

**POLICY AND RESOURCES CABINET COMMITTEE**

**Friday, 20th September, 2019**

**10.00 am**

**Darent Room, Sessions House, County Hall, Maidstone**







## AGENDA

### POLICY AND RESOURCES CABINET COMMITTEE

**Friday, 20 September 2019, at 10.00 am**  
**Darent Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Emma West**  
Telephone: **03000 412421**

*Tea/Coffee will be available 15 minutes before the start of the meeting*

#### **Membership (15)**

Conservative (12): Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr P V Barrington-King, Mr T Bond, Mr N J D Chard, Mr G Cooke, Mrs M E Crabtree, Mr P W A Lake, Mr D Murphy, Mr M D Payne, Mr H Rayner and Mr I Thomas

Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE

Labour (1) Mr D Farrell

#### **Webcasting Notice**

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council.

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

#### **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the Agenda

- 4 Minutes of the meeting held on 13 June 2019 (Pages 5 - 12)
- 5 Strategic and Corporate Services Performance Dashboard (Pages 13 - 28)
- 6 Embedding Social Value in KCC's Commissioning Activity (Pages 29 - 44)
- 7 Annual Equality and Diversity Report 2018-19 (Pages 45 - 74)
- 8 Domestic Abuse Strategy (Pages 75 - 102)
- 9 Work Programme 2019-2020 (Pages 103 - 106)

**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 as it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

- 10 Maximising returns from Capital Disposals (Pages 107 - 122)
- 11 19/00057 - East Kent TFM - Contract Extension (Pages 123 - 128)
- 12 19/00058 - Maidstone East Development (Pages 129 - 184)
- 13 19/00070 - Letting of the building contract for the Southborough Hub Project (Pages 185 - 192)

Benjamin Watts  
General Counsel  
03000 416814

**Thursday, 12 September 2019**

## KENT COUNTY COUNCIL

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### POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Darent Room - Sessions House on Thursday, 13 June 2019

PRESENT: Mr B J Sweetland (Chairman), Mr R A Marsh (Vice-Chairman), Mr M A C Balfour (Substitute for Mr N J D Chard), Mr P V Barrington-King, Mr R H Bird, Mr T Bond, Mr D L Brazier (Substitute for Mr D Murphy), Mr I S Chittenden (Substitute for Mrs T Dean, MBE), Mr G Cooke, Mrs M E Crabtree, Mr D Farrell, Mr P W A Lake, Mr M D Payne, Mr H Rayner and Mr I Thomas

ALSO PRESENT: Miss S J Carey, Mr E E C Hotson and Mr P J Oakford

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), Mr S Dodd (Investment and Development Consultant), Mrs T Gleeson (Communications Partner), Mr M Hyland (Project Co-ordinator – Kings Hill), Deborah Kapaj (Sustainable Estates Programme Manager), Ms E Sanderson (Strategic Business Adviser), Mrs R Spore (Director of Infrastructure), Mr B Watts (General Counsel), Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Miss E West (Democratic Services Officer)

#### UNRESTRICTED ITEMS

##### **166. Apologies and Substitutes**

*(Item 2)*

Apologies for absence had been received from Mr Chard, Mrs Dean and Mr Murphy.

Mr Balfour attended as a substitute for Mr Chard, Mr Chittenden attended as a substitute for Mrs Dean and Mr Brazier attended as a substitute for Mr Murphy.

##### **167. Declarations of Interest by Members in items on the Agenda**

*(Item 3)*

No declarations of interest were received.

##### **168. Minutes from the meeting on 16 May 2019**

*(Item 4)*

1. The Chairman reassured Members of the Committee that a detailed briefing for Members would be arranged over coming months in relation to the developments around the Holding Company.
2. RESOLVED that the minutes of the meeting of the Policy and Resources Cabinet Committee held on 16 May 2019 are correctly recorded and that they be signed by the Chairman.

##### **169. Strategic Delivery Plan Review**

*(Item 5)*

*Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Ms Sanderson (Strategic Business Adviser (Corporate)) were in attendance for this item.*

1. Mr Whittle and Ms Sanderson introduced the report which set out information relating to the review of the Strategic Delivery Plan (SDP) which had been undertaken to examine the strengths and challenges of the SDP process, in order to inform recommended actions for the 2020-23 business planning round, as part of an annually refreshed rolling plan.
  - a) In response to a comment, Mr Whittle reassured Members that officers would work hard to ensure that future papers submitted to the Committee did not contain unexplained jargon and acronyms and considered providing an index for Members which would highlight commonly used acronyms and their meanings.
2. Members of the Committee thanked Mr Whittle and Ms Sanderson for the open and transparent Strategic Delivery Plan which brought together individual services.
3. RESOLVED that the report be noted.

#### **170. Developing the next Strategic Statement** (Item 6)

*Mr Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance) and Ms Sanderson (Strategic Business Adviser (Corporate)) were in attendance for this item.*

1. Mr Whittle and Miss Carey (Cabinet Member for Customers, Communications and Performance) introduced the report which set out the need to begin the development of the next Strategic Statement, how this could support national and local policy objectives and stronger resident engagement.

Mr Whittle, Miss Carey and Mr Hotson (Cabinet Member for Corporate and Democratic Services) then responded to comments and questions from Members, including the following: -

- a) Mr Whittle clarified a typographical error within the report and stated that the final sentence of point 5.2 should read 'The consultation feedback would **be presented to** County Council **for** approval by March 2020.'
- b) Mr Whittle talked about the commissioning of the independent research company mentioned within the report and confirmed that Cabinet Members were engaged in the process. He reminded Members that the process had already been carried out successfully twice in previous years.
- c) Mr Whittle confirmed that the research undertaken by the independent research company was qualitative, not quantitative. He said that the independent research company managed the demographic in relation to the

quality of research and confirmed that the demographic across the East, West and North of Kent was adequate.

- d) Mr Whittle talked about Member's involvement and said that the independent research company had previously indicated that it would be difficult to undertake research exercises with elected Members present as it would change the dynamic of the relationship in the room. He added that whilst he could engage with the independent research companies in relation to Member's involvement, he understood the difficulties that could potentially arise.
- e) Mr Whittle talked about the current timetable in relation to the development of the next Strategic Statement and felt confident that Kent County Council's timetable was on track.
- f) Mr Hotson briefly talked about his involvement in chairing a group of voluntary organisations and confirmed that he would continue to chair the meetings in Autumn 2019.
- g) Mr Whittle reminded Members that whilst the Voluntary and Community Sector were representative bodies, many of them were also service providers.
- h) Mr Whittle confirmed that the report focused on the engagements that were taking place and said that the consultation stage would take place at a later date.
- i) Mr Whittle said that he was unsure as to whether Kent County Council's next Strategic Statement would accommodate the next five-year period, it could be shorter depending on the outcome of Brexit.

171. 2. RESOLVED that the report be noted.

### **171. Kent & Medway Energy and Low Emissions Strategy - Draft for Public Consultation**

*(Item 7)*

*Ms Kapaj (Sustainable Estates Programme Manager) was in attendance for this item.*

- 1. Mr Payne (Deputy Cabinet Member for Planning, Highways, Transport and Waste) and Ms Kapaj introduced the report which set out the final draft of the Kent and Medway Energy and Low Emissions Strategy for Public Consultation. Mr Payne pointed out that the Public Consultation was now expected to commence on 1<sup>st</sup> July 2019.

Mr Payne and Ms Kapaj then responded to comments and questions from Members, including the following: -

- a) Ms Kapaj talked about the positive work that had been undertaken within Kent schools in relation to the energy and low emissions projects and said that schools had benefited greatly from the Salix funding scheme referred to within the report. She added that Steve Baggs, Kent County Council's

Energy Manager, worked very closely with Kent schools to encourage the delivery of energy efficiency and renewable energy projects.

- b) Mr Payne said he would ensure that Member's feedback on the provision of a school-friendly document relating to the Kent & Medway Energy and Low Emissions Strategy would be fed into the consultation.
  - c) Mr Payne talked about the Kent Design Guide refresh mentioned within the strategy and the different topics that were emerging as part of the refresh.
  - d) Ms Spore said that in terms of the schools in Kent which were commissioned by Kent County Council, guidelines had been set by the Department for Education which set out specific requirements in terms of the environmental standards that Kent County Council were required to meet. She added that work would continue with Kent schools in relation to the Kent Design Guide and highlighted the current discrepancies between ambitions for schemes and projects and the funding that Kent County Council received from central government which were being addressed.
  - e) Ms Kapaj referred to the positive existing and upcoming projects relating to environmental changes within Kent such as the reduction of greenhouse gas emissions and improving resource efficiency.
2. Members of the Committee welcomed the Kent & Medway Energy and Low Emissions Strategy and thanked officers for their involvement in ensuring that the strategy was put in place.
3. RESOLVED that the report be noted.

**172. Review of face-to-face customer contact provision**  
(Item 8)

*Mrs Beer (Corporate Director of People and Communications) and Mrs Gleeson (Communications Partner) were in attendance for this item.*

- f) Miss Carey (Cabinet Member for Customers, Communications and Performance), Mrs Beer and Mrs Gleeson introduced the report which set out the role of Kent County Council's corporate face-to-face contact channel in supporting its strategic purpose and preventative strategies. It set out the next steps to explore opportunities and future delivery options, working collaboratively with district councils to ensure joined up access to services for Kent's residents.
  - a) Mrs Beer said that current face-to-face contact was provided through Gateways and the environment had changed significantly since they were established, the majority of people now wanted to access public services through the internet or by phone. Whilst face-to-face contact with customers was often a relatively expensive form of contact, it was valuable for those who needed it.
  - b) Mrs Beer referred to the core principles of the customer contact strategy that would be presented back to Members, and how Kent County Council's objectives around face-to-face contact aligned closely to those of district



councils. Mrs Beer emphasised the importance of looking at public contact provision in libraries, children's centres and through community outreach, to ensure that Kent County Council delivered face-to-face services in the most effective and cost-effective way.

- c) Mrs Gleeson said that the face-to-face services that Kent County Council provided were for people that typically did not have digital skills or were potentially leading chaotic lives and did not know that there was support available. Gateway staff could direct them to appropriate Kent County Council services, or to services that Kent County Council commissioned or were provided by other partners, such as the voluntary sector.
- d) Mrs Beer explained that Gateway staff were trained to spot where a customer might have more complex needs than their initial enquiry suggested and emphasised the importance of staff training in providing this level of service.
- e) Mrs Beer acknowledged that the ten Gateways across the county did not cover all districts and that this was something that would be looked into further once Gateway contracts came to an end.

2. RESOLVED that the report be noted.

**173. Work Programme 2019/20**  
(Item 9)

RESOLVED that the work programme for 2019-20 be noted.

**174. Exclusion of the Press and Public**

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

**Exempt Items**  
(open access to minutes)

**175. Maidstone East Project Update**  
(Item 10)

*Mr Dodd (Investment and Development Consultant) and Ms Spore (Director of Infrastructure) were in attendance for this item.*

- 1. Mr Dodd introduced the report which provided an overview and update in respect of the joint strategic acquisition of the former Royal Mail Sorting Warehouse & Offices, Sandling Road, Maidstone (the former Royal Mail Site).
- 2. Mrs Spore talked about the financial implications highlighted within the report and the need to deliver the best possible outcome.

3. Mrs Spore talked about the range of options that were available and confirmed that a decision paper would be submitted to the Policy and Resources Cabinet Committee in due course.
4. Mr Hotson (Cabinet Member for Corporate and Democratic Services) highlighted the potential risks in relation to the options set out within the report.
5. Mr Hotson commended the report and said that it provided a clear and concise update for Members of the Committee on the subject matter.
6. RESOLVED that the report be noted.

#### **176. Turner Contemporary Update**

*(Item 11)*

1. Mrs Spore introduced the report which set out information relating to the contractual dispute with David Chipperfield Architects (DCA) regarding Turner Contemporary.
2. Mr Watts responded to a comment relating to acquisition costs.
3. Mrs Spore confirmed that Kent County Council were not engaging directly with DCA.
4. RESOLVED that the report be noted.

#### **177. 19/00044 - Kings Hill: Joint Venture Development Agreement between Kent County Council and Liberty Property Trust UK**

*(Item 12)*

*Mr Hyland (Project Co-ordinator – Kings Hill) was in attendance for this item.*

1. Mr Hotson (Cabinet Member for Corporate and Democratic Services) introduced the report which set out information relating to the decision to finalise terms and enter into all the necessary documentation to complete the disposal of all identified land parcels required for the calibrated land disposal programme within the Kings Hill development partnership scheme.
2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services to:
  - a) delegate authority to the Director of Infrastructure, to finalise terms and enter into all the necessary documentation to complete the disposal of all identified land parcels required for the calibrated land disposal programme within the Kings Hill development partnership scheme, in consultation with the Cabinet Member for Economic Development and the Head of Paid Service and General Counsel; and
  - b) delegate authority to the Director of Infrastructure, to finalise terms and enter into all the necessary documentation to complete all land and property transactions associated with community, infrastructure service

provisions for both existing and proposed residential and commercial development,

be endorsed.

**178. 19/00045 - Strategic Acquisition, Maidstone**  
*(Item 13)*

1. Mr Hotson (Cabinet Member for Corporate and Democratic Services) provided a further update to the contents of the exempt report which were noted by the committee.
2. RESOLVED that the proposed decision to be taken by the Cabinet Member for Corporate and Democratic Services to:
  - a) proceed with the strategic purchase; and
  - b) agree that the Director of Infrastructure be delegated agreement of final terms and is authorised to enter into any necessary legal documents to complete the acquisition,

be endorsed.

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From: Susan Carey, Cabinet Member for Customers, Communications and Performance

Eric Hotson, Cabinet Member for Corporate and Democratic Services

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

David Cockburn, Corporate Director of Strategic and Corporate Services

To: Policy and Resources Cabinet Committee – 20 September 2019

Subject: Strategic and Corporate Services Performance Dashboard

Classification: Unrestricted

**Summary:**

The Strategic and Corporate Services Performance Dashboard shows progress made against targets set for Key Performance Indicators.

Latest performance is reported as Green for 19 indicators, Amber for 4 indicators, and Red for 1 indicator. The Red indicator is for the percentage of Freedom of Information requests responded to within 20 days, which has been affected by increases in the complexity of requests containing multiple questions to be answered.

No data is yet available for one indicator.

**Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE the report.

**1. Introduction**

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year.

**2. Performance Dashboard**

2.1. This is the first Dashboard report for the current financial year and includes performance results to July 2019, or the latest available month. The Strategic and Corporate Services Performance Dashboard is attached in Appendix 1.

2.2. The Dashboard includes 25 Key Performance Indicators (KPIs) and also includes a range of activity indicators which provide context. These KPIs and the targets for 2019/20 came before Cabinet Committee for comment in May 2019.

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

2.4. Of the 25 KPIs included in the report, the latest RAG status are as follows:

- 19 are rated Green – the target was achieved or exceeded
- 4 are rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green
- 1 is rated Red – Performance did not meet the expected floor standard
- 1 KPI has no data yet available

2.5. The Red indicator is for the percentage of Freedom of Information requests responded to within 20 days, which has been affected by increases in the complexity of requests containing multiple questions to be answered

### **3. Recommendation(s):**

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for Strategic and Corporate Services

### **4. Contact details**

Report Author: Rachel Kennard  
Chief Analyst  
Strategic Commissioning – Performance & Analytics  
03000 414527  
[Rachel.kennard@kent.gov.uk](mailto:Rachel.kennard@kent.gov.uk)

Relevant Director: Vincent Godfrey  
Strategic Commissioner  
03000 421995  
[Vincent.Godfrey@kent.gov.uk](mailto:Vincent.Godfrey@kent.gov.uk)

# **Strategic and Corporate Services Performance Dashboard**

## **Financial Year 2019/20**

### **Results up to July 2019**

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**Produced by Strategic Commissioning - Performance & Analytics**

**Publication Date: August 2019**







## Guidance Notes

### Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings and Direction of Travel Alerts.

RAG ratings are based on Targets and Floor Standards brought before the Cabinet Committee in May 2019.

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

### RAG Ratings

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved

### Direction of Travel (DoT) Alerts - relative to previous period

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

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

### Activity Indicators

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

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

## Key Performance Indicator Summary

People and Communications	Latest RAG	YTD RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04a: Percentage of daytime calls to Contact Point answered (NEW)	GREEN	GREEN
CS04b: Percentage of out of hours calls to Contact Point answered (NEW)	GREEN	GREEN
CS06a: Percentage of daytime calls achieving 85% of quality scorecard (NEW)	GREEN	GREEN
CS06b: Percentage of out of hours calls achieving 85% of quality scorecard (NEW)	GREEN	GREEN
CS07: Complaints responded to in timescale	GREEN	GREEN
HR25: Percentage of completed corporate themed Health and Safety audits	GREEN	GREEN
HR09: Training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

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

Finance	Latest RAG	YTD RAG
FN01: Pension correspondence processed within 15 working days	GREEN	GREEN
FN02: Retirement benefits paid within 20 working days of all paperwork received	GREEN	GREEN
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	GREEN	GREEN
FN11: Financial assessments fully completed within 15 days of referral	AMBER	GREEN
FN05: Sundry debt due to KCC which is under 60 days old	AMBER	N/a
FN06: Sundry debt due to KCC outstanding over 6 months old	GREEN	N/a
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN

Infrastructure	Latest RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the First point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	AMBER	AMBER
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Services available to staff	GREEN	AMBER
ICT05: Working hours where Email is available to staff	GREEN	GREEN
PI01: Rent due to KCC outstanding over 60 days	N/a	N/a
PI04: Reactive tasks completed in Service Level Agreement standards	GREEN	GREEN

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Susan Carey	Agilisys

## Key Performance Indicators - June data

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
CS01	Percentage of callers who rate the advisors in Contact Point as good	97%	97%	GREEN	↔	97%	GREEN	97%	90%
CS04a	Percentage of daytime calls to Contact Point answered (NEW)	96%	95%	GREEN	↓	96%	GREEN	95%	80%
CS04b	Percentage of out of hours calls to Contact Point answered (NEW)	98%	99%	GREEN	↑	98%	GREEN	95%	80%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard (NEW)	71%	71%	GREEN	↔	70%	GREEN	70%	65%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard (NEW)	73%	70%	GREEN	↓	71%	GREEN	70%	65%

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## Activity Indicators

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year YTD
				Upper	Lower	
CS08	Number of calls answered by Contact Point (000s)	130	Yes	152	104	151

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Eric Hotson	People & Communications

### Key Performance Indicators – Quarterly - June data

Ref	Indicator description	Previous Qtr	Latest Qtr	RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
CS07	Percentage of complaints responded to in timescale	84%	87%	GREEN	↑	87%	GREEN	85%	80%
HR25	Percentage of completed corporate themed Health and Safety audits	100%	96%	GREEN	↓	96%	GREEN	90%	85%

### Key Performance Indicators – Monthly

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
HR09	Training evaluated by participants as having delivered stated learning outcomes	100%	98.9%	GREEN	↓	99.6%	GREEN	95%	85%

### Activity Indicators - June data

Ref	Indicator description	Year to Date	In expected range?	Expected Activity		Previous Year YTD
				Upper	Lower	
CS12	Number of visits to the KCC website, kent.gov (000s)	1,438	Above	1,350	1,150	1,342

CS12 – Visits to the KCC website were above expectations with increased numbers viewing the jobs section, and a large increase in visits to the school transport pages, in particular when changes to the Kent Travel Saver Card were made public.

Service Area	Director	Cabinet Member	Delivery by:
People & Communications	Amanda Beer	Eric Hotson	People & Communications

### Activity Indicators

Ref	Indicator description	Latest Month	In expected range?	Expected Activity		Prev. Yr Same Month
				Upper	Lower	
HR12	Number of current change activities being supported	79	Yes	80	70	84
HR13	Total number of e-learning training programmes completed (ytd)	17,258	<b>Above</b>	16,667	13,333	25,150
HR16	Number of registered users of Kent Rewards	22,654	<b>Above</b>	22,000	20,000	18,898
HR21	Number of current people management cases being supported	89	Yes	90	80	70
HR23	Percentage of staff who have completed all 3 mandatory learning events	91%	<b>Above</b>	90%	80%	86%

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HR13 - There has been an increase in the number of e-learning training programmes completed as mandatory learning retake periods are due for large numbers of staff. The e-learning offering has also been expanded and made more accessible to the workforce through the Delta learning platform.

HR16 - The number of registered users for Kent Rewards is higher than expected due to increases in communication, highlighting how Kent Rewards can be used to access Childcare Vouchers, Cycle2Work schemes and Health and Wellbeing initiatives.

HR23 – Mandatory training dashboards within Delta have been introduced in the last quarter which allow managers to easily identify staff who are due to complete or overdue with mandatory training. This tool has aided conversations between managers and employees, resulting in an increase in the percentage of staff who have completed all 3 mandatory learning events.

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	Finance

### Key Performance Indicators

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
FN01	Pension correspondence processed within 15 working days	99%	100%	GREEN	↑	100%	GREEN	98%	95%
FN02	Retirement benefits paid within 20 working days of all paperwork received	95%	97%	GREEN	↑	96%	GREEN	90%	85%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	93%	88%	GREEN	↓	89%	GREEN	85%	80%
FN11	Percentage of financial assessments completed within 15 days of referral	94%	86%	AMBER	↓	93%	GREEN	90%	85%

FN11 - Staffing resource has been impacted over this period including testing of the new MOSAIC case management system.

### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN01b	Number of pension correspondences processed	1,478	2,029
FN02b	Number of retirement benefits paid	825	746
FN07b	Number of invoices paid by KCC	36,351	36,879
FN11b	Number of financial assessments received	2,032	2,516

Service Area	Director	Cabinet Member	Delivery by:
Finance	Zena Cooke	Peter Oakford	Cantium Business Services

### Key Performance Indicators

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
FN05	Percentage of sundry debt due to KCC which is under 60 days old	69%	69%	AMBER	↔	N/a		75%	57%
FN06	Percentage of sundry debt due to KCC outstanding over 6 months old	11%	11%	GREEN	↔	N/a		15%	20%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days	97%	98%	GREEN	↑	98%	GREEN	97%	94%

FN05 - 7 large invoices are impacting on this KPI. A Gen2 invoice for over £0.5m is currently being held. Two others for over £330k relating to Sevenoaks primary school have since been paid. The remaining 4 invoices totalling over £940k are Health invoices and are being recovered accordingly.

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### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
FN05b	Value of debt due to KCC (£000s)	16,221	23,261

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Ben Watts	Eric Hotson	Governance and Law

### Key Performance Indicators

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	GREEN	↔	100%	GREEN	100%	96%
GL02	Freedom of Information Act requests completed within 20 working days	82%	84%	RED	↑	84%	RED	92%	90%
GL03	Data Protection Act Subject Access requests completed within statutory timescales	84%	89%	AMBER	↑	82%	RED	90%	85%

### Activity Indicators

Ref	Indicator description	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
GL01b	Committee meetings	56		N/a		57
GL02b	Freedom of Information requests	733	Yes	816	657	754
GL03b	Data Protection Act Subject Access requests	158	<b>Above</b>	134	95	139

GL02 – Performance continues to be affected by the number and complexity of FOI requests. New GDPR requirements have added to the time required to complete some requests. Following on from a process mapping exercise, it is anticipated that performance can be improved by a combination of refining existing processes (including devolving responsibility to operational units), utilising other Microsoft applications (i.e.: Teams, Forms) and more extensive use of the iCasework system.

GL02b and 03b - GDPR has raised awareness on issues around personal data leading to more requests. There has also been an increase in requests regarding Brexit and Information Governance. Operational teams responding to requests need to balance delivery of front-line services with collation of records.



Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - ICT	Rebecca Spore	Eric Hotson	Cantium Business Services

### Key Performance Indicators - June data

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
ICT01	Calls to ICT Help Desk resolved at the First point of contact	74%	74%	GREEN	↔	75%	GREEN	70%	65%
ICT02	Positive feedback rating with the ICT help desk	91%	94%	AMBER	↑	93%	AMBER	95%	90%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	GREEN	↔	100%	GREEN	99.8%	99.0%
ICT04	Working hours where ICT Services are available to staff	94.3%	99.9%	GREEN	↑	98.0%	AMBER	99.0%	98.0%
ICT05	Working hours where Email is available to staff	100%	100%	GREEN	↔	100%	GREEN	99.0%	98.0%

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### Activity Indicators

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	21,395	14,608
ICT02b	Feedback responses provided for ICT Help Desk	395	1,805

ICT01b - The potential Brexit event and issues with remote access (A2K) caused a significant increase in calls to the Service Desk. This has now been resolved with a newer version of A2K rolled out to devices.

ICT02 - Positive feedback rating improved from last month but remains slightly below target. Cantium are currently receiving a low number of feedback responses due to a technical issue which is being resolved. However, this has affected the accuracy of reported figures.

ICT04 - The Capita One system was unavailable for an extended period in May. This service is non-core and the business impact from this incident was low. The version in use required an old operating system feature which was re-enabled to restore service.

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Infrastructure

## Key Performance Indicators - June data

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Target	Floor Standard
PI01	Percentage of rent due to KCC outstanding over 60 days			N/a		5%	15%

PI01 - Figures reported last year included all invoices outstanding over 60 days including those from the previous years. From 2019/20, the KPI has been refined to exclude service charges and to focus on in year activity. The outstanding debt due for 19/20 will start to accrue from July 2019, whilst outside this reporting period the July data is available as shown in the table below. To assist the committee, the Key Performance table has been updated to include the actual rent billed and collected each month; and the cumulative rent collected. These figures provide a greater oversight regarding income, debt collection and the outstanding debt against the cumulative rent invoiced for this financial year. Example below for reference:

Figures as per new financial year format							
Ref	Performance Indicator		Apr-19	May-19	Jun-19	Jul-19	Aug-19
PI01	Invoiced Rent Outstanding at 60 days	%	0.0%	0.0%	0.0%	13.4%	10.3%
	Value of rent showing on Oracle as outstanding at over 60 days (£)	Actual	£0	£0	£0	£144,948	£162,259
	Rent invoiced in month		£271,695	£575,815	£189,822	£42,197	£492,783
	Total unpaid invoices from 1st April	Actual	£271,695	£723,671	£519,015	£502,690	£881,459
	Rent collected since 1st April		£0	£123,839	£518,317	£576,839	£690,853
	Total rent invoiced since 1st April		£271,695	£847,510	£1,037,332	£1,079,529	£1,572,312
	Snapshot Date		30/04	31/05	28/06	31/07	02/09
Please note May's + Aug's Rents invoiced in month figure is much higher as it includes the quarterly invoices							

## Activity Indicator

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£000s)	625	764
PI03c	Capital receipts banked (£m)	4.1	0.8

Service Area	Director	Cabinet Member	Delivery by:
Infrastructure - Property	Rebecca Spore	Eric Hotson	Kier, Amey, and Skanska

## Key Performance Indicators - June data

Ref	Indicator description	Previous Month	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	96%	94%	GREEN	↓	95%	GREEN	90%	80%

## Activity Indicator

Ref	Indicator description	YTD	Previous Year
PI04b	Number of reactive tasks responded to	3,596	4,747

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**From:** Catherine Rankin, Cabinet Member for Strategic Commissioning  
Vincent Godfrey, Strategic Commissioner

**To:** Policy and Resources Cabinet Committee - 20 September 2019

**Subject:** Embedding Social Value in KCC's Commissioning Activity

**Classification:** Unrestricted

**Past Pathway of Paper:** n/a

**Future Pathway of Paper:** n/a

### **Executive Summary:**

Kent County Council has set a clear strategic direction on social value with appropriate and relevant social value priorities. It has taken steps towards embedding social value at a strategic and an operational level and worked with its partners and suppliers to secure a range of social value commitments, not simply focusing on delivering core requirements, despite the financial challenges of recent years.

This report highlights that there is opportunity to further embed social value in KCC's commissioning activity. This can be achieved through underlining the Council's strategic and operational commitment to social value, developing the tools to enable a more consistent application of the concept throughout the commissioning cycle, and promoting increased awareness and understanding of social value across KCC and more widely.

### **Recommendation:**

Policy and Resources Cabinet Committee is asked to **consider and provide feedback** on this report and the proposals for further embedding social value in KCC's commissioning activity.

## **1. Introduction**

1.1 'Social value' can be defined as the wider social, economic and environmental benefits that can be secured over and above the core requirements that are identified when services are commissioned. Social Enterprise UK described the concept in their guide to the Public Services (Social Value) Act 2012:

'Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each... contract and looking at what the [community benefit] is when a public body... [awards] a contract.'

1.2 Social value is one aspect of considering overall best value, a requirement placed on local authorities under the 'Duty of Best Value' outlined in the Local Government Act 1999 and the Best Value Statutory Guidance introduced in 2011 and revised in 2015. Social value represents an evolution of this duty which sought to move the focus

beyond lowest price towards a balanced consideration of overall economy, effectiveness, and efficiency when identifying the most optimal way to achieve the best possible outcomes with public money.

- 1.3 Local authorities are required to ‘consider’ social value when commissioning services subject to the Public Contracts Regulations 2015 (above prescribed value thresholds). The Public Service (Social Value) Act 2012 (“the Act”) requires certain public body commissioners to consider the following at the pre-procurement stage:
  - How the services they are going to buy might improve the social, economic or environmental well-being of the area;
  - How they might secure this improvement; and
  - Whether they should consult on these issues.
- 1.4 The impact of the Act was reviewed by Lord Young in 2015. The review concluded that it had made a good start by encouraging commissioners to think about securing value in highly innovative ways which have generated significant cost savings and demonstrated a responsive way of delivering better outcomes for residents. However, the report advocated the need to do more work to implement the Act through further promoting awareness, improving understanding, and developing appropriate measures to evaluate social value.
- 1.5 Since Lord Young’s review, the application of the Act has garnered much enthusiasm within local and central government. It is anticipated that new developments will follow later this year that will support an extension of the requirement to ‘account for’ social value rather than to simply ‘consider’ it. In March 2019, the Cabinet Office published a consultation that may be indicative of what is to follow, with it being proposed that all central government departments will be required to ‘take account of’ social value as a part of the award criteria when undertaking procurements that are subject to the 2015 Public Contract Regulations.

## **2. KCC’s current approach on social value**

- 2.1 Social value is intrinsic to the Council’s core purpose, with the commitment of the administration to the social, economic, and environmental wellbeing of the county reflected in its strategic outcomes and the vision of the Council outlined in ‘Increasing Opportunities, Improving Outcomes: The Strategic Statement for 2015 – 2020’:

‘...[to improve] lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent’s residents, communities and businesses.’

- 2.2 The 2014 KCC Select Committee Report, ‘Better Outcomes, Changing Lives, Adding Social Value’, examined opportunities to improve commissioning and procurement practice across the Council, emphasising the need to maximise social value.
- 2.3 The Council’s ‘Commissioning Framework’, published in December 2014, established ten key principles, influenced by the strategic direction set by the Council, and designed to guide commissioning activity across the organisation. Principle nine stated that KCC ‘will maximise social value’ with the specific goal to:

“...maximise the community benefits through any commissioning activity that is... undertaken [with a] focus on social value priorities... relevant to KCC...

from the earliest possible stage [and] as a standard part of designing and specifying any KCC service... where relevant, in a proportionate way.”

2.4 The Commissioning Framework established social value priorities which focused on:

- The creation of local employment and training opportunities;
- Supporting the local economy and business growth;
- Supporting local community and community support organisations, especially in those areas and communities identified as having the greatest need;
- Good employers who promote staff development and welfare;
- Protecting the environment, minimising waste and energy consumption and using other resources efficiently.

2.5 Since the publication of the Commissioning Framework, KCC has actively sought to embed the consideration of social value throughout its commissioning activity. This has included through the revision of KCC’s informal governance arrangements in 2018, which enabled collective senior and elected Member oversight of major commissioning and contract management activity. Service Commissioning Board, Commissioning Advisory Board and Budget Delivery Group have offered informal assurance of major commissioning proposals as they have been developed. Board papers have included a checklist to prompt challenge as to whether social value has been considered in an appropriate and relevant manner. The Contract Management Review Group has provided additional oversight of significant contract management activity. The maturity assessment for the Board includes a section on ‘measuring performance’ which provides a further check that social value criteria have been met.

2.6 Significant supporting activity was also undertaken following publication of the Commissioning Framework. This activity included:

- Establishing a temporary cross-directorate working group to review the options for seeking social value, engaging commissioners across KCC;
- Development of a toolkit to support commissioners to secure social value, which included guidance, process maps, FAQs, and case studies;
- The arrangement of workshops to share associated learning between commissioners with a dedicated session for Extended CMT; and,

2.7 As outlined in a report to KCC’s Scrutiny Committee in April 2019, ‘Maximising Social Value through Commissioning’, there are a number of case studies across KCC that demonstrate the successful application of the Council’s social value principles in its commissioning activity since the publication of the Commissioning Framework. For example, contractors for Highways Term Maintenance and the Schools Capital Programme are required to report against specific performance measures, such as the number of apprentices employed on the contract and compliance with the Considerate Constructors Scheme, with clear relevance to KCC’s social value priorities. A number of Social Care and Public Health contracts have taken a more open-ended approach with service providers instead asked to report on their performance across each of the Council’s social value priorities, with activity delivered having included peer mentoring programmes, programmes which promote digital literacy, and the delivery of training courses for carers in the community.

### **3. Further embedding social value in KCC’s commissioning activity**

- 3.1 Building on the Council's current approach on social value, there is now opportunity to further embed social value in the organisation's commissioning activity.

Underlining our strategic commitment to social value

- 3.2 Kent County Council has demonstrated its strategic commitment to social value by establishing as a key part of its Commissioning Framework the principle to 'maximise social value', which is considered in all of KCC's commissioning activity against the backdrop of clearly defined, appropriate and relevant social value priorities. The Council has emphasised this commitment to social value in its regard for the social, economic and environmental wellbeing of the county outlined in the vision and strategic outcomes of its Strategic Statement. This commitment has been underlined in KCC's Voluntary and Community Sector Policy together with the Council's leadership on initiatives which include, but are not limited to, its Equality and Diversity Policy Statement, the Kent Partners' Compact, and the Kent Environmental Strategy.
- 3.3 As the Council develops its new Strategic Statement for 2020 – 2025, it is important that the ongoing appropriateness and relevance of its social value priorities are considered to ensure that they continue to reflect the strategic direction of KCC and what is important to the county's residents. KCC's elected Members play a critical role in ensuring that the Council's strategic direction and associated priorities are reflective of the communities that they represent.
- 3.4 In order to further underline KCC's strategic commitment to social value, the Council should also continually explore whether there are additional voluntary initiatives that it could register its support for at the appropriate time and which relate to its approach to social value. Other local authorities have complemented their social value activity in such a way, for example, with an expression of support for a Good Employer Charter, Sustainable Construction Charter or the Co-operative Movement's Modern Slavery Charter. KCC should continually monitor for appropriate opportunities to register its support for such voluntary initiatives, which would be additional to the many initiatives that the Council has already led on and supported.
- 3.5 It is also recommended that KCC assign clear corporate responsibility for social value, with such strategic oversight to reside with the Strategic Commissioner and the Cabinet Member for Strategic Commissioning. The LGA's 2018 National Procurement Strategy outlines that a local authority that would be considered a leader on social value must have a senior officer who is accountable for overseeing social value across the commissioning function with this officer reporting on delivery to a senior Member. The National Advisory Group have themselves stated that this is essential in order to overcome risk aversion within an organisation, to encourage the pursuit of new social value opportunities, and to help embed an innovative culture.
- 3.6 As a further means to underscore KCC's strategic commitment to social value, it is recommended that there be an annual update on social value, delivered to KCC Cabinet and County Council as a part of the annual report for the wider organisation. This annual update should outline the social value commitments that have been secured and delivered across the Council in the previous year with case study evidence to support this. In this way, KCC can communicate its ambitions on social value and demonstrate what has been secured and delivered to the benefit of the community. The LGA's 2018 National Procurement Strategy outlines that such regular reporting at a strategic level is further evidence of an organisation being a leader on social value.



### Establishing operational responsibility for social value

- 3.7 The Council demonstrated its operational commitment to social value by establishing a cross-directorate working group to review the options for securing social value, publishing a social value toolkit to support KCC's commissioners, and delivering a series of workshops on social value, including a dedicated session for the Extended Corporate Management Team. It thereafter became an expectation that all commissioners would take responsibility for considering, managing and delivering social value. On the back of this, and as mentioned, the Council has successfully secured and seen a range of social value commitments delivered across its commissioned services.
- 3.8 As well as recommending a senior officer with strategic responsibility for social value across the organisation, the LGA's National Procurement Strategy also recommends that local authorities identify a named officer to help effectively secure and deliver social value. KCC does not currently have a named officer with responsibility for maintaining and reviewing the organisation's approach to social value and this is a recommendation that should be explored. Such a dedicated resource can ensure the effective implementation, monitoring and reporting of KCC's approach to social value. This officer could also act as an internal point of contact for commissioners and suppliers, advising on the development of the social value aspects of a specification or tender, the creation of appropriate performance measures, and suggesting means for evidencing delivery.

### Strengthening how social value is considered throughout the commissioning cycle

- 3.9 As mentioned in sections 2.3 to 2.6 above, over the last five years, the Council has sought to embed social value considerations throughout the commissioning cycle. The Commissioning Framework, and the toolkit that was subsequently produced, made clear that social value should be considered in all of KCC's commissioning activity and from the earliest possible stage. It was outlined that commissioners must ensure that any social value commitments they choose to pursue are 'relevant and proportionate' to the commission, with regard to what the market can deliver as identified through market engagement. Commissioners should also document the social value opportunities considered as a part of their Commissioning Plan.
- 3.10 KCC's commissioners may seek a specific social value outcome or make an open-ended request for suppliers to demonstrate the social value that they can deliver in line with the Council's social value priorities. Where commissioners decide to pursue specific social value outcomes, they are able to evaluate supplier responses as a part of the contract award criteria. With an open-ended request, responses are not typically evaluated as a part of the award consideration. Commissioners are then advised to reflect any social value commitment secured through a performance measure incorporated into the contract with the successful bidder.
- 3.11 As the Council moves into the next phase of maturity in its strategic commissioning model, it is focused on enhancing commercial leadership and judgement across KCC's commissioning function. This will be achieved in part through the development of a set of commissioning standards that will provide commissioners with clarity and direction through the different stages of the commissioning cycle. It is proposed that social value considerations be incorporated as a common thread in each of these commissioning standards. This will be important in order to support commissioners from their initial analysis, market engagement and appraisal of the service delivery

options, right through to the design and coordination of the procurement process and contract and into contract award, contract management and performance reporting.

- 3.12 In order to provide commissioners with practical support as they consider social value throughout the commissioning cycle, it is recommended that a new evaluation model for social value (included as Annex A to this report) be trialled and thereafter rolled-out to KCC's commissioners. The model has been developed in collaboration with representatives across the organisation, and is designed specifically to support commissioners who are seeking a specific social value outcome. Based around the Council's social value priorities, the model outlines possible award criteria, evaluation questions and advice on how to evaluate responses. It also includes possible performance measures that commissioners can choose to incorporate into contracts.
- 3.13 It is proposed that the new evaluation model be trialled with a diverse selection of major upcoming procurements. The model can then be adapted based on the feedback received before roll-out for wider use across KCC. Even where officers are not seeking a specific social value outcome, the model will help to raise awareness and understanding of social value among officers and act as a foundation from which commissioners can identify potential social value commitments to seek from their suppliers through means other than the contract award criteria. The model will also improve the consistency with which social value is considered across KCC and help to support the organisation in its future measurement of social value commitments. The performance measures applied can be recorded with other key contract details on KCC's new contract management system to be implemented from Autumn 2019. In March 2019, the Cabinet Office proposed a similar model in their consultation on embedding social value in central government procurement.
- 3.14 The new evaluation model will constitute an important part of the refreshed social value toolkit. The updated toolkit will provide officers with a clear definition of social value, statement of the Council's social value priorities, and an outline of how social value should be considered, secured, measured, monitored, and reported on throughout the commissioning cycle. It will also offer case studies to demonstrate how social value has been secured and delivered across the Council. It is proposed that the toolkit is thereafter updated on an annual basis with it being made available to KCC's officers, as well as suppliers, as a part of a wider drive to improve awareness around social value and an understanding of the Council's approach.

#### Investing in training and development on social value

- 3.15 Following publication of the Commissioning Framework, a series of workshops were delivered to share best practice on social value with commissioners across the Council. A dedicated session was also delivered to the Extended Corporate Management Team. It is timely to refresh this development offer. Therefore, it is recommended that, alongside the proposed trial and roll-out of a new evaluation model and the review and update of the social value toolkit, the Council should develop and deliver further training focused on raising the level of awareness and understanding of social value across KCC. A combination of formal and informal learning interventions should be developed in partnership with People and Communications and targeted at KCC's commissioners as well as the Council's elected Members. Such training and development could be delivered via a combination of in-person learning, with combined officer-Member sessions, and learning interventions to be made available on KCC's e-learning platform.

- 3.16 Additionally, the requirement for commissioners to understand social value should be a common theme in the commissioning competency framework, which is already in development and intended to provide commissioners with an understanding of the competencies they are expected to demonstrate across the commissioning cycle.
- 3.17 Following on from delivery of training and development to KCC's officers and Members, it is recommended that the Council extend its invitation to such learning interventions to its suppliers. This will raise their own level of awareness around social value, increase their understanding of the Council's approach, and will particularly benefit microbusinesses, small and medium enterprises (SMEs) and voluntary and community sector (VCS) organisations. Central government are seeking to engage in a similar way with their own suppliers via a series of webinars supported by industry and sector bodies. The LGA have themselves recommended that local authorities hold regular 'supplier summits' to build capacity and to capture feedback, case studies and examples of innovation, recognising the importance of delivering such interventions to SMEs and VCS organisations.

#### **4. Conclusion**

- 4.1 The Council has set a clear strategic direction on social value and established appropriate and relevant social value priorities. KCC has taken steps to embed social value at both a strategic and an operational level whilst also working with its partners and suppliers to secure social value commitments, not simply focusing on delivering core requirements, despite the significant financial challenges of recent years. This report has sought to highlight that there is now an opportunity to further embed social value in KCC's commissioning activity.
- 4.2 It has been recommended that the Council reiterate its strategic and operational commitment to social value. KCC should consider the ongoing appropriateness and relevance of its social value priorities as the new Strategic Statement is developed, whilst considering relevant opportunities to underscore its commitment by exploring additional voluntary initiatives that the Council could support at the appropriate time.
- 4.3 KCC should also assign clear strategic responsibility for social value to the Strategic Commissioner and the Cabinet Member for Strategic Commissioning and consider the need for a named officer with operational responsibility for maintaining and reviewing the organisation's approach to social value. There should also be a commitment to an annual update delivered to KCC Cabinet and County Council.
- 4.4 It is also recommended that the Council embed social value considerations throughout the commissioning cycle. This should be achieved by ensuring that social value is a common thread throughout the commissioning standards being developed. Alongside this, a new model for evaluating social value should be trialled in major upcoming procurements before it is incorporated as part of the wider social value toolkit to be updated and made available to both commissioners and suppliers.
- 4.5 Training and development focused on social value is crucial and this should be explored for both officers and Members with additional learning interventions thereafter delivered for suppliers. The requirements around considering social value throughout the commissioning cycle should be embedded as a common theme in the competency framework which is being developed for commissioners.

