

# TONBRIDGE & MALLING BOROUGH COUNCIL



## EXECUTIVE SERVICES

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### Chief Executive

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**NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.**

Contact: Committee Services  
[committee.services@tmbc.gov.uk](mailto:committee.services@tmbc.gov.uk)

19 February 2015

To: MEMBERS OF THE COMMUNITIES AND HEALTH ADVISORY BOARD  
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Communities and Health Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Tuesday, 3rd March, 2015 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

## A G E N D A

### PART 1 - PUBLIC

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3. Minutes 9 - 12
- To confirm as a correct record the Notes of the meeting of the Communities and Health Advisory Board held on 17 November 2015

4. The Expert Patients Programme 13 - 14
- Presentation by Kent Community Health Trust

**Matters for recommendation to the Cabinet**

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8. West Kent Health and Well Being Board
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11. Urgent Items 89 - 90

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- The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

**PART 2 - PRIVATE**

13. Urgent Items 93 - 94
- Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

## **MEMBERSHIP**

Cllr Ms S V Spence (Chairman)  
Cllr Mrs C M Gale (Vice-Chairman)

Cllr A W Allison  
Cllr T Bishop  
Cllr D J Cure  
Cllr Mrs E M Holland  
Cllr D Keeley  
Cllr Miss J L Sergison

Cllr Miss S O Shrubsole  
Cllr A K Sullivan  
Cllr M Taylor  
Cllr R Taylor  
Cllr D J Trice

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Apologies for absence

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Declarations of interest

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## TONBRIDGE AND MALLING BOROUGH COUNCIL

### COMMUNITIES AND HEALTH ADVISORY BOARD

Monday, 17th November, 2014

**Present:** Cllr Ms S V Spence (Chairman), Cllr Mrs C M Gale (Vice-Chairman), Cllr T Bishop, Cllr D J Cure, Cllr D Keeley, Cllr Miss J L Sergison, Cllr A K Sullivan and Cllr R Taylor

Councillors J A L Balcombe, O C Baldock, P F Bolt, N J Heslop, B J Luker and M R Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors A W Allison and Mrs E M Holland

#### PART 1 - PUBLIC

##### **CH 14/26 DECLARATIONS OF INTEREST**

There were no declarations of interest made in accordance with the Code of Conduct.

##### **CH 14/27 MINUTES**

**RESOLVED:** That the notes of the meeting of the Communities and Health Advisory Board held on 23 September 2014 be approved as a correct record and signed by the Chairman.

##### **CH 14/28 MINUTES**

**RESOLVED:** That the notes of the extraordinary meeting of the Communities and Health Advisory Board held on 8 October 2014 be approved as a correct record and signed by the Chairman.

#### MATTERS FOR RECOMMENDATION TO THE CABINET

##### **CH 14/29 KENT HEALTHY BUSINESS AWARDS**

Decision Notice D140127MEM

The report of the Director of Planning, Housing and Environmental Health outlined the requirements of the Kent Healthy Business Award, funded by Kent County Council with the aim of helping employers focus on ways of improving the health and well-being of their workforce. Details were given of the dual role of the Borough Council in the delivery and implementation of the Award, including its introduction to the business community and promotion of the Council itself as an exemplar organisation.

A presentation was received from Helen Buttevant and Julie Bullace of the KCC Public Health Team who provided an overview of the Award scheme and answered Members' questions.

**RECOMMENDED:** That the proposed approach to developing the Kent Healthy Business Award both within the Council and the local business community be endorsed.

#### **CH 14/30 LOCAL HEALTH IMPROVEMENT PROGRAMMES**

Decision Notice D140128MEM

The report of the Director of Planning, Housing and Environmental Health described the range of Health Improvement projects for which Kent County Council funding had been awarded for the current year and reviewed their progress. It was noted that the Borough Council's annual health delivery programme was divided into three key elements involving Healthy Living Centre initiatives, healthy weight programmes and mental health, well-being and community-led programmes.

Particular reference was made to the challenges of addressing obesity in children and a number of suggestions for raising awareness were discussed.

**RECOMMENDED:** That the delivery of the Health Improvement programmes as described in the report be endorsed.

#### **CH 14/31 TROUBLED FAMILIES PROGRAMME - PHASE 2**

Decision Notice D140129MEM

The report of the Chief Executive set out the background to the first phase of the Kent Troubled Families Programme, gave details of proposals for a national second phase programme and sought agreement to the Borough Council's continued involvement in the work.

It was requested that appreciation be conveyed to those staff delivering the programme through the local family focus initiative.

**RECOMMENDED:** That proposals for a phase 2 troubled families programme be noted and the Borough Council's involvement in an extended family focus initiative based on the phase 2 proposals be supported.

#### **CH 14/32 UPDATE ON THE WORK OF THE EAST MALLING PARTNERSHIP**

Decision Notice D140130MEM

The report of the Chief Executive gave details of progress in relation to the work of the East Malling Partnership and consideration was given to

the latest East Malling Action Plan, the key themes of which were Youth Provision, Raising Aspirations and General Health and Lifestyle.

**RECOMMENDED:** That the current East Malling Partnership Action Plan, as set out at the Annex to the report, be endorsed and progress on the Action Plan be reported to a future meeting of the Advisory Board.

### **MATTERS SUBMITTED FOR INFORMATION**

#### **CH 14/33 WEST KENT HEALTH AND WELLBEING BOARD**

The minutes of the meeting of the West Kent Health and Wellbeing Board held on 16 September 2014 were presented for Members' information.

#### **CH 14/34 TOBACCO CONTROL INITIATIVES**

Members received a report from the West Kent Tobacco Control and Smoking Cessation Working Group which had been presented to the meeting of the West Kent Health and Wellbeing Board on 16 September 2014. It was noted that the number of referrals to the Stop Smoking Service was declining, possibly as a result of the extensive use of e-cigarettes. Further work in this area was likely to be directed through a single Kent-wide group.

#### **CH 14/35 LOCAL STRATEGIC PARTNERSHIP**

The minutes of the meeting of the Local Strategic Partnership held on 12 September 2014 were submitted for Members' information. Particular reference was made to the presentation from the Federation of Small Businesses which focused on the need to promote apprenticeships with local SMEs.

#### **CH 14/36 EXCLUSION OF PRESS AND PUBLIC**

There were no items considered in private.

The meeting ended at 8.43 pm

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**TONBRIDGE & MALLING BOROUGH COUNCIL  
COMMUNITIES and HEALTH ADVISORY BOARD**

**03 March 2015**

**Report of the Director of Planning, Environmental Health and Housing**

**Part 1- Public**

**Matters for Information**

**1 PRESENTATION – THE EXPERT PATIENTS PROGRAMME**

**To receive a presentation on the above programme.**

**1.1 Background**

1.1.1 Jane Reynolds of the Kent Community Health Trust will be attending the Board meeting to give a short presentation on the Expert Patients Programme. This initiative is aimed at providing assistance to those with long health conditions who need help to manage their health. Run by volunteers, the programme offers six week courses covering the following:

- dealing with pain and tiredness
- coping with feelings of depression, stress and anxiety
- relaxation techniques and exercise
- healthy eating
- communicating with family, friends and healthcare professionals
- planning for the future.

1.1.2 The Board may wish to consider how the Borough Council could help promote the initiative locally.

Background papers:

contact: Jane Heeley

Nil

Steve Humphrey  
Director of Planning, Environmental Health and Housing

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**TONBRIDGE & MALLING BOROUGH COUNCIL  
COMMUNITIES and HEALTH ADVISORY BOARD**

**03 March 2015**

**Report of the Chief Executive**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)**

**1 KCC CONSULTATION – SHAPING THE FUTURE OF LIBRARY, REGISTRATION AND ARCHIVE SERVICES IN KENT**

**To set out the proposed changes to these services and to agree a formal response to the consultation.**

**1.1 Background**

- 1.1.1 Members will recall that a County-wide review of local library provision was commenced in 2013 in partnership with district councils. In Tonbridge and Malling a joint member panel was established to carry out the review which included a number of visits to our local libraries. The main focus of that review was to investigate the scope for using library buildings for additional activities which might raise additional revenue funding to support the service. That review process was put on hold by the County Council in early 2014. A more formal consultation on the future of library, registration and archive services has now been launched by the County Council and this report sets out the proposed options for change and seeks Members' views on these.
- 1.1.2 The public consultation takes place for 12 weeks from 12 January 2015 until 8 April 2015. The consultation focuses on the options for service transformation and KCC's preferred option of establishing an independent charitable trust to run Kent's Library, Registration and Archive service.
- 1.1.3 The consultation document (Appendix1) considers the following options:
- Keep the service in house – KCC continue to run the service
  - Transfer the service to a charitable trust – a not for profit organisation, the charitable trust would be commissioned by KCC to run the service
  - Run the service in partnership with a provider – KCC would form a partnership with another suitable organisation or business to run the service

- Outsource the service to a 3<sup>rd</sup> party – a suitable organisation or business would take over the running of the service.

1.1.4 Although the above options have been presented it is clear throughout that the preferred option is to create an independent charitable trust. All of the options could potentially deliver the required savings, but the view of KCC is that a charitable trust is the best option to safeguard services and achieve future improvements.

## **1.2 Impacts to Services**

1.2.1 The consultation document highlights the benefits of service delivery via a charitable trust as: “sustainable, greater freedom to adapt and improve services, the opportunity to access more funding and explore greater income generating opportunities and to contribute savings for the council”.

1.2.2 They have pointed out that a charitable trust would still need to secure approval of KCC and consult with residents before any final decisions regarding significant changes are made.

1.2.3 The document does not however, provide any assurances that the current library stock will be maintained or that the current level of service will remain available. Currently our residents can access free services at a number of libraries across the borough; these include baby rhyme time sessions, sessions for jobseekers to receive help with CV’s, access to computers and a variety of other free services. Library closures would have a detrimental impact on many residents. Equally services that are currently enjoyed for free could become cost prohibitive for many residents if charges were to arise for certain activities. In responding to the consultation, regardless of the option chosen, it would be useful to have greater clarification of any likely impact on service provision, e.g. costs of any potential charges for services and any future obligation to maintain the current level of existing library stock.

## **1.3 Legal Implications**

1.3.1 N/A

## **1.4 Financial and Value for Money Considerations**

1.4.1 N/A

## **1.5 Risk Assessment**

1.5.1 N/A

## **1.6 Equality Impact Assessment**

1.6.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.



## 1.7 Recommendations

1.7.1 That a response to the consultation be drawn up that reflects the following:

- (a) Greater clarification is provided of any future costs or charges associated with using the library, registration and archive services;
- (b) Reassurances are provided that if the service is transferred to a charitable trust or another provider, there will be an obligation to maintain the existing level of library stock.

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Gill Fox

Nil

Julie Beilby  
Chief Executive

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# Shaping the future of **library, registration and archive** services in Kent

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# Foreword

**Our library, registration and archive services are at the heart of communities throughout Kent. You can access books and information, learn new skills, register births and deaths, explore Kent's rich history, celebrate key life events and so much more.**

We know the impact these services have on communities; they aid and enrich lives. However, the needs of residents are changing and budgets are tighter than ever before. So, to maintain this impact we have had to adapt.

We have overseen big changes, including the introduction of self-service technology, and combining the Maidstone Library with the County Archive Centre to create the Kent History & Library Centre. The rewards are great. More efficient and cost-effective, our services are benefiting more residents than ever before.

But we can't stop there. The financial climate remains uncertain and what works now may not be viable in the future. So, we must look to adapt again, to safeguard the excellent services we have and to build a platform for future improvements.

We have explored a number of different ways to run the service and our preferred option is that an independent charitable trust is set up to run Kent's Library, Registration and Archive service.

We believe that a charitable trust gives us greater flexibility and financial freedom; a model that is less susceptible than other options to possible future changes to council funding. This means better opportunities to improve services and give residents more input and influence over future decisions.

Now we want to know what you think. We are consulting on the options presented on page 9 of this document, with transferring to a charitable trust our preferred option. No decision has been taken and your views will be vital to help council members make their final decision.

The consultation will run from 12 January to 8 April 2015. You can register your views online at [kent.gov.uk/lraconsultation](http://kent.gov.uk/lraconsultation) or complete the questionnaire at the end of this booklet. If you have any queries, want further information or have alternative suggestions, we want to hear from you.

**Mike Hill, Cabinet Member for Community Services**



# What we currently deliver in Kent

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## Our Mission

We have a statutory duty to provide most of our services. However, our mission is to go beyond this duty. We strive to continually affect people's lives in a positive way and deliver services for every community in Kent, with some specially targeted services to help those who need it most.

### We see our mission as:

- to continue to support local people with our services, throughout their lives
- to adapt, and improve library, registration and archive services in Kent, so that we continue to meet the changing needs of local communities
- to make sure we are as efficient and cost effective as possible
- Using the latest technology to benefit Kent's residents.

This mission will continue to be at the heart of library, registration and archive services, whatever delivery model we choose for the future.

See our mission in action:  
Pages 6 and 7



## Our mission in action:

### In the last financial year:

- you borrowed over 5.6million items
- you used computers for over 600,000 hours
- more than 165,000 of you attended our events
- we delivered more than 5,800 ceremonies
- over 31,000 of you registered a birth or death

## Because of what we do...

...young readers are inspired

**Bookstart:** 40,000 Bookstart packs delivered in the last financial year, helping parents and carers enjoy books with their children from an early age.

**Summer reading challenge:** 14,157 Kent children took part in our 2013 challenge, boosting their confidence and igniting imaginations.

