



OVERVIEW AND SCRUTINY

Notice of a Meeting, to be held in the Council Chamber - Ashford Borough Council on
Tuesday, 6th March, 2018 at 7.00 pm.

The Members of the Overview and Scrutiny Committee are:-

Councillor. Chilton (Chairman)
Councillor. Ovenden (Vice-Chairman)
Councillors. Bartlett, Burgess, Feacey, Hicks, A. Howard, Knowles, Krause,
Macpherson, Martin, Miss Martin.

Agenda

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| | a) Disclosable Pecuniary Interests (DPI) | |
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| | c) Voluntary Announcements of Other Interests | |
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26 February 2018

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Declarations of Interest (see also “Advice to Members” below)

- (a) **Disclosable Pecuniary Interests (DPI)** under the Localism Act 2011, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares a DPI in relation to any item will need to leave the meeting for that item (unless a relevant Dispensation has been granted).

- (b) **Other Significant Interests (OSI)** under the Kent Code of Conduct as adopted by the Council on 19 July 2012, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares an OSI in relation to any item will need to leave the meeting before the debate and vote on that item (unless a relevant Dispensation has been granted). However, prior to leaving, the Member may address the Committee in the same way that a member of the public may do so.

- (c) **Voluntary Announcements of Other Interests** not required to be disclosed under (a) and (b), i.e. announcements made for transparency reasons alone, such as:

- Membership of outside bodies that have made representations on agenda items, or
- Where a Member knows a person involved, but does not have a close association with that person, or
- Where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position.

[Note: an effect on the financial position of a Member, relative, close associate, employer, etc; OR an application made by a Member, relative, close associate, employer, etc, would both probably constitute either an OSI or in some cases a DPI].

Advice to Members on Declarations of Interest:

- (a) Government Guidance on DPI is available in DCLG’s Guide for Councillors, at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/5962/2193362.pdf
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, and a copy can be found in the Constitution at <http://www.ashford.gov.uk/part-5---codes-and-protocols>
- (c) If any Councillor has any doubt about the existence or nature of any DPI or OSI which he/she may have in any item on this agenda, he/she should seek advice from the Corporate Director (Law and Governance) and Monitoring Officer or from other Solicitors in Legal and Democratic Services as early as possible, and in advance of the Meeting.

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Overview and Scrutiny Committee

Minutes of a Meeting of the Overview and Scrutiny Committee held in the Council Chamber, Civic Centre, Tannery Lane, Ashford on the **23rd January 2018**.

Present:

Cllr. Chilton (Chairman);
Cllr. Ovenden (Vice-Chairman);

Cllrs. Bartlett, Burgess, Feacey, Hicks, Knowles, Miss Martin, Mrs. Martin.

Also Present:

Cllrs. Galpin, Shorter.

Director of Finance & Economy, Interim Head of Finance, Senior Accountant (MH), Senior Accountant (LF), Head of Corporate Policy, Economic Development & Communications, Corporate Scrutiny and Overview Officer, Member Services Officer.

323 Minutes

Resolved:

That the Minutes of the Meeting of this Committee held on the 28th November 2017 be approved and confirmed as a correct record.

324 CLG Select Committee report on Overview & Scrutiny

The Corporate Scrutiny and Overview Officer introduced this item and explained that the final report of the Communities and Local Government Select Committee made a number of recommendations related principally to Government revising and updating guidance, but a Ministerial response to the report was yet to be released.

The report was then opened up to the Committee and the following questions and points were raised: -

- A Member observed that the report talked about pre-decision scrutiny and Councils using Freedom of Information requests to obtain information; and that he believed that ABC Members were able to access information for scrutiny purposes. The Corporate Scrutiny and Overview Officer explained that the report contained a summary of practices from other councils reported to the Select Committee and was not specific to Ashford, and added that nothing in the report had been adopted or implemented.
- Members commented that it was a positive and informative report that emphasised the importance of Scrutiny.
- A suggestion was made that training for Members of the O&S committee

should be mandatory. The Chairman advised that he would write to the Leader (as Chair of the Selection and Constitutional Review Committee) and the Lead Member for Member Training on this point. The Corporate Scrutiny and Overview Officer added that he would circulate training material and details of training courses he had received from the Centre for Public Scrutiny and approach the Member Services Team regarding organising training for Members.

- Several Members emphasised the point that Cabinet Members and Deputy Portfolio Holders should not form part of the O&S Committee membership.

Resolved:

- That
- i) The Report be received and noted,
 - ii) The Chairman draft a letter to the Leader (as Chair of the Selection and Constitutional Review Committee) and Lead Member for Member Training recommending that O&S training for Committee Members be made obligatory.

325 Report of Budget Scrutiny Task Group

The Chairman introduced this item and thanked Cllr. Bartlett (for chairing the Task Group) and the Members and Officers that contributed to and attended the meetings. The Minutes from the Overview & Scrutiny Budget Task Groups on the 9th and 10th January 2018 were also circulated for information. Cllr. Bartlett commented that the report gave a good summary of the Task Groups findings. He added that there were some issues that had arisen since the report was written that the Committee should be made aware of:

- The first issue was around NHS Trusts claiming charitable business rate relief, which if successful would mean they would benefit from an 80% discount and this would have a significant impact on the Council's budget. The Director of Finance & Economy expanded upon this and said that a large number of NHS Trusts were arguing their case and ABC formed part of a consortium that were seeking to fight this. If successful then £144,000 rate relief would be awarded to the Hospital Trust, and the bulk of this amount would be borne by KCC. He advised the Committee that the Council had already set aside £3.4 million for any appeal processes and a further £2.4m was budgeted to be added to this provision. It was unlikely that any action would take place over the next year. He recommended that the issue be added to the risk register.
- The second issue was around funding for Citizens Advice Bureau (CAB). ABC funding to the CAB had decreased in recent years from £124,000 to £110,000, but with the introduction of Universal Credit (UC) and the Homelessness Reduction Act, the CAB would be placed under increasing pressure, and ABC should ensure they support them as much as possible. The Director of Finance & Economy made reference to the Council Tax and Welfare Reform Task Group and explained that additional staff had been recruited under that Task Group's recommendation to help with extra cases resulting from UC and

Homelessness prevention, and further funding had been made available. The 3 year Service Level Agreement currently in place with the CAB had been welcomed and the Portfolio Holder for Finance and IT added that the Task Group acknowledged the support given by the voluntary sector as a whole.

The Committee discussed the five areas listed on Page 15/16 of the report where it was felt that a review by the O&S Committee would be beneficial. A suggestion was made that the Committee add the Medium Term Financial Plan (MTFP) to the list for review also. With reference to A Better Choice for Property Ltd, a Member commented that the Council needed to be mindful of the risks of operating private companies. The Vice-Chairman suggested that a representative from the Trading and Enterprise Board, to whom A Better Choice for Property Ltd were held accountable, be invited to attend a future meeting and Members agreed that this was a suitable course of action.

Resolved:

- That
- i) The Report be received and noted,
 - ii) The issue regarding charitable business rate relief be added to the risk register,
 - iii) The MTFP be added to the Future Reviews and Report Tracker, and consideration be given to adding the five additional items listed on pages 15/16 of the report,
 - iv) A representative from the Trading and Enterprise Board be invited to attend a future meeting to answer Members questions concerning A Better Choice for Property Ltd.

326 Future Reviews and Report Tracker and Topic Selection Flowchart

The Chairman advised that Safeguarding and the Community Safety Partnership Update would be on the agenda for February's meeting. A Member asked that the O&S Committee also add the Clean Air Policy onto the Tracker for review (subject to Cabinet approval of the Committee's recommendations on Air Quality).

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Agenda Item No:

Report To: Overview and Scrutiny Committee

Date of Meeting: Tuesday 27th February 2018

Report Title: Ashford Community Safety Partnership: an update on the community safety activity in the borough 2017/2018.

Report Author & Job Title: Alison Oates
Community Safety Team Leader
Portfolio Holder Cllr. Bradford
Portfolio Holder for: Health, Parking and Community Safety

Summary: This report is presented to the members to provide the Community Safety annual update. The report pays particular regard to the Councils statutory obligation to work in partnership to reduce crime and disorder, this work being progressed through the Ashford Community Safety Partnership (CSP).

It provides information on the current community safety priorities and highlights early intervention, personal safety and awareness raising of emerging issues. It also supports the delivery of the Police and Crime Commissioner and Kent Police key priorities.

Key Decision: NO

Significantly Affected Wards: All

Recommendations: **The Committee is recommended to note the information contained in this report and support the priorities for 2018/19.**

Policy Overview: The Overview and Scrutiny Committee is designated as the committee responsible for Crime and Disorder under the Police Justice Act 2006.

Financial Implications: Ashford Community Safety Partnership receives a grant from the Police and Crime Commissioner that is used to fund small community projects within the borough.

Legal Implications Not applicable

Equalities Impact Assessment Not Required

| | |
|-------------------------------------|--|
| Other Material Implications: | None |
| Exempt from Publication: | No |
| Background Papers: | Police and Crime Commissioner Funding Monitoring Form 2017/18 Action plans for Community Safety Priorities 2017/18 Domestic Abuse Annual Report 2017 |
| Contact: | alison.oates@ashford.gov.uk – Tel: (01233) 330513 |

Report Title:

Ashford Community Safety Partnership: an update on the community safety activity in the borough.

Introduction and Background

1. It remains a statutory requirement for Local Authorities to work in partnership to reduce crime and Anti-social Behaviour (ASB). We achieve this through the Community Safety Partnership (CSP), where 'responsible partners' namely the Local Authority, Fire and Rescue Service, Clinical Commissioning Group, Probation and the Police, work collaboratively in partnership.
2. In setting the current years priorities, the CSP used analytics such as police data and the local crime profile. There was also stakeholder engagement to decide on the following priorities which for 2017/18 were:
 - Anti-social Behaviour (ASB)
 - Domestic Abuse and Sexual Offences
 - Road Safety
 - Safeguarding
 - Serious and Organised Crime

These will be explored in greater detail in the next stage of this report.

3. Community safety partnership has a responsibility to convene a strategy group of all responsible authorities (although it can invite other organisations), prepare a strategic assessment of local crime and community safety priorities using information provided by partner agencies and the community, and produce an action plan to meet those priorities. Due to the nature of this requirement the Council Community Safety Unit (CSU) takes responsibility for coordinating activities and events.

Current Position

4. Anti-social Behaviour – lead agency is Ashford Borough Council

4.1 Anti-social Behaviour Police data

The data provided by Kent Police below shows the number of incidents of ASB reported to Kent Police for the borough of Ashford.

This Kent Police data shows an increase of 81 reported incidents of ASB over the past 12 months. We are the only borough/district that has seen an increase in Police reported ASB for this time period. This places the borough third lowest in the county for recorded ASB.

| Area | January to December 2016 | January to December 2017 | Diff. in no. | Dif. In % |
|---------|--------------------------|--------------------------|--------------|-----------|
| Ashford | 1920 | 2001 | +81 | +4% |

| | | | | |
|------|-------|-------|---------------------|-------------------|
| | | | (increase) | (increase) |
| Kent | 45939 | 40151 | -2858 (decrease) | -6% (decrease) |

A table at **Appendix A** shows the ASB figures for all districts, this can be used to benchmark Ashford against other Kent districts.

- 4.2 The data provided by Kent Police below shows the five highest wards for recorded ASB within the borough of Ashford are:

| Ward | April to November 2016 | April to November 2017 | Diff. in no. | Dif. In % |
|-----------------|------------------------|------------------------|-------------------|--------------------|
| Victoria | 285 | 332 | +47 (increase) | +16% (increase) |
| Beaver | 110 | 107 | -3 (decrease) | -2% (decrease) |
| Stanhope | 121 | 89 | -32 (decrease) | -26% (decrease) |
| Aylesford Green | 61 | 85 | +24 (increase) | +39% (increase) |
| Godinton | 46 | 65 | +19 (increase) | +41% (increase) |

4.3 **Anti-social Behaviour Council data**

In addition to the above, the borough council can now provide further ASB data. This is due to the introduction of the “Report it app” that was launched in October 2016. The numbers of reported ASB cases from its launch in October 2016 to October 2017 were 155 incidents. The reports received have been in relation to a number of different issues but the highest type of report has been in relation to nuisance neighbours.

- 4.4 The Anti-social Behaviour, Crime and Policing Act 2014 defines ASB as:
- Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person (i.e. objectively causes fear for one’s own safety),
 - Conduct capable of causing nuisance or annoyance to a person in relation to that persons occupational residential premises, or
 - Conduct capable of causing housing-related nuisance or annoyance to any person.

4.5 **Use of ASB legislation (Anti Social Behaviour Crime and Policing Act 2014, as amended)**

The past year has seen the implementation of three Public Space Protection Orders (PSPOs). They are as follows:

- Gating order of Churchyard Passage (transitioned from previous legislation)
- Gating order of Henley Fields, Tenterden (transitioned from previous legislation)

- Ashford Urban. This focuses on general ASB including alcohol related nuisance, nuisance motor vehicles, urinating and defecating in a public place and playing ball games in a signed “No ball game” area. A map of the area can be located at **Appendix B**.

4.6 These orders are designed to reduce and address ASB being committed in a public place. If the order is breached the Police and council officers have the ability to issue a fixed penalty notice (FPN) to the value of £100. There have been two FPNs issued in relation to the Ashford Urban PSPO since its implementation in November 2017.

4.7 There has been one Community Trigger (ASB case review) within the borough. This was in relation to a resident who lived next to an alleyway and felt that agencies had not dealt with the ASB occurring in this location. The case review involved partners from Kent County Council, Kent Police, Ashford Borough Council and Uprising (Youth Service). As a result of the review recommendations were made including the use of a deployable camera and improved lighting by Kent County Council. The resident has seen a reduction in ASB at the location and their quality of life had improved.

4.8 Housing officers have secured three ASB injunctions in the borough. These injunctions have conditions attached that the offender must not breach and have included exclusion zones. As the injunctions come with a power of arrest attached to them, if any condition is breached then the Police will arrest the offender to be brought before the Court. These injunctions have been used to reduce ASB in our housing stock and the locality where the ASB has occurred. As a result of an injunction being obtained the offender continued to commit ASB and this led to housing taking possession of their property.

4.9 **ASB action plan**

4.9.1 The ASB working group designed an action plan and the following work has been completed:

- Framework documents produced to support ASB legislation. These detail how the tools and powers should be utilised and the relevant processes followed.
- College working group established to be proactive in its opening and prevent an increase in ASB. A number of measures were put into place, such as the deployment of extra Police patrols into the town and Memorial Gardens for first 2 weeks that the College was opened and the College staff participating in patrolling the Memorial Gardens at break times and dealing with any issues being caused by their students. The Police have subsequently reported that there has been no increase in cases of ASB linked to the College.
- A process created requesting support from youth services to ensure that there is a joined up approach to focus resources into the high risk areas and provide 360 feedback to the CSU on outcomes.

5. **Domestic Abuse and Sexual Offences – lead agency is Ashford Domestic Abuse Forum**

5.1 Domestic Abuse and sexual offences remain a priority and the main areas of focus are detailed below:

5.2 **Domestic Abuse One Stop Shop (OSS)**

5.2.1 The Ashford Domestic Abuse OSS is a free drop-in service for anyone affected, in any way, by domestic abuse that feel they could benefit from support, help or advice. It is a free and confidential service and no appointment is necessary. This is currently available one morning a week in a safe environment.

5.2.2 The figures below show the attendance at the Ashford OSS for the previous two years:

| Location | No of visitors 2015/16 (July 2015 to June 2016) | No of visitors 2016/17 (July 2016 to June 2017) | % increase/decrease in visitors (compared to previous year) |
|-----------------|---|---|---|
| Ashford | 362 | 443 | +20% (increase) |

5.2.3 Ashford OSS is the second busiest in the county. **Appendix C** provides a full comparison of OSS attendance across the county.

5.2.4 There has been an increase in attendance that it is believed to be due to the leadership, delivery and awareness of the facility that is provided by the domestic abuse coordinator. This also indicates that people affected by domestic abuse have confidence in the service and attend to receive the necessary help and support.

5.2.5 The number of returning visitors has increased, with 20% attending the OSS on two or more occasions. This again highlights how this is an essential service for people affected by domestic abuse.

5.2.6 Between July 2016 and June 2017, 26 male victims attended the OSS accounting for just under 6% of the total attendance.

5.2.7 The OSS continues to be an area for professionals to work together to provide a coordinated response. This year has seen the borough council's Housing Options Team strengthen commitment to attend weekly slots ensuring that anyone attending with urgent housing needs can be dealt with quickly and effectively. This is proving highly successful for clients at the OSS with positive feedback being received from both victims and professionals.

5.3 Pro-active Group work

- 5.3.1 Ashford has a consistent approach for delivering support groups. The main service being the 'Freedom' programme. This is a 12-week course to help victims of domestic abuse understand the impact on their lives and their children's lives. It enables them to understand the behaviour that they were exposed to and to be aware of warning signs in possible future relationships.
- 5.3.2 The Freedom Programme is organised by the domestic abuse coordinator and delivered by a number of partners including Early Help and Preventative Services (EHPS), KCC Education Service and Centra. The venue for these courses and any required crèche facilities are also provided free of charge via the Beaver Community Trust, a commissioned service within Ashford.
- 5.3.3 In the past year six Freedom Programmes have been completed and these have supported a total of 94 victims of domestic abuse.
- 5.3.4 In 2015, funding was secured by the ADAF to run 'The Recovery Toolkit' and this funding continues to date. The Recovery Toolkit is a psycho-educational resource that includes a cognitive behavioural therapy module. In the last 12 months, three courses have run in the borough and this has supported 29 individuals.
- 5.3.5 A comprehensive summary of the work undertaken on tackling domestic abuse was presented to the Cabinet on the 8th February 2018. A copy of this report is available at:
<http://ashford.moderngov.co.uk/documents/s558/Domestic%20Abuse%20Annual%20Report%202018.pdf>

5.4 Domestic Abuse and sexual offences action plan

- 5.4.1 A multi-agency awareness session was held on 30 November 2017. Over 50 front line professionals attended from a variety of agencies including the borough council's housing service, KCC community wardens, schools and mental health.
- 5.4.2 Bespoke domestic abuse training was also provided to William Harvey Hospital A&E staff, paediatric nurses and hospital administration staff. As a result, the hospital identified that domestic abuse knowledge needed enhancing within the hospital and have since secured funding to provide a hospital Independent Domestic Violence Advisor (IDVA).
- 5.4.3 The domestic abuse coordinators organised and facilitated a workshop at "Safety in Action" entitled "Personal responsibilities and consequences". In total, 1200 primary school year six pupils engaged with this workshop over the two-week event period.
- 5.4.4 Furthermore a "Day" programme was implemented that is designed for young adults aged 17-24 year to prevent them from becoming victims of domestic abuse.

