



Summons to and
Agenda for a
Meeting on
**Thursday, 19th March,
2020**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Wednesday, 11 March 2020

To: All Members of the County Council

Please attend the meeting of the County Council in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 19 March 2020 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30pm.**

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present.

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

Voting at County Council Meetings

Before a vote is taken the Chairman will announce that a vote is to be taken and the division bell shall be rung for 60 seconds unless the Chairman is satisfied that all Members are present in the Chamber.

20 seconds are allowed for electronic voting to take place and the Chairman will announce that the vote has closed and the result.

A G E N D A

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda

3. Minutes

(Pages 1 - 16)

(a) Minutes of the meeting held on 13 February 2020 and, if in order, to be approved as a correct record.

(b) Minutes of the 17 October 2019 – to consider passing the following resolution

“RESOLVED that the minutes of the meeting of County Council held on 17 October 2019, which were approved and signed by the Chairman as a correct record on 17 December 2019, be amended in order to correct a subsequently discovered inaccuracy by the addition of resolution (d) to minute no 181 (Select Committee – Knife Crime) “that the Cabinet submit an update to County Council on 19 March 2020 on the progress with the Select Committee recommendations”.

4. Corporate Parenting Panel - Minutes for noting Minutes of the meeting held on 17 September 2019. **(Pages 17 - 24)**
5. Chairman's Announcements
6. Questions
7. Report by Leader of the Council (Oral)
8. 'Kent's Future, Our Priority' - Kent County Council's 5 Year Plan **(Pages 25 - 36)**
9. Corporate Parenting Annual Report - 2018-2019 **(Pages 37 - 38)**
10. County Council update on Knife Crime Select Committee and linked work across the Children, Young People and Education Directorate. **(Pages 39 - 54)**
11. Children Young People and Education Directorate - Top Tier Restructure **(Pages 55 - 70)**
12. Pay Policy Statement 2020-21 **(Pages 71 - 78)**
13. Treasury Management 6 Month Review 2019/20 **(Pages 79 - 92)**
14. Independent Person (Standards) **(Pages 93 - 94)**
15. Update to Members' Allowances Scheme **(Pages 95 - 112)**
16. Motion for Time Limited Debate
Reducing the carbon impact of Kent County Council's internet-related activity

Proposer: Ida Linfield Second: Antony Hook

“Having been evaluated and approved in principle by the ICT Compliance and Risk Manager, the Council requests the Cabinet Member for Finance Corporate and Traded Services to instruct the relevant Officers to, at the earliest opportunity, set Ecosia as the default search engine on all of Kent County Council's internet-enabled devices (where technically feasible), including those available in public spaces such as libraries.”

Background information provided by Ida Linfield and Mr Hook in support of the motion

Kent County Council passed a motion declaring a climate emergency in May 2019, which included commitments to reducing the impact of its own estate and activities. Internet-related activity is a notable source of carbon emissions within the Council, which has thousands of devices connected to the web. Activities such as conducting web searches can act as a significant source of such emissions (see note 1 below). The Council has a responsibility to mitigate this impact as much as possible.

One such approach which has already been adopted by many Universities worldwide (including the University of Sussex), as well as having a motion recently passed at Brighton and Hove City Council, is to adopt Ecosia as the default search engine. Ecosia not only operates its services on 100% renewable energy, but as a certified 'benefit corporation', it uses its revenue to plant trees in locations worldwide with over 85 million trees planted to date (as of March 2020). This means it is carbon-negative (see note 2 below).

Footnotes:

1. One Google search accounts for an estimated 0.2 to 7g of carbon dioxide emissions. 7 grams is equivalent to boiling a pot of tea: <https://climatecare.org/infographic-the-carbon-footprint-of-the-internet/>
2. Every search with Ecosia removes CO₂ from the atmosphere by funding the planting of trees. If Ecosia were as big as Google, it could fund the absorption of 15% of all global CO₂ emissions: <https://blog.ecosia.org/co2-neutral-search-engine-ecosia-solar-plant/>



Benjamin Watts
General Counsel
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KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 13 February 2020.

PRESENT:

Mrs A D Allen, MBE (Chairman)
Mr G K Gibbens (Vice-Chairman)

Mr M J Angell, Mr M A C Balfour, Mr P V Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P M Beresford, Mr R H Bird, Mr T Bond, Mr A Booth, Mr A H T Bowles, Mr D L Brazier, Mr J Burden, Mr D Butler, Miss S J Carey, Mr P B Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mr J Clinch, Mrs P T Cole, Mr A Cook, Mr G Cooke, Mr P C Cooper, Mrs M E Crabtree, Mr D S Daley, Mr M C Dance, Miss E Dawson, Mrs T Dean, MBE, Mr D Farrell, Mrs L Game, Mr R W Gough, Ms S Hamilton, Mr P M Harman, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr P J Homewood, Mr A J Hook, Mr M J Horwood, Mr E E C Hotson, Mrs L Hurst, Mr J A Kite, MBE, Mr S J G Koowaree, Mr P W A Lake, Mr B H Lewis, Ida Linfield, Mr R L H Long, TD, Mr R C Love, OBE, Mr G Lymer, Mr R A Marsh, Ms D Marsh, Mr J P McInroy, Mr P J Messenger, Mr D D Monk, Mr M J Northey, Mr P J Oakford, Mr J M Ozog, Mr M D Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A M Ridgers, Mr C Simkins, Mrs P A V Stockell, Dr L Sullivan, Mr B J Sweetland, Mr I Thomas, Mr R J Thomas, Mr M E Whybrow and Mr J Wright

