

# Dartford Locality Board

## **Membership:**

### ***Dartford Borough Council Representatives:***

Councillor J A Kite MBE (**Chairman**)

Councillor P F Coleman

Councillor A R Lloyd

Councillor A R Martin

Councillor C J Shippam

### ***Kent County Council Representatives:***

Mrs A D Allen (**Vice-Chairman**)

Mrs P Cole

Mr R Lees

Mr J Ozog

Mr A S Sandhu MBE

A meeting of the Locality Board will be held on

**Thursday 10 January 2013**

at 6.30 pm at the Civic Centre, Dartford.



# **AGENDA**

1. **Apologies for Absence**
2. **Declarations of Interests**  
To receive any declarations of interest Members may wish to make including the term(s) of the Grant of Dispensation(s).
3. **Minutes of the meeting held on 10 December 2012 (Pages 1 - 6)**  
To agree the minutes of the meeting held on 10 December 2012 as an accurate record.
4. **Urgent Items**  
The Chairman will announce his decision as to whether there are any urgent items and their position on the agenda.
5. **Troubled Families (Pages 7 - 14)**
6. **Any Other Business**

This page is intentionally left blank

## DARTFORD BOROUGH COUNCIL

**DARTFORD LOCALITY BOARD**

**MINUTES** of the meeting of the Dartford Locality Board held on Monday 10 December 2012.

**PRESENT:** Councillor Jeremy A Kite MBE (Chairman)  
 Councillor Patrick F Coleman  
 Councillor A R Lloyd  
 Councillor Anthony R Martin  
 Councillor Chris Shippam  
 Mrs Ann Allen  
 Mrs Penny Cole  
 Mr Jan Ozog  
 Mr Avtar Sandhu MBE

**ABSENT:** Mr Richard Lees

**Dartford Borough Council Officers:-**

Graham Harris	–	Managing Director
Sheri Green	–	Strategic Director
Adrian Gowan	–	Policy and Corporate Support Manager
Teresa Ryszkowska	–	Planning Services Manager
Alan Twyman	–	Member Services Manager

**Kent County Council Officers:-**

John Burr	–	Director of Highways & Transportation
Nigel Smith	–	Head of Development
Simon Webb	–	Area Education Officer for West Kent
James Pearson	–	Project Manager (Libraries, Registration & Archives)
Steve Horton	–	Road Safety Team Leader
Jennie Edwards	–	Community Engagement

**20. APOLOGIES FOR ABSENCE**

An apology for absence was received from Mr Lees.

**21. DECLARATIONS OF INTERESTS**

There were no declarations of interests.

**22. MINUTES OF THE MEETING HELD ON 10 OCTOBER 2012**

The minutes of the meeting of the Locality Board held on 10 October 2012 were confirmed as a correct record.

**23. URGENT ITEMS**

There were no urgent items.

**24. KENT COMMISSIONING PLAN FOR EDUCATION**

The Locality Board considered the aspects of the Kent Commissioning Plan for Education Provision which related to Dartford. The Plan was published in October 2012 and detailed the requirement for places in early years provision, and in primary, secondary and special schools until 2017. It identified the areas where providers would need to match supply with demand, provided the context for the future organisation of school places in Kent and the principles that need to be given serious consideration when commissioning school places. It was intended that the Commissioning Plan would be re-published annually.

In addition to managing supply and demand the Plan also aimed to ensure that there would be a good choice of local schools within reasonable travelling distance and that the number of parents who are satisfied with the school places offered for their child increases whilst ensuring that there was enough spare capacity to deal with increases in the number of pupils requiring places in future years.

The data within the Commissioning Plan would be used to decide where new schools should be built and where existing schools should be either expanded or reduced in size. The importance of accurate forecasting and modelling was recognised and the County Council was reliant on close partnership working with other agencies, such as the Borough Councils and the Health Agencies, in order to be kept informed of new housing developments and changes in live birth data. A new modelling methodology had been commissioned from the University of Leeds which it was hoped would deliver even greater accuracy than the 90-95% currently achieved but this would never be a precise science. It was also recognised that other providers were now emerging, such as social enterprises, and Kent County Council (KCC) was keen to work with as many people as possible to deliver an effective education service which met pupil needs.

