>

Living Later Life to the Full - A Policy Framework for Later Life

[http://www.kent.gov.uk/your\\_council/priorities\\_policies\\_and\\_plans/priorities\\_and\\_plans/strategy\\_for\\_later\\_life.aspx](http://www.kent.gov.uk/your_council/priorities_policies_and_plans/priorities_and_plans/strategy_for_later_life.aspx)

Further delivery plans are available on partner's websites. A list of partners, along with statements of support, is available on [www.kentforum.org.uk](http://www.kentforum.org.uk)

**Page 16 Back Cover / Contacts / Logos of Kent Forum**

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**To: Kent Forum, 22 September 2011**

**Subject: Vision for Kent 2011-2021:  
Consultation responses and next steps**

**By: Paul Carter, Chairman, Kent Forum**

**Summary**

The consultation period for Vision for Kent 2011-2021 has ended. This paper reports on the consultation responses received and the proposed process and timeframe for developing and agreeing the final version of Vision for Kent.

**Recommendations**

That Kent Forum:

1. Notes the summary of consultation responses
2. Appoints the Chairman of Kent Forum and three other Leaders to meet to give direction to the development of the final version of Vision for Kent
3. Agrees the proposed timeline for developing and approving the final version of Vision for Kent

**1. Introduction**

1.1 At its meeting on 24 May 2011, Kent Forum approved the consultation draft of Vision for Kent 2011-2021. The consultation started on 20 June and ran until 22 August 2011.

1.2 The consultation was open to everyone, and groups that were specifically targeted were:

- Members of the public
- Parish Councils
- Those working in the Voluntary and Community Sector
- Members of the business community
- Representatives of public sector organisations working in Kent

1.3 A variety of methods and channels of communication and engagement were used to encourage people to respond to the consultation.

1.4 At the close of the consultation, **793** responses were received.

**2. Consultation responses**

2.1 Appendix 1 shows a top-level analysis of the consultation responses received<sup>3</sup>. More detailed analysis will be done over the next few weeks to inform the development of the final version of Vision for Kent.

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<sup>3</sup> The initial analysis is based on Snap Survey and Paper Questionnaire responses. We have also received 20 written responses which we will take into consideration.

2.2 Some of the most significant points to note are:

- The Vision for Kent consultation has received a high number of responses compared to similar consultation exercises
- **580 (75%)** of respondents were members of the public
- There were a good number of responses from the other target groups, with **56** responses from Parish Councils, **64** from public sector organisations, **46** from VCS organisations and **13** from businesses
- **46.5%** of respondents were female, **33%** male and 13% did not wish to say with 7% not replying.
- The majority of respondents were aged **56-65 (23%)** and **46-55 (20%)**
- **81%** of respondents felt that the ambitions strike the right balance between being realistic and ambitious
- **59%** of Voluntary and Community Sector respondents felt that the priorities of the VCS in Kent were well represented in Vision for Kent
- **69%** of business sector respondents felt that the actions identified in Vision for Kent would make Kent a better place to do business
- **73%** of Parish Council respondents felt that the draft responds to the balance of need between the rural and urban communities in Kent
- **54.5%** of respondents wish to receive feedback at the end of the consultation

2.3 Respondents were given a list of actions that could contribute to the delivery of each ambition and asked to select the two asked that they felt were important. The actions most frequently selected are shown in the table below.

<b>Ambition</b>	<b>Action rated most important (all respondents)</b>	<b>Action rated second most important (all respondents)</b>
1 - To grow the economy	Encourage companies to take on more apprentices and trainees (56%)	Improve Kent's infrastructure (roads, rail, broadband connection (48.5%))
2 - To tackle disadvantage	Encourage young people to be in education, training or work (56%)	Support unemployed people to get back into work (48%)
3 - To put citizens in control	Tackle crime and anti-social behaviour (41%)	Support people in taking more control over what happens in their neighbourhood (41%)

2.4 As well as selecting the two most important actions to deliver each ambition from a list, around 30% of all respondents suggested other actions that they felt needed to happen to achieve the ambitions. In total, there are over 900 suggestions of other things that partners could focus on to help achieve the ambitions. In this early stage of the analysis some key messages are starting to emerge for each ambition and these are shown in the table below.

<b>Ambition</b>	<b>Theme</b>	<b>Theme</b>	<b>Theme</b>
1 – To Grow the Economy	Improve all types of infrastructure including roads, rail, air, and broadband	Reduce unnecessary regulation and increase support for businesses, especially SMEs and entrepreneurs	Raise employment through support, training, education, apprenticeships and opportunities
2 – To Tackle Disadvantage	Encourage self reliance and promote personal resilience	Deploy a range of incentives to get people into training and work	Support realisation of aspirations, particularly young people
3 – To put citizens in control	Give people a real say through effective consultation and engagement	Support people to take control by offering training or advice	Take effective measures to reduce crime and anti-social behaviour

2.5 Postcodes have been obtained from respondents, so that responses can be broken down for each District area. Feedback will be presented to localities via Locality Boards and/or LSPs, allowing them to use the feedback to shape their actions to achieve the ambitions.

### **3. Equality Impact Assessment**

3.1 The initial screening has taken place and identified four groups where further information is required on the potential impact of Vision for Kent. These groups were faith groups; black and minority ethnic groups; people with disabilities and gay, lesbian and bi-sexual groups.

3.2 A number of community groups have been consulted to gather further information in these areas. From these responses a full Equality Impact Assessment is being developed and will feed into the final version of Vision for Kent.

### **4. Next steps**

4.1 The feedback received will now be used to influence the development of the final version of Vision for Kent 2011-2021.

4.2 The Chairman of Kent Forum has suggested that a small Task and Finish Group of Leaders gives direction to the development of the final version of Vision for Kent, taking into account the main themes from the consultation responses. Three District Council Leaders, one from each of the three Ambition Boards, are asked to volunteer to take part in a meeting which will take place during October.

4.3 The Task and Finish Group will sponsor a final draft to be brought to the Kent Forum in January.

4.4 It is a requirement of KCC's Policy Framework that new versions of Vision for Kent are approved through full County Council; KCC has scheduled this for 15 December. District Councils may also wish to take the proposed final draft through their Cabinet, full Council or other committees. If District Councils wish to do this then the ideal time will be between the start of November (following the Task and Finish Group) and 27 January.

4.5 Respondents who indicated that they would like to receive feedback on how the responses are used will be contacted with a summary of changes made and a link to the final version of the document.

### **Recommendations**

That Kent Forum:

1. Notes the summary of consultation responses
2. Appoints the Chairman of Kent Forum and three other Leaders to meet to give direction to the development of the final version of Vision for Kent
3. Agrees the proposed timeline for developing and approving the final version of Vision for Kent

**Note for County Council paper 15 December 2011.** Appendix 1 referred to in this report is listed as a background document to the County Council paper. It is available at: <http://www.kentforum.org.uk/reports-and-files/Item-9-Appendix-1-Vision-for-Kent-Consultation.pdf>

**KENT COUNTY COUNCIL**  
**EQUALITY IMPACT ASSESSMENT**

Please read the EIA GUIDANCE and the EIA flow chart available on KNet.  
**This form dated 17/12/2010 supersedes all previous EIA/ CIA forms**

**Directorate:**

Business Strategy and Support

**Name of policy, procedure, project or service**

Vision for Kent 2012-2022

**Type**

Overarching policy

**Responsible Owner/ Senior Officer**

Graeme Brown, Kent Forum Manager

**Date of Initial Screening**

22 March 2011

**Date of Full Screening**

23 November 2011

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## Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
<b>Age</b>  (Young and Old)  Page 53	YES	YES	Medium	Low	<p><u>Potential positive impact</u> V4K contains specific priorities and commitments around achieving better outcomes for children and young people, and for older people.</p> <p>Some of the priorities for young people include:</p> <ul style="list-style-type: none"> <li>- narrowing the gap in educational attainment between children in certain disadvantaged groups, e.g. looked after children, and other children;</li> <li>- reducing numbers of 'NEET' young people;</li> <li>- supporting a healthy start in life for all children through initiatives like promoting breastfeeding.</li> </ul> <p>Some of the priorities for older people include:</p> <ul style="list-style-type: none"> <li>- supporting independent living at home wherever possible;</li> <li>- making use of the experience and expertise of older people to support communities through volunteering;</li> <li>- embracing an ageing workforce and the opportunities it presents</li> </ul> <p><u>Potential negative impact</u> Specific commitments are made for younger and older people based on what we know about need in Kent and where the most positive impact can be made. There are no specific commitments to support people who are not</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Page 54					<p>younger or older (i.e. between the two.) However Vision for Kent makes many commitments to support people based on criteria other than age - i.e. unemployment, living in a rural area, housing need, and makes commitments that aim to improve quality of life in Kent for everyone. When implementing specific projects related to achieving the ambitions of the vision, further impact assessments will need to be undertaken in order to ensure that there are no negative impacts to various age groups.</p> <p>a) N/A b) No c) V4K aims to promote equal opportunities for younger and older people as explained above.</p>
<b>Disability</b>	YES	YES	Medium	Medium (but more info needed)	<p><u>Potential positive impact</u> One of the three ambitions in the V4K is to tackle disadvantage. Through this ambition, V4K aims to improve quality of life and opportunities for people with disabilities as a group of people in Kent that can be disadvantaged. Commitments include:</p> <ul style="list-style-type: none"> <li>- Supporting independent living at home wherever possible</li> <li>- Identifying where health and social services can better integrate to deliver a more responsive service,</li> <li>- Improving early access to mental health services</li> </ul> <p>The Vision for Kent also talks about improving access to services and opportunities for everyone.</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Page 55					<p>V4K commits to tackling crime and anti-social behaviour and building public confidence so that people feel safe in their communities. It also talks about strengthening communities and encouraging individuals in neighbourhoods and communities to work together. This will have a positive impact on disabled people by tackling hate crime and the increased fear of crime and anti-social behaviour that may affect disabled people, and by promoting social inclusion.</p> <p><u>Potential negative impact</u>  V4K talks about putting citizens in control and encouraging people who take more responsibility for their own lives and be less dependent on services. This is intended to have a positive impact on people including people with disabilities by giving them more control over the support they receive etc. This section acknowledges that additional support may be needed by some groups of people to take control, and commits to providing this. However, there is the potential for people with disabilities to not be able to take advantage of, feel threatened by or, perceive these developments as 'barriers' and it may be necessary to take additional measures to make sure that people with disabilities are empowered to take control where possible, whilst also continuing to receive the support and services they need. Systems and polices will be created in a way to design out any disadvantage that may be experienced by disabled people. This will be monitored through impact assessments for specific projects related to the implementation of V4K.</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Page 56					<p>Under the ambition 'To grow the economy,' V4K talks about Kent becoming a place where there are 'jobs for all.' Commitments are made to supporting people to find appropriate employment and reducing benefit dependency. Employment may be more difficult to access for people with disabilities who are not able to work and will remain dependent on benefits and other support. A statement may need to be included to acknowledge this. There is also no specific reference to additional support that may be required by people with disabilities who could work if given additional support.</p> <p>a) N/A b) Yes. Need to ask Disabled groups for their views on the issues above. c) V4K aims to promote equal opportunities for disabled people as explained under 'Potential positive impact' above.</p>
<b>Gender</b>	YES	YES	Low	None	<p><u>Potential positive impact</u></p> <ul style="list-style-type: none"> <li>- Reference to promoting pre-natal health and breastfeeding support which is targeted towards women and will have a positive impact.</li> <li>- Commitment to reduce domestic abuse - as women are more likely to be victims of domestic abuse, this will have a positive impact on women.</li> <li>- The ambitions to Tackle Disadvantage and to Grow the Economy will address unemployment and include addressing employment inequalities, e.g. higher levels of unemployment for men in East Kent.</li> </ul> <p><u>Potential negative impact</u></p> <p>Vision for Kent makes many commitments to support people based on</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
					<p>criteria other than gender, and makes commitments that will affect quality of life in Kent for everyone. There is no immediate evidence to suggest that being male or female will affect how the commitments impact on individuals, aside from those few specific commitments above.</p> <p>a) N/A b) No. c) Some positive impact on equal opportunities for women as above.</p>
F89757 <b>Gender Identity</b>	YES	YES	Low	None	<p><u>Potential positive impact</u> V4K commits to tackling crime and anti-social behaviour and building public confidence so that people feel safe in their communities. It also talks about strengthening communities and encouraging individuals in neighbourhoods and communities to work together. This may have a positive impact on transgender people by tackling hate crime and the increased fear of crime and anti-social behaviour that may affect transgender people, and by promoting social inclusion.</p> <p><u>Potential negative impact</u> There is no evidence to suggest negative impact on people due to gender identity.</p> <p>There could be potential for negative impact through the delivery of specific projects and initiatives that will deliver the countywide ambitions if the needs of transgender people are not adequately taken into account. This has been identified as an issue to take forward in the delivery of Vision for Kent.</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
					a) N/A b) No c) Some positive impact on equal opportunities for transgender people as explained above.
<b>Race</b>  Page 58	YES	YES	Low	None/ Low (but more info needed)	<p><u>Potential positive impact</u>            V4K recognises the diversity of Kent. As above, V4K commits to tackling crime and anti-social behaviour and strengthening communities. This may have a positive impact on people from BME groups by tackling hate crime and increased fear of crime and anti-social behaviour. It may also help to improve relations between people of different race and promote social inclusion.</p> <p>There is also evidence to suggest that some of the gaps in quality of life outcomes that Vision for Kent aims to narrow are more commonly experienced by people from some racial backgrounds. Examples include educational attainment and health. By tackling these outcome gaps, there should be a positive impact.</p> <p><u>Potential negative impact</u></p> <p>As above, V4K commits to tackling crime and anti-social behaviour and strengthening communities. This may have a positive impact on people from BME groups by tackling hate crime and increased fear of crime and anti-social behaviour. It may also help to improve relations between people of</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Page 59					<p>different racial groups and promote social inclusion.</p> <p>Many of the commitments in the V4K aim to improve life in Kent for all people, and there is no immediate evidence to suggest that a person's race will negatively affect how the commitments impact on them. However more information is required to understand whether the commitments in V4K could have a negative impact on people from minority racial backgrounds in Kent, or fail to meet their needs.</p> <p>There could be potential for negative impact through the delivery of specific projects and initiatives that will deliver the countywide ambitions if the needs of people of all racial backgrounds are not adequately taken into account. This has been identified as an issue to take forward in the delivery of Vision for Kent.</p> <p>Locality Boards developing action plans to achieve the Ambition Boards in their area will use information on the racial makeup of areas to ensure that they are meeting the needs of people in the area.</p> <p>a) N/A b) Yes - consultation with special interest groups for race is required as above c) Some positive impact on equal opportunities for people from BME groups as explained above.</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Religion or belief	YES	YES	Low	None/ Low (but more info needed)	<p><u>Potential positive impact</u> As above, V4K commits to tackling crime and anti-social behaviour and strengthening communities. This may have a positive impact on people from faith groups by tackling hate crime and increased fear of crime and anti-social behaviour. It may also help to improve relations between people of different faith groups and promote social inclusion.</p> <p><u>Potential negative impact</u> Many of the commitments in the V4K aim to improve life in Kent for all people, and there is no immediate evidence to suggest that a person's faith will negatively affect how the commitments impact on them. However more information is required to understand whether the commitments in V4K could have a negative impact on people from different faith groups in Kent, or fail to meet their needs. Greater reference could be made to the importance of faith groups in community development and community leadership in the ambition 'To put citizens in control' (this was picked up in the EIA for a Sustainable Community Strategy from a Kent Borough.) Reference will be made to this in the draft.</p> <p>There could be potential for negative impact through the delivery of specific projects and initiatives that will deliver the countywide ambitions if the needs of people of all faith groups are not adequately taken into account. This has been identified as an issue to take forward in the delivery of Vision for Kent.</p> <p>a) N/A</p>



Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
					<p>b) Yes - consultation with special interest groups for faith is required as above</p> <p>c) Some positive impact on equal opportunities for people from faith groups as explained above.</p>
<b>Sexual orientation</b>  Page 61	YES	YES	Low	None/ Low (but more info needed)	<p><u>Potential positive impact</u>            Similar to other strands, commitments in the Vision for Kent about creating stronger, safer communities has potential for positive impact on lesbian, gay and bisexual people through reducing hate crime and fear of crime and improving social inclusion.</p> <p>There is also evidence to suggest that some of the quality of life outcomes that Vision for Kent aims to improve may be more likely to affect lesbian, gay and bi-sexual people. Examples include mental health and smoking. By tackling these issues, there should be a positive impact.</p> <p><u>Potential negative impact</u>            Many of the commitments in the V4K aim to improve life in Kent for all people, and there is no immediate evidence to suggest that a person's sexuality will negatively affect how the commitments impact on them. However more information is required to understand whether the commitments in V4K could have a negative impact on lesbian, gay and bisexual people in Kent, or fail to meet their needs.</p> <p>There could be potential for negative impact through the delivery of specific projects and initiatives that will deliver the countywide ambitions if the needs</p>

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/ LOW/ NONE/ UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
					of lesbian, gay and bisexual are not adequately taken into account. This has been identified as an issue to take forward in the delivery of Vision for Kent. a) N/A b) Yes - consultation with special interest groups for gay, lesbian and bisexual people is required as above a) Some positive impact on equal opportunities for gay, lesbian and bisexual people as explained above.
Pregnancy and maternity	YES	YES	Low	None	<u>Potential positive impact</u> V4K makes specific commitments to support pregnant women and new parents through pre-natal support and providing early parenting support to prevent disadvantage in the future. Commitments to help people into work will also have a positive impact on single parents getting back into work after the birth of their child as they are more likely to be unemployed  a) N/A b) No. c) As explained in 'positive impact' as above.

## **Part 1: INITIAL SCREENING**

### **Context**

*Explain how this policy, procedure, project or service relates to a wider strategy*

Vision for Kent 2012-2022 is the new Sustainable Community Strategy for Kent. It replaces the existing Vision for Kent which was published in 2006 and is in need of updating. Sustainable Community Strategies are developed by Local Authorities and set an overall strategic direction and long term vision for the economic, social and environmental well-being of a local area in a way that contributes to sustainable development (Local Government Act 2000.)

In Kent, the Vision for Kent 2012-2022 will be owned by the Kent Forum. The Kent Forum is the top-level strategic partnership for the county and is made up of Kent's democratically elected members (currently the 13 Council Leaders and the Chairman of the Fire Authority.) The Kent Forum will be supported by the Joint Kent Chiefs which is the top-level executive partnership for the county, currently made up of Chief Executives of the 13 Councils and the Primary Care Trusts, the Chief Constable and Chief Fire Officer. The Joint Kent Chiefs will support the Kent Forum in their role to ensure that good progress is being made towards achieving the Vision for Kent 2012-2022.