**Workshops and events:** thousands of children attended a workshop or event at Kent libraries in 2013.





## ...families and communities are connected

**Baby Rhyme Time:** 2,804 sessions throughout our libraries in 2013, introducing infants to reading and rhymes, and giving parents a chance to make new friends.

**Supporting reading groups:** 650 reading groups in Kent currently enjoy access to our book collections and a space to meet.

**Ceremonies:** thousands of ceremonies delivered each year, from weddings and civil partnerships, to renewal of vows and welcoming events for new citizens.

## ...vulnerable residents are supported

**Home Library service** 13,034 visits to Home Library customers in the last year. The service is a vital lifeline bringing the library to people who can't leave their home due to ill health, a disability or caring responsibilities.

**Dementia-friendly sessions** in the last financial year more than 500 people living with dementia, and their carers, have benefited from library sessions that use pictures, stories and poetry to stimulate memories and build connections.

## ...new skills and information are at your fingertips

**History and archives:** thousands of historic archival documents relating to Kent and dating back to 699AD at the Kent History and Library Centre, Maidstone as well as collections of local materials at our main town centre libraries.

**Helping you to find work:** 124 new jobseekers have joined our Work Club in the past 12 months, where they can get help with searching for jobs online, creating or updating CVs, application forms and much more.

**Business toolkit:** 3,194 people accessed our free online business services in the last financial year. This year we are putting on 41 workshops and clinics for business start-ups and micro businesses.

## Why we need to change

**As the face of public services continues to change, councils need to find new ways to deliver flexible and more cost effective services.** We have always tried to be on the front foot and in the past six years we've made some important changes, including the introduction of self-service equipment.

The services we provide are richer and more varied than ever before, enhancing the lives of hundreds of thousands of Kent residents each year. These changes have also delivered £6million of savings to Kent County Council.

Whatever option we choose following this consultation, we will need to make savings of around £3.27million over the next three years as part of KCC's medium term financial plan. In addition to this, the needs of communities are changing, particularly as new technology drives people to access information in new ways, and we cannot be sure that the resources we have now will be the same in the future. To maintain the positive impact we have on residents' lives and to continue to improve services, we must change again. We feel that operating as a charitable trust will put library, registration and archive services in the best position to make these savings through innovation, income generation and additional grant funding.

This is an opportunity to enhance the long-term future of our services. Finding the the best way of doing this is not an easy task and we need your help to make the right decision.

### The background to this consultation

As already outlined, the changes made in the last six years have improved our library, registration and archive services. However, there is still a growing gap between demand for these services and resources available.

So, in late 2013, we started a review, looking for a new way to deliver our service that will:

- give us the flexibility to look for other sources of income, rather than just cutting budgets
- give residents more influence over our service and how it is run and delivered.

### The process

We researched different ways to run the service, and talked in-depth with various groups and other councils. All local authorities we approached are looking for new ways to deliver their services and some have already made considerable changes. ***For a list of key findings see appendix A.***

We also started, and continue to progress, positive discussions with the statutory regulators for Registration Services, about the possibility of delivering registration services through a charitable trust.

# Options that we have considered

## A summary of the options considered

- **Keep the service in house:** this means that, as it does now, Kent County Council would continue to run the service.
- **Transfer the service to a charitable trust:** a not-for-profit organisation, the charitable trust would be commissioned by Kent County Council to run the service.
- **Run the service in partnership with a provider:** Kent County Council would form a partnership with another suitable organisation or business to run the service.
- **Outsource the service to a 3rd party:** a suitable organisation or business would take over the running of the service.

*See appendix B for advantages and disadvantages of all options considered.*

## Our preferred option, and why

As a result of the review our preferred option is to create an independent charitable trust which could be contracted to run our Library, Registration and Archive service.

All options could potentially deliver the required financial savings. However, of all the options available, it is our view that a charitable trust is the best option to safeguard the fantastic services we have and build a platform for future improvements. See page 10 for the additional benefits of this approach.



Libraries are more than just books; we offer a range of activities, including arts and crafts for our younger visitors.

## In more detail - a charitable trust

### Our preferred option – overview

Our library, registration and archive services would be managed and delivered by a charitable trust. The trust would be required to meet our current statutory obligations. However, it would be a company in its own right and, as such, would have greater freedom and flexibility to adapt services to best meet the needs of local communities. It could also access additional sources of funding not currently available to the service.

It is envisaged that the move to the trust model would still see the delivery of the full range of library, registration and archive services. The trust may want to review and develop services into the future. However, any significant changes must be agreed by KCC, and following consultation with you, the public.

The delivery of Registration Services by the proposed charitable trust is still under discussion with the statutory regulator for these services. For more information, see page 12.

### Key benefits of this option

- operating outside of Kent County Council, we believe the charitable trust will be more responsive and better able to involve communities in the management and delivery of services
- we believe it will help to ensure that library, registration and archive services are available and accessible to all Kent residents and continue to play a positive role at the heart of local communities
- the charitable trust will be free from certain local authority restrictions, enabling access to alternative sources of funding not available to the council
- the charitable trust will be able to deliver services under contract to other organisations – in Kent and beyond – to generate additional income
- the trust will be able to deliver financial savings to the council, through both the preferential business rates it will enjoy and the greater freedom to generate income helping to protect the services that are most important to our communities





Many of our services, such as Baby Rhyme Time sessions, bring people together in a welcoming and safe environment.

## How will the charitable trust work?

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A board of volunteer trustees will be accountable for the management and oversight of the charitable trust. This will include ensuring that library, registration and archive services are delivered to the highest possible standard with the funding available.

- KCC will continue to fund, and remain accountable for library, registration and archive services
- KCC will retain the statutory obligations, e.g. to provide a free book-lending and information service and deliver statutory registration services
- Once set up, a charitable trust could take a fresh look at how services are delivered.

A board of volunteer trustees will be recruited to manage and oversee the charitable trust. To obtain charitable status the trust must be independent of the county council and work in the interest of the aims of the charity.

This could mean that you could be more involved in decision making and shaping services that the trust delivers.

If the charitable trust wants to make significant changes to services it must secure the approval of Kent County Council and will consult with residents before any final decisions are made.

As explained throughout this document, our proposal is to deliver registration services via a charitable trust alongside library and archive services. The statutory regulator for registration services has acknowledged that this change would represent an innovative way of working.

Under current UK law, registration services must be delivered via a Local Government approved scheme, and because of this, we are working with the statutory regulator to understand what the timeline could be for delivering KCC's registration services under this new model. It may be that moving registration services into a charitable trust will take longer than moving across library and archive services.

KCC's preferred option is to deliver library, registration and archive services through one charitable trust. We strongly



believe that the trust model offers the greatest benefit for these services into the future, and therefore, if necessary, we will consider taking a phased approach to the delivery of this proposal:

- Phase one: Create a charitable trust to deliver library and archive services
- Phase two: Move registration services across to the charitable trust

Whether libraries, registration and archive services move to the charitable trust at the same time or whether we take the phased approach outlined above, our customers will still be able to register births and deaths in our libraries.

As soon as we are in a position to confirm the timescales for the possible delivery of our preferred option, we will publish them on [kent.gov.uk](http://kent.gov.uk).



## In summary

### What we do

We (Kent County Council) currently deliver, and are accountable for library, registration and archive services across Kent.

### Our preferred option and key benefits

Kent's Library, Registration and Archive service would be run by a charitable trust, delivering significant benefits:

- sustainable services for a future that we want you to shape
- greater freedom to adapt and improve services to meet the needs of local communities
- the opportunity to access more funding and explore greater income-generating opportunities
- contribute savings for the council.

Although this document sets out our preferred option at this time, our plans are at a formative stage. Your feedback as part of this consultation, as well as discussions with our staff, partners and stakeholders, will inform our next steps as we develop our plans further.

### How to get involved and have your say

We are consulting on the options presented in this document, with transferring to a charitable trust our preferred option. No decision has been taken yet and your views will be vital to help council members make the final decision.

Please visit [kent.gov.uk/lraconsultation](http://kent.gov.uk/lraconsultation) and complete the online questionnaire. Alternatively, complete the questionnaire on page 17 and return to **Freepost LRA Consultation**.

### What happens next?

This consultation will be open from **12 January to 8 April 2015**. We will then consider all of the feedback and alternative suggestions in full, before a final decision is made in early 2015.



# Appendices

## Appendix A

Key findings from research. After an in-depth review we found that:

- all the 21 local authorities that we approached are looking for new ways to deliver their services in light of financial challenges, and some have already made considerable changes
- compared to other local authorities, looking at per 1,000 population, Kent's LRA service:
  - is low-cost
  - is below average in terms of visits and book issues, although there are good levels of user satisfaction the service has a higher proportion of volunteers, compared to the national average
- the number of ceremonies delivered by registration services is increasing year on year.

For more information please visit:  
**[kent.gov.uk/lraconsultation](http://kent.gov.uk/lraconsultation)**

## Appendix B

Options: advantages and disadvantages

Structural Option	Advantages	Disadvantages
Retain service in house	<ul style="list-style-type: none"> <li>• no set-up costs</li> <li>• guaranteed Kent County Council control</li> </ul>	<ul style="list-style-type: none"> <li>• may not lead to radical transformation</li> <li>• potential for saving/ income generation restricted without significant change to services</li> <li>• higher levels of savings to make as no rates relief available</li> </ul>
Transfer to charitable trust	<ul style="list-style-type: none"> <li>• guarantees community involvement</li> <li>• maximum opportunity to identify new funding streams</li> <li>• most flexible model</li> </ul>	<ul style="list-style-type: none"> <li>• existing models of operation still in their infancy</li> <li>• phased implementation may be required</li> </ul>
Partnership with a provider	<ul style="list-style-type: none"> <li>• ability to tap into partner's expertise to deliver improved service</li> <li>• increased purchasing power, shared systems and intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>• no commercial acumen for providing registration services</li> <li>• any new income or savings would be shared; potential for conflicting approach</li> </ul>
Outsource to 3rd Party	<ul style="list-style-type: none"> <li>• a model proven to reduce costs</li> <li>• increased purchasing power, shared systems and intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>• no proven track record of running large library network equivalent to Kent</li> <li>• no market for providing registration services</li> <li>• risk that cost efficiencies are not fully realised for Kent</li> </ul>



Libraries, registration and archive services touch everyone in Kent, whether you are registering a life event, studying for your exams, or researching your family tree.

Consultation closes 8 April 2015

## Libraries, Registration and Archive Service: Proposed Charitable Trust Consultation Questionnaire

(If you need more space for your answers please include an additional piece of paper with your response).

**1.** Having read Kent County Council's mission for the future of its Libraries, Registration and Archives, which of the following statements best describes your thoughts? (Please tick one box)

- |  |  |
|--|--|
| <input type="checkbox"/> Strongly agree            | <input type="checkbox"/> Disagree          |
| <input type="checkbox"/> Agree                     | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither disagree or agree | <input type="checkbox"/> Don't know        |

**2.** If there are any other services you would like to suggest or anything you would like to see the Libraries, Registration and Archive service deliver that it doesn't at present please tell us here:

**3.** Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts? (Please tick one box)

- |  |  |
|--|--|
| <input type="checkbox"/> Strongly agree            | <input type="checkbox"/> Disagree          |
| <input type="checkbox"/> Agree                     | <input type="checkbox"/> Strongly disagree |
| <input type="checkbox"/> Neither disagree or agree | <input type="checkbox"/> Don't know        |

Please let us know the reasons for your choice in the box below:

**4.** Which of the following statements best describes the impact you feel the proposed charitable trust model will have on you/your organisation: (please tick one box)

- The proposed changes will not affect me/my organisation
- The proposed changes will have some impact on me/my organisation
- The proposed changes will have a significant impact on me/my organisation
- I don't know

Consultation closes 8 April 2015

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact on you/ your organisation, whether positive or negative, or you have any other comments you wish to make, please provide details below:

5. If you have any alternative ideas of how we should deliver the Library, Registration and Archive service or if you consider any of the other options to be preferable, please tell us here:

6. When did you last use the Library, Registration and Archive service?

- |   |  |
|---|--|
| <input type="checkbox"/> In the last month      | <input type="checkbox"/> Between 7 and 12 months |
| <input type="checkbox"/> Between 2 and 6 months | <input type="checkbox"/> More than 12 months     |

If you have not visited the service in the last 12 months, please tell us why:

7. We have completed an Equality Impact Assessment and we welcome your views on the assumptions we have made. To view the document, go to [kent.gov.uk/lraconsultation](http://kent.gov.uk/lraconsultation). Please write your comments here:





Consultation closes 8 April 2015

8. Are you completing this questionnaire as a private individual or as a member of a group/organisation? (Please tick)

Individual     Group/organisation

If you have selected 'Individual' for question 8, please go on to question 10

### 9. If group/organisation

Which of the following best describes your role (please tick):

- Public sector partner  
 Business organisation  
 Voluntary, community or faith sector  
 Service provider  
 Other (please specify in the box below):

If you answered 'Individual' to **Question 8**, we would be grateful if you could complete the 'About you' questions on the following page.

## About you...

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We won't share the information you give us with anyone else. We'll use it only to help us make decisions, and improve our services.

If you would rather not answer any of these questions, you don't have to.