#### **5. Financial Implications**

- 5.1 Were KCC to sign-up to additional relevant voluntary initiatives, as discussed with examples in section 3.4 of this report, there could be financial implications which would result from this. The significance of such costs would depend on the specific proposals of the initiative in question and would be determined by the breadth of organisational change required as a result. The financial implications of any identified initiative should be assessed on a case-by-case basis.
- 5.2 Other than the above, there are minimal financial implications as a result of the proposals in this report. It should be clarified that the proposed strategic leads and the named officer for social value will be identified from existing resource within the organisation. There will be financial implications resulting from the commitment to developing and delivering additional training and development on social value and this will need to be fully costed as the options around this are explored further.

## 6. Legal Implications

- 6.1 It is not currently anticipated that there will be any legal implications of the recommendations within the report. The Public Service (Social Value) Act 2012 requires local authorities to 'consider' social value when commissioning services subject to the Public Contracts Regulations (PCR) 2015 (above prescribed value thresholds). The Act explicitly requires commissioners to consider:
- How the services they are going to buy might improve the social, economic or environmental well-being of the area;
  - How they might secure this improvement; and
  - Whether they should consult on these issues.
- 6.2 The consideration and application of social value is required to be relevant to the subject matter of the contract and proportionate without any unequal treatment of bidders, and this has previously and will continue to be communicated to commissioners throughout the activity mentioned in this report.

## 7. Equalities Implications

- 7.1 It is not currently anticipated that there will be any negative equality implications of the recommendations within the report. There is the potential for positive implications on those individuals with protected characteristics as the concept of social value, and the new evaluation model proposed, actively encourages organisations to consider how they can further advance equality objectives.

## 8. Recommendation(s)

### Recommendation(s):

Policy and Resources Cabinet Committee is asked to **consider and provide feedback** on this report and the proposals for further embedding social value in KCC's commissioning activity.

## 9. Background Documents

- Cabinet Office and Department for Digital, Culture, Media and Sport, [Social value in government procurement consultation](#), 11 March 2019.

- Kent County Council, [A commissioning framework for Kent County Council: Delivering better outcomes for Kent residents through improved commissioning](#), November 2014.
- Kent County Council, [Findings of the Commissioning Select Committee: 'Better Outcomes, Changing Lives, Adding Social Value'](#), 7 February 2014.
- Kent County Council, [Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement, 2015 – 2020](#).
- Kent County Council, [Maximising Social Value through Commissioning: Report to Kent County Council's Scrutiny Committee](#), 3 April 2019.
- LGA, [National Procurement Strategy for Local Government in England](#), 4 July 2018
- LGA, [National Procurement Strategy – toolkit](#), 4 July 2018.
- LGA, [Profit with a purpose: Delivering social value through commercial activity](#), 21 June 2019.
- Mazars, [Rethinking Social Value: Unlocking resources to improve lives](#), June 2019.
- Social Enterprise UK, [Front and Centre: Putting Social Value at the Heart of Inclusive Growth](#), 21 May 2019.
- Social Enterprise UK, [The Social Value Guide: Implementing the Public Services \(Social Value\) Act](#), November 2012.

## 10. Contact details

### Report Author/s:

Michael Bridger

Commissioning Standards Programme Manager

[Michael.Bridger@kent.gov.uk](mailto:Michael.Bridger@kent.gov.uk)

03000 410 110

### Relevant Director/s:

Vincent Godfrey

Strategic Commissioner

[Vincent.Godfrey@kent.gov.uk](mailto:Vincent.Godfrey@kent.gov.uk)

03000 419 045

## Annex A – Kent County Council – Social Value Evaluation Model

KCC has five social value themes/priorities derived from our Strategic Statement and which are particularly relevant to the organisation. Below are some simple and practical ideas of how our service providers might support these themes/priorities, with some suggestions for how commitments could be sought and evaluated in the procurement and then incorporated into the service contract with the provider.

You are by no means limited to these examples. They are intended to provide a minimum standard from which to work, where these priorities can be accommodated as part of the delivery of the procured services. In line with the 2015 Public Contract Regulations, the consideration and application of social value must be relevant to the subject matter of the contract and proportionate without any unequal treatment of bidders.

Kent County Council's Strategic Statement 2015 – 2020		Kent County Council's Social Value Priorities
Our Vision  Our focus is on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses	Strategic Outcome  Children and young people in Kent get the best start in life	SV 1 Local Employment
	Strategic Outcome  Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life	SV 2 Local Economy  SV 3 Community Development
	Strategic Outcome  Older and vulnerable residents are safe and supported with choices to live independently	SV 4 Good Employer  SV5 Green and Sustainable

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
Local Employment	Creation of local employment and training opportunities to reduce unemployment	Describe how your organisation would recruit, retain, support and train local people engaged, or to be engaged, in the performance of the contract.	Responses should set out how the prime contractor would recruit, retain, support and train local people engaged, or to be engaged, in the performance of the	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter  % of local people employed on contract (FTE)  No. of employees (FTE) taken on who are long term unemployed

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
	and raise local skills.	Please explain how you would monitor and measure this.	<p>contract.</p> <p>Responses should set out how this will result in more local people in employment, more opportunities for disadvantaged people and a workforce culture that reflects the diversity of the local community, more apprenticeships for local people, improved skills for local people, and/or improved employability and skills for young people.</p>	<p>(unemployed for a year or longer)</p> <p>No. of employees (FTE) taken on who are not in employment, education, or training (NEETs) or who are care leavers</p> <p>No. of employees (FTE) taken on who are rehabilitating young offenders (18-24)</p> <p>No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance (over 24)</p> <p>No. of local school and college visits, e.g. delivering careers talks, curriculum support, literacy support, safety talks (no. hours, includes preparation time)</p> <p>No. of training opportunities on contract (BTEC, City &amp; Guilds, NVQ, HNC, Apprenticeship) that have either been completed during the year, or that will be supported by the organisation to completion in the following years – Level 2, 3, or 4+</p> <p>No. of apprentices on the contract that have either completed, or will be supported by the organisation to completion in the following years – Level 2, 3, or 4+</p> <p>% of employees on the contract that have either completed, or will be supported by the organisation to completion in the following years – Level 2, 3, or 4+</p> <p>No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) – (under 24)</p> <p>No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)</p> <p>No. of meaningful work placements that pay National Living wage according to eligibility – 6 weeks or more (internships)</p>

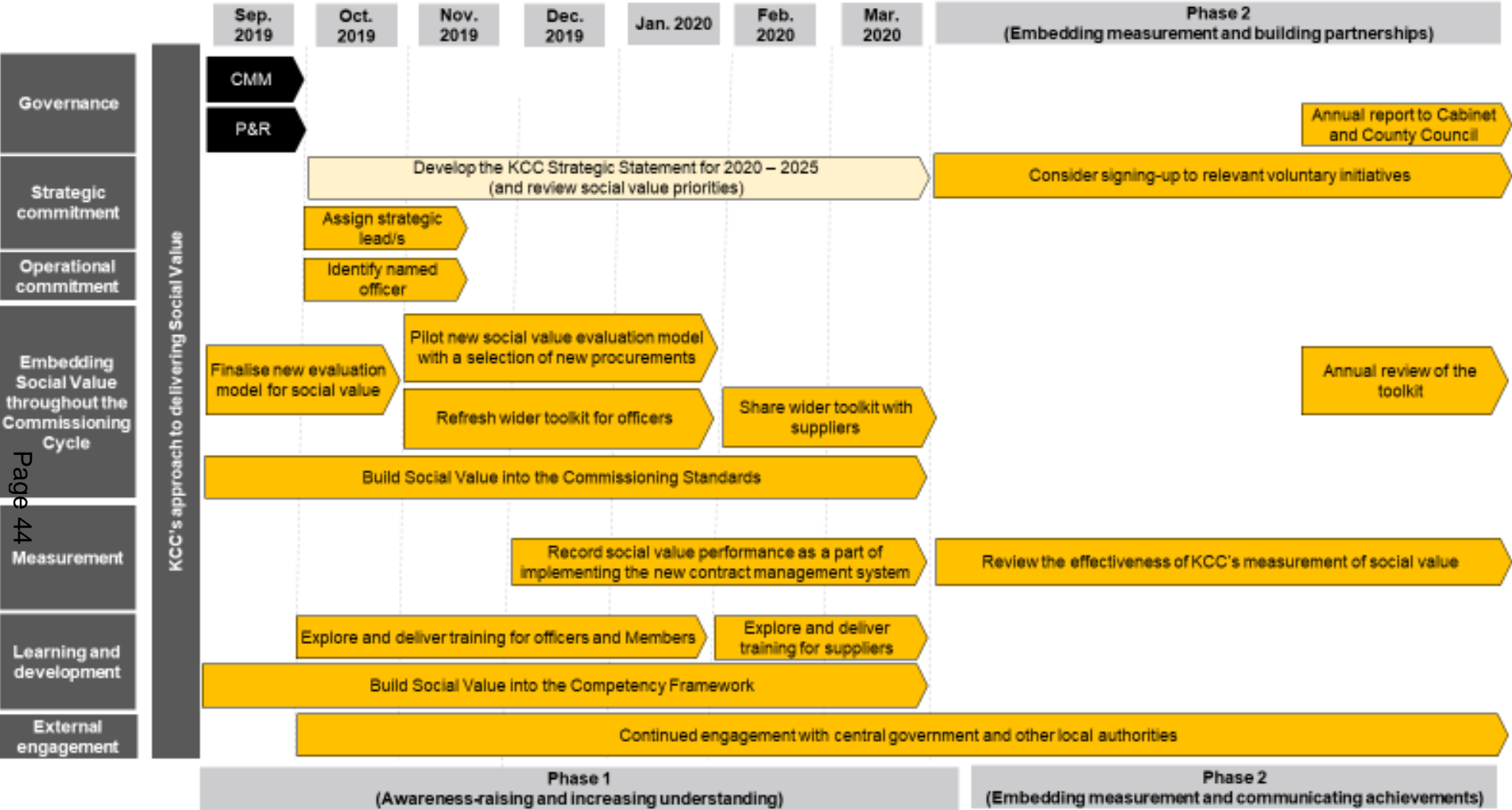
Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
Local Economy	Buying locally where possible to support local business growth.	<p>Describe how your organisation would support local business growth in the performance of the contract.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would support local business growth in the performance of the contract.</p> <p>Responses should set out how the prime contractor would provide local business opportunities, including for local SMEs and the VCSE sector.</p>	<p>Total amount (£ / %) spent in local supply chain through the contract.</p> <p>Total amount (£ / %) spent through contract with local micro businesses and SMEs</p> <p>Total amount (£ / %) spent with VCSEs within the supply chain</p> <p>Total number of new local businesses (micro businesses and SMEs) accessing subcontracting and other business opportunities</p> <p>Total number of new local businesses (VCSE) accessing subcontracting and other business opportunities</p> <p>Provision of expert business advice to SMEs and VCSEs (e.g. financial advice / legal advice / HR advice / HSE training, mentoring, peer support)</p>
Community Development	Development of resilient local community and community support organisations, especially in those areas and communities with the greatest need.	<p>Describe how your organisation, in the performance of the contract, would support the development of a resilient local community and community support organisations, especially in those areas and communities with the greatest need.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would, in the performance of the contract, support the development of a resilient local community and community support organisations, especially in those areas and communities with the greatest need.</p> <p>Responses should set out how the prime contractor would provide support for local priorities, campaigns and projects, encourage greater community</p>	<p>Donations or in-kind contributions to council-led local community projects (£ &amp; materials)</p> <p>No. of hours volunteering time provided to support local community projects</p> <p>Initiatives aimed at passing on professional experience, skills, and knowledge and understanding onto individuals within the community (e.g. professional carers offering advice and guidance to those with care-giving responsibilities)</p> <p>Initiatives aimed at reducing crime (e.g. knife crime reduction, gang crime reduction, support for youth groups, lighting for public spaces, private security, etc.)</p> <p>Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for</p>



Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
			<p>cohesion, promote healthier and more resilient communities, and/or support a thriving VCSE sector.</p>	<p>adults and children</p> <p>Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)</p> <p>Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks and reduce social isolation (e.g. befriending, digital inclusion clubs)</p> <p>Equipment or resources donated to VCSEs (£ equivalent value)</p> <p>No. of voluntary hours donated to support VCSEs (excludes expert business advice)</p>
<p>Good Employer</p>	<p>Support for staff development and welfare within the service providers' own organisations and within their supply chain.</p>	<p>Describe how your organisation, in the performance of this contract, would provide support for staff development and welfare, within your own organisation and within your supply chain.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would provide support for staff development and welfare, within their own organisation and within their supply chain.</p> <p>Responses should set out how the prime contractor would advance equality through the delivery of the contract, provide for improved staff development and welfare and/or promote ethical and sustainable procurement.</p>	<p>% of staff on the contract paid the National Living Wage</p> <p>Prime contractor's mean gender salary pay gap for staff in relation to the performance of the contract</p> <p>No. and type of initiatives in place to reduce the gender pay gap for staff employed on the contract</p> <p>% of people who are mothers returning to work to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>% of people with disabilities to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>% of BAME people to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>% of people who are care leavers to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>Type and no. of wellbeing courses offered to staff (e.g. counselling, meditation, stress management)</p>

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
				<p>No. of contracts that include commitments to ethical and sustainable procurement, including to verify anti-slavery and other relevant requirements</p> <p>% of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required</p>
Green and Sustainable	Protecting the environment within the service providers' own organisation and within their supply chain.	<p>Describe how your organisation would ensure that environmental impacts are reduced, within your own organisation and within your supply chain, during the performance of the contract.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would ensure that environmental impacts are reduced, within their own organisation and within their supply chain, during the performance of the contract.</p> <p>Responses should set out how the prime contractor would reduce air pollution, their carbon footprint and/or promote better places to live and an improved public realm.</p>	<p>No. and type of initiatives to reduce environmental impacts in relation to the contract (e.g. water consumption, reduction of waste, reduction of single-use plastics)</p> <p>Annual percentage by which environmental impacts will be reduced in the delivery of the contract (e.g. water consumption, reduction of waste, reduction of single-use plastics)</p> <p>Demonstrable savings in CO2 emissions through the contract (specify how this will be measured)</p> <p>Car miles saved on the contract and/or associated initiatives (e.g. cycle to work programmes, promotion of public transport, or carpooling programmes)</p> <p>No. of low / no emission staff vehicles used on the contract and miles driven</p> <p>No. of voluntary hours dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean</p> <p>Value (£) of materials, equipment or resources donated to support green infrastructure</p> <p>% of contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. water consumption, reduction of waste, reduction of single-use plastics)</p>

## Annex B – Embedding Social Value – Provisional Timescales



From: **Eric Hotson, Cabinet Member for Corporate and Democratic Services**

**David Cockburn, Corporate Director of Strategic and Corporate Services**

To: **Policy and Resources Cabinet Committee - 20 Sept 2019**

Subject: **Annual Equality and Diversity Report 2018-19**

### **Summary**

This report sets out:

Progress against the Equality and Human Rights Policy and Objectives 2016-2020, which is a statutory requirement under the Equality Act 2010.

### **Recommendation(s):**

Policy and Resources Cabinet Committee is asked to:

- 1) Note progress against the Equality Objectives 2016-2020.
- 2) Note the review of the Equality and Human Rights Policy 2016-2020 policy to develop a new policy framework and corporate equality objectives within the new strategic statement.
- 3) Approve the Annual Equality and Diversity Report 2018-19, attached at Appendix 1 for publication on [www.kent.gov.uk](http://www.kent.gov.uk)

## **1. Introduction**

1.1 Section 149 of the Equality Act 2010 introduced the Public-Sector Equality Duty (PSED) which came into force in April 2011. It requires public bodies to have 'due regard' to:

- a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
- b) Advance equality of opportunity between people who share a protected characteristic and those who do not;
- c) Foster good relations between people who share a protected characteristic and those who do not (the protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, marriage and civil partnership, sex and sexual orientation);
- d) Publish an Annual Equality and Diversity Report by 31 January the following year.

1.2 This report discharges the council's statutory duty to produce and publish an Annual Equality and Diversity Report.

## **2. Annual Review**

- 2.1 In 2016 the new KCC Equality Policy and set of equality objectives were agreed and responsibility and accountability for delivery remains with KCC directorates and services. Directorate Management Teams (DMT) have been asked to consider and report progress against the agreed objectives.
- 2.2 The objectives have been set against the six domains recognised by the Equality and Human Rights Commission (EHRC) as having a significant impact on the quality of life of individuals. The domains are:
- Education
  - Work
  - Living standards
  - Health
  - Justice and Personal Security
  - Participation
- 2.3 Each DMT has prepared its own Annual Equality and Diversity report, which sets out the equality information for publication and progress against the corporate Equality Objectives. This is considered by the relevant Cabinet Committee. An executive summary of directorate reports is then considered by the Policy & Resources Cabinet Committee, ahead of the 31 January publication deadline.
- 2.4 Directorate annual reports have been considered at the following Cabinet Committees:
- Adult Social Care Cabinet Committee (17 July 2019)
  - Children Young People and Education Cabinet Committee 28 June 2019
  - Environment and Transport Cabinet Committee 3 June 2019
  - Growth Economic Development and Communities Cabinet Committee 26 June 2019
- 2.5 Areas of note can be seen in CYPE where following a series of change programmes, there has been a clear drive around the prioritisation of issues relating to disadvantage and equality both in relation to the delivery of services, outcomes for children young people and their families and staffing profile and structures.
- 2.6 The Growth, Environment and Transport (GET) Directorate continues to improve compliance with the Equality Duty by improving year on year the volume, depth and underpinning data of completed equality impact assessments. GET can demonstrate the systematic use of the online portal of completed EqlAs as a 'temperature check' and 'tool' for driving forward the equality agenda.
- 2.7 In the Adult Social Care and Health Directorate (ASCH), there continues to be a focus on staff development and ensuring that changes particularly in relation to digital access do not create greater inequality in terms of access and outcomes for services users.

- 3.1 Evidence provided through the directorate annual reports suggests that overall the council has made progress against some of the equality objectives and the processes and procedures that are needed to mainstream equality activity into core business are increasingly in place.
- 3.2 In 2017-18 there was a considerable decline in the publication of equality analysis with Cabinet Committee reports. 63% of all Key Decisions considered by Cabinet Committees referred to equality but only 19% had an EqIA attached for consideration. This was a considerable decline from the previous year. Measures were agreed by the Corporate Management Team and put into place by Democratic Services.
- 3.3 2018/19 has seen a considerable improvement with 72% of reports mentioning equality considerations and 53% with EqIA's appended to committee reports. However, this means that 47% of all reports are still without analysis attached for decision-makers to consider or debate equality implications where they may exist, and as such the risks associated with non-compliance remains.
- 3.4 This risk is also evident through work undertaken to develop the Strategic Delivery Plan (SDP). Analysis from the SDP highlighted poor early consideration of the need to undertake equality analysis at a policy development stage. Of the 27 priority activities, 4 had undertaken a screening, 1 was in progress and the remaining 22 stated that equality analysis was not applicable or that it was applicable but had not been started. These issues will be reviewed by CMT and further measures put in place to continue to drive up performance in this important area.
- 3.5 The protected groups that have been most adversely impacted or whose impacts are not easily determinable or are unknown from analysis are *Age, Gender identity, Religion and belief and Sexual Orientation*. Where possible mitigating actions were put into place by services.
- 3.6 Gender identity presents an on-going challenge in relation to understanding positive and negative impacts as there is no systematic data collection for the protected group across the authority.
- 3.7 The third element of the PSED is the duty to 'Foster good relations between people who share a protected characteristic and those who do not'. In October 2018, The Equality and Human Rights Commission released a report on prejudice and discrimination in Britain. The report highlighted that there is still a broad range of prejudice-based attitudes in Britain today and one of the most effective ways to combat this was through contact and communication between groups. This can also be enhanced through shared goal and institutional support.
- 3.8 For example, in 2018/19, KCC supported the development of local interfaith work through providing an online resource facilitating local knowledge and join up between faith groups. An event was held during Interfaith week which gave the opportunity for people for people of different faiths to talk about and discuss their faith beliefs. Faith groups also provided the opportunity for people to visit places of worship in a series of 'Diverse Open Doors' days. The work has also led to the establishment of the Maidstone

Interfaith Forum which has not only proved a useful resource for KCC but has resulted to greater interfaith activity in Maidstone.

- 3.9 KCC's Consultation and Engagement team has effectively advised on consultations to a wide range of services users. However, beyond direct consultation on specific issues, it is difficult for KCC to demonstrate where there is broader engagement with residents on issues relating to equality and the delivery of services. The way in which KCC engages diverse communities both in and beyond the delivery of services will likely come into increasing focus as a result of the Integrated Communities Action Plan published in February 2019. KCC needs to continue the drive towards developing meaningful and efficient engagement mechanisms within and across communities in Kent in order to reach a broader, more representative demographic.