IN ATTENDANCE: Mrs A Beer (Corporate Director of People and Communications), Mr D Cockburn (Corporate Director Strategic & Corporate Services), Ms Z Cooke (Corporate Director of Finance), Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr M Dunkley CBE (Corporate Director for Children Young People and Education), Mr A Scott-Clark (Director of Public Health), Mr D Shipton (Head of Finance - Planning, Policy & Strategy), Ms P Southern (Corporate Director, Adult Social Care and Health) and Mr B Watts (General Counsel)

UNRESTRICTED ITEMS

199. Apologies for Absence

The General Counsel reported apologies from Mrs Binks, Mr Collor, Mr Manion, Mr Murphy, Mr Pascoe and Mr Whiting.

Mr Clinch had given his apologies for the meeting's afternoon session.

200. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda

(1) Dr Sullivan declared a Disclosable Pecuniary Interest as her husband was employed by the County Council in the Early Help and Prevention Team and stated that she would withdraw from the meeting during consideration of the amendment on the Youth Services, as set out in paragraph 9 below.

- (2) Mr Lewis declared an interest as his wife worked for the County Council.

201. Minutes of the meetings held on 17 December 2019 and, if in order, to be approved as a correct record

RESOLVED that the minutes of the meetings held on 17 December 2019 be approved as a correct record.

202. Chairman's Announcements

Mr Frederick Wood-Brignall, MBE

(1) The Chairman stated that it was with regret that she had to inform Members of the death of Mr Frederick Wood-Brignall, former Conservative Member for Romney Marsh from 1997 to 2009.

(2) The Chairman informed Members that Mr Wood-Brignall's service of thanksgiving had taken place on Monday 13 January 2020.

(3) Mr Hills and Mrs Dean paid tribute to Mr Wood-Brignall.

(4) Following the tributes, all Members stood in silence in memory of Mr Wood-Brignall.

(5) After the one-minute silence, the Chairman moved, the Vice-Chairman seconded, and it was resolved unanimously that:

“This Council records the sense of loss it feels on the sad passing of Mr Wood-Brignall and extends to his family and friends our heartfelt sympathy to them in their sad bereavement.”

New Year's Honours List 2020

(6) The Chairman referred Members to the list of New Year Honours Recipients from Kent and in particular Graham Razey who had received an OBE for services to Education. He had also been a member of the Corporate Parenting Panel. She formally congratulated all those who had received an Honour.

Thank you letter from Steve Sherry

(7) The Chairman referred to the letter of thanks from Steve Sherry, for the Invicta Award which he had received at the County Council meeting which had taken place on 17 December 2019.

(8) The Chairman informed Members that a copy of the letter of thanks had been circulated via the Members Information Bulletin.

Try-Angle Award

(9) The Chairman informed Members that she had attended the Try-Angle Awards event which had taken place on Sunday 9 February 2020. The event recognised the outstanding efforts and achievements of young people at school, work, organisations and within their own communities.

(10) The Chairman congratulated Kent's district category winners and commended the excellent work that Kent's young people had undertaken as ambassadors for the county.

203. Capital Programme 2020-23 and Revenue Budget 2020-21 (including Council Tax setting 2020-21)

(1) The Chairman reminded all Members that any Member of a Local Authority who was liable to pay Council Tax, and who had any unpaid Council Tax amount overdue for at least two months, even if there was an arrangement to pay off the arrears, must declare the fact that they are in arrears and must not cast their vote on anything related to KCC's Budget or Council Tax.

(2) The Chairman draw Members attention to the Section 151 Officers assurance set out on page 36 paragraph 7.5 of the of the report as the budget estimates were robust and the level of reserves adequate, as required by the Local Government Act 2003

(3) Mr Oakford moved and Mr Gough seconded the following motion:

“(i) The County Council is asked to agree the following:

- (a) The net revenue budget requirement of £1,063.654m for 2020-21.
- (b) The 10-year Capital programme and investment proposals of £1,014.339m over three years from 2020-21 to 2022-23 together with the necessary funding and subject to approval to spend arrangements.
- (c) The Capital Strategy as set out in appendix 1 of this report including the Prudential Indicators.
- (d) The Minimum Revenue Provision (MRP) Statement as set out in appendix 3 of this report.
- (e) The directorate capital programmes as set out in sections 1 & 2 of the draft Budget Book (white-combed) for Council approval published on 5th February.