**Q10** Are you...?    Male     Female     I prefer not to say

**Q11.** How old are you?

**Q12.** What is your postcode? (We only use this for geographical mapping)

**Q13.** To which of these ethnic groups do you feel you belong?  
 (Source: 2011 census)

White	Mixed	Asian or Asian British	Black or Black British
British <input type="checkbox"/>	White & Black Caribbean <input type="checkbox"/>	Indian <input type="checkbox"/>	Caribbean <input type="checkbox"/>
Irish <input type="checkbox"/>	White & Black African <input type="checkbox"/>	Pakistani <input type="checkbox"/>	African <input type="checkbox"/>
Gypsy/Roma <input type="checkbox"/>	White & Asian <input type="checkbox"/>	Bangladeshi <input type="checkbox"/>	Other* <input type="checkbox"/>
Irish Traveller <input type="checkbox"/>	Other* <input type="checkbox"/>	Other* <input type="checkbox"/>	I prefer not to say <input type="checkbox"/>
Other * <input type="checkbox"/>	Arab <input type="checkbox"/>	Chinese <input type="checkbox"/>	<input type="checkbox"/>

\*Other ethnic group - if your ethnic group is not specified in the list, please describe it here:

Consultation closes 8 April 2015

The Equality Act 2010 describes a person as disabled if they have a longstanding physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example), are considered to be disabled from the point that they are diagnosed.

**Q14.** Do you consider yourself to be disabled as set out in the Equality Act 2010?

Yes  No  I prefer not to say

**Q15.** If you answered Yes to Q14, please tell us which type of impairment applies to you. You may have more than one type of impairment, so please select all the impairments that apply to you. If none of these applies to you, please select other, and write in the type of impairment you have.

- Physical impairment       Mental health condition  
 Sensory impairment (hearing, sight or both)       Learning disability  
 Long standing illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy  
 Other, please specify:       I prefer not to say



**Q16.** Do you regard yourself as belonging to any particular religion or belief?

Yes  No  I prefer not to say

**Q17.** If you answered Yes to Q16, which of the following applies to you?

- Christian       Hindu       Muslim       Buddhist  
 Jewish       Sikh       Any other religion, please specify:

### Thank you for taking the time to give us your views

Kent County Council (KCC) collects and processes personal information in order to provide a range of public services. KCC respects the privacy of individuals and endeavours to ensure personal information is collected fairly, lawfully, and in compliance with the Data Protection Act 1998.

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Telephone \_\_\_\_\_

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**TONBRIDGE & MALLING BOROUGH COUNCIL  
COMMUNITIES and HEALTH ADVISORY BOARD**

**03 March 2015**

**Report of the Chief Executive**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)**

**1 KEY VOLUNTARY SECTOR BODIES – GRANT SUPPORT**

**To review the work of those key voluntary sector bodies who receive grant support from the Borough Council at the end of the three year service level agreement and determine arrangements for the future.**

**1.1 Background**

1.1.1 In March 2012, the former Communities Advisory Board agreed revised, three year service level agreements with the following key voluntary sector bodies:

Tonbridge and Malling CAB  
Voluntary Action within Kent  
Voluntary Action Maidstone  
Age UK Sevenoaks and Tonbridge  
Age Concern Malling  
Maidstone and West Kent Mediation Services

1.1.2 The third and final year of those service level agreements is now nearing completion. Each of the above organisations has been asked to provide a brief written review of their activity over the past year (Appendix 1). All of the reports submitted have demonstrated good progress against objectives set out in the service level agreements.

**1.2 Requirements of the Service Level Agreements**

1.2.1 The services offered by each of the organisations listed above should be well known to the Board. The following, however, is a summary of any specific requirements of each service level agreement which will assist the board in reviewing progress.

**Advice Services:** The key role of the Tonbridge and Malling CAB is to provide advice services on a range of specialist topics. The CAB is located at River Walk in Tonbridge and advice services are available via walk in appointments, by telephone or via on line services. Home visits can also be arranged. In order that

the CAB offers effective services to the whole of the Borough, their service level agreement requires the CAB to provide outreach services in the Malling area. The Tonbridge and Malling CAB is also encouraged to work with Bureaux in adjoining areas to provide mutual assistance and reduce operating costs. Annual grant support from the Council is £111,000.

**Volunteering Services:** Voluntary Action Within Kent (VAWK) provide support for volunteers looking for placements and for organisations needing volunteer assistance focussed in the Tonbridge area. Voluntary Action Maidstone (VAM) provides similar services for the Malling area. Both organisations provide a volunteer driving scheme for medical appointments etc. Each organisation receives an annual grant of £5,000.

**Older People's Services:** Age UK Sevenoaks & Tonbridge offer a range of services to support the elderly including transport services, health and day care and information services. The organisation is affiliated to Age UK as part of a national network. Age Concern Malling provides a similar range of services for Malling but has chosen not to be affiliated to Age UK. Each organisation receives an annual grant of £10,000.

**Mediation Services:** West Kent Mediation provides services in the Tonbridge area whilst Maidstone Mediation covers the Malling area. A range of mediation services are provided including neighbour and family disputes, made either by self-referral or via referrals from partner agencies. They are a key partner in the Community Safety Partnership. A single grant of £6,000 is given which is shared equally between the two organisations.

### 1.3 Legal Implications

- 1.3.1 Addressed via adopted service level agreements (Annex 2-7). Whilst we have previously entered into 3 year agreements, it is proposed that a one year agreement for each organisation is offered for 2015/16 to enable a further annual review to be undertaken following the adoption by the Council of a new corporate strategy later in 2015.
- 1.3.2 There is also a potential merger of the Tonbridge and Malling CAB with Sevenoaks and Swanley and Gravesham CABx. Should the merger then take place, we will have the opportunity to develop a revised service level agreement with the new organisation to operate from 2016/17.

### 1.4 Financial and Value for Money Considerations

- 1.4.1 Sufficient budgetary provision has been made in the estimates for 2015/16 to provide grant assistance as recommended below. To ensure value for money, where applicable, all voluntary sector bodies supported via a grant will also be expected to assist, where appropriate, with the Council's work on both the welfare reform and the health improvement agendas.

**1.5 Risk Assessment**

1.5.1 N/A

**1.6 Equality Impact Assessment**

1.6.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

**1.7 Recommendations**

1.7.1 That one year Service Level Agreements as set out at Appendices 2 – 7 of this report **BE APPROVED**;

1.7.2 That the following grants **BE CONFIRMED** for 2015/16:

- Tonbridge and Malling CAB - £111,000
- Voluntary Action within Kent - £5,000
- Voluntary Action Maidstone - £5,000
- Age UK Sevenoaks and Tonbridge - £10,000
- Age Concern Malling - £10,000
- Maidstone and West Kent Mediation Services - £6,000

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Gill Fox

Nil

Julie Beilby  
Chief Executive

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## Key Voluntary Sector Bodies – Annual Update Summary

### **Tonbridge and Malling CAB** (Achievements in the 10 months to 31 January 2015).

In the 10 months to 31 January 2015, Tonbridge & Malling CAB (TMCAB) assisted 1,766 clients with over 3,700 problems, which is an average of two problems per client. Many people come to the CAB with multiple problems, which are often inter-linked. For instance, someone may initially seek our assistance because he/she has lost their job, and in turn need our assistance to apply for Jobseeker benefits, deal with their debts which have become unmanageable and address their housing needs.

TMCAB has continued to provide a telephone service for Dartford CAB and Sevenoaks & Swanley CAB. The income received from these bureaux has enabled TMCAB to operate a five day telephone service which has been an enormous benefit in making our service more accessible for our local community through the week.

Through our extensive telephone service and our range of outreach services across the Borough, we are now reaching more people beyond Tonbridge Town. 55% of all our TMBC area clients now come from non-Tonbridge town locations.

In the last year to date, our top issues within the Bureau are:

Benefits 23%  
Debt 17%  
Relationships and family 14%  
Employment 13%  
Housing 12%

### **Advice Together**

One of the major successes of TMCAB in the past year has been the Advice Together partnership between local advice providers established through Big Lottery funding across the North and West Kent area. TMCAB acts as one of the lead parties alongside its bureaux partners in the region. The main feature of the Advice Together partnership is the referral service which interconnects all advice partners so that they can easily and securely refer clients to each other's service. The most vulnerable and those in multiple need will therefore receive rapid and targeted help without needing to find the service for themselves. Over 500 clients have benefited from this service over the last year. Another feature of Advice Together has been the quarterly forums that offer opportunities to share best practice, learn about each other's services and to identify new funding opportunities to help groups of clients in need.

### **More complex problems**

Citizens Advice, the national organisation, has found that many more people are accessing the online Advice guide information source to research or resolve their problems. People who call us on the telephone can be similarly helped through guiding the clients to find the information on this online advice source or the

information can be emailed or posted to them. However, those that have a very complex set of issues and/or unable to access the internet or telephone through vulnerability or financial constraint still need our face to face service. This changing activity toward self-help or lightly-supported help for the majority has meant that our advisers and supervisors are faced with increasingly complicated cases with multiple issues often with a more vulnerable client. The sessions can be more time-consuming than in the past and the level of support for the person can be higher with a number of follow up appointments. In the past, those on low income could access specialist help for their problems with Government-funded Legal Help. Such specialist help is now only available in very limited circumstances and the CAB is often the only source of free help for people facing eviction, welfare benefits problems or employment difficulties.

The way that the CAB supports its volunteer advisers has had to change to cope with these increasing numbers of complex cases. TMCAB has therefore assigned specialist supervisors in the fields of debt, benefits and employment to support its volunteers and to ensure that the quality of the Bureau's advice is still maintained despite the more complex environment.

### **Quality of our advice**

We are very pleased to report that despite the increased complexity of cases and the continuing high volume of enquiries, our bureau was awarded a 100% quality of advice in our audit this year. This is a testament to the very high quality of training of our volunteers, the excellence of our quality control and specialist support functions and the willing way that our volunteer advisers adapt and respond to changing circumstances. No other bureau in the country has achieved such a high grade.

### **Evolving access channels**

Increasingly, our clients are accessing our service using mobile devices or computers as they seek advice while on the move, perhaps in their lunch-hour at work. TMCAB is part of a pilot programme run by the national Citizens Advice organisation to give advice by webchat and email. We hope that by offering additional access channels, we can assist more people in a cost-effective manner while preserving our more traditional services for those who need them.

### **Voluntary Action Within Kent**

Tonbridge Volunteer Centre- Jan to Dec 2014

- 229 volunteer enquiries
- 181 (79%) volunteers registered for volunteering
- 164 volunteering opportunities registered by 82 organisations across TMBC area
- VAWK facilitates the West Kent Volunteer Co-ordinators Forum- 103 members representing 77 organisations. 4 meetings per year- covered topics including recruiting volunteers with criminal records, managing conflict, youth volunteering and volunteer recognition



- Volunteering team carried out 20 Good Practice Visits with new and existing organisations based or operating in TMBC area, delivered short talks to 5 Pathways to Employment course groups (39 attendees in total), and had stands at Student Volunteer Week and Fresher's Fair at K College, West Kent Skillfest and Trench Community Event
- We have 31 volunteer drivers in our Dial 2 Drive community transport scheme who have delivered (year to date) 2896 drives for 312 clients in TMBC area.
- Youth Volunteering – we have 8 young volunteers supporting the BOB café which has totalled approximately 90 hours of voluntary service. Also we have 25 young volunteers as active members of Safe Committees that are based within various schools in the Borough each giving up at least an hour of their time each week.

### **Voluntary Action Maidstone**

The Volunteer Centre's aim is to enable anybody and everybody to improve their communities through volunteering. We do this primarily in the following ways:

Connecting local people to opportunities in their area:

Since April 2014 we have helped connect 82 people from the Tonbridge and Malling area with volunteer involving organisations. This represents almost 1/5 of the total number of individuals that we have connected to organisations so far this year. A good return on the £5,000 TMBC grant which represents 10% of our income. Our statistics show that predominantly we connect these individuals with organisations that aim at reducing the isolation of others (elderly, young people or disabled) through befriending roles and increase organisational effectiveness through administrative roles.

The time that individuals give to local organisations obviously benefits volunteer involving organisations, of the 54 organisations we asked 100% agreed that the volunteers we referred made a difference to their work. However, it should be noted that volunteering also benefits the volunteers themselves. Our research shows that volunteering increases or significantly increases people's happiness, self-esteem, skills set and employability (particularly important when over a third of those who wish to volunteer are unemployed).

Helping local organisations develop worthwhile and interesting roles:

We currently support 34 organisations and 41 opportunities in the Tonbridge and Malling area representing 17% of the total number of organisations that we support. Of these organisations and opportunities we have registered 3 new organisations this year and helped develop 7 new opportunities 15% of the total of new opportunities. As local specialists in volunteering we do not act solely as brokers but also as advisors to organisations looking to involve volunteers. We inform, advise and guide organisations so that they are fully prepared to involve volunteers successfully with 78% of organisations telling us that this service made a difference to the service they offer.

## **Age UK Sevenoaks and Tonbridge**

Over the last year we have continued to provide Information & Advice (I&A) services to people living in the Tonbridge area, offering office-based interviews, telephone support, home visits and support to apply for benefits (including Attendance Allowance, Disability Living Allowance, Housing Benefit, Council Tax Reduction and Blue Badge applications).

In 2014 we carried out over 140 home visits in Tonbridge and supported 47 people to apply for Attendance Allowance.

We have enhanced the services in Tonbridge to include the Support At Home service, the Independent Living Support service, counselling and a local Lunch Club.

We are currently making improvements to the Age UK office facilities in Tonbridge to enable us to extend the opening hours and to provide a private interview room to enable us to further enhance services.

## **Age Concern Malling (Transport Services 2014/15)**

Day Care services are offered at Rotary House (specialist Dementia Day Care 5 days a week), West Malling, Leybourne, East Malling, Borough Green and Walderslade. The Day Care service offers clients the opportunity to socialise, make friends and engage in numerous activities including seated exercise classes, quizzes and entertainment. Foot care, hairdressing and bathing services are available at Rotary House.

