# Dartford & Gravesham District Governor Briefing

**Autumn 2017** 



## Agenda

#### Welcome and outline of the briefing

Jo Hinde - Area Governance Officer North Kent

Educational performance at district, regional and national level

Karen Claxton, Senior Improvement Adviser North Kent

Latest educational updates for district planning and provision

Ian Watts - Area Education Officer North Kent

Kent Governance Association (KGA)

Janice Brooke - KGA Chair

In The News - latest updates

Jo Hinde



## **Polite Reminders**

- Housekeeping
- Paperless
- Have you signed the register?
- Note at least three actions that you will complete following this briefing
- Please complete the online evaluations



## **Secondary Schools' Update**

#### **Celia Buxton**

Principal Improvement Adviser for Secondary, Special & PRUs



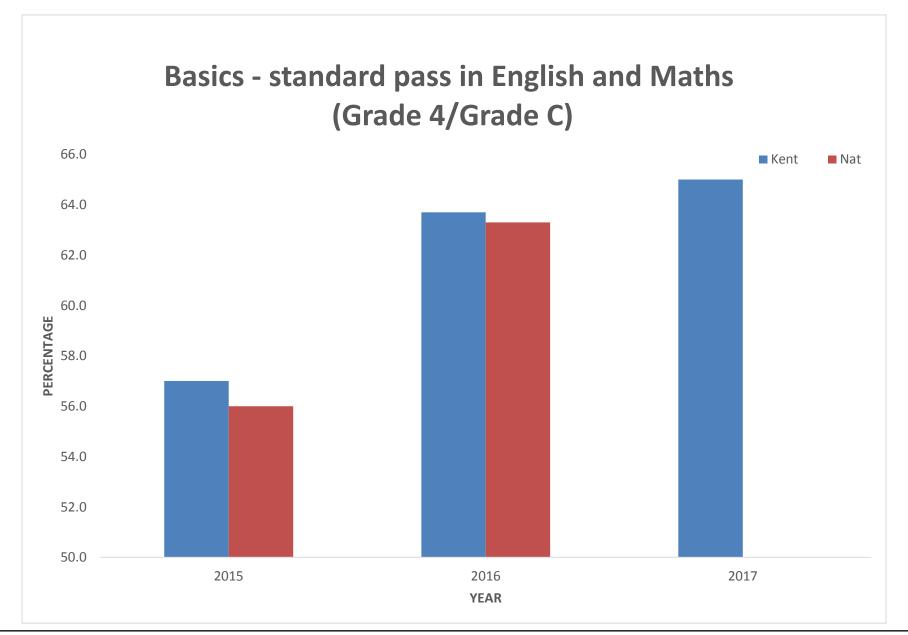
- There are significant changes to national performance measures in 2017
- Basics (standard pass in English and mathematics Grade 4/Grade C)
- Comparisons with performance in 2016 are difficult to make, given that this year sees the implementation of new grades in Maths and English and more demanding examinations
- This will be further compounded when the Basics measure that will be reported in the DfE October release this year will use the threshold of grade 5 (Strong Pass) or higher



The figures stated have been made using grade 4 (standard pass) to allow comparison with results from previous years

- This shows a positive picture in Kent the Basics measure introduced last year – standard pass in English and mathematics Grade 4/Grade C passes show an increase of 1.3% to 65%
- The national figure for 2017 Basics is not yet available.
   So far, 40% (32 schools) of Kent schools have reported improvement on their 2016 performance in this measure
- Last year 41.2% of schools exceeded the Basics
  National Average (63.3%), currently this year 43.8 % of schools have exceeded last year's figure