The Vision for Kent 2012-2022 identifies three countywide ambitions, which are the areas that all partners have agreed to prioritise to improve life in Kent over the next 10 years. Ambition Boards (one for each ambition) reporting to the Joint Kent Chiefs will be developed to strategically facilitate and oversee the achievement of the ambitions. Locality Boards for each District area will deliver the ambitions at a local level in a way that is appropriate to the area.

### **Aims and Objectives**

*Provide a summary of what the policy, procedure, project or service is trying to achieve and how it will be achieved*

The Vision for Kent 2012-2022 provides three clear areas of priority (three countywide ambitions) for making Kent a better place over the next 10 years. It is an overarching partnership strategy that is intended to set direction for partners and bring them together to focus on these priority areas that will make the biggest difference. Agencies that commission and deliver services in Kent will be able to sign up to the Vision and it will help them develop and prioritise their own delivery plans.

The three countywide ambitions in the Vision for Kent 2012-2022 are:

- 1) To grow the economy
- 2) To tackle disadvantage
- 3) To put citizens in control

More detail on why these are important, the impact they will have and how they will be achieved is set out in the draft document.

## **Beneficiaries**

*Set out who the intended beneficiaries?*

The Vision for Kent 2012-2022 aims to make Kent a better place for everyone who lives and works here.

## **Consultation and data**

*Please record any data/research and/or consultation you have carried out to inform your screening*

The Vision for Kent 2012-2022 has been in development since approximately April 2010. During this time, a huge amount of consultation has taken place with partners and other service providers/commissioners from the public, private and voluntary sectors in Kent. This has shaped the draft. Importantly, the three countywide ambitions that make up the Vision for Kent 2012-2022 were identified through a mapping exercise, looking at the top priorities of the main organisations that provide or commission services in Kent. This was supported by facilitated workshops with partners.

In addition, statistical information about Kent has been used in developing the Vision for Kent 2012-2022 to help identify priorities and current and future needs and opportunities. The main sources for this have been [We are the people of Kent](#), [We are the older people of Kent](#), the draft Kent Children and Young People's Plan 2011-2014 (in development,) [Unlocking Kent's Potential \(Regeneration Framework,\)](#) and statistics from the [Kent Public Health Observatory](#).

Equality Impact Assessments of delivery plans that are linked to and will help deliver the Vision for Kent 2012-2022 have also been used to conduct the initial screening and full assessment. The purpose of this is to pick up on any impacts identified in these Assessments that may also apply to the Vision.

To give people the opportunity to comment on the draft and shape the final version of the Vision for Kent 2012-2022 before it is formally adopted, it will be subject to a 10 week formal consultation period. A consultation plan has been developed and is attached as Appendix 1. Following the consultation period, we will revisit the full Equality Impact Assessment in light of the new feedback and any equality and diversity issues that it raises. We will also use this period of consultation to consult with special interest groups where a potential impact has been identified by this screening.

### **Potential Impact**

*Provide a summary of the results from your initial screening, highlighting where there is any potential positive or adverse impact. If there is no impact on any group or the impact is unknown please state that here.*

### **Potential for adverse impact:**

Potential for adverse impact of the Vision for Kent has been identified for disabled people and will be further investigated in the Full Assessment.

For all equality strands, there is potential for adverse impact through the delivery of specific projects and initiatives that will deliver the countywide ambitions if the needs of all people including minority groups are not adequately taken into account. This has been identified as an issue to take forward in the delivery of Vision for Kent and will be added to the EIA action plan. A statement will also be added to delivery sections ('How?') of the Vision for Kent stating that partners will ensure that equality and diversity is a key component of delivering the countywide ambitions.

### **Unknown impact:**

The initial screening has shown that more information is needed on the potential impact of the Vision for Kent on:

- Disabled people
- Black and Minority Ethnic groups
- Faith groups
- Gay, lesbian and bisexual people

Impact on these groups will be further investigated in the Full Assessment

### **Potential for positive impact:**

There is potential for specific positive impacts and promoting equal opportunities for the following groups due to some of the commitments made in Vision for Kent:

- Younger people and older people
- Disabled people
- Women
- Transgender people
- People from Black and Minority Ethnic groups
- People from faith groups
- Gay, lesbian and bisexual people
- Pregnant women and new parents

### **Potential for positive impact for everyone:**

The Vision for Kent 2012-2022 commits to developing fairer, safer, stronger, better communities in Kent. It makes many commitments around improving the services and environment in Kent which will be of benefit to all people and some which will have a stronger benefit to the county's most disadvantaged people. The services, projects and initiatives that will deliver the countywide ambitions will be tailored to needs of the area when being designed and delivered, and this will be of benefit to everyone. The Vision for Kent also commits partners to giving control to people who use their services, working with them to design flexible solutions that meet individual needs.

## JUDGEMENT

### **Option 1 – Screening Sufficient**                      **NO**

Following this initial screening our judgement is that no further action is required.

#### **Justification:**

### **Option 2 – Internal Action Required**                      **NO**

There is potential for adverse impact on particular groups and we have found scope to improve the proposal

*(Complete the Action Plan at the end of this document)*

### **Option 3 – Full Impact Assessment**                      **YES**

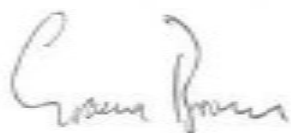
*Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action*

#### **Sign Off - N/A**

*I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.*

#### **Senior Officer**

Signed:



Date:            2<sup>nd</sup> December 2011  
Name:            Graeme Brown  
Job Title:       Partnership Manager, Kent Forum

#### **Directorate Equality Lead**

Signed:



Date:            2<sup>nd</sup> December 2011  
Name:            Ann Cook  
Job Title:       Performance Monitoring Manager

## **Part 2: FULL ASSESSMENT**

### **Name**

*Of the policy, procedure, project or service*  
Vision for Kent 2012-2022 (currently in draft form)

### **Responsible Owner/ Senior Officer:**

Graeme Brown, Kent Forum Manager

### **Date of Full Equality Impact Assessment:**

Planning of full assessment in this form - 14.04.11  
Gathering of data, analysis and action planning - to be carried out between May and November 2011  
Full assessment completed – 23.11.11

### **Scope of the Assessment**

*Set out what the assessment is going to focus on, as directed by the findings from your initial screening*

The initial screening identified potential for negative impact on one group (disabled people) and a need for more information on the potential impact on four groups (disabled people, Black and Minority Ethnic groups, faith groups and gay, lesbian and bisexual people.) The reasons why these judgements were made and specific issues for investigation are explained below:

#### Disabled people

To investigate whether there is potential for disabled people to be 'left behind' in the ambition 'Putting citizens in control' and whether additional measures will be required to support disabled people to take control of their lives.

Also to investigate whether there is potential for negative impact for disabled people of the commitments around 'jobs for all' and reducing benefit dependency in the ambition 'To grow the economy.' There is potential for this to impact negatively on disabled people who are not able to work and will continue to rely on benefits and other support. A balancing statement might need to be added to the draft and actions taken to mitigate any negative impact.

Finally, to determine if there is any further potential for negative or positive impact on disabled people that has not so far been picked up.

#### Black and Minority Ethnic groups

To determine if there is potential for negative or positive impact on Black and Minority Ethnic groups that has not so far been picked up.

#### Faith groups

To determine if there is potential for negative or positive impact on people belonging to different faith groups that has not so far been picked up. There may be impacts around the ambition 'To put citizens in control' and commitments to strengthen communities and encourage people to take more responsibility for themselves, their families and communities.

### Gay, lesbian and bisexual people

To determine if there is potential for negative or positive impact on gay, lesbian and bisexual that has not so far been picked up.

In addition, Vision for Kent 2012-2022 is going out for a 10-week formal consultation period from June to August 2011. Public sector employees and elected Members, Parish Councils, representatives from the voluntary and community sector and representatives from the business sector will be asked to comment on whether Vision for Kent meets the needs of their organisations and the people they serve.

Also, consultation will be open and promoted to the public in Kent, who will be asked to comment on the Ambitions and whether Vision for Kent is missing anything that is important to them. Partners will help to promote the consultation to their service users, in order to promote the consultation widely and particularly to groups which may be hard to reach. Where possible equalities information will be collected about people who provide feedback, to allow us to see whether certain groups are identifying the same issues, and also to see how representative the respondents are of the Kent population.

The consultation may pick up further equality and diversity issues. Comments will be used to influence the final version of Vision for Kent.

### **Information and Data**

*State what information/data/research you have used to help you carry out your assessment*

Information collected during the full assessment was in the form of feedback and answers to questions from the special interest groups identified. This was in the form of verbal feedback written down at consultation meetings, or in the form of a written response from the group. For the general consultation, tailored questions were prepared for each of the main stakeholder groups and responses were in the form of an email or letter, or written down during a phone conversation. Questions were also prepared for members of the public, who were asked to respond by returning a short paper survey, or complete the survey online.

In total just under 800 consultation responses were received. 75% of the responses were from members of the public. In addition, over 900 individual comments and suggestions were received about specific elements of the draft strategy.

All consultation responses and feedback were recorded. The results of the consultation were carefully analysed and used to make recommendations on redrafting the final version of the new Vision for Kent. This analysis fed into the Leaders Task and Finish group, chaired by Paul Carter, which considered these recommendations and developed the final version of the Vision for Kent.



## **Involvement and Engagement**

*Provide details of all the involvement and engagement activity you have undertaken in carrying out this assessment and summarise the main findings*

As identified in the initial screening, special interest groups from the following diversity strands were identified for consultation on potential impact:

- Disabled people
- Black and Minority Ethnic groups
- Faith groups
- Gay, lesbian and bisexual people

Suitable groups were identified and contacted to ask their opinion on the Vision for Kent and any specific issues that were picked up in the initial screening. Colleagues from KCC's Communication, Consultation & Community Engagement division advised on groups to contact in order to ensure that people from these groups are as widely represented in the consultation as possible. The list of groups contacted either via email or post were:

### Disability:

East Kent Association of Senior Citizens Forums  
Kent Enterprise Trust  
Tonbridge and District Mencap Society  
Canterbury Umbrella  
Dial Kent  
Tunbridge Wells Disability Access Group  
Level Playing Field (KCC internal staff group)

### BME:

African Caribbean Forum  
BME Concern  
Canterbury Citizens Advice Bureau  
Guru Nanak Day Centre  
Kent Equality Cohesion Council  
Unite (KCC internal staff group)

### Faith:

Greek Community of Margate  
Shorne Parochial Church Council  
Shri Guru Ravidass Gurdwara  
Pembury Baptist Church  
Santi Vanaram Buddhist  
Canterbury Muslim Cultural Centre  
Kent Equality Cohesion Council  
Christians at KCC (KCC internal staff group)

### LGBT:

Acceptance  
Solos Inc  
Kent Union LGBT Liberation

Kent LGBT Advisory Group  
Metro Centre (Young People LGBT Forums)  
Kent Equality Cohesion Council  
Rainbow (KCC internal staff group)

From this consultation responses were received from 7 groups across the range of diversity strands.

As mentioned above, Vision for Kent 2012-2022 also went out for general consultation and the consultation plan is attached (see Appendix 1.)

Work was also conducted with the KCC Gypsy and Traveller Unit to hand deliver consultation leaflets to all residents of their sites across Kent. The total of households delivered to was 143. The site managers also offered to help with the reading or understanding of the content.

The KCC Staff group for young people 'Greenhouse' were also consulted.

### **Judgement**

*Set out below the implications you have found from your assessment for the relevant diversity groups. If any negative impacts can be justified please clearly explain why.*

Consultation with special interest groups did not raise any issues with the Vision for Kent as a strategy, with the three ambitions in general, or with specific commitments within the strategy.

Comments focused on either how the ambitions and commitments were delivered or specific wording within the draft Vision for Kent.

Wider consultation, and a subsequent meeting of the Vision for Kent Leaders Task and Finish group, identified the need for a shorter, more focused document. Therefore consultation responses on specific wording within the Vision for Kent have been superseded, however these comments were taken into consideration when developing the shorter Vision for Kent.

Specific impacts which were raised related to the delivery of the Vision for Kent are addressed in the Action Plan.

### **Action Plan**

*Provide details of how you are going to deal with the issues raised in judgement above and complete the Action plan at the end of this document*

See Action Plan.

### **Monitoring and Review**

*Provide details of how you intend to monitor and review progress against the above actions*

Monitoring and reviewing to be conducted by specific KCC directorates (owner of the action), as detailed in the Action Plan.


A review of the Vision for Kent strategy to be carried out periodically within it's 10 year lifespan.

### **Sign Off**

*I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.*

### **Senior Officer**

Signed:



Date: 2<sup>nd</sup> December 2011  
Name: Graeme Brown  
Job Title: Partnership Manager, Kent Forum

### **Directorate Equality Lead**

Signed:



Date: 2<sup>nd</sup> December 2011  
Name: Ann Cook  
Job Title: Performance Monitoring Manager

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## Equality Impact Assessment Action Plan -

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
<b>Age</b>	Ambitions may impact on differing age groups in differing ways, particularly through the planning and delivery process	Ensure differential age impacts are taken into account when designing specific project and work streams	Age trends are taken into account and responded to through delivery mechanism	ALL Ambition Boards	Ongoing	Nil – Included in existing operations
<b>Gender</b>	Various gender inequalities exist such as unemployment levels in East Kent for men	Ensure gender impacts for both men and women are taken into account through the use of statistical and other data in order to understand trends and issue	Gender trends are taken into account and responded to through delivery mechanism	ALL	Ongoing	Nil – Included in existing operations
<b>Gender Identity</b>	Recognition of failure of plans / projects and services to adequately plan / commission and delivery responses to the community	Engagement of groups / charities associated with the needs of the Transgender community	Transgender issues to be taken into account through delivery mechanisms – Further impact assessments	ALL	Ongoing	Nil – Included in existing operations
<b>Gender Identity</b>	Transgender people present differing health, sexual health and	Differing needs accommodated in health provision	Differing needs recognised and appropriate provision	Health and Well Being Board	Ongoing	Nil – Included in existing operations

	mental health needs		provided including preventative services			
<b>Race</b>	Lack of awareness in BME businesses could lead to missed economic opportunities.	BME businesses to be engaged including opportunities, support and use of networks	Full engagement of BME businesses leading to equal opportunities to fulfil potential	Ambition Board 1	Ongoing	Nil – Included in existing operations.
<b>Race</b>	Differing health issues in BME communities	Ensure differing health issues are taken into account when designing specific services / projects	Closing health inequalities gap	Ambition Board 2	Ongoing	Nil – Included in existing plans.
<b>Race</b>	Differing living arrangements for BME families e.g. larger family groups catering for extended family	To take into consideration differing living arrangements	Diversity needs recognised and accommodated	Kent Housing Group	Ongoing	Will need to be managed within existing housing budgets
<b>Race</b>	Migrant communities remain unaware of available services	Outreach and community engagement to raise awareness of public services and influence future service design	To reduced gap in awareness and ensure services are equally accessible.	Ambition Board 2 / Ambition Board 3	Ongoing	Nil – Included in existing plans.

<b>Race</b>	A risk lack of awareness in BME communities could lead to missed opportunities in relation to Locality Act.	For future funding and contract opportunities to be available to all organisations and people	BME groups are equally aware of opportunities and are able to engage fully in the opportunities of the Localism Act	Ambition Board 3	Ongoing	Nil – Included in existing plans.
<b>Race</b>	Language and cultural barriers in accessing information and being involved in decision making	Use of wide ranging communication methods to ensure involvement of BME communities	BME groups have equal access and opportunities to take part in decision making processes	Ambition Board 3	Ongoing	Nil – Included in existing plans.
<b>Race</b>	Lack of understanding regarding potential of BME VCS sector.	Targeted engagement of BME VCS sector	A vibrant BME VCS sector that is able to take advantage of opportunities and delivers support for BME communities	Ambition Board 3	Ongoing	Nil – Included in existing plans.
<b>Disability</b>	Risk current economic climate increases challenge for disabled people to find work	Ensure plans on employment of socially excluded adults address the specific needs of disabled people	Improving employment rate of disabled people	Ambition Board 2	Ongoing	Nil – Included in existing plans.

<b>Disability</b>	Disabled people may require greater support in finding employment	Public agencies and VCS fully aware of range of support available	Equal access to employment support	Ambition Board 2	Ongoing	Nil – Included in existing plans.
<b>Disability</b>	Reductions in public expenditure could lead to loss of independence rather than gaining it	Risk is understood and taken into consideration when taking service decisions	Disabled people are not disproportionately affected	Kent Forum	Ongoing	Nil – Included in existing plans.
<b>Disability</b>	Disabled and vulnerable people cannot depend on volunteers to provide support	Statutory services will be continued to be provided	Disabled and vulnerable people will continue to receive support from a range of providers	Ambition Board 2	Ongoing	Nil – Included in existing plans.
<b>Disability</b>	Failure to recognise the needs of younger people with disabilities	Ensure differing needs of young people with disabilities are taken into account when designing specific services / projects	Young people with disabilities are not disproportionately affected by any changes and are able to take advantage of opportunities	Ambition Board 2	Ongoing	Nil – Included in existing plans.
<b>Religion &amp; belief</b>	Failure to recognise faith group's contribution could lead to missed opportunities to use their potential to deliver the	Full awareness of potential of sector understood by partners	Faith groups engaged and able to take advantage of opportunities and deliver support for communities	Ambition Board 3	Ongoing	Nil – Included in existing plans.



	three ambitions.					
<b>Religion &amp; belief</b>	Failure to recognise the needs of faith communities such as the Jewish community in East Kent	Ensure differing needs of faith community are taken into account when designing specific services / projects	Faith communities are not disproportionately affected by any changes and are able to take advantage of opportunities	Ambition Board 3	Ongoing	Nil – Included in existing plans
<b>Sexual Orientation/ Race/ Gender/ Disability</b>	Hate crime perpetrated on those minority groups	Working together with partners to ensure that there are clear protocols and shared understanding and responses to Hate Crime across the County	People living in Kent are free from harassment crime and victimisation	Community Safety Partnership	Ongoing	Nil – Included in existing plans
<b>Sexual Orientation</b>	Homophobic bullying negatively impacts young people's confidence and achievement	Tackling homophobic bullying in schools and communities	Reduced incidents of homophobic bullying. Children and young people are able to attend school free from victimisation and harassment and bullying leading to improved achievement across all key stages.	Ambition Board 2	Ongoing	Nil – Included in existing plans.

			Reduce risk of suicide linked to bullying.			
<b>Sexual Orientation / Age</b>	Less secure housing arrangements leading to homelessness  Obligations under the Southwark Judgement	Planning and housing delivery to reflect particular LGBT and young people issues	Appropriate provision provided	Kent Housing Group	Ongoing	Nil – Included in existing plans.
<b>Sexual orientation</b>	LGB people present differing health, sexual health and mental health needs	Differing needs accommodated in health provision	Differing needs recognised and appropriate provision provided including preventative services	Health and Well-being Board	Ongoing	Will need to be managed within existing health budgets
<b>Sexual Orientation / Gender Identity</b>	There are relatively few LGB and Transgender specific vol orgs / community groups within Kent.	Ensure limited number of LGB groups does not prevent engagement and reflection of LGB issues	Equal voice for LGB vol orgs / community groups	Ambition Board 3	Ongoing	Nil – Included in existing plans.