#### **4. Future priorities**

- 4.1 2019/20 will be the last year of KCC's Equality and Human Rights Policy 2016-2020, as such KCC has a statutory obligation to review the objectives. It is suggested that the Equality Objectives should be based on strategic measurable outcomes and aligned to the new Strategic Statement.
- 4.2 Despite making progress against the objectives, KCC has not been subject to any external review or scrutiny of the work it has done relating to equality and diversity. It is proposed that an equality Peer Challenge under the Equality Framework for Local Government (EFLG) is commissioned from the Local Government Association to assess how well KCC delivers equality outcomes across the range of domains as defined by the framework in 2021.
- 4.3 Local authorities such as Essex County Council have used the Equality Peer Challenge process to gain assurance into the work that they do and to further mainstream equality work into the day to day practices. Undertaking the Peer Challenge will allow the organisation to embed the new equality objectives and highlight areas of both good practice and areas for further improvement.

#### **5. Financial Implications**

- 5.1 There are no financial implications.

#### **6. Legal Implications and Risk Management**

- 6.1 Under the Public Sector Equality Duty (PSED) (Section 149 of the Equality Act 2010), the Council is required to publish an Annual Equality Report by 31 January the following year.

#### **7. Equality Impact Assessment**

- 7.1 As the annual equality and diversity report relates to performance monitoring on the previous years' work there is no requirement to undertake an EqIA.



However, it is anticipated that the report will have a positive impact for all Protected groups under the Equality Act 2010.

## 8. Conclusion

8.1 Policy and Resources Cabinet Committee is asked to:

- Note progress against the Equality Objectives 2016-2020.
- Note the review of the Equality and Human Rights Policy 2016-2020 policy to develop a new policy framework and corporate equality objectives within the new strategic statement.
- Approve the Annual Equality and Diversity Report 2018-19, attached at Appendix 1 for publication on [www.kent.gov.uk](http://www.kent.gov.uk)

## 9. Appendix

Appendix 1: Draft Executive Summary – Annual Equality & Diversity Report 2018-19

## 10. Background Documents

- a) Adult Social Care Annual Equality & Diversity Report, 17 July 2019  
<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=91403>
- b) Children Young People and Education Annual Equality & Diversity Report, 28 June 2019  
<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=91062>
- c) Growth Economic Development and Communities Annual Equality & Diversity Report, 3 July 2019  
<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=91023>
- d) Environment and Transport Annual Equality & Diversity Report, 17 July 2019.  
<https://democracy.kent.gov.uk/documents/s91301/Item%2010%20-%20Report%20-%202018-19%20GET%20Directorate%20Equality%20Review.pdf>
- e) Equality and Human Rights Commission: Assessment of the performance of public authorities on the specific duty to publish equality information (England) <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/news-and-updates-on-the-equality-duty/>

## 11. AUTHOR CONTACT DETAILS

### Lead Officer:

Akua Agyepong - Corporate Lead Equality & Diversity  
03000 415 762  
Akua.Agyepong@kent.gov.uk

### Relevant Director:

David Whittle - Director of Strategic Policy Relationships and Corporate  
Assurance  
03000 416 883  
David.Whittle@kent.gov.uk

**Kent County Council**

**Executive Summary**

**DRAFT- Annual Equality and Diversity Report April 2018 to March 2019**

#### Useful information

This document is available in a range of formats and can be explained in other languages. To ask for an alternative version, please email

[alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk)

[Kent County Council Equality and Diversity Team](#),

Phone with Text relay: 18001 03000 414141

Or write to: Kent County Council, Diversity & Equality Team, Room 2.70, Sessions House, County Hall, Maidstone, Kent, ME14 1XQ

## **Equality policy and local context**

### **Policy**

In 2016, KCC published the Equality and Human Rights Policy and Objectives 2016-2020. It has been aligned to the Strategic Statement and Commissioning Framework for Kent County Council (KCC), as the two documents set out the organisation's priorities and approach to delivering outcomes for the people of Kent.

We recognise the diverse needs of our community and are committed to promoting equality of opportunity and diversity in employment, commissioning and service delivery.

We value diversity and believe it is essential to provide services which work well for all residents and staff. The services KCC designs and delivers, on its own or with partners, should focus on allowing people, families and communities to be independent. We will treat people with dignity and respect and help people to be safe and socially included. We will support and enable people to make informed choices, so that they will have control over their lives. We are committed to working with all statutory partners, businesses and the voluntary sector to ensure the best possible outcomes for those who live in, work in and visit Kent.

We will challenge discrimination and encourage respect, understanding and dignity for everyone living, working and visiting Kent. This will be achieved through our influence in the community, strategic planning, and commissioning and policy development in employment and through service delivery.

As a public sector organisation, we follow the Public-Sector Equality Duty (PSED) under the Equality Act 2010, to protect individuals from discrimination against people on the basis of their protected characteristics. The characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnerships
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

### **Kent County**

With a resident population of just over 1.54 million, Kent (excluding Medway) has the largest population of all the English counties. The following information is taken from the 2011 Census and the mid-year population survey.

- 93.7% of all Kent residents are of White ethnic origin – this includes those who are White British, as well as other identities such as Irish, Eastern European origin etc. Kent also has Gypsy, Roma and Traveller populations greater than the national average.
- The 2011 Census recorded that 6.3% of Kent residents are classified as Black or Minority Ethnic (BME). This proportion is lower than the national average for England (14.6%).
- People living in urban areas make up 74% of the Kent population but only occupy 23% of the total land area in Kent.
- The Mid-year population survey notes that 51% of the total population of Kent identify as female and 49% as male.
- Significantly in terms of future challenges, Kent has an ageing population with the number of 65+ year olds forecast to increase by 57.5% between 2015-2035.
- Kent has a greater proportion of young people aged 5-19 years and people aged 45+ years than the England average.
- There is no single quantifiable measure of the number of disabled people in Kent (or the UK), because identifying as disabled relies on an individual's self-perception; but it is estimated that 17.6% of Kent (excluding Medway) residents are disabled people.
- 1434 Civil partnerships were formed between 2006-2015 in Kent. This dataset only relates to civil partnerships that are formed within Kent. It does not necessarily provide a true reflection of the number of Lesbian Gay and Bi - sexual people living in Kent.

Further information on social, demographic and economic aspects of Kent can be found on our website, on the Kent Facts and Figures page.

<http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent>

## Workforce

Kent County Council (KCC) believes and recognises that the diversity of its workforce is one of its greatest strengths. It is committed to promoting equality and inclusivity and combating unfair treatment by providing a safe and accessible working environment with fair access to learning and development opportunities. The Council encourages and supports all staff in fulfilling their potential.

The section below contains details on how the Authority's workforce is made up, focusing on headline statistics, as at 31 January 2019.

- Current total number of FTE (non-schools) **6970.58**
- % of staff who are female **79.5%** (51%)\*
- % of staff who are Black & Minority Ethnic **7.9%** (6.3%)\*
- % of staff who have declared a disability **4.2%** (17.6%)\*
- % of staff who are Lesbian Gay or Bisexual **3.1%** (2.3%)+
- % of KCC's leadership group who are women **61.70%**
- % of staff aged under 25 or below **7%**

- Average age of staff **45**
- Current total FTE on grades KR6 or below **2502.3** (non-schools staff earning salaries up to £21,789)
- % of staff aged over 50 **41.2%**
- % of staff aged over 65 **3.4%**
- Sickness days lost per FTE **6.26**

\*The figures in brackets are the percentage of Kent's population from those groups, as identified in the 2011 census.

+Figure in bracket is the percentage of people in the South East identifying themselves as LGB, as identified in the National Office of Statistics data set published on 21 January 2019.

The total number of FTEs (non-schools), since the last report, has fallen overall by 7.8%, and the number of staff employed at KR6 or below has decreased by 6.7%. This change has increased the percentage of staff; who are female (by 1.6%), who are Black & Minority Ethnic (by 0.5%), those who have declared a disability (by 0.2%) and the leadership group who are women (by 0.6%).

It is acknowledged that the gap between the percentage of individuals declaring a disability and the census figure does appear wide. This gap is influenced by the fact that the census data covers the total of Kent's population, some of whom are not economically active or in employment and includes a larger proportion of older people than the Council employs who are more susceptible to developing a health condition that would be classified as a disability.

The average age of staff has increased slightly (by 0.4%) and this has been reflected in the percentage increase of staff over the age of 50 (up by 1.2%) and 65 (by 0.5%). The percentage of staff under 25 years of age has decreased by 0.7%.

The percentage of staff declaring they are Lesbian Gay or Bisexual (LGB) has risen by 0.5%. The overall percentage of 3.1% compares favourably to the National Office of Statistics data which shows that currently within the South East 2.3% of the population identify themselves as LGB.

## **Equality Objectives 2016-2020**

In 2016, Kent County Council published a new Equality and Human Rights Policy and Objectives. The objectives have been set against six domains recognised by the Equality and Human Rights Commission (EHRC) as having a significant impact on the quality of life of individuals. The domains are:

- Education
- Work
- Living standards
- Health
- Justice and Personal Security
- Participation

Each Directorate was asked to provide equality information and to demonstrate how they complied with equality legislation between 1 April 2018 – 31 March 2019, and the performance measures in place to achieve the KCC Equality Objectives.

Performance against the equality objectives in 2018-19 has been reported to Directorate Management Teams (DMT) and Cabinet Committees between June and July 2018. Evidence submitted suggests that overall the council has made progress on the processes and procedures that are needed to mainstream equality into core business. However, there are areas where performance has not been as expected. Examples of activity undertaken in 2018-19 are listed below under the domains.

## Education

Education and learning have the potential to improve the wellbeing and life chances of all children and young people, especially the most vulnerable groups in our communities.

The CYPE Vision and Priorities for Improvement - 2017-2020 is the key strategic plan for Children, Young People and Education in Kent and sets out shared goals and includes a range of ambitious priority improvements up to 2020. Progress made against each equality priority is detailed below each objective.

### **Narrowing the achievement gaps**

In 2018 75.3 74.2% of children in Kent achieved a Good Level of Development (GLD) at the end of the Early Years Foundation Stage (EYFS) which is a slight improvement from the 2017 figure of 74.2%. This outcome is above the national figure of 72.4% and places Kent second amongst its statistical neighbours. Achievement gaps in 2018 were as follows:

*Gender* - girls continued to out-perform boys with 80.6% of girls compared to 68.1% of boys achieving a GLD. This represents an improved position from a gender gap of 14.2% in 2016 to 12.5% in 2017; The *SEN* gap widened to from 52.8% in 2016 to 59.0% in 2017, which means fewer children with SEN (20%) achieved a GLD in 2017, compared to 27.2% in 2016.

In 2016/17 EAL learners achieved significantly above their national peers at all key stages. Although overall Minority Ethnic pupils and EAL learners generally do better than their non-minority ethnic and non-EAL peers in KS2 and KS4, the lowest achieving groups remain consistent across all key stages.

Gypsy, Roma and Traveller pupils continue to have the lowest achievement. White Eastern European (WEE) pupils, Kent's largest minority ethnic group, continue to be behind non-EAL learners, alongside Black Caribbean children and young people.

Whilst Kent's position is strong in comparison to the national, there is clearly still much work to be done to ensure that more children universally achieve more highly,

whilst further narrowing gaps in achievement for children who may be vulnerable to not achieving to their full potential.

At Key Stage 1, outcomes improved across all indicators and was above the national average across all subjects. The attainment of FSM pupils was in line with national FSM attainment in reading and above in writing and mathematics.

At Key Stage 2 (KS2), outcomes were above the national average for the second successive year, at 65% for reading, writing and mathematics combined. This placed Kent first amongst our 11 statistical neighbours in 2017.

### **Driving down permanent exclusions to zero for primary age children with regard to Sex and Race**

Strong local collaborative working between the schools has helped keep Kent's permanent exclusion rate below the national average. There are many examples of good practice showcasing Kent schools' inclusive approach in actively finding good alternatives to the permanent exclusion of vulnerable learners.

Work has been continuing between the PRU, Inclusion & Attendance service (PIAS) and schools to reduce the number of permanent exclusions in primary schools. Whilst numbers are low (20 in a 12-month rolling period) they are proving difficult to reduce further (at the same point last year there had been 16 in a 12-month rolling period). The current rate of permanent exclusions in Kent primary schools is in line with the national average of 0.02%.

Boys are over-represented in permanent exclusions from schools, accounting for nearly 80% of permanent exclusions. Most exclusions are White British pupils, though a small but significantly disproportionate number are from Gypsy/Roma families.

### **Where appropriate, fewer young people become young offenders with regard to Race Disability and Sex**

Boys are over-represented with approximately 89.4% of the Youth Offending Caseloads being male.

Black, Asian and Minority Ethnic (BAME) young people are also over-represented within the criminal justice system. Kent reflects the national picture and within the County approximately 15% of young people within the justice system are BAME whilst, according to the 2011 national census, 6.3% of the Kent population are from these ethnic groups.

An integration pilot in South Kent has been focusing on joining up all adolescent teams and approaches, with the aim of delivering earlier intervention for vulnerable young people. Initial outcomes are encouraging, and it is hoped that longer-term this will keep more young people known to Specialist Children's Services (SCS) out of the criminal justice system.



A joint protocol has been introduced between Youth Justice and SCS to improve the integrated working and joint support for young people known to both services. It is anticipated that this approach will bring positive results to young people's outcomes.

### **Increase learning and employment opportunities for those aged 16-25**

Kent Supported Employment has helped 316 vulnerable learners with physical disabilities, autism and learning difficulties to move into a variety of sustainable employment outcomes over the last year including 58% into paid sustainable employment. There were also a variety of other offers including work placements and voluntary work to enable students to progress into permanent employment. Excellent results have also been achieved by working with 18 vulnerable learners from schools and training providers to move into Supported Internships and 23 into Assisted Apprenticeships. Kent Supported Employment has also been working closely with the NHS to help them employ more staff with learning difficulties as part of their five-year pledge.

### **Ensure more young people are able to access progression pathways post 16 including an offer or an apprenticeship**

Although Kent has recently seen good inspection results for post 16 provision, appropriate technical pathways are not always in place to support the progression of all learners from age 14 to 19 into skilled employment. There continues to be a high drop-out rate for learners aged 17 in Year 12 in Kent schools and colleges which remains a concern. The NEET and 'not known' numbers overall are reducing, which is positive, but there are still too many young people in vulnerable groups who become NEET, particularly SEND learners and Children in Care. In the past year the NEET figures reduced to 2.6% in January 2018, which is an improvement of 0.4% on the previous year.

### **Increasing access to early years services for 2-year-old offer of free provision regardless of disability race or sex**

Whilst there are district variations, take up across the county has continued to steadily increase, with the maximum take up being 74%. Approximately 53% of the places taken were by boys, 2.3% by children with disabilities and 16% by BAME children. The Early Years and Childcare Service tailors marketing activity to ensure maximum take-up of Free Entitlements by two, three and four-year olds. Alongside this, Early Help (particularly Children's Centres) are providing local outreach to ensure that eligible families are aware of this provision and encouraged to take up the entitlement wherever possible.

### **Recruit, retain and develop a workforce that reflects the communities we serve and ensure our people feel valued and respected.**

An inclusive approach to employment practices helps ensure that service users, staff and employees of partner agencies are treated with the level of dignity and respect that is expected.

The Kent Graduate programme Offers opportunities across three graduate streams. The Education People Skills and Employability Service manages KCC's work experience programme and continues to offer a wide range of work placement opportunities for people across Kent. People with a disability are supported by The Education People's Specialist Employment service should additional assistance be required.

The apprenticeship levy was introduced in April 2017 and since that time KCC has been able to spend these funds on Apprenticeship training. One of the most significant changes is that there is now no age limit for Apprentices which means that anyone can be an apprentice and staff of any age can access funding for Apprenticeship training.

In the year to date 27% of Apprenticeship training starts are aged 16 -18, 23% aged 19 -24 and 50% are over 25 years of age. Additionally, of the 143 new Apprenticeship training starts in the year to January 2019; 61 of these are new apprentices to KCC.

Inclusivity and equality are integral to the development, delivery and monitoring of corporate training programmes to ensure learning resources are suitable for all. From 1 April 2018, over 3,200 Equality and Diversity e-learning courses have been completed. This includes Equality and Diversity in Recruitment and Selection, Introduction to Equality and Diversity, Care Certificate – Standard 4: Equality and Diversity and Introduction to Equality Impact Assessment.

### **We will continue to be an inclusive employer**

KCC has four staff groups, all of which play a leading role in providing support and development opportunities for their members as well as advising on policy and practice to support our commitment to promoting equality, valuing diversity and combating unfair treatment. The groups include: Level Playing Field (disabled staff and carers), Black and Minority Ethnic Group, Rainbow (Lesbian, Gay, Bisexual and Transgender staff) and Aspire (staff 30 and under).

The Unite staff group renamed itself Black and Minority Ethnic Group. The Rainbow Staff Group celebrated its 15th anniversary with an event addressed by the Chairman of the County Council.

Kent County Council achieved Level 2 of the Government's Disability Confident standard, which recognises businesses that are actively inclusive in their recruitment and retention practices.

The Council regularly collects and analyses data on the adjustments made to ways of work and equipment employees use in order to understand how many people are being supported, identify trends and the type of support required and whether we are able to support people in the most cost-effective manner. In 2018 the process was adapted to improve data collection and to look at the analysis so that it better informs decision making.

The Expect Respect campaign was developed, in association with the Staff Groups, and is displayed throughout the Council's buildings. It is a vital part of our approach to reminding people of their responsibilities towards employees and service users as well as highlighting what treatment they can expect in the workplace. Kent County Council continues to use it to support its inclusivity agenda. In 2018 the campaign was refreshed and relaunched, including a significant presence in the foyer of County Hall.

The County Council continually works on improving its systems to support the diversity and inclusion agenda. In 2018 its recruitment and HR systems were changed, following feedback, to ask about people's sex rather than gender. We also added the option to choose Mx as a pronoun/title.

In order to ensure that people were reminded about the requirement to undertake Equality and Diversity in Recruitment training and to have trained people on interview panels a prompt was added to the recruitment system.

Kent County Council undertook an audit, run by the Employers' Network for Equality & Inclusion, on how inclusive its employment and procurement practices are. The results showed how KCC performed across a range of categories. The Authority achieved the scheme's Silver Award.

Due to the changes introduced for this year, more people will have received a pay award from April. These changes benefit people who are on maternity leave, long term absence and those newly appointed. There has been a concerted effort to continue to promote the equality agenda for part-time workers to ensure they are treated consistently within the Total Contribution Pay approach. The Corporate Management Team have been monitored the impact to ensure that progress is being made.

KCC has now posted the second Gender Pay Gap report which covers the period up to March 2018. The gender pay gap for KCC is significantly below the national average. This is positive for KCC, the figures being 11.1% and 17.9% respectively. The KCC figure is explained by the higher proportion of men in the upper middle and upper pay quartiles. Both the KCC mean and median figures have reduced since last year which were 12.6% and 18.2% respectively, again this is positive as both figures have improved.

KCC supported 30 employees to become Public Health Champions through the programme in 2018. The Champions were awarded with RSPH qualifications in Understanding Health Improvement and Understanding Mental Wellbeing which equipped staff with the tools needed to have a positive role in improving health and wellbeing on an individual level, with families, in teams and in organisations.

The programme for 2018/19 was delivered through a new provider. The format of the current programme allows participation from a much more diverse audience in terms of staff roles, seniority and location. Public Health Champions have been involved in a range of initiatives such as:

- Measures to encourage activity, inclusion, improve mental wellbeing and aim to reduce stress for example campaigns to encourage staff to take a break, Lunch Hubs, Walk on Wednesday, peer to peer support
- Awareness raising of the dangers of social media and encouragement of a digital detox

Diversity and inclusion is embedded throughout the 'Kent Manager' programme to ensure managers understand and reflect on their responsibility for ensuring that the Council is an inclusive employer. A revised programme was launched in April 2018 and centred around three modules: Personal and Organisational Development, Resource Operational Management and Customer and Business Focus.

The Future Manager Programme is a talent management programme in KCC aimed at our high performing staff up to grade KR8 who have the potential to progress into a managerial role in 2 to 3 years. The programme has been updated to align to our leadership capabilities with a 360-assessment included at the start and end of the programme. The equality and inclusivity agenda continues to be integrated in the programme from the outset, for example. "High potential high performing employees will not necessarily be full time members of staff who work closely with managers and have the ability to evidence and be involved in higher profile projects".

Staff are able to enter and/or change their equality data held on KCC's staffing database through an on-line self-service tool. The information is confidential and enables KCC to maintain an accurate and up to date profile of the workforce. During 2018/19 948 staff visited the equalities screen to either view or update their information.

To ensure that equality and inclusivity is built into both managers and KCC staff activity the internal communications system is used to raise awareness of new initiatives or support available, for example Transgender Awareness e-learning and information about reasonable adjustments. Specific initiatives were also supported for example the Black History Month display organised by the BMEF staff group and Time to Talk (a national campaign aimed to reduce the stigma surrounding mental illness).

The Health and Safety team support the Strategic Wellbeing and Resilience Group to help promote the healthy workplaces agenda. This includes working closely with colleagues to ensure a collaborative approach to health and wellbeing is achieved. A Healthy Workplaces seminar was held in November 2018, which promoted wellbeing and resilience within the context of business change and included interactive sessions.

The Health and Safety team has maintained support for managers and teams through KCCs stress management policies and tools on both a team and individual basis. The team also promotes self-sufficiency in workstation set up through the use of Display Screen Equipment (DSE) self-assessment forms, DSE champion workshops and e-learning training. Where managers and/or individuals require more assistance due to complex medical or other needs, the Health and Safety team will carry out a full assessment.

