

School Crossing Patrol Guidelines

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These guidelines are for schools and patrols and cover the detailed operational aspects of a school crossing patrol in Kent.

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Introduction

School Crossing Patrols (SCPs) are employed, and line managed by the Safer Active Journeys Team, Highways and Transportation (H&T), Kent County Council; local support is provided by the school Head Teacher or their nominee. SCP's can only operate on an authorised School Crossing Patrol site. However, some schools fund their own SCP who will provide their salary and line management.

Requests for New School Crossing Patrol Locations

If a school wishes to apply for a new crossing site or move an existing site e.g. if the entrance to the school is moved, initial authorisation must first be obtained from Kent County Council.

Applications should be made by the school to the Safer Active Journeys Team and an assessment will be carried out in line with Road Safety GB's Guidelines. This will include vehicle and pedestrian counts and a full risk assessment. Once the site is approved and a patrol has been recruited, they will be fully trained and periodically monitored.

Recruitment of Replacement School Crossing Patrols

When a SCP resigns their post, the school should not automatically assume a replacement can be appointed. The school **MUST** ask Kent County Council for permission.

In some cases, local circumstances may have changed since the original patrol was appointed and a re-assessment of the site may be required.

KCC Safer Active Journeys Team will prepare and publish all KCC funded SCP vacancies through the KCC Jobs Portal and all applications must be received electronically. The latest job description and person specification is available on the Kelsi website (School Crossing Patrol pages). As the SCP role involves road safety the interviews will be led by a Safer Active Journeys Officer together with the local school contact and either via Microsoft Teams online or within the school.

Following successful interview, the recruitment process is completed online and comprises of obtaining Occupational Health clearance, an enhanced Disclosure Barring Service (DBS) certificate and successful references.

Support, Training and Monitoring

SCP's are line managed by the KCC Safer Active Journeys Team with local support provided by the Head Teacher (or their nominee) unless the school fund the patrol, in which case the school will provide their line manager with support from the Safer Active Journeys Team. The new SCP should be given an **induction** by the Head Teacher or an appropriate alternative member of school staff to ensure that they have been made aware of the school's and KCC's procedures. They will also be trained by their School Crossing Patrol Instructor, to stop traffic on both a morning and afternoon session at their crossing site. The training will include the KCC SCP Guidelines, demonstration of operation of the site and then the new member of staff will commence crossings under supervision. During the training the SCP Instructor will provide a briefing and training in personal safety, reporting faults, incidents and how to complete a dynamic risk assessment. The full operational risk assessment will be explained, and a copy provided following the training.

If the new patrol demonstrates a satisfactory level of competence and safety during the training, they will be signed off to begin independent crossings from the next available session.

The new patrol will be visited unannounced at some point during the next 4 weeks to monitor their progress against any development points from training. This will be an opportunity to discuss any issues that have occurred since training and ensure there are no other matters requiring attention.

All SCP's will be monitored periodically and at a minimum of twice per year. An annual personal risk assessment will also be conducted as part of the monitoring together with any ad-hoc training needs identified as part of this process.

Following all visits, the SCP Instructor will provide written feedback consisting of a training or monitoring report, together with an updated risk assessment to the SCP either by email or via post.

KCC Mandatory E-Learning

As an employee of KCC all SCP's must complete mandatory KCC e-learning that currently consists of;

- KCC Induction
- General Data Protection Regulations (GDPR)
- Introduction to Information Governance
- Prevent: safeguarding from extremism and terrorism

This training is refreshed every two years (apart from the KCC Induction) and must be completed within the first month of starting in the role. If this is not completed within the probationary period it may affect confirmation in the role. Refresher completion is a requirement as part of the annual Total Contribution Process (see below). Additional pay is provided for the completion of all mandatory e-learning and further e-learning may be required in the future.

Safeguarding Training

The Road Safety and Active Travel Group (RSATG) is committed to meeting its legal and moral duty to safeguard and promote the welfare of children and young people who come into contact with its services, activities and staff. SCP's form part of the wider RSATG and will comply with this important duty.

Safeguarding and promoting the welfare of children is defined in Working Together to Safeguard Children 2015 as:

- Protecting children from maltreatment;
- Preventing impairment of children's health or development;
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- Taking action to enable all children to have the best outcomes

Schools are requested to 'host' and facilitate the local Safeguarding Training for their SCP, together with their existing school employees. When completed, the SCP should notify the Safer Active Journeys Team.

As part of initial training, the SCP Instructor will provide an aide memoire for the SCP which outlines the immediate response to any concerns. The immediate actions can be summarised as follows:

- Listen, clarify but don't ask leading questions.
- Don't judge or comment. Make notes using the child's words, never substitute for your own.
- Don't ask the child why they think this happened.
- Never tell the child you will keep this a secret.
- Inform the Designated Safeguarding Lead (DSL) in the school and your manager.
- Follow the Safeguarding Policy for the school and RSATG.
- Understand that you may be upset and always seek help and support for yourself.
- Seek assurance that a report has been made by discussing with the DSL.
- Report any concerns to the Safer Active Journeys Team as soon as possible.
- If immediate concerns for the child's safety, call the Central Referral Unit on 03000 41 11 11.

Relief School Crossing Patrols

Having a relief SCP is strongly recommended. The relief must also be employed by Kent County Council (unless the patrol location is non-KCC funded) and trained in the same way as a permanent SCP. Schools should follow the same recruitment procedure as for a permanent SCP, even if the relief is already employed in another role at the school.

The Law

Drivers must stop and remain stationary when a School Crossing Patrol indicates they should. Failing to stop when a SCP enters the road to cross pedestrians is an offence and the penalty can be a fine of up to £1000 and three points on the driver's licence.

NB: SCP's will be trained not to attempt to stop certain types of vehicle e.g. buses, emergency and heavy goods vehicles.

The law allows for patrols to stop vehicles for child and adult pedestrians at anytime time the crossing is in operation.

KCC must provide the authority for a patrol to be working which means that any person who carries out crossings but is not approved or trained by the Safer Active Journeys Team will be doing so at their own risk and may be personally liable for any incident occurring.

Uniform

Failure to wear the approved uniform of a high visibility coat and hat to the latest European standard means the SCP is operating illegally and may become personally responsible for any claim. Summer and winter coats; summer and winter hats; gloves; waterproof trousers and patrol signs (lollipop) are available from the KCC preferred supplier via the Safer Active Journeys Team.