- (f) The directorate revenue budget proposals as set out sections 3, 4 and 5 of the draft Budget Book (white-combed) for Council approval published on 5th February.
 - (g) To delegate responsibility to Cabinet Members and Corporate Directors to manage the budget within the parameters set out in the Constitution and Financial Regulations.
 - (h) To increase Council Tax band rates up to the maximum permitted without a referendum as set out in table 2 in appendix A of the draft Budget Book (white-combed) for Council approval published on 5th February.
 - (i) To levy the additional 2% social care precept (raising an additional £14,375,896 and taking the total social care precept to £65,789,689 out of precept set out in (j) below).
 - (j) The total Council Tax requirement of £749,443,400 to be raised through precepts on districts as set out in table 1 in appendix A of the draft Budget Book (white-combed) for Council approval published on 5th February.
 - (k) The Treasury Management Strategy as set out in appendix 2 of this report.
 - (l) The reforms to the lowest Kent Scheme pay ranges (KR2 and KR3) to a single point paying £9.35 per hour.
 - (m) The governance process for the allocation of unallocated amounts within the approved budget set out in paragraph 6.1 of this report.
- (ii) In addition:
- (n) To note that the Cabinet Member for Communications, Engagement & People after consultation with the Leader and Cabinet, will determine the TCP reward thresholds for staff assessed as successful, excellent, and outstanding, and the uplift to the Kent Ranges in accordance with the 0.5%/£1,200 principles.
 - (o) To delegate authority to the Corporate Director of Finance (after consultation with the Leader, Cabinet Member for Finance, Corporate & Traded Services and the political Group Leaders) to resolve any minor technical issues for the final budget publication which do not materially alter the approved budget or change the net budget requirement. This includes approving the distribution of unallocated amounts within the approved budget set out in paragraph 6.1.
 - (p) Changes made in (o) above to be reflected in the final version of the Budget Book (blue combed) due to be published in March.
 - (q) To note the proposed review of reserves to be conducted by the Council's Section 151 Officer after consultation with Cabinet and Corporate Management Team set out in paragraph 5.36.
 - (r) To note the Section 151 Officer's opinion on the robustness of the budget estimates and the level of reserves held by the Council.
 - (s) To note the uncertain financial outlook for later years in the absence of a multi-year settlement from government
 - (t) To note the development of an outcome-based budgeting approach from 2021-22 onwards
 - (u) To note reviews to the realignment of base budgets and treatment of unallocated amounts in future year's budgets.

Children, Young People and Education Directorate

(4) The Cabinet Member for Education and Skills and the Cabinet Member for Integrated Children's Services introduced the budget for this Directorate prior to a general debate.

(5) Mrs Dean proposed and Ida Linfield seconded the following amendment:

“Proposed spend: Increase the ‘Children in Need - Care & Support’ (Section 5, line 59, page 44 of the Budget Book) by £250,000 in 2020-21 which can be used to provide a training programme aimed at school staff to help them identify young carers, provide them with some initial support and signpost them to the appropriate agencies.

Funded by: This would be funded by deducting £250,000 in 2020-21 from the £3,500,000 ‘Growth for Strategic Statement Priorities’ budget that has been set aside (listed on page 22 of the Budget Book, which sits under line 120 ‘Financing Items – Unallocated’, page 55).”

(6) Following the debate, the Chairman put to the vote the amendment set out in paragraph (5) above and the voting was as follows:

For (14)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr J Clinch, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (55)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

(7) Mr Farrell proposed and Mr Lewis seconded the following amendment:

“Proposed spend: Funding of shortlisted projects at the KCC facilitated serious violence hackathon 2019.

Funded by: Removal of additional data analyst post (£27,000) in the GET directorate budget as a result of Knife crime select committee recommendation.”

(8) Following the debate, the Chairman put to the vote the amendment set out in paragraph (7) above and the voting was as follows:

For (13)

Mr R Bird, Mr J Burden, Mr J Clinch, Mr P Cooper, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (58)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, , Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr I Chittenden, Mrs P Cole, Mr A Cook, Mr G Cooke, , Mrs M Crabtree, , Mr M Dance, Miss E Dawson, , , Mrs L Game, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, , Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, , Mr P Lake, , , Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr P Messenger, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, , Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright.

Abstain (0)

Amendment lost

(9) Mr Farrell proposed and Mr Burden seconded the following amendment:

“Proposed spend: £400,000 Programme of detached youth work (4 nights per week) in each Kent district + £100,000 on associated infrastructure and equipment to assist delivery.

Detached, Universal, street-based youth work responds to the needs of often hard to reach young people and the communities in which they live.

Funded by: £500,000 reduction in cross directorate budget for conferences and meetings at third party venues.”

(10) Following the debate, the Chairman put to the vote the amendment set out in paragraph (9) above and the voting was as follows:

For (70)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr R Bird, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr J Burden, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mr I Chittenden, Mr J Clinch, Mrs P Cole, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr D Daley, Mr M Dance, Miss E Dawson, Mrs T Dean, Mr D Farrell, Mrs L Game, Mr G Gibbens, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr A Hook, Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr G Koowaree, Mr P Lake, Mr B Lewis, Ida Linfield,

Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr M Whybrow, Mr J Wright

Against (0), Abstain (0)

Amendment carried

(In accordance with her declaration of interest, Dr Sullivan withdrew from the meeting and took no part in the debate or voting on the 'Youth Services' amendment in paragraph (9) above.)

Growth, Environment and Transport Directorate

(11) The Cabinet Member for Highways and Transport, the Cabinet Member for Environment, the Lead Member for Economic Development and the Cabinet Member for Community and Regulatory Services introduced the budget for this Directorate prior to a general debate.

(12) Mr Chittenden proposed and Mrs Dean seconded the following amendment:

“Proposed spend: We propose a ringfenced fund of £500,000 (split over 2 years at £250,000 per annum) to be available to Kent’s Parish and Town Councils and community groups, to fund costs towards the procurement and installation of public charging points, whilst assisting them with the procurement process via a Kent-managed framework which they can access

The sum available would be capped to a maximum of £2,500 per installation, conditional on being used for off-street or on-street charging points. Where eligible, this funding can be used in conjunction with other grants

This fund will be allocated to the ‘Highway Transportation (including School Crossing Patrols)’ budget (Section 5, line 82, page 48 of the Budget Book).