KCC was already working closely with Dartford's planning department to identify projects which might impact upon provision. Any new school builds required would be funded primarily from section 106 agreements and the Community Infrastructure Levy. As Borough Councils determined the level of section 106 agreements through their planning committees partnership working was vital to ensure the section 106 contributions for educational purposes were set at appropriate levels. In addition to this contact with planners the Commissioning Plan sought to determine short and medium term

## DARTFORD LOCALITY BOARD

MONDAY 10 DECEMBER 2012

requirements. The County was therefore keen to work closely with Dartford on Education provision and to maintain good communication with the Council. Whilst the Commissioning Plan would be published annually the County Council wanted to work with the Locality Board on a six monthly basis, either reporting to the full Locality Board or a sub-group.

Members asked whether the feedback from the 7 public consultations on expansion proposals for local schools had been supportive and were advised that they had been, although many responses had focussed on concerns other than expansion. Members asked whether KCC wanted any specific input from the Locality Board and were advised that KCC were keen for there to be open dialogue and clear communication. Members felt that this should be directed through the main Locality Board rather than a sub-group and it was felt that the most critical periods for there to be consultation were in January and April when key statistics would be available to inform the decision making process. The Board was keen to work closely with KCC and to be an active participant in the planning of future education provision in Dartford and for the regular contact between KCC and the Planning Department to continue.

Resolved:

(1) That the Locality Board continues to work closely with KCC on future education provision and to receive reports at future meetings where it could make a meaningful contribution to this work; and

(2) That the ongoing communication between Kent County Council and the Planning Services Manager on development projects which could impact on future education provision should continue.

## **25. FUTURE LIBRARIES**

The Locality Board received a presentation of the options for the provision of future library services across Kent. The Library Service in Kent needed to deliver a £1m budget saving spread across the financial years 2014/15 and 2015/16 and was engaging in a broad "conversation" with local Councils, Parishes and Community groups across Kent in an effort to identify new ways of providing library services to continue to provide a high quality service whilst delivering the required savings. It was noted that the way in which this service was provided across Kent differed considerably and that library building stock was very diverse. Libraries were no longer just about providing a book lending service but were community hubs and meeting places. It was stressed that no decisions had been made about how the future services would be delivered and that this was not about cutting the number of libraries or staff but about delivering the service in new and improved ways. There were many options available including partnering with charities, social enterprises, districts and parishes, commercial sponsorship, volunteer groups, joined up working to maximise the use of the buildings by offering more services or longer opening hours, or finding better locations. KCC invited feedback from the Locality

Board as part of this wide conversation and highlighted the detailed information on library usage available on the KCC web site.

Members highlighted the difficulties that Parish Council's would have in running local libraries due to lack of funding and staffing. The library at Sutton-at-Hone was given as an example of a small library where there was limited potential to combine this with other uses or commercial operations but the library was of great value to the local community in terms of supplementing the mobile library service.

The Chairman asked whether KCC would be seeking savings in excess of the £1m if this was achieved and was advised that there was currently no plan to seek additional savings over and above this figure and that there weren't any targets for individual districts within the £1m figure as there were different dynamics across Kent. The point of having a conversation with as many organisations and people as possible was to open up the opportunity for innovative solutions and to encourage the community to take ownership. KCC confirmed that there was a commitment not to close libraries but to continue to look at other options until the saving target had been achieved. Members asked whether there could be opportunities for savings by tapping into wider contracts for the provision of services and it was confirmed that KCC had already introduced integrated IT systems and participated in a central purchasing consortium for book stock. Partnering with agencies such as Job Centre Plus, hospices, CAB's etc had also been looked at and might be suitable in some cases. The possibility of offering some form of "turn-key" library service was also discussed and could be considered providing it delivered the specification for library services agreed by KCC. A member highlighted a community library operation in use at a location in Bexley and suggested that Bexley Council should be contacted to see how this operated.

The Board asked how other locality boards were approaching the consultation and were advised that some had established "task-and-finish" groups to provide direction and assist in consulting local groups before reporting back. The Board felt that providing it was made clear that the consultation was about identifying ways to deliver and improve library services, and that this would not involve library closures, then it would be prepared to sponsor and endorse the process of discussion with the parishes and other local organisations and report on the outcomes. The Head of Corporate Policy and Support was asked to prepare a letter which the Locality Board would endorse to initiate the discussion with these organisations about developing library services for the future. It was agreed that where KCC arranged consultation meetings with local groups the relevant Ward members should also be invited so that they were aware that the meetings were taking place and could respond to any enquiries from constituents.