At Age Concern we have 6 mini buses and 1 Kangoo which can accommodate 1 wheelchair and two additional passengers. The transport is used to convey clients to Day Centres, outings, holidays, assisted shopping trips and Medical Appointments.

In 2014/15 Age Concern Malling will have made 9,408 return transportations equating to 196 individual transportations per week.

Client Benefits and Outcomes:

Many of the clients utilising Age Concern Services would not be able to attend without assisted transport. As such transport is an essential component of service provision. The transport service is a life line in reducing isolation and maintaining independent living. The Age Concern Services aim to reduce emergency admissions to hospital and delay the need for residential care provision. The majority of the transport trips include escorts to ensure the safety and well-being of the clients, many of whom require assistance in moving from their accommodation to the transport. The Transport is not only moving an individual from point A to B, it is the experience itself, being in the company of others and enjoying the journey and the surroundings. Such journeys stimulate conversation and reminisces.

For the relatives and carers of our clients, utilising the services at Age Concern Malling, the services give vital respite from caring duties and the opportunity of personal time.

### Transport Costs:

The motor vehicle expenses in 2013/14 were £63,286 some of which is offset by client fees and of course the contribution from Tonbridge and Malling Borough Council. The difference is incorporated in the overhead of the organisation through voluntary contribution. Further funding will need to be sought to maintain the service.

### **Maidstone and West Kent Mediation Services**

Maidstone Mediation and West Kent Mediation are registered charities and voluntary organisations. Both have a long tradition of delivering high quality services. Maidstone Mediation was established 1989 and West Kent in 1996.

Both Services have always worked co-operatively with one another and delivered services across Tonbridge and Malling. ( Maidstone Mediation covering the north of the Borough and West Kent Mediation covering the south.)

The Mediation services have a small core of paid staff and a large cohort of highly trained and supervised volunteers. All volunteers are DBS checked and adhere to Policies and Procedures in line with the Legal Services Commission Quality Mark.

#### Services Provided in Tonbridge and Malling are:-

- Mediation for neighbourhood disputes
- Parent and teenager mediation
- Mediation / restorative practice in schools
- Peer mediation training in schools

#### Definition of terms

- **Mediation** is the intervention of a neutral third party ( mediator) to help clear up misunderstandings and miscommunications, identify problems and facilitate parties reaching agreement on the way forwards
- **Restorative practice** is mediation focussed on issues thrown up when one party causes harm to another e.g. By committing a crime

#### Conflict

The mediation services are experts in both analysing and resolving conflicts . They clear up misunderstandings , misperceptions and miscommunications . They balance out power differences. They help people focus on the issues. They use restorative techniques to heal hurts. They help people to future focus. They help people view issues as shared problems which can be worked on together.

Mediators invest time into visiting people in their homes and listening to their situation. Mediators work hard to help everyone to understand each other's point of view, including feelings and needs. Agreements are reached based upon what the parties think is fair and reasonable. This means that the parties own the agreements

and because the issues are looked at in a shared problem solving way, rather than adversarially, there are no winners or losers, so no-one loses face.

Mediation is particularly beneficial when people need to be able to continue to co-exist e.g. Neighbours, family members, work colleagues, school colleagues/ fellow pupils. It is also very powerful when there is a need for an injustice to be acknowledged and reparation made e.g. Criminal justice, e.g. verbal abuse, bullying, hate crime e.g. When there has been a betrayal in a relationship.

#### Figures for 2014-15 ( January to January)

- 134 households with neighbour disputes
- 8 Restorative conferences in Schools
- 225 children receiving peer mediation training
- 800 children using peer mediators
- 16 families accessing parent/ teen mediation

#### Benefits of Mediation

**1. Community Safety** – Mediation reduces conflict and prevents an escalation to violence or crime. Through mediation in schools, young people are enabled to stay engaged with education and not be on the streets.

**2. Quality of life** – Most ASB reports are neighbourhood disputes. Through mediation there is a reduction in ASB and the misery that it causes.

**3. Saving money-** Mediation saves Council officer time, Police officer time, Community safety officer time, Housing officer time and any costs relating to court cases.

**4. Improving community cohesion** – Mediation helps people to work together to solve problems for mutual benefit.

**5. Prevention of Homelessness-** Through mediation between parents and teenagers, young people are prevented from being homeless. ( A report by the Youth Offending Team highlighted homelessness as a direct contributor to offending behaviour)

**6. An army of peacemakers** - Over the years the mediation services have trained hundreds of volunteer mediators.

**SERVICE LEVEL AGREEMENT BETWEEN CITIZENS ADVICE in NORTH & WEST KENT (TONBRIDGE & MALLING CAB) AND TONBRIDGE & MALLING BOROUGH COUNCIL 2015-2016**

**PART A  
CONDITIONS**

**Term:** The term of this agreement shall be for 1 year from 1st April 2015 to 31st March 2016.

**Parties:** This is an agreement between Citizens Advice in North & West Kent: Tonbridge & Malling CAB (TMCAB) and Tonbridge & Malling Borough Council (T&MBC). In carrying out this agreement TMCAB is acting in its own right as an independent and impartial agency and not as an agent of Tonbridge & Malling Borough Council.

**Authorised Representatives:** Nominated Officers of T&MBC and the TMCAB Board of Trustees.

**Object of the Agreement:** In pursuit of the Council's overall aims and priorities T&MBC will grant aid the services of TMCAB for the purpose of providing an all-embracing advice service to the Borough of Tonbridge and Malling, to a defined level of quality operating within the aims, principles and policies of Citizens Advice (CitA) formerly known as NACAB (National Association of Citizens Advice Bureaux) and within the requirements of the CitA Membership Scheme.

**Information:** TMCAB shall maintain proper records of those items specified in parts B and C of this Agreement. TMCAB shall provide such other information at such intervals as T&MBC shall reasonably require, subject to those requirements not being in breach of clients' confidentiality.

**Staffing:** Voluntary and paid staff will be recruited, selected and deployed by the Bureau with full regard to the selection criteria and equal opportunities policies of CitA.

**Quality of Service:** The CitA Membership Review Scheme will be used to monitor the quality of TMCAB's service throughout the period of its membership.

**Insurance:** TMCAB shall as a minimum maintain the following insurances to cover such liabilities as may arise in the performance of this agreement and shall provide evidence of cover as required by T&MBC:-

Public Liability – Limit of Indemnity £5,000,000 in any one claim

Professional Indemnity – Limit of £1,000,000 in any one claim

The CAB may also wish to indemnify itself against other identified risks.

Confidentiality: T&MBC acknowledges the right of TMCAB to maintain confidentiality at all times in respect of clients' information.

**Arbitration:** Any dispute, difference or question between the parties to this agreement with respect to any matter arising out of or relating to it which cannot be resolved by negotiation within 28 days shall be referred at the request of both parties to Arbitration under the provisions of the Arbitration Act 1996. The Arbitrator shall be appointed by agreement between both parties or, in default of agreement, shall be a person nominated by the President of the Institute of Arbitrators. Any award or decision of such arbitrator shall be final and binding on the parties hereto.

**PART B**  
**SERVICE OBJECTIVES AND SPECIFICATIONS**

**Service Provider's Obligations:** TMCAB agrees to provide the services specified in this section of the Agreement.

**Aim of the Service:** The aims of the CAB service to which TMCAB adhere is:

To ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities or of the services available, or through an inability to express their needs effectively.

To exercise responsible influence on the development of social policies and services both locally and nationally.

**Service Provision:** TMCAB will provide free, confidential, impartial and independent advice to meet the above aims and ensure that it is accessible to all sections of the local community of the Borough of Tonbridge and Malling.

Where applicable TMCAB will assist the Council's work regarding the welfare reform and the health improvement agendas.

**Accessibility:** Except for Bank Holidays, TMCAB will normally be available for public enquiries by telephone on 01732 440488, from where appointments can be made at the Tonbridge Bureau and at outreach locations. A drop-in service is also provided at Tonbridge Bureau.

Outreach services, which rely to some extent on independent funding and additional funding from T&MBC, are provided at a number of locations in the north end of the Borough including Aylesford, Borough Green, Larkfield, Kings Hill and Snodland.

The TMCAB CEO will be responsible to the Board of Trustees for ensuring that the Bureau is properly and adequately staffed at all times.

**Home visits:** Using the CitA information system, TMCAB will, wherever possible, make home visits to clients who are unable to either visit the Bureau in person or receive a service by telephone which fully meets their requirements.

**Advice Provision:** An accurate and up to date information service of a high standard shall be provided to the people of Tonbridge & Malling by trained CAB advisers on the whole range of subjects contained in the CitA information system.

The advice and information service will include: -  
Assessing clients' problems.

Researching information on behalf of clients using outside resources as and when necessary.

Discussing with and advising clients on options open to them.

Discussing the possible consequences of these options.

Assisting with the understanding and completion of forms and other documents.

Negotiating with third parties.

Providing, where possible, a specialist comprehensive service to clients with multiple debt problems.

Preparation of appeals for clients going to the County Court or at Employment Tribunals and Welfare Benefits Appeals where appropriate.

**Quality of Advice:** Management support in the form of consultation with a supervisor will be available at all times to generalist volunteer advisers and specialists during public opening hours. In exceptional circumstances, an experienced adviser may provide this support.

Advisers will be fully trained, receiving both basic and intermediate levels of training. They will have access to support, supervision and a comprehensive information system.

To ensure that advice given to the public is continuously in line with current law, advisers may be required to undertake additional training.

Advice must accord with the requirements established under the Advice Quality Standard.

**Users of TMCAB:** The services shall be available to all who need assistance, irrespective of disability, age, race, gender, sexual orientation or religious belief.

Usage of TMCAB shall be monitored in accordance with the requirements of the CitA Membership Scheme.

TMCAB will carry out a client satisfaction survey using methods approved by T&MBC's nominated officer, during the period of this agreement, the result of which will be passed to T&MBC's nominated officer as soon as they are available.

Copies of leaflets and posters about the complaints procedure will be on display and accessible to all users of the Bureau.

**Quality Assurance:** Responsibility for the management of TMCAB shall be vested in the Board of Trustees of which the membership and operation is by its Articles of Association as approved by the Charities Commission and CitA.

The Board of Trustees shall meet not less than four times each year and at each meeting the CEO of TMCAB shall present a report on the Bureau's activities.

All staff, both paid and voluntary, shall be required to attend necessary training courses and be competent to a standard acceptable to the Board of Trustees and compatible with the aims, principles and policies of the CitA and with the membership scheme requirements.

The CEO shall be responsible for assessing the performance of all staff and monitoring and maintaining the quality of service.

The Chair of the Board of Trustees shall be responsible for supporting and supervising the CEO.

TMCAB aims to evolve its access channels to reach as many people as possible as finances permit. This may include face to face delivery at multiple locations across the Borough, a telephone service, webchat, email, etc.

**PART C  
FINANCIAL ARRANGEMENTS**

**Funding:** For the year 2015/16, the Council shall pay a grant totalling £111,000 by direct transfer into the TMCAB bank account.

In order to take advantage of economies of scale, TMCAB will co-operate with other neighbouring Bureaux as opportunities arise.

TMCAB will, for a fee, provide training and other services for other Bureaux in order to assist with the running costs of the Bureau.

**Monitoring:** The Board of Trustees of Citizens Advice North & West Kent shall monitor all the bureau's financial dealings and ensure that grant funding from T&MBC is spent within the Borough of Tonbridge & Malling.

The Board of Trustees shall monitor and evaluate the services provided by the TMCAB in accordance with procedures and directives set out in the CitA Membership Scheme.

Copies of the Citizens Advice North & West Kent CEO's report as presented to the Board of Trustees and copies of the quarterly statistics return to CitA shall be sent to the T&MBC nominated officer as soon as possible after they are prepared.

The Board of Trustees shall submit within one month of the AGM a copy of the previous year's audited accounts to T&MBC's Director of Finance, showing in detail how the grant has been used and a review of the Bureau's activities by way of an annual report.

**Review:** This agreement shall be reviewed at the end of the term. The review shall cover all aspects of the working of this agreement and shall be conducted between the Chairman and Treasurer of the Board of Trustees, the CEO of TMCAB and a nominated officer from T&MBC.

**Variation Clause:** The terms of this agreement may only be varied by agreement in writing by the authorised representatives of T&MBC and TMCAB.

**Termination:** Either party to this agreement may terminate it upon giving not less than 6 months' notice in writing to the other party. In the event of termination of the agreement by T&MBC, the Council shall not be responsible for any payments due to any creditor of the TMCAB.