6. **Road Safety – lead agency is Ashford Borough Council**

- 6.1. During 2017 a number of activities took place to support the road safety priority. They are as follows:
- OP Starfish – Kent Police ran three restorative justice (RJ) events along the A28 and A20. Two of these were in partnership with Kent Fire and Rescue Service (KFRS) whereby offending drivers were given the option of an RJ event rather than prosecution. The results of these events were 63 vehicles stopped (34 drivers were dealt with by RJ and two vehicles were seized).
 - OP Eye – focusing on school parking issues in partnership between Police and ABC Civil Enforcement Officers.
 - The borough council continued their “Whizhog” campaign in local schools promoting safe and considerate parking.
 - Kent County Council (KCC) delivered “young driver” course at Highworth School, “Speak up” event at Towers School and child seat clinics in a number of Supermarket carparks.
- 6.2 During 2017 a county strategic group was formed called the Kent and Medway Road Casualty Reduction Board which consists of KFRS, KCC, Kent Police and Highways England.
- 6.3 There is also a delivery group, tasked by the above boards that are responsible for co-ordinating activity around the environment, education and enforcement. Some work has been undertaken to ensure, going forward, important data is released to partner agencies in a timelier manner. Their activity will be in line with the National Chief of Police Council road safety calendar.
- 6.4 With this now in place, it was discussed at the November 2017 CSP meeting that road safety is being delivered at a strategic level and all agencies will continue to deliver on tasks set by this Board. It was agreed that road safety would not be a CSP priority going forward as single agency work will continue to be delivered. All stakeholders that work within the road safety arena can still update Ashford CSP with any exceptional events. If they require any support for their work then this can be requested through Ashford Community Safety Unit.

7. **Safeguarding – lead agency is Children’s Specialist Services**

The safeguarding priority encompassed a number of aspects including Child Sexual Exploitation (CSE), Gangs, Radicalisation and Substance misuse.

7.1 **Safeguarding action plan**

The Safeguarding working group designed an action plan and the following work has been completed:

- College Fresher’s weeks was well attended by a number of agencies sharing important safety messages. The college is having a positive impact on the town and staff are fully engaged with the CSP.
- CSE partner’s intelligence form has been produced by the multi-agency team at Kent Police HQ and has been shared with all CSP partners to encourage reporting of potential CSE cases.
- Awareness raising for front line professionals including Prevent (radicalisation) and Gangs.
- Community Safety Shop held within Community Square on 14th and 15th February 2018 focussing on “Gang” activity and how young people can avoid becoming involved in this.

7.2 Due to the large scope on this priority there has been a need to consider the best way forward to ensure all areas are addressed. Therefore the recommendation is that Safeguarding is split into two separate working groups (Children and Adults) for 2018/19.

8. **Serious and organised crime – lead agency is Kent Police**

- 8.1 Serious and organised crime remains a priority for Ashford CSP and reflects that of Kent Police and the Police Crime Commissioner with the very clear emphasis of protecting vulnerable people throughout the borough.
- 8.2 Whilst terms of reference have been set and awareness training is ongoing, we must continue to work collaboratively to develop and progress under the direction of specific 4P plans: Prepare, Prevent, Protect and Pursue.
- 8.3 Ashford District currently has three active Organised Crime Groups (OCGs). An initial sub group meeting was held in December 2017 to progress actions. There are now bi monthly meetings with the key partners to share information and decide on action to take in relation to these OCGs.

8.4 **Serious and organised crime action plan**

- 8.4.1 The serious and organised crime working group designed an action plan and completed the following work:
- Serious and organised crime local crime profile has been produced and is available to partner agencies through the Community Safety portal.
 - Intelligence sharing process is in place to ensure the flow of intelligence.
 - Partners regularly updated on drug paraphernalia finds by contractors, KCC Wardens, Dog Wardens, Community Enforcement Officers, Waste and Green Team contractors.
 - Partner's awareness training event was held and this covered OCGs, Modern Slavery and Human Trafficking.

9. **Police and Crime Commissioner funding**

- 9.1 The 2017/8 funding from Police and Crime Commissioner (PCC) was £28,858. This was used to support a number of projects which have supported the PCC and CSP priorities. The completed monitoring form can be found attached to this report as a background document.
- 9.2. The key projects that were funded through this process are detailed below:

9.2.2 **OP Beacon**

This is a joint venture between Cockham Wood Young offenders centre, Police, local schools and youth club. Young offenders are brought together to meet a group of invited local youths who are either already offending or at the beginning of their offending career. An example of a good news story is of a young male given a 2 year Youth Rehabilitation Order from the courts in which it was agreed he would work with the Youth Offending Team and Joint Family Management Programme (JFMP). Following attendance at Op Beacon the experience has deterred him from reoffending and he still refers to the impact this had on him.

9.2.3 Community Garden project

The Community Hub based on Stanhope estate requested funding to establish a community garden. The money was used to purchase materials to make raised beds for the vegetable and plants to be grown in. The garden is now established and a number of items were grown which were distributed to the Community. This project is run by the youth centre and enables young people to engage and take pride in their community.

9.2.4 Domestic Abuse support

- £500 provided to the ADAF to act as a flee fund for victims of domestic abuse that have to flee a situation where they are at significant risk of harm. This money is used to purchase essential items such as food, one night's accommodation or travel. This also provides an accessible fund for victims who do not have recourse to public funds but need emergency help.
- £203 provided for printing costs for OSS advertising cards that are distributed to promote the Ashford shop and encourage victims to attend the free 'drop in' service so they can seek support and advice.
- £300 provided for facilitating two domestic abuse awareness courses held in November 2017. Over 50 front line professionals attended these sessions from KCC, ABC, Schools and housing providers.

9.2.5 Ashford Winter Night Shelter

This is a joint project between several churches to provide support to the vulnerable homeless in the Ashford Community. Although the project is primarily recognised as a refuge for rough sleepers, it has also assisted as a short-term solution for those affected by relationship/family breakdown, eviction, sofa surfers and short-term vulnerability.

The project received £2000 that provided beds, sleeping bags and non-perishable food items. As part of the Ashford Rough Sleeper Forum, the feedback received from the Police, Ashford Borough Council Housing Dept. and Porchlight amongst others reassured that the project provided an essential service during the coldest spell.

10. Other Community Safety Events

10.1 Safety in Action

The annual event was held for two weeks in June 2017 at the Rare Breeds Centre, Woodchurch. This event is open to all Year 6 pupils within the borough. They attend for a half-day session and participate in nine safety based workshops including Fire Safety and e-Safety. There was a new workshop this year entitled "No worries" which focussed on mental health. The feedback for this workshop was that this difficult subject was handled well.

1350 pupils attended over the two-week period with only two schools from the Ashford Borough not in attendance.

The pupils provided feedback from the event that included “the staff were friendly and helpful” and “the activities were exciting”. They also stated that they would like to see a first aid workshop for the upcoming year.

It is important that the agencies and volunteers involved in this event are recognised as without them the event would not take place and important messages would not be shared. In particular this year we would like to mention the KCC Community Wardens. Due to partners having to respond to the Grenfell Tower emergency, they volunteered and trained, in a very short period of time, to deliver additional workshops. It was because of their willingness to step into the breach and learn those workshops very quickly, that meant the integrity of the event was not compromised.

10.2 College Fresher’s Fair

A number of agencies from the CSP provided a stand at the College Fresher’s Fair. This was to provide information to the students about their agencies and how they work together to keep the borough safe. They also provided important safety messages around alcohol, drugs and road safety.

10.3 Multi-agency operations

There have been a number of multi-agency operations run in the borough. These have occurred within the town centre, Singleton Lake and South Ashford. They provide a visible presence to the communities and issues, such as fly tipping and can be addressed at the time.

The CSU has worked closely with ABC housing and the Police OP Raptor team (gangs) to support vulnerable individuals that have been targeted by gangs and have had their properties “cuckooed” (taken over by a drug dealer and it is used as a drugs den).

Consultation Undertaken

11. Members of the CSP were asked to share their thoughts through a survey with a view to capturing not only what we do well but also where improvements can be made.
12. The first question was “what is your proudest community safety achievement that you have contributed to in 2017/18?” Answers included:
 - I think this sits in the work to more effectively map activity and issues of concern resulting from more effective communication about adolescents in the area. The coming together of key partners and sharing intelligence has led to a number of activities to divert young people from risk taking behaviour i.e. going missing and anti-social /criminal behaviour. The New Beginnings project is a good example.

- I have been impressed with the overall passion and dedication of all involved. I can't pick out a single achievement.
13. The second question was “what do you think is the most positive part of the community safety partnership?” Answers included:
- The impact of working relationships and the sharing of information with shared objectives has been very positive.
 - The strength of the partnership.
14. The final question was “what would you change about how the partnership operates?” Answers included:
- I think the addition of representative from an adults from KCC would benefit this work.
 - Be more actions orientated and don't simply wait for the next meeting. Streamline meetings, as per the CSP priorities setting workshop. Utilise the combined, strength, knowledge and wide-ranging powers, e.g. around OCG's. Be ground breaking and try new ideas!
15. The Corporate Policy team will be conducting a residents survey in 2018 and the results of this survey will be used as part of the priority setting for 2019.

Next Steps in Process

16. **CSP priorities for 2018/19**

On 26 January 2018 a working group of the CSP came together to consider performance over the past year and to agree the priorities it wishes to recommend for adoption by the CSP in March 2018. The workshops considered the data presented within this report and sought to align priorities with the needs of the borough and compliment the Police and Crime Commissioner's Plan, and the priorities of partners.

The following were recommended:

- Anti-social behaviour
- Domestic abuse
- Safeguarding children and young persons
- Safeguarding adults
- Serious and organised crime

There will be some cross-cutting themes eg mental health which will be embedded into each priority action plan and discussed at the quarterly Community Safety Partnership Meetings (CSP).

17. **Police and Crime Commissioner Funding**

The PCC is committed to working in partnership to prevent and reduce crime and anti-social behaviour and support victims of crime and this is reflected in

the decision to continue to issue a grant for 2018/19 to Ashford Community Safety Partnership. The total grant fund is £31,744.

There has, however, been a change to how this funding is received. In order to maintain effective oversight of the grant the following reporting requirements must be met:

- Submission of an annual business case no later than 17:00hrs on the 12 March 2018. This business case must provide a breakdown of how the full grant will be spent and be on the format provided by the OPCC.
- The business case can include an allocation of a maximum of a third of the grant to a tactical pot. This pot is essentially a reactive amount that can be used to support emerging issues, themes or work streams throughout the year. Due to the nature of this pot there will be no projects reported against it in the business case only the amount of grant that has been allocated towards this purpose.
- Where a project is to be funded through the tactical pot a report must be provided to the OPCC as soon as the need is identified. Approval by the OPCC must be provided before delivery can commence. If any monies from the tactical pot remain at the end of the financial year discussions will need to be undertaken with the OPCC as to how this should be managed.
- The Cabinet Member responsible for community safety must approve all projects funded through the grant and this information must be included on the relevant monitoring returns.

Conclusion

18. Ashford's Community Safety Partnership only exists because of the significant support given by its individual partners and by those from a whole range of organisations who are dedicated every day and night to protecting our community.
19. There has been a number of changes in the community safety arena over recent years and this has shown a change of working for most partners involved in the CSP. This report hopes to recognise this work and thank everyone involved.

Portfolio Holder's Views

20. The council continues to play an important role in coordinating the Community Safety Partnership. This ensures that Ashford continues to be a borough that benefits from strong multi-agency work supporting the community safety priorities. This report highlights the marvellous work that has been undertaken including the implementation of the Public Spaces Protection Orders and the strong relationships that have been built with the College.
21. The continued financial support from the Police and Crime Commissioner shows his commitment to the CSPs and the importance of the work that they do.

Contact and Email

22. Alison Oates

23. Alison.oates@ashford.gov.uk, Tel 01233 330513

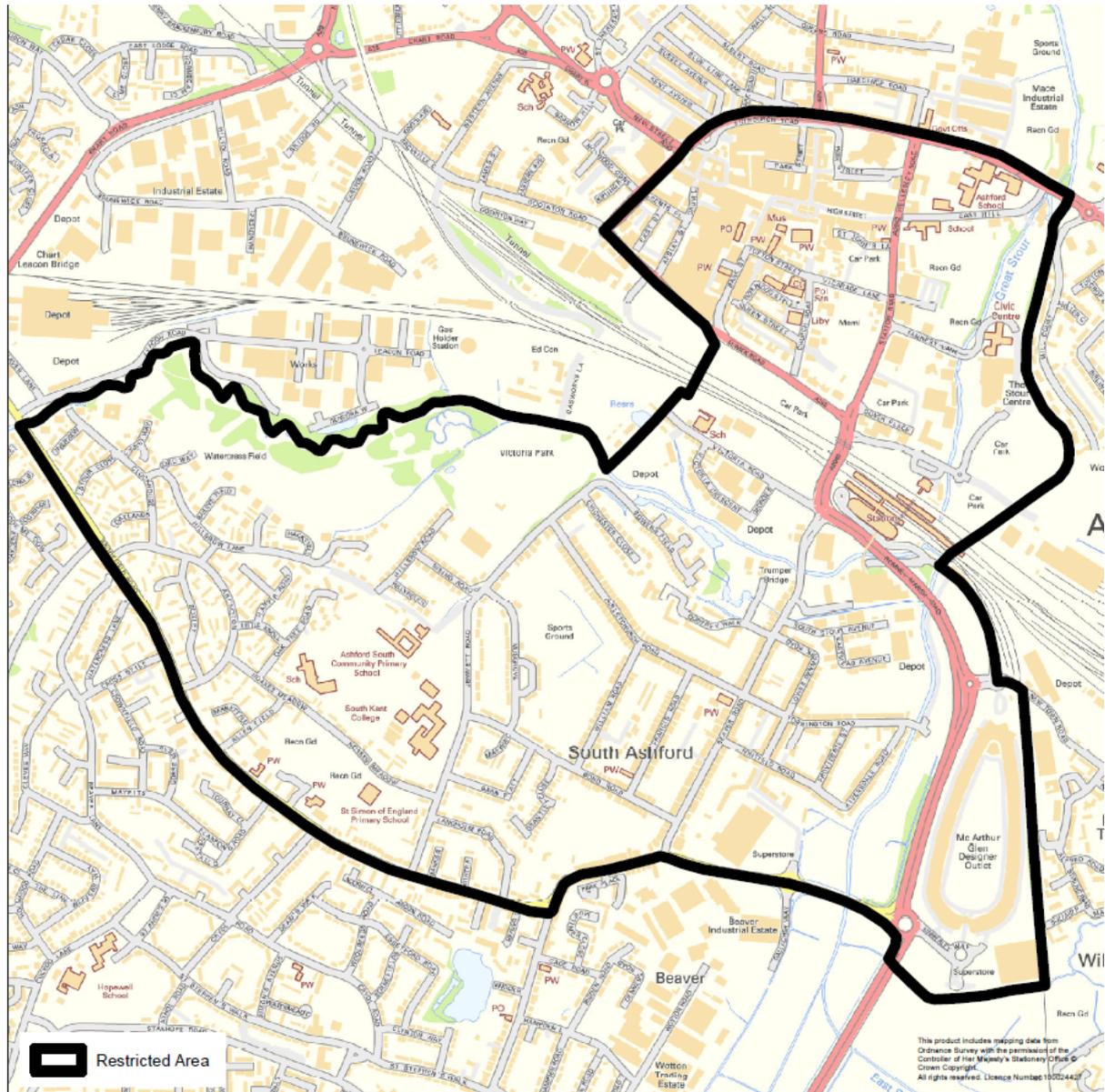
Appendix A

Kent wide ASB figures

| Area | January to December 2016 | January to December 2017 | Diff. in no. | Dif. In % |
|-----------------------|--------------------------|--------------------------|---------------------|----------------------|
| Ashford | 1920 | 2001 | +81 (increase) | +4% (increase) |
| Canterbury | 3691 | 3456 | -235 (decrease) | -6% (decrease) |
| Dartford | 2945 | 2385 | -560 (decrease) | -19% (decrease) |
| Dover | 3295 | 2852 | -443 (decrease) | -13% (decrease) |
| Gravesham | 3257 | 2733 | -524 (decrease) | -16% (decrease) |
| Maidstone | 3680 | 3176 | -504 (decrease) | -14% (decrease) |
| Medway | 8640 | 7862 | -778 (decrease) | -9% (decrease) |
| Sevenoaks | 1953 | 1691 | -262 (decrease) | - 13% (decrease) |
| Shepway | 2983 | 2150 | -833 (decrease) | - 28% (decrease) |
| Swale | 3803 | 3471 | -332 (decrease) | -9% (decrease) |
| Thanet | 5202 | 4493 | -709 (decrease) | -14% (decrease) |
| Tonbridge and Malling | 2358 | 2000 | -358 (decrease) | -15% (decrease) |
| Tunbridge Wells | 2212 | 1787 | -425 (decrease) | -19% (decrease) |
| Kent | 45939 | 40151 | -5788 (decrease) | -12.5% (decrease) |