Full information on uniform can be found on the Kelsi website, including a size guide. All KCC funded school patrols should either request new uniform during visits from their SCP Instructor or by email to scp@kent.gov.uk.

All new SCP's will receive their uniform before their practical training.

The uniform can be washed by carefully following the instructions in the garments and should always be kept clean; recommended washing at the end of each term or as required. Fluorescent materials gradually fade when exposed to daylight, so coats will need to be replaced every 4-5 years. Hats will need replacement on a more regular basis and should not be shared with others. Storing them in darkness helps to maintain their brightness.

The coat must be full length, not be modified and must always be fully fastened. High-visibility vests are not allowed (even in summer months) and hats (caps) must always be worn.

It must be noted that any failure to wear the correct uniform indicates the patrol is working outside of the law and again may be liable for incidents that occur. Any questions relating to uniform should be made to the Safer Active Journeys Team.

Coats



Pictures show examples of the two different type of reflective full-length coats SCP's must wear.

The legislation states that a full-length outer garment with full length sleeves should be worn. Plus a peaked cap or alternative headwear for religious reasons.

NB: Coats supplied may differ in appearance

The standard for high visibility warning clothing is:

BS.EN471:2003+A1 2007

Hats



Picture of examples of approved hats. All have reflective material and peaks to protect the officer's eyesight

School Crossing Patrol sign



Pictured above, an example of the SCP patrol sign, sometimes called the 'lollipop'.

The SCP must use a sign which conforms with School Crossing Patrols Sign (England and Wales) Regulations 2006.

The sign must not be modified and should not be decorated with anything e.g., tinsel, lights, stickers etc.

Hazard Warning Lights



Picture shows flashing school hazard warning light

Where amber hazard warning lights are installed, as part of the crossing site, it is the responsibility of the SCP to ensure they are working and used. It is important that the lights are switched off immediately after use.

Only magnets or other devices approved and supplied by the manufacturer to operate the

lights must be used. Any faults that occur should be reported immediately to the H&T contact centre 03000 418181 or by reporting online using the KCC Fault Reporting Tool.

Appearance and Behaviour

Motorists and pedestrians will judge the efficiency and authority of the SCP by their appearance. SCPs are responsible for cleaning and maintaining their uniform, as well as the official patrol sign. An SCP's own children and/or pets must not be present at the place of duty. It is essential for SCPs to remain alert. Distractions must be avoided e.g., talking to friends or use of a mobile telephone, giving high-5's, etc.

SCP's must not use (or have used) alcohol or controlled drugs whilst on crossing duty.

As SCPs represent KCC and their school they are expected to be professional at all times; avoiding bad language, no smoking or making any comments that could be disrespectful or bring KCC or the school into disrepute. Whilst SCPs are not expected to stop using social media, no comments relating to the school must be made as they may be misinterpreted as being an official comment from the school. Any negative comments seen on social media about the school must be brought to the attention of the SCPs local school contact and the Safer Active Journeys Team as soon as possible.

Control of children

Instructions to children must be given in a clear and firm manner. It is important that the SCP always communicates with pedestrians, i.e. wait on the footpath, call for pedestrians to cross. Any behaviour problems must be reported to the school for action. The SCP must only use verbal discipline and it should never be necessary to make physical contact with any child except in an emergency.

NB: Friendly gestures can be misinterpreted, and the patrol must never give or offer any gifts to children, including sweets or stickers without permission of the Safer Active Journeys Team

Hours of duty

SCP's are authorised to operate at the time agreed with the school and may now stop traffic for ALL PEDESTRIANS, not just children going to and from school. This will include adults only wishing to cross and is encouraged as it reinforces to children the safer place to cross.

There are some occasions when a school will request the patrol assists with crossing other than school arrival and departure times. Any requests must be made to the Safer Active Journeys Team before being agreed. No requests will be approved for use of the school crossing equipment by someone not trained and authorised to stop traffic. Whilst each request will be treated on its merit the decision will be made by the Safer Active Journeys Team regarding the risk assessment and other relevant factors to the SCP and the decision provided as final.

A SCP must arrive on time at the crossing point and remain on duty for the agreed length of time. Poor timekeeping by a SCP will be considered as a serious issue. The school should contact the Safer Active Journeys Team where problems of time keeping arise.

Children are sometimes late for school and under these circumstances are more inclined to take chances, so the arranged operating times should allow for this.

Absence from duty

If the SCP is unwell, they **must** contact the Safer Active Journeys Team and their school immediately, indicating the reason and probable duration of the illness. Ultimately, it is the parent's and carer's responsibility to transport their children to school and, if a relief cannot be provided, parents and carers should be advised by the school as soon as possible to enable them to make alternative provision.

A contact number has been made available for reporting absence, see below in Useful Contacts section. Alternatively absence can be notified via email to scp@kent.gov.uk.

When returning from absence, SCP's must contact the Safer Active Journeys Team as above and any absences beyond 7 days require a Fit Note from the doctor/consultant to be either emailed or sent to the team for recording.

Wherever possible medical appointments should be arranged outside of crossing times but it is recognised that this is sometime unavoidable. These absences must be notified to the Safer Active Journeys Team and the school.

All SCPs receive an allowance in lieu of term-time working to compensate for taking holidays during school breaks. **No holiday absences will be authorised during term-time.**

Periodically during an absence, the Safer Active Journeys Officer will contact patrols to offer support and may need to refer the SCP to Occupational Health who can provide additional support and information. Support Services provide a free Support Line for staff to contact with availability for private and confidential counselling in many different situations.

N.B: If an SCP fails to report their absence, it may place the lives of children at risk. The school will advise the Safer Active Journeys Team of any absences.

Operating at the crossing point

The crossing point will have been carefully selected and risk assessed. The Safer Active Journeys Team will check periodically that the patrol is operating in the correct place. If the crossing point needs to be moved, a reassessment will be made and a new location authorised.

The SCP is responsible for the safety of the children when they arrive at the crossing point. They are allowed to stop traffic for both adults and children. The SCP must ensure that children remain on the pavement until instructed to cross and children should not be allowed to block the pavement. Generally, the SCP will work from the footpath opposite the school in the morning and from the school side in the afternoon; however, this will be visibility dependent, and the SCP must undertake a risk assessment before each duty. If operating from the opposite side to the main arrival flow of pedestrians the SCP must use a loud, clear instruction to wait until they are called to cross.