**SIGNED:**

..... Tonbridge & Malling Borough Council	..... Citizens Advice North & West Kent: Tonbridge & Malling Citizens Advice Bureau
--	--

DATE: .....	DATE: .....
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**SERVICE LEVEL AGREEMENT BETWEEN VOLUNTARY ACTION WITHIN  
KENT AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE  
PROVISION OF VOLUNTEER SERVICES FOR THE TONBRIDGE AND  
HILDENBOROUGH AREA**

**PART A**

**CONDITIONS**

1. **Term:** The term of this agreement shall be for 1 year from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.
2. **Parties:** This is an agreement between Voluntary Action Within Kent (VAWK) and Tonbridge & Malling Borough Council (T&MBC). In carrying out this agreement, Voluntary Action Within Kent is acting in its own right as an independent and impartial agency and not as an agent of Tonbridge & Malling Borough Council.
3. **Authorised Representatives:** Nominated Officers of T&MBC and the Voluntary Action Within Kent managers and its Board of Trustees.
4. **Object of the Agreement:** In pursuit of the Council's overall aims and priorities T&MBC will grant aid the services of Voluntary Action Within Kent for the purpose of providing a volunteer recruitment service, to a defined level of quality operating within the aims, principles and policies of Volunteering England (VE).
5. **Information:** Voluntary Action Within Kent shall maintain proper records of those items specified in parts B and C of this Agreement. Voluntary Action Within Kent shall provide such other information at such intervals as T&MBC shall reasonably require, subject to those requirements not being in breach of client's confidentiality.
6. **Staffing:** Voluntary and paid staff will be recruited, selected and deployed by the Voluntary Action Within Kent with full regard to the selection criteria and equal opportunities policies of VE.
7. **Quality of Service:** The VE Quality Accreditation Scheme will be used to monitor the quality of Voluntary Action Within Kent's service throughout the period of its membership.
8. **Insurance:** Voluntary Action Within Kent shall as a minimum maintain the following insurances to cover such liabilities as may arise in the performance of this agreement and shall provide evidence of cover as required by T&MBC:-

Public Liability – Limit of Indemnity £5,000,000 in any one claim  
Employers liability insurance in the sum of £10,000,000.

9. **Confidentiality:** T&MBC acknowledges the right of Voluntary Action Within Kent to maintain confidentiality at all times in respect of client information.
10. **Arbitration:** Any dispute, difference or question between the parties to this agreement with respect to any matter arising out of, or relating to it, which cannot be resolved by negotiation within 28 days shall be referred at the request of both parties to Arbitration under the provisions of the Arbitration Act 1996. The Arbitrator shall be appointed by agreement between both parties or, in default of agreement, shall be a person nominated by the President of the Institute of Arbitrators. Any award or decision of such arbitrator shall be final and binding on the parties hereto.

## **PART B**

### **SERVICE OBJECTIVES AND SPECIFICATIONS**

#### **1. Service Provider's Obligations:**

Voluntary Action Within Kent agrees to provide the services specified in this section of the Agreement.

- To promote participation in regular volunteering
- To provide a volunteer driver scheme for the area covered by this Agreement
- To give attention to promoting volunteering within priority wards of the Tonbridge and Hildenborough area, including Trench ward.

#### **2. Aim of the Service:**

The aim of the Voluntary Action Within Kent is:

2.1. To provide volunteer services in Tonbridge and Hildenborough area following the six core functions of volunteering infrastructure as set out by Volunteering England:

- Brokerage – matching groups and individuals with appropriate volunteering opportunities
- Marketing Volunteering – promoting and encouraging local interest in volunteering and community activity
- Good Practice Development – promoting good practice in working with volunteers to all volunteering organisations
- Developing Opportunities – working in partnership with statutory, voluntary and private sector organisations, community and specialist groups to develop local volunteering opportunities.
- Policy response and campaigning – identifying strategic proposals and legislation that impacts on volunteering. Participating in Campaigns and representing the voice of volunteers at a strategic level
- Strategic development of volunteering – providing expert input to strategic thinking and planning locally, regionally and nationally

- 3. Service Provision:**
- Voluntary Action Within Kent will provide free, confidential, impartial and independent advice to meet the above aims and ensure that it is accessible to all sections of the local community.
  - Voluntary Action Within Kent will provide a volunteer driver scheme for the Tonbridge and Hildenborough area and will liaise with other providers of such schemes operating in other parts of the Borough to ensure consistency of service.
  - Where applicable Voluntary Action Within Kent will assist the Council's work regarding the welfare reform and the health improvement agendas.
- 4. Accessibility:**  
 Except for Bank Holidays, Voluntary Action Within Kent will normally be available for public enquiries no less than 15 hours per week.  
 Monday - Friday 10.00am – 1.00pm  
 In addition, clients may be advised by e-mail or telephone.
- 5. Hours of Work:**  
 The Voluntary Action Within Kent Managers will be responsible to the Board of Trustees for ensuring that the its services are properly and adequately staffed at all times.
- 6. Core Service Provision:**  
 The service will include: -
- Recruiting volunteers who reflect the demographic makeup of the district, and including volunteers who have experienced need for support from voluntary or statutory services.
  - Matching volunteers to opportunities within volunteer involving organisations
  - Providing support for individual volunteers, particularly those facing barriers to volunteering e.g. through age, disability, culture, income etc.
  - Promoting, stimulating and encouraging local interest in volunteering and community activity
  - Promoting good practice within organisations involving volunteers by providing support and information.
  - Working in partnership with statutory, voluntary and private sector agencies including specialist groups to develop local volunteering opportunities
  - Attending regular outreach events and venues within the area covered by this agreement to promote services
  - Liaising with local organisations, including parish councils and other voluntary groups to promote services
  - Providing information through the Voluntary Action Within Kent website and on the do-it website
  - Participating in local, regional and national campaigns, either individually or in partnership with other providers

- Providing input into strategic development of volunteering locally, regionally and nationally
  - Carrying out CRB checks on all volunteers, working in Voluntary Action Within Kent schemes, who work with vulnerable adults
  - Acting as an umbrella body for CRB checks for all Voluntary Organisations
- 8. Quality of Service:**  
Voluntary Action Within Kent will participate in Volunteer Centre Quality Accreditation by Volunteering England
- 9. Users of Voluntary Action Within Kent:**  
Voluntary Action Within Kent recognises that everyone has a contribution to make to our society and a right to equal treatment. No job applicant, staff member, volunteer or organisation/individual to whom we provide services will be discriminated on the grounds of: age, class, employment status, physical or mental disability or mental ill-health, political belief, race, colour, nationality, ethnic or national origin, religion, sex, marital status or caring responsibilities, sexuality or unrelated criminal conviction.
- 10. Quality Assurance:**
- Responsibility for the management of Voluntary Action Within Kent shall be vested in the Board of Trustees of which the membership and operation is by its Constitution as approved by the Charities Commission.
  - The Managers shall be responsible for assessing the performance of all staff and volunteers and monitoring and maintaining the quality of service.
  - The chair of the Board of Trustees shall be responsible for supporting and supervising the Manager.

## **PART C**

### **FINANCIAL ARRANGEMENTS**

- 1. Funding:**  
For 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016, T&MBC will provide grant aid of £5,000 to Voluntary Action Within Kent.
- 2. Monitoring:**  
The Board of Trustees of Voluntary Action Within Kent shall monitor all the Volunteer Centre's financial dealings.

The Board of Trustees shall monitor and evaluate the services provided by the Volunteer Centre.

The Board of Trustees shall submit within one month of the Voluntary Action Within Kent's AGM a copy of the previous years audited accounts to T&MBC's Director of Finance, showing in detail how the grant has been used and a review of the Voluntary Action Within Kent 's activities as covered by this agreement by way of an annual report.

3. **Review:** This agreement shall be reviewed at the end of the 1 year term. The review shall cover all aspects of the working of this agreement and shall be conducted between the chairman and treasurer of the Board of Trustees, the Managers of Voluntary Action Within Kent and a nominated officer from T&MBC.
4. **Variation Clause:** The terms of this agreement may only be varied by agreement in writing by the authorised representatives of T&MBC and Voluntary Action Within Kent.
5. **Termination:** Either party to this agreement may terminate it upon giving not less than 6 months' notice in writing to the other party. In the event of termination of the agreement by T&MBC, the Council shall not be responsible for any payments due to any creditor of Voluntary Action Within Kent.

**SIGNED:**

.....  
**Tonbridge & Malling Borough Council**

.....  
**Voluntary Action Within Kent**

**DATE:** .....

**DATE:** .....

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**SERVICE LEVEL AGREEMENT BETWEEN VOLUNTARY ACTION MAIDSTONE AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE PROVISION OF VOLUNTEER SERVICES FOR BOROUGH EXCLUDING THE TONBRIDGE, HADLOW AND HILDENBOROUGH AREA**

**PART A**  
**CONDITIONS**

1. **Term:** The term of this agreement shall be for 1 year from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016.
2. **Parties:** This is an agreement between Voluntary Action Maidstone (VAM) and Tonbridge & Malling Borough Council (T&MBC). In carrying out this agreement, Voluntary Action Maidstone is acting in its own right as an independent and impartial agency and not as an agent of Tonbridge & Malling Borough Council.
3. **Authorised Representatives:** Nominated Officers of T&MBC and the Voluntary Action Maidstone managers and its Board of Trustees.
4. **Object of the Agreement:** In pursuit of the Council's overall aims and priorities T&MBC will grant aid the services of Voluntary Action Maidstone for the purpose of providing a volunteer recruitment service, to a defined level of quality operating within the aims, principles and policies of Volunteering England (VE).
5. **Information:** Voluntary Action Maidstone shall maintain proper records of those items specified in parts B and C of this Agreement. Voluntary Action Maidstone shall provide such other information at such intervals as T&MBC shall reasonably require, subject to those requirements not being in breach of client's confidentiality.
6. **Staffing:** Voluntary and paid staff will be recruited, selected and deployed by the Voluntary Action Maidstone with full regard to the selection criteria and equal opportunities policies of VE.
7. **Quality of Service:** The VE Quality Accreditation Scheme will be used to monitor the quality of Voluntary Action Maidstone's service throughout the period of its membership.
8. **Insurance:** Voluntary Action Maidstone shall as a minimum maintain the following insurances to cover such liabilities as may arise in the performance of this agreement and shall provide evidence of cover as required by T&MBC:-  
  
Public Liability – Limit of Indemnity £5,000,000 in any one claim  
Employers liability insurance in the sum of £10,000,000.
9. **Confidentiality:** T&MBC acknowledges the right of Voluntary Action Maidstone to maintain confidentiality at all times in respect of client information.

**10. Arbitration:** Any dispute, difference or question between the parties to this agreement with respect to any matter arising out of, or relating to it, which cannot be resolved by negotiation within 28 days shall be referred at the request of both parties to Arbitration under the provisions of the Arbitration Act 1996. The Arbitrator shall be appointed by agreement between both parties or, in default of agreement, shall be a person nominated by the President of the Institute of Arbitrators. Any award or decision of such arbitrator shall be final and binding on the parties hereto.

## **PART B** **SERVICE OBJECTIVES AND SPECIFICATIONS**

**1. Service Provider's Obligations:** Voluntary Action Maidstone agrees to provide the services specified in this section of the Agreement.

- To promote participation in regular volunteering
- To give attention to promoting volunteering within priority wards including East Malling and Snodland.
- Where applicable Voluntary Action Maidstone will assist the Council's work regarding the welfare reform and the health improvement agendas.

**2. Aim of the Service:** The aim of the Voluntary Action Maidstone is:

To provide volunteer services in the Borough excluding the Tonbridge, Hadlow and Hildenborough area following the six core functions of volunteering infrastructure as set out by Volunteering England:

- Brokerage – matching groups and individuals with appropriate volunteering opportunities
- Marketing Volunteering – promoting and encouraging local interest in volunteering and community activity
- Good Practice Development – promoting good practice in working with volunteers to all volunteering organisations
- Developing Opportunities – working in partnership with statutory, voluntary and private sector organisations, community and specialist groups to develop local volunteering opportunities.
- Policy response and campaigning – identifying strategic proposals and legislation that impacts on volunteering. Participating in Campaigns and representing the voice of volunteers at a strategic level
- Strategic development of volunteering – providing expert input to strategic thinking and planning locally, regionally and nationally

**3. Service Provision:** Voluntary Action Maidstone will provide confidential, impartial and independent advice to meet the above aims and ensure that it is accessible to all sections of the local community.



- 4. Accessibility:** Except for Bank Holidays, Voluntary Action Maidstone will normally be available for public enquiries no less than 15 hours per week.

Monday - Friday 10.00am – 1.00pm

In addition, clients may be advised by e-mail or telephone.

- 5. Hours of Work:** The Voluntary Action Maidstone Managers will be responsible to the Board of Trustees for ensuring that the its services are properly and adequately staffed at all times.

- 6. Core Service Provision:** The service will include: -

- Recruiting volunteers who reflect the demographic makeup of the district, and including volunteers who have experienced need for support from voluntary or statutory services.
- Matching volunteers to opportunities within volunteer involving organisations
- Providing support for individual volunteers, particularly those facing barriers to volunteering e.g. through age, disability, culture, income etc.
- Promoting, stimulating and encouraging local interest in volunteering and community activity
- Promoting existing volunteer driver schemes within the area
- Promoting good practice within organisations involving volunteers by providing support and information.
- Working in partnership with statutory, voluntary and private sector agencies including specialist groups to develop local volunteering opportunities
- Liaising with local organisations, including parish councils and other voluntary groups to promote services
- Providing information through the Voluntary Action Maidstone website and on the do-it website
- Participating in local, regional and national campaigns, either individually or in partnership with other providers
- Providing input into strategic development of volunteering locally, regionally and nationally
- Carrying out CRB checks on all volunteers, working in Voluntary Action Maidstone schemes, who work with vulnerable adults
- Acting as an umbrella body for CRB checks for all Voluntary Organisations

7. **Quality of Service:** Voluntary Action Maidstone will participate in Volunteer Centre Quality Accreditation by Volunteering England
8. **Users of Voluntary Action Maidstone:** Voluntary Action Maidstone recognises that everyone has a contribution to make to our society and a right to equal treatment. No job applicant, staff member, volunteer or organisation/individual to whom we provide services will be discriminated on the grounds of: age, class, employment status, physical or mental disability or mental ill-health, political belief, race, colour, nationality, ethnic or national origin, religion, sex, marital status or caring responsibilities, sexuality or unrelated criminal conviction.
9. **Quality Assurance:** Responsibility for the management of Voluntary Action Maidstone shall be vested in the Board of Trustees of which the membership and operation is by its Constitution as approved by the Charities Commission.