Appendix B

Map of Ashford Urban PSPO area



Appendix C - One Stop Shop visit figures across the County

| Location | No of visitors 2015/16 (July 2015 to June 2016) | No of visitors 2016/17 (July 2016 to June 2017) | % increase/decrease in visitors (compared to previous year) |
|-----------------|---|---|---|
| Ashford | 362 | 443 | 22.38% |
| Canterbury | 328 | 293 | -10.67% |
| Dover | 188 | 208 | 10.64% |
| Shepway | 260 | 295 | 13.46% |
| Maidstone | 222 | 182 | -18.02% |
| Dartford | 138 | 111 | -19.57% |
| Gravesend | 135 | 106 | -21.48% |
| Herne Bay | 163 | 157 | -3.68% |
| Medway | 638 | 546 | -14.42% |
| Sheerness | 167 | 64 | -61.68% |
| Sittingbourne | 208 | 148 | -28.85% |
| Thanet | 281 | 146 | -48.04% |
| Tonbridge | 70 | 53 | -24.29% |

**Action Plan for tackling Anti-social Behaviour 2017-2018
Ashford Borough**

Ashford's Community Safety Partnership has set Anti-social Behaviour as a priority for 2017-2018. Therefore this action plan details the commitment of the partnership's intent to work and plan together to tackle issues of anti-social behaviour which affect local residents and visitors to Ashford. The strategy recognises that a combination of enforcement and a range of community preventions and rehabilitation programmes, including individually focused initiatives are approaches that work best.

| Target | Action | Evidence | Stakeholders | Progress |
|--|---|--|--|---|
| To produce a multi-agency framework for implementation of ASB legislation and powers | Working group to be formed to produce and implement the framework | The framework will be in use The ASB legislation will be used to tackle ASB (baseline year) | Ashford Borough Council Kent Police | 6 th October 2017 The Public Spaces Protection Order (PSPO) framework has been produced and shared with Police CSU Inspector. Community Protection Notice framework is currently in draft version. 29 th Jan – both documents are finalised. |
| Successfully implement the town centre PSPO | Implementation and enforcement of the order | The order leads to a decrease in ASB within the town centre | Ashford Borough Council for implementation | 6 th October 2017 The PSPO signs are being made by Medash signs and will be put up once made. It is hoping to be implemented in November. |

| | | | | |
|--|---|---|--|---|
| | | | Kent Police for enforcement. | Nov 2017 Implemented |
| To form part of the College working group and ensure a proactive plan is in place to prevent ASB | Attendance at working group Preventative measures to be included such as CCTV, roadshows and agency presence | There is no increase in the ASB figures within the town centre which can be attributed to the increase in students. | All members of the College working group | 6 th October 2017 There is a multi-agency presence at the College working group and a rep from the College attend the CSU meeting. The following measures have been put into place: <ol style="list-style-type: none"> 1) Police deployed extra patrols into the town and Memorial Gardens for first 2 weeks that the College was opened. 2) The College staff participate in patrolling the Memorial Gardens at break times and deal with any issues being caused by their students. 3) There was a number of agencies at the Freshers Fair with a positive response. 4) SANDS attended the College and gave an input to the students in relation to their memorial. |

| | | | | |
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| | | | | <p>The Police reported at the CSU meeting on 5th Oct that there has been no increase in ASB figures linked to the College.</p> <p>The College have a number of their own CCTV cameras and CCTV cameras in the Memorial Gardens are being explored.</p> |
| To complete research on a project to combat anger management issues within young people. | Due to the complex nature of this issue there needs to research into what project can be sourced to engage young people who are displaying anger management issues | This has been highlighted as an area of concern for individuals discussed at the ASB panel. The outcome would show a decrease in ASB from these individuals | ASB panel | <p>6th October 2017</p> <p>Lenworth have advised that they are looking to some form of Anger Management group/work. To move forward to contact lianne.fitzmaurice@nhs.net</p> <p>16th Feb 2017</p> <p><u>This is ongoing and will form part of the new ASB plan.</u></p> |
| To provide schemes to reinforce positive behaviour within young people. | <p>ASB will form part of the Safety in Action event in 2017.</p> <p>Youth Intervention PCSO to provide a single point of contact for schools and signpost to agencies.</p> <p>OP Beacon – sessions to prevent young people offending.</p> | There is a decrease in ASB over the summer break | <p>Kent Police</p> <p>Ashford Borough Council</p> | <p>June 2017 - SIA completed and all students participated in the ASB workshop held by the Police. Over 1200 year 6 pupils attended this event.</p> <p>Sept 2017 – Youth Intervention PCSO now in post.</p> <p>ASB decreased in the summer period. Figures below: 01/07/2016 – 30/09/2016 = 612 01/07/2017 – 30/09/2017 = 563</p> |

| | | | | |
|---|--|---|---|--|
| | | | | <p>OP Beacon – 11 sessions held so far and over 150 youths have taken part. There have been a number of successful interventions. Here is an example: Young male given a 2 year Youth Rehabilitation order from the courts in which it was agreed he would work with the youth Offending team and JFMP. Following attendance at Op Beacon the experience has deterred him from reoffending and he still refers to this experience that has deterred him from reoffending and he still refers to it to this day.</p> |
| <p>To ensure any street-based ASB is responded to through the Street Work Forum</p> | <p>All incidents to be forwarded to SWF</p> <p>SWF to carry out observation sessions in the area and decide if there is need for a youth work based response</p> | <p>Incidents reported through CSU reporting systems</p> | <p>Street Work Forum comprising:- Sk8side CIC; Uprising / Hang 10; Street Pastors</p> | <p>6th October 2017</p> <p>The SWF have been dealing with a number of referrals from the CSU. However due to the lack of information they have not been able to locate or target the young people. CSU/SWF have made an agreement that referrals will only be made when days/times are obtained.</p> |

Action Plan 2017/2018 for Domestic Abuse and Sexual Violence for Ashford Borough

Introduction

The purpose of this delivery plan is to support local partnerships and delivery of a needs led approach to domestic abuse. The needs analysis is informed by local needs and national research and developments. Tackling domestic abuse requires a coordinated, multi-agency approach and the support of all agencies.

The lead for this priority is the Chair of Ashford Domestic Abuse Forum. The key themes which will inform the delivery plan are:

- Education and awareness
- Prevention
- Risk Reduction
- Coordination of services

The cross government definition of domestic abuse:

any incident or pattern of incidents of controlling, coercive, threatening behavior, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional

In December 2015 a new legislation under the Victims Bill came into place to criminalise coercive control.

| Education | | | | | | | |
|--------------------------|---|--|--|--|--|---|---|
| Target | Action | Evidence | Lead Agency | Progress 1 | Progress 2 | Progress 3 | Progress 4 |
| Secondary schools | Development of DAY programme across county. Funding for facilitators to be trained and coordination of groups | To have trained facilitators and one group delivered in a school or youth club in the district | DA coordinator – ABC | Day programme is a working process and we are in discussions with different professionals to facilitate it | In September the Day programme is starting with the help of Rising Sun at the willow centre 17-24 year olds. | The DAY programme is running at the Willow centre on a Monday morning and at present has 5 clients, hopefully this will expand in January with more advertising and publicity | Rising Sun have created a programme The Liberty project, which is similar to the Day programme it is available for clients in Ashford 17-24 |
| Primary Schools | Development and delivery of Personal choices and responsibilities workshop to be rolled out at the Safety In Action | Delivery of workshop between 19th-30 th June 17 | DA coordinator - ABC, Early Help, School FLO's | Completed | | | |

| Prevention and Awareness | | | | | | | |
|---------------------------------|--|--|----------------------|--|--|--|--|
| Target | Action | Evidence | Lead Agency | Progress 1 | Progress 2 | Progress 3 | Progress 4 |
| All partner agencies | Delivery of training to services who wish to further their knowledge on DA Delivery of DA awareness training and DASH training to | Evaluation of training and need for training to be delivered | DA coordinator - ABC | Ongoing- offering DASH training to hospitals and OSS staff. | Ongoing training is being offered. | On 30 th November a DA awareness day has been arranged for CSP staff in the Council Chamber. Also facilitating at Ashford hospital in November. | The training went ahead in November which was very successful and more training is planned in the diary for 2018 |
| Victims of DA in Ashford | Continuation of freedom and recovery programme | Coordinate and deliver 9 programmes per year. 3 per term, 2 freedom programmes and 1 recovery toolkit. At least one evening programme delivered per year | DA coordinator - ABC | 2 freedom programmes and one Recovery Tool kit is being delivered in the Borough | September groups are as follows two Freedom groups being run and a Recovery Tool kit across Ashford. Two of the groups will have crèche. | Ongoing DA programmes running across Ashford. Details of September groups are displayed in the last box, Groups | Freedom Programme x2 and Recovery x1 are planned as follows : Jan –March April –July September – December |

| | | | | | | will finish December | |
|---------------------------|---|--|--|---|--|--|---------------------------------------|
| Risk Reduction | | | | | | | |
| Target | Action | Evidence | Lead Agency | Progress 1 | Progress 2 | Progress 3 | Progress 4 |
| Medium Risk | ADAF are considering securing funding for an additional outreach worker to work in rural areas in Ashford with the support of Rising Sun. | In discussions and with Rising Sun | DA Coordinator –Rising Sun | Set a meeting with Rising Sun Meeting set 11 th August to discuss this further | We are in discussion with Rising sun to look at the criteria needed for charities to support the role. | The possibility of an <i>outreach</i> worker is not possible at this time. ADAF haven't had charitable status for long enough. Therefore cannot bid for funding. | Action completed |
| | Funding has been secured for a medium risk outreach worker to support those who do not currently meet the criteria for the IDVA service. | Secured funding and post filled. | Lead agency – Rising Sun | Awaiting support from new Outreach worker. | Outreach worker offering support in the One Stop Shop | | Completed |
| New DA programme for Kent | Introduction of the new Freedom Programme | To secure a new Programme in Kent to meet the needs of the | Members of the Freedom Facilitators group. | We have met discussed and designed the programme, based | Meeting at the end of September to clarify and update the information | Collating the new Programme delivering | Soon to be finalised and delivered as |

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|------------------------|---|---|--|---|--|--|---|
| | | clients suffering DA | Including the DA Coordinator. | on a more person centred approach and transactional analysis. The team is going to write a session each and meet up in 8 weeks to discuss | supplied by different agencies, the new programme will then be created and trialed in January to new clients. | the pilot in January. | a pilot across Kent |
| Rural Drop in Service | To coordinate a rural domestic abuse drop in with partner agencies in Tenterden Town. | An outreach worker has been employed through Rising Sun. | DA Coordinator New outreach worker. | Collating data to present to Tenterden FLO Sonya Sault who is supporting Tenterden in setting up a OSS there. | Data is still being collated and discussions about Tenterden needs are still ongoing. We have had conversations with Rising Sun around the outreach worker support. Ongoing. | With support from locals in Tenterden a meeting has been set at the Day in November. | Tenterden is under review and a plan of action will be in place by the march of March |
| Sexual Assault Victims | To support and promote the work of the Kent Sexual Assault Referral Centre | Increase of attendance of clients from the Ashford District. Local partners awareness of service and what is available to victims | DA coordinator - ABC and KCHFT DA Health Visitor | We are promoting the service in the Ashford area through leaflets and posters. | Ongoing in Ashford | Ongoing support across Ashford. Publication and advertising. | Ongoing |

| | | | | | | | |
|---|---|--|-------------------------|--|--|---|---|
| DCLG Funding for specialist accommodation | To support ladies in the borough who are suffering DA | Increase the need in the Ashford Borough for refuge accommodation . Funding obtained. | Housing –DA coordinator | In discussion with KCC commissioning Centra and Housing. | James Hann is in contact DCLG project to ask if this grant allows ABC to commission a partner to help collate the project to support women and girls from hard to reach communities. | Action plan has been created. Parties are in discussion on how to move the project forward. | Action plan is being revised |
| Perpetrator Work | To support partners and encourage service to provide services to perpetrators in behaviour changing coursed | To deliver a perp programme within the district, or another district being able to offer places to Ashford perps | DA coordinator - ABC | Programme is successfully being delivered throughout Kent and has just finished in in Canterbury with high numbers of Men completing the programme. Maidstone has now started, followed by Chatham in June and Thanet In September | In September a programme will be running in Thanet. | | There is discussion about Liz delivering the perpetrator Programme this year. |
| Coordination of Services | | | | | | | |
| Target | Action | Evidence | Lead Agency | Progress 1 | Progress 2 | Progress 3 | Progress 4 |
| All partners and Victims | To continue the coordination of the Ashford | Continued numbers of increase in numbers attending. | DA coordinator - ABC | Ongoing with Numbers increasing and the rota system going well. | Ongoing support in OSS with increasing numbers. | Ongoing with Numbers increasing and the rota | .Ongoing support from different agencies |

| | | | | | | | |
|---|--|---|--------------------|---|--|---|---|
| | One Stop Shop | Increase in Partners being able to support at OSS | | | | system going well. | |
| Engaging with the commissioning process | To engage in the commissioning process where possible to ensure Ashford maintains a service of support for high risk victims of Domestic abuse | Implementation of new service in April 2017 and ABC's support of this | ABC | New pathways – Centra has been commissioned to support the borough alongside, Canterbury and Shepway. In junction with Rising Sun New referral system is going well, especially in the OSS. | New DA pathways are working successfully with lots of agencies referring into the new system. | Action completed new DA pathways are running successfully across Ashford. | |
| Engaging men who are suffering DA in the Borough, | To engage men in the borough who are suffering DA | Work alongside agencies and organisations who are supporting men who are suffering DA | DA coordinator-ABC | Nav founder of Dad unlimited is being supported by many agencies now and is in the process of becoming a charity. I have ask him to contribute to the new Freedom programme we are writing. He has lots of projects starting in Ashford soon. | More men coming into OSS, we now have more materials to offer them and Nav is a good contact to have on board. | Dads unlimited has now gained charitable status, therefore supporting more men across Ashford. ADAF are working alongside him to offer him support and gain | More men are attending the OSS with record numbers. Men's advice line |

| | | | | | | | |
|--|--|--|--|--|--|---|--|
| | | | | | | knowledge from him and his organisation | |
|--|--|--|--|--|--|---|--|

Action Plan for Road Safety 2017-2018 Ashford Borough

Introduction

Road safety continues to be a priority for Ashford Community Safety Partnership. The reason for this is due to the continued issues on the roads within the borough.

Information provided by KCC Transport Intelligence reports for the period of January 2014 to December 2014 shows that Ashford has seen a slight decrease from 535 Road Traffic Casualties to 490 when compared to the same period the previous year. Of this latest figure 48 involved casualties under the age of 16, which was an increase of 24 when compared to the figure for the previous year.

It is also reported that the number Killed and Seriously Injured (KSI) has increased in 2014 to 67, back to a similar level recorded in 2012 and this figure is also about the 2004 to 2008 average. The number KSI remains at a level of 2nd highest overall in the county. The KSI's for the under 16 age group in Ashford is also the highest in the county at eleven.

KCC reports identify that the three wards that had collisions and casualties exceeding 20 in each last year were Victoria, Weald Central and St Michaels. .

KCC report that 14 cluster sites have also been identified in the district which is along the following routes: A20, A28, A292, A2042, C105, C146, C151, E3010. The route that shows the greatest number of clustered collisions/casualties is the A28.

Therefore based on these figures a working group was established to complete a detailed analysis of the data. This showed that the majority of fatal or serious incidents occurred on the A28. It was therefore agreed that this would be the focus of the partners for the next 12 months.

The partnership will therefore focus on the following activity to reduce the number of killed and seriously injured on the A28 and reduce the number of under 16s that are killed or seriously injured on our roads. The wider outcome will be that the road users and road environments will become safer.

| Activity | Stakeholders | Progress 1 | Progress 2 | Progress 3 | Progress 4 |
|--|-------------------|--|---|---|---------------|
| Parking on the footpath | ABC, Police, KFRS | Numerous options were considered to address the issue. If the parking causes inconvenience to KFRS they already issue a notice | There is no evidence to support this as an ongoing issue. All reports will be dealt with on a case by case basis. | None required. | None required |
| Education in schools – Key stage 1 and 2 | ABC, KCC, KFRS | KCC to look at Junior Road Safety Conference ABC deliver Whizhog events in Primary Schools and youth groups. | ABC deliver Whizhog as per progress 1. | Kent and Medway Casualty Reduction Board to release calendar on Road Safety planned events. All relevant stake holders will use this to direct on going work. ABC deliver Whizhog as per progress 1. | None required |
| Education in schools – Key stage 3 and 4 | ABC, KCC, KFRS | KCC to engage with schools on Cycle | KCC held “Speak Up” event at Towers School. | None required | None required |

| | | | | | |
|------------------------------------|--------------|---|---|---|---------------|
| | | and young driver education | | | |
| Seat belt and child seat education | KCC | | Seat belt campaign being rolled out. KCC to send details to CSU to share campaign information. 1 st August – child seat clinic at Sainsbury's. | None required | None required |
| Speed Reduction | Police, KFRS | Op Starfish – Mobile speed devices deployed to A28 and A20. This can include media release. KFRS pushing Licence to Kill with all secondary schools. | Road side checks to be carried out at identified locations. KFRS arranging RTC Reduction education with secondary schools. | KCC delivered “young driver” course at Highworth (exact date not supplied). | None required |

Update on Op Starfish – Kent Police

Since the start of the April, Kent Police have run three Restorative Justice (RJ) events along the A28 corridor and A20 on the approach to the Ashford from Maidstone. Two of these were with the Road Safety team from KFRS whereby offending drivers were given the option of an RJ event rather than prosecution. Over the course of these, (held in May, July and August), some 63 vehicles were stopped. RJ taken as an option in 34 cases. 2 x vehicles were seized. No arrests made.

Update on Junior Road Safety Conference – Sheila Spears, KCC

The Junior Road Safety Conference that was due to be held in the Council Offices on Tuesday 26th September was cancelled at the request of KCC. The paragraph below was from an email received from KCC:

I have been very disappointed in the response from the Ashford Schools and do not have the numbers to warrant holding the Conference. It is not cost effective for to me arrange for the Road Safety Team to come out of the office for a day and to pay for the morning refreshments and the Lunches.

Overall update

There is now a Kent and Medway Road Casualty Reduction Board that consists of, KFRS, KCC, Highways England and Kent Police.

There is also a delivery group, which is responsible for co-ordinating activity around the environment, education and enforcement. They have already done some work around data to try to get this released to partner agencies quicker. Their activity will be in line with the National Chief of Police Council road safety calendar.