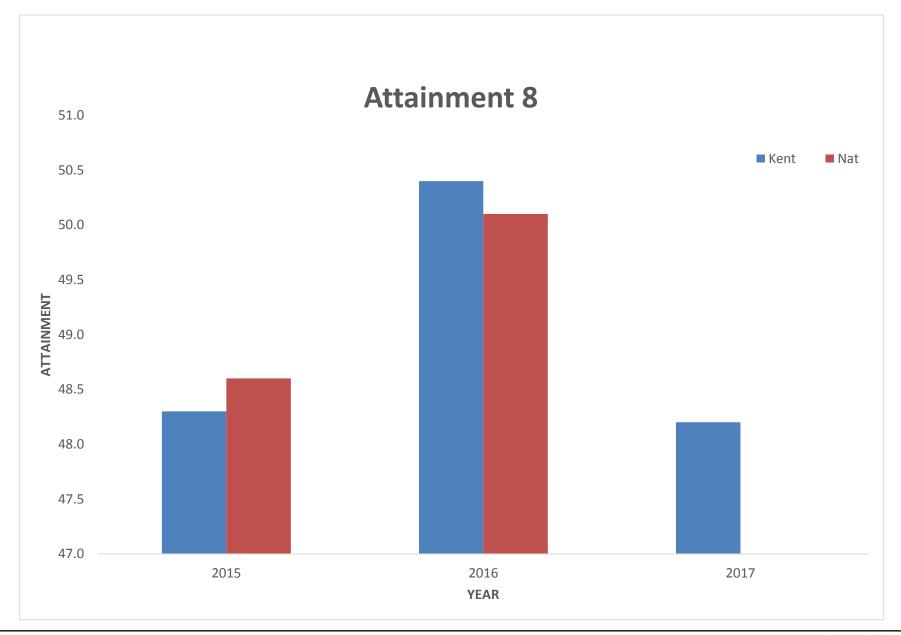


All 2017 figures are provisional and unvalidated:

#### **Attainment 8**

- Based on a return sample of 80 (of 97 available schools returning GCSE outcomes this year):
- 17% (12 schools) have reported an increase in their attainment 8 score
- 84% (59 schools) have reported a fall in their attainment
  8 score
- Compared with 2016 there has been an overall decline in attainment 8 performance from 50.4 to 48.2







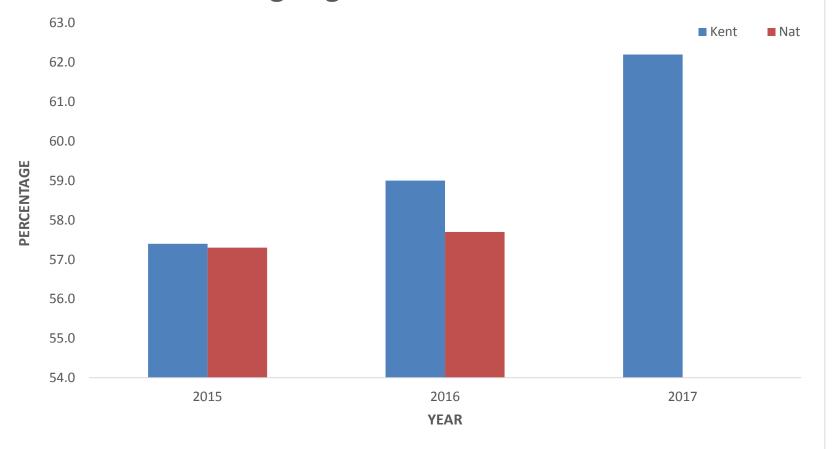
- There has also been a slight fall in the headline Ebacc measure. This year it is 29.1% from 29.9% last year
- So far, 32.5% (26 schools) schools have reported performance above the 2016 national average in this measure.



- 5 or more standard passes, including English and mathematics
- Performance in the old measure, the percentage of pupils achieving 5 or more GCSE grades A\*-C (standard passes) including English and mathematics, is more positive at 62.2%.
- This is above last year's figure of 59.0% and the 2016 national average 57.7%
- So far, 52.5% (42 schools) schools have met or exceeded their 2016 performance in this measure
- Progress 8 figures will be published by the DfE in October 2017



## Percentage of pupils achieving 5 standard passes including English and Mathematics





## **Priorities for Secondary Governors**

- Comparisons of school outcomes including school group performance, against those groups nationally
- Evidence of the impact of intervention and strategies to improve disadvantaged pupils performance
- Effectiveness of 16-19 programmes, including destinations and independent advice and guidance
- Website compliance, Policies updated and evident in school practice, eg. Keeping Children Safe in Education, Prevent - strategies in place (and tested)
- Safeguarding issues including attendance, use of parttime timetables and Quality Assurance of offsite provision



# Educational performance at district, regional and national level

# Karen Claxton Senior Improvement Adviser



### 2017 Floor Standard

The floor standard is the minimum standard for pupil attainment and / or progress that the government expects schools to meet. To be **above** the floor, the school needs to meet either the attainment **or all** of the progress elements.

- at least 65% of pupils meet the expected standard in English reading, English writing and mathematics;
- > or
- the school achieves sufficient progress scores in all three subjects. At least -5 in English reading, -5 in mathematics and -7 in English writing.