The Managers shall be responsible for assessing the performance of all staff and volunteers and monitoring and maintaining the quality of service.

### **PART C** **FINANCIAL ARRANGEMENTS**

1. **Funding:** For 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016, T&MBC will provide grant aid of £5,000 to Voluntary Action Maidstone.
2. **Monitoring:** The Board of Trustees of Voluntary Action Maidstone shall monitor all the Volunteer Centre's financial dealings.

The Board of Trustees shall monitor and evaluate the services provided by the Volunteer Centre.

The Board of Trustees shall submit within one month of the Voluntary Action Maidstone's AGM a copy of the previous years audited accounts to T&MBC's Director of Finance, showing in detail how the grant has been used and a review of the Voluntary Action Maidstone 's activities as covered by this agreement by way of an annual report.

3. **Review:** This agreement shall be reviewed at the end of the 1 year term. The review shall cover all aspects of the working of this agreement and shall be conducted between the Managers of Voluntary Action Maidstone and a nominated officer from T&MBC.
4. **Variation Clause:** The terms of this agreement may only be varied by agreement in writing by the authorised representatives of T&MBC and Voluntary Action Maidstone.
5. **Termination:** Either party to this agreement may terminate it upon giving not less than 6 months' notice in writing to the other party. In the event of termination of the agreement by T&MBC, the Council shall not be responsible for any payments due to any creditor of Voluntary Action Maidstone.

**SERVICE LEVEL AGREEMENT BETWEEN AGE UK TONBRIDGE AND SEVENOAKS AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE PROVISION OF OLDER PEOPLE'S SERVICES FOR THE TONBRIDGE AREA FOR THE PERIOD 2015/16**

**1. SERVICES**

The following services are covered by this Agreement:

For the provision of Transport Services to and from Town Lock Day Centre, and to enable Age Concern Tonbridge to provide advice, information and support to older people living in the part of the Borough of Tonbridge and Malling covered by this charity.

Where applicable Age UK Tonbridge and Sevenoaks will assist the Council's work regarding the welfare reform and the health improvement agendas.

This agreement sets out the terms and conditions that both parties have agreed to as regards the provision of the service detailed above.

This agreement commences on 1<sup>st</sup> April 2015 and continues until 31<sup>st</sup> March 2016

All correspondence regarding this agreement should be sent to the Council at their Offices in Kings Hill and to Age UK Tonbridge and Sevenoaks at 5, Bradford Street, Tonbridge, Kent TN9 1DU..

**2. PAYMENT AND FINANCIAL CONDITIONS**

For the year 2015/16, the Council shall pay grant totalling £10,000.00 by direct transfer into Age UK Tonbridge and Sevenoaks' bank account.

Age UK Tonbridge and Sevenoaks shall keep appropriate written records (accounting system), to show how the funding from the Borough Council is being used only within the Tonbridge locality. The Borough Council shall have the right to examine these records on giving 2 weeks written notice and to request an annual report on performance in March 2016.

**3. MANAGEMENT RESPONSIBILITIES**

Age UK Tonbridge and Sevenoaks will notify the Borough Council of any material changes to its constitution or charitable objectives if they affect the service being provided under this service agreement.

Age UK Tonbridge and Sevenoaks shall have in place policies and procedures as set out in this service agreement.

Age UK Tonbridge and Sevenoaks must inform the Borough Council in writing if any employees or elected members are involved, in any way, with the charity during the life of this agreement.

Extracts of minutes of committee meetings relating to matters that may affect services being provided under this service agreement shall be made available to the Borough Council if requested on the understanding that confidentiality will be respected.

#### **4. CONFIDENTIALITY**

Both parties must comply with the requirements of the Data Protection Act 1998 in so far as they apply to the provision of the service and/or otherwise to this agreement.

Both parties will keep confidential any information supplied in connection with this agreement or that is obtained in the course of providing the services.

#### **5. PERSONNEL ISSUES**

Age UK Tonbridge and Sevenoaks must have in place a rigorous recruitment and selection procedure, which meets the requirements of legislation, equal opportunities and anti-discriminatory practice.

Age UK Tonbridge and Sevenoaks will ensure that criminal record checks are conducted as required by legislation.

Age UK Tonbridge and Sevenoaks will ensure that staff are familiar with, and follow, all relevant policies on the protection of vulnerable adults.

#### **6. INSURANCE**

Age UK Tonbridge and Sevenoaks must ensure that its insurance policies are adequate to cover all eventualities in the provision of this service, and maintain the following minimum cover.

Public Liability Insurance: £5 million.

Employers Liability: £10 million

Motor Vehicle: Third party cover with unlimited indemnity for third party injury and £5 million for third party property damage.

Adequate professional indemnity, errors and omissions or malpractice insurance.

The above cover will be maintained with a reputable company or companies and the Borough Council will be provided, on request, such information as may be reasonably required to confirm that the insurance referred to above has been effected and is adequate and in force at all times.

#### **7. STATUTORY OBLIGATIONS**

Both parties will comply with all relevant current and future legislation applicable to the provision of the service.

**8. FREEDOM OF INFORMATION**

Both parties must comply with the requirements of the Freedom of Information Act 2000 as they apply to the provision of this service.

**9. SIGNATORIES TO THE AGREEMENT**

Tonbridge and Malling Borough Council

We authorise the purchase of the service identified in this Service Agreement and undertake to pay Age Concern Malling for the delivery of the service.

Signed on behalf of the Council: \_\_\_\_\_

Date: \_\_\_\_\_

Age UK Tonbridge and Sevenoaks

We agree to provide the service identified in this Service Agreement and to abide by the terms and conditions contained in this agreement.

Signed on behalf of Age Concern Malling: \_\_\_\_\_

Date: \_\_\_\_\_

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**SERVICE LEVEL AGREEMENT BETWEEN AGE CONCERN MALLING  
AND TONBRIDGE & MALLING BOROUGH COUNCIL FOR THE  
PROVISION OF OLDER PEOPLE'S SERVICES FOR THE MALLING AREA  
FOR THE PERIOD 2015/16**

**1. SERVICES**

The following services are covered by this Agreement:

The provision of transport services to and from The West Malling Daycare Centre, Monday to Friday each week to allow older people from all areas of the Borough of Tonbridge and Malling covered by the Charities constitution to access the services of the centre.

Where applicable, Age Concern Malling will assist the Council's work regarding the welfare reform and the health improvement agendas.

This agreement sets out the terms and conditions that both parties have agreed to as regards the provision of the service detailed above.

This agreement commences on 1<sup>st</sup> April 2015 and continues until 31<sup>st</sup> March 2016.

All correspondence regarding this agreement should be sent to the Council at their Offices in Kings Hill and to Age Concern Malling at Rotary House, Norman Road, West Malling, ME19 6RL.

**2. PAYMENT AND FINANCIAL CONDITIONS**

For the year 2015/16, the Council shall pay a grant totalling £10,000.00 by direct transfer into Age Concern Malling's bank account.

Age Concern Malling shall keep appropriate written records (accounting system), to show how the funding from the Borough Council is being used within the Malling locality only. The Borough Council shall have the right to examine these records on giving 2 weeks written notice and to request an annual report on performance in March 2016.

**3. MANAGEMENT RESPONSIBILITIES**

Age Concern Malling will notify the Borough Council of any material changes to its constitution or charitable objectives if they affect the service being provided under this service agreement.

Age Concern Malling shall have in place policies and procedures as set out in this service agreement.

Age Concern Malling must inform the Borough Council in writing if any employees or elected members are involved, in any way, with the charity during the life of this agreement.

Extracts of minutes of committee meetings relating to matters that may affect services being provided under this service agreement shall be made available to the Borough Council if requested on the understanding that confidentiality will be respected.

#### **4. CONFIDENTIALITY**

Both parties must comply with the requirements of the Data Protection Act 1998 in so far as they apply to the provision of the service and/or otherwise to this agreement.

Both parties will keep confidential any information supplied in connection with this agreement or that is obtained in the course of providing the services.

#### **5. PERSONNEL ISSUES**

Age Concern Malling must have in place a rigorous recruitment and selection procedure, which meets the requirements of legislation, equal opportunities and anti-discriminatory practice.

Age Concern Malling will ensure that criminal record checks are conducted as required by legislation.

Age Concern Malling will ensure that staff are familiar with, and follow, all relevant policies on the protection of vulnerable adults.

#### **6. INSURANCE**

Age Concern Malling must ensure that its insurance policies are adequate to cover all eventualities in the provision of this service, and maintain the following minimum cover.

Public Liability Insurance: £5 million.

Employers Liability: £10 million

Motor Vehicle: Third party cover with unlimited indemnity for third party injury and £5 million for third party property damage.

Adequate professional indemnity, errors and omissions or malpractice insurance.

The above cover will be maintained with a reputable company or companies and the Borough Council will be provided, on request, such information as may be reasonably required to confirm that the insurance referred to above has been effected and is adequate and in force at all times.



**7. STATUTORY OBLIGATIONS**

Both parties will comply with all relevant current and future legislation applicable to the provision of the service.

**8. FREEDOM OF INFORMATION**

Both parties must comply with the requirements of the Freedom of Information Act 2000 as they apply to the provision of this service.

**9. SIGNATORIES TO THE AGREEMENT**

Tonbridge and Malling Borough Council

We authorise the purchase of the service identified in this Service Agreement and undertake to pay Age Concern Malling for the delivery of the service.

Signed on behalf of the Council: \_\_\_\_\_

Date: \_\_\_\_\_

Age Concern Malling

We agree to provide the service identified in this Service Agreement and to abide by the terms and conditions contained in this agreement.

Signed on behalf of Age Concern Malling: \_\_\_\_\_

Date: \_\_\_\_\_

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**SERVICE LEVEL AGREEMENT BETWEEN MAIDSTONE AND WEST  
KENT MEDIATION SCHEMES AND TONBRIDGE & MALLING BOROUGH  
COUNCIL FOR THE PROVISION OF MEDIATION SERVICES FOR THE  
BOROUGH FOR THE PERIOD 2015/16**

Introduction

The services provided by the two mediation schemes make a valuable contribution to both quality of life and to community safety. In addition the Schemes are a resource for Council officers to enable them to meet their statutory requirements.

This Service Level Agreement seeks to:

1. recognise the ongoing working relationship between Tonbridge and Malling Borough Council (TMBC) and the mediation schemes Maidstone Mediation Scheme (MMS) and West Kent Mediation (WKM)
2. set service standards for clearer public scrutiny
3. provide financial stability for the Mediation Schemes.

It has been agreed that Maidstone Mediation Scheme should represent the two mediation schemes for the purposes of this SLA.

Service to be Provided by the Mediation Schemes

- 1.1 The Mediation Schemes will provide staff and volunteers trained in mediation skills to deliver mediation services to Tonbridge & Malling residents for dealing with neighbour disputes and problems of anti social behaviour within the neighbourhood.
- 1.2 The service provided by the Mediation schemes will be free, impartial, confidential and to the standards set by the Community Legal Services Commission Quality Mark for mediation.
- 1.3 The Mediation Schemes will accept up to 100 cases per year across the area. These can be self referrals or referrals from other agencies e.g. Police, Council Officers, Housing officers, CAB
- 1.4 The Mediation Schemes reserve the right to turn down cases if they do not meet the requirements for mediation
- 1.5 The Mediation Schemes will facilitate access to the Service by all sections of the community by publicity, working with partners and outreach work.

- 1.6 The Mediation Schemes will process referrals from T&M officers and will report back to the referrer as per the confidentiality policies of the mediation schemes.
- 1.7 The Mediation Schemes will ensure that their services are made available at times that meet the needs of T&M residents including, where necessary, outside normal working hours.
- 1.8 The Mediation Schemes will provide training and information for Council members and officers as required.
- 1.9 The Mediation Schemes will operate from principles of equal opportunities for staff volunteers and clients.
- 1.10 The Mediation Schemes will monitor and evaluate their work and produce an annual report, which will be made available to Tonbridge and Malling Borough Council. The report will include details of financial accounts, numbers of cases and outcomes. Also included with the report will be details of numbers of cases in Tonbridge and Malling.
- 1.11 The Mediation Schemes will where applicable, assist the Council's work regarding the welfare reform and the health improvement agendas.

#### Tonbridge and Malling Borough Council's commitment to the Mediation Schemes

The Borough Council will ensure that;

- TMBC officers working in Environmental Health and the Community Safety Team will recommend mediation as a first intervention for unresolved neighbour disputes.
- Provide funding to the two schemes of £6000 in total for 2015/16.
- TMBC will communicate regularly and effectively over information of mutual interest
- TMBC will promote the use of mediation as a means of resolving conflicts by displaying posters and leaflets advertising the Service.

#### Termination

The SLA may be ended if the Mediation Schemes are in serious breach of the Agreement and in the case of breach, which is capable of being remedied, fails to remedy such breach within 28 days of receiving notice from TMBC as follows:

- The Mediation Schemes consistently fail to meet the requirements of the service specification.
- The Mediation Schemes are convicted of a criminal offence which has a direct result on the fitness to provide a service
- The Mediation Schemes become bankrupt, insolvent or are wound up by the courts.

#### Grant Support

For the year 2015/16, the Council shall pay a grant totalling £6,000.00 by direct transfer into Maidstone Mediation bank account to be shared with the West Kent Mediation Scheme.