### **Listen and engage with employees.**

The Engagement and Consultation Team reviewed the channels used and the approach taken to support staff communications.

The purpose of this review activity was to make sure our Directorate focused communications were reaching the right people in a way that worked for them. For teams working in remote “field based” locations we have also checked whether they have the opportunity to access the briefing materials and are pleased to report they do and are well supported by management teams to find out more.

This year we have used new animation technology to create easy to read insights for our core processes and continue to meet the diverse and sometimes complex demands in the organisation. We have worked to recommission the delivery of KNet (KCC’s internal intranet). The accessibility team have reviewed the new system at proof of concept stage and once migration is complete, they will do so again.

This year we have responded to requests from staff groups to share their goals and priorities in our whole organisation communications. This means advertising specific actions in relation to commemorative/celebration days where impact has been identified by the staff group.

Direct engagement with Staff groups has enabled our service to assess the equality impacts of our communication styles and priorities as well as our tools. Staff Groups formed one of the focus groups inputting to the development specification of the new KNet and will also engage in user testing.

We worked closely with staff groups in the development, testing and reporting of the staff survey. Our Equality Impact Assessment gave us the opportunity to explore the best way to reach the widest range of staff.

This year our new approach to the survey has provided a robust and granular level of detail in regard to those staff who identify with a protected characteristic.

We have reported the complete analysis to Corporate Equalities Group and actions are now embedded across Directorate and whole organisation action plans. This will allow us to review the benchmark from year one.

### **Protected characteristics will be considered within all highways and transport schemes identified within Local Transport Plan 4 (LTP4), as well as the schemes' potential to advance equality of opportunity**

The A20 Harrietsham Highway Improvement Scheme to reduce the speed and manage potential traffic growth whilst retaining the village feel of Harrietsham and aspiring to make public transport more appealing. During the scheme design, a consultation took place in the form of a questionnaire which specifically asked respondents of their requirements with regards to protected characteristics. In response, crossing points were provided in certain areas where demand was identified, and a toucan (two-can - designed for pedestrians and cyclists to use at the same time) crossing provided rather than a puffin crossing to assist with cyclists' needs being accommodated at the same time as a wheelchair user for example.

HTW's The Big Conversation - Consultation for future delivery model of rural bus services

This project identified a number of potential negative impacts in the equality screenings of the proposed models. The characteristics concerned were Age, Disability, Carers and Maternity and issues focused on size of vehicle, financial implications, and booking requirements. Widespread consultation with networks comprising these groups was identified as the key action in the EqIA action plan, to ensure negative impacts were avoided or appropriately mitigated.

### **The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework (GIF), and delivered to meet the needs of Kent's population changes**

Each year HTW reviews the Council's Winter Service Policy and the operational plan that supports it to reflect changes in national guidance and lessons learnt from the previous winter. Following 2017/18's "Beast from the East", further mitigations for elderly and disabled customers have been put into place with local district plans and supply of a salt/sand mix to Parish Councils who can prioritise snow clearance for care homes, and around GP practices and hospitals.

In 2018/19, the South East Business Boost (SEBB) programme has identified other partners/bodies to work with to assist those who were previously underrepresented in applying for grants, identifying or accessing the grants available through the SEBB programme, such as Kent Foundation and the Women in Business Network. Data continues to be collected on some protected characteristics (Age, Sex, Ethnicity and Disability) but key now is the analysis of the data to inform the reach of the SEBB.

As funded under an EU Scheme, Locate in Kent also have a requirement to collect data on the same protected characteristics as the SEBB programme. They have

reported a good return on Sex protected characteristic data but there were some reluctances by companies to provide the other requested data, usually owing to a misperception of why the data is sought and/or a reluctance of individuals to self-identify their own protected characteristics

The Digi-Gif project aims to create and provide a digital platform for the Kent & Medway Growth & Infrastructure Framework. An initial screening has identified impacts on Age (older users are less likely to have the confidence and skills to access the GIF online), Disability (those with disabilities may have difficulty in using the website or its interactive features as well as reading the narrative and analysis provided) and Race (English will not be the first language of all Kent residents). Mitigating actions included in the project plan include: All functions and interactive capabilities of the Digi-GIF will be designed to be accessible and easy to use by all; Online help and guidance will be available; A digital accessibility audit will be undertaken during the development of the final platform and will also be included in tender documentation; Clear links and presentation of information will be made in plain English; Alternative formats and languages of the Digi-GIF platform will be made available.

The Coroners' Body Removal and Transfer service is provided for the removal of deceased from place of death to designated hospital mortuaries in Kent and Medway, and for the transfer of deceased between designated mortuaries in Kent and Medway, and other specialist mortuaries outside of Kent. Considerations for unaccompanied and vulnerable older or younger people and disabled people present at a sudden death is given by other services on the scene such as the Police via KCC Social services.

Under the protected characteristic of race, translations can be provided for those who do not speak English, and equally the leaflet given on behalf of the Coroner 'Where a death is referred to the Coroner' which explains why the deceased is being removed, can be provided in alternative languages. Should any special religious or faith requirements arise with regards to the removal and transportation of the deceased to the designated mortuary, the contracted Funeral Director will call the Coroners' Office for guidance. The Coroner has discretion to agree to any such requests provided that they do not compromise the preservation of the body of the deceased as evidence for the Coroners' enquiries.

**Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high-quality landscapes and environment**

The Public Rights of Way Improvement Plan project produced a new Countryside Access/Rights of Way Improvement Plan for Kent, for the period 2017 – 2027. The plan identifies action points to ensure a better experience for those with mobility limitations across Age, Disability, Maternity and Carers characteristics which include, maintenance of network, vegetation clearance, work with landowners to remove stiles and ensuring least restrictive access.

## **The Libraries, Registration and Archives (LRA) Service in Kent will continue to understand its local communities' needs, and tailor its services accordingly**

In 2018/19, a need was identified to improve the libraries service's webpages. Ensuring the needs of customers with protected characteristics were met was an integral part of the goals for the project. For example, images to be used on the website were to show a broad range of ages, backgrounds, sex, race, and so on. A section on the website was also set up for customers who might not be able to come to the library due to disability, called Library Direct. Promotions are also advertised on the website, including LGBTQI (Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex) resources and events.

Libraries data was used to assess school engagement and attendance by adults with children. In addition to this, focus groups were held as well as an online survey for schools. Following the feedback received, a revised offer was put forward, including removing the charge for library school card, aligning fees (fines and reservations) with the public offer and maintaining free introductory class visits to the library for children.

As part of relocation of Bockhanger library to the local Children's Centre, customer data was collected from the library management system, Spydus to inform on borrowing habits. There were a number of positive outcomes from equality analysis, including height adjustable chairs, promotion of eBooks (benefiting housebound users who may be more likely to have Age, Disability, Maternity or Carer characteristics) and other online resources. The stock management system, Collection HQ is used to rotate stock frequently to ensure that the offering remains fresh and accessible to all.

The Libraries, Registration and Archives service piloted technology assisted opening hours at three libraries to enable customers to access library services outside of normal opening hours with no staff presence. Customer data was collected and as a result, the emergency exit at Higham Library was improved for wheelchair users.

As part of making better use of KCC buildings a space was identified at Faversham Library that could be used by the Faversham Good Day Programme (GDP). GDP has been running since 2008 and develops community-based day opportunities for people with learning disabilities. As part of this project, a new 'Changing Places' toilet will be built so that anyone who needs assistance with their personal care can still access their community. The scheme involves a library refurbishment and reconfiguration as well. As part of the refurbishment, customers were consulted on what items of stock they would like to see added, or particular areas developed, which included books and resources on disabilities. Existing groups such as Talk Time (comprising generally older customers), were relocated temporarily during the refurbishment process.



### The rate of male suicide declines.

Every suicide is a tragedy for the family, friends and community of the individual who died. Suicide is the biggest killer of men under 45 and research has shown that middle aged men are the population group with the highest risk of dying in this way. Approximately 70% of individuals who die by suicide are male, however as the latest statistics in Table 1 shows, there has been a recent fall in the numbers of men taking their life in Kent. (A death can only be confirmed as a suicide by a coroner in a process which can take a number of months, hence why these are the latest numbers available).

**Table 1 - Numbers of deaths from suicide and events of undetermined intent, 2010-2017 registrations, aged 15+ Kent residents, by gender (Source: Primary Care Mortality database, KPHO (JB))**

Area resident	Gender	2010	2011	2012	2013	2014	2015	2016	2017
Kent	Male	73	85	97	119	130	116	104	85
	Female	27	34	26	31	35	36	36	38
	Total	100	119	123	150	165	152	140	123

Given that every person who dies in this manner has their own reasons and life story it is very difficult to directly attribute individual interventions as the direct cause of this reduction, however KCC continues to work with partners on a number of programmes have contributed to a culture and society where more men are seeking and receiving the support that they need. These include:

- The Release the Pressure social marketing campaign which has resulted in thousands of additional helpline calls and website visits in 2018/19
- Commissioning free suicide prevention training – over 1500 professionals, volunteers and individuals attended this training in 18/19
- Targeting high risk industries (such as construction and transport) with additional support
- Undertaking in-depth research with men who have attempted suicide.

Additional funding from NHS England has been secured for 2019/20 to allow this work to continue. The definition of what constitutes a suicide changed mid-way through 2018. Coroners were told to go from “beyond reasonable doubt” to “on the balance of probabilities” which has a lower evidential threshold. This may serve to increase the national overall numbers.

### Ensure equity of access to Sexual Health services to improve health outcomes.

KCC’s vision for services is to ensure that local residents have timely access to high quality services to improve and manage their sexual health through the delivery of a fully integrated, cost effective sexual health service model, accessed by a digital single point of access.

Young people who are Not in Employment Education or Training, vulnerable young people and under 16's have been identified as being at risk of worse sexual health outcomes. KCC has commissioned Metro to carry out targeted work with these groups.

Targeted outreach has been undertaken in Dartford and Maidstone and has led to an 85% increase in site registrations in Maidstone and a 109% increase in Dartford. Following analysis of data targeted intervention has also been planned for Canterbury Thanet and Swale.

Sexual Health services have been designed to be responsive to the intersectional sexual health needs of people who access them. **The needs assessment** highlighted a gap in servicing for transgender people. An interagency group established a signposting service commissioned by the CCGs and a specific programme of work.

Nationally there has been a decline in cervical screenings taken up by women. In Kent this is reflected in some BAME communities. This has been shared widely and Public Health and partners such as NHSE will consider the barriers to uptake in order to address the health inequalities that may arise as a result of poor screening uptake. There will also be discussions to consider the access to and uptake cervical screening amongst those with a learning disability.

The percentage of late diagnosis of HIV in Kent has further increased to 60.7% compared to 40.2% in England as a whole. Two districts, Dartford and Gravesham have an increasing prevalence of HIV, with a rate over 2 per 1,000 15-59-year olds. HIV testing is promoted through the national HIV testing programme and the option for an HIV test only is provided online.

Despite the advances in medical care for people living with HIV, there is still stigma attached to the condition which affects the uptake of testing. Overall uptake in Kent for the HIV testing has gone up, however it is varied across districts, with higher levels of testing in some districts than others

### **NHS Health Checks**

To address findings of the equity audit, targeted work has been carried out including community outreach work on the East Kent Coast, targeting males in licensed establishments (in December and January 2019). Digital communications / advertising was put in place to raise awareness and encourage males to attend the series of health checks.

The team are also doing workplace health checks, targeting male orientated workplaces on the East Kent Coast where employees are from the lowest deciles. They have also identified taxi drivers (due to the sedentary nature of their work) as benefitting targeting with the Health Check offer.

KCHFT are also identifying, mapping and contacting faith groups to build relationships and understand how they might encourage take up with BME communities.

This work is on-going, and outcomes of this work will be available at the end of April 2019.

## **Ensuring that the Children's Public Health Service reduces health inequalities in early years and maternal health (Race/ gender)**

Services offer both a universal offer and targeted offer to families and young people to support those most in need. Work has been carried out by the Public Health Observatory to review the equity of School Health Public Health services. This illustrates that the services reach a disproportionate number of young people from deprived areas when comparing to the population. This utilises data from the KID.

The Health Visiting service also offers a number of targeted interventions to provide more intensive support alongside mandated checks. This includes a new vulnerable families service which will work with women identified antenatally – the service will have additional resources to provide this service in areas of high deprivation.

## **Safeguarding children, young people and vulnerable adults from harm with regard to Sex, Disability, Race and Age**

In November 2018, a new Safeguarding operating model was implemented, to provide a more responsive and effective service. As a result, there has been an improvement in Safeguarding Enquiries that are completed in under 90 days. In 2018/19 this was 1,749 closures, an average 145.8 per month. This contrasts with 1,018 90-day closures a year earlier, an average 84.8 per month.

Due to the increase in timely closures individual Safeguarding needs across all protected characteristics are responded to more quickly. Timescales for case closures has also improved and is now taking place within 24-48 hours of enquiries concluding. This means that any outstanding actions or recommendations are addressed sooner. Another impact of the new Safeguarding operating model is an increase in the application of Making Safeguarding Personal principles and how individual's wishes inform the enquiry process.

The Children's Safeguarding Team have continued to support the development of key policy areas such as the Gangs Strategy, Domestic Abuse and Modern Slavery through undertaking equality analysis in order to build in effective response by commissioned services.

## **Improved life chances and outcomes of children, young people and vulnerable adults through service developments and transformation**

KCC's Children and Young People's Directorate (CYPE) working with partners, continues to respond creatively to the demands placed upon children's services by forming new partnerships, reshaping services and adopting new ways of working to ensure children and families are supported where and when they need help.

The approach is to move away from high cost, reactive spend towards well targeted, earlier intervention. To improve services, CYPE promotes earlier help, integration and multi-agency working through Change for Kent Children (CfKC) and clear and strong leadership, provided by the new CYPE Corporate Director. This combination

of strategic approaches will bring about more positive outcomes for children, young people and their families.

By understanding what works for children, CYPE has adopted a systematic and outward looking approach to remodelling Children and Young People's services through CfKC. This programme has been informed by learning from national research, national best practice and its evaluation through the DfE's Innovation Programme and Partners in Practice programme. This work has focussed in the first instance on developing a practice framework for integrated working across CYPE.

The driving ambition for the new integrated practice framework is to reduce escalating demand on children's services, better supporting children, young people and their families at an earlier stage, without recourse to statutory intervention. By ensuring a new whole-systems approach to childhood which takes into account the equality considerations, we will improve access for children, young people and families to consistent and timely support to meet their needs, enabling them to succeed in learning and life.

The needs of ex-service personnel continued to be addressed. Working with partners such as Soldiers' and Sailors' Families Association (SAFFA) and KERS, KCC has supported people with benefits, housing and legal advice to provide additional support for individuals and their families.

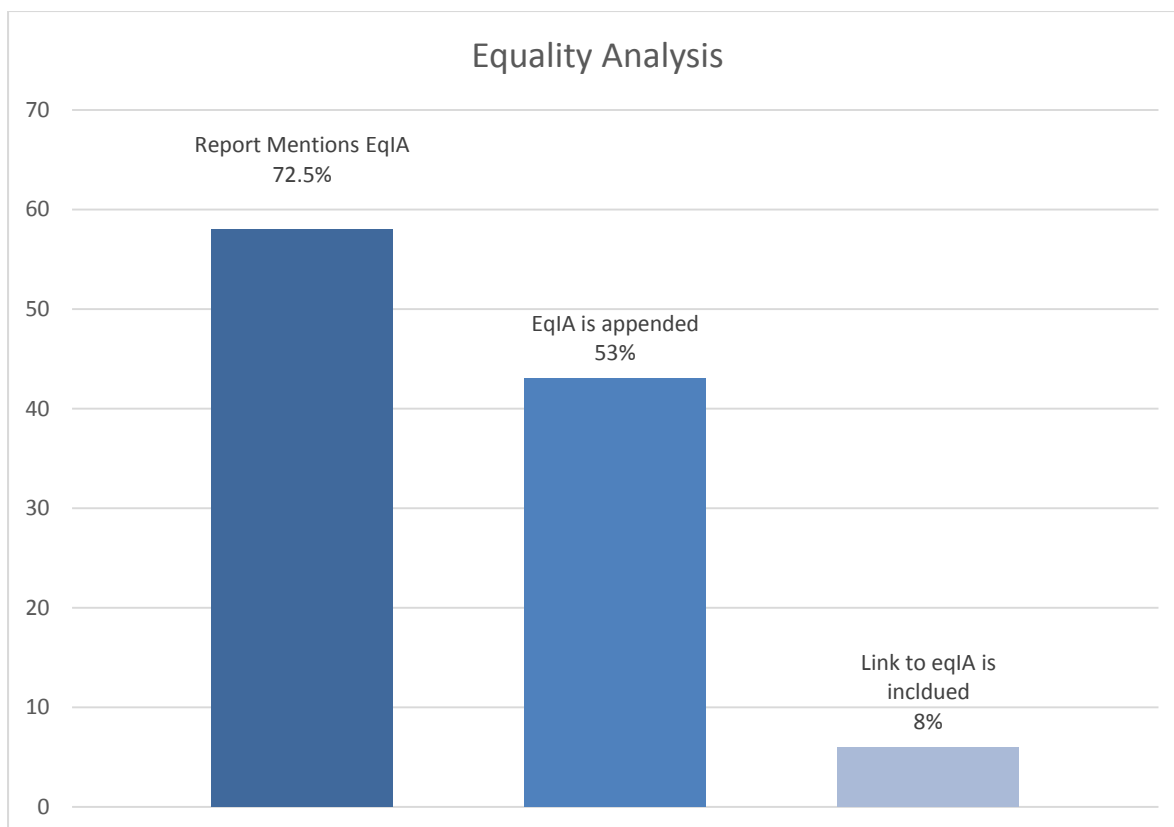
### **Ensure that the number of Black and Ethnic Minority people and women in the mental health system is reduced**

In 2017/18 the Mental Health team put benchmarking and data collection processes in place to better understand pathways for women, especially those who have experienced domestic abuse, black men and veterans to help identify gaps in service provision and experience. In 2018/19 there were still a disproportionate number black and minority ethnic people referred into the service. There is a plan for the expansion of the Early discharge planning team. It is expected that there will be a more timely response ensuring the early identification of needs and recovery promotion of each person referred into service and all care packages will be reviewed to ensure they are right for the individual.

## **Justice and Personal Security**

The Corporate Equality group led by General Counsel continues to challenge the organisation to ensure fairer outcomes for protected groups who live work or otherwise access assets and services in Kent.

In 2017-18, 63% of all decisions referred to equality but only 19% had an EqIA attached for consideration. This was a considerable decline from the previous year and led to measures being put into place by Democratic Services. 2018/19 has seen a considerable improvement with 72% of reports mentioning equality considerations and 53% with EqIA's appended to committee reports.



Governance and Law provides an independent appeal process for transport and schools for children who have been refused a place to their choice of primary and secondary school.

Panels are made up of volunteers both within the education sector and those with no educational background. Annual training is provided for all members. Following feedback from external clerks and panel equality and diversity has been incorporated into core training to ensure a fair and equitable process for those appealing for school places.

## Participation

### Interfaith working

It was agreed that KCC would support the development of local work through making an online resource available which aids local knowledge and join up between faith groups. This involved the authority contacting hundreds of faith organisations by phone, letter and email. Approximately 300 faith groups registered an interest. These groups were then added to an online data base, allowing people to search for faith groups close to them and to also build relationships for interfaith work <https://www.kent.gov.uk/leisure-and-community/interfaith-working> .

The website was launched During interfaith week at a celebratory event was held in County Hall. Mr Jatinder Singh Birdi, the co-chair of [the Interfaith Network](#) gave the keynote speech. KCC organised a series of open days “*Diverse Open Doors*” where

the Gurdwara in Gravesend, the Hindu Temple in Gravesend, Canterbury Cathedral, Canterbury Mosque, Union Street Methodist Church and the Thanet and District Reform Synagogue opened their doors to the community during interfaith week. This was very well received by both faith communities and local participants.

Consultation activity in the council continues to grow. The requirements for staff and managers have now been set out in the Operating Standards and no consultation is published without equality analysis and is a critical part of the decision-making process. Services are expected to review the findings and review their Impact Assessments accordingly.

Of 4,481 complaints received to date in the financial year 2018/19 year 79 were categorised Equality and Regulatory of which 16 were discrimination based.

Of the 16, those that had lessons learned recorded:

- 3 resulted in improvements to service including training and a change in process
- 1 was given an apology and explanation.

The service has delivered customer service and complaint handling training to around 100 staff in frontline teams. The training focuses on expecting and delivering respect and supporting staff to understand the council systems from the viewpoint of the resident. This work will continue in 2019/20.

All Technology products supplied via ICT comply with the ICT Technology Strategy, which is itself aligned to the 'Digital Inclusion Standards' as laid out by the Government Digital Service. This Includes:

- Digital Accessibility Compliance is now built in as a mandatory requirement of all Technology delivered under the commissions constructed by the Technology Strategy & Commissioning Team, and all future procurement activities, regardless of the vendor used, and in line with the EqIA process
- The team have engaged with existing suppliers to improve systems already in place
- Digital Connectivity: Ensuring that Users have the tools and channels to access business technology in a mobile and flexible way
- As part of its Technology Strategy, the TC&S team is carrying out work to audit its public facing websites and systems to ensure that they are accessible, and meet the standards set out in the Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018. To date 47 systems have been audited in 2018 and where required remedial actions are being undertaken to rectify any shortcomings. The Audit programme continues at a pace
- These works are being carried out in partnership with internal Staff Groups as well as our Digital Service providers. Following on from the development of

the Baseline Accessibility Requirements (BAR), this has been improved on during the last 12 months along with the development of a robust auditing framework.