NB: No school will be confirmed as being below the floor or coasting until December 2017 when schools' performance tables are published

- The attainment element is a combined measure. This means an individual pupil needs to meet the 'expected standard' in English reading, English writing and mathematics, in order to be counted towards the attainment element.
- To meet the progress element a school needs to have sufficient progress scores in English reading, and English writing, and mathematics. There is no measure of 'sufficient progress' for individual pupils.



## **EYFS – Good Level of Development**

	2015 % GLD	2016 % GLD	2017 % GLD	2016 to 2017 Diff %	2015 to 2017 Diff %
Kent LA - All Schools	73.1	74.9	74.3	-0.6	+1.2
National	66.3	69.3	70.7	+1.4	+4.4

In 2017, outcomes at the end of the Early Years Foundation Stage dropped slightly (less than 1 percentage point) but continue to remain above the national average.







## **EYFS – Area/District**

	% reaching a Good Level of Development (GLD)
National	70.7
Kent	74.3
North Kent	74.8
Dartford	74.6
Gravesham	72.1
Sevenoaks	77.8



### **Year 1 Phonics**

- Kent has continued to improve outcomes in **Phonics** in 2017 by 0.5%.
- 82.1% of pupils met the expected standard, compared with 81.2% nationally.
- Kent has improved outcomes in phonics by 4% since 2015 (national improvement rate 4.2%).



## **Phonics – Area/District**

	2017 Year 1 Phonics % 32+
National	81.2
Kent	82.1
North Kent	80.2
Dartford	79.5
Gravesham	79.1
Sevenoaks	81.9



## **Key Stage 1 Attainment**

Kent has also performed above the national average for every indicator at Key Stage 1.

% reaching or exceeding the expected standard	English Reading	English Writing	Mathematics
National	75.5	68.2	75.1
Kent	78.8	72.3	78.4



## **Key Stage 1 – Area/District**

% reaching or exceeding the expected standard	English Reading	English Writing	Mathematics
National	75.5	68.2	75.1
Kent	78.8	72.3	78.4
North Kent	78.6	72.5	77.6
Dartford	78.8	73.0	76.1
Gravesham	75.1	69.4	77.0
Sevenoaks	81.8	75.1	79.7

## **Key Stage 2 Attainment**

Kent performed above or in line with the national average for all indicators.

% reaching or exceeding the expected standard	R, W, M combined	English Reading	English Writing	Grammar, Punctuation and Spelling	Mathematics
National	61	71	<b>76</b>	77	75
Kent	64	74	80	76	76



## **Key Stage 2 Attainment**

% reaching or exceeding the expected standard	R, W, M comb	English Reading	English Writing	Mathematics	GPS
National	61.0	71.0	76.0	77.0	75.0
Kent	64.4	74.2	80.4	75.7	76.0
North Kent	64.7	74.0	78.6	76.7	78.1
Dartford	64.3	74.1	77.7	77.5	78.8
Gravesham	57.9	66.6	74.7	71.2	72.3
Sevenoaks	71.9	81.2	83.4	81.4	83.1

## **Disadvantaged Attainment Gaps – KS2**

% reaching or exceeding the expected standard - GAP	R, W, M comb	English Reading	English Writing	Grammar, Punctuation and Spelling	Mathematics		
National		National data not yet available					
Kent	22.3	18.6	16.9	19.0	18.4		
North Kent	22.8	17.7	16.9	18.7	18.5		
Dartford	23.4	17.3	17.9	20.2	19.7		
Gravesham	22.4	18.3	18.9	18.4	17.3		
Sevenoaks	20.1	14.5	11.8	15.4	16.7		