By: Mr Graham Gibbens, Cabinet Member for Adult Social Care and Public Health

To: County Council – 15 December 2011

Subject: Select Committee: Dementia – a new stage in life

Summary: To comment on and endorse the report of the Select Committee on Dementia

## 1. Introduction

The Adult Social Care and Public Health Policy Overview and Scrutiny Committee proposed the establishment of a Select Committee to look at issues around services and support for people living with dementia in Kent. This was agreed by the Policy Overview Co-ordinating Committee (now the Scrutiny Board) at its meeting on 16 October 2009 following publication of a National Dementia Strategy in February of that year. On 28 September 2010 the Coalition Government published its own implementation plan for the Strategy: Quality outcomes for people with dementia: Building on the work of the National Dementia Strategy. The Select committee was established shortly before Christmas 2010 and determined from the outset to keep as a central focus of the work, the views and concerns of people with dementia and their family carers.

## 2. Select Committee

### 2.1 Membership

The Chairman of the Select Committee was Mrs Trudy Dean, other members being Mrs Ann Allen, Mr David Brazier, Mr Alan Chell, Mr John Kirby, Mr Steve Manion, Mr Ken Pugh and Mr Avtar Sandhu. In addition, Mr Leslie Christie was co-opted onto the Committee.

### 2.2 Terms of Reference

The Select Committee agreed draft Terms of Reference in December 2010 and determined that the scope would remain flexible until a number of key issues had been identified by people with dementia and carers taking part in the review. Final terms of reference were:

To examine issues around the ‘9 Steps’ of ‘Quality Outcomes’ for people with dementia and their carers in Kent<sup>1</sup>.

**The 9 Steps Draft synthesis of outcomes desired by people with dementia and**

<sup>1</sup> Department of Health (2010)

**their carers:** By 2014, all people living with dementia in England should be able to say:

- I was diagnosed early
- I understand, so make good decisions and provide for future decision making
- I get the treatment and support which are best for my dementia, and my life
- Those around me and looking after me are well supported
- I am treated with dignity and respect
- I know what I can do to help myself and who else can help me
- I can enjoy life
- I feel part of a community and I'm inspired to give something back
- I am confident my end of life wishes will be respected. I can expect a good death.

To identify good practice and innovation in Kent and elsewhere, that could contribute to achievement of the '9 steps'.

To identify factors militating against achievement of the '9 steps' and make recommendations for improvements.

### *2.3 Evidence*

The Committee obtained information from a variety of sources to inform the review and began its work with an informal training and briefing session hosted by the Alzheimer's Society, followed by visits to a number of sites including care homes, peer support groups and memory cafes. Oral and written evidence was gathered from stakeholders including people with dementia and family carers. An invitation was extended to carer and client groups to comment and two consultation events were held for people living with dementia, carers and supporters; one in East Kent and one in West Kent, in collaboration with the Patient Advice and Liaison Service (PALS), Kent and Medway NHS and Social Care Partnership Trust -East Kent. The views of people living with dementia and family carers remained central throughout the review process. A focus group comprising professionals involved in different aspects of dementia health and social care met twice during the review to inform the Terms of Reference and later to contribute to Members' discussion of recommendations.

### *2.4 Timescale*

Having begun its work with a training/briefing session in January 2011, the Select Committee conducted a programme of visits during February and formal hearings during March and April. Following a break in May, there was then a period of written evidence gathering and consultations. The Select Committee met with the Cabinet Member and Directors on 22 July 2011 to receive and discuss draft recommendations following which a report was compiled during the summer. A draft report was sent for comment to a number of people living with dementia; carers and the professionals' focus group. The report was finalised after a further meeting of stakeholders in October and was well received by the Adult Social Care and Public Health Policy Overview and Scrutiny Committee on 10<sup>th</sup> November.

### **3. The Report**

3.1 A copy of the Executive Summary and recommendations is attached as Appendix 1. The full report will be available on the [Council website](#) or a hard copy can be obtained by request to the Overview and Scrutiny Team ([overviewandscrutiny@kent.gov.uk](mailto:overviewandscrutiny@kent.gov.uk) or 01622 694269).

### **4. Conclusion**

4.1 I would like to congratulate the Select Committee on completing this challenging piece of work.

4.2 I would also like to thank all those witnesses, particularly people living with dementia and their carers, who gave evidence to the Select Committee and the officers who supported it.

4.3 The report was welcomed by the Adult Social Care and Public Health Policy Overview and Scrutiny Committee to whom it was presented, by the Chairman of the Select Committee Mrs Trudy Dean, on 10<sup>th</sup> November.

### **5. Recommendations**

5.1 The Select committee be thanked for its work and for producing a useful and encouraging document.

5.2 The witnesses and others who provided evidence and made valuable contributions to the Select Committee be thanked.

5.3 The Select Committee report and its recommendations be endorsed by the County Council subject to resources being identified

#### Background Information:

Department of Health (2010) Quality outcomes for people with dementia: Building on the work of the National Dementia Strategy. [Online]. London: DH Available from: [http://www.dh.gov.uk/prod\\_consum\\_dh/groups/dh\\_digitalassets/@dh/@en/@ps/documents/digitalasset/dh\\_119828.pdf](http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_119828.pdf) [Accessed September 2011]

#### Report

[http://www.kent.gov.uk/your\\_council/how\\_the\\_council\\_works/decisions/overview\\_and\\_scrutiny/select\\_committee\\_reports/dementia\\_select\\_committee.aspx](http://www.kent.gov.uk/your_council/how_the_council_works/decisions/overview_and_scrutiny/select_committee_reports/dementia_select_committee.aspx)

Select Committee Research Officer:

Sue Frampton

Policy Overview Research Officer

[Sue.frampton@kent.gov.uk](mailto:Sue.frampton@kent.gov.uk)

01622 694993

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# DEMENTIA - A NEW STAGE IN LIFE



## SELECT COMMITTEE REPORT EXECUTIVE SUMMARY September 2011

Kent County Council  
County Hall  
Maidstone  
ME14 1XQ  
08458 247247  
[county.hall@kent.gov](mailto:county.hall@kent.gov)  
Select Committee Officer: Sue Frampton



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## Chairman's Foreword



In a recent national survey, people said they feared the onset of dementia more than anything else including cancer. Yet the Select Committee found that few people understood dementia and its causes and even fewer people were aware that we can all take steps to help prevent it and delay its progress.

This lack of understanding in the general population, and more surprisingly amongst professionals, is making life for both sufferers and carers more difficult, stressful, costly and emotionally and physically draining than it needs to be. Many people said to us "No one listened to me. I was left alone to cope."

We have also heard stories where knowledgeable and skilled workers, volunteers and communities have been able to have a transformational effect, helping people to live well with dementia.

During our work, dementia has become a high profile subject nationally and many other bodies have begun working on improving their dementia services. We hope this report is a workmanlike addition to their knowledge and will help focus attention on the practical improvement which will make a difference.

We have heard many moving stories of carers who have looked after a relative with dementia at quite extraordinary personal cost; they have in many cases given up their right to a private life, career and home, and done so willingly and with love. They deserve our thanks and support

The Select Committee would like to thank all those organisations and individuals who helped us by giving evidence. In particular we would like to thank those who shared their very personal memories.

*Trudy Dean*

**Trudy Dean**  
**Chairman, Dementia Select Committee**

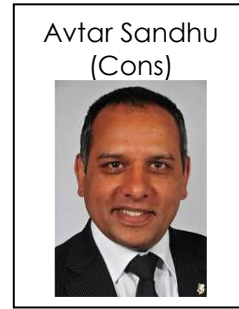
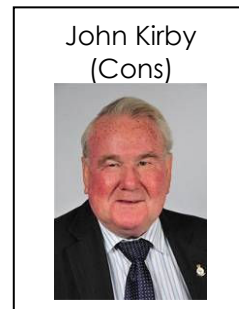
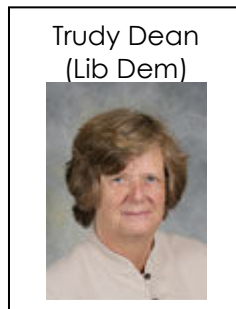
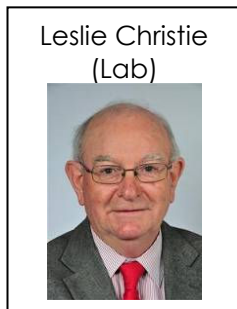
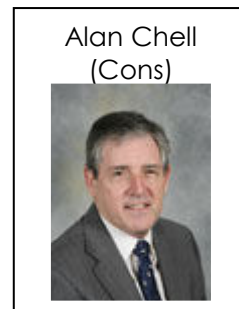
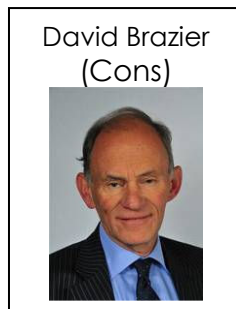


# I EXECUTIVE SUMMARY

## 1.1 Committee membership

The Select Committee comprised nine Members of the County Council; seven Conservative, one Labour (co-opted Member) and one Liberal Democrat.

Kent County Council Members (County Councillors):



## 1.2 Establishment of the Select Committee

- 1.2.1 The Select Committee was established by the Adult Social Services Policy Overview and Scrutiny Committee<sup>1</sup> at the end of 2010 as a result of a proposal submitted originally in 2007 by Members Mrs Trudy Dean and Mr George Koowaree.
- 1.2.2 In the intervening period a National Dementia Strategy was established and Members wished to scrutinise local progress on its implementation, particularly in light of the impact of demographic changes in Kent, concerns expressed by constituents and increased media interest.

## 1.3 Definitions of Dementia

- 1.3.1 *“The term 'dementia' is used to describe the symptoms that occur when the brain is affected by specific diseases and conditions. Symptoms of dementia include loss of memory, confusion and problems with speech and understanding”<sup>2</sup>.*
- 1.3.2 The National Dementia Strategy: Living Well with Dementia defines it thus:
- “Dementia is used to describe a syndrome which may be caused by a number of illnesses in which there is progressive decline in multiple areas of function, including decline in memory, reasoning, communication skills and the ability to carry out daily activities. Alongside this decline, individuals may develop behavioural and psychological symptoms such as depression, psychosis, aggression and wandering, which cause problems in themselves, which complicate care, and which can occur at any stage of the illness”.*
- 1.3.3 Defined by a former carer: *“Dementia is a change to a new stage in life. It is not the end of life.”*
- 1.3.4 The most common causes of dementia are given on page 15.
- 1.3.5 Though the presentation and course of different types of dementia varies, the common characteristics noted above become more pronounced over time and the condition is degenerative.
- 1.3.6 Current care approaches focus on extending the period during which people can live well with dementia, supported within their communities or in residential care settings.

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<sup>1</sup> now succeeded by the Adult Social Care and Public Health Policy Overview and Scrutiny Committee.

<sup>2</sup> Alzheimer's Society Online at:

[http://alzheimers.org.uk/site/scripts/documents\\_info.php?documentID=161](http://alzheimers.org.uk/site/scripts/documents_info.php?documentID=161)

## 1.4 Terms of Reference

1.4.1 To examine issues around the '9 Steps' of 'Quality Outcomes' for people with dementia and their carers in Kent<sup>3</sup>.

**The 9 Steps Draft synthesis of outcomes desired by people with dementia and their carers:** By 2014, all people living with dementia in England should be able to say:

- I was diagnosed early
- I understand, so I make good decisions and provide for future decision making
- I get the treatment and support which are best for my dementia, and my life
- Those around me and looking after me are well supported
- I am treated with dignity and respect
- I know what I can do to help myself and who else can help me
- I can enjoy life
- I feel part of a community and I'm inspired to give something back
- I am confident my end of life wishes will be respected. I can expect a good death.

1.4.2 To identify good practice and innovation in Kent and elsewhere, that could contribute to achievement of the '9 steps'.

1.4.3 To identify factors militating against achievement of the '9 steps' and make recommendations for improvements.

## 1.5 Scope of the review

1.5.1 The original draft scope included aspects noted on the next page and those considered to be of most concern to people living with dementia and carers who participated in the review were given greater focus, and hence feature more prominently in this report.

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<sup>3</sup> Department of Health (2010)

- Stigma
- Awareness-raising among professionals
- Inclusiveness of training, care and support
- Early diagnosis
- Post-diagnosis support
- Carers
- Technology
- Information, advice and signposting
- Decision-making
- Personalisation
- Person-centred care

## 1.6 Exclusions

- 1.6.1 It was decided at the outset to exclude End of Life Care from the scope, other than from the perspective of decision-making since this aspect of care is not exclusive to dementia and could benefit from investigation by a separate, full and focused select committee review.

## 1.7 Evidence gathering

- 1.7.1 A list of the witnesses who submitted written evidence is given at Appendix 2 along with the names of professionals who attended one or in some cases two Focus Group meetings to assist the Select Committee prior to decisions about Terms of Reference and Recommendations. A list of witnesses attending hearings is at Appendix 3; details of training and visits carried out as part of the review are given at Appendix 4 and feedback summaries from consultation events on 11<sup>th</sup> and 15<sup>th</sup> April are given at Appendix 5.

## 1.8 Key findings

- 1.8.1 Early diagnosis of dementia is important for a number of reasons. Importantly, it enables the person who is affected to make sense of cognitive or other difficulties they have been experiencing; it enables them to obtain treatment if appropriate for their type of dementia and it is often the means by which they are able to link in to vital sources of local information and support. Being diagnosed early on also buys time for people to discuss and make clear their wishes about the future and to make arrangements for living their life well.

***“It makes such a difference if people make their wishes known when they are able to do so and not when they are in a crisis situation.”***

1.8.2 Dementia is a condition which is more common in older people and relatively few people under 65 are affected. However, people with learning disabilities (and in particular Down's Syndrome) are living longer and in their 50s and 60s are more likely to develop a dementia than other people of the same age. Due to the relative rarity of younger onset dementia, suitable services and support have been slow to develop in Kent, with the exception of some voluntary sector provision, and as a result the needs of this group are not currently being met.

***“If twelve months ago someone had asked me what thoughts came to mind when dementia or Alzheimer’s were mentioned I would have described an elderly person who was either being cared for in their own home by a devoted family member or in a residential or nursing home. Since then I have experienced first-hand how mis-informed this view is.”***

1.8.3 The assessment and diagnosis of people with dementia at Memory Clinics (as directed by NICE guidelines) may not always be the most supportive option e.g. for frail elderly people. There are also gaps in support post diagnosis due to poor communication and a lack of formal shared care arrangements between GPs and specialists. People with dementia who go into hospital may have their medication discontinued because it is not on GP lists. Assessment and diagnosis closer to home could contribute to reduced stigma; improve the rates of diagnosis overall and improve outcomes for more people with dementia and their carers.

***“Mum had a fall and fractured her hip. She went into the William Harvey Hospital. The staff ignored me when I tried to speak to them about her dementia medication. Her GP hadn’t recorded it so the hospital thought that she wasn’t on any medication. We found it hard to get information when she was in hospital.”***

1.8.4 The stigma associated with dementia is steadily reducing as people become more aware of the condition. It is important to keep up the momentum that has built up in awareness-raising. Reducing stigma will ensure that people with dementia are treated with dignity and respect in their communities. It will also mean they are less afraid to seek support and help. Some Black and Minority Ethnic (BME) communities need a different approach to ensure that stigma is addressed and families are not left isolated and unsupported. Ensuring that young people have a good understanding of dementia could reduce the level of stigma people will experience in the future; help to build compassion in communities and contribute to a more caring and empathetic workforce in the future.

***“Image is everything. Minority Groups need to be confident that when they raise issues they will be heard.”***

- 1.8.5 Public health messages have an important role to play in persuading people to adopt healthier lifestyles that could reduce the chances of their developing a dementia in the future. The national programme of Health Checks, as it is established in Kent, could reinforce messages about healthy lifestyles and help to identify people at risk of a dementia in future. It could also help to identify people at the early stages of dementia and link them to appropriate treatment and support earlier than is currently achieved in Kent.

***“We are at the tipping point of public awareness”.***

- 1.8.6 Voluntary Sector organisations provide invaluable specialised support for people with dementia and their carers and this will become increasingly important as fewer in-house (council provided services) are available. There is currently an uneven distribution of services across the county and commissioners of health and social care services for dementia will have an important role in ensuring everyone in Kent who has a dementia can access support locally.

***“We are looking at the possibilities of new groups as some have become so popular that they are outgrowing their venues. At our newest group for those with Younger Onset Dementia last evening we had nine couples including three new couples . . .”***

- 1.8.7 Home care support is not currently set up in a way that acknowledges the particular problems and challenges faced by people with dementia, whether or not they have a diagnosis. The level of dementia awareness and training of the care workforce needs to be raised overall and in order to achieve this, the Select Committee proposes that KCC assessment and enablement workers should have a higher level of dementia training. Furthermore, dementia training should be a requirement in contractual arrangements with providers. The Select Committee believes that provision of specialist as opposed to generic services is not, in itself, a solution but an increase in the availability of highly specialised voluntary sector dementia support in Kent will ensure that more people purchasing services can choose the level of support that they need. It could also enable different models of homecare provision (e.g. combining personal budgets at local level) to be tested.



***“We often find carers deciding it is easier to struggle on coping alone rather than put up with different and often poorly trained workers coming into the home.”***

1.8.8 Residential care services, whether specialised to dementia or generic can improve the lives of people with dementia, firstly, if the living environment incorporates physical design features in line with current best practice and secondly if well-trained staff can ensure there are meaningful activities and positive interactions for people, helping to retain skills and pursue interests, faiths and important relationships.

1.8.9 Carers for people with dementia play an important role which needs to be better recognised and acknowledged. If people with dementia are expected to live well and safely at home, carers too must be well supported. Carers for people with dementia need respite appropriate to their needs; and ready access to the information they need to help them in their caring role. The important relationship between the carer and cared for person must be protected and supported. Carers must also be able to enjoy their own lives. Carer support organisations would welcome a ‘9 Steps for Carers’ which acknowledges the crucial role that carers play in supporting people living with dementia. Carers across the county are now able to access comprehensive ‘Confidently Caring’ training to support them in their role.

***“What happens when a carer gets ill – carers neglect themselves and miss even flu jabs as they have no-one to help.”***

1.8.10 The dementia care pathway in the future should be one which acknowledges the high level of social care needs that the condition demands. The particular health needs of people with dementia must be met in whichever setting they are living. The available funding should be identified and directed towards preventative (early intervention) services so that people with dementia and their carers can access a range of support to improve health and wellbeing. This should include positive and educational activities; social support, including memory cafes and peer support; advocacy services; crisis and emergency support and planned respite.