Signed on behalf of Maidstone Mediation Scheme and West Kent Mediation

Signature

Name

Date

Position

Signed on behalf of Tonbridge and Malling Borough Council

Signature

Name

Date

Position

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**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**COMMUNITIES and HEALTH ADVISORY BOARD**

**03 March 2015**

**Report of the Chief Executive**

**Part 1- Public**

**Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)**

**1 MAIDSTONE AND TUNBRIDGE WELLS NHS TRUST – CARE QUALITY REPORT**

**To set out the key findings of the report and to seek a further review of the issues raised once the Trust's improvement plan has been published.**

**1.1 Background**

1.1.1 The Care Quality Commission (CQC) undertook an inspection of the Maidstone and Tunbridge Wells NHS Trust in October 2014. The report arising from that inspection has recently been published and a summary of this is attached as Appendix 1 to this report. The key findings are set out below along with a recommendation that the Board revisits these issues at a future meeting after the Trust has published its improvement plan.

**1.2 The Key Findings**

1.2.1 Overall, the CQC has rated the Trust as one which 'Requires Improvement', the second lowest of the available ratings. As set out at Appendix 1, one area: 'are services at this trust caring?' was found to be rated as good, three areas including issues of safety, effectiveness and responsiveness were deemed to be requiring improvement and leadership at the Trust was rated as inadequate.

1.2.2 The report highlighted specific issues relating to critical care services with both Tunbridge Wells and Maidstone hospitals being rated as 'inadequate'. All other services in both hospitals were rated as requiring improvement apart from maternity and gynaecology services at Maidstone hospital which received a good rating.

1.2.3 In a wider context, the most recent reviews of 20 HS Trusts nationally has resulted in six being rated as good, 12 being rated as requiring improvement and 2 being rated as inadequate.

### 1.3 The Trust's Response

- 1.3.1 The Trust has 28 days following the publication of the inspection results to publish an improvement plan to address the recommendations of the CQC. The Trust is now preparing that plan and is engaging with key partners to assist with its preparation. A Quality Summit was held by the Trust and CQC on 29th January involving a wide range of bodies including local clinical commissioning groups, Kent County Council, Social Services, Healthwatch, NHS Trust Develop Authority and NHS England.

### 1.4 Next Steps

- 1.4.1 Clearly, implementation of the actions to be set out in the improvement plan will take some time to achieve. It is therefore suggested that the Trust be invited to a future meeting of the Board later in the year so that Members can assess the extent to which those planned improvements to local health services have been achieved.

### 1.5 Legal Implications

- 1.5.1 None

### 1.6 Financial and Value for Money Considerations

- 1.6.1 Issues dealt with by the Trust.

### 1.7 Risk Assessment

- 1.7.1 n/a

### 1.8 Equality Impact Assessment

- 1.8.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

### 1.9 Recommendations

- 1.9.1 That the findings of the CQC report in respect of the Maidstone and Tunbridge Wells NHS Trust **BE NOTED** and that the Trust **BE INVITED** to a future meeting of this board to review progress with its improvement plans.

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and policy Framework.

Background papers:

contact: Mark Raymond

Nil

Julie Beilby  
Chief Executive



# Maidstone and Tunbridge Wells NHS Trust







## Quality report

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Date of inspection visit:  
14-16 October 2014

Date of publication:  
February 2014

This report describes our judgement of the quality of care at this trust. It is based on a combination of what we found when we inspected, information from our 'Intelligent Monitoring' system, and information given to us from patients, the public and other organisations.

Overall rating for this trust	Requires improvement 
Are services at this trust safe?	Requires improvement 
Are services at this trust effective?	Requires improvement 
Are services at this trust caring?	Good 
Are services at this trust responsive?	Requires improvement 
Are services at this trust well-led?	Inadequate 

### Letter from the Chief Inspector of Hospitals

Maidstone and Tunbridge Wells NHS Trust is a medium sized acute trust with two main clinical sites and other small community and satellite services. The trust underwent a reconfiguration of services in maternity, gynaecology, paediatrics, trauma and orthopaedics and surgery in 2011. The trust has around 700 beds across two sites and employs around 4,700 staff. The trust is working towards achieving foundation status, however predicts a 12million deficit in 2014/15.

We carried out an announced inspection of Maidstone and Tunbridge Wells NHS Trust between 14 and 16 October 2014. We also undertook two unannounced visits of the trust on 23 and 28 October 2014.

Overall, the trust requires improvement. We rated the trust as good for caring, however we rated the trust as requires improvement for providing safe care, providing effective care, being responsive to people's needs. We rated the trust inadequate for being well-led.

Our key findings were as follows:

**Safe:**

- The concept of learning from incidents varied from service to service. Whilst some departments had grasped the important role that incident reporting and investigation had in improving patient safety, this ethos was not replicated throughout the trust.

- The anaesthetic department utilised an independent incident reporting tool which fell outside the auspices of the trust's quality and risk strategy; there was a lack of robust oversight of this reporting tool into the overarching trust-wide governance structure.
- The hospitals were found to be visibly clean. Infection rates across the trust were noted to be falling when compared to previous years. There was however, some localised poor performance of hand hygiene practices which had been identified through audit data and the trusts performance for surgical site infection rates for those undergoing total hip replacements was worse than the national benchmark standard.
- Medicines management required improvement in some areas including, but not limited to the provisions for the storage and administration of medicines.
- Medical cover within the Intensive Care unit was not consistent with national core standards; this posed a potential risk to patients. In the lead up to the publication of this report, we have written to the trust's medical director to advise them of our concerns in this area in order that they can start to address the issues we have discussed within this report.
- The application of early warning systems to assist staff in the early recognition of a deteriorating patient was varied. The use of early warning systems was embedded within the medicines directorate, whilst in A&E and the children's and young people's service, its use was inconsistent.
- Nursing levels were generally found to be good, This was not always the case for the children's and young person's service, which had a nursing establishment based on historical activity. Every mother in active labour could expect to receive 1:1 support from a qualified midwife.
- Patient records were not always found to be kept securely, nor were they always well organised or accessible.
- Some junior medical staff were not aware of their statutory duty of candour; this had been recognised as an area of risk by the trust and there was a plan in place to heighten staff awareness.

**Effective:**

- The use of national clinical guidelines was evident throughout the majority of services. However, there was lack of clinical guidelines within the ICU setting and staff were not routinely using national guidance for the care and treatment of critically ill patients.
- The Specialist Palliative Care Team had introduced an end of life pathway to replace the existing Liverpool Care Pathway.
- The pre-operative management of children and adults was not consistent with national guidance. There were inconsistencies in the advice patients were offered with regards to nil-by-mouth times, with some patients experiencing excessively long fasting periods.
- Whilst staff were afforded training in understanding the concepts of, and the application of the Mental Capacity Act (MCA), we found that staff were not routinely implementing the MCA policy into their practice.

**Caring:**

- Staff were caring and compassionate and treated patients with dignity and respect.
- The Accident and Emergency and the maternity service at Maidstone hospital consistently scored better than the national average in the Friends and Family test. Responses to the friends and family test for patients undergoing surgery was varied, however, it was noted that overall, the hospital scored better than the national average.
- Patients considered that they had been given sufficient information and counselling by qualified healthcare professionals to enable them to make informed decisions about their care and treatment.

**Responsive:**

- Patient flow across the trust was poor. Patients deemed fit to be discharged from intensive care units frequently experienced significant delays in being transferred to a ward and elective surgical patients were cancelled due to a lack of available beds.
- The provision of interpreting services across the trust was poor.
- There were insufficient numbers of single rooms at Maidstone hospital to meet people's needs which impacted on the privacy and dignity of patients, especially for those patients who were on an end of life pathway.
- Capacity issues within the trust led to a high proportion of medical "outliers". The result of this included patients being moved from ward to ward on more than one occasion, alongside late night transfers.
- All medical specialities were meeting national standards for referral-to-treatment times, including all national cancer care waiting time standards. However, some surgical patients were experiencing delays of more than 18 weeks from referral to treatment. The trust had responded to this by introducing additional surgical lists on Saturday mornings.

**Well-led:**

- High quality care was not assured by the governance processes or the culture in place in some areas of the trust.
- The governance and risk management systems used throughout the trust were unclear, not robust and did not demonstrate consistent and effective management of the risks throughout the organisation.
- The ability of the senior directorate management teams to effectively lead their respective service was varied. Whilst the directorates of medicine, maternity and end of life were rated to be well-led, the same could not be said for the remaining five services.
- The application of clinical governance was varied, with some services lacking any formal, robust oversight.
- The system for identifying, capturing and managing issues and risks at team, directorate and organisation level through risk registers was not consistent or effective. Risk registers were poorly applied in some clinical areas which led to some risks not being escalated to the executive board.
- There were examples where there were isolated specialities who demonstrated values and behaviours which were not aligned to the trusts values and despite this being an ongoing issue, there was not clear action being taken by the trust to address this effectively.
- Some staff did not feel there was an open culture that allowed them to express themselves freely in raising concerns. The CEO was beginning to take steps to ensure all staff felt able to raise concerns in a proactive manner.
- Staff engagement was something that was recognised that required improvement in the trust and the executive team described how they were engaging with staff in relation to the future strategy of the trust to ensure it was 'owned' by staff.
- Innovation was seen to be encouraged in the trust; however there was some confusion among staff about how innovation combined with the cost improvement plan and sustainability of the services in the longer term.

We saw areas of outstanding practice including:

- The Maidstone Birth Centre had developed, designed and produced the Maidstone birth couch, which was used by women in labour.
- On Mercer Ward, the role of dementia care worker had been created to focus on the needs of people with dementia and their families. An activities room had been designed, furnished and equipped to meet the specific needs of people with dementia, and was widely used. This project was the subject of an article published in the professional nursing literature.
- The breast care service provided very good care from before the initial diagnosis of cancer through to completion of treatment. Good support and holistic care was provided to patients requiring breast surgery.
- On Ward 20 there was a focus on dementia care. Staff had bid and won funds from the Dementia Challenge fund to create a Dementia Café for use by people living with dementia, their friends and families. This area was designed using current guidance to be dementia friendly and was equipped to meet the special needs of people living with dementia.

However, there were also areas of poor practice where the trust needs to make improvements.

Importantly, the trust **must**:

### **Tunbridge Wells Hospital**

- Ensure that care and treatment provided to service users has due regard to their cultural and linguistic background and any disability they may have.
- Ensure that people who use the service are protected against the risks associated with unsafe or unsuitable premises.
- Improve the environment in the Intensive Care Unit with regards to toilet/shower facilities for patients.
- Have adequate Consultant cover at weekends for ICU
- Ensure patients are not delayed more than 4 hours once a decision has been made to admit them to the intensive care unit (ICU).
- Ensure discharge from the ICU takes place within 4 hours of decision.
- Ensure that where possible, patients are not discharged from the ICU during the night.
- Ensure outreach service meets current guidelines. (NCEPOD, 2011)
- Ensure that level 3 intensive care patients are observed in line with their needs.
- Make arrangements to ensure that contracted security staff have appropriate knowledge and skills to safely work with vulnerable patients with a range of physical and mental ill health needs.
- Make suitable arrangements to ensure the dignity and privacy of patients accommodated in the Clinical Decisions Unit.
- Ensure that service users are protected against the risks of unsafe or inappropriate care and treatment arising from a lack of proper information about them by means of the maintenance of an accurate record in respect of each service user which shall include appropriate information and documents in relation to the care and treatment provided to each service user.
- Ensure that staff and patients have access to a competent and independent translator when necessary.
- Review the process for incident reporting to ensure that staff are aware of and act in accordance with the trust quality and risk policy.
- Review the clinical governance strategy within children's services to ensure there is engagement and involvement with the surgical directorate.
- Review the arrangement for the management and administration of topical anaesthetics
- Review the children's directorate risk register to ensure that risks are recorded and resolved in a timely manner.
- Review the current PEWS system to ensure that it has been appropriately validated, is supported by a robust escalation protocol and is fit for purpose. Its use must be standardised across the children's directorate (excluding neonates).

## **Maidstone Hospital**

- Make arrangements to make sure contracted security staff have appropriate knowledge and skills to work safely with vulnerable patients with a range of physical and mental ill health needs.
- Ensure that intensivist consultant cover at weekends is adequate.
- Ensure that sufficient numbers of ward rounds take place in the intensive care unit (ICU) to ensure the department complies with national standards.
- Ensure that once a decision to admit a patient to the ICU is taken, the patient is admitted within four hours.
- Ensure that patients are discharged from the ICU within four hours of a decision being made.
- Ensure that discharges from the ICU to other wards do not take place at night.
- Ensure that the governance structure within the ICU supports a framework to ensure clinical improvements using a multidisciplinary approach.
- Review the existing management arrangements for the Riverbank Unit to ensure that the unit operates effectively and efficiently.
- Take action to ensure that medical and nursing records are accurate, complete and fit for purpose.
- Ensure that staff and patients have access to a competent and independent translator when necessary.
- Ensure that the water supply is tested for pathogens and that appropriate systems are in place for monitoring water quality and water safety.
- Take action to ensure that all patient clinic letters are sent out in a timely manner.