## **Kent vs Statistical Neighbours**

		% Pupils Achieving									
	Expected Standard - RWM		Expected Standard - Reading Test	A High Score - Reading Test	Expected Standard - Grammar, Punctuation, Spelling Test	A High Score - Grammar, Punctuation, Spelling Test	Standard -	A High Score - Maths Test	Score - Reading	Average Scaled Score - Grammar, Punctuation, Spelling Test	Scaled Score - Maths Tes
Kent	64	9	74	27	76	30	76	23	105	106	104
East Sussex	57	5	71	24	71	23	70	17	104	104	103
Essex	63	10	73	25	79	32	76	23	104	106	104
Lancashire	60	8	70	23	77	28	75	20	104	106	104
Northamptonshire	56	7	68	20	73	25	70	17	103	105	103
Nottinghamshire	61	8	71	24	77	29	75	22	104	105	104
Staffordshire	63	9	74	25	78	31	76	22	104	106	104
Swindon	61	8	72	25	78	30	76	20	104	106	104
Warwickshire	62	10	72	28	77	32	74	23	105	106	104
West Sussex	55	5	70	25	74	25	71	19	104	105	103
Worcestershire	57	8	70	24	72	26	70	20	104	105	103
National	61	9	71	25	77	31	75	23	104	106	104
Kent's Ranked Position (1=top, 11=bottom)	1	3	1	2	7	4	1	1	1	1	1



## **School Improvement Allocation**

Good + schools - 2 visits + reports

RI or potential RI - 3 visits + reports

SCC or potential SCC - 8 visits + reports

Academies/Free Schools - No visits, offered to Trusts for purchase



## **Area Improvement Advisers**

#### **Senior Improvement Adviser**

Karen Claxton

#### **Improvement Advisers**

Mel Clapton, Caroline Crofts, Matt Dickson, June Haddock, Anne Massey

#### **Area Governance Officer**

Jo Hinde

#### **Senior Early Years Adviser**

Polly Sharman



## **School Inspections**

House of Commons Library Briefing Paper

Background on Ofsted inspections of state-funded schools in England

Recent developments in school inspection



# Dartford & Gravesham Area Education Officer Update

## Ian Watts Area Education Officer



#### Context

- Demand for school places in Dartford & Gravesham is largely predicated on four factors:
  - Birth rate historically been higher than both the Kent and National
  - Inward migration from London and abroad.
  - Significant house-building
  - Changes in circumstances larger families in smaller dwellings
- Birth rates are still high, although the trend has reduced since 2013
- Forecasts for urban Dartford show current capacity is sufficient for Year R in respect of the indigenous population until 2019, when Dartford North shows a deficit
- Possible requirement for places in other year groups in the short term
- Forecasts for Gravesham show sufficient capacity across the district.
   Some rural areas show small individual deficits that can be managed



#### Context

- New schools required to come online from 2018 onwards to meet demand from new housing (Hope Community School September 2018)
- Other year groups are under pressure. Particular issues with years 1 and 3 Though Dartford is encountering pressures across all age groups due to the numbers of small housing developments coming on line so quickly.
- The growth in primary numbers in recent years is now significantly impacting on the secondary demand.



## **Housing**

#### **DARTFORD**

- The Dartford Borough Core Strategy requires significant housing development (up to 17,300 new homes)
- Nearly 8,000 are anticipated to be completed between 2017-22
- These will be primarily focused on eight key sites, all of which will require new or additional education provision. These are: Eastern Quarry, Stone, Ebbsfleet Green, Ingress Park East, Ebbsfleet, Swanscombe Peninsula, Dartford Northern Gateway and Dartford Town



## **Housing**

#### **GRAVESHAM**

- The Gravesham District Core Strategy required significant housing development (up to 6,100 new homes)
- Core Strategy focuses on six potential development zones. The first tier zone is the urban area of Gravesend and Northfleet.
- New development has not yet become a significant factor in increased demand in Gravesham but will do in the future as Springhead Park and the Northfleet Embankments proceed as the Gravesham strategy for providing new homes rolls out



## **School Commissioning: Mainstream**

#### Dartford Primary:

Planning Group	Short Term	Medi	Medium term		
	by 2018-19	by 2019-20	by 2020-21	2021-22 to 2024-25	
Dartford North		30 Year R places in North Dartford	1FE on Dartford Northern Gateway.	second FE in Dartford Northern Gateway	
Dartford East			1FE on St James Lane site	second FE on St James Lane site	
Swanscombe and Greenhithe			1FE in Ebbsfleet Green	1FE in Station Quarter North 1FE in Cherry Orchard Academy 1FE in Ebbsfleet Green 2FE in Alkerden	
Dartford Rural South					



## **School Commissioning: Mainstream**

#### Gravesham Primary:

Planning Group	Short Term	Medium	Long Term	
	by 2018-19	by 2019-20	by 2020-21	2021-22 to 2024-25
Gravesend Southwest				1FE in Gravesend South West
Northfleet	1FE in Springhead Park			1FE in Springhead Park 1FE on Northfleet Embankment West 1.5FE on Northfleet Embankment East