Funded by: This would be funded by deducting £250,000 in 2020-21 and 2021-22 the £1m ‘County Council Climate Emergency Time Limited Debate’ budget that has been set aside (listed on page 22, of the Budget Book, which sits under line 129 ‘Financing Items – General, page 55).”

(13) Following the debate, the Chairman put to the vote the amendment set out in paragraph (12) above and the voting was as follows:

For (13)

Mr R Bird, Mr J Burden, Mr J Clinch, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (55)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

(14) Ida Linfield proposed and Mr Bird seconded the following amendment:

“Proposed spend: We propose a fund of £125,000 to be allocated for the provision of a controlled pedestrian crossing. The funds are to be used in conjunction with the Section 106 contribution to the Pilgrims Way Primary School expansion. This fund will be allocated to a new line within the Highways, Transportation & Waste capital budget (Section 2, pages 11-12 of the Budget Book).

Funded by: This would be funded by deducting £125,000 in 2020-21 from the ‘Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening’ capital investment budget (Section 2, page 9, line 5 of the Budget Book).”

(15) Following a short discussion, the proposer and seconder withdrew the amendment set out in paragraph (14) above.

(16) Dr Sullivan proposed and Mr Lewis seconded the following amendment:

“Proposed spend: £500,000 increase on highway asset management, highway drainage cleansing repairs and soakaways.

Funded by: Use £500,000 of the net £4,500,000 additional council tax base and retained business rate growth which have been used to reduce the draw down from corporate reserves in the proposed budget. (page 25 of Section 3 to the budget book). This is within Financing Items - General (Section 5, page 55, line 119).”

(17) Following the debate, the Chairman put to the vote the amendment set out in paragraph (16) above and the voting was as follows:

For (14)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr J Clinch, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (54)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, , Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (1)

Mr A Bowles

Amendment lost

(18) Mr Whybrow proposed and Mr Chittenden seconded the following amendment:

“Proposed spend: Provide capital funding for dedicated cycle and walking schemes of £5 million per year for three years. This to be used to support district and borough council walking and cycling strategies and schemes; identify, design and fund and match fund new schemes, including ones to link existing routes; deliver Phase 4 and 5 of the Cinque Ports Cycle Route, between Hythe and the sea wall at Dymchurch.

Funded by: Reducing by £15 million the £221,854,000 three-year budget for Highway Major Enhancements (Section 2 Capital Investment Plans by Directorate – page 9 Row 5 of the Budget Book 2020-21).”

(19) Following the debate, the Chairman put to the vote the amendment set out in paragraph (18) above and the voting was as follows:

For (14)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr J Clinch, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (55)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr

H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

Adult Social Care and Health Directorate

(20) The Cabinet Member for Adult Social Care and Public Health introduced the budget for this Directorate prior to a general debate.

(21) Ida Linfield proposed and Mrs Dean seconded the following amendment:

“Proposed spend: We propose an increase in the ‘Community Based Preventative Services’ budget (Section 5, line 25, page 40 of the Budget Book) by £250,000 in 2020-21. Funding to continue on an ongoing basis in subsequent years. This will be used to support befriending services aimed at prevention of social isolation and onset of dementia.

Funded by: This would be funded by deducting £250,000 in 2020-21 from the £3,500,000 ‘Growth for Strategic Statement Priorities’ budget that has been set aside (listed on page 22 of the Budget Book, which sits under line 120 ‘Financing Items – Unallocated’, page 55).”

(22) Following the debate, the Chairman put to the vote the amendment set out in paragraph (21) above and the voting was as follows:

For (12)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (55)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mrs P Stockell, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

(23) Mr Burden proposed and Mr Farrell seconded the following amendment:

“Proposed spend: Respite care for Carers is crucial to the care of Kent’s vulnerable people and to prevent the more expensive care provided by hospitals and residential care facilities. Additional £500,000 to be added to in-house respite care to meet current demand, changing need and greater identification of Carers.

Funded by: Use £500,000 of the net £4,500,000 additional council tax base and retained business rate growth which have been used to reduce the draw down from corporate reserves in the proposed budget. (page 25 of Section 3 to the budget book). This is within Financing Items - General (Section 5, page 55, line 119)”

(24) Following the debate, the Chairman put to the vote the amendment set out in paragraph (23) above and the voting was as follows:

For (13)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (52)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

(25) Dr Sullivan proposed and Mr Farrell seconded the following amendment:

“Proposed spend: An additional £800,000 will be spent on developing current approaches within the integrated domestic abuse service such as those supported by district domestic abusive co-ordinators and programmes such as one stop shops, recovery tool kits and perpetrator programmes as well as measures identified by the multi-agency risk assessment conference.

Funded by: Use £800,000 of the net £4,500,000 additional council tax base and retained business rate growth which have been used to reduce the draw down from corporate reserves in the proposed budget. (page 25 of Section 3 to the budget book). This is within Financing Items - General (Section 5, page 55, line 119)”

(26) Following the debate, the Chairman put to the vote the amendment set out in paragraph (25) above and the voting was as follows:

For (13)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Mr Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (52)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

Strategic and Corporate Services Directorate

(27) The Cabinet Member for Finance, Corporate and Traded Services and the Cabinet Member for Communications, Engagement and People introduced the budget for this Directorate prior to a general debate.