***“It is only because we can see his house, coupled with the technology we now use, that he is able to remain in the home he has lived in for 55 years.”***

***“The Dementia Advocacy team were a godsend. To have an independent person to represent D’s needs and rights was a huge relief, and made me feel less of a lone (and emotionally involved) voice.”***

1.8.11 Professionals in health and social care fields must be made more aware of dementia, its effects on people with the condition and their carers and the support that is available. Professionals must ensure they integrate their planning and their records as well as their day to day working so that people with dementia and carers are better supported. The Health and Wellbeing Board can play an important role, ensuring that this integrated working takes place at all levels. A range of professionals from different sectors including Kent Police can also contribute to better safeguarding for people with dementia and their carers.

***“None of the services are not doing their job but what they are not doing is doing it together.”***

1.8.12 People with dementia, their carers and former carers can play a vital role in directing the development of services and support including through Local HealthWatch and potentially through membership of any dementia advisory group set up in relation to the Health and Wellbeing Board.

***‘Co-production is an idea whose time has come. The idea, put simply, is that people’s needs are better met when they are involved in an equal and reciprocal relationship with professionals and others, working together to get things done.’***

1.8.13 There is an increasing body of research and knowledge about dementia. Dementia service commissioners and providers have the opportunity to work with academic colleagues to develop new services and test models of service provision developed with and by people with dementia and their carers. This will ensure that future services and support are better tailored to meet their needs.

## **1.9 RECOMMENDATIONS<sup>4</sup>**

### **DEMENTIA IN KENT**

R1

That a business case is developed in Kent for shared care prescribing arrangements for dementia medication and that GPs are encouraged to be more proactive in reviewing all people diagnosed with dementia, regardless of whether dementia medication is indicated. (p50)

R2

That in disposing of KCC buildings, the options for Community Asset Transfer are proactively explored to maximise the opportunity for voluntary sector dementia respite and day services. (p54)

R3

That KCC seeks to work with Dementia UK and relevant health organisations including GP practices in Kent to explore ways of widening access to the Admiral Nursing Service in Kent so that more people with dementia and their carers have access to a named, specialist contact. (p57)

### **SUPPORTING EARLY DIAGNOSIS BY RAISING AWARENESS AND REDUCING STIGMA**

R4

That, to improve the rates of early diagnosis of dementia in Kent, KCC:

- works with colleagues in Public Health, the Voluntary Sector, community and faith groups to raise awareness (and dispel stigma) about dementia in the general population and among particular cultural groups, encouraging the use of positive and inclusive language and images in communications about dementia.
- works with the Alzheimer's Society to develop a '10 signs of dementia' poster (which distinguishes between signs of concern and normal signs of ageing).
- considers whether media/publicity could help to raise awareness about dementia, such as:

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<sup>4</sup> Page numbers refer to main report

**Memory problems that interfere with daily life?**

**Inability to plan and solve problems?**

**New problems with speaking or writing?**

**Difficulty completing familiar tasks?**

**See your doctor and discuss ways to get advice, information and support**

- presses for the inclusion of an appropriate dementia screening tool in the NHS Health Checks programme in Kent (and adherence to relevant NICE guidance). (p79)

R5

That, to ensure young people have a good understanding of dementia, KCC:

- ensures libraries in Kent have books which explain dementia to children of different ages and encourages schools to do so
- seeks to fund a youth project to create a DVD, raising awareness about dementia and encouraging inter-generational support, which could be shown in Kent schools. (p82)

## **SUPPORTING CARERS AND CARING RELATIONSHIPS**

R6

That KCC acknowledges and highlights the perspective of carers (and former carers) for people with dementia in a '9 steps for dementia carers' for inclusion in the next Kent Carers' Annual Report. (p85)

R7

That KCC encourages the commissioning of a variety of early intervention measures in order to reduce avoidable, inappropriate and expensive hospital admissions for people with dementia, to improve the quality of life and outcomes for a greater number of people with dementia and carers and that commissioning should include:

- Implementation of a pilot Shared Lives scheme for people with dementia, in co-operation with PSSRU Kent University, which develops the current Adult Placement Scheme and explores whether the management of personal budgets by voluntary sector service providers could help to provide more person-centred respite, for example, for people in rural areas, using the Shared Lives Model.
- Independent advocacy services for people with dementia in East and West Kent.

R8

That KCC seeks to promote greater awareness of Lasting Powers of Attorney (LPA) and considers whether a service could be offered by KCC Legal Services in this regard and that KCC supports the work of the British Banking Association to improve training for staff on LPA in order to minimise stress experienced by carers for people with dementia in organising finances. (p97)

R9

That KCC works with Kent Police and relevant health organisations in order to ensure that there is proactive support for and appropriate responses to carers who may be experiencing domestic violence as a result of dementia-related aggression in a loved one. (p101)

R10

That KCC extends the successful Telecare pilot work by evaluating how different types of assistive technology can support people with dementia to live safely and securely at home and in particular to assist with 'safer walking'. (p104)

## **INFORMATION AND SIGNPOSTING**

R11

That KCC ensures that people living with dementia and their carers have access to good quality, well maintained information on local services and support in Kent and in their local area and that:

- printable, district level information is made available through links on DementiaWeb.
- KCC works with relevant health organisations and partners in the voluntary sector to ensure that this standard information 'set' is known to/made available through local authority offices, Gateways, Citizens Advice Bureaux, dementia and carer support organisations and in particular GP surgeries.
- as well as signposting to local groups offering dementia support, DementiaWeb should provide information about Adult Education opportunities and details of the Health Referral Scheme (50% discount on courses), and Library services for people with dementia.
- there is a consistent approach to the provision of information and signposting by KCC in response to enquiries regarding people with dementia who are self-funded, ensuring that all enquirers are made aware of DementiaWeb and the local information guides. (p111)

R12

That KCC and Health Commissioners should ensure that every Kent district or borough has at least one memory cafe as well as peer support for people with dementia. That KCC should promote the grass roots development of a network of memory cafes and peer support by engaging local groups such as Rotary, U3A, Older Person's forums, Carer Support Groups and Neighbourhood Watch; encouraging them to apply for funding through Members' Community Grants. (p115)

## **DEMENTIA CARE PATHWAY – FUTURE STRATEGY FOR KENT**

R13

That in establishing and developing the 'core offer' of services and support for people with dementia and their carers, KCC and NHS Dementia Service Commissioners build on existing links with the academic sector (particularly the Dementia Services Development Centre at Canterbury Christ Church University and PSSRU at the University of Kent) to maximise research opportunities and ensure that the development of the dementia care pathway in Kent is informed by evidence and best practice. (p120)

R14

That, given the high proportion of undiagnosed dementia in Kent, '2nd level' training in dementia should be compulsory for all KCC assessment and enablement workers; basic dementia awareness training should be strongly encouraged for other KCC staff engaged in dementia support work and a requirement for an appropriate level of dementia training should be reflected in contractual arrangements with providers. (p121)

R15

That KCC (through the Health and Wellbeing Board, where appropriate):

- encourages GP practices to invite voluntary sector dementia support organisations to protected learning sessions to raise awareness among clinical and non-clinical staff about dementia and the local support available for people with memory problems.
- focuses on maximising KCC's role in the training and development of the social care workforce to ensure that safety and quality of care for people living with dementia are given the highest priority.
- encourages the commissioning of joint education and training for health and social care professionals including General Practitioners, on dementia, to support integrated working in the future.

- encourages greater awareness among hospital staff in Kent about when to engage with liaison nurses to minimise admissions, reduce lengths of stay, ensure dignified care and speed up discharges to appropriate locations for people with dementia in order to minimise distress and contribute to cost savings.
- encourages relevant health organisations, including GP practices and partners in the voluntary sector to identify opportunities for pooled health and social care funding of community based care co-ordinators (see recommendation 2) and that personalised multi-agency care plans can be readily accessed by professionals providing care and support to people with dementia at home and during transitions of care.
- Identifies as a matter of urgency the approximate current spend on dementia by all agencies and models the change in spend between providers as diagnosis rates improve, the social care model is implemented and there is a change in use of acute services. This will provide a benchmark for the development of services and a context for assessing the value both in cost and quality of provision of pooled budgets and preventative services. (p128/9)

#### R16

That KCC considers whether a separate Kent & Medway strategy for Younger Onset Dementia is required to ensure that the needs of this group are met and that any future dementia strategy or plan:

- takes account of the particular circumstances experienced by a younger age-group and the development of appropriate services and support based on evidence and best practice
- includes an assessment of the likely impact of increased numbers of people with learning disabilities having dementia in the future
- is proactive in mapping where support and services will be needed. (p130)

#### R17

That people living with dementia and their carers are enabled to play a central role in encouraging integrated services and deciding how best to support people with dementia and their carers in Kent including through HealthWatch and its links to the Health and Wellbeing Board and the GP commissioning bodies. (p132)

***“... by taking part in things like this to raise awareness, it gives me a purpose in life. It makes me feel like I am doing something worthwhile and helping others in my situation while I still can. Thank you for listening.”***

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By: Mike Hill, Cabinet Member

To: Kent County Council – 15 December 2011

Subject: The Annual Operating Plan 2011/12 of the Youth Offending Service

Classification: Unrestricted

Summary: This paper provides a context for and an introduction to the core objectives of the Annual Operating Plan of the Youth Offending Service for 201/12.

FOR APPROVAL

## 1. Introduction

1.1 The Annual Operating Plan sets out how the Youth Offending Service (YOS) intended to work during 2011/12 towards the principal aim for the youth justice system, “the prevention of offending by children and young people”. The Plan, which is a statutory requirement (Crime & Disorder Act 1998, Section 40) is submitted to the Youth Justice Board for England & Wales.

1.2 The key themes in the Plan include:

- (i) the partnership arrangements for the management of YOS
- (ii) the targets for the performance of the Service
- (iii) planned new developments and the activity forecasts for the core youth justice services
- (iv) the resources the Service has available to deliver the objectives of the Plan

## 2. Context

2.1 A downward shift in the level of activity within the youth justice system in the county was recorded during 2010/11 when compared with 2009/10.

Activity	2009/10	2010/11	% Shift
Number of Offences	6142	5363	-12.7
Number of Offenders	3590	2916	-19.8
Number of First Time Entrants	1890	1439	-23.9
Number of remands to the Secure Estate	209	151	-27.8
Number of Court Disposals	5102	4138	-18.9
Number of Custodial Sentences	127	113	-11.0
Re-offending Rate	27.7%	32.4%	

2.2 The increase in the rate of re-offending with the 2010 cohort was of concern when compared to the outcome achieved with the 2009 cohort. The related issues are addressed within the Plan.

### **3. YOS Business Priorities for 2011/12**

3.1 The key priorities for the Service during the current year centre on a number of themes, the majority of which are consistent with those for 2010/11. The themes include:

- (i) the establishing of the Integrated Youth Service through the merger of YOS with the Youth Service. This merger will facilitate a co-ordinated approach to the targeting of those children and young people identified at being of risk of offending for diversionary services and to the support of those who have completed a statutory intervention so reducing the risk of re-offending
- (ii) integrating the YOS prevention strategy with that set out in the Children and Young People's Plan for 2011/14. YOS will promote the use of the Common Assessment Framework with the intention of providing enhanced levels of support to children and their families via the Team around the child (TAC) approach
- (iii) joint work with Kent Police to:
  - a. the diversion of children and young people from the youth justice system through the use of restorative justice as a diversionary measure for those coming to attention for the less serious types of offence;
  - b. the management of the Deter Young Offender, the more prolific offenders amongst the youth offending population
- (iv) improving the percentage of those of statutory school age known to YOS who are engaged in full and part time education
- (v) engaging 16/17 year olds in training and employment using the opportunities provided via the New Skills New Lives initiative and the KCC apprenticeship scheme. Skills will continue to be enhanced amongst this population through the use of educational packages such as Rapid English and Exams on Demand
- (vi) joint work with the Commissioning Team within the Directorate of Child Health to match the needs of children and young people with respect to speech & language, mental health and substance misuse to appropriate interventions and services
- (vii) enhancing the services offered at the remand stage to ensure they are credible with Courts and so enable greater use of community based services at this stage of the youth justice process
- (viii) strengthening the post custody resettlement arrangements through the effective use of the Integrated Resettlement Support co-ordinators to further reduce the risk of re-offending

- (ix) joint working with Local Housing Authorities, Children's Social Services and Supporting People to improve access for homeless 16 / 17 year olds to suitable accommodation

#### **4. Resource Implications**

- 4.1 The YOS Budget for 2011/12 is £6.0m, a reduction of £700k when compared to the total for 2010/11. This is accounted for by the reduction in the grant funding provided by the National Youth Justice Board.
- 4.2 The County Council contributes £3.0m (50.0%).
- 4.3 The remainder is provided by the other statutory partners responsible for the management and resourcing of YOS (Health, Education, Children's Social Services, Police and Probation) and by grants from the Youth Justice Board.

#### **5. Recommendation**

- 5.1 Council are asked to APPROVE the objectives of the Annual Operating Plan for the Youth Offending Service and the contribution the County Council is making with respect to improving both public safety and the life chances of those both at risk of entering the youth justice system and those who have offended.

*Director: Angela Slaven*

*Title: Director of Service Improvement*

*Contact Officer: Charlie Beaumont*

*Title: Effective Practice & Performance Manager*

*Contact Number: 01622 694868*

*Email Address: [charlie.beaumont@kent.gov.uk](mailto:charlie.beaumont@kent.gov.uk)*

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# **Communities Directorate (Customer & Communities Directorate from April)**

## **Youth Offending Service (YOS)**

### **Annual Operating Plan 2011/12**

#### **EXECUTIVE SUMMARY**

The gross controllable expenditure for the services included in this business plan is:

**£6.604m (£3.592m net)**

And will deliver:

- Multi-agency initiatives including Youth Inclusion Support Panels, responsible for preventing young people entering the youth justice system in the county. This includes joint working with partners such as Children's Services, the Youth Service, Community Safety and the Anti Social Behaviour Teams based in the Districts.
- Work to prevent young people already in the youth justice system from re-offending by addressing key risk factors such as interventions to ensure they are in full-time education, training & employment and live in suitable accommodation.
- Provision, with partners, of effective community supervision to minimise use of the Secure Estate for remand and sentencing purposes, involving prioritising of intensive interventions for those most likely to re-offend or be a risk to themselves or others.
- Parenting Services that engage parents and carers to assist their development of the necessary skills to provide safe supervision of the children and young people for whom they have responsibility.
- Support for the victims of youth crime via opportunities available for them to participate in restorative processes designed to resolve any conflict between them and those who have offended against them

And will be staffed by

**123.15 FTE**

Head of Service – Andy Birkin (Interim)

Portfolio Holder – Mike Hill

Director – Angela Slaven

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## 1. INTRODUCTION: RESPONSIBILITIES AND OUTLOOK

The Youth Offending Service (YOS) is a statutory multi agency partnership with representation provided by Specialist Children's Services, Health & Education from Children's Services and the Police and the Probation Service from Criminal Justice. The primary responsibility of the Service is to meet the principal aim for the youth justice system (Section 37, Crime & Disorder Act 1998) which is to prevent offending by children and young people. The Act places a duty on the Chief Executive to ensure, firstly, that the five statutory partners contribute to its costs and staffing and, secondly, that it is adequately resourced. The responsibilities of the Service are framed by legislation concerned with promoting the welfare of children and with reducing the level of crime and its adverse consequences in local communities.

With respect to the welfare of children the key legislation is:

- the Children Acts of 1989 & 2004
- the Homelessness Act 2002
- the Children (Leaving Care) Act 2000

The most relevant criminal justice legislation is:

- the Criminal Justice Act 1991 which established the Youth Court for 10 – 17 year olds
- the Crime and Disorder Act which sets out the structure for Youth Offending Teams and the range of youth justice services which must be provided
- the Youth Justice & Criminal Evidence Act 1999 which introduced the Referral Order, the most frequently used disposal in the Youth Court
- the Criminal Justice Act 2003 (plus subsequent amendments) which provides a sentencing framework for the more and most serious offenders (adult and youth)
- the Criminal Justice and Immigration Act 2009 which introduced a new set of arrangements (the Youth Rehabilitation Order) for community penalties
- the Code of Practice for Victims of Crime which is based in statute and requires the Police to share victim data with Youth Offending Teams to facilitate restorative justice approaches.

This Plan will support progress towards the three ambitions set out in *Bold Steps for Kent*, particularly those under the ambition of "Tackling Disadvantage". These include:

- the anticipated integration of YOS with the Youth Service "to better target Youth Service provision at those young people at risk of falling into offending behaviour"
- preventing disengagement from education and learning, including the take up of opportunities created by apprenticeships (YOS has 20 places), to enable children and young people known to the Service to fulfil their potential
- achieve greater integration of services with partners to improve outcomes and better value for money by contributing to targeted interventions with vulnerable families via:
- the Youth Inclusion Support Panels, the preventative arm of the Service
- supporting public protection arrangements as one of the Services with "a duty to co-operate" with MAPPA
- promote the welfare of children and young people by having effective safeguarding arrangements that include joint working with Specialist Children's Services and with Housing Authorities – an important target population will be Looked After Children who are disproportionately represented within the youth justice system in the county
- complementary to the work of the YISPs will be initiatives such as 'Triage' and 'Restorative Resolutions', undertaken in partnership with Kent Police. These will enable both the diversion of children and young people from the YJS and their signposting to services addressing the risks and needs associated with their offending behaviour

- specialist interventions that specifically target the higher risk (of re-offending / serious harm to others / both) will continue to be available. These will include:
  - the Intensive Supervision and Surveillance programme which offers Courts an alternative to a custodial sentence for those amongst the youth offending population whose offending is either more persistent or more serious or both – this is provided in partnership with the Medway Youth Offending Team
  - the Integrated Resettlement Service which works alongside case managers in the operational teams to assist young people leaving custody to develop a stake in their local communities and so reduce the risk of them re-offending
  - joint working with the Police led Integrated Offender Management Units to target the Deter Young Offender population, those young people who have established offending histories and who have been assessed as very likely to re-offend
  - support, provided by seconded Education staff, for those of statutory school age known to the Service with a view to maintaining them in full time education
  - a range of initiatives (e.g. New Skills, New Lives and apprenticeships) provided in partnership with the Connexions Service to engage 16 & 17 year olds in education, training and employment to ensure the numbers who are NEET is kept to a minimum

Continued focus will be on:

- the accommodation of 16 / 17 year olds in partnership with Specialist Children's Services, Local Housing Authorities and Supporting People to ensure their needs and welfare are effectively safeguarded
- the provision of community based remand services with the objective to reduce the number entering the Secure Estate.