Infrastructure continue to engage with the Government Digital Service (GDS), to influence the interpretation of the new regulations and how organisations should best respond. To this end we are ensuring that our approach aligns directly with GDS guidance.

The Kent Sport Equality & Diversity Statement is the statement of the Kent Sport and the Kent & Medway Sports Board and a requirement to comply with the highest level (Tier 3) of Sport England's Sports Governance Code as Sport England provides Kent Sport with funding. It is published online and accompanied with a Board diversity action plan. Although there was no adverse impact identified from the screening, some specific areas were highlighted for consideration in the EqIA action plan to ensure that protected groups are not negatively affected by work undertaken.

Representative promotional material that reflects a broad range of people participating in sport has been developed as a result of equality analysis. For the protected characteristics of Gender Identity, Sexual Orientation and Race it was considered that engagement with these groups would need to be addressed by with new partners and networks for promotion of opportunities and consultation.

Village Hall grants have been given in support of village halls that enable an environment based on inclusiveness, where all users and potential users benefit from the facility. Improving the fabric of community venues has improved their usability. For example, a key activity in support of village halls and other community venues has been the investment in facilities and improved access for disabled people. Support for improved central heating and insulation in such venues has also opened their use to wider numbers of people across the community.

### **The quality and range of services are improved through increasing engagement with service users and carers**

The involvement of children and young people in Kent is positive. We engage many of our children and young people in children's services to influence the decisions that affect them.

Children and young people are encouraged to get involved through the Kent Youth County Council (KYCC), the three Children in Care Councils and a Young Adult Council. Over 22,000 young people took part in the KYCC elections in November 2018, electing 60 Youth County Council Members, seven of whom represent Kent on the UK Youth Parliament.

KYCC have a social media sub-group that facilitates and promote issues and concerns that affect young people on social media. Recent campaigns included:

- A curriculum for life
- Promoting positive mental health

- Anti-bullying awareness, effects and training
- Co-production of a Leaving Care Charter

KCC has continued to grow the Young Adult Council (YAC), Our Children and Young People Council (OCYPC) and the Super Council with over 70 children and young people involved. We ensure that young people are involved at the beginning of the social work journey by involving them in the training and recruitment of Social Work students at Kent and Canterbury Universities.

KCC has gathered a range of diverse voices from our children and young people in care through “Challenge Cards” – which allows all young people to make even the most senior officer in the Council accountable. The views of this group have been integral to our change programmes.

The newly updated ‘[Kent Cares Town](#)’ website for Children in Care and Care Leavers, provides an ‘online’ Challenge Card so now reaches a wider audience. There are also multiple ways for young people to get involved advertised on the website and the website is now available in a variety of different languages

### Key challenges for 2019-20

Evidence provided through the directorate annual reports suggests that overall the council made progress against some of its equality objectives and the processes and procedures that are needed to mainstream equality activity into core business is in place

However stubborn areas of inequality persist for protected groups in the County across all the services that KCC provides. Resource pressures linked to constrained public finances and demographic changes provide a significant challenge to ensuring fair outcomes for all in Kent.

For example, the attainment gap for children with disabilities persist in Kent as it does national, further there are a greater number of young people with disabilities that are Not in Employment education or Training than their non-disabled peers. In Adult Social Care people are living longer with more complex needs

Through equality analysis and observing of the Public Sector Equality Duty whilst developing policies, planning strategies, commissioning and delivery services, KCC will be better able to develop person centred approaches that are built on the strengths and assets of communities of place and interest. This will help to ensure that people are at the heart of all KCC’s policy thinking and work.

### Background Papers

Adult Social Care Annual Equality & Diversity Report, 17 July 2019

<https://democracy.kent.gov.uk/documents/s91403/Item%2010%20-%20Annual%20Equality%20and%20Diversity%20Report.pdf>



Children Young People and Education Annual Equality & Diversity Report, 28 June 2019

<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=91062>

Growth Economic Development and Communities Annual Equality & Diversity Report, 3 July 2018

<https://democracy.kent.gov.uk/mgConvert2PDF.aspx?ID=91023>

Environment and Transport Annual Equality & Diversity Report, 17 July 2019.

<https://democracy.kent.gov.uk/documents/s91301/Item%2010%20-%20Report%20-%202018-19%20GET%20Directorate%20Equality%20Review.pdf>

Equality and Human Rights Commission: Assessment of the performance of public authorities on the specific duty to publish equality information (England)

<http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/news-and-updates-on-the-equality-duty/>

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**From:** Mike Hill, Cabinet Member for Community and Regulatory Services  
Andrew Scott-Clark, Director of Public Health

**To:** Policy and Resources Cabinet Committee – 20 September 2019

**Subject:** Domestic Abuse Strategy

**Classification:** Unrestricted

**Electoral Division:** All

**Summary:**

The Domestic Abuse Strategy is a partnership document managed by the Kent and Medway Domestic Abuse and Sexual Violence Executive. KCC has worked with partners to develop a coherent and focused strategy, which is currently out for consultation.

The final strategy will be launched by the Police and Crime Commissioner's Office in late Autumn.

**Recommendations:**

Policy and Resources Cabinet Committee is asked to consider and note the draft Domestic Abuse Strategy and proposed next steps.

**1. Background**

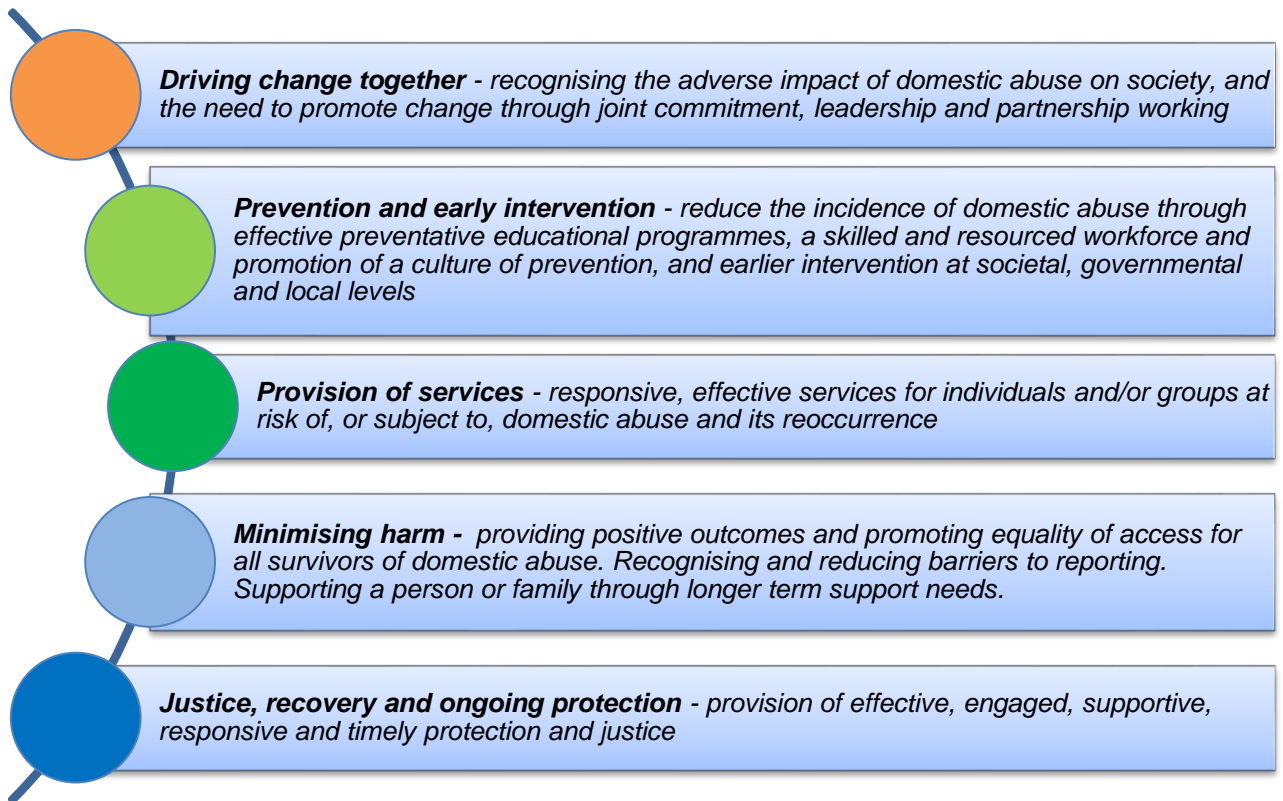
- 1.1 In October 2017 the Domestic and Sexual Abuse Executive Group was established with standing representation from Kent County Council, Kent Police, Medway Council, Kent Fire and Rescue Service, the National Probation Service, Kent and Medway CCGs and District Councils. One of the key responsibilities of this group is to enable joint collaborative working across this county agenda, to manage the construction of strategy and the implementation of actions across partners.
- 1.2 Nationally, the draft Domestic Abuse Bill was published in January 2019 and is currently moving through Parliament. The Bill brings forward a number of legislative changes including the appointment of a Domestic Abuse Commissioner who will seek consistency of service over areas and evidence of the consideration of children, minority and marginalised groups within the policy and delivery of services. In May 2019 the government also consulted on

accommodation-based domestic abuse services. The consultation proposes mandatory joint working across partners with joint governance structures which hold responsibility for Domestic Abuse strategy over areas.

- 1.3 Within this context the Kent and Medway Domestic Abuse and Sexual Violence Executive Group is overseeing the development of the Domestic Abuse Strategy, which formulates priorities across sectors and organisations, and the development and implementation of the multi-agency action plan to deliver this strategy. This work has been led by Kent County Council with vital input from partners including Police, the Police and Crime Commissioner's Office, Medway Council, the NHS and probation services. The strategy is in draft and is currently out for consultation.
- 1.4 A Domestic Abuse Coordinator role has recently been appointed to. This role has been funded by the Police and Crime Commissioner's Office for one year, after which other partners will share the funding if it needs to continue. The post-holder will lead future work on the development and implementation of the action plan.

## **2. The Domestic Abuse Strategy**

- 2.1 The Domestic Abuse Strategy aims to prevent and reduce domestic abuse in Kent and Medway through working collectively across partners to strengthen preventive activity, improve support for those who have suffered from abuse, and make better use of the combined resources across agencies. Many different services and providers support families and individuals affected by domestic abuse. This strategy will drive the development of action to better connect the work across partners, focussing on the same objectives, enabling the strongest response and services possible.
- 2.2 The Strategy includes five core priority themes, described below. Underneath each priority are a number of commitments made collectively by the partnership. These commitments will be developed into specific, measurable actions within the action plan. The priority themes are:



- 2.3 Progress against these commitments will be monitored through reporting to both Kent and Medway’s Community Safety Partnerships, the Police and Crime Commissioner’s Office and Safeguarding Boards across Kent and Medway.
- 2.4 The consultation ends on 30<sup>th</sup> September 2019. To date the majority of responses have been broadly positive, and we have already received useful feedback which will strengthen the strategy and shape the resulting action plan. Once the consultation is completed, we will publish a summary of the consultation responses and the changes we have been made subsequent to this feedback.
- 2.5 An equality impact assessment has been completed and is available on <https://consultations.kent.gov.uk/consult.ti/domesticabusestrategy/consultationHome> This will be updated on completion of the consultation and the development of the final strategy.

### 3. Conclusions and next steps

- 3.1 The Domestic Abuse Strategy, together with the associated action plan which is still in development, aims to strengthen coordination, partnership working and focus across services which support individuals and families being affected by domestic abuse. It seeks to provide a clear narrative and definition of improvement. After the consultation is completed, the Strategy will be refined,

the action plan finalised, and a robust process developed for monitoring progress.

**Recommendation:** Policy and Resources Cabinet Committee is asked to consider and note the draft Domestic Abuse Strategy and proposed next steps.

**Background documents:**

- The Kent and Medway Domestic Abuse Strategy - (Appendix A)

David Weiss  
Head of HeadStart Kent  
[David.weiss@kent.gov.uk](mailto:David.weiss@kent.gov.uk)  
07740184789

Serine Annan-Veitch  
Policy Advisor  
[serine.annan-veitch@kent.gov.uk](mailto:serine.annan-veitch@kent.gov.uk)  
03000 415782

# Kent and Medway Domestic Abuse Strategy 2019 – 2022

Consultation document, July 2019

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# How to get involved and have your say

We want to hear your feedback on our proposed Domestic Abuse strategy. Your views are important in helping us ensure that we continue to develop and improve our support and services for people and families affected by Domestic Abuse.

The consultation will run from the 8th July to the 30th September 2019.

Please visit [www.kent.gov.uk/domesticabusestrategy](http://www.kent.gov.uk/domesticabusestrategy) to complete the online questionnaire. If you have any questions, please contact us on [PSRPolicy@kent.gov.uk](mailto:PSRPolicy@kent.gov.uk).

## **What happens next**

Following the end of the consultation a full analysis and report will be completed and will be presented to the Kent and Medway Domestic Abuse and Sexual Violence Executive before the strategy is agreed and finalised. It will also be published on this website for you to see.

## **Alternative formats**

If you require any of the consultation material in an alternative format or language please email [alternativeformats@kent.gov.uk](mailto:alternativeformats@kent.gov.uk) or call **03000 421553** (text relay service number: 18001 03000 421553). This number goes to an answering machine, which is monitored during office hours.



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## In partnership with and supported by





# Foreword

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Nearly 2 million<sup>1</sup> people a year in England and Wales experience domestic abuse<sup>2</sup>. The impact of abuse can result in a range of negative and harmful effects on health, wellbeing and outcomes in life. Domestic abuse impacts upon future generations and their ability, capacity and attitude towards relationships, parenting, self-esteem and mental health. Domestic abuse affects the whole family, and prevention or responses must recognise both the immediate impacts which domestic abuse may have on an individual or family, and also its long-term consequences.

Many different services, both statutory and voluntary, work to support families and individuals affected by domestic abuse. These services engage with the complex and often chronic nature of domestic abuse and collaborate to challenge it. The Kent and Medway Domestic Abuse and Sexual Violence Executive will look to strengthen and coordinate our responses across our services. We will work strongly as a partnership to ensure that those at risk of, or experiencing domestic abuse in Kent and Medway, have the support and service provision that they need.

No person should experience domestic abuse, and through this strategy and its clear commitments, we will work together to prevent abuse from happening, to strengthen our service provision and to make sure we are learning from the latest research and understanding of what works best to continually improve the effectiveness of how our services tackle domestic abuse across Kent and Medway.

**Peter Ayling**  
Chair of Executive  
Assistant Chief Constable, Kent Police

1. Office for National Statistics (2018) 'Domestic Abuse in England and Wales: year ending March 2018' available at <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018>

2. This figure excludes children witnessing abuse



## Introduction

The Kent and Medway Domestic Abuse and Sexual Violence Executive is a partnership between the Kent Police and Crime Commissioner's office, Kent Police, Medway Council, Kent County Council, NHS organisations, Kent Fire and Rescue, the National Probation Service, KSS Community Rehabilitation and District Councils. The group works together to meet our shared goals, defined through this strategy, on preventing and responding to domestic abuse.

This strategy sets out our joint vision, priorities and commitments. Our overall aim is to **prevent and reduce domestic abuse across communities and ensure that when people experience abuse, they can access the help and services they need.**

This strategy sits within a context where many organisations have experienced reduced funding. We will work together to avoid duplication, consolidate evidence, explore what works best, share information early and thus ensure the best use of available resources across the partnership.

This strategy is accompanied by a strategic assessment and joint action plan. The strategic assessment uses data from services to identify Kent and Medway's strengths in delivering support for those affected by domestic abuse and also highlights any gaps in support and provision, or areas which we need to strengthen.

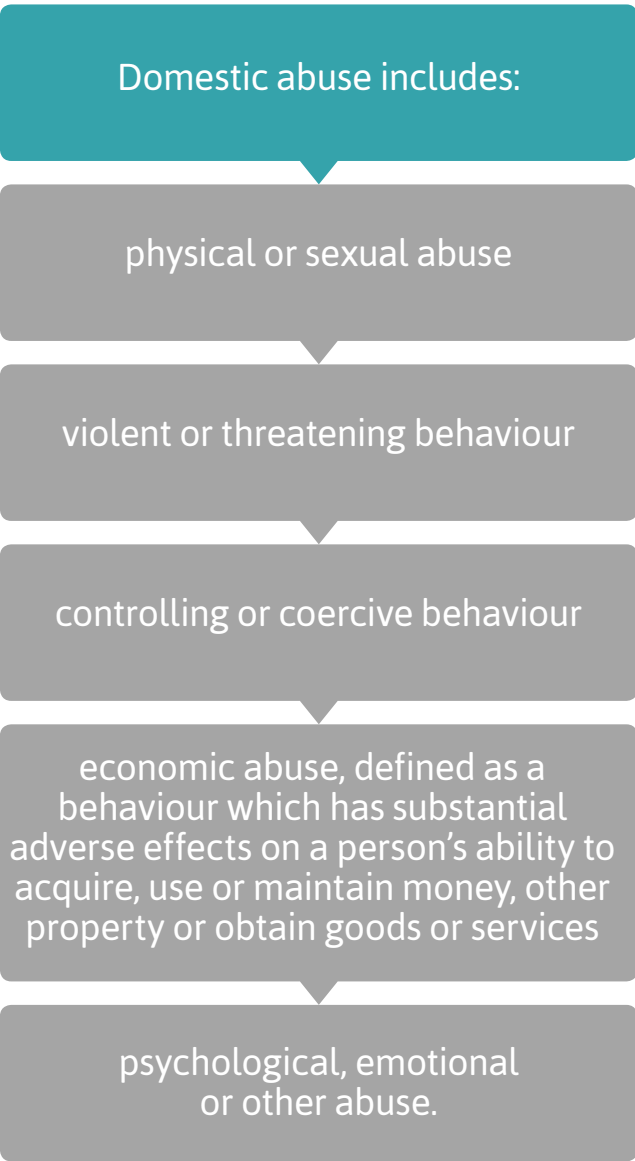
The strategic assessment will be updated annually to a rolling time table, and will be used to inform our commissioning and action planning. Our joint action plan will work to implement this strategy and will be built in response to our priorities and the findings of the strategic assessment.





# Definition of domestic abuse

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Honour based abuse and violence and forced marriage are forms of domestic abuse.

Domestic abuse happens across different types of relationships and is not limited to people who are or have been in an intimate personal relationship. Domestic abuse may happen across household relationships including against or by carers or between adult family members.

In the case of adolescent to parent violence, domestic abuse occurs when both parties are over the age of 16, however the government recognises that adolescent to parent violence can equally involve children under 16<sup>3</sup>.

3. Home Office: Information guide – adolescent to parent violence and abuse (APVA) [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/732573/APVA.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/732573/APVA.pdf)



# Strategy at a glance

Our overall aim is to prevent and reduce domestic abuse across communities and ensure that when people experience abuse, they can access the help and services they need.





# What do we know?

Domestic abuse is widespread and chronically under-reported. Although statistics are helpful in giving an indication of how far reaching domestic abuse is, reported statistics will be much lower than actual abuse levels, and estimates may mask under-reporting within groups across populations. We know that individuals and families may live with domestic abuse for a significant period of time before asking for help and suffer a number of incidents.

As a partnership we recognise the high level of unreported abuse taking place within Kent and Medway and that people in different circumstances are impacted by domestic abuse in different ways. It is important that we work together to strengthen our collective knowledge of unreported abuse and expand local research where needed to gain a fuller picture.

**SafeLives suggest that on average high-risk victims live with domestic abuse for**

**2.3 years**

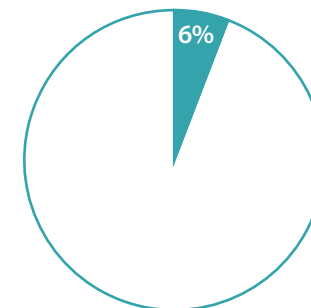
**and medium risk victims for**

**3 years**

**before getting help<sup>4</sup>. On average victims experience 50 incidents of abuse before getting help<sup>5,6</sup>**

**An estimated 2 million adults aged 16-59 have experienced domestic abuse within the last year. This is a prevalence rate of around 6 in 100 adults<sup>7</sup>.**

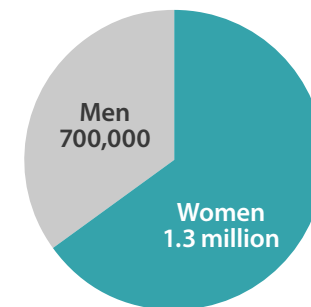
Experience of domestic abuse in adults aged 16-59



**Women are around twice as likely to experience domestic abuse than men, equating to an estimated**

**1.3million women**  
**700,000 men**

Experience of domestic abuse



4. SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol: SafeLives  
 5. SafeLives (2015), Insights Idva National Dataset 2013-14. Bristol: SafeLives  
 6. Walby, S. and Allen, J. (2004), Domestic violence, sexual assault and stalking: Findings from the British Crime Survey. London: Home Office  
 7. From the Office of National Statistics, Domestic abuse in England and Wales: year ending March 2018 available at <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018>

5. What do we know? continued

x2

Disabled women are twice as likely to experience domestic abuse as non-disabled women, and typically experience abuse for a longer period before accessing support<sup>8</sup>.



2.5%  
LGBT+

SafeLives estimates that LGBT+ are often under-represented in statistics and highlights that currently 2.5% of people accessing support from domestic abuse services identified as LGBT+ survivors<sup>9</sup>.