The SCP must remember to allow sufficient time for vehicles to stop safely. Vehicles which are heavily laden may need a longer stopping distance and therefore SCP's are trained not to stop lorries, buses and emergency vehicles. Poor weather will also affect stopping distances. The safety of all crossing users (including the SCP) is the main priority, and no risks are to be taken.

The SCP must watch for a safe gap in the traffic flow. As an indication to motorists that they intend to leave the pavement, they should hold their sign high before stepping into the road having instructed pedestrians to wait on the path. Wherever possible eye contact should be made with drivers to be clear they have seen your intention to enter the road. The sign must continue to be clearly displayed to traffic as the SCP steps into the road. They must position themselves in the centre of the carriageway, continuing to display the sign clearly. At the same time, using their other hand held parallel to the ground as an additional indication to vehicles behind them that they must stop. Practical training will be provided when standing slightly off from the centre of the road to assist visibility for possible overtaking vehicles such as motorcyclists and cyclists.

The SCP should wait until ALL vehicles have stopped (unless there is no traffic) and only when they are satisfied that the situation is safe, should they instruct the pedestrians to cross IN FRONT of them (you lose control of people you cannot see).

All cyclists or people using scooters wishing to cross should be requested to walk to avoid collisions or falling off.

The SCP must remain in the centre of the carriageway with their sign clearly displayed until everyone has cleared the crossing. Whilst in the road the patrol should continue to check around for more pedestrians and approaching vehicles where relevant. They must not hold up traffic while waiting for children to arrive at the crossing point. When returning to the pavement, the sign must still be held upright. Drivers who have been waiting should be thanked for their patience.

Once the SCP has returned to the pavement, the sign should be held upside down or turned away from the traffic so that motorists are not confused.

SCP's need to be POSITIVE, ASSERTIVE and OBVIOUS in all their actions. They must not attempt to control traffic by giving random hand signals such as waving on; drivers must be allowed to decide when it is safe to move on. It is often observed that larger vehicle drivers anticipate a patrol about to stop traffic and 'give-way' and stop. Whilst stopping these vehicle types is not encouraged, they should not be directed to pass but the alternative position must be taken in the road (slightly off centre).

Roadworks – Temporary Traffic Lights (with no pedestrian phase)

There may be occasions when unplanned roadworks are necessary at or near the crossing site. In these circumstances the SCP must contact the Safer Active Journeys Team for further advice. If possible, the contractors should be asked to provide an all-red phase for pedestrians to cross, in which case the SCP can operate to reinforce the red traffic light; however, if this is not possible, there may be occasions where it is safer for the SCP not to work owing to the increased risk of causing confusion and congestion for drivers. Experience has shown driver's attention remains on the temporary traffic signals, not the SCP, which increases the risk to the patrol. In these circumstances the crossing should be suspended until the roadworks have been completed. However, there may be an opportunity for the SCP to assist unaccompanied child pedestrians by walking across the road with them but not stopping traffic. In these circumstances the patrol must inform the school and the Safer Active Journeys Team of their decision.

Light Controlled Pedestrian Crossings

No KCC SCP's will be employed to work on any controlled light-controlled crossings i.e. Pelican, Puffin or Toucan.

Traffic islands/refuges

At some places where wide roads are divided by central refuges or where there is a dual carriageway which have central reservations, crossing procedures can only be carried out in two stages and pedestrians must wait in the centre until the SCP has stopped the traffic on the other side of the road. There may be occasions in these circumstances where the crossing point will require two SCPs.

Sometimes, the central refuge is not large enough to contain a group of pedestrians, in which case, the crossing procedure will need to be completed in one action.

Crashes/casualties

A SCP is one of the safest of all crossing places, but if a collision occurs, the SCP must continue to ensure the safety of the pedestrians under their responsibility, this remains their **PRIORITY**.

If possible, they must protect the scene and make sure that the incident does not become more serious. Seriously injured casualties must not be moved unless there are exceptional circumstances e.g. fire.

Another member of the public e.g. driver or pedestrian should be instructed to telephone the emergency services and others asked to assist. Care must be taken with children, ensuring they are clear and do not stand too close to the road. It is likely the crossing will need to be suspended whilst the incident is managed and resolved.

The registration numbers of any vehicles involved along with the names and addresses of drivers and independent adult witnesses should be noted, with the information being recorded on a KCC SCP Incident Form and sent to the Safer Active Journeys Team. The school Head Teacher should also be informed as soon as possible.

Weather Conditions

Full details of crossing operations in severe weather conditions can be found at the end of these guidelines at Appendix A; however, with the exception of snow/ice on the road surface the decision to operate the crossing will be based on the dynamic risk assessment by the SCP. There will be very few occasions when there will be a need to suspend the crossing due to weather conditions and, in these circumstances, the patrol will be expected to remain present to escort unaccompanied children across the road. The patrol sign must be secured away, and traffic must not be stopped when operating in this way. All adult pedestrians arriving with children must be told the SCP is not stopping traffic and will only be escorting unaccompanied children across the road.

Under **no** circumstances will an SCP stop traffic when there is **any** lying snow or ice on the road surface.

Where the decision is taken to suspend crossing operations, the SCP must inform the school of the decision and the Safer Active Journeys Team.

Other Incidents

There are occasions when other incidents may occur, including drivers failing to stop or verbal abuse or threats. It should be explained that these types of incidents occur on a very infrequent basis given the number of SCP's in the County and numbers of crossings completed each year.

However, when they do occur it is KCC policy to support staff in taking actions against offenders. Abuse or threatening behaviour towards any member of staff will not be tolerated.

It is important that SCP's follow the incident reporting procedure to ensure that all relevant incidents are recorded and supported. Full information on reporting incidents can be found on the SCP pages on the Kelsi website or by contacting the Safer Active Journeys Team.

All fail to stop incidents must be sent to the Safer Active Journeys Team within 48 hours as the police have a limited time to be able to start proceedings against offending drivers. All other incidents should be reported to Kent Police using 999 or 101 as appropriate and an incident form submitted at the earliest opportunity. Schools are requested to provide immediate support to their SCP where necessary.

SCP's should avoid becoming involved in arguments with the aim of calming the situation down; remember there may be children observing and the matter can be referred to the police at a later stage if necessary. Any queries made to the SCP should be sent to the Safer Active Journeys Team.

Statements

Remarks or statements made on the spur of the moment may involve both the SCP and KCC in serious legal commitments. SCP's must not make any statements (other than to police) on working conditions to anyone e.g., the press, without liaising with the Safer Active Journeys Team. This includes social media which could be a breach of disciplinary conduct and should be avoided.