When compared to current provision the changes to youth justice services planned during 2011/12 will result from either opportunities provided by partners or from decisions to alter the means of service delivery. These will include joint work with Kent Police to expand:

- "Triage" – closer involvement by YOS staff in Police decision making to enable diversion from the youth justice system of children and young people coming to their attention
- The use of restorative processes as a means of responding to children and young people receiving Police determined pre Court decisions (e.g. Reprimands and Final Warnings)

It will also include:

- Engaging youth workers in the delivery of youth justice interventions – this will include the involvement of the youth worker based at Cookham Wood YOI in planning by case managers and the Integrated Resettlement Co-ordinators for young people leaving custody to facilitate access to youth service provision where relevant.
- The operational Teams within YOS having a greater responsibility for the delivery of parenting interventions. Access to District based parenting services will be central to this change in strategy
- Maintaining commitment to the use and development of volunteers and the diversification of their role into areas such as mentoring.

In addition, the Service will also undergo an inspection led by HM inspectorate of Probation from 11<sup>th</sup>-15<sup>th</sup> April 2011, as part of a rolling three year programme for all YOTs nationally.



## **2. RISK ANALYSIS AND BUSINESS CONTINUITY**

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The business objectives set out in this plan are monitored to ensure they will be delivered. Risks associated with potential non-delivery and the controls in place to mitigate those risks, have been assessed and documented as part of the Annual Operating Plan process. A risk plan has been developed as necessary.

It is anticipated that during 2011/12 there will be a reduction in the resource base of both the Service and that of key partners which may impact on the capacity of the Youth Offending Service to meet the demands for youth justice provision made by both the Police and the Courts. National Youth Justice Board grant funding for 2011/12 is likely to reduce by between 10% and 12.5%. This is significant given that the grants from the Board represent about a 30% share of the overall income received by the Service.

National research indicates a correlation between a downturn in the economy and an increase in the level of crime and of the numbers of those who become at risk of offending. The number of young people entering the youth justice system in Kent has reduced in recent years. To mitigate the risk of referrals rising in 2011/12 the following actions are designed to complement YOS resources and so increase the reach of the Service:

- the expansion of the 'Triage' arrangements with Kent Police which will assist the diversion of children and young people from the youth justice system so reducing demand for assessments and interventions from YOS
- joint work with the Police led Integrated Offender Management Units in targeting those young offenders assessed as presenting a higher risk of re-offending / serious harm to others / both
- the maintaining of YISPs – particularly in those Districts where the demand is high. The Prevention Grant from the Youth Justice Board will be supplemented by funding for Positive Activities for Young People (PAYP) and this may enable the staff retained to support the delivery of interventions to those children & young people in the early stages of the youth justice system
- maintenance of frontline posts (i.e. those responsible for case managing children and young people) in each of the operational Teams
- the proposed collaboration with the Youth Service in the delivery of interventions at the pre Court and First Tier stages of the youth justice system and in enabling YOS case managers to base themselves for part of the week in Youth Centres so making them more accessible for their caseload
- diversifying the role of the volunteer within the Youth Offending Service to enable them to support, via for example acting as Mentors, the delivery of statutory interventions
- maximising where appropriate to individual cases the use of Attendance Centres where programmes are provided at no cost to YOS
- improving access to parenting programmes provided in each of the Districts to support both Court ordered and voluntary interventions with parents of children & young people both at risk of offending and already offending
- develop a group work programme which should assist case managers in meeting the required levels of contact with individual children and young people as per national Standards 2009
- seeking external funding through the Youth In Focus stream of the Big Lottery fund which is designed to enhance the capacity to support young people returning from custody to the community – the result of the bid will be known in May 2011
- the introduction of an automated process for uploading Police data into the YOS case management system so providing once fully established a significant saving in administrative staff time

The business objectives set out in this plan will continue to be monitored quarterly to ensure they are being delivered.

Business Continuity - YOS has reviewed its activities for the development of a Business Continuity plan for the Service and has determined that the high priority areas with “no tolerable period of disruption” for the following critical functions:

- Share information with partner agencies in regards to service or person specific information
- Support CareWorks, the YOS electronic case management system to enable records to be maintained so supporting effective information sharing
- Provide administrative support to critical functions
- Support the Referral Order process
- Support Court hearings
- Court Duty cover for both Kent and Medway at Occasional Courts on Saturdays and public holidays
- provide Court reports in advance of a hearing
- prepare Court reports on the day of the hearing
- provide Remand Management Service
- Manage high risk children:
  - engaging with partners in the scheme for Deter Young Offenders (DYO)
  - deliver interventions assessed as high risk including Intensive Supervision Surveillance
  - provide support for young people coming out of custody
- Support access to suitable emergency accommodation for young people
- Identify the health needs of young people and to refer them to appropriate services

YOS is finalising a Business Continuity Plan which is to be tested and signed off by 31/03/10.

### 3. BUDGET PROFILE SUMMARY

Portfolio Revenue Budget							
2010/11 Approved			2011/12				
Net Cost £000s	Portfolio	Service	Gross Exp. £000s	Service Income £000s	Net Expenditure £000s	Govt. Grants £000s	Net Cost £000s
3,745	CMY	Youth Offending Service	6,604	-3,012	3,592	0	3,592

#### 4. PLANNED ACTIVITY (BOTH CORE BUSINESS AND NEW PROJECTS)

The targets, activity and projects set out in the tables below will be used formally to track the business plan at mid-term and end of year monitoring as part of the KCC 'Core Monitoring' process.

##### Core Services and Forecast Activity Levels

Service Area	Forecast Activity Level
<p><b>Prevention</b></p> <p>Working with the Youth Inclusion Support Panels to assist the prevention of offending by children and young people referred by either Children's Services, schools or the District based Anti Social Behaviour Teams. Staff will work either independently or as part of a Team Around the Child</p>	<p>children &amp; young people – based on 30 per YISP per year</p>
<p><b>The assessment of children and young people</b> notified to the Service by both the Police and the Courts</p> <p>National Standards for Youth Justice (2009) require case managers to complete the Core Profile ASSET and where risk is indicated a Risk of Serious Harm ASSET – the assessment outcomes then inform the intervention planning process – including Risk &amp; Vulnerability Management Plans</p> <p>An average of 3 assessments and planning processes are undertaken pre and post a statutory disposal being imposed and one per Final Warning (NB in many Final Warning cases YOS activity is restricted to screening)</p> <p>Between October 2009 and September 2010 1488 Court disposals were imposed requiring a YOS intervention and the Police imposed 659 Final Warnings</p> <p><b>Total number of assessments</b></p>	<p>1416 x 3 = 4248 659 Final Warnings</p> <p><b>4907</b></p>
<p><b>Court Services</b></p> <p>Providing staff for duty at scheduled Youth Courts (will involve between 2 &amp; 4 staff for any Court)</p> <p>Providing a member of staff when a young person is appearing before an Adult Court – each Team can expect to provide such cover on average once per week at each of the 7 Courts</p> <p><b>Total Court sessions to be attended</b></p>	<p>364 scheduled Youth Courts 7 x 52 = 364 unscheduled Court Duties + 58 Occasional Courts (Saturdays and Public Holidays)</p> <p><b>786</b></p>
<p><b>Report Preparation</b></p> <p>Preparing reports based on those assessments for the Police, Youth Panels (Referral Orders) and the Courts to advise on the most appropriate response to the offending behaviour:</p> <p>Police for Final Warning purposes (estimate 120 reports prepared for Kent Police)</p>	<p>120</p>

Service Area	Forecast Activity Level
Youth Offender Panels / Referral Orders (average of 3 per Order, initial / review / end) – 632 Referral Orders were made between October 2009 and September 2010 Pre Sentence Reports (2009.10) <b>Total number of reports per year</b>	1896  686  <b>2702</b>
<b>Remand management services</b> (remand is the period between the first hearing at Court and sentence) These include (data used is for the period October 2009 – September 2010): <ul style="list-style-type: none"> <li>• Bail Support &amp; Supervision (National Standards require a minimum of 3 contacts per week) – average length = 4 weeks</li> <li>• Remand to Local Authority Accommodation – placements in the community (foster / residential, with 1 contact per week) – average length = 3 weeks</li> <li>• Court Ordered Secure Orders (a third of the costs of the placement within a Secure Establishment and 100% of the costs of the required escorts, contacts 2 per 4 weeks) – average length = 4 weeks</li> <li>• Remands in Custody (contact 2 per 4 weeks) – average length = 4 weeks</li> </ul> Each of the above remand decisions requires contact between either a YOS case manager or a Catch 22 Bail Support Co-ordinator / Worker – the frequency varies between the different types of remand decision. <b>Total remand activity / number of contacts</b>	12 contacts x 133 BSS = 1596  9 x 16 = 144  2 x 41 = 82  2 x 150 = 300  <b>2122 contacts</b>
<b>Community based penalties</b> – statutory supervision (NB levels of contact determined by assessment outcome, the Scaled Approach and National Standards for Youth Justice 2009)  Referral Orders & Reparation Orders (First Tier) Community Penalties / Youth Rehabilitation Orders (NB includes approximately 90 young people subject to Intensive Supervision & Surveillance but not those undertaking only Unpaid Work as supervised by Kent Probation) <b>Total community based supervision requirement</b>	Number of Orders imposed between October 2009 & September 2010  632 & 54 = 686 536  <b>1222</b>
<b>Custody – through care and resettlement -</b>	116 custodial sentences (approx 80 young people)
<b>Parenting Interventions</b> – these are to be provided by YOS on both a statutory and voluntary basis with the intention being to access in each of the Districts the parenting programmes being provided by Children’s Services	Approx 50 Parenting Orders p.a. 150 progs on a voluntary basis

**Commissioned Services (NB Remand Management include above)**

<p><b>Appropriate Adult Service</b> – provided by the Young Lives Foundation. The Police &amp; Criminal Evidence Act 1984 requires an Appropriate Adult to be present when a young person between 10 – 16 years inclusive is interviewed by the Police. Their role is to act an impartial guardian of the procedure to ensure fairness. In most instances this role is undertaken by a parent / carer but when neither is available to attend the Young Lives Foundation provide a volunteer.</p>	<p align="center"><b>1,500 (estimate)</b></p>
<p><b>Mediation Services x 3</b> (NB the current agreements with the three Mediation Services are subject to review and possibly amendment)</p> <p><b>Victim Liaison Officers x 6</b> – contact with victims of youth crime. Each Mediation Service is contracted to employ two VLOs. Contact is established with victims to obtain information from them about the impact of the offending behaviour on them (for Panel and Court Reports) and to offer the opportunity for their participation in restorative processes such as Youth Offender Panels and mediation.</p>	<p>150 mediation cases as per the Service Level Agreement (NB only a minority will reach face to face mediation)</p> <p>The frequency of contacts with both victims and children / young people is increasing as the focus of the role changes.</p>
<p><b>Young People’s Substance Misuse Service</b> – YOS, via KDAAT, commissions KCA to provide 4 Named Drugs Workers to whom YOS practitioners refer in line with assessment outcomes for further assessment and possible treatment</p>	<p>Responsive to identified need</p>

## New Projects, Developments and Key Actions

The Corporate Director is authorised to negotiate, settle the terms of, and enter the following agreements/projects:

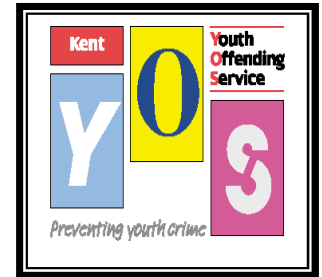
<b>Project/ development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/Directo rate Target</b>	<b>Deliverables or outcomes planned for 2011/12</b>	<b>Target dates</b>
HMiP Inspection	Andy Birkin		-Inspection complete and improvement plan developed	Inspection 11-15 April Improvement Plan July 11
Speech and Language – the introduction of a screening process which informs case managers how best to communicate with individual children	James Barber & Charlie Beaumont	Bold Steps for Kent – Tackling Disadvantage	-a revised pilot with a second Team in YOS -the outcomes from the screening is helping to inform the approach to be adopted for the style of intervention. -the screening is embedded as routine within the overall assessment process.	December 2011 – ability to evaluate the impact of the change in practice
Learning Styles Questionnaire (LSQ) – this capacity is an expectation of YOTs so that case managers understand how individual children and young people learn – this is intended to ensure that children and young people learn from an intervention	Jane Barber & Charlie Beaumont	Bold Steps for Kent – Tackling Disadvantage – improving engagement in education	-all case managers in the Service are using the Questionnaire recently launched -there is an awareness of the learning styles of young people on the YOS caseload -there is evidence that this awareness has informed the approach to the delivery of interventions alongside that of the knowledge of any speech, language and communication needs the child / young person has	December 2011 – able to identify routine usage and recording of the LSQ
New Skills, New Lives – creating opportunities for young people	Catherine Reilly	Bold Steps for Kent – Tackling Disadvantage - Growing the Kent Economy	-young people on Intensive Supervision & Surveillance / post custody interventions have access to apprenticeships -young people settle into their apprenticeships and do not re-offend	March 2012
Deter Young Offender Cohort – more effective joint working between YOS and Kent Police with the more prolific young offender	Catherine Reilly	Bold Steps for Kent – Tackling Disadvantage	-evidence of effective targeting by YOS and the Offender Management Unit in each Police Area (BCU) of young people assessed as presenting a high risk of re-offending -reduced incidence of the breach of Statutory interventions by the DYO population and to promoting service opportunities which match their needs -re-offending rate for the 2010 cohort of DYO is lower than	March 2012

<b>Project/ development/key action</b>	<b>a/c manager</b>	<b>Link to Corporate/Directo rate Target</b>	<b>Deliverables or outcomes planned for 2011/12</b>	<b>Target dates</b>
			that recorded for the 2009 cohort	
The Triage methodology – joint development with Kent Police to support diversion of children and young people from the YJS	Andy Birkin,	Bold Steps for Kent – Tackling Disadvantage	-there will be an increase in YOS staff dedicated to working within the Triage approach -evidence that Police decision making is utilising the Triage process -numbers of children and young people diverted from the YJS continues to increase	March 2012
Automatic uploading of Police data on to the YOS case management system	Charlie Beaumont & Rob Underwood		-process is implemented -data quality reaches the required level of accuracy -administrative staff time is saved	July 2011
Restructuring of the Service	Andy Birkin	Bold Steps for Kent – Tackling Disadvantage	-the three new operational Teams will be established to replace the existing five -the new management arrangements at Service Manager and Team Manager levels are complete -the merger with the Youth Service has been initiated and YOS have improved access to Youth Service resources to support interventions with children and young people	March 2012
Support delivery of KCC Equality & Diversity Strategy	Head of Service	KCC Equality Strategy	-implement service-specific actions -progress monitored	March 2012 Oct 2011
Environmental Performance & Climate Change adaptation: Support delivery of Kent Environment Strategy	Head of Service	Kent Environment Strategy	-implement service specific actions to support delivery of the Kent Environment Strategy -progress monitored	March 2012 Oct 2011

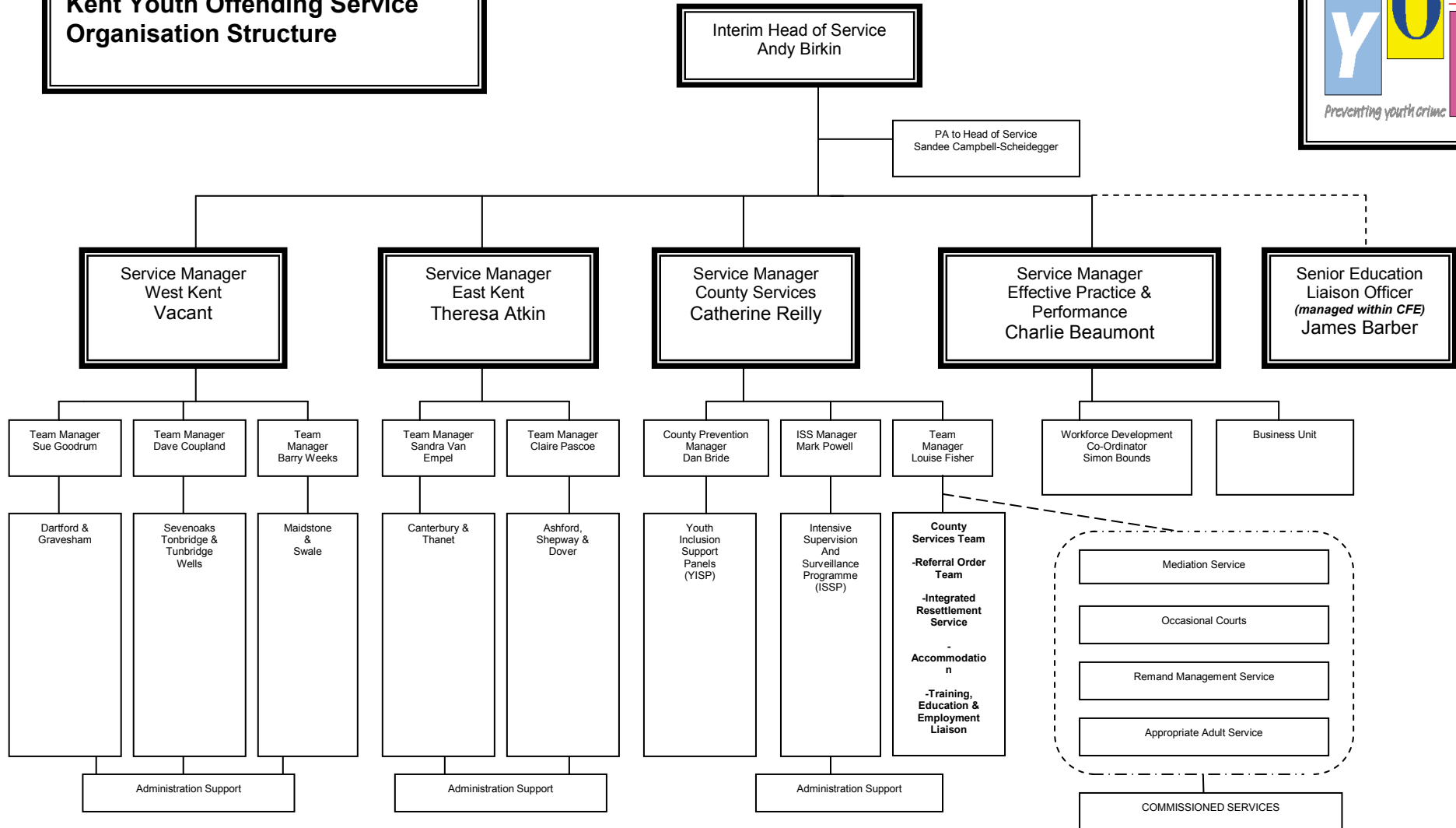
In line with financial regulations, any capital projects on this list will be subject to a prior "gateway review" by the Project Advisory Group and in consultation with the Leader

Risk Registers for major projects are maintained. These are available on request.