Resolved: That the Head of Corporate Policy and Support should prepare a letter on behalf of the Locality Board to initiate discussion with the parishes and other community groups on the future of library service provision in the borough, within the parameters agreed by the Board.



**26. TRANSFORMATION OF YOUTH SERVICES IN DARTFORD**

The Locality Board received an update on the implementation of the new delivery model for Youth Services in Dartford. This included an update on the recruitment of staff to posts within the directly delivered aspect of the service and the outcome of the tendering process for new commissioned providers. In terms of the organisations awarded contracts to deliver each of the “lots” across Dartford, Lot 1 (Central Dartford) and Lot 2 (reducing Health Inequalities) had been awarded to YMCA Thames Gateway whilst Lot 3 (Improving Emotional Health) had been awarded to Walk Tall.

The Chairman explained the encouraging progress that had been made with identifying providers to bid for Lot 4, small commissioning projects to be awarded by the Dartford Locality Board. It was expected that these would be awarded twice a year.

Members expressed their support for the new delivery model and their interest in monitoring future performance and visiting the new providers.

Resolved: That the update on the implementation of the new delivery model for Youth Services in Dartford be noted.

**27. DARTFORD ROAD SAFETY INITIATIVE**

The Locality Board received a briefing on the Road Safety Initiative being developed for the Dartford area in response to the request made by the Board at an earlier meeting. Members were advised that this focussed on the development of an interactive tool to help parents and those responsible for children to raise awareness of the vulnerability of young people and how they could prepare them to use roads more safely. The initiative was primarily aimed at children of primary school age and the tool would take the form of a development booklet that would help parents to identify a child’s current level of road safety knowledge and ability and set out the key aspects of safer road user behaviour that parents should be encouraging their child to achieve at various stages in their development. There would also be an awareness campaign to support the initiative and it was hoped to have the Dartford pilot ready for launch in April 2013 with a view to possible roll-out to other boroughs/districts later in the year.

The Locality Board welcomed the initiative, the development of the booklet and arrangements for launching the pilot. Members expressed a desire to have further input to the booklet at the creative stage to ensure that the right messages were delivered. It was noted that the campaign was unlikely to deliver an immediate reduction in the number of accidents but should have a long term impact as awareness and behaviour of young people were shaped. Although the initiative was focussed on children of Primary school age it was noted that the advice it contained was also relevant for younger and older

children as well. Members asked how much the initiative would cost and were advised that the budget for the creative aspects was £8,000 with a further £7-8,000 for the campaign.

Resolved: That the Locality Board welcomes and endorses the pilot road safety initiative for Dartford and looks forward to inputting to the content of the booklet.

## **28. STREET LIGHTING**

The Chairman commented on the recent proposals by Kent County Council to turn off street lighting during the early hours of the morning and the consultation process on the proposals. He felt that the consultation of Joint Transportation Boards in Kent had been inappropriate as it had not been made clear that the decision for the proposed turn-off had been taken by KCC and the only aspect on which other agencies and the public were being consulted was points of detail over which lights should be turned off. It was important to recognise that the turning off of the lights was being undertaken for positive reasons, to avoid unnecessary light pollution at a time when roads were hardly used, and not purely as an economy. The Chairman noted that the report to Joint Transportation Board's had been withdrawn and hoped that when the item was reconsidered this would be after there had been proper consultation and with emphasis on the reasons why the decision had been taken.

---

The meeting closed at 7.50 pm

CHAIRMAN

**LOCALITY BOARD**  
**10 JANUARY 2013**

**THE TROUBLED FAMILIES PROGRAMME.**

1. Summary

The report provides an overview to the Troubled Families Programme, summarises the Kent approach and sets out the Dartford proposal for local implementation.

2. RECOMMENDATION

That the Board note the content of the report, endorse the proposed local governance model and agree to receive regular updates on progress.