Stonewall estimates that

More than a quarter of trans people (28%)

in a relationship in the last year have faced abuse from a partner<sup>10</sup>.

Nationally



report being victims of abuse compared with

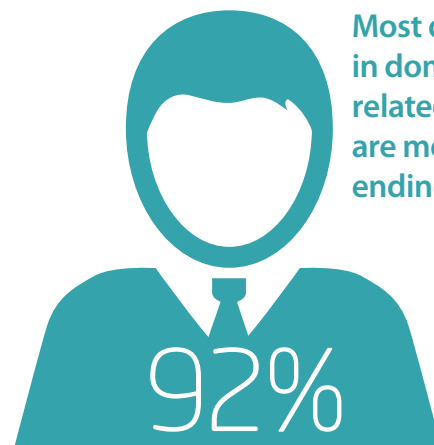


This may represent under-reporting within the ethnic minority population.

Police and Fire Services (HMICFRS) recorded a total of

201,656

child protection referrals as a result of domestic abuse-related incidents in the year ending March 2018<sup>12</sup>.



Most defendants in domestic abuse-related prosecutions are men (92% year ending March 2017<sup>13</sup>).

Statistics from Kent and Medway<sup>14</sup>

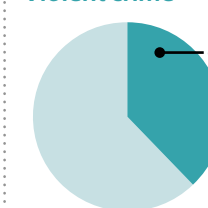


In 2017 26,149 incidents of domestic abuse were recorded by the Police in Kent and Medway.

26,149

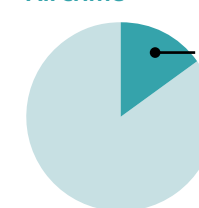
Current trends show that 38% of all violent crime is categorised as domestic abuse and domestic abuse makes up 15% of all crime<sup>15</sup>.

Violent crime



Domestic abuse

All crime



Domestic abuse

8. 3.3 years average length of abuse versus 2.3 years. Source: Safelives, 'Spotlight #2. Disabled people and domestic abuse' <http://www.safelives.org.uk/knowledge-hub/spotlights/spotlight-2-disabled-people-and-domestic-abuse>, information from 2015.

9. These are services registered on the Insight tool - Safelives (September 2018) 'Free to be Safe: LGBT+ people experiencing domestic abuse' available at <http://safelives.org.uk/sites/default/files/resources/Free%20to%20be%20safe%20web.pdf>

10. Stonewall, LGBT in Britain: Trans Report (2017) <https://www.stonewall.org.uk/sites/default/files/lgbt-in-britain-trans.pdf>

11. Equalities and Human Rights Commission, Race Report Statistics <https://www.equalityhumanrights.com/en/race-report-statistics>

12. This figure is based on adequate data supplied by 25 police forces in England and Wales. Multiple child protection referrals can be made for each domestic abuse-related incident recorded by the police.

13. From the Office of National Statistics, Domestic abuse in England and Wales: year ending March 2018 available at <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018>

14. The below information comes from the Strategic Assessment (6th Feb 2019)  
15. 2017 data

5. What do we know? continued

Domestic abuse is recorded both with rape and serious sexual offences (RASSO) and also non RASSO domestic abuse. Domestic abuse RASSO reports have increased by around 53% between 2016 and 2017<sup>16</sup>

Women are much more likely to report domestic abuse and serious sexual offences in Kent and Medway than men with a ratio of 3:1

however more men are reporting abuse than in the past: in 2013 16% of reports came from men, in 2017 this had gone up to 25%. For domestic abuse which is with RASSO 95% of people reporting abuse are female.

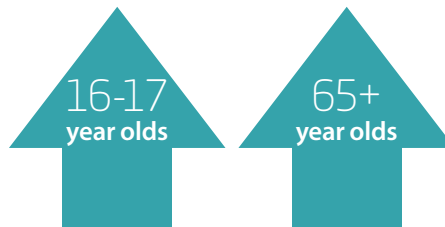
The age group most represented by those reporting and perpetrating abuse is between

25-34

Over the past

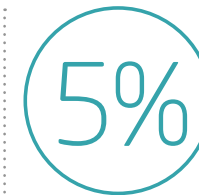
5 years

the perpetrator age groups which has seen the greatest proportional increase is the 16-17<sup>17</sup> and 65+ age groups, however these groups still remain the least represented<sup>18</sup>



Age groups with greatest increase of abuse

Highest incidence rates are in Thanet, Gravesham, Medway and Swale, with lower numbers in West Kent.



BME survivors represent 5% of recent reports of domestic abuse. With the total population of BME in Kent at 6.33% and in Medway at 10%, this figure may suggest under-reporting.

Reporting of domestic abuse within same sex relationships remains low at 2% (1% male/male and 1% female/female)



Because of the high numbers of people experiencing domestic abuse and because of its potentially long-term impact on individuals and families, the public sector cost of domestic abuse is considerable. This includes costs to the Police, the NHS including accident and emergency departments, primary care and family planning, public health, the criminal justice system, education, and specialist children's and adult's services<sup>19</sup>.

16. Police forces may be improving identification and recording, more victims also may be reporting crimes  
 17. The government definition of domestic abuse changed in March 2013 to include 16 and 17 year olds.  
 18. From the Strategic Assessment  
 19. NICE (Feb 2014) 'Domestic violence and abuse: multi-agency working' available at <https://www.nice.org.uk/guidance/ph50/chapter/3-Context>





## National policy and legal context

In March 2016 the Government published its strategy for Ending Violence Against Women and Girls (2016-2020). This strategy defined government priorities as reducing the number of women and girls who experience violence and increasing the focusing on early intervention and prevention. The strategy also highlighted the importance of engagement with children at the earliest opportunity and effective partnership working between services<sup>20</sup>.

In March 2019 the Government published a position statement on male victims of crimes considered in the Ending Violence Against Women and Girls strategy<sup>21</sup>. This statement recognises the significant number of men and boys who experience domestic abuse and barriers to accessing support.

### Other key legislation includes:

- the Children Act 1989 and the Adoption and Children Act 2002. This legislation places a duty on local authorities to provide services to Children in Need and to investigate the circumstances of a child where they are informed that a child is suffering or is likely to suffer significant harm. Section 120 of the Adoption and Children Act extends the legal definition of harming children to include harm suffered by seeing or hearing ill treatment of others, including in the home.

- the Domestic Violence, Crime and Victims Act 2004, which extends provisions to combat domestic violence and creates a new offence of 'causing or allowing the death of a child or vulnerable adult'<sup>22</sup>.
- the Protection of Freedoms Act 2012 makes stalking and linked to this, harassment an offence<sup>23</sup>.

20. HM Government 'Ending Violence Against Women and Girls' (March 2016) [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/522166/VAWG\\_Strategy\\_FINAL\\_PUBLICATION\\_MASTER\\_vRB.PDF](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/522166/VAWG_Strategy_FINAL_PUBLICATION_MASTER_vRB.PDF)

21. HM Government 'Position Statement on male victims of crimes considered in the cross-Government strategy on ending violence against women and girls' (March 2019) [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/783996/Male\\_Victims\\_Position\\_Paper\\_Web\\_Accessible.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/783996/Male_Victims_Position_Paper_Web_Accessible.pdf)

22. <https://www.theguardian.com/commentisfree/libertycentral/2009/jan/13/domestic-violence-act>

23. Women's Aid, 'What is Stalking' <https://www.womensaid.org.uk/information-support/what-is-domestic-abuse/stalking/>

## 6. National policy and legal context continued

- the Care Act, 2014; which introduced the general duty on local authorities to promote an individual's 'wellbeing', which includes considering a person's domestic, family and personal relationships. Carers or those being cared for may be victims or perpetrators of domestic abuse and may require safeguarding interventions. The Care Act includes Section 42 which states that if an adult with care and support needs (such as a disability) is suspected to be at risk of any form of abuse or neglect, the local authority must make enquiries and take steps to protect them. This includes working with other agencies such as health and the Police and providing independent advocacy when it is needed<sup>24</sup>.
- the Serious Crime Act, 2015; which introduced the offence of coercive or controlling behaviour against an intimate partner or family member and holds a maximum penalty of five years. Abuse can include a pattern of threats, humiliation and intimidation or behaviour<sup>25</sup>.
- at the time of publication other legislation and guidance which will impact how we will address Domestic Abuse was being commented on and approved.

### Clare's Law

The Domestic Violence Disclosure Scheme (DVDS) is often called 'Clare's Law' after a landmark case. Clare Wood, was killed in 2009 by an ex-partner who unknown to her had been violent to previous partners.

Clare's Law gives any member of the public 'the right to ask' which enables someone to ask the Police about a partner's previous history of domestic violence or violent acts, and gives the Police powers to disclose information through 'the right to know'.

Under 'the right to ask' a member of the public can also make enquiries into the partner of a close friend or family member<sup>26</sup>. These are then considered by a panel of Police, probation services and other services. Information is only passed on if it is deemed lawful, proportionate and necessary. The information will be passed on to the person at risk<sup>27</sup>.

We will increase awareness of Clare's Law through local social marketing and awareness campaigns on domestic abuse, making sure that people are aware of the available process to access information if they have concerns.

24. SafeLives, Spotlight report, Disabled Survivors Too: Disabled people and domestic abuse (March 2017) <http://safelives.org.uk/sites/default/files/resources/Disabled%20Survivors%20Too%20CORRECTED.pdf>

25. Kent and Medway Domestic Abuse Strategy Group (2016-2020) (October 2016) [https://www.kent.gov.uk/\\_\\_data/assets/pdf\\_file/0004/75199/KMDASG-Strategy-2016-20.pdf](https://www.kent.gov.uk/__data/assets/pdf_file/0004/75199/KMDASG-Strategy-2016-20.pdf)

26. Metropolitan Police 'Clare's law and requesting domestic violence offender data' <https://www.met.police.uk/advice/advice-and-information/daa/domestic-abuse/af/clares-law/>

27. From the Office of National Statistics, Domestic abuse in England and Wales: year ending March 2018 available at <https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/domesticabuseinenglandandwales/yearendingmarch2018>



# Our strategic priorities

This strategy is constructed around five key priorities which are designed to contribute to the overall vision of the Kent and Medway Domestic Abuse and Sexual Violence Executive Group. These priorities and commitments will form our key areas of work as we move forward over the next three years.

**Aim:** to prevent and reduce domestic abuse across communities and ensure that when people experience abuse, they can access the help and services which they need.

**1 Drive change together**

- Promoting change by working together
- Ensuring strong governance processes
- Challenging negative societal attitudes

**2 Prevention and early intervention**

- Preventing domestic abuse from happening through prevention and education
- Ensuring where possible schools are aware where children may have witnessed domestic abuse
- Being aware of intersecting vulnerabilities and risk
- Up skilling the workforce to support early identification of abuse

**3 Provision of services**

- Ensuring responsive services which meet need quickly, these are integrated and follows a clear pathway
- Developing services with those who have experienced DA
- Mapping provision so any gaps can be identified

**4 Minimising harm**

- Recognising and being responsive to under reporting
- Strengthening transitional safeguarding between children and adults services
- Being responsive to the longer term effects of DA
- Developing practices based on research

**5 Justice, recovery and ongoing protection**

- Ensuring that the judicial system works to support those who experienced DA and promotes behavioural change in perpetrators
- A robust multi-agency approach to perpetrators, to bring individuals to justice, or divert their offending.

1

**Drive change together**

## Priority 1 Drive change together

This priority focuses on strengthening our governance processes and improving the way that we work together. We will promote a more cohesive approach to tackling domestic abuse, working together to meet our collective aims. We acknowledge that more can be done to promote integrated working across all sectors.

**Driving change together**  
The Domestic Abuse and Sexual Violence Executive Group will continue to recognise the adverse impact of domestic abuse on society, and the need to promote change through joint commitment, leadership and partnership working.

Commitments under this priority are:

**1.** All agencies<sup>28</sup> reaffirm their commitment to working together to provide co-leadership, pool resources, take a more strategic and effective response to domestic abuse, and actively engage

in meeting our collective aims and objectives, working through governance structures at an appropriate level.

**2.** We will challenge societal attitudes that allow domestic abuse to occur, so it is unacceptable in any form, and increase awareness of how to better prevent and respond to domestic abuse across all agencies, services and our local communities. We will work using a 'grass roots upward' approach, involving community assets, social hubs and community leaders, to engage people across diverse and minority groups.

**3.** Partners will work collectively to bring together comparable, accurate and consistent data on areas such as commissioning, provision and gap analysis. This information-sharing will work to strengthen the future development of our strategic assessment and support our understanding around under-reporting, ensuring we learn lessons and draw out the right narratives from the evidence. Where possible we will commission research where gaps in knowledge exist.

**4.** The strategic assessment will be reviewed and updated annually. All partners will provide information which is contextualised and meaningful in a timely way in order to support this process.

**5.** All agencies will ensure they participate in the Domestic Homicide Review process, and that learning from this, Serious Case Reviews and Safeguarding Practice Reviews are proactively shared with the wider workforce.

**6.** Agencies will ensure that they are aware of the links to each different area of business such as Multi Agency Public Protection Arrangements (MAPPA), Integrated Offender Management (IOM), Local Criminal Justice Board, Multi Agency Risk Assessment Conferences (MARAC) and other partnership bodies so that they can work cohesively.

**7.** We will work together to seek and access external funding opportunities, working collectively to identify areas of need where funding can make the most impact.

**8.** All agencies will work together to make sure that their workforce is trained to identify those at risk of becoming affected by or perpetrating abuse. Staff will have a strong understanding of appropriate responses and pathways including referrals and interventions.

<sup>28</sup> Agencies refers to all members of the Kent and Medway Domestic Abuse and Sexual Violence Executive: Kent Police, the Police and Crime Commissioners Office, Medway Council, Kent County Council, the NHS (inclusive of CCGs, Hospitals & Primary Care settings), Kent Fire and Rescue, the National Probation Service, KSS CRC (rehabilitation services) and District Councils

## 1. Drive change together *continued*

### What the Strategic Assessment tells us:

Domestic abuse services have historically been commissioned by a number of different partners and while coordination and responsiveness of services have been improved it is essential that partners work collectively to ensure strong service delivery.

An important way of monitoring our performance as a partnership is through collecting and sharing comparable data. The partnership must work to bring comparable and contextualised data and information together, so we are able to track and improve our performance and identify any gaps in provision.

'Ways in Promoting Alternative Thinking Strategies' (PATHways) is a project which is run in partnership across providers. It targets adolescents who have experienced violence and victimisation within their own homes and who are disengaging with their communities or are on the brink of the criminal justice system.

The programme works to support early intervention work, which has been vital to aid rebuilding family and peer relationships to support mental health and healthy relationship education to young people.

This programme will be delivered in East Kent and in Medway.



2

Prevention  
and early  
intervention

## Priority 2

### Prevention and early intervention

This priority aims to increase the focus on early intervention and prevention (which is not only about stopping domestic abuse but also preventing the escalation of abuse).

A person's needs impact on and are influenced by other members of a family, and we will take a whole family approach to prevention and early intervention services. Where possible we will share information across service providers so that services can work collaboratively across the family. We will encourage staff to have professional curiosity to explore and understand what is happening more widely within a family, think about whether other services should be involved, or connections made, and not necessarily take things at face value. This requires a collaborative response by all agencies. We will ensure that staff have appropriate training and supervision and are supported in their work.

Effective support must also make the links to targeting wider vulnerabilities such as child exploitation, mental health, female genital mutilation, forced marriage, gangs and substance misuse. This will be achieved through promoting better knowledge and understanding of violence and abuse, promoting healthy relationships, and early intervention for those at risk of harm – such as vulnerable individuals, children and older people. It will focus heavily on the risk posed by perpetrators and ensure there are robust services in place to manage the risk and address the cause of domestic abuse in the relationship.

We acknowledge that many families wish to stay together and we will work with families to support informed decisions; supporting a family to stay together if this is their choice and is a safe option.

Early recognition will lead to earlier interventions, thus reducing the impact of domestic abuse on individuals and their families. Education within schools and a zero tolerance within the community will reduce the acceptance of abuse and violence within relationships.

**Prevention and early intervention**  
Reduce the incidence of domestic abuse through effective preventative educational programmes, a skilled and resourced workforce, promotion of a culture of prevention, and earlier intervention at societal, governmental and local levels.

Commitments under this priority are:

1. We will work together to identify and support families at risk of domestic abuse, where there have been past experiences of abuse or where other risk factors are present and deliver preventative and early intervention services linked to understanding vulnerabilities and risk. We recognise the complexity of the interplay between vulnerabilities and that support must be shaped to meet individual needs.
2. By 2021, Kent Police, through Operation Encompass (see case study) and working with HeadStart Kent and Medway Council, will aspire to be working with all Kent and Medway schools.
3. We will ensure that a robust offer on domestic abuse awareness and healthy relationships is curriculum based and available to all schools and educational settings. We will work with schools to challenge gender inequality, sexual stereotyping, and domestic abuse normalisation where it exists.

## 2. Prevention and early intervention continued

4. All agencies will work together to reduce the impact of domestic abuse on children and young people through early intervention by supporting activities and services to develop their resilience and improve their emotional wellbeing. Partners will support appropriate training and resources to those who work with children and young people in schools and in the community.

5. We will work with our safeguarding teams to support early identification of abuse of vulnerable adults including those with learning disabilities and instances of elder abuse, working in accordance with the Kent and Medway safeguarding protocols.

### What the Strategic Assessment tells us:

While domestic abuse can affect anyone, it is closely associated with a number of other vulnerabilities including mental health, substance misuse and homelessness. Sometimes these vulnerabilities are linked to or are a result of the abuse experienced.

Information collected in the Strategic Assessment highlights significant prevalence of other vulnerabilities across providers. One provider in Medway found that 11.4% of people engaging with the service identified mental health vulnerabilities, 10.6% identified substance misuse vulnerabilities and 8.9% identified as having experienced sexual abuse.

A strong understanding of cross-vulnerabilities can help to guide and develop our preventative and early intervention work. New Police processes are identifying repeat survivors with mental health requirements to ensure they receive a bespoke response suitable to their needs.

### Operation Encompass<sup>29</sup>

Operation Encompass is a national initiative which aims to support children affected by domestic abuse. This work has been trialed in Deal but is now being rolled out across Medway and Kent, working in coordination with HeadStart services.

Operation Encompass is a process by which schools and early years settings are informed that a child attending school in that area has been affected by domestic abuse.

If a young person has been present during an incident of domestic abuse the police will share information, in confidence, at the earliest opportunity with a Designated Safeguarding Lead in the school/early years setting in which the child attends.

The Designated Safeguarding Lead will have been provided with Operation Encompass training by the Police and Education Safeguarding Team. The school or early years setting will then be able to offer the child or young person support and will assist them to remain in school to continue learning in a safe and secure environment.

29. Kent Safeguarding Children Board 'Domestic Abuse' <https://www.kscb.org.uk/guidance/family-and-relationships-issues/domestic-abuse2>

3

Provision  
of services

## Priority 3 Provision of services

This priority focuses on preventing further abuse of those survivors and families who have or are experiencing abuse or are at risk.

We recognise that there are a variety of factors which may increase the likelihood of domestic abuse and therefore a range of different solutions which may be offered to those affected by it. These will range from victim support, perpetrator programmes, child-centred approaches and both couple and whole family interventions. All agencies should work together to build more responsive services which meet needs quickly. This is not just about statutory or community services but about everyone knowing their roles and responsibilities. Family members and co-workers, professionals, community workers and faith leaders should all be able to recognise signs and symptoms and be able to access information and advice to assist individuals.

When services are working with survivors, they will address both the physical and mental health needs of the individual and their family. This includes being aware of links between domestic abuse and mental health including depression, anxiety, eating disorders, substance misuse disorders, psychotic disorders and suicide attempts<sup>30</sup>.

### Provision of services

**Responsive, effective services for individuals and/or groups at risk of, or subject to, domestic abuse and its reoccurrence are provided.**

#### Commitments under this priority include:

1. A multi-agency evidence-based approach will be developed and utilised to inform the commissioning of domestic abuse services to ensure that victims of domestic abuse are provided with the appropriate outreach and advisory services using an integrated pathways approach to facilitate the four key elements of service<sup>31</sup> provision.
2. We will work to ensure that our priorities and commitments highlighted within the strategy form a narrative across our commissioned services.

3. All partners will work together to ensure staff understand the landscape of provision, using and referring to services effectively. This includes understanding the thresholds for referring to Children's and Adults' Services are well understood and applied, and when it may be appropriate to refer to other service provision.

4. We will build on trauma-informed approaches to support individuals and families who have experienced abuse in order to improve outcomes. We will use learning and research on Adverse Childhood Experiences to further understand the impact of domestic abuse on young people, and how to minimise harm experienced to build resilience.

5. The provision of information on available services will be reviewed by all agencies and support services to take account of the integrated pathways approach, and the diversity and emerging needs of client groups, and ensure clear signposting and referral mechanisms, particularly for addressing minority or complex needs and supporting those with multiple vulnerabilities.

30. Kent Public Health Observatory 'Kent domestic abuse JSNA chapter summary update 2014/15' [https://www.kpho.org.uk/\\_\\_data/assets/pdf\\_file/0019/44074/Domestic-Abuse-JSNA-Chapter-FINAL.pdf](https://www.kpho.org.uk/__data/assets/pdf_file/0019/44074/Domestic-Abuse-JSNA-Chapter-FINAL.pdf)

31. a) Encourage and recognise disclosure of violence and abuse,  
b) Respond to disclosure,  
c) Identification of harm, and  
d) Coordinated action following disclosure.



### 3. Provision of services continued

6. The commissioning and provision of services will be informed by the views of those who have been affected by domestic abuse or are at significant risk of it.