## 5. STAFFING PROFILE (as at Feb 2011)



### Kent Youth Offending Service Organisation Structure





## Staffing

	2010/11	2011/12 (as at 1 <sup>st</sup> April 2011)
Grade KR 13 (or equivalent) and above	5.0	5.0
Grade KR 12 (or equivalent) and below	119.5	118.15
<b>TOTAL</b>	<b>124.5</b>	<b>123.15</b>
Of the above total, the estimated FTE which are externally funded	18.0	21.6

## 6. KEY PERFORMANCE AND/OR ACTIVITY INFORMATION

The data included in this table is based on the financial year.

Performance or Activity Indicator	Links to strategic priorities	Actual 2009/10	Benchmark Data (where available)	Estimate Fin Yr 2010/11	Target or Forecast Fin Yr 2011/12
Number of first time entrants to the youth justice system. (Total no. & number per 100,000 10-17 year olds)	Bold Steps for Kent	2,075 (1420 per 100,000)	National 1,170 per 100,000	1,600* (1,092 per 100,000)	1,500* (1,024 per 100,000)
Re-offending rate (%)	Bold Steps for Kent	27.7% (2009 cohort)	N/A – local target	28.0%	27.0%
Custodial sentences as a proportion of all convictions (lower is better)	Bold Steps for Kent	3.6%	National – 5.5%	5.0%	3.5%
Engaging children & young people known to YOS in education, training & employment.	Bold Steps for Kent	73.0%	National – 73.3%	75.0%	80.0%
Engaging young people of <b>statutory school age</b> known to YOS in education, training and employment	Bold Steps for Kent	75.0%	N/A – local target	67.0%	75.0%
Engaging young people <b>post statutory school age</b> known to YOS in education, training & employment	Bold Steps for Kent	71.3%	N/A – local target	75.0%	75.0%
Ensuring young people are in suitable accommodation.	Bold Steps for Kent	89.8%	National – 96.4%	85.0%	90.0%
Ensuring young people <i>returning to the community from custody</i> are in suitable accommodation	Bold Steps for Kent	80.6%	N/A – local target	80.0%	90.0%
% <b>Remand</b> episode decisions recorded as court-ordered secure remand or remand in custody	Bold Steps for Kent	12.6%	N/A – local target	10.0%	9.0%

\* based on mid-year 2009 population estimates from Ministry of Justice

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By: Roger Gough – Cabinet Member for Business Strategy, Performance and Health Reform  
Geoff Wild – Director of Governance and Law

To: County Council – 15 December 2011

Subject: Bribery Act Policy

Classification Unrestricted  
:

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Summary: This report invites the County Council to approve the Bribery Act Policy and note the consequential amendments to the Council's Constitution.

FOR DECISION

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### **Introduction and Background**

1. The Bribery Act 2010 came into force on 1 July 2011. The Act modernises the law on bribery. The Act represents a significant change from the current law and places obligations on the Council to ensure that it has adequate procedures in place.

### **Bribery Act Policy**

2. The Bribery Act Policy has been prepared to ensure the Council complies with the Act. The policy explains the process through which the Council intends to maintain its high standards and protect its employees, Members and business partners against any allegations of bribery and corruption.

### **Amendments to the Constitution**

3. With the introduction of the Bribery Act 2010 and the associated policy it is appropriate that the Council's Constitution be amended. The changes suggested are minor and reflect the need for employees and Members to adhere to the Council's policy.
4. The draft policy has been considered by the Governance and Audit Committee at its meeting on 29 November 2011 and the proposed policy attached at **Appendix 1** reflects the deliberations and recommendations of that Committee. The Standards Committee also considered the proposed policy, together with the suggested changes to the Members' Code of Conduct at its meeting on 17 November 2011 and agreed to recommend the revisions to the Code to the County Council for approval (see paragraph 6 (4) in **Appendix 2**). In normal circumstances, any changes to the Constitution are recommended to the County Council following consideration by the Selection and Member Services Committee. However, following consultation with the Chairman of this Committee, Mr Homewood, the County Council is asked to note that the

proposed consequential changes to the Constitution required as a result of the approval of the proposed Bribery Act Policy will be made by the Director of Governance and Law in line with his existing authority to change the Appendices to the Constitution to reflect decisions duly taken by the Council. The required changes to the Constitution are detailed at **Appendix 3**.

## **Recommendations**

5. The County Council is invited to:
- (i) approve the proposed Bribery Act Policy, together with the consequential changes to the Constitution, including the Members' Code of Conduct; and
  - (ii) Note that the Director of Governance and Law will make the necessary consequential changes to the Constitution detailed in Appendix 3 in line with his authority to change the Appendices to the Constitution to reflect decisions duly taken by the Council.

Geoff Wild  
Director of Governance and Law  
01622 694302  
[geoff.wild@kent.gov.uk](mailto:geoff.wild@kent.gov.uk)

**KENT COUNTY COUNCIL**

**BRIBERY ACT POLICY**

## **Introduction**

1. This policy is introduced to ensure compliance with the Bribery Act 2010. It explains the process through which the Council intends to maintain high standards and to protect the organisation, employees, Members and business partners against allegations of bribery and corruption.
2. It is the Council's policy to conduct business in an honest and open way, and without the use of corrupt practices or acts of bribery to obtain an unfair advantage. The Council attaches the utmost importance to this policy and will apply a "zero tolerance" approach to acts of bribery and corruption by any of its Members, employees, or persons and partners acting on our behalf. Any breach of this policy will be regarded as a serious matter and is likely to result in disciplinary action and possibly criminal prosecution.

## **Policy Statement**

3. Bribery is a criminal offence. The Council will not pay bribes, or offer improper inducements to anyone for any purpose, nor will the Council accept bribes or improper inducements. The use of a third party to channel bribes is also a criminal offence. The Council will not engage indirectly in or otherwise encourage bribery.
4. The Council is committed to ensuring compliance with the highest legal and ethical standards. The Council will commit to policies and procedures to prevent, deter, and detect acts of bribery. The Council will ensure that anti-bribery compliance is an essential aspect of its governance process and at the core of its business principles. It is an on-going process and not a one-off exercise.

## **Objective**

5. This policy presents a clear and precise framework to understand and implement the arrangements required to comply with the Bribery Act 2010. It provides the context for the detailed rules, procedures and controls in place. It should provide no room for misinterpretation and will ensure that Members, employees, volunteers and business partners know what is expected of them in preventing bribery.
6. This policy should be read in conjunction with, and reinforce, other related policies and documents (see paragraph 27). The provisions in these policies and documents should be reflected in every aspect of the way the Council operates. The requirement to act honestly and with integrity at all times is made clear and is fundamental and non-negotiable.
7. This policy explains the procedures established to prevent acts of bribery and allow any breach to be identified and reported.

## Scope

8. This policy applies to all of the Council's activities. The Council requires that all Members (including independent and co-opted Members), employees at all levels and grades, temporary and agency staff, volunteers, contractors, agents, consultants and partners acting on the Council's behalf, comply with the provisions of this policy. The Council will also seek to promote the adoption of reciprocal anti-bribery and corruption measures that are consistent with the Council's policy by joint venture partners and major suppliers.
9. The responsibility to mitigate the risk of bribery resides at all levels of the Council and includes all directorates. It does not rely solely on the Council's assurance functions.

## Policy Commitment

10. The Council commits to:
  - setting out a clear anti-bribery policy and keeping this up-to-date with regular reviews
  - making all Members, employees and partners aware of their responsibilities to adhere to this policy at all times
  - providing training, where appropriate, to allow Members, employees and partners to recognise and avoid the use of bribery by themselves or others
  - encouraging Members, employees and partners to be vigilant and to report any suspicions of bribery
  - providing suitable channels of communication (e.g. Whistleblowing Procedure) to ensure that sensitive information is handled appropriately
  - investigating instances of alleged bribery and assisting the police and other authorities in any prosecution
  - taking action against anybody acting for or on behalf of the Council who is involved in bribery
  - reporting breaches and suspected breaches of this policy to Members, employees and partners in an open and transparent way and
  - including appropriate clauses in contracts with suppliers to advise on the Council's approach to the provisions of the Bribery Act 2010

## The Bribery Act 2010

11. The Bribery Act 2010 was introduced to update and enhance English law on bribery. It creates a strict liability corporate criminal offence of failing to prevent bribery. The only defence against this corporate offence is for organisations to have adequate procedures in place to prevent bribery.

12. The Act includes four offences:

- Bribing a person to induce or reward them to perform a relevant function improperly
- Requesting, accepting or receiving a bribe as a reward for performing a relevant function improperly
- Using a bribe to influence a foreign official to gain a business advantage and
- In relation to a commercial organisation committing bribery to gain or retain a business advantage, there being no adequate procedures in place to prevent such actions

13. Acts of bribery are intended to influence an individual or organisation in the performance of their duty and for them to act illegally.

14. The penalties under the Bribery Act have been raised significantly and are severe. The new corporate offence is punishable with an unlimited fine. An individual guilty of an offence may be liable to imprisonment for up to 10 years or to a fine, or to both.

15. The Council accepts that public bodies may be classed as a “commercial organisation” in relation to the corporate offence of failing to prevent bribery. In any event, it represents good governance and practice to have adequate procedures in place to protect the Council, Members, employees and partners from reputational and legal damage. It is in the interests of everybody connected to the Council to act with propriety at all times.

### **Council Procedures on the Bribery Act**

14. The Council will follow the guidance issued by the Ministry of Justice. The actions are intended to be proportionate to the risks faced by the Council and to the nature, scale and complexity of the Council’s activities. The actions are expected to provide a defence of “adequate procedures” against any corporate offence. The following steps will be taken:

- **Top Level Commitment** – The Corporate Management Team is committed to preventing bribery by persons associated with the Council. A report on the Bribery Act 2010 and the introduction of this policy has been approved by the Corporate Management Team (on 23 August 2011) and the Governance and Audit Committee (on 14 September 2011).
- **Risk Assessment** – The nature and extent of the Council’s exposure to external and internal risks of bribery will be assessed as part of the Council’s risk management process. Any risk assessment is intended to be an on-going process based on regular communication and review.
- **Due Diligence** – A proportionate and risk based approach will be taken in respect of persons and other organisations that perform services for or on behalf of the Council. Due diligence will include an evaluation of the



background, experience and reputation of business partners. The transactions will be properly monitored and written agreements and contracts will provide references to the Bribery Act 2010 and this policy. Reciprocal arrangements may be required for business partners to have their own policies in place. They will be advised of the Council's policy and be expected to operate at all times in accordance with such policy.

- **Communication** – The Council will ensure that this policy and other related policies and procedures are embedded in the Council's working arrangements through appropriate communication, including training, which is proportionate to the risks the Council faces. The Council's induction programme will include reference to the Bribery Act 2010 and this policy.
- **Monitoring and Review** – This policy, control arrangements, risk management processes and other related policies and procedures designed to prevent bribery and corruption will be monitored, reviewed and improved where necessary on a regular basis. All incidents of bribery or suspected bribery will be reported to the Governance and Audit Committee. An assurance of compliance will be included in the Annual Governance Statement.

15. In the context of this policy it is unacceptable for persons acting for or on behalf of the Council to:

- Give, promise to give, or offer a payment, gift or hospitality with the expectation or hope that a business advantage will be received, or to reward a business advantage already given
- give, promise to give, or offer a payment, gift or hospitality to a government official, agent or representative to facilitate or expedite a routine procedure
- accept payment from a third party that is known to be, or suspected to have been, offered with the expectation that it will obtain a business advantage for them
- accept a gift or hospitality from a third party if it is known to be, or suspected to have been, offered with an expectation that a business advantage will be provided by the Council in return
- retaliate against or threaten a person who has refused to commit an act of bribery or who has raised concerns under this policy and
- engage in any activity in breach of this policy

### **Gifts and Hospitality**

16. This policy is not intended to change the requirements of the Council's Gifts and Hospitality policies and procedures. This is contained in the Kent Code and in the Members Code of Conduct in the Council's Constitution.

17. The guidelines clearly set out the restrictions on accepting gifts and hospitality, the need to inform the manager and the need to register any approved gifts that are retained.
18. If there is any doubt about whether an invitation or gift should be accepted then the offer should be refused. Each Corporate Director is required to review their respective Gifts and Hospitality registers at least annually. The Corporate Director of Finance and Procurement will ensure that reminders on this subject and the need for officers to complete a Register of Interests form are sent out every year.
19. The procedures for Members' registers of interest are set out in the Members' Code of Conduct.

## **Public Contracts**

20. Under the Public Contracts Regulations 2006 (which gives effect to EU law in the UK) a company is automatically and perpetually debarred from competing for public contracts where it is convicted of a corruption offence. It is understood that there are no plans to amend the 2006 regulations for these to include the crime of failure to prevent bribery. Organisations that are convicted of failing to prevent bribery are not automatically barred from participating in tenders for public contracts. The Council will use its discretion as to whether to exclude organisations convicted of this offence and any instances where this is the case will be reported to the Corporate Management Team for a decision.

## **Member, staff and partner Responsibilities**

21. The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all those working for the Council or acting for or on its behalf. All Members, staff, volunteers and partners are required to avoid activity that breaches this policy. Adherence to the policy is mandatory.
22. Members, staff, volunteers and partners must:
  - Ensure that they have read, understood and comply with the Bribery Act Policy and
  - raise concerns as soon as possible if they believe or suspect that a conflict with this policy has occurred, or may occur in the future
23. In addition to the possibility of criminal prosecution, members of staff who breach the policy will face disciplinary action, which could result in dismissal for gross misconduct.

## **Raising a concern**

24. Staff are encouraged to raise any concerns with their manager. In addition, the Council has published a Whistleblowing Procedure. This provides information on the courses of action available to report serious concerns

(including bribery) in confidence. Members, staff or partners who refuse to accept the offer of a bribe may worry about the repercussions. The Council aims to encourage openness and will support anyone who raises a genuine concern in good faith under this policy, even if they turn out to be mistaken.

25. The Council is committed to ensuring that nobody suffers detrimental treatment through refusing to take part in bribery.

### **Review of the Bribery Act Policy**

26. It is the responsibility of the Corporate Director of Finance and Procurement to routinely refresh, review and reinforce this policy and its underlying principles and guidelines. All members of staff are responsible for reading and understanding this policy which will also form part of the induction programme.

### **Other relevant policies**

27. The following policies, procedure documents and codes of conduct should be read in conjunction with the Bribery Act Policy:

- Constitution
- Anti-Fraud and Corruption Policy
- Anti-Money Laundering Policy
- Whistleblowing Procedure
- Kent Code
- Disciplinary Procedure
- Members Code of Conduct
- Spending the Council's Money

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**KENT COUNTY COUNCIL**  
**CODE OF MEMBER CONDUCT**  
**(Adopted by the Council, 21 June 2007)**

**General provisions**

**Introduction and interpretation**

1. —(1) This Code applies to **you** as a member of the County Council.
- (2) You should read this Code together with the general principles prescribed by the Secretary of State (attached as an Appendix).
- (3) It is your responsibility to comply with the provisions of this Code.
- (4) In this Code—
- "meeting" means any meeting of—
- (a) the County Council;
  - (b) the executive (Cabinet) of the County Council;
  - (c) any of the County Council's or its executive's committees, sub-committees, joint committees, joint sub-committees, or area committees;

"member" includes a co-opted member and an appointed member.

**Scope**

2. —(1) Subject to sub-paragraphs (2) to (5), you must comply with this Code whenever you—
- (a) conduct the business of the County Council (which, in this Code, includes the business of the office to which you are elected or appointed); or
  - (b) act, claim to act or give the impression you are acting as a representative of the County Council,
- and references to your official capacity are construed accordingly.
- (2) Subject to sub-paragraphs (3) and (4), this Code does not have effect in relation to your conduct other than where it is in your official capacity.

- (3) In addition to having effect in relation to conduct in your official capacity, paragraphs 3(2)(c), 5 and 6(a) also have effect, at any other time, where that conduct constitutes a criminal offence for which you have been convicted.
- (4) Conduct to which this Code applies (whether that is conduct in your official capacity or conduct mentioned in sub-paragraph (3)) includes a criminal offence for which you are convicted (including an offence you committed before the date you took office, but for which you are convicted after that date).
- (5) Where you act as a representative of the County Council—
- (a) on another relevant authority, you must, when acting for that other authority, comply with that other authority's code of conduct; or
  - (b) on any other body, you must, when acting for that other body, comply with the County Council's code of conduct, except and insofar as it conflicts with any other lawful obligations to which that other body may be subject.

### **General obligations**

**3.** —(1) You must treat others with respect.

(2) You must not—

- (a) do anything which may cause the County Council to breach any of the equality enactments (as defined in section 33 of the Equality Act 2006);
- (b) bully any person;
- (c) intimidate or attempt to intimidate any person who is or is likely to be—
  - (i) a complainant,
  - (ii) a witness, or
  - (iii) involved in the administration of any investigation or proceedings, in relation to an allegation that a member (including yourself) has failed to comply with his or her authority's code of conduct; or
- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the County Council.

**4.** You must not—

- (1) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where—
  - (a) you have the consent of a person authorised to give it;

- (b) you are required by law to do so;
- (c) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
- (d) the disclosure is—
  - (i) reasonable and in the public interest; and
  - (ii) made in good faith and in compliance with the reasonable requirements of the County Council; or

(2) prevent another person from gaining access to information to which that person is entitled by law.

5. You must not conduct yourself in a manner which could reasonably be regarded as bringing your office or the County Council into disrepute.

6. You—

(1) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and

(2) must, when using or authorising the use by others of the resources of the County Council—

- (a) act in accordance with the County Council's reasonable requirements;
- (b) ensure that such resources are not used improperly for political purposes (including party political purposes); and

(3) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

**(4) must comply with the Council's Bribery Act Policy, which applies to you, officers and any other person or organisation with whom you are dealing**

7. —(1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by the County Council's —

- (a) chief finance officer; or
- (b) monitoring officer,

where that officer is acting pursuant to his or her statutory duties.

(2) You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the County Council.

## Part 2

### Interests

#### Personal interests

8. —(1) You have a personal interest in any business of the County Council where either—

- (a) it relates to or is likely to affect—
  - (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the County Council;
  - (ii) any body—
    - (aa) exercising functions of a public nature;
    - (bb) directed to charitable purposes; or
    - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),  
  
of which you are a member or in a position of general control or management;
  - (iii) any employment or business carried on by you;
  - (iv) any person or body who employs or has appointed you;
  - (v) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
  - (vi) any person or body who has a place of business or land in the County Council's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
  - (vii) any contract for goods, services or works made between the County Council and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
  - (viii) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
  - (ix) any land in the County Council's area in which you have a beneficial interest;



- (x) any land where the landlord is the County Council and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
  - (xi) any land in the County Council's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
  - (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the electoral division affected by the decision.
- (2) In sub-paragraph (1)(b), a relevant person is—
- (a) a member of your family or any person with whom you have a close association; or
  - (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
  - (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
  - (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

### **Disclosure of personal interests**

**9.** —(1) Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of the County Council and you attend a meeting of the County Council at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

(2) Where you have a personal interest in any business of the County Council which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.

(3) Where you have a personal interest in any business of the County Council of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.

(4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

(5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in the County Council's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.