3. Background and Discussion

3.1 The 2010 Spending Review called for inter-agency collaboration and the pooling of departmental budgets to work with families with complex needs. Kent is one of the pilot areas, and projects have been established in Swale and Thanet using Family Intervention Programme (FIP) workers to provide intense support and intervention for target families.

This approach is continued into the Troubled Families Programme which was launched in March 2012. Government has stated there to be 120,000 'troubled families' nationally, in which multiple problems such as worklessness, anti-social behaviour, truancy and drug and alcohol misuse cost the public purse an average of £75,000 per family each year.

3.2 **Identifying the Families**

The programme establishes qualifying criteria against which families must be assessed. These are:-

**1. Crime/anti-social behaviour**

Young people involved in **crime** and families involved in **anti-social behaviour**, defined as:

Households with 1 or more under 18-year-old with a proven offence in the last 12 months

*AND/OR*

Households where 1 or more member has an anti-social behaviour order, anti-social behaviour injunction, anti-social behaviour contract, or where the family has been subject to a housing-related anti-social behaviour intervention in the last 12 months (such as a notice of seeking possession on anti-social behaviour grounds, a housing-related injunction, a demotion order, eviction from social housing on anti-social behaviour grounds<sup>1</sup>).

**2. Education**

Households affected by truancy or exclusion from school, where a child:

**LOCALITY BOARD**  
**10 JANUARY 2013**

Has been subject to permanent exclusion; three or more fixed school exclusions across the last 3 consecutive terms;

OR

Is in a Pupil Referral Unit or alternative provision because they have previously been excluded; OR is not on a school roll;

AND/OR

A child has had 15% unauthorised absences or more from school across the last 3 consecutive terms.

### **3. Work**

Households which **also** have an adult on Department for Work and Pensions out of work benefits (Employment and Support Allowance, Incapacity Benefit, Carer's Allowance, Income Support and/or Jobseekers Allowance, Severe Disablement Allowance).

### **4. Local discretion**

Families who meet all 3 of the above criteria must be included in the programme. LAs can additionally include families who meet any 2 of the 3 criteria above **and** are a cause of concern to the LA and/or local partners.

- 3.3 DCLG has stipulated that Kent should work with 2560 troubled families over the 3 years of the scheme, placing it in the top ten authorities nationally. The County Council received £2.88m in up-front funding to work with the first tranche of these families in 2012/13.

The Dartford allocation of troubled families for 2012/13 is 40, a comparatively small number. However, it has been generally recognised (outside of Government) that initial figures were not set in the correct context and it is believed that area allocations were then simply based upon arithmetic extrapolation from those initial figures rather than being a count of real families. As a result, and in common with experience elsewhere, it has been difficult and time-consuming to collate multi-agency data and identify Dartford families that meet the criteria. This has now been done.

### **3.4 Additional Funding**

Government (DCLG) has estimated that it would cost £10,000 to 'turn a family round' and is providing a contribution towards that sum with additional funding of £4,000 per family, the remainder having to be found from existing budgets and resources. The additional funding is being provided as a mix of up-front funding and payment by results, the balance moving progressively to payment by results over the 3 year programme.

Provisional indication of the outcomes to be achieved in order that the LA qualifies for Payment by Results includes:

- i. ASB - 60% reduction
- ii. Truancy/exclusion – fewer than 3 fixed term exclusions and less than 15% unauthorised absences in the last three consecutive terms

**LOCALITY BOARD**  
**10 JANUARY 2013**

- iii. Crime by under-18s in the family – overall level of proven re-offending across all under 18 year olds in the family reduced by at least 33% in the last 6 months compared to the previous 6 months.
- iv. Worklessness
  - § Progress towards work – An adult in the household has volunteered for the Work Programme or has been attached to the ESF Provision in the last 6 months
  - § An Adult in the family moves out of work benefits into continuous employment

Progress, particularly regarding ASB will be difficult to assess because there is currently no common system for recording ASB.

### 3.5 Kent Approach

The Kent Forum has received various reports that explain the approach KCC has developed for Troubled Families which is based on the FIP model established in Swale and Thanet. This is to be implemented in each district, with each district being allocated 2 FIP workers, funded by KCC from the DCLG grant.