With this now in place, it was discussed that road safety is being delivered at a strategic level and all agencies will continue to deliver on tasks set by this Board. It was proposed that the CSP reconsider if road safety should sit as an Ashford CSP priority as work will continue to be delivered. All stakeholders that work within the road safety arena can still update Ashford CSP with any exceptional events. If they require any support for their work then this can be requested through Ashford CSU.

Ashford Safeguarding Action Plan 2017-2018

| | | | | |
|-----|---|--|---|--|
| 1. | <p>Prepare - Provide strong leadership and effective systems across all key stakeholder businesses whilst working together to tackle CSE, Radicalisation and Substance Misuse. (Improve joint service delivery)</p> <p>Some sections with be cross cutting to other elements of the Community Safety Action plan (i.e. Gangs)</p> | | | |
| | What are we going to do? | How are we going to do it? | Who will do it? | Outcomes |
| 1.1 | <p>Professionals working directly with children and young people who present with specific vulnerabilities (e.g. home educated ,LAC, subject to CP,SEN, Disabled Children.) must have an understanding and knowledge of CSE, gangs, missing , substance misuse , radicalisation and develop appropriate skills. (Awareness of Toxic Trio)</p> | <p>Continue with Training and Awareness workshops to be offered to the children’s workforce in Ashford. Local agencies to take responsibilities for ensuring staff continue to refresh using either online opportunities or face to face training. All agencies to make use of accessing KSCB opportunities.</p> <p>Regular meetings to be held with Secondary school headteachers to see what they are currently doing or providing regarding CSE/substance misuse/ radicalisation/gangs and to identify current gaps and concerns.</p> | <p>ABC, Police, Schools, Health, Voluntary Orgs, Children’s Services</p> <p>Helen Anderson</p> <p>Michelle Woodward</p> | <p>All staff will be aware of the issues in relation to CSE, Substance Misuse and Radicalisation and be able to identify key concerns and refer to appropriate services accordingly.</p> <p>Workshop to raise awareness of Prevent (radicalisation) being held on 11th Dec with staff from Ashford college.</p> <p>All schools and agencies /providers are clear about the offer from schools and what has been put in place to address current concerns.</p> |
| 1.2 | <p>Continuous development of improved working relationships and information sharing between Local agencies and organisations to ensure effective safeguarding and recognition of the key issues outlined in this plan. Awareness of</p> | <p>Learning from serious case reviews to be regularly disseminated to all agencies particularly where there is a focus upon the above areas of concern.</p> <p>Develop a continuous thematic programme including learning from serious case reviews of multiagency of learning events to include all key topics and invite all agencies/organisations.</p> | <p>All agencies: ABC, Police</p> <p>Schools, Health, Voluntary Organisations,</p> | <p>Schools are aware of support and resources available to address areas of concern.</p> <p>Sustain the knowledge and awareness of a range of services, activities, sources information to support children and young people vulnerable to CSE, substance</p> |
| 1.3 | | | | |

| | | | | |
|----|---|---|--|---|
| 2. | <p>Prevent - Raising awareness of Child Sexual Exploitation ,Substance Misuse, Gangs and Radicalisation among young people, parents, carers to safeguard and reduce the risk of harm.</p> <p>Some sections with be cross cutting to other elements of the Community Safety Action plan (ie Gangs)</p> | | | |
| | What are we going to do? | How are we going to do it? | Who will do it? | What difference will it make? |
| | <p>Toxic Trio. (Working Together 2015)</p> <p>Ensure effective transfer of centrally collated information regarding the key areas of concern above by obtaining information and data, to identify key local risks to enable effective local action to safeguard children and young people</p> | <p>Ensure key staff/champions who attend county based sub-groups feedback relevant information into the Ashford Safeguarding sub group on a quarterly basis via a feedback.</p> | <p>Children’s services Champions Michelle Woodward</p> | <p>misuse, gangs and radicalisation, within a wide range of multiagency staff.</p> <p>Ashford will have a comprehensive overview and understanding of the extent of the prevalence of the areas of concern to respond strategically as a multiagency forum to deter activity.</p> |

| | | | | |
|-----|---|--|--------------------------------------|--|
| 2.1 | Provide children and young people with information about how to keep safe, including preventative information about grooming, online exploitation, gang affiliation and substance misuse. | <p>Safety in Action Event 2018 for Year 6 children in Ashford schools.</p> <p>A Freshers' week event October 2017 to be held at the Ashford College promoting the work of the CSP and the specific areas noted above</p> | <p>CSU</p> <p>Alison Oates (CSU)</p> | <p>Children in Year 6 will be better informed about key risks associated with the above areas of concern, and will be aware of how they can keep safe and who to go to for help.</p> <p>Safety in Action Planning meeting will be held in early 2018. All key partners will be invited to attend and focus on workshops will be on keeping safe e.g. personal choices. The random selection of previous attendees for feedback is yet to happen.</p> |
| 2.2 | Inform the planning of the Safety in Action event for 2018 | Evaluate the previous year's event by randomly selecting 20 young people from local Ashford secondary schools to complete a comprehensive evaluation to inform the 2018 event. | CSU | <p>College Fresher's weeks was well attended and a number of agencies were in attendance. The college is having a positive impact on the town and staff are fully engaged with the CSP.</p> <p>Safety in Action event 2018 will fully reflect the key learning from the evaluation to ensure it is an effective Event.</p> |

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|-----|---|---|------------------------------------|---|
| 2.3 | Provide parents, carers and the wider community with information about CSE, missing children, radicalisation, gangs and substance misuse and how to seek further support and where to raise their concerns. | <p>Make use of link to the KSCB website to all school websites in the borough.</p> <p>Ensure where relevant Parents and Carers are aware of services to reduce drug and alcohol use e.g. RAPt.</p> | <p>Head teachers</p> <p>EH/SCS</p> | Concerns by parents and carers and wider community reported at an earlier stage and preventative strategies put in place to prevent harm. |
| 2.4 | Ensure that children and young people have access to information to develop the skills they need to form safe, healthy and positive relationships. | <p>Addaction 'Mind and Body' programme to be better utilised in Ashford</p> <p>Headstart to be rolled out in Ashford and make sure awareness of this is in place. E.g. West Kent Mind providing training for Primary schools</p> <p>Increase advertising and awareness of the activities available within the Youth hubs and Children Centres in Ashford.</p> | Addaction, ABC, EH | Uptake of a variety of programmes and interventions available for children and young people in Ashford . |
| 2.4 | Ensure the public feel well informed and confident about the multi-agency response to CSE, substance Misuse, gangs and radicalisation and how to report any concerns. | <p>Operation Willow Posters continue to be distributed within the Borough.</p> <p>Community Engagement Shop to be run in the town centre.</p> | | <p>Better local intelligence is being received by the Public and opportunities to intervene and disrupt activity are in place earlier.</p> <p>There is some funding available to cover the cost of Op Willow posters. If a member of this working group wishes to apply then complete the funding form.</p> |

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| | | | | Engagement shop will occur in 2018. Awaiting a suitable location. |
| 3. | <p>Protect - Safeguarding vulnerable children and young people and supporting victims; and supporting professionals who seek to reduce instances of Child Sexual Exploitation ,Substance Misuse, Radicalisation and Gang Affiliation. (Reduce the numbers of children at risk)</p> <p>Some sections with be cross cutting to other elements of the Community Safety Action plan (ie Gangs)</p> | | | |
| | What are we going to do? | How are we going to do it? Some sections with be cross cutting to other elements of the Community Safety Action plan (ie Gangs) | Who will do it? | What difference will it make? |
| 3.1 | Children at risk are identified at an early stage across all agencies and those children will have a full assessment of their needs and referral to relevant services for intervention and support. | Focus on training and raising awareness across children's workforce. SCS and EH complete relevant assessment /toolkits (e.g. CSE Toolkit and Risks Threats and Vulnerabilities Checklist) on all cases where risks above are identified. | EH SCS | Concerns will be reported at an earlier stage and preventative strategies put in place to prevent harm. Increased use of effective multiagency planning to be in place, e.g. ARM panels/CP planning. Make good use of Early Help Intervention services including Intensive family unit work and Open Access services. |

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| 4. | Pursue - Disrupting, arresting and prosecuting Child Sexual Exploitation offenders, Gang leaders Drug Supply and those intent on radicalising vulnerable young people and ensuring a victim centred approach at all times. (Disrupt and bring offenders to justice) | | | |
| | What are we going to do? | How are we going to do it? | Who will do it? | What difference will it make? |
| 4.1 | Raise awareness of CSE, Gangs, Radicalisation and Substance Misuse factors with businesses, licensed premises, hoteliers and other identified business groups. | Agree at CSP the best method for distributing relevant information with local businesses to ensure they are able to recognise concerns and encourage reporting these appropriately. | ABC/Police | Earlier reporting of soft intelligence to Police to enable more effective disruption activity and arrest of perpetrators of the above areas of concern. CSE partners intelligence form to be shared with all partner agencies at the Dec CSU meeting. The co-coordinator will action this. |

Tackling serious and organised crime, Addressing Modern Slavery and Human Trafficking

Ashford Community Safety Partnership Action Plan

Updated 15/02/2018

In 2013, the Government launched a new Serious and Organised Crime (SOC) strategy to better coordinate a national approach to reduce the level of serious and organised crime affecting the UK and local communities. It coincided with the launch of the National Crime Agency (NCA). The NCA is the national law enforcement agency against serious and organised crime and works globally across multi-agency partnerships that include the Police, law enforcement, local public sector agencies and private industry.

The national strategy has four thematic pillars, often referred to as the 4Ps: prosecuting and disrupting people engaged in serious and organised crime (**Pursue**); preventing people from engaging in this activity (**Prevent**); increasing protection against serious and organised crime (**Protect**); and reducing the impact of this criminality where it takes place (**Prepare**).

The serious and organised crime strategy sees councils and a range of partners playing an important role alongside the Police to tackle SOC and OCGs. From a local perspective Pursue, Prevent, Protect and Prepare means:

Pursue: prosecuting and disrupting the criminal activity of OCGs. Locally this means establishing strong, effective and collaborative partnerships to gather and share intelligence on organised criminal groups that operating in local area and across county borders.

Prevent: deterring individuals from getting drawn into serious and organised crime and previous offenders returning to crime. Prevent involves a wide range of local approaches and interventions and can include developing new interventions, making use of existing services and raising local awareness of the reality and consequences of being involved with organised criminal groups to dispel associated myths of wealth and glamour.

Protect: protecting individuals, families, businesses and communities against serious and organised crime. Protect involves ensuring the right controls and practices are in place to safeguard communities and ensure these groups have the information to help them to protect themselves.

Prepare: being prepared to manage the impact or consequence of serious and organised crime. This includes the ability to immediately respond to major serious and organised crime incidents and ensure a rapid and effective resolution and recovery for affected communities, victims and witnesses

This action plan will therefore be split into the 4Ps as explained above.

In 2015, the Serious Crime Act improved the legislative powers available to local partners to tackle serious and organised crime. These enforcement powers will tackle serious and organised crime in a more complete way, capable of addressing the complexity of organised crime.

Public sector organisations and law enforcement agencies have a duty to protect the wellbeing of their local communities including: councils, police, health, social care, education services and immigration enforcement.

Under section 17 of the Crime and Disorder Act councils have a responsibility to do all that they reasonably can to prevent, crime and disorder in their area. Publically commissioned private and voluntary sector providers must also contribute to prevention efforts through due diligence and information sharing to protect communities from serious and organised crime.

Established community safety partnerships (CSPs) are well placed to lead on the strategic coordination of this activity. Therefore this is a community safety partnership priority and the subsequent working group has been formed to action this multi-agency plan.

These partnerships also have access to a wealth of powers available to councils and partners that can disrupt the activity of local OCGs. Just within a council: Trading Standards, planning enforcement, licensing, environmental health, anti-social behaviour and safeguarding powers can minimise the harm of OCGs on local people and communities.

| Pursue | | | | |
|---|--|-------------------------------------|---------------------|--|
| Target | Action | Evidence | Stakeholders | Progress |
| Serious and Organised crime local profile to be produced and shared | Kent Police to produce the document and ensure that it is shared | The document is produced and shared | Kent Police | Completed. Information sharing gateway now in place. |
| A partnership intelligence sharing | Intelligence sharing process is put in place to ensure a flow of | The process is established and used | All partners | This is agreed under the TOR for the sub-group. Data Sharing Agreement in place. |

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| process to be set up | intelligence. The process needs to comply with relevant legislation | | | |
| Work with drug and alcohol support services to share intelligence about the supply and distribution of illicit drugs. | Raise awareness with the drug and alcohol support services workers and encourage them to share through the partnership intelligence process | An increase in intelligence in relation to supply and distribution of illicit drugs | Drug and alcohol support services | Email and contact details for Intel sharing have been re-communicated. This has improved the flow of intelligence and information. Will be monitored going forward – DC BRACE to report upon at Sub-Group meeting. |
| Use powers to disrupt the supply and distribution of drugs | A multi-agency approach to be taken to tackle the supply and distribution of drugs e.g. closure notices or targeted operations | Action is taken to disrupt drug activity | All partners | On-going work – To be discussed at next Sub Group meeting to ensure that specific activity is added to this action plan update. |
| Share drug paraphernalia information found with partner agencies. | Partners regularly updated on drug paraphernalia finds by contractors, KCC Wardens, Dog Wardens, | Qualitative feedback from Partners to CSP | All partners | On-going work – To be discussed at next Sub Group meeting. |

| | Community Enforcement Officers, Waste and Green Team contractors. | | | |
|---|---|--------------------------------|---|---|
| Prevent | | | | |
| Target | Action | Evidence | Stakeholders | Progress |
| Raise awareness of serious and organised crime | Awareness raising session to be held and open to all partner agencies | Awareness session is held | CSU to organise All partners to be invited | Training event completed on 24/02/2017. Further events are being planned. |
| Run an event to raise awareness amongst councillors, including parish councillors | Councillors event to be held to raise awareness and how they can impact on this priority | Event is held | CSU | Training event completed on 24/02/2017. Event for Parish Councillors to be arranged. |
| Risk of re-offending | Increase in offenders involved in IOM & subsequent reduction in reoffending rate IOM to continue to work closely with partners to assist in action | Reduction in reoffending rates | IOM staff from Kent Police and NPS | DI Bidmead has linked into IOM and is continuing to work with the IOM with regards this action. |

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| | plans to prevent re-offending by cohort members | | | |
| Raise awareness of cyber crime amongst communities | A campaign to be designed to raise awareness of this type of crime | Campaign to be designed and launched within the Borough | CSU in conjunction with Kent Police and KCC wardens | Training event completed on 24/02/2017. Awareness is also being raised at all partnership meetings by police representatives. |
| Protect | | | | |
| Target | Action | Evidence | Stakeholders | Progress |
| Encourage people to report unusual activity to report unusual activity that could be cyber crime | A description of cyber-crime and Action Fraud contact to be added to Community Safety Partnership website | Contact is added | CSU to update the website | Update required. |
| Develop "Rapid Response" roadshows for the areas experiencing high levels of acquisitive crime, to raise awareness & provide | Roadshow to be visible within 7 days of the area being identified. Reduction in acquisitive crimes in the area. | Qualitative feedback & reduction in theft and handling offences in target areas. | KCC Wardens Kent Police | On-going work – To be discussed at next Sub Group meeting. |

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| practical advice | | | | |
| Map tools and support available to communities to help them protect themselves | A mapping event to be held and results to be published on partners websites | A document showing tools and support is produced | All partners but co-ordinated by CSU | The data hub is now live and the profiles are available to local partners. |
| Prepare | | | | |
| Target | Action | Evidence | Stakeholders | Progress |
| A multi-agency plan is in place to respond to major serious and organised crime incident | A plan is in place to ensure a rapid and effective resolution. | Plan is produced and shared | Kent Police | Plans are in place. |
| Community Impact Assessments are completed after the above events | Recovery of effected communities, victims and witnesses | The impact on the community is reduced | Kent Police to produce the document Partners to complete any actions | In place and on-going if required. |

The Modern Slavery Act 2015 received Royal Assent on 26 March 2015. The Act aims to provide law enforcement agencies with stronger legal tools to reduce modern slavery, ensuring the perpetrators receive suitably severe sentences and that victims are fully supported and protected. Section 52 of the Act places a new duty on specified authorities (including district and county councils) to report details of suspected cases of modern slavery to the National Crime Agency (NCA). Prior to the new legislation, victims of human trafficking who were identified could be referred to the NCA via the National Referral Mechanism (NRM). However, referral using the NRM is voluntary and can

only happen if the potential victim gives their consent i.e. if an adult victim chooses not to be referred the case might not come to the attention of the NCA at all and remain unreported. (Children have never been required to provide their consent to be referred to the NCA using the NRM).

The new duty means that specified public bodies are legally obliged to report suspected cases of human trafficking or modern slavery, servitude and forced labour to the NCA, hence placing the NRM process on a statutory basis for local authorities. A new referral form (MS1 – Notification of Potential Victim of Modern Slavery) has been introduced so that if an adult does not want to engage with the NCA, a local authority will still be able to fulfil the new duty by making a notification without the victim’s consent (although where consent is absent, information must be provided in a manner that allows the victims to remain anonymous and incapable of being identified).

A Practical Approach

This Action Plan has been developed to make sure that Ashford Borough Council takes the necessary steps to enable it to fulfil its obligations under the Act. This involves ensuring that appropriate policies and procedures are in place, that members of staff are well-informed about what the new responsibilities require them to do in the event that they should encounter or become aware of a potential victim of modern slavery or human trafficking and that full and proper records of action taken are maintained that will withstand scrutiny. It also recognises that some practical initiatives and projects with other partner agencies and community groups will strengthen our ability to deal with these issues effectively.

The Action Plan is built on five key themes:

- Ensuring there is clear leadership and accountable structures are in place;
- Ensuring that all relevant staff have been appropriately trained;

- Ensuring a clear and effective reporting and referral process is in place;
- Ensuring that all referrals or alerts made are properly recorded and effectively managed;
- Ensuring that advantage is taken of opportunities for multi-agency preventative work and awareness-raising.