## **School Commissioning: Mainstream**

#### Dartford Secondary:

Short Term	Medium	Long Term	
by 2018-19	by 2019-20	2021-22 to 2024-25	
	4FE Stone Lodge		4FE in Alkerden, Ebbsfleet
			2FE at Stone Lodge

#### Previously Commissioned:

- September 2016:
  - 2FE Wilmington Academy
  - 1FE Wilmington Grammar Girls
  - · 20 Places Dartford Grammar Girls
- September 2017:
  - 4FE Leigh UTC



# **School Commissioning: Mainstream**

#### Gravesham Secondary:

Short Term	Medium term		Long Term
by 2018-19	by 2019-20	by 2020-21	2021-22 to
	-		2024-25
4FE in Gravesend/ Northfleet urban	1FE in Gravesend/ Northfleet urban	1FE in Gravesend/ Northfleet urban	4FE in Gravesend

- Other Schools have agreed to admit over PAN and there have been temporary expansions that now need to be formalised and made permanent
- Working with a number of local schools to ensure capacity is increased in line with forecasts



# **General updates – School Complaints**

- KCC's model complaints policy for maintained schools has been updated in the light of feedback from governing bodies over the last year.
- The changes include a summary of appropriate routes for particular types of complaint at the beginning of the model policy to aid clarity; a reference to governing body reciprocal agreements and a cross-reference to the model policy "Dealing with Complaints Against Schools and Settings made by Parents on Social Media Networking Sites" as this is increasingly a feature of parental complaints.
- http://www.kelsi.org.uk/school-management/complaints



# **National Funding Formula**

- NFF rates applied to individual school budgets and then aggregated up to LA level
- LA still operates a local formula
- Kent set to receive an additional £50m over the next 2 years (£28m in 2018-19, £22m in 2019-20)
- Gains are capped at 3% per annum, but every school attracts a 0.5% increase
- DfE have also set minimum funding levels from 2019-20; £3,500 for Primary schools (£3,300 in 2018-19) and £4,800 for Secondary schools (£4,600 in 2018-19)
- Decisions on what each school will receive will be taken later this Autumn at Schools' Funding Forum and informed by an all school consultation





# **Review of High Needs Funding - Update**



### **Overarching Aims of the Review**

- The high needs top up budget needs to be more predictable and more closely linked to patterns of need
- The budget must continue to fund the top up required by schools to support the pupils with the most <u>complex</u> needs that would otherwise warrant statutory assessment
- The budget must also be used well in tandem with other resources such as LIFT to get the best outcomes for pupils
- As the increase in HNF is not sustainable we need to explore new models of funding



## **Review Findings**

- The demand for HNF does not always follow a pattern related to pupil profile and levels of need across the schools
- Wide variations in uses and access to HNF in schools across the county
- Over-reliance on one to one TA support as the major intervention for pupils
- More inclusive schools with whole school approaches to SEN make less demand on HNF
- Training for staff is needed to raise capacity in schools to address ASD, S&L and SEMH



# **Findings of the Review**

- Schools have different understandings of 'normally available resource' and the use of 'best endeavours' to support pupils with SEN
- Effectiveness and impact of provision through High Needs Funding is variable re pupil outcomes
- Need to re-visit the criteria and decision making process for HNF to ensure resources are allocated and spent on the most effective interventions



# **Findings of the Review**

- Schools with similar characteristics (Size, IDACI, Prior Attainment) have very contrasting numbers of High Needs funded pupils, some of which are out of line with the patterns or trends for most other similar schools
- Four groups of schools have emerged: very inclusive schools with good SEN provision that make little demand on HNF; schools that make appropriate levels of demand on HNF and use it well; schools that over rely on HNF and 1:1 TA support and do not always have the most effective interventions; schools that make very little use of HNF, do not always engage in LIFT and may not have effective SEN provision.