KCC has established a Programme Board with representatives from the key KCC service areas, other public service agencies and District/Borough representation, and a Multi-Agency Steering Group, on which Dartford is represented by the Leader and Managing Director. Each district is to adopt, following KCC approval, a governance model that best reflects local circumstances and existing local multi-agency arrangements.

### 3.6 Implementation in Dartford

The Dartford implementation model proposes a governance structure overseen by the Locality Board and that makes good use of existing partnership arrangements, see Appendix A.

- 3.7 The DCLG recognises that for many of the families, problems such as domestic violence, relationship breakdown, mental and physical health problems will make it difficult to make progress. These families will require support and intervention by specialist FIP workers. However, not all the families have such challenging circumstances, some simply have a chaotic lifestyle or lack an effective head or positive role-model.

- 3.8 For those families, Dartford advocates the use of volunteer mentors to work both with individual members and whole families to help them understand how their life could be improved and to provide a single point of contact for other agencies, but also to require and support positive steps from the families themselves. This is an innovative approach that fits well with the DCLG's wish to see the development of more varied and effective early intervention and prevention services that 'nip problems in the bud' and can be delivered at lower cost, and with KCC's ambition to look for service transformation as a means of achieving improved outcomes for families, and in particular children and young people.

**LOCALITY BOARD**  
**10 JANUARY 2013**

- 3.9 KCC initially offered to fund a dedicated Troubled Families Project Manager for each district. However, the Dartford project will be managed by Dartford's Community Safety Officer who will be assisted by a temporary project support officer. The additional costs will be funded by KCC. The Community Safety Officer has the necessary links with the various agencies and is part of the multi-agency operational structures to which many of the identified families are already known.
- 3.10 Dartford's proposal has been submitted to KCC as lead authority and accountable body and approval is awaited. Subject to KCC approval, the next stage is to approach the families identified and seek to engage them in the programme, which is voluntary, and to procure the mentor provider.
4. Financial, legal, staffing and other administrative implications and risk assessments

Financial Implications	None arising from the report
Legal Implications	The Programme relies on multi-agency working and sharing of data between agencies. Agreements and working protocols have been established by Government and participating agencies that enable relevant data to be shared.
Staffing Implications	As set out at 3.9 in the report.
Administrative Implications	None
Risk Assessment	There is a risk that families will not engage with the programme or that interventions will prove ineffective.