(28) Mr Bird proposed and Mr Chittenden seconded the following amendment:

“Proposed spend: We propose KCC commits £300,000 per annum for 3 years to commission specialist work by partner agencies aimed at identifying and addressing the causes and origins of violent behaviour and led by the Public Health Department through the Director of Public Health. This would mean creating a new line, ‘Violence Reduction’, within the Public Health Budget sitting just above line 116 on page 54 of the Budget Book.

Funded by: This would be funded by deducting £300,000 in 2020-21 from the £3,500,000m ‘Growth for Strategic Statement Priorities’ budget that has been set aside (listed on page 22 of the Budget Book, which sits under line 120 ‘Financing Items – Unallocated’, page 55). A further £300,000 would also be set aside in both 2021-22 and 2022-23. A recurrent theme in the work to date in developing the Strategic statement is that of Kent people feeling unsafe in their local communities; we propose this money is used to address this need.”

(29) Following the debate, the Chairman put to the vote the amendment set out in paragraph (28) above and the voting was as follows:

For (13)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Mr Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (52)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr G Gibbens, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

(30) Mr Whybrow proposed and Mr Bird seconded the following amendment:

“Proposed spend: Increase funding to public health (Budget Book Section 5 – Revenue Budget Key Services page 54 line 112) by £300,000 to increase front-line drug and alcohol service provision. This would include establishing a naloxone pilot in an area of high-need and analysis of future long-term funding options if successful.

Funded by: Higher than anticipated council tax base (use £300,000 of the reduced draw-down from reserves on page 25 of Section 3 to the budget book).”

(31) Following the debate, the Chairman put to the vote the amendment set out in paragraph (30) above and the voting was as follows:

For (13)

Mr R Bird, Mr J Burden, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr D Farrell, Mr P Harman, Mr A Hook, Mr G Koowaree, Mr B Lewis, Mr Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (49)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mrs M Crabtree, Miss E Dawson, Mrs L Game, Mr G Gibbens, Mr R Gough, Ms S Hamilton, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C

Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr B Sweetland, Mr I Thomas, Mr R Thomas, Mr J Wright

Abstain (0)

Amendment lost

(32) As all of the amendments had either been determined or withdrawn, the Chairman put to the vote the substantive Motion (as set out in paragraph (3) above, with the addition of the amendment in paragraph 9) and the voting was as follows:

For (52)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mrs C Bell, Mrs P Beresford, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mr P Carter, Mrs S Chandler, Mrs P Cole, Mr A Cook, Mr G Cooke, Mrs M Crabtree, Mr M Dance, Miss E Dawson, Mrs L Game, Mr G Gibbens, Mr R Gough, Ms S Hamilton, Mr P Harman, Mr M Hill, Mr T Hills, Mrs S Hohler, Mr S Holden, Mr P Homewood, Mr M Horwood, Mr E Hotson, Mr J Kite, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr M Northey, Mr P Oakford, Mr J Ozog, Mr M Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr I Thomas, Mr R Thomas, Mr J Wright

Against (8)

Mr R Bird, Mr I Chittenden, Mr D Daley, Mrs T Dean, Mr A Hook, Mr G Koowaree, Ida Linfield, Mr M Whybrow

Abstain (4)

Mr J Burden, Mr D Farrell, Mr B Lewis, Dr L Sullivan

Substantive Motion carried

(33) RESOLVED that

(i) The County Council approve the following:

(a) The net revenue budget requirement of £1,063.654m for 2020-21.

(b) The 10-year Capital programme and investment proposals of £1,014.339m over three years from 2020-21 to 2022-23 together with the necessary funding and subject to approval to spend arrangements.

(c) The Capital Strategy as set out in appendix 1 of this report including the Prudential Indicators.

(d) The Minimum Revenue Provision (MRP) Statement as set out in appendix 3 of this report.

(e) The directorate capital programmes as set out in sections 1 & 2 of the draft Budget Book (white-combed) for Council approval published on 5th February.

(f) The directorate revenue budget proposals as set out sections 3, 4 and 5 of the draft Budget Book (white-combed) for Council approval published on 5th February.