# **High Needs Funding - Primary School examples**

#### Small schools with low levels of Notional SEN

	Pupil Numbers	High Needs Numbers	Percentage
School A	109	8	7.3%
School B	102	2	2.0%
School C	141	0	0.0%

#### Small schools with high levels of Notional SEN

	Pupil Numbers	High Needs Numbers	Percentage
School A	148	9	6.1%
School B	119	3	2.5%
School C	198	1	0.5%



# **High Needs Funding - Primary School examples**

#### Large schools with low levels of Notional SEN

	Pupil Numbers	High Needs Numbers	Percentage
School A	459	25	5.4%
School B	454	11	2.4%
School C	482	3	0.6%

#### Large schools with high levels of Notional SEN

	Pupil Numbers	High Needs Numbers	Percentage
School A	422	27	6.4%
School B	405	7	1.7%
School C	415	2	0.5%



### **Next Steps HNF Review**

- Report on HNF review findings and proposed changes to be shared with the Schools Funding Forum in October
- Findings and proposed changes to be shared and discussed with schools at Heads Briefings in November and at meetings with KAH
- Support for the recommendations will be aided by the LIFT process offering more training, resources and assessment tools to schools
- Changes to funding need to fall into line with the National Funding formula changes from April 2018



# Introducing...

# The Education People

KCC's New Education Services Company



# **Update**

- Soft launch 8<sup>th</sup> November at the EduKent Expo from this date the company will be operating in shadow form.
- Launch 1<sup>st</sup> April 2018
- Stakeholder and Partnership Board for Heads and Governors reps has now been set up and is operational



# The Education People Company Objectives

- To ensure we achieve the long-term sustainability of Education Services in Kent for the benefit of Kent Schools
- To maintain and enhance the partnership between KCC and schools, allowing schools to have a greater influence in how services deliver and continuing the focus on improving outcomes for children and young people
- To realise the new opportunities for growth in traded Education Services to better support the delivery of high-quality statutory services and re-invest profit back into the services.



# The Education People – Core offer

- The Education People will key deliver services to schools and settings that are funded by KCC. These are:
  - School improvement
  - Early Years & Childcare
  - Governor Support
  - Educational Psychology
  - Education Safeguarding
  - Outdoor Education advisory, as well as the provision of Outdoor Education Centres
  - Skills and Employability
  - Schools Financial Services



# The Education People – Future Developments

- As well as delivering services on behalf of KCC, The Education People will develop new traded products to support the delivery of outcomes in schools
- New cross-service products, supporting schools in delivering high quality education and making the most of resources
- Working closely with schools and settings to design and develop services, and jointly evaluate success.



# **Q & A**

• Questions?



# Kent Governance Association (KGA)

Janice Brooke Keith Blakemore



# KGA Kent Governance Association

#### **Dartford & Gravesham Representatives**

Keith Blakemore

Janice Brooke (Chair)

janicebrooked28@btinternet.com

#### **Sevenoaks Representatives**

2 Vacancies - please get in touch!

Link to KGA website





- New Chair appointed in September Mrs Janice Brooke
- Work with the Kent Association of Headteachers on the Kent Leadership Strategy continue to develop
- KGA are to work with Governor Services this year to develop a Chairs' Forum/support network.
- KGA Assembly Meeting 30<sup>th</sup> October at Oakwood House 7pm-9pm



# **Governance Updates**

# Jo Hinde Area Governance Officer



# Governance Updates agenda

- Department for Education Updates
- Ofsted Updates
- KCC Updates
- Governor Services Core Training
- Governor Services SLA Bespoke Offering
- Upcoming training



# **DfE Updates**

- Academies Financial Handbook
- Get Information about Schools (Edubase)
   https://get-information-schools.service.gov.uk/
- STPCD 2017 and updated guidance for maintained schools

https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/636389/School\_teachers\_pay\_and\_conditions\_document\_2017.pdf
https://www.gov.uk/government/publications/reviewing-and-revising-school-teachers-pay

- Constitution of governing bodies of maintained schools – 1<sup>st</sup> Sept
- Exclusion from maintained schools, academies and pupil referral units in England effective from 1<sup>st</sup> Sept



# **DfE Updates**

Compare performance

https://www.compare-school-performance.service.gov.uk/compare-schools?phase=primary&selectPhase=true

Make sure this link is on your website:

https://www.gov.uk/school-performance-tables

Interpretation guidance

https://www.gov.uk/government/collections/school-performance-tables-about-the-data



# **Ofsted Updates**

School inspection update newsletter Sept 17
 https://www.gov.uk/government/uploads/system/uploads/attachment\_data/file/643178
 /SIU\_special\_edition\_5\_September\_final.pdf

- Changes to Inspection Framework from term 2
- Ofsted consultation



# **NGA Updates**

#### The NGA has released the following resources

- Draft expenses policies
- Ofsted inspection of schools Q&A
- Knowing your head
- Removing elected governors
- Governing board annual report to parents
- Model code of conduct 2017
- Website information
- Knowing your school
- Managing your headteacher