Parking

There are sometimes various parking restrictions around schools, mainly yellow zig zags, but sometimes single or double yellow lines. These are enforced by the local district or borough council civil enforcement teams, not police. Parking in these restricted areas can lead to congestion and difficulties for the SCP. The patrol is encouraged to ask politely for a driver contravening the restriction to move if it is compromising safety, explaining the reason; however, if the driver refuses then the SCP must consider a dynamic risk assessment to continue the crossing (see Personal Safety below).

In particularly badly affected areas, the SCP is encouraged to report incidents to their local Civil Enforcement Parking Team at the district/borough council.

Schools are encouraged to ensure that the parents are aware of what the restrictions mean and that the site where the patrol works is not made unsafe by inappropriate parking.

Kent County Council has launched a campaign called Responsible Parking and there is a website with advice and resources which can be used to encourage parents to park in a responsible way at both primary and secondary schools.

www.responsibleparking.co.uk (primary)

www.responsibleparking.co.uk/secondary/ (secondary)

Personal Safety

As previously mentioned above, KCC will support SCPs where incidents occur. It is important for patrols to understand that incidents can occur at anytime and at any crossing point; however, training provided in personal safety is designed to reduce any risks, de-escalate, and prevent confrontation. At times this may require the patrol temporarily suspending the crossing and going to a safe place if they feel intimidated, threatened, or harassed by any person. The training is provided along with an information and aide memoire to remind all SCPs they never put themselves at risk and report all incidents as appropriate. KCC does not accept any form of harassment, bullying, intimidation, unfair discrimination, or victimisation, by or against employees, partner agencies and service users and will not be tolerated.

Total Contribution Pay

KCC's approach to performance is based on having good conversations with employees, providing 2-way feedback on performance and development, and taking into account people's practical opportunity to deliver.

At KCC managing performance is about outcomes and is intended to drive employee engagement. Performance is managed through regular conversations, below is an outline of how our conversations with you will be carried out.

Your local School Crossing Patrol Instructor will carry out two monitoring visits per year. A blank monitoring report is enclosed in this letter for your information. This report will be sent to you via email if you have provided a personal email address, or by post if you do not have an email account. This is intended as a two-way conversation and as such we will welcome feedback and comments on the report and how you feel you are performing. This will be best submitted to our email address scp@kent.gov.uk or by telephone, details above.

These monitoring reports will be used as the evidence for your annual performance assessment as well as feedback from you school and any comments/compliments and complaints we may have received. It is therefore important that you record with your School Crossing Patrol Instructor during your monitoring visit any additional work you have carried out as a SCP, for example attending assemblies. You are entitled to be paid for these extra hours.

Should you need additional contact/support then please email or telephone the team and we can arrange an appropriate meeting (over the phone or face to face).

You also have a named contact in your school who you can speak to about any day to day issues.

Total Contribution

The total contribution that someone makes to the organisation is recognised and rewarded through pay; this is called Total Contribution Pay (TCP). As managers we will be entering an assessment based on your contribution to KCC and your performance in your role over the previous year. We will also be looking at your potential and what you can achieve in the future. There is no requirement for an end of year review, our assessment will be based on the ongoing Good Conversations and assessments we will have throughout the year.

Five elements are considered when setting expectations and assessing individual contribution and these are outlined below:

Key Elements of Total Contribution	All Employees	School Crossing Patrol Role
Objectives & accountabilities <i>What the employee does in their job</i>	<ul style="list-style-type: none"> • Work-based objectives & outcomes • Effectiveness in role • Standards • Feedback 	<ul style="list-style-type: none"> • Safely perform the operation of a SCP in line with KCC SCP Guidelines (Copy enclosed) • To correctly wear the mandatory uniform and use of equipment • Receive good feedback from school/community
Values & behaviours <i>How the employee does their job</i>	<ul style="list-style-type: none"> • The way the employee does their job • The way employee works with colleagues 	<ul style="list-style-type: none"> • To be punctual and reliable, reporting any absence as soon as practicable. • To be assertive whilst working on the crossing to control pedestrians and vehicles • To comply with KCC Values and Behaviours as outlined in the Role Profile
Wider contribution <i>How the employee contributes outside of their day to day job to their team, their service, to KCC or to public service</i> <u>*Not obligatory for KR2 - 6</u>	What the employee does: <ul style="list-style-type: none"> • For the good of the team • For the benefit of the service • In helping the organisation • Providing a public service 	NOT OBLIGATORY FOR THIS ROLE
Personal development <i>How the employee develops their capacity and capability</i>	<ul style="list-style-type: none"> • Development objectives & outcomes • Application of learning 	<ul style="list-style-type: none"> • Complete all practical onsite training or refresher training as identified • Complete all KCC mandatory e-learning modules within the required timescales • Where there is the opportunity to achieve, an up to date Safeguarding Training record is required

Working better <i>How the employee works to continuously do things better</i>	<ul style="list-style-type: none"> What actions does the employee take which lead to continuous improvement? 	<ul style="list-style-type: none"> Monitor any incidents and inappropriate behaviour at the site, reporting any issues Logging any Highway faults on www.kent.gov.uk/roads-and-travel/report-a-problem If issues identified in monitoring visit to work on points and improve
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TCP Ratings

There are 4 levels of TCP Ratings along with the definitions and some examples of what this means for a School Crossing Patrol.

Outstanding

“Exceeds expectations most of the time”

Examples

- Acts as a role model and ambassador for the SCP team. The behaviours used will be at an exceptional level and be part of the usual way of working.
- Regular or exceptional compliments and commendations from the wider community
- Feedback from schools will evidence outstanding behaviour where the individual regularly surpasses what is expected and has an outstanding impact on their immediate environment
- Regularly carries out additional SCP work outside of core hours e.g. attending assemblies to explain the SCP role.
- Evidence of expanding the influence of the role to achieve a positive impact for the service users, school, wider community or KCC; for example, identifying better ways of working or additional responsibilities for the role.

Excellent

“Exceeds expectations some of the time”

Examples

- Work will be of a high calibre and quality, with clear examples of excellent delivery of SCP policies and procedures
- Feedback from schools will evidence excellent behaviour where the individual surpasses normal expectations of the role
- Received compliments and feedback from the wider community, demonstrating KCC’s values and behaviours
- Carries out additional SCP work outside of core hours e.g. attending assemblies to explain the SCP role.

Successful

“Meets expectations all the time”

A successful score shows that a person is performing their role really well, carrying out everything that is asked of them in their job description.