1. Clear leadership and accountable structures

| Ref. | Action | Progress | Timeframe | Action by |
|------|---|------------------------------------|-----------|------------------|
| 1.1 | Identify and formally agree the strategic lead for Modern Slavery within the Council. (The strategic lead officer will likely be required to be involved in the newly created Kent Anti-Slavery Partnership). | James HANN, Jo FOX & Alison OATES. | Complete | Complete |
| 1.2 | Management Team and Wider Management Team are fully briefed on Modern Slavery and the requirements imposed by the new Act. | Complete | Complete | CSU/Safeguarding |
| 1.3 | Modern Slavery safeguarding responsibilities are made explicit within relevant job descriptions. | Complete | Complete | Human Resources |
| 1.4 | The Modern Slavery and Human Trafficking agenda is embedded within the Council's existing Safeguarding processes. | Complete | Completed | Safeguarding |

2. Appropriate training for staff and Council Members

| Ref. | Action | Progress | Timeframe | Action by |
|------|--|--|-----------|-------------------------|
| 2.1 | Face-to-face training to be delivered to Council staff whose roles bring them into regular contact with members of the public, involve visits to residential and commercial addresses and/or are already directly linked to safeguarding responsibilities. | First event on 24/01. Review and further training needs/options to be considered at next Sub-Group meeting. | On-going | CSU/Human Resources |
| 2.2 | Face-to-face briefings to be provided to Council Members. | Completed with appropriate leaders and managers. | Completed | CSU/Safeguarding |
| 2.3 | Ensure that Council Members are provided with a written briefing to make them aware of the new responsibilities created by the Modern Slavery Act 2015 and procedures and processes created to meet our obligations. | Completed | Completed | CSU |
| 2.4 | E-learning training package is rolled out to all staff to be completed as mandatory. | Complete | Complete | CSU |
| 2.5 | Training package is incorporated into all new Council employees Induction Programme as a mandatory exercise. | Complete. | Complete | CSU/Human Resources/IT |
| 2.6 | Ensuring that there is sufficient guidance and information available to staff and Council Members on reporting processes and procedures. | In place but an on-going piece of work. | On-going | Safeguarding CSU |

3. A clear and effective reporting and referral process

| Ref. | Action | Progress | Timeframe | Action by |
|------|--|--|----------------|------------------|
| 3.1 | An effective internal process is developed and incorporated into existing safeguarding policies and procedures. | Complete. | Complete | Safeguarding |
| 3.2 | A clear audit trail and record-keeping process is created and monitored for all alerts and/or referrals. | Current processes in place are available. This will be reviewed during Q2 FY/2017/18. | TBC | CSU |
| 3.3 | Any needs for partner agency communication channels to be developed or created are addressed. | On-going and being monitored. | Update pending | Safeguarding/CSU |
| 3.4 | Ensure that the existing information sharing protocol between partner agencies is able to support the sharing of information relating to modern slavery and human trafficking cases. | This has been considered as part of Sub-Group TOR. This is in place and existing measures are fit for purpose. | Complete | Safeguarding/CSU |

4. Effective management and monitoring of alerts and/or referrals made

| Ref. | Action | Progress | Timeframe | Action by |
|------|---|--|--|------------------|
| 4.1 | Ensure that all alerts and/or referrals are managed and overseen by relevant staff. | It is suggested that all concerns/alerts raised by staff are logged through the Safeguarding Team and that Safeguarding Officers monitor that appropriate action is taken. To be confirmed and police involvement and recording to be ensured. | To be confirmed and police involvement and | Safeguarding/CSU |

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| | | | recording to be ensured. | |
| 4.2 | Collation and monitoring of the number, nature and outcome of referrals. | Regular Safeguarding Performance Reports to be provided to Management Team (frequency to be determined). Trends in referrals can be fed into the Community Safety Partnership's annual Strategic Assessment and reported back to the CSP by CSU Managers as required. This process will ensure that records are kept and that regularly monitoring takes place. | On-going. | Safeguarding/CSU |
| 4.3 | Sharing information with relevant statutory partners. | This is in place – See 3.5 above. | Complete | All |
| 4.4 | Establishing a process for quality assurance or 'lessons learnt'. | The anticipated number of alerts and/or referrals is low but as these issues are not ones that we have particular experience in handling and our responsibilities are new, it is suggested that it would be beneficial in running a 'case review' for referrals made during the first 12 months to assist us with identifying any scope for improvement in how cases are handled and in effect, quality assure practices and procedures in place. This could be a multi-agency exercise. | TBC | Safeguarding/other relevant partners |

| Annual Forecast | | | Mid-Year Monitoring | | | End-of-Year Monitoring | |
|------------------------------|--|----------------------------|---------------------------|------------------------------|---|----------------------------|---|
| Organisation: | Project Name: | Proposed Full Year Funding | Actual First Half Funding | Proposed Second Half Funding | Details of any changes to funding from that initially proposed: | Actual Second Half Funding | Details if actual spend differs from amount initially proposed: |
| Kent Police/ABC | CCTV installation into Hawkeye van | £7,950 | £ 6,975.00 | £0 | £975 difference between award given and projected funding. This has been returned to the funding pool. | £ - | |
| Kent Police | OP Harvest - crime prevention kits | £687 | £ 1,373.00 | £0 | Funding increased as the issue is ongoing across the borough. A second application was received and authorised. | £ - | |
| Uprising youth and community | Garden Projct | £ 495.00 | £ 495.00 | £0 | | £ - | |
| Kent Police | IOM - assistance for individuals who want to improve their lives | £ 500.00 | £ 500.00 | £0 | | £ - | |
| Kent Police | OP Beacon - to bring together young offenders with local youths to deter criminal activity | £ 400.00 | £ 400.00 | £0 | | £ - | |
| Kent Police | Spit kits | £ 180.00 | £ 180.00 | £0 | | £ - | |
| Ashford Borough Council | Flee funding | £ 2,000.00 | £ 500.00 | £0 | | £ - | |
| Churches Together Ashford | Ashford Churches Winter Night Shelter | £ 2,000.00 | £ 2,000.00 | £0 | | £ - | |
| Ashford Borough Council | D A cards | £ 202.53 | £ 202.53 | £0 | | £ - | |
| Home-Start Ashford | Home visiting safeguarding training | £ 500.00 | £ 500.00 | £0 | | £ 500.00 | |
| Kent Police | Bike marking kits | £ 500.00 | £ 500.00 | £0 | | £ - | |
| Ashford Street Pastors | Digital radio project | £2,500 | £0 | £2,500 | | £ 2,066.00 | |
| DA forum | DA awarness training | £1,000 | £0 | £1,000 | £700 underspend. This was due to being able to reduce costs by obtaining a free venue | £300 | |
| ASB panel | OP Neva (Knife crime) | £ 493.00 | £ - | £ 493.00 | | £ 493.00 | |
| Ashfird CSP | Safety in Action | £1,291 | £0 | £1,291 | | £ 1,291.00 | |
| Homestart | Emotional regulation for families | £500 | £0 | £500 | | £ 500.00 | |
| Ashford CSP | Deployable CCTV camera | £7,000 | £0 | £7,000 | | £ 7,000.00 | |
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|---------------|----------------|--------------------|--------------------|
| Totals | £28,199 | £ 13,625.53 | £ 12,784.00 |
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| £ 12,150.00 |
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| Mid-Year Total | £ 26,409.53 |
| EoY Total | £ 25,775.53 |

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Agenda Item No:
Report To: CABINET
Date of Meeting: 8th February 2018
Report Title: Domestic Abuse Annual Report
Report Author & Job Title: Alison Oates
Community Safety Team Leader
Portfolio Holder: Cllr. Bradford
Portfolio Holder for: Health, Parking and Community Safety

Summary: This report will update the Cabinet on the multi-agency work completed over the course of 2017 by the Domestic Abuse Co-ordinators. This work is in conjunction with the Ashford Domestic Abuse Forum (ADAF) who supports victims of domestic abuse within the borough.

The report provides the detail of how the work supports victims of domestic abuse and addresses future work plans.

Key Decision: No

Significantly Affected Wards: All

Recommendations: **The Cabinet is recommended to:-**

- I. **Note the work of the Domestic Abuse Co-ordinators and Independent Domestic Violence Advisors (IDVAs)**
- II. **Endorse the work of partners tackling domestic abuse**
- III. **Agree that future updates on Domestic Abuse are included in the annual Community Safety report to the Overview and Scrutiny Committee from next year.**

Policy Overview: Our work on domestic abuse is key to supporting those most vulnerable within our communities and provide necessary services.

Financial Implications: None

Legal Implications: None

Equalities Impact Assessment: Not required

Other Material Line management of the council's domestic abuse

Implications: coordinators and responsibility for the overall work programme falls now sits with the Community Safety Team Leader.

Exempt from Publication: No

Background Papers: No

Contact: Alison.oates@ashford.gov.uk – Tel: (01233) 330513

Agenda Item No.

Report Title: Domestic Abuse annual report

Introduction and Background

1. The purpose of this report is to provide an annual update in relation to the domestic abuse coordinator role and the domestic abuse commissioned services. The report also demonstrates the achievements over the past 12 months and identifies the forward plan. The work around domestic abuse relies on a strong multi-agency approach and this is something that Ashford prides itself on. This is mainly due to the domestic abuse coordinator role being the driving force.
2. The domestic abuse coordinator role is to provide support to the Ashford Domestic Abuse Forum (ADAF), coordinate the One Stop Shop (OSS) and facilitate group courses for victims of domestic abuse such as the “Freedom” programme and “Recovery Tool Kit”.
3. The domestic abuse coordinator role is a full time position that is currently subject to a job share arrangement. This allows for greater flexibility and resilience when directing resources to the One Stop Shop. A review of where the domestic abuse role best sits within the organisation has recently been undertaken. This is to ensure the most effective delivery of services going forward. Our work in this area closely compliments the work undertaken by the Community Safety Unit (CSU), therefore a change of line management with direct report to the Community Safety Team Leader took place from 2 January 2018. Domestic abuse is a key part of community safety and requires the same level of multi-agency engagement alongside the other community safety priorities such as anti-social behaviour and safeguarding. This also compliments the new policing model ‘New Horizon’ that came into force from September 2018 where specialists teams are in place to deal with vulnerabilities and in particular those cases where there is the highest impact on the victims.
4. In addition to funding the domestic abuse coordinator post, the council assists by providing funds towards an Independent Domestic Violence Advisor (IDVA) for Ashford through the Kent Integrated Domestic Abuse Service.

Current Position

Commissioned Services in Ashford

5. Kent County Council (KCC) redesigned their domestic abuse commissioned services, integrating the support services across the county. Previously women’s refuges and floating support were commissioned by KCC and the IDVA service was partnership funded, with the Office of the Police and Crime Commissioner (OPCC) holding the contract. The IDVA service is where the council’s funding plays an important role. A number of partners working in the

domestic abuse support field deliver the new integrated service. The contract for Ashford, Canterbury and Shepway is delivered by Centra, with Rising Sun subcontracted to provide the IDVA support from 2017 to 2024. Centra have years of experience of providing refuge support within the borough. A new domestic abuse support service and referral pathway was created in April 2017.

6. Over the next 6 years Rising Sun will continue to provide the IDVA and outreach provision for the borough. This will maintain consistency as Rising Sun have been the service provider within Ashford for many years and have delivered an outstanding service to victims of domestic abuse.
7. IDVAs act as a primary contact for victims of domestic abuse. The IDVA proactively works with a client from the point of crisis to assess the level of risk, discuss the range of options available and act as an advocate on the client's behalf. This service aims to encourage and enable the voice of the victim to be heard by the required service providers ensuring that advice and support given safeguards the victim and their family.
8. The IDVA generally works with victims who have been identified, as high risk, through a Multi-Agency Risk Assessment Conference (MARAC). MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs), probation and other specialists from the statutory and voluntary sectors.
9. The table below shows the number of Ashford cases which have progressed through the MARAC process:

| Year | Cases | Number of repeat victims |
|-----------------------|--------------|---------------------------------|
| Jan 2016 to Sept 2017 | 107 | 23 |
| Jan 2017 to Sept 2017 | 101 | 28 |

10. This indicates that the number of initial contact cases in Ashford has slightly reduced. However, the number of repeat victims has increased.
11. Rising Sun have also secured additional funding to provide the following services in Ashford:
 - Adolescent girls' service – This project provides long term mentoring support to girls aged between 11 and 24 who are at risk of being exploited or abused, as well as initiatives to improve relationships between mothers and their daughters.
 - Liberty programme – this is a 10 week supportive group programme for women aged 18-24 who have experienced or are experiencing domestic abuse. The programme explores the tactics and impacts of domestic abuse along with how to identify healthy and unhealthy relationships.

- Adolescent boys’ service – This is a two-year pilot project running from 2016 to 2018. It supports adolescent boys who are showing signs of violent behaviour, normally from being exposed to violence in the family home.
- All about me programme – 1 to 1 support by specialist providers for children who have been affected by domestic abuse.

12. Victim Support play a key role in assisting each of these services. They provide an assessment and triage service at the central referral hub. In addition, they provide support to victims whose cases have been identified as “standard” risk by working with the commissioned services and other agencies to provide proportionate interventions such as extra safety planning advice.

Kent Police

In September 2017, Kent Police were restructured to create a new policing model known as ‘New Horizons’. The core purpose of this restructure was to allow Kent Police to focus on the vulnerability of the victim as opposed to the crime type. They have created a number of specialist roles and teams. The key role in relation to domestic abuse is their Domestic Abuse Police Community Support Officer (PCSOs). They are the main point of contact for those victims identified as medium risk and act as the liaison between partners and Police.

13. Domestic Abuse continues to be a Kent Police priority and they are committed to protecting those at risk and bringing offenders to justice.

Domestic Abuse One Stop Shop

14. The Ashford Domestic Abuse OSS is a free drop-in service for anyone affected in any way by domestic abuse who feels they could benefit from support, help or advice. It is a free and confidential service and no appointment is necessary. This is currently one morning a week in a safe environment.

15. The figures below show the attendance at the Ashford One Stop Shop for the previous two years:

| Location | No of visitors 2015/16 (July 2015 to June 2016) | No of visitors 2016/17 (July 2016 to June 2017) | % increase/decrease in visitors (compared to previous year) |
|----------|--|--|--|
| Ashford | 362 | 443 | 20% increase |

16. There has been an increase in attendance that it is believed to be due to the leadership, delivery and awareness of the facility that is provided by the domestic abuse coordinator. This also indicates that people affected by domestic abuse have confidence in the service and attend to receive the necessary help and support.

17. There is an increased number of returning visitors, with 20% attending the OSS on two or more occasions. This again highlights how this is an essential service for people affected by domestic abuse. Some of the visitor's stories and feedback (examples of which are provided at **Appendix A**) best reflect the success of the OSS.
18. During the year, July 2016 to June 2017, 26 male victims attended the OSS accounting for just under 6% of the total attendance.
19. Ashford OSS is the second busiest in the county. **Appendix B** provides a full comparison of OSS attendance across the county.
20. The OSS continues to be an area for professionals to work together in a coordinated response. This year has seen the council's Housing Options Team strengthen commitment to attend weekly slots ensuring that anyone attending with urgent housing needs can be dealt with quickly and effectively. This is proving highly successful for clients at the OSS with positive feedback being received from victims and professionals.

Group work

21. Ashford has a consistent approach for delivering support groups. The main service being the 'Freedom' programme. This is a 12-week course to help victims of domestic abuse understand the impact on their lives and their children's lives. It enables them to understand the behaviour that they were exposed to and to be aware of warning signs in possible future relationships.
22. The Freedom Programme is organised by the domestic abuse coordinator and delivered by a number of partners including Early Help and Preventative Services (EHPS), KCC Education Service and Centra. The venue for these courses and any required crèche facilities are also provided free of charge via the Beaver Community Trust, a commissioned service within Ashford.
23. There have been six Freedom programmes completed within the past 12 months and these have supported a total of 94 victims of domestic abuse.
24. In 2015, funding was secured by the ADAF to run 'The Recovery Toolkit' and this funding continues to date. The recovery toolkit is a psycho-educational resource that includes a cognitive behavioural therapy module. In the last 12 months, three courses have run in the borough and this has supported 29 individuals.

Training and awareness

25. It is important that all front line professionals have an awareness of domestic abuse and the referral pathways. The following training has been completed within the borough by the domestic abuse coordinator:
 - Multi-agency awareness session held on 30 November 2017. This was attended by over 50 front line professionals from a variety of agencies including ABC housing, KCC community wardens, schools and mental health.

- Bespoke domestic abuse training was provided to William Harvey Hospital A&E staff, paediatric nurses and hospital administration staff. As a result, the hospital identified that domestic abuse knowledge needed enhancing within the hospital and have since secured funding to provide a hospital IDVA.
- The domestic abuse coordinators organised and facilitated a workshop at “Safety in Action” entitled “Personal responsibilities and consequences”. In total, 1200 primary school year six pupils engaged with this workshop over the two-week event period.
- The domestic abuse coordinator supports the council’s learning and development officer by co-running the Safeguarding Level 2 courses.

Community Safety Partnership Funding

26. Ashford Community Safety Partnership (CSP) receives a small grant from the Police and Crime Commissioner (PCC) to support local projects that meet the PCC priorities and those of the CSP. Domestic abuse meets both of those requirements and the following funding was provided to support domestic abuse work:

- £500 provided to the ADAF to act as a flee fund for victims of domestic abuse that have to flee a situation where they are at significant risk of harm. This money is used to purchase essentials such as food, one night’s accommodation or travel. This also provides an accessible fund for victims who do not have recourse to public funds but need emergency help.
- £203 provided for printing costs for OSS advertising cards which are distributed to promote the Ashford shop and encourage victims to attend the free ‘drop in’ service so they can seek support and advice.
- £300 provided for facilitating two domestic abuse awareness courses held in November 2017. Over 50 front line professionals attended these sessions from KCC, ABC, Schools and housing providers.