- Positive relationships between head and chair
- Teacher workload
- Monitoring performance
- Naming names in minutes
- Whistleblowing
- School leaders and governing boards: what to expect of each other
- The future of school governance
- Clerking- a professional role

# **KCC Updates**

- KCC Model Safeguarding Policy updated Sept 17
- <a href="http://www.kelsi.org.uk/child-protection-and-safeguarding/safeguarding-policies-and-guidance">http://www.kelsi.org.uk/child-protection-and-safeguarding/safeguarding-policies-and-guidance</a> links to updated policies
- <a href="http://www.kelsi.org.uk/child-protection-and-safeguarding">http://www.kelsi.org.uk/child-protection-and-safeguarding</a> home page for KCC safeguarding
- KCC Safeguarding newsletter
- http://www.kelsi.org.uk/child-protection-and-safeguarding/child-protection-newsletters
- KCC Model Complaints Policy updated Sept 17
- http://www.kelsi.org.uk/school-management/complaints
- GDPR- are you ready?

https://www.brownejacobson.com/education/training-and-resources/training-videos/2017/09/how-to-implement-gdpr-in-your-school-hear-from-dai-durbridge-and-helena-wootton

- Patrick Leeson's bulletins
- http://www.kelsi.org.uk/news-and-events/patrick-leesons-update/28-september-2017weekly-update

  Kent County

# **Governor Services Updates**

http://www.kelsi.org.uk/policies-and-guidance/clerks-resources

#### Model policies/terms of reference

- Model code of conduct
- Circle Model Terms of Reference
- Monitoring policies for circle model
- Monitoring policy for committee based model

#### Remember to consider

- Finance governor succession planning
- Clerks CPD Performance Management
- SGOSS recruitment drive Kent & Medway



# **Governor Services - Training Calendar**

The Role of Training & Development Governor

Wednesday 1 November 2017 - 19:00 - 21:00

The Brent School, Dartford DA2 6BA

Event Code: GV 17/196

The Governing Body Role in Safeguarding

Wednesday 29 November 2017 - 19:00 - 21:00

Eastgate, Gravesend DA11 8AD

Event Code: GV 17/197

New Governors' Induction

Saturday 2 December 2017 - 09:30 - 15:30

Mercure- Dartford Brands Hatch Hotel, DA3 8PE

Event Code: GV 17/198



# **Governor Services SLA & SI SLA**

http://www.edukent.co.uk/images/uploads/article\_stock/Governor\_Services\_SLA\_2017\_F

INAL\_130617.pdf

- MAM Review Membership/Agenda/Minutes Review
- Board observations
- Projects and activities
- Reviews of Governance

#### Bespoke training courses including

- Self Evaluation for Good Governance (SE4GG)
- Effective monitoring visits
- Ofsted preparation (1 hour and 2 hour sessions)
- Challenge & Impact
- Packtypes Getting the best from your team (1 hour session)
- Understanding Effective Governance (3 hour session)
   (Knowing the Governance Handbook & Competency Framework)



# Governors' Conference 'Governance - Adapting for the Future' Thursday 19 October 2017

Ashford International Hotel - 9.15 - 13.30

Graham Willetts - Education Services Company

Mark Cole – HMI Ofsted – Outstanding governance

Lee Miller – Adaption governance models

Ali Body – CCCU- Bridging the ever decreasing funding gap with creative fundraising

Linda Pickles – Strategic Vision & Values

Have you booked your place?



# Course Evaluation – Don't forget!

- Please take 5 minutes to complete your evaluation form
- You can access the link now via your mobile phone/tablet: <u>www.kentcpdonline.org.uk</u> and then log into your account.
- Click on 'My CPD Online' and 'Events Attended'
- From here you will be able to locate this event and then click on 'Enter Evaluation'.
- Alternatively please log into your account, using the e-mail link which you will receive from CPD online as soon as the register of attendance has been processed.
- You will be able to download your certificate of attendance once you have completed the evaluation and the signed register has been processed by the Training & Development Administration team.

We value and act on your comments.

Thank you.

# Thank you for attending

Monday 29 January 2018 - 19:00 - 21:00

The Brent Primary School London Road, Stone, Dartford, Kent DA2 6BA

#### Jo Hinde

Area Governance Officer – North Kent jo.hinde@kent.gov.uk