(6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of the County Council and you have made an executive decision (ie as a Cabinet Member) in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.

(7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000.

### **Prejudicial interest generally**

**10.** —(1) Subject to sub-paragraph (2), where you have a personal interest in any business of the County Council you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

(2) You do not have a prejudicial interest in any business of the County Council where that business—

- (a) does not affect your financial position or the financial position of a person or body described in paragraph 8;
- (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
- (c) relates to the functions of the County Council in respect of—
  - (i) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
  - (ii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
  - (iii) an allowance, payment or indemnity given to members;
  - (iv) any ceremonial honour given to members; and
  - (v) setting council tax or a precept under the Local Government Finance Act 1992.

## **Prejudicial interests arising in relation to overview and scrutiny committees**

**11.** You also have a prejudicial interest in any business before an overview and scrutiny committee of the County Council (or of a sub-committee of such a committee) where—

- (1) that business relates to a decision made (whether implemented or not) or action taken by the County Council's executive or another of the County Council's committees, sub-committees, joint committees or joint sub-committees; and
- (2) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

## **Effect of prejudicial interests on participation**

**12.** —(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of the County Council—

- (a) you must withdraw from the room or chamber where a meeting considering the business is being held—
  - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
  - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;unless you have obtained a dispensation from the County Council's standards committee;
- (b) you must not exercise executive functions in relation to that business; and
- (c) you must not seek improperly to influence a decision about that business.

(2) Where you have a prejudicial interest in any business of the County Council, you may attend a meeting (including a meeting of an overview and scrutiny committee of the Council or of a sub-committee of such a committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

## Part 3

### Registration of Members' Interests

#### Registration of members' interests

**13.** —(1) Subject to paragraph 14, you must, within 28 days of—

- (a) this Code being adopted by or applied to the County Council; or
- (b) your election or appointment to office (where that is later),

register in the County Council's register of members' interests (maintained under section 81(1) of the Local Government Act 2000) details of your personal interests where they fall within a category mentioned in paragraph 8(1)(a), by providing written notification to the County Council's monitoring officer.

(2) Subject to paragraph 14, you must, within 28 days of becoming aware of any new personal interest or change to any personal interest registered under paragraph (1), register details of that new personal interest or change by providing written notification to the County Council's monitoring officer.

#### Sensitive information

**14.** —(1) Where you consider that the information relating to any of your personal interests is sensitive information, and the County Council's monitoring officer agrees, you need not include that information when registering that interest, or, as the case may be, a change to that interest under paragraph 13.

(2) You must, within 28 days of becoming aware of any change of circumstances which means that information excluded under paragraph (1) is no longer sensitive information, notify the County Council's monitoring officer asking that the information be included in the County Council's register of members' interests.

(3) In this Code, "sensitive information" means information whose availability for inspection by the public creates, or is likely to create, a serious risk that you or a person who lives with you may be subjected to violence or intimidation.

***The General Principles Governing the Conduct of Members***

*(The Relevant Authorities (General Principles) Order 2001)*

*Selflessness*

1. Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

*Honesty and Integrity*

2. Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

*Objectivity*

3. Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

*Accountability*

4. Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

*Openness*

5. Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.

*Personal Judgement*

6. Members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

*Respect for Others*

7. Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees.

*Duty to Uphold the Law*

8. Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

*Stewardship*

9. Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

*Leadership*

10. Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

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## Constitution – Bribery Act Amendments

### 1. Pg 30 – Corporate Governance Committee

**Add (j) The Council monitors the implementation of the Bribery Act Policy to ensure that it is followed at all times**

#### ***Corporate Governance Committees***

##### 1. Governance and Audit Committee

*13 Members*

*Conservative: 12; Liberal Democrat: 1.*

The purpose of this Committee is to:

1. ensure the Council's financial affairs are properly and efficiently conducted and
2. review assurance as to the adequacy of the risk management and governance framework and the associated control environment.

On behalf of the Council this Committee will ensure the following outcomes:

- (a) Risk Management and Internal Control systems are in place that are adequate for purpose and effectively and efficiently operated.
- (b) The Council's Corporate Governance framework meets recommended practice (currently set out in the CIPFA/SOLACE Good Governance Framework), is embedded across the whole Council and is operating throughout the year with no significant lapses.
- (c) The Council's Internal Audit function is independent of the activities it audits, is effective, has sufficient experience and expertise and the scope of the work to be carried out is appropriate.
- (d) The appointment and remuneration of External Auditors is approved in accordance with relevant legislation and guidance, and the function is independent and objective.
- (e) The External Audit process is effective, taking into account relevant professional and regulatory requirements, and is undertaken in liaison with Internal Audit.
- (f) The Council's financial statements (including the Pension Fund Accounts) comply with relevant legislation and guidance and the associated financial reporting processes are effective.
- (g) Any public statements in relation to the Council's financial performance are accurate and the financial judgements contained within those statements are sound.
- (h) Accounting policies are appropriately applied across the Council.
- (i) The Council has a robust counter-fraud culture backed by well designed and implemented controls and procedures which define the roles of management and Internal Audit.

**(j) The Council monitors the implementation of the Bribery Act Policy to ensure that it is followed at all times**

## 2. Pg 129 – Appendix 5 Resource Management Responsibilities Statement

### Add 1.2 “Financial Regulations, the Anti-Fraud Strategy, the Bribery Act Policy and...”

#### **Appendix 5: Resource Management Responsibilities Statement (including Property Management Protocol and Contracts and Tenders Standing Orders)**

##### **Introduction**

1.1 This Appendix sets out the responsibilities for bodies and office holders within the Council structure for ensuring that the Council’s resources are used in accordance with the principles of sound financial management, proper exercise of responsibility and accountability.

1.2 Financial Regulations, the Anti-Fraud Strategy, **the Bribery Act Policy** and Codes of Practice giving effect to these principles are prepared and maintained by the Chief Finance Officer and Managing Director and endorsed by the Leader and Governance & Audit Committee.

## 3. Pg 131 – The Governance and Audit Committee

### Add (m) overseeing the operation of the Bribery Act Policy

1.8 **The Governance & Audit Committee** is responsible for:

- (a) monitoring the Council’s compliance with its own published standards and controls and with other standards and considering any proposals for changes to Financial Regulations and the Code of Practice on Contracts and Tenders
  - (b) liaising with the Audit Commission over the appointment of the Council’s external auditor
  - (c) discussing with the external auditor and Cabinet the basis of the annual audit, including the overall level and composition of the fee and the content of performance work
  - (d) receiving all reports by the external auditor including all performance reports and the Annual Management Letter
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- (e) overseeing the Internal Audit activity of the Council
  - (f) considering and responding to reports from the external auditor and Audit Commission Inspectorate
  - (g) monitoring the response of the Cabinet and Council Committees to audit reviews and investigations and the implementation of agreed recommendations
  - (h) overseeing the operation of the Council’s complaints procedures,



including the response of the Cabinet or a Council Committee to any report by the Local Government Ombudsman

(i) approving the annual accounts on behalf of the Council

(j) approving the writing-off of debts from the Council's accounts (except those agreed by the Chief Finance Officer as provided for in the Financial Regulations)

(k) monitoring the operation of borrowing and investment policies and Treasury Management activity and

(l) agreeing the risk management policy with the Cabinet and monitoring insurance arrangements

**(m) overseeing the operation of the Bribery Act Policy**

#### **4. Pg 133 – The Chief Finance Officer**

**Add (q) the review and updating of Spending the Council's Money, the Risk Register, the Anti-Fraud & Corruption Statement of Policy and Council Insurance to reflect the requirements of the Bribery Act Policy**

1.12 **The Chief Finance Officer** is responsible for:

(a) after consulting with the Managing Director and the Monitoring Officer, reporting to the full Council (or to the Leader or Cabinet in relation to an executive function) and the Council's external auditor if he considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Council is about to enter an item of account unlawfully

(b) the proper administration of the financial affairs of the Council

(c) maintaining an adequate and effective internal audit

(d) contributing to the corporate management of the Council, in particular through the provision of professional financial advice

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(e) providing advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and Budget and Policy Framework issues to all Members and supporting and advising Members and officers in their respective roles and

(f) providing financial information about the Council to Members of the Council, the media, members of the public and the community and in particular for

(g) setting financial management standards, including financial procedures, and monitoring their compliance

(h) advising on the corporate financial position and on the key financial controls necessary to secure sound financial and risk management

(i) providing financial information to support the proper financial planning of the authority, to inform policy development and to assist Members and officers in undertaking their financial responsibilities

(j) preparing the revenue budget and reporting to the Council, when considering the Budget and Council Tax, on the robustness of the estimates and the adequacy of reserves

(k) monitoring income and expenditure against the budget and taking action if overspends or shortfalls in income emerge

(l) preparing the capital programme and ensuring effective forward planning and sound financial management in its compilation

(m) treasury management

(n) making recommendations to the Leader and Council on the prudential indicators and advising on all other matters required to be considered by the Prudential Code for Capital Finance

(o) the Council's banking arrangements and

(p) issuing advice and guidance to underpin the Financial Regulations that Members, officers and others acting on behalf of the authority are required to follow

**(g) the review and updating of Spending the Council's Money, the Anti-Fraud & Corruption Statement of Policy and Council Insurance to reflect the requirements of the Bribery Act Policy**

## **5. Pg 134 – The Managing Director and Senior Managers**

**Add (m) ensuring that the Bribery Act Policy is implemented, promoted and complied with in line with the agreed Policy**

1.15 **The Managing Director and Senior Managers** are responsible for:

(a) ensuring that the Leader or relevant Cabinet Member is advised of the financial implications of all proposals for changes in services or the development of new services and that the financial implications have been agreed by the Chief Finance Officer

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(b) promoting the financial management standards set by the Chief Finance Officer in their Directorates and monitoring adherence to standards and practices, liaising as necessary with the Chief Finance Officer

(c) the signing of contracts on behalf of the Council provided that the expenditure incurred has the necessary budget approval

(d) promoting sound financial practices in relation to standards, performance and development of staff in their Directorates

(e) consulting with the Chief Finance Officer and seeking his approval regarding any matters which are liable to materially affect the Council's finances, before any commitments are incurred

(f) ensuring that all staff in their Directorates are aware of the existence and content of the authority's Financial Regulations and any related procedures and other internal regulatory documents appertaining to or amplifying them and that they comply with them; they must also ensure that all of these documents are readily available for reference within their Directorates

(g) managing service delivery within the agreed revenue and capital budgets and other relevant strategies and plans

(h) developing performance, corporate and service targets

(i) ensuring that budget estimates reflecting agreed service plans are prepared in line with issued guidance

(j) ensuring that financial management arrangements and practice are

agreed with the Chief Finance Officer, are legal and consistent with best practice and Council policy

(k) consulting with the Chief Finance Officer on the financial implications of matters relating to policy development and

(l) putting in place a scheme of financial delegation setting out arrangements for the discharge of the Senior Manager responsibilities contained within Financial Regulations

**(m) ensuring that the Bribery Act Policy is implemented, promoted and complied with in line with the agreed Policy**

## **6. Pg 134 – Principles of Decision Making**

**Add “... and risk management issues, including the Bribery Act Policy, which may arise ...”**

### **Principles of Decision Making**

1.16 All Members and officers taking decisions whether on behalf of the Council or the Leader must act in accordance with the Council’s agreed principles of decision making (Article 12.2) and take account of legal and financial liabilities and risk management issues, **including the Bribery Act Policy**, which may arise from the decision.

## **7. Pg 135 – Contracts and Tenders Standing Orders**

**Add new (g) the Council’s Bribery Act Policy**

### ***Contracts and Tenders Standing Orders***

1. It is the responsibility of the Managing Director and Senior Managers to ensure that all purchases of goods and services comply with:

(a) legal requirements

(b) EU Directives

(c) the Council’s Financial Regulations

(d) the Code contained in ‘Spending The Council’s Money’ (as approved by the Governance & Audit Committee)

(e) standards for the management of property, information technology resources and staff and

(f) any conditions attached by the Leader or the Council to the exercise of powers delegated by them

**(g) the Council’s Bribery Act Policy**

## **8. Pg 147 – Appendix 6 Part 1: Code of Member Conduct**

**Add Para 6 (4) must comply with the Council’s Bribery Act Policy which applies to you, officers and any other person or organisation with whom you are dealing**

**6. You:**

(1) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and  
(2) must, when using or authorising the use by others of the resources of the County Council:

(a) act in accordance with the County Council's reasonable requirements;

(b) ensure that such resources are not used improperly for political purposes (including party political purposes); and

(3) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

**(4) must comply with the Council's Bribery Act Policy which applies to you, officers and any other person or organisation with whom you are dealing**

**9. Pg 166 – L Gifts and Hospitality**

***L. Gifts and Hospitality***

1. **In accordance with the Bribery Act Policy**, you **must** not accept significant personal gifts from contractors, clients or outside suppliers as this could compromise **both** you personally and KCC **as an organisation**. It is a serious criminal offence to receive or give any gift, loan, fee, reward or advantage to anyone in your capacity as a KCC employee. Minor articles, e.g. diaries, calendars, office items and the like, **are unlikely** to be regarded as a gift **but if there** is any doubt, a gift should be refused.

2. If you receive unsolicited gifts, they must be returned with a polite refusal letter to the sender. You should also inform your manager, so it can be clearly recorded in the Directorate/Service Unit Register of Hospitality/Gifts.

3. You may not accept legacies from clients or others who may have benefited from your services delivered on behalf of KCC. If you are named as a beneficiary, you should immediately inform your manager.

4. You should only accept offers of hospitality if there is a genuine need to impart information or represent KCC in the community and where you are satisfied that any decisions are not and will not be compromised. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where KCC should be seen to be represented. They should be properly authorised by your line manager and recorded in advance of the event in the Directorate's Hospitality/Gifts Register.

5. KCC should meet the costs of all visits to reference sites, supplier's premises etc. to avoid jeopardising the integrity of any subsequent decisions.

6. When hospitality has to be refused, the invitation should still be recorded in the Directorate's Register of Hospitality/Gifts.

7. Many supermarkets, petrol stations and high street stores offer loyalty cards for customers as an incentive to purchase from them. There are various types of loyalty cards, which offer a variety of rewards or bonuses, and it is likely you will have at least one of these cards for your personal use. You should not use your personal loyalty cards when purchasing goods or services on behalf of KCC or its clients. The use of such cards may compromise your professional integrity, particularly if the retail outlet or supplier was chosen because they offer you additional reward and not because it provided the greatest benefit and cost effectiveness to KCC or its clients.

8. Likewise, many credit card companies offer loyalty rewards. The use of personal

credit cards to purchase goods or services on behalf of KCC or its clients should be avoided unless no other means of expenditure is available.

9. However, should any loyalty rewards be received whilst undertaking KCC business where there is no means of these being transferred to KCC, then they can be regarded as the property of the individual employee, e.g. frequent traveller programmes, hotel loyalty awards, etc.

## **10 Pg 167 – M Sponsorship – Giving and Receiving**

### ***M. Sponsorship - Giving and Receiving***

1. Where an outside organisation wishes to sponsor a KCC activity, whether by invitation, tender, negotiation or voluntarily or in response to an approach by KCC to potential sponsors, you should:

- a. refer, at the earliest possible stage, **to the Bribery Act Policy** and the Sponsorship Policy & Guidance generally and the section on procurement in particular
- b. follow the basic conventions concerning the acceptance of gifts or hospitality and record these arrangements in the Directorate's Register of Hospitality & Gifts.

2. Where the value of sponsorship arrangements exceeds the relevant threshold in the Public Contracts Regulations 2006, (the Regulations), or involve payment in kind by the sponsor they must be advertised and tendered in line with the Regulations.

3. Where KCC wishes to sponsor an event or service, neither you nor your partner, spouse, close friend or relative must benefit from such sponsorship. Similarly, where KCC, through sponsorship, grant aid, financial or other means, gives support in the community, you should ensure impartial advice is given and there is no conflict of interest involved.

4. Enquiries about seeking or accepting sponsorship for KCC should be directed to the Kent External Funding Team.

## **11 Pg 168 – RELATED PROCEDURES, POLICIES, GUIDELINES AND SUPPORT**

### ***RELATED PROCEDURES, POLICIES, GUIDELINES AND SUPPORT***

The following can be found in the people management handbook, the 'Blue Book' (Kent Scheme Terms and Conditions of Employment) and on KNet.

- \* Drugs & Alcohol Policy
- \* Equality & Diversity Policy
- \* Stress Management Policy
- \* KCC's Financial Regulations
- \* Anti-Fraud & Corruption Statement of Policy
- \* Electronic Communications Use Policy (ECUP)
- \* Responsible User Guidance (RUG)
- \* Whistleblowing Policy
- \* Virus Protection Policy
- \* Smoking Policy
- \* Managers' Guidance on Employment References
- \* Health & Safety at Work Policy and Guidance
- \* Health & Safety Framework

- \* Harassment Procedure
- \* Guidance on Foreign Travel
- \* Spending the Council's Money
- \***Bribery Act Policy**

By: Mr Paul Carter – Leader of the Council  
Mr Peter Sass – Head of Democratic Services

To: County Council – 15 December 2011

Subject: Quarterly Report On Urgent Key Decisions

Classification: Unrestricted

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Summary: To report an urgent Key Decision taken in the last quarter.

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1. The Constitution requires the Leader to provide a quarterly report to the County Council of any Key Decisions which were taken as urgent matters during the previous three months.

2. The urgent Key Decision on the Citizens' Advice Consumer Advice Service was taken in the last quarter as set out below. This was an exempt matter.

#### **Citizens' Advice Consumer Advice Service (11/01787)**

An urgent exempt key decision was taken on 9 November 2011, by Mr Mike Hill, Cabinet Member for Customer and Communities to enter into a contract with a named provider to deliver the Citizens' Advice Consumer Advice Service for a period of three years (extendable by 2 years) from 2 April 2012 and to authorise the Corporate Director of Customer and Communities to sign all documents and contracts relevant to this matter.

This matter was deemed urgent under the terms of the Council's Constitution because the Office for Fair Trading (OFT), who currently commission the service, required evidence that the new contract was finalised before they started to issue termination notices to the closing centres by 20 November 2011.

#### **Consultations**

The Chairman and Spokespersons of the Cabinet Scrutiny Committee were consulted about this matter and agreed that the decision should be taken as a matter of urgency.

#### **Recommendation**

3. The County Council is requested to note this report.

P B Carter  
Leader of the Council

Enquiries: Peter Sass  
Head of Democratic Services  
(01622) 694002, [peter.sass@kent.gov.uk](mailto:peter.sass@kent.gov.uk)

*Background documents: Record of Decision 11/01787*

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From: Alex King – Deputy Leader

Peter Sass – Head of Democratic Services

To: County Council –15 December 2011

Subject: Petition Scheme Debate – Youth Services in Deal

Classification: Unrestricted

Summary: Details of a Petition received which will be the subject of a debate in accordance with the County Council's Petition Scheme.