- (g) To delegate responsibility to Cabinet Members and Corporate Directors to manage the budget within the parameters set out in the Constitution and Financial Regulations.
 - (h) To increase Council Tax band rates up to the maximum permitted without a referendum as set out in table 2 in appendix A of the draft Budget Book (white-combed) for Council approval published on 5th February.
 - (i) To levy the additional 2% social care precept (raising an additional £14,375,896 and taking the total social care precept to £65,789,689 out of precept set out in (j) below).
 - (j) The total Council Tax requirement of £749,443,400 to be raised through precepts on districts as set out in table 1 in appendix A of the draft Budget Book (white-combed) for Council approval published on 5th February.
 - (k) The Treasury Management Strategy as set out in appendix 2 of this report.
 - (l) The reforms to the lowest Kent Scheme pay ranges (KR2 and KR3) to a single point paying £9.35 per hour.
 - (m) The governance process for the allocation of unallocated amounts within the approved budget set out in paragraph 6.1 of this report.
 - (n) allocate £400,000 for a programme of detached youth work (4 nights per week) in each Kent district plus £100,000 on associated infrastructure and equipment to assist delivery to be funded from a £500,000 reduction in cross directorate budget for conferences and meetings at third party venues.
- (ii) In addition:
- (n) To note that the Cabinet Member for Communications, Engagement & People after consultation with the Leader and Cabinet, will determine the TCP reward thresholds for staff assessed as successful, excellent, and outstanding, and the uplift to the Kent Ranges in accordance with the 0.5%/£1,200 principles.
 - (o) To delegate authority to the Corporate Director of Finance (after consultation with the Leader, Cabinet Member for Finance, Corporate & Traded Services and the political Group Leaders) to resolve any minor technical issues for the final budget publication which do not materially alter the approved budget or change the net budget requirement. This includes approving the distribution of unallocated amounts within the approved budget set out in paragraph 6.1.
 - (p) Changes made in (o) above to be reflected in the final version of the Budget Book (blue combed) due to be published in March.
 - (q) To note the proposed review of reserves to be conducted by the Council's Section 151 Officer after consultation with Cabinet and Corporate Management Team set out in paragraph 5.36.
 - (r) To note the Section 151 Officer's opinion on the robustness of the budget estimates and the level of reserves held by the Council.
 - (s) To note the uncertain financial outlook for later years in the absence of a multi-year settlement from government
 - (t) To note the development of an outcome-based budgeting approach from 2021-22 onwards
 - (u) To note reviews to the realignment of base budgets and treatment of unallocated amounts in future year's budgets.

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KENT COUNTY COUNCIL

CORPORATE PARENTING PANEL

MINUTES of a meeting of the Corporate Parenting Panel held in Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 17 September 2019.

PRESENT: Mrs A D Allen, MBE (Chairman), Ida Linfield (Vice-Chairman), Ms D Bride, Mr T Byrne, Mr T Doran, Mrs L Game, Ms S Hamilton, Mrs S Hammond, Mr A Heather, Mrs S Prendergast, Ms N Sayer, Mrs T Scott (Substitute for Ms J Bayford), Ms C Smith and Ms S Vaux

ALSO PRESENT: Mr R W Gough

IN ATTENDANCE: Mr M Dunkley CBE (Corporate Director for Children Young People and Education), Mr R Barton (Apprentice Participation Worker, Virtual School Kent), Ms J Carpenter (Participation and Engagement Manager, Virtual School Kent) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS**176. Apologies and substitutes**

(Item 1)

Apologies for absence had been received from Julianne Bayford, Gary Cooke, Stephen Gray, Stuart Griffiths, Geoff Lymer and Michael Northey.

Tracy Scott from the Kent Foster Care Association was present as a substitute for Julianne Bayford.

177. Membership

1. The Democratic Services Officer announced that, since publishing the agenda, she had received news from Stuart Griffiths that he was unable to continue as a Member of the Panel as new work commitments meant he was no longer able to attend meetings.

2. The Chairman placed on record her thanks to Stuart for his participation over the years and for his valuable insight as an experienced foster carer and adopter, in particular his experience of caring for UASC.

178. Minutes of the meeting of the Panel held on 25 July 2019

(Item 2)

It was RESOLVED that the minutes of the meeting held on 25 July 2019 are correctly recorded and they be signed by the Chairman. There were no matters arising.

179. Chairman's Announcements

(Item 3)

The Chairman said how very proud she had been to attend the recent ceremony at Canterbury cricket ground to present young people in care with awards and certificates of achievement. It had been very pleasing to see young people's joy at having their achievements celebrated. She thanked the participation team who had organised and attended the event for the care they had put into the arrangements.

180. MOTION TO EXCLUDE THE PRESS AND PUBLIC FOR EXEMPT ITEMS

It was RESOLVED that, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 2 of part 1 of Schedule 12A of the Act.

The Chairman explained that the meeting was being closed so a film could be shown which featured children and young people in care attending participation events.

EXEMPT ITEM

181. Verbal Update from Our Children and Young People's Council (OCYPC) *(Item 4)*

1. Tom Byrne and Rob Barton, Apprentice Participation Workers, Virtual School Kent (VSK), gave a verbal update on the work of the OCYPC, the Super Council and Young Adult Council and forthcoming participation events. *The text of this update will be appended to these minutes.*

2. The first part of the update included a film of children and young people enjoying various participation events over the long summer holiday. These covered a range of activities, including gliding, horse-riding and a sports day. Young people attending had also taken part in a discussion about the qualities needed by a good foster carer.

UNRESTRICTED ITEMS (meeting re-opens to public)

182. Verbal Update from Our Children and Young People's Council (OCYPC)

1. The update continued in open session with a second film, made using a new 'Videscribe' animation facility which presented participants as animated figures, with the voices of real young people as a soundtrack. It was noted that this would make it easier for young people to share their views at first hand with a wider audience as they could not be identified and the challenges of protecting their privacy were thus avoided. This new medium and its possible uses were welcomed.

2. It was RESOLVED that the verbal updates be noted, with thanks.

183. Verbal Update by Cabinet Member *(Item 5)*

1. The Cabinet Member for CYPE, Roger Gough, gave a verbal update on the following issues:

Awards ceremony - he agreed with the view of the Chairman that the awards ceremony held on the previous weekend had been a wonderful occasion. The presence of the Panel Chairman as Chairman of the County Council had given the occasion a higher profile than it had had before. Such an event aimed to celebrate all young people in care, not just those who had achieved good academic results. Many were involved in community activities or excelled at sports or the performing arts. He referred to the number of County Council Members who had attended and suggested that more publicity of the event among Members might encourage more to attend.