Examples

- Always complies with the SCP Guidelines, policies and procedures

- Has completed all mandatory e-learning modules
- Complies with the “Behaviours” as outlined in the Role description

Performance Improvement Required

“Does not meet expectations all the time”

Examples

- Failure to comply with the SCP Guidelines, policies and procedures
- Failure to complete all the mandatory e-learning modules
- Those under the formal performance and capability procedure

Relief Patrols

Relief patrols are also subject to the TCP process; however, an assessment will only be given where there is sufficient evidence to inform that assessment.

Useful Contacts

School Crossing Patrol School Contact:.....

Position:.....

☎ :.....

✉ :.....

Crossing Times:.....

Contracted Hours:.....

Absence reporting

☎ 03000 422 401

✉ Email: SCP@kent.gov.uk

Requesting new sites, operational issues and training and monitoring of patrols

Please ask for the Safer Active Journeys Officer (School Crossing Patrols) – Highways and Transportation

☎ 03000 418 181

✉ Email: SCP@kent.gov.uk

🏠 Address: Safer Active Journeys Team, HTW, 1st Floor, Invicta House, County Hall, Maidstone, Kent. ME14 1XX.

Recruitment and Personnel issues are dealt with by HR Connect

☎ 03000 411 110

✉ Email: HRConnect01@kent.gov.uk

Highway issues


To report issues concerning road signs, flashing lights, road and footway surfaces, vegetation and any other aspect of the road environment and road safety advice. Please speak to our contact centre or report via our website.

☎ 03000 418 181


Report online using: <http://www.kent.gov.uk/roads-and-travel/report-a-problem>

Law Enforcement

Kent Police should be contacted where there is an imminent danger to life or property using;

 999

If an incident occurs using threats, abusive or insulting behaviour, this should be reported using the SCP Incident Report Form and calling;

 101

If an incident occurs where a driver fails to stop, the incident reporting procedure should be followed and reported to KCC Safer Active Journeys Team, who will liaise with Kent Police.

SCP Information

There is information on the following websites for school crossing patrols, schools, parents/carers and drivers:

KCC: <http://www.kent.gov.uk/roads-and-travel/road-safety/school-crossing-patrols>

Kelsi: <http://www.kelsi.org.uk/Curriculum/curriculum-resources/road-safety/school-crossing-patrol>

APPENDIX A

Policy for operating in Adverse Weather Conditions

Under normal conditions, the SCP will operate as set out in the KCC Crossing Patrol Service Guidelines.

Strong Wind

When the wind speed at the site increases it may be necessary to adopt a different approach to ensure the SCP's personal safety, and that of others who may use the crossing facility.

Each SCP is different in terms of stature and physical strength; therefore, it is the responsibility of each individual SCP to determine when an increased wind speed will cause operational difficulties.

The arm that is not holding the Stop sign has a two-fold use. In the first instance, this increases the area of high visibility material to approaching drivers. It also forms a visible barrier to drivers and reinforces the Stop sign.

The following directions are for much higher wind speeds: If wind speed is at a level that the SCP feels is too high to operate using the Stop sign, the Stop sign may be laid down in a safe place, and the children may be "escorted" across the road as if they were with any responsible adult. SCPs must be aware that when "escorting" children, they are no longer operating as a School Crossing Patrol and therefore they cannot stop traffic.

It is NOT permissible to stop traffic without the prescribed STOP sign.

An indicator of when the Stop sign should be laid down is when the SCP finds that he or she is concentrating more on holding the sign than on observing the traffic and crossing the pedestrians.

The procedure for escorting children is:

1. First explain to the children that because of the wind speed you will not be using the stop sign and you will not be stopping the traffic.
2. Explain the importance of listening to and obeying instructions
3. Explain that you will be crossing all the way over the road with them.
4. Before crossing, look all around for traffic, including behind if you operate on or near a junction. Include the children in the "looking for traffic".
5. Look for sufficient gaps in the approaching traffic that will give you an opportunity to escort a group across safely.
6. When it is safe to cross, instruct the children to cross quickly but without running.

7. Cross with the children to the other side of the road, continuing to look all around for traffic. Remind the children to keep looking all around for traffic.

You should not stop in the road.

8. On the completion of the crossing, safely return to your normal operating side of the road.

9. With larger groups of children, split them into smaller groups and follow the procedure as set out above. Cross back to escort the next smaller group.

10. The number of children within the groups will depend on the number of vehicles, the speed of the traffic and the road width. The SCP should assess the conditions and determine the number of children to cross at any one time based on these factors.

Extreme Weather/Wind Conditions

If the wind speeds are extremely high, it may not be possible to operate at all. Managers and SCPs should be aware of possible severe wind and weather warnings by monitoring weather forecasts. Hurricane force is rare in this country, however, if conditions such as this are experienced it may be that schools will close and therefore the SCP may not be needed. However, when schools are open despite the weather, SCP staff must attend work unless told otherwise.

Other extreme weather

Sun (specifically low sun reducing visibility), ice/snow or fog.

The patrols themselves have a part to play in risk assessment as they need to be comfortable in carrying out a dynamic risk assessment each time they go on duty. They need to be aware of their responsibilities and how to report significant issues that affect them and the safe operation of the site.

Low Sun

This can have a significant effect on a driver's ability to see a patrol – especially if the light is reflected off a wet road. This risk will be highest on roads oriented in an east/west direction.

One potential solution could be that the patrol operates on the side with traffic travelling away from the sun so that they can be more easily seen. They then stop traffic on that side of the road and move into the carriageway on that side of the road only; waiting with their sign up until traffic heading into the sun has stopped. They can then move into the centre and allow pedestrians to cross.

Potentially the patrol would be looking towards the sun, but they are more able to manage this and should not enter the carriageway until traffic had stopped.

The patrol must consider that drivers approaching the crossing may not see vehicles stationary for them and possibly collide or take sudden avoiding action; therefore, it is

important patrols remain alert. Further guidance can be given by your SCP Instructor or the Safer Active Journeys Team.

Rain/snow and ice

Snow and rain can severely affect a driver's visibility and patrols need to exercise extra caution in these weather conditions. In wet weather, stopping distances will be at least double those required for stopping on dry roads and can increase ten-fold in ice and snow. Patrols should wait on the pavement with their sign up, and only move into the road to help pedestrians to cross once traffic had stopped.

Gritting/salting of local road networks is the responsibility of local authorities. In some cases there may be a lag before roads are treated so never assume that roads have been gritted.