For Decision

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## Introduction

1 (1) In accordance with the Petition Scheme agreed at the County Council meeting on 22 July 2010, any petition on a County Council matter relating to a specific District Council area that has more than 1,000 signatures will trigger a debate at County Council.

(2) The process for the debate is that the Lead Petitioner(s) will be invited to speak to the petition for up to 5 minutes in total. There will then be a debate of up to 35 Minutes (with each Member speaking for 3 minutes) before the Cabinet Member is invited to respond for a maximum of 5 minutes. As the subject matters for this petition relates to matters that are the responsibility of the Council's Executive, the County Council may decide whether to make a recommendation to the relevant Cabinet Member to inform the decision-making process.

## Petition – Opposing the potential closure of Aylesham Youth Club and Linwood Youth Centre Deal

2 (1) A Petition was submitted to the Head of Democratic Services by Mr C Cowan following the October meeting of the County Council, opposing the potential closure of Aylesham Youth Club and Linwood Youth Centre Deal. The petition contains 3,994 signatures and therefore has triggered a County Council Debate. A statement from the Lead Petitioners, Ms P Hawkins and Ms P Brivio is attached (**Appendix 1**). Ms P Hawkins, Ms P Brivio and Mr T Johnston will be attending the meeting and speaking to the petition.

(2) A briefing report from the Cabinet Member for Customer and Communities relating to the petition is attached. (**Appendix 2**)

## RECOMMENDATION

3. The County Council is invited to respond to the Cabinet Member for Customer and Communities in respect of this petition.

**Peter Sass**  
**Head of Democratic Services**  
**01622 694002**

Background Documents: None

### Statement from Petitioners

Kent Youth Service with its army of qualified and experienced youth workers and volunteers – is something to be proud of – not something to be demolished or off-loaded. Following the riots earlier this year, David Cameron chose to make his key note speech from a Youth Club in his constituency and said one way of providing guidance and moral leadership for youngsters was via Youth Centres.

These Centres must be more than Youth Clubs and table tennis. Many have IT facilities and all must have Youth Workers to give help and advice whenever required. Their future should be secure – not under threat of funding cuts now or in the future.

The proposals contained in the consultation document on changes to the Youth Service do not address issues relating to the large geographical area that Dover District Council (DCC) covers and the different needs in the areas at present covered by the Youth Service. The services that exist at the moment operate in three very different areas, one a rural community, another is on the edge of town with a large catchment area and the third in a town centre environment, therefore any proposals for change must reflect the diverse nature that youth services need to address and should not expect young people to travel the distance of 9 miles between these communities to access the facilities and face the same journey home.

Alternative proposals so far suggested do not seem to address the issues that closure of any of the centres would bring. Outreach workers and school based activities will not be applicable to many of the youngsters who at present attend Aylesham and Linwood (indeed there is no school at Aylesham and it is not clear where alternative youth work in the area would take place). It should also be acknowledged that many young people actively avoid and/or dislike school and would not be happy attending any activity on school premises.

Before coming to any firm conclusions on the future of the service, there should be an audit of the community and voluntary sector to establish what other services are available in the wider community.

Also an assessment of need and capability on a district basis should be conducted and the assessment should be led by an independent group comprising representatives of the community and voluntary sector.

It is important to remember what our commitment to young people must be - in DDC's Youth Strategy for 2008-2012 it refers to the Children's Act 2004 and Every Child Matters and includes amongst others references to "Be Healthy, Staying Safe, Enjoy and Achieve, Achieve Economic Well-Being, make a positive contribution" and these are headings that the future of any Youth Service should aim to achieve.

The British Youth Service was the first in the world and established a universal right for young people to enjoy learning beyond the classroom. It gave a voice and place for those who do not have a vote, but who have a lot to offer and say. It must be preserved.

Pam Hawkins & Pam Brivio

Report to: County Council – 15 December 2011

Report from: Mike Hill, Cabinet Member for Customer and Communities

Subject: Youth Service Provision in Dover

Classification: Unrestricted

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In October 2011 a petition was submitted to Kent County Council with 3944 signatures referring to the provision of Youth Services within Dover District. As a consequence, this matter is referred to County Council. The wording of the petition was as follows:

*“Save our Youth Services in Kent. Add your voice to the Labour Party’s demand for Kent County Council to save Youth Services in Kent. We say “NO” to the plan to close Aylesham Youth Club and Linwood Youth Centre, Deal”*

The petition was raised as a response to the public consultation on the future of Youth Services in Kent which took place from 1<sup>st</sup> August 2011 to 29<sup>th</sup> October 2011. The proposal for consultation was to deliver a core service level in each district of KCC staff delivering a Youth Hub, Street-based Youth Work and school- based Community Youth Tutor(s). This core delivery is proposed to be supplemented by the commissioning of youth work services at a local level to continue to ensure the delivery of youth work opportunities.

The proposal offers the opportunity for Kent County Council to continue to deliver a first class Youth Service for the young people of Kent whilst working closely with local communities and Locality Boards to make decisions on what youth provision would best serve local communities.

A common misconception with regard to the proposals has been the assumption that a district Youth Hub will be the only form of youth work provision in an area with the concern that young people would have to travel large distances in order to access services, however, this was never suggested in the proposed model.

The intention of the proposals has always been to look for new opportunities for communities to have a greater role in shaping and even running their own services. As such there has never been a decision to close either Aylesham Youth Centre or Linwood Youth Centre.

We recognize that local communities are, rightly, very proud of their local youth service provision which is why we do not intend to make any rushed decision but will work alongside the Locality Boards to ensure that we commission exactly the right kind of services for communities like Deal and Linwood.

**KENT COUNTY COUNCIL****PLANNING APPLICATIONS COMMITTEE**

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 11 October 2011.

PRESENT: Mr J A Davies (Chairman), Mr C P Smith (Vice-Chairman), Mr R E Brookbank, Mr A R Chell, Mrs V J Dagger, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr P J Homewood, Mr R E King, Mr J D Kirby, Mr R J Lees, Mr J F London, Mr R F Manning, Mr R J Parry, Mr R A Pascoe, Mr M B Robertson and Mr A T Willicombe

ALSO PRESENT: Mrs S V Hohler

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr M Clifton (Team Leader - Waste Developments), Mr J Crossley (Team Leader - County Council Development), Mr J Wooldridge (Team Leader - Mineral Developments), Mr R White (Development Planning Manager) and Mr A Tait (Democratic Services Officer)

**UNRESTRICTED ITEMS****51. Minutes - 6 September 2011**

*(Item A3)*

(1) The Head of Planning Applications Group reported the outcome of the planning appeal by Pinden Ltd against the decision of the Committee to refuse permission for the proposed materials recycling facility and transfer station at Straw Mill Hill, Tovil (Minute 61/1010). The Inspector had confirmed the Committee's decision for refusal.

(2) RESOLVED that the Minutes of the meeting held on 6 September 2011 are correctly recorded and that they be signed by the Chairman.

**52. Site Meetings and Other Meetings**

*(Item A4)*

The Committee noted that comments made by Members at the draft National Planning Policy Framework training session on 6 September 2011 had been taken into account by Cabinet in its response to the draft.

**53. Applications TM/10/3056 and TM/09/3231/R5 - (i) Installation of renewable electricity generating equipment with associated alterations to the design of part of the consented southern composting hall with additional car parking spaces and (ii) details pursuant to Condition 5 (working programme, design and layout, etc) of Permission TM/09/3231/R5 at Blaise Farm Composting Facility, Kings Hill, West Malling; (i) New Earth Solutions (Kent) Ltd and William Riddle and (ii) New Earth Solutions Group Lt**

*(Item C1)*

(1) Mrs S V Hohler was present for this item pursuant to Committee Procedure 2.24 and spoke.

(2) In agreeing the Head of Planning Applications Group's recommendations, the Committee amended the final proposed condition for Application TM/09/3056 to read that all material transfer between the waste reception halls and energy building "must" (rather than "should") be undertaken via fully enclosed infrastructure linked to the odour control system.

(3) The Committee also amended the condition proposed for Application TM/09/3231/R5 as set out in paragraph (4) below.

(4) RESOLVED that:-

(a) permission be granted to Application TM/10/3056 subject to conditions, including conditions covering a 5 year implementation period; the development being carried out in accordance with the permitted details; the movement of oversize biomass from the Composting Facility to the proposed electricity generating installation, the delivery of ancillary supplies and collections of process outputs being confined to between 07:00 to 18:00 Monday to Friday, 07:00 to 13:00 on Saturdays, no movements on Sundays, 07:00 to 17:30 on Bank and Public Holidays, and no movements on 25 and 26 December and 1 January; the external colour treatment of the exhaust stack being 'brown-green' (RAL 6008) with the construction materials of the new energy building matching the existing one; details of surface water drainage being agreed prior to commencement; the operation being time-limited to the life of the site as stipulated for the main Composting Facility (i.e. 20 years from first commercial composting operations in 2008); the site being restored as part of the details approved for the main Composting Facility in Permission TM/09/3231; the pyrolysis plant operating with only the waste imported to the site pursuant to the existing Composting Facility (as covered by Permission TM/09/3231); the combined numbers of site HGV movements being restricted to those detailed in the main Composting Facility Permission (TM/09/3231); appropriate measures to guard against mud and debris being tracked to the public highway; noise levels not exceeding those provided for by Condition 24 of the composting Permission (TM/09/3231); and with the exception of any material that has first been treated in the composting process, all material transfer between the waste reception halls and energy building must be undertaken via fully enclosed infrastructure linked to the odour control system; and

(b) approval be given in respect of Application TM/09/3231/R5 subject to a condition requiring that the transfer of all waste materials between the waste reception buildings and phase 1 and phase 2 composting halls must take place via fully enclosed infrastructure linked to the odour control system unless it is not possible to transfer waste through the western phase 1 composting hall because it is full.

**54. Application AS/11/256 - Variation of Conditions 2 and 7 of Permission AS/10/1010 to allow for a minor re-alignment to the approved site access intended to serve the Waste Transfer Station at Waterbrook Park, Water Avenue, Sevington, Ashford; Robert Brett and Sons Ltd**  
*(Item C2)*

RESOLVED that permission be granted for a variation to Conditions (2) and (7) of Permission AS/10/1010. Accordingly these Conditions shall now read:-

- (a) Condition (2): "The development hereby permitted shall be carried out and completed in all respects strictly in accordance with the details submitted with the application and applications AS/06/4 and AS/10/10 together with those further details to be submitted for approval.

*Reason; For the avoidance of doubt and to maintain control over the site"; and*

- (b) Condition (7): "The detailed access improvements including those necessary to upgrade Waterbrook Avenue to adoptable standards and which makes provision for footways/cycleways as shown on the Cannon Consulting Engineers ' Phase 1 Location Plan Detail' drawing no. WB/P1/TS/1001 Rev D, shall be constructed before the completion of the development.

*Reason; In the interest of highway safety pursuant to policy W22 of the Kent Waste Local Plan March 1998."*

**55. Proposal AS/11/994 - 1 FE Primary School including school building, outdoor recreational and learning areas, planted and hard surfaced areas (including pedestrian and vehicular access and parking) at Goat Lees School site between Hurst Road and Guernsey Way, Kennington, Ashford; KCC Capital and Premises**  
*(Item D1)*

(1) The Head of Planning Applications Group reported correspondence from the Engineering Services Officer of Ashford Borough Council raising concerns about the parking provisions within the Proposal.

(2) In agreeing the Head of Planning Applications Group's recommendations, the Committee asked for an additional Informative relating to parental traffic. This is set out in (3) below).

(3) RESOLVED that subject to the applicant making a contribution to the Ashford Carbon Fund (as referred to in paragraph 38 of the report):-

- (a) permission be granted to the proposal subject to conditions, including conditions covering the standard time limit; the development being carried out in accordance with the permitted details; the submission of details of the design of any outbuildings and structures; the submission of all materials to be used externally; details of all external lighting; a scheme of landscaping, including ecological enhancement measures,

the green roof, and hard surfacing (including car parking and access areas), its implementation and maintenance; measures to protect those trees which are to be retained; details of fencing, gates, walls, the refuse enclosure, and other means of enclosure, including heights and colour finishes; no tree removal taking place during the bird breeding season; the development according with the recommendations of the ecological surveys; a BREEAM rating of "Very Good" being achieved; the submission of a detailed surface water drainage scheme; land contamination; the provision of access, car parking, pick-up/drop-off, circulatory space, and cycle parking prior to first occupation, and their subsequent retention; ongoing monitoring and review of the School Travel Plan; no floodlighting being erected on the site without the written permission of the County Planning Authority; hours of working during construction and demolition being restricted to between 0800 and 1800 Monday to Friday and between the hours of 0900 and 1300 on Saturdays with no operations on Sundays and Bank Holidays; a construction management strategy, including access, parking and circulation within the site for contractors and other vehicles related to construction and demolition operations; and measures to prevent mud and debris being taken onto the public highway; and

- (b) the applicants be advised by Informative that:-
- (i) account should be taken of the Environment Agency's advice relating to drainage and the storage of fuel, oil and chemicals;
  - (ii) their attention is drawn to the letter from KCC Public Rights of Way, which contains general informatives with regard to works adjacent to and/or on a Public Right of Way. It is also advised that " the granting of planning permission confers on the developer no other permission or consent or right to close or divert any Public Right of Way at any time without the express permission of the Highways Authority";
  - (iii) any new vehicular and pedestrian access onto the public highway might need to be subject to a Section 278 Highway Agreement with Kent Highway Services; and
  - (iv) the Planning Applications Committee was concerned about the potential impact of the parents' traffic on the local environment. The dropping off facility as shown on Drawing 718/006/01 Rev F is an integral part of the development, and close management by the School and its Governing Body is required to avoid serious congestion. The use of the drop off facility should be reviewed as part of the regular review of the Travel Plan, and walking buses should be explored and promoted by the School as part of the Travel Plan.

**56. Matters dealt with under delegated powers**  
*(Item E1)*



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

- (a) County matter applications;
- (b) consultations on applications submitted by District Councils and Government departments (None);
- (c) County Council developments;
- (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
- (e) Scoping opinions under Environmental Impact Assessment Regulations 1999.

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## PLANNING APPLICATIONS COMMITTEE

MINUTES of a meeting of the Planning Applications Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 8 November 2011.

PRESENT: Mr J A Davies (Chairman), Mr C P Smith (Vice-Chairman), Mr R E Brookbank, Mr A R Chell, Mr T Gates, Mr W A Hayton, Mr C Hibberd, Mr P J Homewood, Mr J D Kirby, Mr R J Lees, Mr J F London, Mr R F Manning, Mr R J Parry, Mr R A Pascoe, Mr M B Robertson and Mr A T Willicombe

IN ATTENDANCE: Mrs S Thompson (Head of Planning Applications Group), Mr M Clifton (Team Leader - Waste Developments), Mr J Crossley (Team Leader - County Council Development), Mr J Wooldridge (Team Leader - Mineral Developments), Mr R White (Development Planning Manager) and Mr A Tait (Democratic Services Officer)

### UNRESTRICTED ITEMS

#### **57. Minutes - 11 October 2011**

*(Item A3)*

RESOLVED that the Minutes of the meeting held on 11 October 2011 are correctly recorded and that they be signed by the Chairman.

#### **58. Site Meetings and Other Meetings**

*(Item A4)*

The Committee agreed to visit the site of the Dungeness shingle recycling application followed by a public meeting on Tuesday, 17 January 2012.

#### **59. Application TM/11/2143 (KCC/TM/0360/2011) - Development of a Hazardous Waste Transfer Station at Unit 19, Mills Road, Quarry Wood industrial Estate, Aylesford; Cleansing Service Group Ltd**

*(Item C1)*

(1) Mr P M Homewood and Mr C P Smith informed the Committee that they were acquainted with Tracey Crouch, MP and Cllr John Balcombe who had both responded on the application. Mr M B Robertson said that he was also acquainted with Cllr Balcombe. In each case, the acquaintanceship in question was not "a close association." They were therefore all able to approach the application with a fresh mind.

(2) The Head of Planning Applications group reported correspondence from a planning consultant on behalf of a neighbouring development raising further objections to the application.

(3) RESOLVED that permission be granted to the application subject to conditions including the standard time condition for implementation; the development being completed in accordance with the approved plans; a scheme of lighting

being submitted, showing all external lighting to be used; a limitation on vehicle movements; and the hours of operation being limited to those proposed.

**60. Application DA/11/1043 (KCC/DA/0350/2011) - Variation of Conditions 5,6 and 16 of Permission DA/07/1 (as amended) to allow modifications to phasing and soil storage arrangements and to increase the depth of excavation and resultant landfill of part of the Northern Extension at Pinden Quarry, Green Street Green Road, Dartford; Pinden Ltd**  
*(Item C2)*

(1) The Committee noted that the permitted depth set out in the Head of Planning Applications Group's recommendations in paragraph 101 (a) of the report should read "19 metres AOD" rather than "30".

(2) RESOLVED that permission be granted to the application subject to conditions that:-

- (a) amend the wording of condition 16 of Permission DA/07/1 (as amended) to increase the permitted depth of extraction in phases 5, 6 and 7 of the northern extension area to 19 metres AOD;
- (b) amend the wording of conditions 5 and 6 of Permission DA/07/1 (as amended) to enable future changes to the scheme of working to be approved in writing by the County Planning Authority rather than require a further planning permission to be obtained and reflect approval of the temporary soil stockpiles on phases 2, 3A and 7;
- (c) carry forward those conditions attached to Permission DA/07/1 (as amended), with such modifications as are necessary to reflect more recent permissions and approvals; and
- (d) secure improved or additional landscape planting (particularly along the site frontage with Green Street Green Road).

**61. Proposal SH/11/738 (KCC/SH/0330/2011) - New modular classroom, fire access road and car park at Highview School, Moat Farm Road, Folkestone; KCC Property and Infrastructure Support**  
*(Item D1)*

(1) In agreeing the recommendation of the Head of Planning Applications Group, the Committee made minor amendments to its wording in order to stress the temporary nature of the permission.

(2) RESOLVED that temporary permission be granted to the proposal requiring the mobile classroom to be removed from the site within five years from the date of the permission and subject to conditions requiring the building to be finished in light grey to match the adjoining building; details of the fencing being submitted for approval; the provision and retention of the 8 additional

car parking spaces; and a revised school travel plan being submitted for approval.

**62. Matters dealt with under delegated powers**  
*(Item E1)*

- (1) The Committee noted that Application TW/11/2454 reported in agenda item E1 was in respect of Horsmonden Wastewater Treatment Works.
- (2) RESOLVED to note matters dealt with under delegated powers since the last meeting relating to:-
  - (a) County matter applications;
  - (b) consultations on applications submitted by District Councils or Government Departments (None);
  - (c) County Council developments;
  - (d) Screening opinions under Environmental Impact Assessment Regulations 1999; and
  - (e) Scoping opinions under Environmental Impact Assessment Regulations 1999 (None).

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Agenda Item 17

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