Unaccompanied Asylum Seeking Children (UASC) – the number of UASC had been increasing for a while. 18 months ago, the number of UASC under 18 in Kent had been 230, which was Kent's 'fair share', using the formula which accompanied the National Transfer Scheme. There were now 353 under 18 and 900 over 18. So far in 2019, just over 200 new UASC had arrived in Kent.

2. He explained that the general position on funding for care leavers, including UASC, had not changed since reporting to the Panel in July. A Government review had increased the rates paid in support of UASC under 18 but there were still outstanding funding issues relating to care leavers over 18. Although the shortfall for this sector was between £500,000 and £600,000, this was the lowest it had been in ten years.

3. It was RESOLVED that the verbal updates be noted, with thanks.

184. Report on Looked After Children and Custody *(Item 6)*

1. Dan Bride, Assistant Director, Adolescent and Open Access, West, introduced the report and responded to comments and questions from the Panel, including the following:

- a) a Panel member who had visited Cookham Wood Young Offenders Institute praised the education facilities there but expressed concern about the number of children in care in the youth justice system and that 60% of those had special educational needs and disability (SEND). Ms Bride advised that the number of children in care in custody or awaiting sentencing was a challenge not just in Kent but nationally, and work was going on to seek to reduce this number. The Home Office, the Ministry of Justice and the Department for Education were collaborating on a national protocol to reduce the unnecessary criminalisation of children in care and care leavers. Early Help and Preventative Services aimed to achieve very early intervention and an holistic approach, with schools being able to refer young people and families to self-refer. There was also a move to use more out-of-court disposals, for example, restorative justice and community solutions, to avoid young people entering the youth justice system;

- b) asked what role Virtual School Kent (VSK) could play in this work, Tony Doran, Head Teacher, VSK, explained that VSK aimed to improve the school attendance of all young people, not just those with SEND, to keep them away from risk-taking behaviour, but pointed out that VSK was only part of a larger picture. Ms Bride added that 'open access' offers were being reviewed to make these more robust and identify earlier those who might be at risk of becoming involved in criminal behaviour;
- c) asked what would happen to residents of the Medway Secure Training Centre (STC) during its conversion to a school, and how many of those residents were girls, Ms Bride explained that there were no girls currently resident at Medway. Current residents would move to the nearest suitable centre, as close to their foster families as possible. A recent inspection had advised Medway STC that they needed to ensure that a social worker was in post. Asked where any girls would go, Ms Bride *undertook to find out about this and the social worker appointment and advise the questioner outside the meeting*;
- d) asked about health services for young people in custody, Ms Bride advised that some young people coming into care at the time of they entered the youth justice system did not have a GP and hence had health needs which were not being met. There was an established relationship between secure institutions and the North East London NHS Foundation Trust to deliver healthcare services;
- e) asked if the County Council would have any input into the establishment of the first secure school in the UK, Ms Bride advised that, although she would be meeting shortly with the Oasis Charitable Trust, which would run the school, to talk about providing suitable training for staff, the County Council had no jurisdiction over the running of the school;
- f) asked how young people at risk of exploitation could be protected from county lines and gang activity, Ms Bride advised that a model of risk management was being established which would involve joint working and shared intelligence between professionals, as well as mentoring for young people, which had been shown to be effective when used elsewhere; and
- g) asked how the achievements of young people in the youth justice system would be celebrated, compared to other children in care, Ms Bride advised that the youth justice service aimed to establish a scheme by which young people's achievements could be celebrated, replicating the arrangements made by VSK for other children in care. She referred to the excellent work started by Josh, the Youth Justice Apprentice, who had since moved on to a new role. The aim now was to establish a Youth Justice Apprentice in each of the four regional teams, rather than one to cover the whole county, and that their work would focus on black, Asian, and minority ethnic (BME),

children in care and care leavers, as these groups were over-represented in the youth justice system.

2. It was RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks, and that a further update report be presented to the Panel in six months' time.

185. Performance Scorecard for Children in Care (Item 7)

Chris Nunn, Senior Management Information Officer, was in attendance for this item.

1. Mr Nunn introduced the report and explained that pattern changes had arisen from the re-inclusion of UASC in the figures and the completion of fewer initial health assessments. Nancy Sayer, Designated Consultant Nurse for Looked After Children, Kent Clinical Commissioning Groups, added that there had been a large increase in the first half of 2019 in the number of both children in care and those placed in Kent by other local authorities, especially in East Kent, and this had stretched resources to breaking point. Health assessment interviews for UASC were necessarily more complicated than for other children in care as UASC required interpreters, came with no health records and hence could have all manner of hitherto unidentified and unmet health needs. Asked about the long-term impact of this and how long it might take to clear the backlog, Ms Sayer said this was not easy to predict. She explained, however, that additional capacity would be made available later in the autumn and more nursing resources would be requested in instalments thereafter. This would hopefully include specialist paediatricians with experience of working with children in care and UASC. Sarah Vaux, Chief Nurse, Medway Clinical Commissioning Group, agreed that resourcing initial health assessments for children and young people coming into care was an ongoing concern.

2. It was RESOLVED that the performance data set out in the report and the information given in response to comments and questions be noted, with thanks.

186. Kent Adoption Service Annual Report 2018/2019 and Kent Adoption Service Business Plan 2019 (Item 8)

Sarah Skinner, Head of Adoption Service, was in attendance for this item.