Patrols will also need to be aware of slipping or falling, especially if there is snow or ice on the road.

APPENDIX B

Kent Code of Conduct - Introduction

The public expects the highest standards of conduct and service from all employees of KCC.

This Code sets out guidelines for the conduct of KCC employees to maintain standards and protect employees from misunderstanding or criticism. The basic standards of conduct, as set out in this document, also apply to volunteers, agency workers and others working within KCC such as those who are on work placements and work experience.

It refers to statements and requirements contained within the Kent Scheme Terms & Conditions of Service, KCC Financial Regulations and other documents. These are either available via your line manager.

This Code forms part of your conditions of service. It is your responsibility to read and apply the standards set out in this and relevant documents including professional codes, policies and guidance (such as those issued by Social Work England, the Health and Care Professions Council (HCPC), Public Health, the Nolan Principles (see Appendix 1), the Chartered Institute of Finance & Accounting (CIPFA) etc.). Any employee acting outside the standards could be subject to disciplinary action.

A. Standards of Service

1. You will provide appropriate advice to Councillors, work colleagues and the public with impartiality.
2. You will be expected, through agreed procedures, such as KCC's Whistleblowing Procedure, and without fear of recrimination, to bring to the attention of management any irregularity in the provision of service.
3. In accordance with financial procedures, if an irregularity occurs or is suspected which may involve financial loss, you must report it immediately to the Head of Internal Audit.
4. As a KCC employee you are expected to behave at all times in a professional manner towards your colleagues, service users, partners, contractors or members of the public and in such a way that does not bring KCC into disrepute – this includes matters of conduct outside of the workplace.
5. You are required to disclose at the earliest possible opportunity to your line manager if you are arrested and/or are the subject of a criminal investigation by the Police. You must also advise your manager of any resulting action, e.g. the issuing of caution, police warning, a disqualification from driving or the progression of a criminal or civil case against you.
6. You are required to make your line manager aware of any matters which could call into question, or could have a bearing on, your employment with KCC and/or could bring KCC into disrepute, e.g. where you are the subject of an investigation/enquiry being conducted by an external body such as the Police or a professional registration body etc.

7. You must discuss with your line manager* any close personal relationship with another employee if this has the potential to give rise to a conflict of interests.

* or with your grandparent manager if your disclosure relates to a personal relationship with your line manager

8. You are expected to abide by and demonstrate KCC's values, which can be found at Appendix C.

9. Your engagement or involvement with other organisations should not contravene or compromise KCC's policies or strategies, e.g. Public Health policies.

10. Complaints against employees will be investigated and individuals who are found not to uphold professional standards of service and conduct will be subject to a formal investigation and possible disciplinary action.

11. In order to assist KCC in delivering the Public Sector Equality Duty, you are expected to respect, incorporate and promote diversity and inclusion in your day to day work. Further information about the Public Sector Equality Duty is included in Appendix 2.

B. Harassment

1. Harassment, bullying, intimidation, unfair discrimination or victimisation, by or against employees, partner agencies and service users will not be tolerated.

2. You have a duty to ensure the standard of conduct for yourself and for colleagues respects at all times the dignity of others and does not cause offence.

3. You should act in such ways as to avoid all forms of unacceptable behaviour in relation to other employees, partner agencies and service users of KCC.

C. Data Protection and Confidentiality

1. The Data Protection Act 2018 and the General Data Protection Regulation (GDPR) set principles for how personal information can be obtained, held, used or disclosed. You must apply these principles and comply with related policies.

2. You must complete the mandatory information governance and data protection training and the required refresher training every two years.

3. Where you have access to confidential, politically and/or commercially sensitive or personal information:

a. You must not use it for personal reasons or benefit or pass it on to others who might use it in such a way. This includes information about the work of KCC, its employees or members of the public.

b. You must respect the privacy and confidentiality of our customers and your colleagues.

c. Inappropriate disclosure of information will render you liable to disciplinary action and could lead to criminal prosecution. This will continue to apply after employment has ended in the case of highly confidential information (which is not otherwise in the public domain) and may also lead to civil legal proceedings being taken by KCC. You should contact your line manager if you are in any doubt as to what information KCC considers highly confidential in your service area.

4. You must not misuse your position to request or gain information unnecessary to carrying out your work.

5. You are responsible for the accuracy and legibility of records you create or use in the performance of your duties.

Additional sources of information, including KCC's Privacy Notice and associated guidance, can be requested from your supervisor, with further advice and guidance available on the Information Governance and Freedom of Information pages, including the Information Governance Toolkit.

D. Whistleblowing

1. KCC is committed to the highest possible standards of openness, honesty and accountability.

2. If you become aware of, or directly witness, situations or conduct that make you feel uncomfortable or which you regard as inappropriate you should raise any such serious concerns in accordance with the Whistleblowing Procedure. This provides a means for you to raise concerns about matters not related to your own employment or your work within KCC but which you feel need to be examined. It is intended to encourage you to feel able to raise serious concerns internally within KCC, without fear of reprisal or victimisation, rather than overlooking a problem or raising the matter outside.

Further information is available within the Whistleblowing Policy and Procedure available from the Safer Active Journeys Team.

E. Political Neutrality

1. As an employee you serve the Council as a whole. It follows that you must serve all elected Members and not just those of the controlling group and you must ensure the individual rights of all elected Members are respected.

2. You may be in a post in which you advise political groups. If you do, you must act with political neutrality. Whilst you may have your own political opinions, you must avoid carrying out your duties in a way which reveals your political affiliation.

3. Some Local Authority Officer roles are politically restricted and therefore post holders are restricted from undertaking any form of political activity. They are:

(a) the Head of Paid Service (Chief Executive Officer);

(b) the statutory Chief Officers (Chief Finance Officer (Corporate Director of Finance & Procurement), Chief Education Officer, Director of Children's Services (Corporate Director Adult Social Care and Health) and Director of Adult Social Services (Corporate Director Children, Young People and Education), Monitoring Officer (General Counsel), Director of Public Health);

(c) the non-statutory Chief Officers (all officers who report directly to the Chief Executive Officer or who report directly or are directly accountable to the local authority or any committee or sub-committee of the authority, other than those whose duties are solely secretarial or clerical);

(d) the Deputy Chief Officers (those who report directly to Chief Officers, other than those whose duties are solely secretarial or administrative);

(f) Political assistants;

(g) Officers who give advice on a regular basis to KCC, to any committee or sub-committee of KCC or to any joint committee on which KCC is represented;

(h) Officers who speak on behalf of KCC on a regular basis to journalists or broadcasters;

(i) Officers to whom powers are delegated.