5. Appendices - Appendix A – Governance Model for Dartford TF Project.

6. Contacts

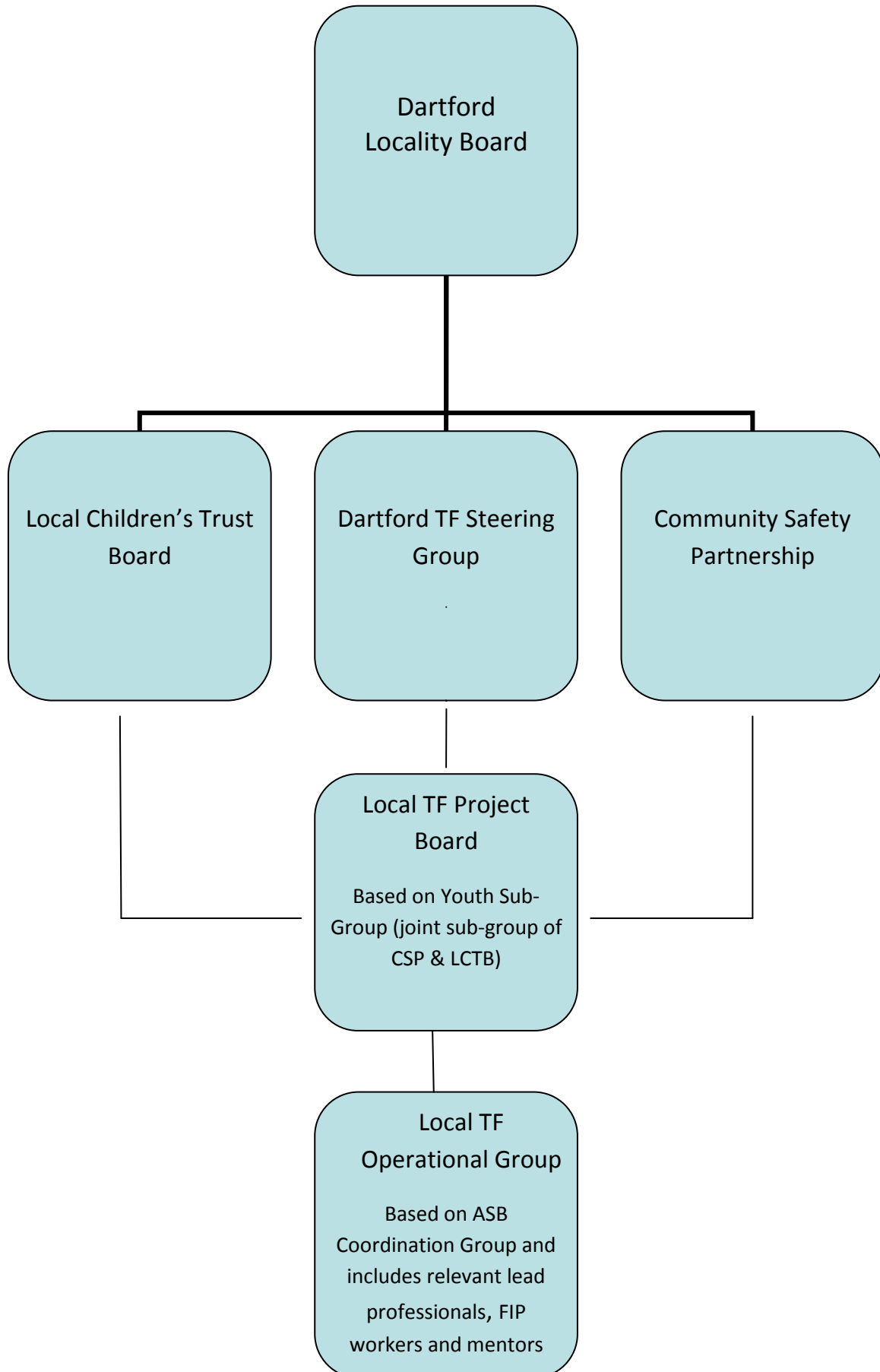
Sheri Green (Report Author) Strategic Director Dartford Borough Council <a href="mailto:Sheri.green@dartford.gov.uk">Sheri.green@dartford.gov.uk</a> 01322 343125	David Weiss Head of Troubled Families Programme Kent County Council <a href="mailto:david.weiss@kent.gov.uk">david.weiss@kent.gov.uk</a> 07740184789
---	--

7. Background Papers

Financial framework for the Troubled Families programme's payment-by-results scheme for local authorities – DCLG;

Kent Troubled Families Business Case & Local Delivery Model for the Kent Troubled Families Programme – KCC.

**Governance Model for Dartford TF Project**



This page is intentionally left blank



**Governance Model for Dartford TF Project**

Appendix A(ii)

**Dartford Locality Board**

Cllr Kite – Chair  
Cllr Coleman  
Cllr Lloyd  
Cllr Martin  
Cllr Shippam  
Mrs Allen – Vice-Chair  
Mrs Cole  
Mr Lees  
Mr Osog  
Mr Sandhu

**Dartford TF Steering Group**

Graham Harris – Co-Chair, DBC MD & Project Sponsor  
Cllr Kite – Co-Chair, Leader DBC, KCC Member & Chair/Vice Chair CSP  
Mrs Allen – KCC & DBC Member, represents KCC & DBC on LCTB  
Sheri Green – DBC Strategic Director  
David Weiss – KCC TF Programme Manager or other nominee  
Nick Fenton – KCC Early Intervention Delivery Manager

**Dartford TF Project Board**

Sheri Green – Co-Chair  
Nick Fenton – Co-Chair  
Matt Roberts – Local Project Coordinator  
Integrated Family Services Manager  
IASS Manager  
Kent Police CSU Inspector  
Youth Offending Team  
Education  
Probation  
Youth Service  
Housing  
Health  
Job Centre Plus

**Dartford Local Operational Group**

Local Project Coordinator – Chair  
CAF Coordinator  
Early Intervention Team Leader  
Kent Police ASB lead/JFMP  
Educational Welfare Officer  
Probation/YOT  
Housing  
Health  
Job Centre Plus  
FIP Workers  
Volunteer Mentor Coordinator

This page is intentionally left blank