7. We will ensure staff are trained in self-harm and suicide prevention to help them recognise risks and include these in safety plans where appropriate for both survivors and perpetrators.

8. We will develop a comprehensive service map to maintain a clear overview of service provision, to ensure that the development of provision meets changing needs within the community and that we are able to quickly identify any gaps in support.

9. We will support any person within the workforce who is experiencing domestic abuse, and ensure our processes work to assist and support any staff member who discloses domestic abuse to us. We will work with businesses to ensure that they have access to information on how to support staff members who may disclose abuse.

#### What the Strategic Assessment tells us:

There are a high number of volunteers which support the provision of services. We must work to ensure that all volunteers have the support and skill set needed to enable them to meet the demands and adequately support survivors seeking assistance.

Historically, the provision of services has been commissioned or grant funded by a wide range of agencies including the Office of the Police and Crime Commissioner, districts and boroughs and Kent County Council. This created complex funding arrangements which could lead to duplication of services.

Partners worked with survivors of abuse to plan the recommissioning of services from a pooled budget in a more integrated and outcome focussed way. The Kent Integrated Domestic Abuse Support Service was commissioned in April 2017. This new model has many benefits including:

- creating clear pathways of support which can be stepped up and stepped down
- establishing a single point of contact via the Police and Crime Commissioner's victim support unit
- creating a single referral point
- supporting the refurbishment of the North Kent Refuge and opening a new refuge in Tonbridge and Malling
- working to increase support for all survivors including those not classified as 'high risk'.

Support available through integrated services includes refuge accommodation, Independent Domestic Violence Advisors (IDVA) support, outreach, therapeutic support programmes, emergency welfare support and sanctuary services.

The new services offered support to 3313 new entrants during 2017/18. Of these 3069 were community-based clients, this is an increase of 991 compared to the previous arrangements<sup>32</sup>.

32. Kent County Council (30th Nov 2018) 'Commissioning of Integrated Domestic Abuse Services: Update' <https://democracy.kent.gov.uk/documents/s87889/Item%209%20-%20Commissioning%20of%20Integrated%20Domestic%20Abuse%20Services%20Update.pdf>



## Priority 4 Minimising harm

Minimising harm is about making sure that services are accessible and meet the needs of everyone, recognising barriers to reporting. We will learn from past experiences and improve services. This priority is also about the support which may be needed to come to terms with what has happened and to manage the longer-term consequences of domestic abuse. Support comes in many forms and can include educational support services, housing support, outreach and advocacy services and improving access to more specialist psychological interventions.

### Minimising harm

Providing positive outcomes and promoting equality of access for all survivors of domestic abuse. Recognising and reducing barriers to reporting. Supporting a person or family through longer term support needs.

### Commitments under this priority include:

1. We will work with the community to strengthen community capacity to support those who have experienced domestic abuse.
2. We recognise that domestic abuse may impact the whole family in the longer term. We will continue to develop longer term support mechanisms using the voice of those affected to shape provision.
3. All agencies will consider transitional safeguarding issues for adolescents and young people who are exposed to, or are perpetrating, domestic abuse, to ensure there is no disconnect between services for children and adults.
4. All agencies will review service provision and support to survivors from minority groups, focusing on understanding and reducing barriers to reporting, how best to reach and engage with minority groups and ensure that support meets need.
5. Safeguarding teams in Kent and Medway will work with partners to protect vulnerable adults at risk of abuse or neglect.
6. Local Multi-Agency Risk Assessment Conferences will be used effectively to reduce repeat victimisation. Partners, children and family members will be supported and included in these programmes and their voices will be heard.

7. We will continue to develop and deliver practices and interventions, based on the latest research and best practice, to effectively address harmful, violent and abusive behaviour within different contexts.

### What the Strategic Assessment tells us:

Under-reporting is particularly evident for under 25s, over 65s, black, Asian and minority ethnic survivors, lesbian, gay and transgender survivors and male survivors. Very few statistics are available for Gypsy, Roma and Traveller communities. Further review is required to examine how best to reach and engage with these groups.

Kent has been successful in securing funding to deliver specialist Independent Domestic Violence Adviser (IDVA) support within two hospital settings. These advisors work directly with survivors in hospital and work with staff in Accident and Emergency and Paediatrics to ensure that the workforce recognise domestic abuse and understands how to access support and services.

Additionally, specialist IDVAs have been commissioned to support male survivors, LGBTQ+ survivors and those with complex needs.

**5**  
**Justice, recovery and ongoing protection**

## Priority 5 Justice, recovery and ongoing protection

The harm caused by domestic abuse is immediate and long term. This harm can be both physical and emotional and reinforced by societal attitudes to those who experience harm and those that cause it.

This priority focuses on reducing the impact of domestic abuse on the family and reducing the likelihood of future incidents, whether through pursuing perpetrators through the criminal justice system, via civil outcomes, through working with families to change behaviour or through rehabilitation (within prison or the community). This would include continually improving protections and justice available and ensuring appropriate and effective use of sentencing.

All agencies should recognise that the harmful and violent behaviour of perpetrators needs to be addressed. Through supporting interventions that lead to sustainable behaviour change in

perpetrators themselves, we will drive an overall reduction in prevalence of domestic abuse and reduced rates of re-offending.

We recognise that approaches to domestic abuse are changing and are open to innovation and new ways of working.

**Justice, recovery and ongoing protection**  
**Provision of effective, engaged, supportive, responsive and timely protection and justice.**

**Commitments under this priority include:**

1. Focused protection, support and information will be available for all survivors throughout the Criminal Justice System process. All agencies should ensure that the survivors' voice is heard throughout these processes and used to improve and enhance service provision.
2. Ongoing assessment of the capacity of the Justice System to respond to current, new and emerging issues will be undertaken in relation to the protection of survivors; responding to harmful and violent behaviour; and providing greater focus on changing the behaviour of the perpetrator through a combination of disruption, support and the management of offenders. Perpetrator programmes will be tailored to meet needs, seeking behavioural change and rehabilitation.

3. All agencies will work together to ensure that there is a robust approach to perpetrators. This will include understanding the behaviour of the perpetrator, supporting interventions that lead to sustainable behaviour change in perpetrators themselves and having a clear plan to bring them to justice or diverting them from offending.

4. We will support individuals and families through a whole system, criminal justice journey from arrest through to prosecution and beyond in order to ensure the timely, meaningful delivery of justice and working to reduce further harm and provide sustainable outcomes.

5. Ensure staff understand the legal tools available, and how they can be put in place quickly and effectively.

**What the Strategic Assessment tells us:**

We need to do further research on the effectiveness of perpetrator programmes, how they impact motivations to change and how they work to reduce the recurrence of domestic abuse.

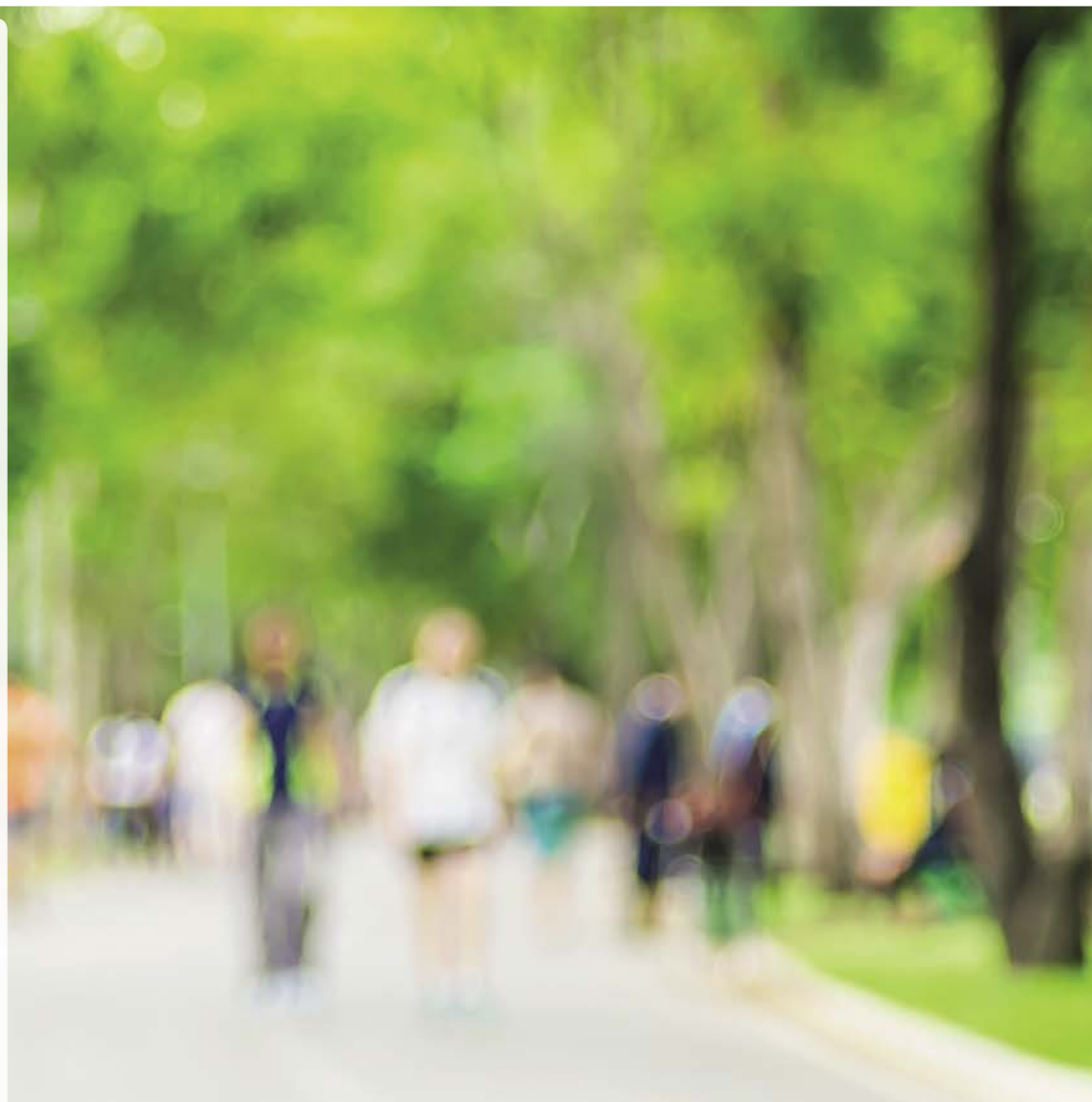
## 5. Justice, recovery and ongoing protection *continued*

'Typologies' of perpetrators or of types of domestic abuse are becoming more commonly used in a bid to understand why some people may become domestic abuse perpetrators, while others with similar experiences or environments may not. These theories are useful in challenging the idea that all perpetrators have the same personalities and motives and therefore that all individuals and families will benefit from the same types of interventions<sup>33</sup>.

While categories can be blurred and changing at an individual level; moving to a more complex view of domestic abuse, its causes and interventions will mean that we are able to strengthen our responses, ensuring that different individuals and families, with different needs receive the support they need.

This approach also recognises domestic abuse as an Adverse Childhood Experience (ACE). There is growing research around the impact of ACE's on health outcomes of individuals. Children and young people growing up in environments where domestic abuse occurs are likely to experience trauma and distress. These experiences may have a negative impact on social development, relationships, risk taking behaviour and health outcomes<sup>34</sup>.

We will continue to use the latest research to develop our approaches to domestic abuse, seeking to understand the multifaceted and complex nature of each person's context and experience.



33. Gadd and Corr, (Sept 16) 'Beyond Typologies: Foregrounding Meaning and Motive in Domestic Violence Perpetration' published in *Deviant Behaviour*, Routledge

34. Safe lives (2017) 'Living with domestic abuse as an ACE' available at [http://www.safelives.org.uk/practice\\_blog/living-domestic-abuse-ace-adverse-childhood-experience](http://www.safelives.org.uk/practice_blog/living-domestic-abuse-ace-adverse-childhood-experience)



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## Achieving our objectives – how we'll deliver

This strategy is intended to be an overarching document setting out a common understanding and commitment from key partners to address domestic abuse across Kent and Medway. Accountability for this strategy sits with the Kent and Medway Domestic Abuse and Sexual Violence Executive.

This strategy will be supported by a joint action plan agreed to and championed by each partner within the Kent and Medway Domestic Abuse and Sexual Violence Executive and signed off by this Executive. Actions developed will be directly linked to our identified outcomes and commitments.

Below this each partner will choose whether to develop bespoke or adopt existing individual action plans to capture the actions that they, as an organisation will have responsibility for. Each agency will ensure that they have effective inspection mechanisms in place.

Feedback from those who use interventions and services will form a vital part of service development, our commissioning and our monitoring procedures. We will work to ensure that the voice of survivors, of families affected by domestic abuse and of perpetrators who have interacted with our services informs and continually improves our provision.

The Executive Group will provide annual monitoring reports to both the Kent and Medway's Community Safety Partnerships, the Police and Crime Commissioners Office, and safeguarding boards across Kent and Medway's children's and adults services, setting out progress against our vision and identified outcomes. The strategy and joint action plan will be regularly reviewed by the Kent and Medway Domestic Abuse and Sexual Violence Executive Group.

Implementation of the priorities will require sustained commitment from all partners if we are to continue to make a significant difference to the lives of survivors of domestic abuse and their families. We are focused on delivering real change, strengthening the coordination of services, learning from the latest research and continuing to develop and respond to the needs of our community.

## Further information

For further information about any aspect of this strategy please contact:

### **Kent County Council**

Strategy, Policy and Relationships

[PSRPolicy@kent.gov.uk](mailto:PSRPolicy@kent.gov.uk)

03000 415782

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services  
Ben Watts, General Counsel

To: Policy and Resources Cabinet Committee – 20 September 2019

Subject: Work Programme 2019/20

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

**Summary:** This report gives details of the proposed work programme for the Policy and Resources Cabinet Committee.

**Recommendation:** The Policy and Resources Cabinet Committee is asked to CONSIDER and AGREE a work programme for 2019/20.

## 1. Introduction

- 1.1 The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution and attended by the Chairman, Vice-Chairman and group spokesmen.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

## 2. Terms of Reference

- 2.1 At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Policy and Resources Cabinet Committee “To be responsible for those functions that fall within the Strategic and Corporate Services Directorate”.
- 2.2 Further terms of reference can be found in the Constitution at Appendix 2 Part 4 paragraph 21 and these should also inform the suggestions made by Members for appropriate matters for consideration.

## 3. Work Programme 2018/19

- 3.1 The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered for inclusion on the agenda of future meetings.

3.2 The schedule of commissioning activity that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

3.3 When selecting future items, the Cabinet Committee should consider performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

#### **4. Conclusion**

4.1 It is important for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Members to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates on requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

**5. Recommendation:** The Policy and Resources Cabinet Committee is asked to CONSIDER and AGREE a work programme for 2019/20.

#### **6. Background Documents**

None.

#### **7. Contact details**

Report Author:  
Emma West  
Democratic Services Officer  
03000 412421  
[emma.west2@kent.gov.uk](mailto:emma.west2@kent.gov.uk)

Relevant Director:  
Benjamin Watts  
General Counsel  
03000 416814  
[benjamin.watts@kent.gov.uk](mailto:benjamin.watts@kent.gov.uk)



## POLICY & RESOURCES CABINET COMMITTEE - WORK PROGRAMME 2019/20

	When was item added?	Has item been deferred?
<b>Friday 8 November 2019</b>		
• Enterprise Resource Planning		Deferred from Sept 2019 mtg
• Update on Invicta Law – every 6 months	Added at P&R agenda setting on 28 Nov 18	Deferred from Sept 2019 mtg
• Cyber Security	G&A Committee in July 2019	
• Strategic Delivery Plan Monitoring	Agreed at Corporate Board in July 2019 to go to Cabinet Committees on a 6-monthly basis	
• Update on Legislative Changes around Business Rate Retention		Deferred from Sept 2019 mtg
• Fair Funding Review		Deferred from Sept 2019 mtg
• Estates Market Test Update (Exempt)		Deferred from Sept 2019 mtg
• Annual Equalities and Diversity report	Annual report	
• Contract Management update (Exempt)	Standard item	
• Work Programme 2019/20	Standard item	
<b>Tuesday 21 January 2020</b>		
• Maximising returns from Capital Disposals		
• Contract Management update (Exempt)	Standard item	
• Update on Invicta Law – every 6 months		
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item – every other month	
• Work Programme 2019/20	Standard item	
<b>Friday 20 March 2020</b>		
• Corporate Assurance	Annual report	
• Strategic and Corporate Services Risk Management	Annual report	
• Contract Management update (Exempt)	Standard item	

• Work Programme 2019/20	Standard item	
<b>Tuesday 12 May 2020</b>		
• Contract Management update ( <b>Exempt</b> )	Standard item	
• Strategic Delivery Plan Monitoring	Agreed at Corporate Board in July 2019 to go to Cabinet Committees on a 6-monthly basis	
• Strategic and Corporate Service Directorate Performance Dashboard	Standard item – every other month	
• Work Programme 2019/20	Standard item	

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of the Local Government Act 1972.

Agenda Item 11

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TAKEN BY:**

**Eric Hotson, Cabinet Member for Corporate and Democratic Services**

**DECISION NO:**

19/00057

**For publication** *[Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]*

**Key decision: YES**

The decision will result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000)

**Subject Matter / Title of Decision** - East Kent TFM - Contract Extension

**Proposed Decision:**

**The Policy and Resources Cabinet Committee** are asked to comment and endorse the proposed decision by the Cabinet Member for Corporate and Democratic Services to authorise the award of a contract for the delivery of Facilities Management Services in East Kent and to delegate authority to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services to agree final terms and enter into any necessary contractual documentation.

**Reason(s) for decision:**

A contract to provide Facilities Management Services for East Kent from January 2021 to October 2022. This is essential to provide continuity of FM service provision for the East Kent area and to allow time for the Council to research and implement a new FM service delivery model from 1<sup>st</sup> November 2021.

**Cabinet Committee recommendations and other consultation:**

SCB consulted on 18th June 2019

**Any alternatives considered and rejected:**

None. Extension of the TFM contract for East Kent area is required to ensure continuity of service provision.

**Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:**

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signed

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date

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

**Eric Hotson - Cabinet Member for Corporate and Democratic Services**

**DECISION NO:**

19/00058

**For publication**

**Subject:** MAIDSTONE EAST DEVELOPMENT / REGENERATION PROJECT IN PARTNERSHIP WITH MBC:- Proposed strategic acquisition of Network Rail land in line with Councils' long term strategy

**Decision:**

As Cabinet Member for Corporate and Democratic Services, I agree to:

Delegate authority to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the Corporate Director for Finance and the Cabinet Member for Finance to finalise terms and enter into the necessary documentation to complete the transactions in line with the Councils Decision.

**Reason(s) for decision:**

**Cabinet Committee recommendations and other consultation:**

To be entered after the meeting and considered by the Cabinet Member when taking the decision.

**Any alternatives considered:**

**Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:**

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of the Local Government Act 1972.

Agenda Item 13

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# KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

Eric Hotson Member for Corporate and Democratic Services

**DECISION NO:**

19/00070

**For publication****Key decision\***

This is a key decision, as it involves expenditure over £1m

**Subject:** Letting of the building contract for the Southborough Hub Project

**Decision:**

As Cabinet Member for Corporate and Democratic Services, I propose to authorise the Director of Infrastructure in consultation with the Corporate Director for Finance to enter into the necessary legal documents to enable the construction of the Southborough Hub development.

**Reason(s) for decision:****Background:**

The Southborough Hub Project is a joint project between Kent County Council (KCC), Tunbridge Wells Borough Council (TWBC) and Southborough Town Council (STC) to deliver a Community Hub scheme which has been a long-term aspiration for Southborough Town. Two previous key decisions (15/00041 and 15/00024) were taken authorising the inclusion of the library and the funding/land transactions required to facilitate the project.

A Memorandum of Understanding (MoU) and a Collaboration Agreement were signed between KCC and TWBC and STC. The land with the benefit of consent for the 69 residential units was sold to Crest Nicholson, which along with the NHS and FA grant, has provided the budget to fund the project.

The terms of the Collaboration agreement have facilitated detailed development of the next stages of the project. This includes the negotiation and execution of funding agreements with the NHS and Football Foundation, together with the negotiation of a final tender sum for the construction works.

**Financial Implications:**

The project is self-funded through the proceeds of the land disposal by the parties along with S106, and contributions from the NHS and the FA association Grant. The Project will also release the current Southborough Library building for disposal. Running costs for the new library will also be reduced as a result of sharing common facilities with the other users.

**Legal Implications:**

The building contract forms part of a suite of legal documents binding the parties responsible for the delivery of the hub together. These include:

- A Development agreement between Southborough Town Council and KCC.
- Section 2 funding agreement between NHS England, KCC and Southborough Town Council.
- Football Foundation funding agreement between the Football Foundation, KCC and

Southborough Town Council.

**Equality Implications:**

A Full Equality's Impact Assessment has been undertaken and can be viewed on request.

**Business Plan:**

Delivery of the project is included in the GET Business Plan for Library Registration and Archives 2019-2020.

**Cabinet Committee recommendations and other consultation:**

The decision was considered at 20<sup>th</sup> September 2019 Policy and Resources Committee Papers on the wider aspects of the project have been considered by:

- Property Sub-committee March 2015
- Growth Economic Development and Communities Cabinet Committee - April 2015
- Infrastructure Commissioning Board April 2019

**Any alternatives considered:** None

**Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:**

*This box will be used when the ROD is being signed.*

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signed

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date