Further advice can be sought from Democratic Services.

4. You must seek legal advice if you wish to stand for election as a Councillor for KCC or any other local authority as it could impact upon your employment. Whilst it is not legally possible to continue to work for KCC if you are elected as a KCC Councillor you may be able to serve in public office for other organisations, including other councils. You should obtain advice from the political party for which you are standing to ensure there is no conflict of interest and your political allegiance does not compromise your working life.

5. If you are involved in politics in your private time, you must not carry out any political activity which might lead the public to think you are acting in your capacity as a KCC employee. It is particularly important, if you are a Member with another council, to

keep your two roles separate and not use confidential information obtained in one capacity within the other.

F. Relationships

1. Elected Members

Mutual respect between employees and Members is essential to good local government. Close personal familiarity between employees and individual Members can damage the relationship and prove embarrassing to other employees and Members and should therefore be avoided.

2. The local community and service users

You should always remember your responsibilities to the community you serve and ensure courteous, efficient and impartial service delivery to all groups and individuals within that community as defined by KCC policies.

3. Media

If you are not authorised to deal with representatives of the media, you should refer any enquiries you receive to your line manager or to KCC's Press Office.

As a Member-led local authority, Members have to sign off and agree any responses to the media. In addition, the appropriate Director should also be made aware in order to authorise any media response.

If you have specific authority to deal with media enquiries, as agreed by your Cabinet Member, Director and the Press Office, you should only reply to requests for information or questions which relate to the facts of a situation and ensure that you notify the Press Office of any information or comment that you pass on to the media.

If an expression of opinion or official statement of policy is needed, you must speak to your Head of Service.

Every assistance should be given to Members who need information to deal with questions from the media. You should refer to the Press Office Manager on 03000 418080 for further advice if you are unsure of the protocols.

If you speak as a private individual directly to the press, or at a public meeting or other situation where your remarks may be reported to the press, ensure nothing you say might lead the public to think you are acting in your capacity as a KCC employee.

If you speak on behalf of a recognised trade union you must make it clear that the views you are expressing are those of the trade union you represent and not KCC's.

Social Media

KCC employees should be aware that information posted on these sites is often public and may be viewed by colleagues, residents and the media/press. As a KCC employee, you have responsibility to act in the best interests of the people of the County and not breach any confidentiality or post anything that could damage the council's reputation, e.g. sharing confidential or sensitive information.

4. Contractors/Consultants

All relationships of a business or private nature with internal or external contractors or consultants, or potential contractors or consultants, should be made known to an appropriate senior manager (see Section I on how this should be recorded) as they have the potential to seriously compromise KCC decisions.

Orders and contracts must be awarded in accordance with Spending the Council's Money (which is available from your line supervisor).

G. Staff Appointments and Other Employment Matters

1. If you are involved in appointing staff, you must ensure decisions to appoint are made on the basis of merit. It would be unlawful to make an appointment based on anything other than the ability of the candidate to undertake the duties of the post.
2. KCC has a detailed process for the appointment of staff that must be followed scrupulously by all employees involved in appointments at all times. Employees involved in the process of staff appointments should undertake the available Recruitment & Selection training course and the E-learning on Equality & Diversity in Recruitment and Selection in KCC and Unconscious Bias.
3. To avoid any possible accusation of bias, you should not be involved in an appointment where an applicant is someone with whom you have a close personal relationship.
4. Similarly, you should not be involved in decisions relating to discipline, managing performance and capability issues, promotion or pay adjustments for any other employee who is someone with whom you have a close personal relationship.
5. As a KCC employee you are required to disclose any criminal conviction, warning, caution or reprimand as this may have potential impact on your job.
6. If you line manage staff, you may give an employer's reference on behalf of KCC for a member of staff or an ex-member of staff, unless otherwise informed. You owe a legal duty of care to ensure the reference is based on fact. If you are asked to provide a reference you are strongly advised to follow the guidelines on employer's references available from the Safer Active Journeys Team and to contact your line manager if you have any concerns.

H. Outside Commitments

1. You must be clear about your contractual obligations and should not take additional or external employment (paid or unpaid) which conflicts with KCC's interests. Therefore, you must discuss with your line manager and obtain their consent before taking up additional employment elsewhere in KCC or with another employer.
2. Where you are permitted to take external employment, no external work of any sort should be undertaken on KCC premises.
3. Use of facilities such as telephones, computers etc. is forbidden and correspondence and incoming phone calls related to external work are not permitted.
4. These provisions do not apply to public appointments (e.g. as a magistrate).
5. You may, in a professional capacity whilst undertaking additional or external work, publish books and articles, give lectures or speak on radio or television and may illustrate these by reference to KCC's activities or policies, but your Corporate Director must be

consulted before doing so. You must be clear that any views you express are your own and not necessarily those of KCC.

6. You may retain lecturing fees under the following conditions only:

- Officers who lecture in their own time for other organisations may retain the whole of any fee payable.
- Officers who are permitted to lecture to external organisations in KCC's time may retain half of any fee payable.
- Fees will not be paid to officers who lecture on any of KCC's internal courses, whether in their own time or not.

I. Personal Interests

1. You must declare (at least annually) to your line manager and via Employee Self Service (if you have access) any financial and non-financial interests or commitments which may conflict with KCC's interests, including key strategies and policies. If a potential conflict of interest is identified this will be referred to the relevant Head of Service (or equivalent level of management).

Membership of, or activity on behalf of, a recognised trade union or professional society does not constitute such an interest.

KCC encourages you to take an active part in the life of your community. This Code does not seek to discourage such involvement. If there is any doubt, advice should be sought from your line manager.

2. You should declare to an appropriate senior manager membership of any organisation, lodge, chapter, society, trust or regular gathering or meeting which is not open to members of the public who are not members of that lodge, chapter, society or trust or requires secrecy about its rules, membership or conduct.

3. In addition to the above, you should advise an appropriate senior manager of your membership of any such organisation where in a specific instance such membership constitutes (or could be perceived as) a conflict of interest.

4. KCC Financial Regulations specify that employees who have a direct or indirect financial interest in a contract shall not be supplied with, or given access to, any tender documents, contracts or other information relating to them, without the authority of the relevant Corporate Director.

5. You must advise a senior manager if you are declared bankrupt or are involved as a Director of a company which is wound up or put into voluntary liquidation if it may impact upon your role and duties. Such information will be treated in the strictest confidence.