Moving forward

27. In 2018/19 the key areas of focus for the domestic abuse coordinator will be:

- Perpetrator programme - the domestic abuse coordinator has been trained by Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC) to deliver this programme. The first course is due to take place in the early part of 2018. This is a 12-week programme for perpetrators of domestic abuse. It aims to assist them to understand the impact of their behaviour and help them to build respectful relationships. The course will be made up with 50% self-referrals and 50% who are required to do so as part of a rehabilitation order.

- Developing greater understanding of ‘hard to reach’ communities and how they can be supported – due to the diversity of the borough it is felt that more work needs to be completed to establish where and how to engage fully to ensure all victims are supported where possible. A community assessment will be completed followed by an action plan in order to understand the best way to provide the services.
- Rural drop in service – due to the size of the borough it is felt that there is a need to explore the options surrounding a “drop in” service to the rural communities. Scoping work will initially be completed to understand the demand alongside the ability to deliver.
- A campaign to increase facilitators to run the group work both professionals and volunteers.
- Completing the Freedom programme review. This is a county-based project and the aim is to continue to deliver the service but more efficiently with reduced delivery costs.
- In 2017, the Council was successful in a bid to the Department for Communities and Local Government (DCLG) for £100,000 of funding to provide emergency accommodation to people within the borough. The project is aimed at providing a service to female victims of domestic abuse and to provide support to those from hard to reach communities. This project will be progressed through Management Team and ADAF in the form of a project initiation document (PID).

Implications and Risk Assessment

28. Councils play a key role, alongside other agencies, in tackling domestic abuse by safeguarding victims, offering services to reduce the impact and holding perpetrators to account. This has been recognised by the council’s commitment to permanently fund the domestic abuse coordinator post and the financial contribution to the IDVA.

Equalities Impact Assessment

29. Not required as the report relates to a summary of past performances rather than any item requiring a decision. The service is available to everyone.

Consultation Planned or Undertaken

30. In preparing this report, the views of our major stakeholders were sought including the Chair of the ADAF, Community Safety Police Inspector and Service Director for Rising Sun.

Conclusion

31. Due to the drive and enthusiasm of the domestic abuse coordinator there has been a great deal of work completed including training events, group work and continued growth of the OSS.
32. The ADAF has received charitable status, meaning additional funding streams will become available. They will be working towards securing funding, as a priority, to support future domestic abuse projects within the borough.
33. The work being undertaken across the borough to support the domestic abuse agenda has been extremely valuable. Services are dealing with more victims than ever before and feedback from other agencies and organisations has been positive with many victims and their families being supported and safeguarded.
34. The council continues to play an integral part in helping those families in crisis. The committed funding for this area of work ensures that services are coordinated and that Ashford has the necessary dedicated professionals to continue helping those at risk. The council can be justifiably proud of its role in helping victims of domestic abuse within the borough.

Portfolio Holder's Views

35. The council continues to play an important role in coordinating the response to domestic abuse. This ensures that Ashford has many excellent services committed to supporting such a worthwhile cause. This report highlights the marvellous work that has been undertaken by a range of agencies and I am impressed by the future work plan. I fully support the recommendation that this report forms part of the Community Safety Overview and Scrutiny Process.

Contact and Email

36. Alison Oates, Community Safety Team Leader
alison.oates@ashford.gov.uk, Tel: 01233 330513

Appendix A – One Stop Shop Feedback

Service was brilliant and very helpful. Thanks you for your help”

“Great advice. Feel more at ease with my situation and not alone in finding a solution for my son”

“Brilliant service. Advice on everything that was asked for. Police, caring and listens to you. Felt very confident and reassured. Referrals advised and made easy”

“All staff were kind and welcoming. I felt comfortable to be talking to them about my situation”

“Thank you very much. You have given us what we needed”

“It was very informative, I have steps to take to help me move forward with this issue”

The information I received was very beneficial and I found it very helpful and the people are supportive”

Appendix B - One Stop Shop visit figures across the County

| Location | No of visitors 2015/16 (July 2015 to June 2016) | No of visitors 2016/17 (July 2016 to June 2017) | % increase/decrease in visitors (compared to previous year) |
|-----------------|---|---|---|
| Ashford | 362 | 443 | 22.38% |
| Canterbury | 328 | 293 | -10.67% |
| Dover | 188 | 208 | 10.64% |
| Shepway | 260 | 295 | 13.46% |
| Maidstone | 222 | 182 | -18.02% |
| Dartford | 138 | 111 | -19.57% |
| Gravesend | 135 | 106 | -21.48% |
| Herne Bay | 163 | 157 | -3.68% |
| Medway | 638 | 546 | -14.42% |
| Sheerness | 167 | 64 | -61.68% |
| Sittingbourne | 208 | 148 | -28.85% |
| Thanet | 281 | 146 | -48.04% |
| Tonbridge | 70 | 53 | -24.29% |

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Agenda Item No:

Report To: Overview and Scrutiny

Date of Meeting: 27 February 2018

Report Title: Ashford Borough Council's Performance – Quarter 3 2017/18

Report Author & Job Title: Will Train, Corporate Scrutiny and Overview Officer

Portfolio Holder **Cllr Neil Shorter**
Portfolio Holder for: **Finance and IT**

Summary: This report seeks to update members and the public on the performance of the Council against its Corporate Plan during Quarter 3 2017/18. This includes information on what the Cabinet has achieved through its decision-making, key performance data, and consideration of the wider borough picture which impacts upon the Council's work.

The organisation's approach to the monitoring of its performance against this plan has been revised. Accordingly, attached are summary highlights from the online Performance 'Dashboard' for each of the Council's Corporate Plan areas.

Key Decision: NO

Significantly Affected Wards: N/A

Recommendations: **The Overview and Scrutiny is recommended to:-**

I. Note the Council's performance against the Corporate Plan in Quarter 3 of 2017/18.

Policy Overview: In December 2015 the Council agreed a new Corporate Plan - "*The Five Year Corporate Plan – for Aspiration, Action and Achievement*".

This also provided an opportunity to refresh the way in which performance against this new Corporate Plan (and its priority areas) was measured, presented and engaged with by officers and members.

Financial Implications: N/A

Legal Implications N/A

Equalities Impact Assessment Not required because the report relates to a summary of past performance rather than any item requiring decision.

Other Material Implications: N/A

Exempt from Publication: NO

Background Papers: N/A

Contact: Will.train@ashford.gov.uk – Tel: (01233 300394)

Report Title: Ashford Borough Council's Performance – Quarter 3 2017/18

Introduction

1. The report seeks to provide a headline overview of performance against the Council's Corporate Plan for Quarter 3 2017/18.
2. This report provides a summary of the main developments affecting performance during the quarter, whilst the attached highlight summaries provide the key trend data underlying this (**Appendix 1**).

Background

3. Each quarter the Cabinet and Overview and Scrutiny committees receive an update on how and how well the Council is achieving its objectives.
4. In December 2015 the Council agreed a new Corporate Plan - "*The Five Year Corporate Plan – for Aspiration, Action and Achievement*". This provided an opportunity to refresh the way in which performance against this new Corporate Plan (and its priority areas) was monitored, presented and engaged with by officers and members.
5. Whilst this approach is naturally an evolving one, the aim is for this Performance Dashboard (the Dashboard) to inform the work of both officers and members, providing an ongoing tool which facilitates insight and understanding across the organisation on the state of progress against our goals.
6. As part of the Council's wider governance arrangements, such performance information is used to reflect on the organisation's approach – leading to doing things differently where needed in order to offer efficient services and effective outcomes. As such, in September 2016 the Dashboard was also presented to the Audit Committee.

Summary of Performance Developments in Quarter 3 2017/18

Activity

7. Quarter 3 saw successful activity on a variety of initiatives which will have a positive impact on the outcomes set out in the Council's corporate plan –

October

- a. Aspire Landscape Management celebrated its first year as the Council's in-house grounds maintenance service.
- b. The Council won 'Engagement Team of the Year' and were shortlisted for two further awards at the prestigious national Engagement Excellence Awards.
- c. A significant milestone was reached within the Commercial Quarter development with the topping out of the first phase.
- d. The Council launched a joint operation with KCC to clamp illegally parked HGVs in the Borough.
- e. The Council's Heritage Strategy was approved by Cabinet.
- f. The Mayor's Achievement Awards were launched, recognising exceptional commitment to serving others and the local community.
- g. Aspire had a successful HSE audit at their Carlton Road depot.
- h. The Council and KCC committed to jointly funding a dedicated occupational therapist for the Ashford area. This move will seek to reduce waiting times for disabled facility grants.
- i. The Ashford Snowdogs sculpture trail was announced for the Borough, and will take place over 10 weeks from September to November 2018.
- j. Made in Ashford, a Park Mall based platform for local businesses to test their trade on a flexible basis, celebrated its second birthday.
- k. The Council signed a new partnership agreement with Ashford Leisure Trust (ALT) and both parties will work together to secure major investment into leisure facilities in the Borough.
- l. A Public Spaces Protection Order (PSPO), covering Ashford town centre and part of South Ashford (including the Designer Outlet and Victoria Park) was introduced with the aim of reducing anti-social behaviour.

November

- m. The Council's Digital Transformation Strategy was agreed by Cabinet, setting out how the Council will transform its service provision through developing a greater online service and offering customers a wider choice of ways to access Council services.
- n. Cabinet approved an action plan for supporting members of the Armed Forces Community to ensure that current and former service personnel and their families are not disadvantaged because of their service.
- o. A service was held to commemorate the 100th anniversary of the Battle of Cambrai at Ashford's WWI Mark IV tank.
- p. The Council was shortlisted in two categories in the prestigious 2018 LGC Awards – Entrepreneurial Council of the Year and Council of the Year.

December

- q. Ashford celebrated 175 years of rail service in the town with the unveiling of a specially named train 'Ashford – Proudly served by rail for 175 years'.
 - r. The Secretary of State for Transport, Chris Grayling, announced that development consent had been granted for the construction of Junction 10a of the M20.
 - s. Council adopted a discretionary rate relief scheme for the Borough.
 - t. Bethersden Parish Council submitted the Bethersden Neighbourhood Plan 2015-2030 to the Council for consultation.
 - u. Full Council approved the final submission version of the Local Plan to 2030, and it was submitted to the Secretary of State for public examination.
 - v. DEFRA confirmed that Ashford's recycling rate for 2016/17 was 55%, above the national target of 50% for the third consecutive year and 2% higher than 2015/16. The 2016/17 rate means that Ashford is the 35th best recycling local authority in the country, and has the highest rate in Kent.
 - w. The Council began the process of acquiring a property in Beaver Road to provide an additional eight units of short-stay accommodation to replicate the success of Christchurch House.
 - x. A Better Choice for Property Ltd, the Council's property company, purchased a number of properties off-plan at Victoria Crescent.
8. An online timeline of achievements and milestones in delivering the Corporate Plan is now available through the website, alongside the latest Annual Report - <http://www.ashford.gov.uk/transparency/our-performance/our-annual-report/>
9. As part of efforts to ensure that the Council operates transparently, work is currently underway to make the live Dashboard site available to the public. Once completed, a link to the Dashboard will be provided on the Council's website.

Commentary on performance trends

10. Monthly town centre footfall throughout quarter 3 was lower than for the same period in 2016, with a sharp fall (-16.5%) in November. Footfall was up 1.7% across the wider south east and 0.8% nationally in the same period, with retail performance analysts Springboard noting that the increase was largely driven by leisure related trips, rather than spending¹.
11. Average daily footfall has been lower than the previous year's performance in each month of 2017 with the exception of June, where the daily average was slightly above 2016 levels. Footfall has declined nationally over 2017, however Springboard note that this decline has been limited to day time hours, with footfall increasing post 5pm.²

¹ <https://www.retailgazette.co.uk/blog/2017/12/november-sees-footfall-boost/>

² <http://www.spring-board.info/updates/article/2017-footfall-review>

12. Nationally, online shopping continues to grow, with a 27.2% increase in the number of online transactions in the four weeks leading up to Christmas 2017 compared to a 4.3% increase last year. Over the same period, footfall fell by 3.3% compared to a 1.6% increase in 2016.
13. Vacancy rates for both the high street and Ashford's shopping centres have fallen further over the last year, and are currently at 8%, the lowest level of vacancy since recording began in 2008 and below the national average of 11.1%.
14. Unemployment rates have remained steady over the past quarter at 1.6% of the Borough's population, broadly in line with the Kent average. Youth unemployment remains above the Kent average, but reduced through Quarter 3 to a lower level than the majority of 2017. Across the South East, unemployment levels were largely static over the last two quarters, with national unemployment falling to a 42 year low of 4.3% in November³. National average earnings also increased slightly in the last quarter, up 2.4% (equivalent to £11 per week) from last year.
15. The percentage of Major, Minor and Other planning decisions made within identified timescales all exceeded 80% at the start of Quarter 3, the highest levels achieved in the past 12 months.
16. The number of residents needing temporary accommodation has continued to increase over the last quarter, having moved above 50 (at time of recording) for the first time in the previous quarter.
17. The monthly recycling figures for the Borough showed an increase following lower recorded rates in the summer. Figures released by DEFRA summarising progress over the past year has seen the Borough increase its recycling share by 2% to 55%.

Conclusions

18. Progress continues to be made against the aims of the Corporate Plan, with several performance goals at or near target. The information included within these reports provide merely a high-level snapshot of the information available constantly through the live Dashboard site, interactive Annual Report page and timeline of achievements.

Equalities Impact Assessment

19. N/A

Other Options Considered

20. N/A

Portfolio Holder's Views

21. To be given at the meeting.

³ Office for National Statistics

Contact and Email

22. Will Train, Corporate Scrutiny and Overview Officer
Will.train@ashford.gov.uk

Appendix 1

Enterprising Ashford

Town Centre Footfall



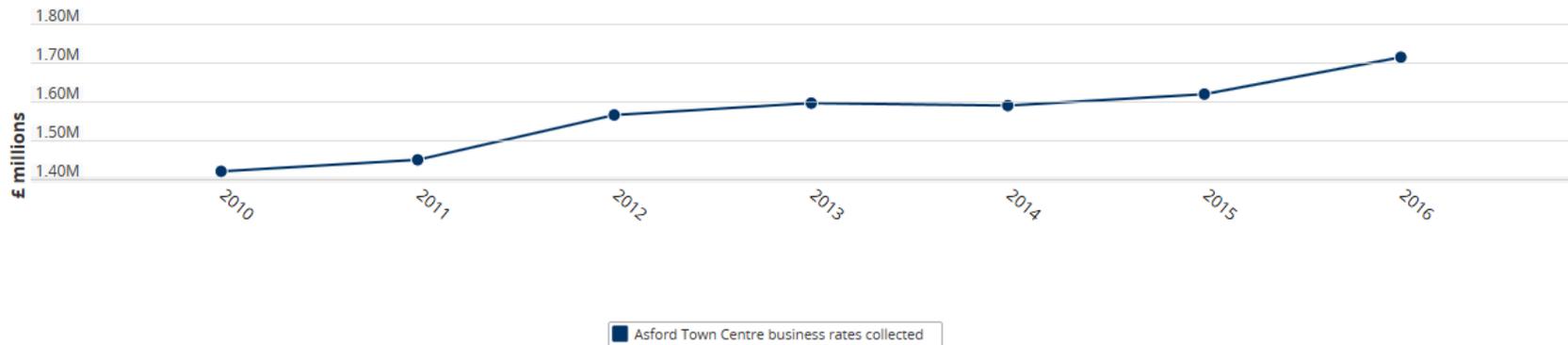
Footfall was lower across quarter 3 than in the same period last year, with a sharp fall in November. This November decline is in contrast to the wider South East and the national picture, where footfall improved on 2016 levels. Across 2017, average daily footfall has followed broadly the same trend as 2016, however daily averages have been below 2016 levels in all months (bar June, where an increase on 2016 performance was seen).

Ashford Town Centre Vacancy Rates



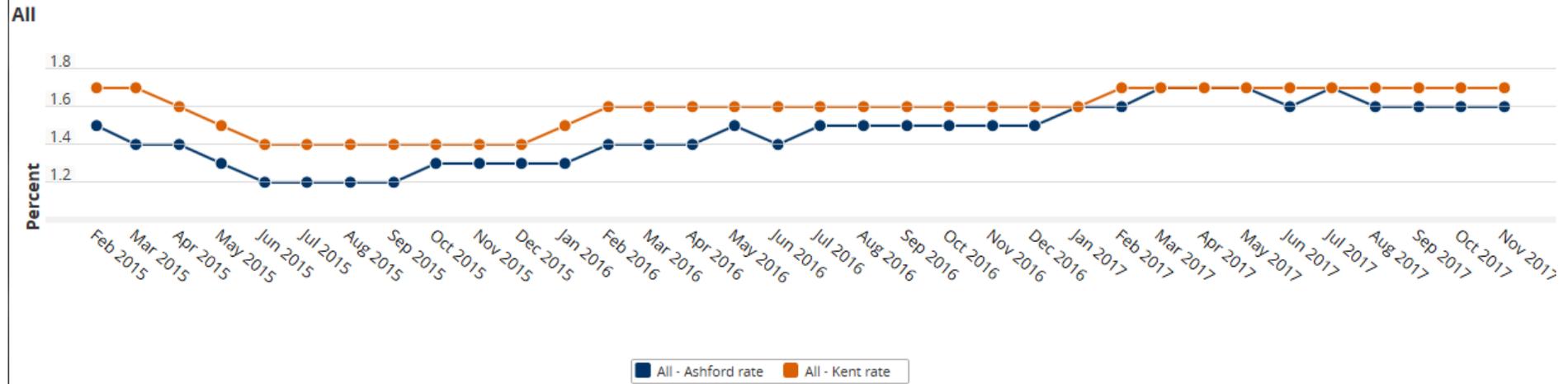
The vacancy rate for the town centre has fallen to 8%, the lowest since rates were first recorded in 2008 and below the current national average of 11.1%. Vacancy rates have fallen across the town centre overall over the last year. Park Mall's historically higher rates have also begun to fall since the Council took over direct operations in 2015, with over half of the vacant units now full. The rejuvenation has been directly attributed with improving customer spend in neighbouring stores such as Wilko.