In addition the trust **should**:

## **Tunbridge Wells Hospital**

- Consider collating performance information on individual consultants. Where exceptions are identified these should be investigated and recorded.
- Provide written information in a format that is accessible to people with learning difficulties or learning disabilities.
- Ensure the protocol for monitoring patients at risk is embedded and used effectively to make sure patients are escalated in a timely manner if their condition deteriorates.
- Ensure that all medical staff in the ED have completed training in safeguarding children at the level appropriate to their grade.
- Make appropriate arrangements for recording and storing patients' own medicines in the CDU to minimise the risk of medicine misuse.
- Respond to the outcome of their own audits and CEM audits to improve outcomes for patients using the service.
- Review the arrangements for meeting the needs of patients presenting with mental ill health so they are seen in a timely manner.
- Review the management of patient flow in the ED to improve the number of patients who are treated and admitted or discharged within timescales which meet national targets
- Review the systems in place in the ED for developing, implementing and reviewing plans on quality, risk and improvement.
- Review the way complaints are managed in the ED to improve the response time for closing complaints.
- Ensure there is strategic oversight and plan for driving improvement.
- Review the quality of root cause analysis investigations and action plans following a serious incident or complaint and improve systems for the dissemination of learning from incidents and complaints.
- On the Medical Assessment unit the trust should ensure that point of care blood glucose monitoring equipment is checked. It should also consider how this checking should be managed to be integrated as part of an overall policy that forms part of a pathology quality assurance system.
- Develop systems to ensure the competence of medical staff is assessed for key procedures.
- Develop systems to ensure that medicines are stored at temperatures that keep them in optimal condition.
- Ensure that patients' clinical records are stored securely in ward areas.
- Review the ways in which staff can refer to current clinical guidance to ensure that it is easily

accessible and from a reputable source.

- Review current nil-by-mouth guidance to ensure that it is consistent with national standards; patient information leaflets should be standardised and reflect national guidance.
- Review the process for the management of patients presenting with febrile neutropenia to ensure they are managed in a timely and effective manner.
- Standardise the post-operative management and guidance of children undergoing urology surgery
- Review the process for the hand-over of pre-operative children to ensure they have support from a health care professional with whom the child and family are familiar with.
- Ensure that all staff introduce themselves and wear name badges at appropriate times.
- Review the location of the vending machine currently located between Hedgehog ward and the Woodlands Unit.
- Review the managerial oversight of staff working in children's outpatients.
- Review the current clinic provision to ensure that women who have recently miscarried or who are under review for ante-natal complications are seen in a separate area to children who are also awaiting their appointment
- Review the facilities and admission process for elective surgical patients.
- Monitor the transfers between sites, for both clinical and non-clinical reasons. The monitoring process should include the age of the patients transferring and the time they arrived after transfer
- Have clarity about the definition of what constitutes an SI or Never Event in relation to the retained swabs.
- Ensure policies that have not been reviewed and impact on current evidenced-based knowledge/care are updated.
- Address staffing levels and recruitment On the gynaecology ward/unit
- Ensure appropriate reporting and recording of incidents on the trust system on the gynaecology ward.
- Implement actions for the findings of the gynaecology ward audit undertaken in June 2014.
- Improve management of non-gynaecology outliers placed on the ward, including review by consultants, ward rounds and patient discharges.

#### **Maidstone Hospital**

- Arrange for the safe storage of medicines so that unauthorised access is restricted.
- Make sure that all medical staff in the A&E department have completed training in safeguarding children at the level appropriate to their grade and job role.
- Make sure that a sufficient number of consultants are in post to provide the necessary cover for the ED.
- Ensure that up-to-date clinical guidelines are available in the ED
- Review the arrangements for meeting the needs of patients presenting with mental health conditions, so they are seen in a timely manner.
- Review the way complaints are managed in the ED to improve the response time for closing complaints.
- Review the governance arrangements for nursing staff in the ED to ensure effective leadership and devolution of responsibilities.
- Review the current provisions of the ICU outreach service, to ensure that the service operates both day and night, in line with National Confidential Enquiry into Patient Outcome and Death (NCEPOD) recommendations.
- Ensure that medical care services comply with its infection prevention and control policies.
- Develop robust arrangements to ensure that agency staff have the necessary competency before administering intravenous medicines in medical care services.
- Develop systems within the directorate of speciality and elderly medicine to ensure that the competence of medical staff for key procedures is assessed.
- Ensure that systems are in place to ensure that the system of digital locks used to secure medicines storage keys can be accessed only by authorised people.
- Develop systems to ensure that medicines are stored at temperatures that are in line with manufacturers' recommendations.
- Ensure within medical care services that patients' clinical records used in ward areas are stored securely.
- Ensure that the directorate of speciality and elderly medicine further monitors and embeds a robust

system of medical handover that ensures patients' safe care and treatment.

- Review the ways in which staff working in medical care services can access current clinical guidance to ensure it is easily accessible for them to refer to.
- Review the way in which in medical care services it authorises and manages urgent applications under the Deprivation of Liberty Safeguards.
- Ensure that patients have access to appropriate interpreting services when required.
- Ensure that the directorate of speciality and elderly medicine reviews its capacity in medical care services to ensure capacity is sufficient to meet demand, including the provision of single rooms.
- Consider reviewing the processes for the capturing information to help the service better understand and measure its overall clinical effectiveness.
- Consider reviewing the current arrangements for the providing elective day case surgical services to ensure parity of services across the hospital campus.
- Ensure that the provider reviews the quality of root cause analysis investigations and action plans following a serious incident or complaint and improves systems for disseminating learning from incidents and complaints.
- Ensure that the provider monitors transfers between sites for both clinical and non-clinical reasons. The monitoring process should include the age of the patients transferred and the time they arrived after transfer.
- Consider collating performance information on individual consultants. Where exceptions are identified, these should be investigated and recorded.
- Provide written information in a format that is accessible to people with learning difficulties.
- Reduce delays for clinics and reduce patient waiting times.

**Professor Sir Mike Richards**  
Chief Inspector of Hospitals

## Background to Maidstone and Tunbridge Wells NHS Trust

Maidstone and Tunbridge Wells NHS Trust is a medium sized acute trust with two main clinical sites and other small community and satellite services. The trust underwent a reconfiguration of services in maternity, gynaecology, paediatrics, trauma and orthopaedics and surgery in 2011. The trust has around 700 beds across two sites and employs around 4,700 staff. The trust is working towards achieving Foundation Status, however predicts a 12million deficit in 2014/15.

Maidstone and Tunbridge Wells NHS Trust is in the boroughs of Maidstone and Tunbridge Wells, and serves the population living in south west Kent. The population is mainly white (97.3%), and the highest ethnic minority is Asian, making up 1.1% of the local population. Maidstone ranks 117th out of 326 local authorities for deprivation. (The local authority that ranks first is the most deprived and the one ranked 326th is the least deprived.) Life expectancy for both men and women is slightly higher (better) than the England average.

## Our inspection team

**Our inspection team was led by:**

**Chair:** Professor Edward Baker, Deputy Chief Inspector (CQC)

**Head of Hospital Inspections:** Heidi Smoult, Care Quality Commission (CQC)

The team of 41 included CQC inspectors and analysts and a variety of specialists: consultants in emergency medicine, medical services, gynaecology and obstetrics, palliative care medicine; consultant surgeon, anaesthetist, physician and junior doctor; midwife; surgical, medical, paediatric, board level, critical care and palliative care nurses' a student nurse; and experts by experience.





**TONBRIDGE & MALLING BOROUGH COUNCIL**  
**COMMUNITIES and HEALTH ADVISORY BOARD**

**03 March 2015**

**Report of the Director of Planning, Housing and Environmental Health**

**Part 1- Public**

**Matters for Information**

**1 WEST KENT HEALTH AND WELLBEING BOARD**

**Summary**

**To present the minutes of the West Kent Health and Wellbeing Board**

**1.1 Background**

1.1.1 The West Kent Health and Well Being Board met on the 18<sup>th</sup> November 2014 and the minutes are submitted for information at **[Annexe 1]**.

**1.2 Future funding for Health Improvement Programmes**

1.2.1 The Interim Director of Public Health has recently confirmed that the funding for our 2015/16 Health Improvement programmes is in place and will be passed to the Council in April. The amount remains the same as previously - £152,000. On-going discussions are taking place about the detail of these programmes and how funding will be awarded to West Kent boroughs and districts in the future.

**1.3 Legal Implications**

1.3.1 None

**1.4 Financial and Value for Money Considerations**

1.4.1 None.

**1.5 Risk Assessment**

1.5.1 Not applicable.

Background papers:

contact: Jane Heeley

Nil

**Steve Humphrey**

**Director of Planning, Housing and Environmental Health**

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WEST KENT CCG HEALTH AND WELLBEING BOARD

MINUTES OF THE MEETING HELD ON TUESDAY 18 NOVEMBER  
2014

Present: Dr Bob Bowes (Chairman), and Gail Arnold, William Benson, Councillor Annabelle Blackmore, Alison Broom, Councillor Alison Cook, Councillor Roger Gough, Jane Heeley, Fran Holgate, Dr Caroline Jessel, Dr Tony Jones, Mark Lemon, Councillor Mark Rhodes, Dr Sanjay Singh, Malti Varshney and Councillor Lynne Weatherly

24. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Linda Southern.

25. DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were none.

26. MINUTES OF THE MEETING HELD ON TUESDAY 16 SEPTEMBER 2014

RESOLVED: That the Minutes of the meeting held on Tuesday 16 September be approved as a correct record.

27. DISCUSSION AND DECISION ON ACTIONS TO BE TAKEN FROM CHILDHOOD OBESITY TASK AND FINISH GROUP.

Malti Varshney, Consultant in Public Health with Kent County Council, introduced the report of the West Kent Childhood Obesity Task and Finish Group. The remit of the Group included development of a sound common understanding of the issues related to childhood obesity, understanding of cross organisational issues, and the articulation of how different organisations link up to resolve the issue.

A number of conclusions were reached which included the following:

The need to commission a pathway and associated services for childhood obesity that represented a whole system approach across the early years of the life course;

The need to develop a coherent lead to work with commissioners on the workstream to ensure that action bridges differences in practice and contracting;

The importance of communication, such as promoting awareness of available programmes, contact between different parts of the

system, communicating referrals and results, and communicating with children and families about obesity.

Barriers were identified within the report from among which the following were noted:

The lack of comprehensive services for pregnant women with a high BMI;

The lack of consistency in breast feeding support across West Kent;

Gaps in data collected on childhood obesity.

During discussion the Board decided to appoint a childhood obesity lead to work with commissioners to address recommendations of the report, and instigate and cultivate productive relationships between members to tackle issues.

It was suggested that data from the report of the National Child Measurement Programme could prove informative once released.

**RESOLVED:** It was agreed that:

1. Jane Healey be appointed as the officer lead for obesity
2. The report of the Childhood Obesity Task and Finish Group be noted, with feasible recommendations to be taken forward

## 28. INTERACTIVE WORKSHOP SESSION ON ADULT OBESITY

Laurie McMahon, Professor in Health Policy at City University, London facilitated a group discussion which included the Board and invited guests from public sector and voluntary organisations.

The meeting heard that the pressures on health funding in conjunction with a rise in public expectations had created a gap between funding and demand. Options discussed had included localisation, investment in prevention, profiling and targeted interventions, and generating citizen responsibility.

During discussion the following points were made:

Foresight modelling in 2007 projected a substantial increase in obesity by 2050. A raised BMI denoted an increase in disability affected life years, characterised by conditions such as musculoskeletal disorders, sleep apnoea, and type II diabetes.

Modelling of prevalence described how, by 2034, 50% of 50-79 year old men would be obese, and 50% of 70-79 women would be obese, and that this would create increased dependency.

Programmes such as Change for Life had demonstrated that awareness did not necessarily instigate engagement. There were a number of small projects to tackle obesity in progress, but in order to create a widespread affect an industrialisation of intervention would need to be created. These could be brief interventions, and include methods such as motivational interviewing, as per current interventions for smoking and alcohol. Inactivity constituted less than 30 minutes of activity per week, and so individuals who fell within this category needed to be located and motivated to change behaviour.

Convenience food had become an issue, and Local Authorities had a the ability to control licensing for fast food establishments, however a message that communicated the need for balance with moderation should be prioritised over a bad food/good food message. This message would need to be consistent across all services to inspire change and reduce confusion.

Interventions could be implemented using local, drill down data on obesity to target interactions and disseminate through communities. School and pre-Schools could have a major role within this through physical education and Healthy Schools Pilot. Staff within organisations, as members of the community, could be supported with programmes such as work place challenges and the support of in house Champions. Interventions would need to encompass a life course message and make contact with women prior to pregnancy, and through maternity and post-natal services.

Making a habit socially unacceptable was considered the most effective way to change behaviour. This would suggest that concentration on social and cultural changes would affect change laterally and virally. Financial levers could be explored for educating and raising awareness, such as the impact of high BMI on matters such as insurance premiums and mortgages borrowing. Research had been conducted into the kind of messages that change behaviour. Borough Councils and District Councils experienced in local educational campaigns could lend expertise to disseminating the message.

There could be an opportunity to create a model for a healthy town approach based upon research conducted by other towns and cities, which could then be adapted to localised areas.

**RESOLVED:**

1. That a task and finish group be set up by Malti Varshney and Jane Healey to produce further information and recommendations on child and adult obesity
2. That Maidstone BC, Tonbridge and Malling BC, Sevenoaks DC and Tunbridge Wells BC discuss the potential for a cycle of agenda setting

meetings, with each authority taking in turn in conjunction with the Clinical Commissioning Group and Kent County Council

29. DATE OF NEXT MEETING

The next meeting would be held at Maidstone Borough Council Officers on 20 January 2015 starting at 4 p.m.

30. DURATION OF MEETING

5.02 p.m. to 6.51 p.m.

# Agenda Item 9

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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# Agenda Item 10

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

**ANY REPORTS APPEARING AFTER THIS PAGE CONTAIN EXEMPT  
INFORMATION**

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# Agenda Item 11

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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