6. Intellectual Property Rights are relevant to patents, copyright, database rights, registered and unregistered design rights, trademarks, utility models, plant variety rights and other

intellectual property, applications for registration of any of the same, confidential information and know how, whether in all cases registered or unregistered.

Where you make or create any Intellectual Property Rights that may be of benefit to KCC in the course of your normal duties, you should inform your manager in writing and, unless an alternative agreement is reached with the relevant Corporate Director, KCC is generally considered the 'owner' so far as the law allows.

J. Equality Issues

You should ensure that policies relating to equality issues are complied with, in addition to the requirements of the law. All members of the local community, customers, clients, job applicants and employees have a right to be treated with fairness and equity.

K. Separation of Roles during Tendering

1. If you are involved in the tendering process and dealing with contractors, you must be clear about the separation of client commissioners and contractor/provider roles within KCC. Senior employees who have both a client and contractor responsibility must be aware of the need for accountability and openness.
2. If you have access to confidential information on tenders or costs for either internal or external contractors, you must not disclose that information to any unauthorised party or organisation.
3. You should ensure no special favour is shown to current or recent former employees or their partners, close relatives or associates in awarding contracts to businesses run by them or employing them in a senior or relevant managerial capacity. Reference must be made to Spending the Council's Money (available on from your supervisor).

L. Gifts and Hospitality

1. In accordance with the Council's Anti-Bribery Policy, you should not accept significant personal gifts from contractors, clients or outside suppliers as this could both compromise you personally and KCC. It is a serious criminal offence to receive or give any gift, loan, fee, reward or advantage to anyone in your capacity as a KCC employee. Minor articles, e.g. diaries, calendars, office items and the like, will not be regarded as a gift. However, consider how these could be perceived in relation to KCC's strategies and policies (e.g. receiving an item that may promote a tobacco company) and, if there is any doubt, a gift should be refused.
2. If you receive unsolicited gifts, they must be returned with a polite refusal letter to the sender. You should also inform your manager.
3. You may not accept legacies from clients or others who may have benefited from your services delivered on behalf of KCC. If you are named as a beneficiary, you should immediately inform your manager.
4. You should only accept offers of hospitality if there is a genuine need to impart information or represent KCC in the community and where you are satisfied that any

decisions or strategies and policies are not and will not be compromised. Offers to attend purely social or sporting functions should be accepted only when these are part of the life of the community or where KCC should be seen to be represented. They should be properly authorised by your line manager and recorded locally in advance of the event.

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

5. When hospitality has to be refused, the invitation should still be recorded.

6. All gifts and hospitality, including those that are declined, must be recorded using Employee Self Service. A guide to using Employee Self Service to declare gifts and hospitality is available via the Safer Active Journeys Team.

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

8. Likewise, many credit card companies offer loyalty rewards. The use of personal credit cards to purchase goods or services on behalf of KCC or its clients should be avoided unless no other means of purchase is available.

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

M. Sponsorship - Giving and Receiving

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

a. refer, at the earliest possible stage, to the Anti-Bribery Policy and the Sponsorship Policy & Guidance generally and the section on procurement in particular

b. follow the basic conventions concerning the acceptance of gifts or hospitality and record these arrangements locally.

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

N. Health and Safety at Work

1. You must, by law, take reasonable care for your own health and safety and that of other people who may be affected by anything you do at work. The use of illegal drugs or misuse of other drugs or alcohol to the extent it affects health, work performance, attendance, conduct or relationships at work is not acceptable. (For further information see KCC's Drugs & Alcohol Policy via the Safer Active Journeys Team.)
2. KCC has comprehensive policies on Health and Safety which cover all you need to know about compliance with legislation, standards and KCC procedures in connection with health, safety and welfare at work.

O. Equipment and Materials

1. KCC's telephones, computer systems, other equipment and materials are the property of KCC and are provided for employees' business purposes and for interaction with the public in the delivery of services.
2. Some personal use of KCC's electronic communication facilities and devices including phone, internet and email is permitted, provided it is within the scope of KCC's ICT Acceptable Use Policy and ICT User Standards.
3. No software can be used unless there is proof of legal registration to KCC under the Copyright, Designs and Patents Act. No personal software may be used on KCC equipment. It is a criminal offence to knowingly use or make unauthorised copies of KCC registered software.

P. Use of Financial Resources

1. You must ensure you use public funds entrusted to you in a responsible and lawful manner. They must be fully approved and used for the purpose for which they are intended.
2. You should ensure value for money to the local community and avoid legal challenge to KCC.
3. KCC's Financial Regulations and Anti-Fraud & Corruption Strategy must be adhered to at all times.

RELATED POLICIES, PROCEDURES, GUIDELINES AND SUPPORT – these are available from the Safer Active Journeys Team:

- * Drugs & Alcohol Policy
- * Equality & Diversity Policy Statement
- * Equality & Human Rights Policy
- * Managing Stress at Work Policy* KCC's Financial Regulations
- * Spending the Council's Money
- * Anti-Fraud & Corruption Strategy

- * ICT Acceptable Use Policy
- * ICT User Standards
- * Whistleblowing Policy and Procedure
- * Smoking and E-cigarette Policy
- * References Guidance
- * Health & Safety policies, procedures and guidance
- * Resolution Policy & Procedure
- * International Travel Guidance
- * Expenses Policy, Procedure & Guidance
- * Anti-Bribery Policy

Alternative Formats

This document is available in other formats. Call 03000 421553 or email alternativeformats@kent.gov.uk

APPENDIX C

OUR VALUES AND CULTURE

OUR VALUES



Brave

We are brave. We do the right thing, we accept and offer

challenge



Curious

We are curious to innovate and improve



Compassionate

We are compassionate, understanding and respectful to all



Strong Together

We are strong together by sharing knowledge



Make a Difference

We are all responsible for the difference we make

Our cultural attributes

What does it feel like to work here and what culture do we need around us to deliver our values? We have identified a set of cultural attributes that will enable us to accelerate out of this crisis with a renewed focus on inclusion and diversity and enable high performance. These cultural attributes are aspirational – they do not describe our current culture and we will need to be intentional about how we develop our culture over time:

Compassionate & inclusive

Working together – building and delivering for the best interests of KCC

Externally focused – residents, families and communities at the heart of decision making

Flexible/agile – willing to take (calculated) risks

Empowering – our people take accountability for their decisions and actions

Curious – constantly learning and evolving