Town Centre Development and Future Plans



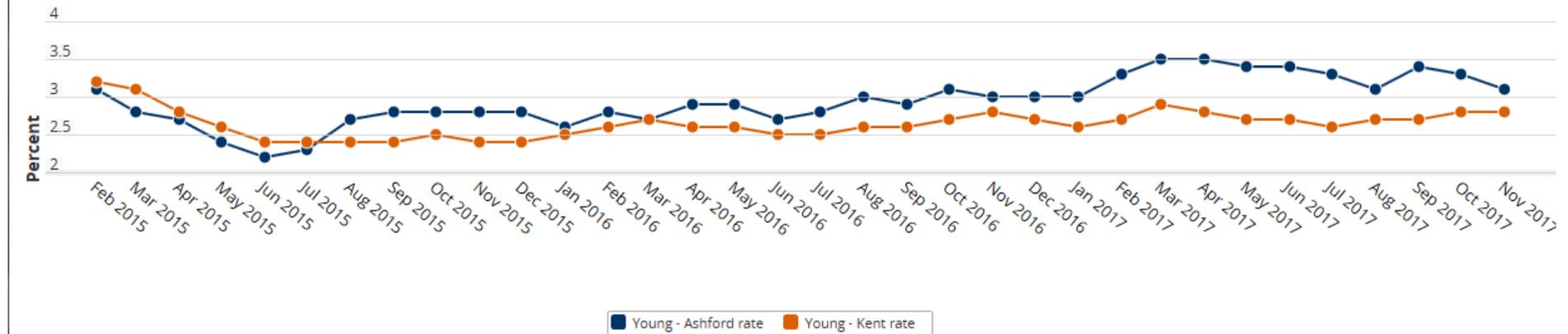
In December 2017 Kent and Medway was confirmed as one of ten areas to participate in a 100% business rates retention pilot scheme.

Unemployment



Following a short period of increase, the total number claiming either Jobseekers Allowance or Universal Credit principally for the reason of being unemployed has remained steady or fallen slightly over the last few months, and now stands at just over **1,200**, constituting around **1.6%** of Ashford's working age population.

Young People



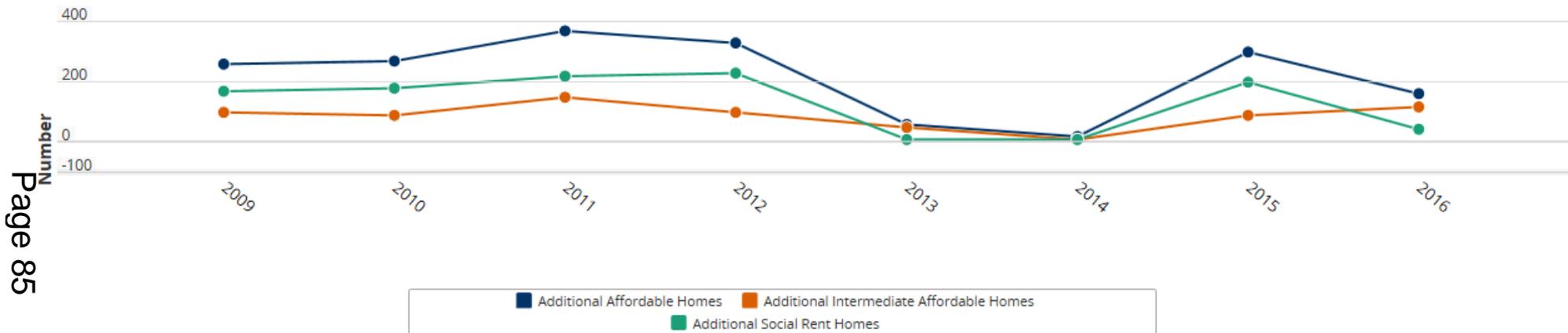
The number of young people (18-24) claiming unemployment benefit remained relatively steady through 2017, but is still slightly higher than the Kent average. A reduction in claimants over quarter 3 has brought claimant levels closer to 2016 performance.

Living Ashford

Affordable Housing

The total additional Affordable Homes is made up of the following two main areas -

- Intermediate Affordable Homes, which includes intermediate rent and affordable home ownership; and
- Social Rent Homes, which include affordable rent homes

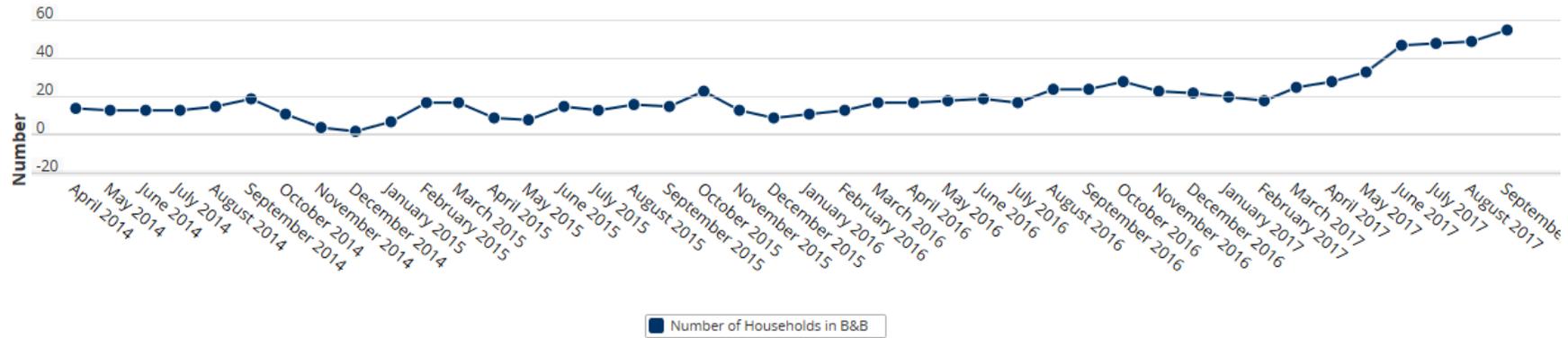


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The economic downturn that occurred in 2008 had negative consequences for the housing market, though impacts for affordable housing completions were not felt until later - with a low point occurring in 2013/14.

In July Cabinet received an update on the HRA affordable housing delivery programme, and approved proposals for a new affordable housing programme over the next five years

Temporary Accommodation



By the end of the quarter the average number of households in temporary accommodation had increased to around **55**.

House prices and the number of homes sold

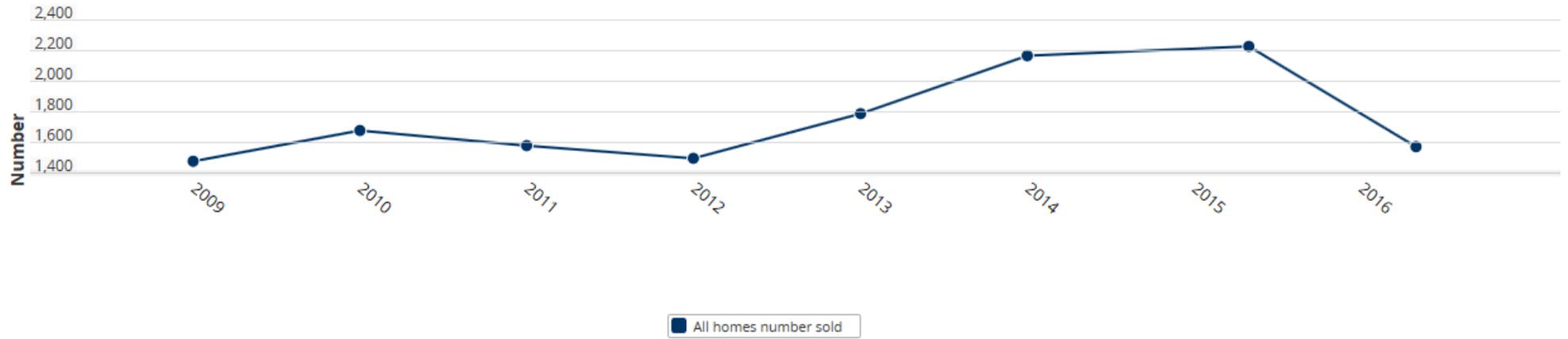
House Price



The average house price in Kent (KCC area) during 2016 was **£283,323**. The average price in Kent (KCC area) has increased for five consecutive years and is now **30%** higher than in 2008.

There were **1,574** homes sold in the Ashford area during the year, **29%** lower than in the year before.

Number of Houses Sold



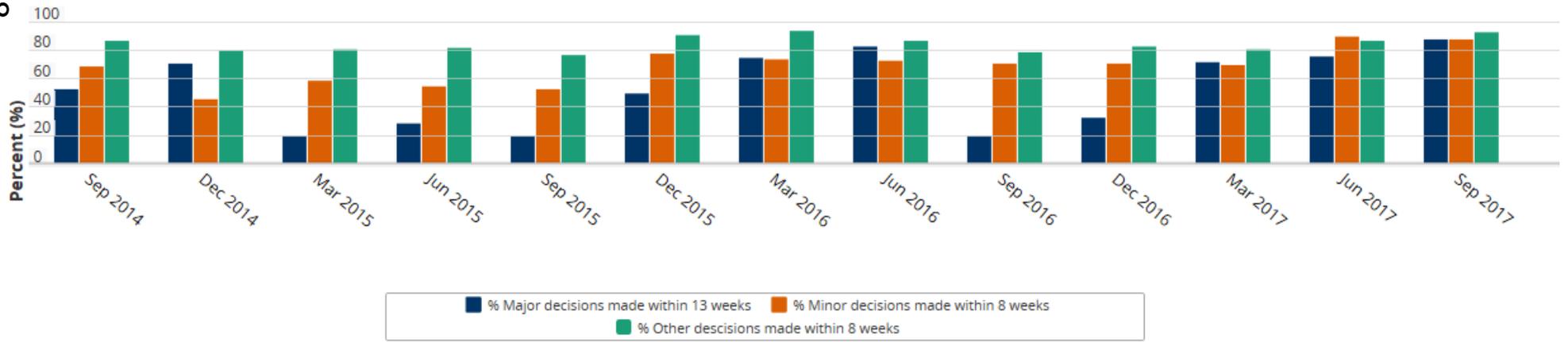
Page 87
In July a new supported housing scheme for vulnerable young people opened at Belgic Court, The Limes – consisting of eight self-contained fully furnished one-bedroom flats and communal facilities

Planning



Page 88

The number of planning applications considered by the council has increased in 2017, largely mirroring the trend of 2016, whilst the last year has seen significant improvement in the percentage of decisions made within target.



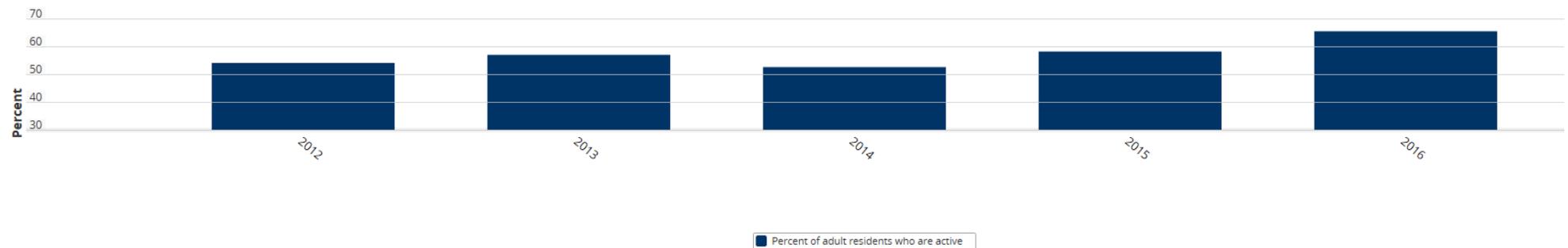


Ashford Borough Council Performance Dashboard

Headline Report

Active and Creative Ashford

Healthy Lives and Active Living



Sport and Health

In June the OneYou Health Shop has been given the go-ahead to continue for a further two years following a successful initial trial.

In July Cabinet approved plans to redevelop the existing play area near Victory Hall, Hamstreet

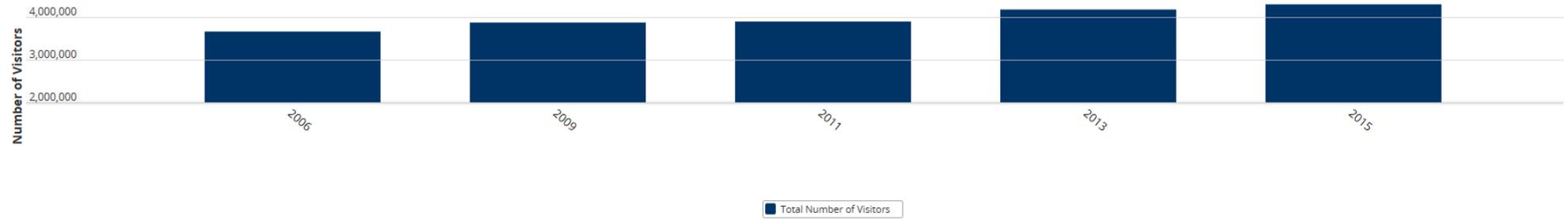
The Council has agreed to host the National Wellbeing Symposium at the Ashford International Hotel in February 2018

In September Conningbrook Lakes celebrated its 20th anniversary with a family fun day that attracted over 1,000 people to try canoeing, paddle boarding and other activities

Supporting Culture and Creativity

Tourism

In September 2016 a refreshed www.visitashfordandtenterden.co.uk website, which promotes the tourism offer of the borough, was launched during an event at Eastwell Manor.





ASHFORD
BOROUGH COUNCIL

Ashford Borough Council Performance Dashboard

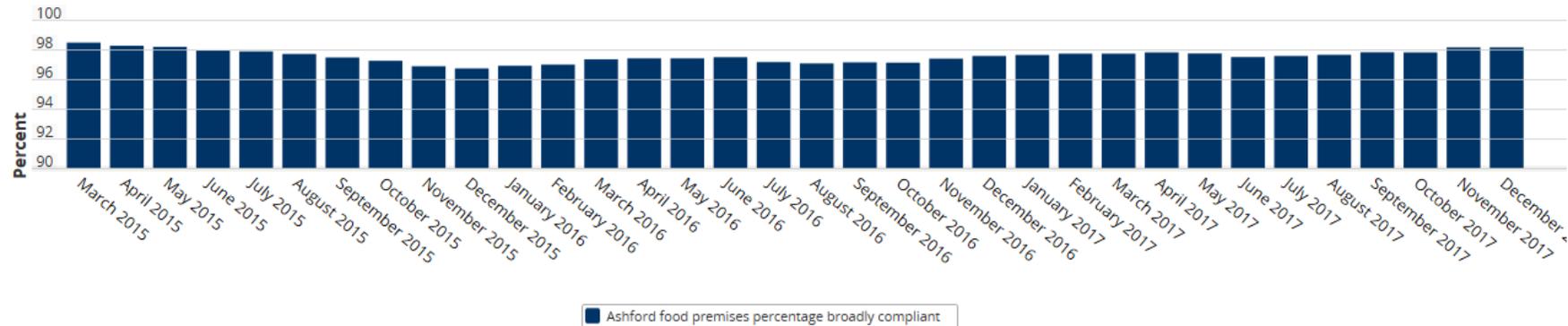
Headline Report

Attractive Ashford

Quality Across the Borough

Food Business Hygiene

There are almost 1,300 registered food businesses within the Borough. All are inspected on a regular basis according to their risk category.

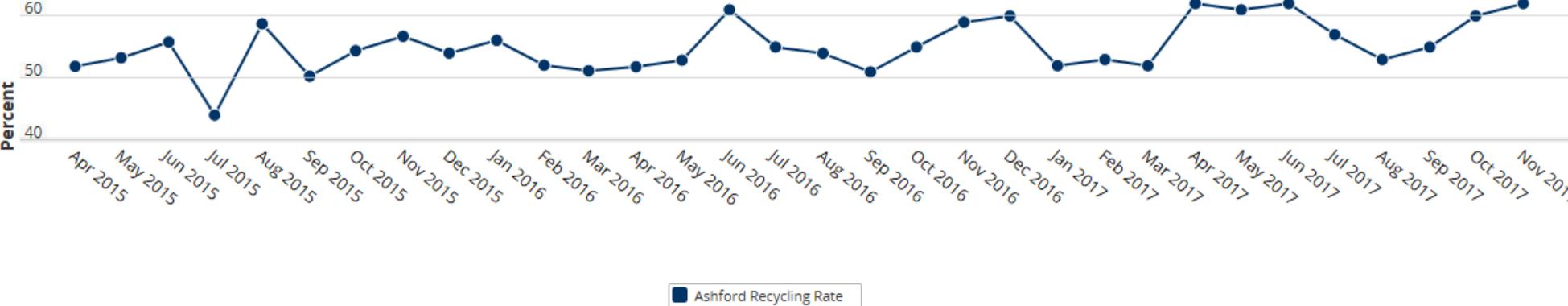


This graph shows the percentage of businesses that are broadly compliant with food hygiene standards. Any business found to be non-compliant either receives a formal letter or a revisit. The percentage compliant upon inspected has remained within a half percent range during the last six months. Guidance is provided to food businesses in the first instance and notices are service if conditions do not improve. Food businesses are also given a food hygiene rating which can view at <http://www.ashford.gov.uk/food-hygiene-rating-scheme>. In September 2016 the Council approved a revised Food Safety Policy, which ensures a consistent approach to food safety inspections, enforcement and food sampling in line with current nationally accepted standards.

Other Measures to Improve Ashford

In December DEFRA released annual league tables for recycling, which recorded Ashford's recycling rate for 2017 at 55% - a 2% increase on last year. This result means that Ashford remains the best recycling authority in the county and is placed 35th nationally.

Recycling



Agenda Item 7



ASHFORD
BOROUGH COUNCIL

Agenda Item No:

Report To: Overview and Scrutiny Committee

Date: 27 February 2018

Report Title: Safeguarding Children and Adults at Risk – annual report

Report Author: James Hann – Health, Parking and Community Safety Manager

Portfolio Holder: Cllr Bradford – Portfolio Responsibility for Highways, Wellbeing and Safety

Summary: Safeguarding is the process of protecting children, young people and adults at risk from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up and developing in circumstances consistent with the provision of safe and effective care - enabling them to have optimum life chances.

This report provides members some of the highlights of the work carried since March 2017.

Key Decision: No

Affected Wards: All Wards

Recommendations: The Overview and Scrutiny Committee is asked to:

- i. note the information contained within this report
- ii. recommend all Ashford Borough Council elected members complete Level 1 safeguarding training

Policy Overview: The council has a Safeguarding Policy that supports the council, its officers, borough councillors and volunteers in fulfilling their statutory responsibilities.

Financial Implications: The work is carried out within service budgets.

Risk Assessment: Not applicable.

Background Papers: None

Contacts: james.hann@ashford.gov.uk
01233 330331

Agenda Item No.

Report Title: Safeguarding Children and Adults at Risk – annual report

Purpose of the Report

1. This report provides the committee with:
 - an overview of the council's role and responsibilities
 - the council's safeguarding policy
 - accountability and governance
 - an indication of the work that has been carried out since March 2017
 - training
 - referrals made since April 2017
 - partnership working
 - future work

Background

2. Over the last few years the safeguarding agenda has become increasingly high profile with significant political and media focus at a national as well as local level. In response to this, duties placed on councils and other agencies have been extended.
3. The Children Act 1989 states that the child's welfare is paramount and that every child has a right to protection from abuse, neglect and exploitation. Statutory guidance on making arrangements to safeguard and promote the welfare of children under Sections 10, 11 and 13 of the Children Act 2004 specifies what is required of local authorities.
4. The Care Act 2014 codified the principle of wellbeing and placed safeguarding adults' duties on a statutory basis. The council's policies and procedures are governed by this Act, which provides the legal framework for how local authorities (in this case Kent County Council) and other parts of the public sector, including the borough council, should protect adults at risk of abuse or neglect.
5. The Counter-Terrorism Act 2015 dictates that all local authorities are vital to the Prevent work which exists to reduce the risk of people being drawn into terrorism, while under the Modern Slavery Act 2015 the council has a statutory duty to report and provide notification to the National Crime Agency about any potential victims of modern slavery or trafficking.
6. Taken together, these legislative provisions place on local authorities and their partners stringent responsibilities regarding the general safeguarding of both children and adults at risk.

Ashford Borough Council's Safeguarding Policy

7. A revised over-arching Safeguarding Policy was adopted in April 2016. It provides a clear understanding of the council's role and the procedures required to respond appropriately to this increasingly complex and challenging subject.

8. The policy supports the council, its officers, elected members and volunteers in fulfilling their statutory responsibilities under the Care Act 2014, the Children Act 2014 and the Working Together to Safeguard Children 2015 statutory guidance.
9. The policy was revised in 2017 to reflect minor administrative changes.
10. The council believes that safeguarding is 'everybody's business' and is committed to ensuring children, young people and adults at risk are protected from abuse and are provided with opportunities to thrive. As a part of this ambition, a significant training programme has been rolled out to staff and made available to elected members during the past 12 months.

Accountability and Governance

11. Ultimately, accountability for safeguarding under the work of Ashford Borough Council falls to the Chief Executive. The Chief Executive and Senior Management Team are responsible for ensuring the council's responsibilities and procedures are implemented, monitored and consistently reviewed. Also, the Chief Executive is responsible for nominating an officer to represent the Council on the Local Child and Adult Safeguarding Boards and relevant subgroups.
12. The Designated Safeguarding Officer is responsible for dealing with reports or concerns about the protection of children, young people and adults at risk appropriately and in accordance with the procedures that underpin the Safeguarding Policy.
13. All borough councillors, employees and volunteers are responsible for carrying out their duties in a way that actively safeguards and promotes the welfare of children, young people and adults at risk. They must also act in a way that protects them from wrongful allegations of abuse as far as possible. They must bring safeguarding concerns to the attention of the Designated Safeguarding Officer.
14. A group of Safeguarding Lead Officers was established in 2016 to support the Designated Safeguarding Officer and they hold responsibility for safeguarding within different areas of the council's operations and alongside their normal duties:
 - Adults at risk
 - Children
 - Domestic Abuse
 - Child Sexual Exploitation
 - Prevent (preventing extremism)
 - Contracts
 - Commissioning
15. The Safeguarding Lead Officers are the operational group for safeguarding in the council and it has representatives from Community and Housing,

Actions Taken

16. Safeguarding Lead Officers meet bi-monthly to deliver key improvements in the council's safeguarding governance, policy making, procedures, working practices and monitoring.
17. The following provides some of the key achievements:
 - Developed good working arrangements with the new Ashford College
 - A safeguarding webpage, with basic signposting information, has been added to the council's website pages:
<https://www.ashford.gov.uk/transparency/data-protection/safeguarding>
 - Safeguarding clauses for when the council enters into contracts which have safeguarding elements have been agreed
 - Senior Management Team receive quarterly safeguarding reports for strategic review, operational oversight and for cascading information through the organisation
 - An intranet page, with referral forms, guidance, contact details of the safeguarding officers and links to the relevant council documents has been redesigned and is regularly updated with the latest versions of the forms and guidance documents
 - Engagement with the county's Channel panel to assess and support those who may be vulnerable to being drawn into terrorism. Channel uses existing collaboration between partners to support individuals and protect them from being drawn into terrorism. Only once person in the Borough has been adopted as a Channel case since March 2017
 - Advice for the public on the steps they can take to keep themselves safe in the rare event of a firearms or weapons attack (Run, Hide, Tell) was displayed around the Civic Centre
18. The Safeguarding Lead Officers review recent Domestic Homicide Reviews and Serious Case Reviews to see if any of the lessons learnt or recommendations have an impact on the work of the council.

Training

19. Continuing the emphasis from last year awareness of safeguarding through training has been a focus since March 2017.
20. Training in safeguarding is structured on three levels, reflecting the different levels of engagement with safeguarding across the organisation.
 - Level 1 – Staff, members, volunteers or contractors with ad hoc contact in public places (e.g. Customer Services, back-office support services), who would never be left alone with a child, young person or adult at risk
 - Level 2 – Staff, members, volunteers or contractors who have a likelihood of coming into contact with 0-18 year olds, young people or adults at risk through the nature of the role and could be exposed to lone contact, but

- who have no responsibility for supervision (e.g. housing officers, home visiting, site workers). Level 2 training is also required for managers who have responsibility for staff who require Level 2 training
- Level 3 – Staff, members, volunteers or contractors with responsibility for the supervision of 0-18 year olds, young people or adults at risk as part of their role (e.g. youth workers, lifeguards, events staff)
21. All staff have completed the Level 1 safeguarding awareness training. All new staff are required to complete this e-learning training within 4 weeks of joining the council.
 22. In addition, 23 members of staff have been trained in Level 2 safeguarding since March 2017, meaning 151 members of staff have now received Level 2 training.
 23. From 2017 council officers, who have been trained to deliver this level of training, have delivered Level 2 safeguarding training, removing the need to engage and pay for external trainers.
 24. The following training sessions were completed by the council's Designated Safeguarding Officer (DSO) and Safeguarding Lead Officers (SLO):
 - Child Sexual Exploitation – SLO for child sexual exploitation
 - Understanding Thresholds and the Referral Process – SLO for adults at risk
 - Understanding Thresholds and the Referral Process – DSO
 - Child Sexual Exploitation – Kent Police – SLO for child sexual exploitation
 - Child Sexual Exploitation – Kent Police – SLO for children
 - Child Sexual Exploitation – Kent Police – SLO for adults at risk
 - Childhood Neglect: An In-depth Understanding to help Overcome Practice and Organisational Barriers – SLO for adults at risk
 - Child Protection for Designated Staff – SLO for children
 - Domestic Abuse Awareness – SLO for children
 25. Managing Mental Health for Managers – As part of the council's commitment to employee wellbeing, a series of managing mental health and resilience courses were held in September and October 2017. These aim to support both our managers and staff in understanding the need to look after and promote their mental health and also to support their teams.
 26. The recommendations from the March 2017 Overview and Scrutiny Committee focused around training:
 - Safeguarding to form part of the induction package for new councillors
 - Level 2 safeguarding training sessions to be made available for borough councillors
 - Consideration to be given to making safeguarding training to parish councils

27. Safeguarding now forms part of the induction package for new councillors and Level 1 safeguarding training has been made available to parish councillors and clerks. To date five have requested the training and four have completed the training.
28. To date no borough councillors have completed the Level 1 safeguarding training.
29. A Level 2 safeguarding training session for borough councillors has been arranged for March 21 2018.
30. In addition to attending training, Safeguarding Lead Officers have facilitated the following awareness events
 - An event to raise awareness around child sexual exploitation was held at the Civic Centre in November 2017 and 29 staff attended.
 - A domestic abuse awareness session held on 30 November 2017. Over 50 front line professionals attended from a variety of agencies including ABC housing, KCC community wardens, schools and mental health
 - Bespoke domestic abuse training was provided to William Harvey Hospital Accident and Emergency staff, paediatric nurses and hospital administration staff. As a result, the hospital identified that domestic abuse knowledge needed enhancing within the hospital and have since secured funding to provide a hospital Independent Domestic Violence Advisor
 - A Workshop to Raise Awareness of Prevent (WRAP) session was held in January 2018 for 36 front line professionals

Partnership Working

31. To improve the council's partnership arrangements and knowledge safeguarding officers from various organisations have been invited to attend the Safeguarding Lead Officer meetings. Attendees in the past year have included:
 - Kent Police's Vulnerabilities Officer – role includes overseeing work on child abuse, sexual exploitation, gangs, human trafficking and modern slavery
 - Senior Practitioner Safeguarding Adults - KCC Social Services – Older Persons and Physical Disability team, Adult Social Care & Health
32. A multi-agency Community Safety Partnership (CSP) safeguarding working group completed the following:
 - College Freshers' week was well attended by a number of agencies sharing important safety messages. The college is having a positive impact on the town and staff are fully engaged with the CSP
 - Child sexual exploitation partner's intelligence form has been produced by the multi-agency team at Kent Police and has been shared with all CSP partners to encourage reporting of potential child sexual exploitation cases

- Community Safety Shop held within Community Square on 14th and 15th February 2018 focussed on “gang” activity and how young people can avoid becoming involved
- 33. A comprehensive summary of the partnership work undertaken on tackling domestic abuse was presented to the February Cabinet.
- 34. The council follows the Kent-wide referral procedures as set out in Kent County Council’s “*Multi-agency Safeguarding Adults Policy, Protocols and Guidance for Kent and Medway*” and “*Kent and Medway Safeguarding Children Procedures*” for making referrals.
- 35. There are a range of referral routes and forms available depending on the nature of the safeguarding incident in question. Access to these are provided on the council’s intranet (<http://abcinside/index.php/abc-services/health-parking-community-safety/safeguarding>)
- 36. Referrals are made to various organisations such as Kent County Council’s Specialist Children’s Services, Adult Social Services, Early Help and Preventative Services, Victim Support, Kent Police and the Independent Domestic Violence Advisor.
- 37. The council’s Safeguarding Policy requires each referral to be recorded on a database (called Locata) in addition to making the referral to the relevant agency.
- 38. There have been 27 referrals by council officers between March 2017 and January 2018. Twelve referrals were made to KCC’s Adult Social Services, nine to KCC’s Children’s Specialist Services, two to the Independent Domestic Violence Advisor, one to Victim Support, one to the Multi-agency Protocol for dealing with cases of domestic abuse (MARAC), one to Kent Police and one to another agency.
- 39. The Locata was chosen as the central record keeping as it was a password accessed system, which Community and Housing staff used to record information. The system has provide cumbersome and time consuming to log referrals and Safeguarding Lead Officers are trialling recording referrals on M3/Northgate.
- 40. Safeguarding is a resource intensive area, with an increasing amount of time taken in dealing with safeguarding referrals. The complexity of each case is increasing and the time taken in working with partner agencies in trying to ensure the person is successfully safeguarded and devise and implement appropriate action plans is subsequently increasing. Making the referral is only one step in the process. However the council is not in a position to direct additional resources to this at present.

Future Work

- 41. Procedures for recording on the M3/Northgate database to be agreed and implemented.

42. The council has a number of volunteers working alongside council staff and their safeguarding training needs will be assessed and any training provided.
43. An awareness campaign to remind staff and borough councillors of their safeguarding responsibilities.
44. The Designated Safeguarding Officer for the past two years left the council on 9 February and the Housing Operations Manager (Income and customers) will be the new appointed Designated Safeguarding Officer.
45. The Safeguarding Management Team Champion will remain the Head of Culture.
46. The Safeguarding Lead Officers are:

| | Safeguarding Lead Officers |
|--|---|
| Adults at Risk | Senior Housing Area Manager |
| Children | Housing's Estates & Neighbourhood Manager |
| Domestic Abuse | Domestic Abuse Coordinator |
| Child Sexual Exploitation | Learning and Development Officer |
| Prevent | Community Safety Team Leader |
| Contracts | Procurement and Support Manager |
| Commissioning | Funding and Partnerships Officer |
| | |
| Housing's Neighbourhood Services Manager provides support to both the Children and Adults at Risk SLOs | |

Conclusion

47. Ashford Borough Council believes that safeguarding is 'everybody's business' and is committed to ensuring children, young people and adults at risk are protected from abuse and are provided with opportunities to thrive. As a part of this ambition, officers have undertaken a programme of work to revise the council's policy and procedures, embrace best practice, and support members, employees and volunteers to deliver our responsibilities around this agenda.

Recommendations

48. This report is noted and all Ashford Borough Council councillors are requested to complete Level 1 safeguarding training

Contacts: Designated Safeguarding Officer – James Hann
Safeguarding Management Team Champion – Christina Fuller

Overview and Scrutiny Committee

Report Tracker – 27 February 2018

| Report Title | Date due to O&S | Head of Service/ Report Author | Lead O&S Member / Task Group | Scope of what is to be scrutinised | Further details / current position |
|--|------------------|---|------------------------------------|--|---|
| Community Safety Partnership update | 27 February 2018 | Health, Parking and Community Safety | | Presents the latest strategic assessment information that informs CSP priorities, and the work carried out by partners during 2017. Members are invited to ask questions about any aspect of the Community Safety Partnership. | Statutory requirement as part of Crime & Disorder Partnership |
| Safeguarding | 27 February 2018 | Designated Safeguarding Lead | | Presents information on work undertaken relating to the Council's safeguarding responsibilities. | Requested by Cabinet as part of a revised policy |
| Quarter 3 2017/18 Performance Report | 27 February 2018 | Corporate Scrutiny and Overview Officer | | Information on what the Council has achieved through its decision making; key performance data and wider contextual information. | |
| Youth Engagement | 27 March 2018 | Cultural Services | | Report on the shift from youth centres to outreach workers and the impact of budget cuts on youth work in the Borough. | Agreed as part of annual work programme |
| Overview and Scrutiny 2018/19 Work Programme | 24 April 2018 | | | Committee to determine topics for inclusion in the 2018/19 work programme. | |

| | | | | | |
|--|-------------|--|--|--|-----------------------|
| Overview and Scrutiny Annual Report | 22 May 2018 | | | The Council's Constitution requires the O&S Committee to make an annual report to full Council. | Statutory requirement |
| <i>Future meeting items – dates not agreed</i> | | | | | |
| Engagement with the Ashford CCG | | | | The Committee wishes to hear from the Ashford CCG to update on matters discussed at the July 2017 meeting | |
| Presentation from Kent Savers | | | | The O&S Committee wishes to hear from Kent Savers on the role and promotion of credit unions in the Borough. | |
| Report of Budget Scrutiny Task Group on Universal Credit | | Housing, Finance (Revenues and Benefits) | | The O&S Committee wishes to have an update report on the roll out of Universal Credit. | |

Recommendation Tracker

| Report | | |
|---|--|---|
| Budget Scrutiny Task Group (2017/18 budget) – Cabinet minute 285/2/17 refers | | |
| Recommendation | Responsibility for implementation | Achievement/Completed |
| (vii) The need for further consideration of cross service and strategic interdependencies to be taken forward by Management Team in liaison with the Overview and Scrutiny Committee | Management Team | |
| Report | | |
| Health Infrastructure requirements for the Borough – Cabinet minute 182/10/17 refers | | |
| Recommendation | Responsibility for implementation | Achievement/Completed |
| Page 103 (i) The Council continue close working with the CCG to ensure that the Local Plan provides the requisite opportunities to support the development of healthcare provision. | Planning Policy | This is an action that requires ongoing close working relationship with the CCG which is happening. The CCGs local care arrangements were addressed recently by the Ashford Health & Wellbeing Board. Infrastructure issues will continue to feature on the Board's agenda. The council is also now represented on the newly formed CCG Ashford Premises Group. |
| (ii) The Cabinet ensure that related aspects such as transport access to health care (for rural and/or elderly populations) are considered via an appropriate Task Group(s). | Cabinet, Strategic Transport Group, Ashford Health and Wellbeing Board | Access to health care is a key consideration for the CCG in developing local care arrangements as well as a section criteria for the hospital transformation programme. The Strategic Transport Group and Ashford Health and Wellbeing Board will maintain a watching brief and continue to work closely with the CCG and Hospital Trust on this issue. |
| (iii) The Cabinet consider how best to work with the Ashford CCG and other Kent Local Authorities to lobby for changes in the funding allocation formula for CCGs to better reflect the projected population growth of Ashford. | Chief Executive/Leader (through Kent Chief Execs and Leaders Forum) | We are currently establishing from the CCG how this recommendation is best pursued. Further research is necessary to identify the funding allocation methodology. |

| | | |
|--|---------------------------------|--|
| (iv) The Cabinet consider how future Section 106 Agreements can be made in such ways that, so far as possible within the legal parameters, contributions relating to health infrastructure can be flexibly applied to projects across the Borough. | Planning Policy, Ashford CCG | This action is being addressed via the local plan and involvement with the CCG Ashford Premises Group. |
|--|---------------------------------|--|

Report

Findings of the Air Quality Task Group – Cabinet accepted 08/02/17

| Recommendation | Responsibility for implementation | Achievement/Completed |
|--|--|------------------------------|
| That the recommendations within the attached report be adopted as the basis for an Air Quality Strategy for the Borough. | | |