1. Ms Hammond and Mrs Skinner gave an update on the regional adoption agency (RAA) and explained the work which was continuing to establish it. The Government had committed to the development of an RAA involving Kent, Medway and Bexley Councils, and those three councils had formally agreed to work together, which meant their respective staffs would have no change of employer or terms and conditions of employment. Mrs Skinner would be the Interim Head of the RAA, as well as retaining some of her responsibilities at Kent County Council, and her County Council post would be back-filled. Executive and operational boards for the RAA had

been set up and stakeholder events organised for social workers, the NHS, young people and others. There would be an Adoption Advisory Board event in November 2019.

2. Mrs Skinner then responded to comments and questions from the Panel, including the following:-

- a) the Chairman commented that the Adoption Annual Report was not just a regular report of activity but a celebration of the work of Kent's Adoption service;
- b) although there was a target timespan during which a child should be matched with suitable adopters, it was surely more important that the match ultimately made was the right one. Mrs Skinner advised that the target timespan was set by the Government and was required to be met; and
- c) Mrs Skinner explained that the aim of the adoption service was to meet the needs of all children awaiting adoption, in the best way possible for each child. Sometimes the needs of children were so great that they may need to be the only child in a family at a point in time. Mrs Skinner emphasised that any decision to separate siblings would be taken only after much thought and only by weighing up how the needs of each child could best be met in a secure permanent placement, which would avoid unnecessary future moves. Although some siblings may not be placed together, every effort would be made to keep them as geographically close as possible, and to encourage contact between their adoptive families, so they could still see their siblings while being parented by different adults.

3. It was RESOLVED that the information set out in the Kent Adoption Annual Report 2018/19 and Business Plan 2019 and given in response to comments and questions, be noted, the excellent work of the adoption team be welcomed and celebrated and all adoption staff be sent the Panel's thanks for their work.

187. Special Educational Needs and Disability (SEND) Action Plan/Children in Care with Education, Care and Health Plans (ECHPs) (6 monthly review)
(Item 9)

Lesley Burnand, Special Educational Needs County Manager, was in attendance for this item.

1. Ms Burnand introduced the report and responded to comments and questions from the Panel, including the following:-

- a) the facilities for delivering an alternative curriculum to young people excluded from school were impressive and were praised. Ms Burnand set

out some of the innovative and creative projects which were in place, including one which encouraged young people to learn to maintain a bicycle and plan and undertake cycle rides. This would develop the practical skills of mechanics, route planning and orienteering as well as encouraging them to get out into the fresh air and take regular exercise. Such schemes would be run alongside other educational provision, and in a young person's education record this would be listed as 'other education'. Mr Doran added that the success of such schemes was evidenced by the reduced number of young people with an Education, Care and Health Plan who were not in education, employment or training (NEET); and

- b) asked if there were any schools specialised in working with 'school refusers', Ms Burnand explained that some independent providers offered outreach packages and mentoring schemes.

2. The Corporate Director, Matt Dunkley, suggested that one role of a corporate parent could be that of a 'pushy parent', to champion and pursue what any other parent might pursue for their child. He added that the recent integration of the Child Disability, Early Help and Children's Social Care teams provided one co-ordinated, integrated service for children with special needs. As a service provider, the County Council needed to be responsible for the whole service provision and, as such, would seek to achieve a first class and outstanding service.

3. It was RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks, and a further update report be made to the Panel in six months' time.

188. Looked After Children Annual Report for the Kent Clinical Commissioning Groups, April 2018 - March 2019
(Item 10)

1. Ms N Sayer introduced the report and explained that she had a statutory duty to report annually on the health services provided to looked after children in Kent and priorities for future work. She responded to comments and questions from the Panel, including the following:-

- a) concern was expressed about there being only one designated nurse for looked after children in Kent, against the recommended total of five. Ms Sayer advised that, since writing the report, two deputy designated nurses had been appointed and interviews for a third appointment were due to take place shortly;
- b) Ms Sayer advised that an interim designated doctor for looked after children, Dr Leather, had been appointed substantively in July 2019, working two days a week. She hoped that Dr Leather could attend a future Panel meeting to talk about her work. It was hoped also to be able to

appoint three deputy designated doctors, at least one of whom could be a GP;

- c) asked about the funding available to recruit more designated doctors and nurses, and if this funding could be protected until suitable appointments could be made, Ms Sayer confirmed that the funding was reserved and would be protected while suitable staff were being sought. Recruitment of such staff could take a long time as the subject area was very specialised and required a very specific skills set;
- d) asked if other local authorities placing their children in care in Kent made a contribution to the costs of their health care, Ms Sayer advised that there was a national tariff for health assessments which other CCGs in the placing local authorities were required to pay, but no formal arrangement for them to pay for any other, secondary health services the child may need during their placement in Kent. Some authorities, in particular London authorities, had limited placements near to their boundaries and so had to place them elsewhere, and many London children came to Kent; and
- e) asked about funding for training about gang activity and knife crime, Ms Sayer advised that one-off funding had been made available by NHS England, but no further training was being planned.

2. It was RESOLVED that the information set out in the report and given in response to comments and questions be noted, with thanks, and the opportunity to meet a designated doctor at a future Panel meeting be welcomed.

From: Roger Gough, Leader of the Council

To: County Council, 19th March 2020

Subject: ‘*Kent’s Future, Our Priority*’ – Kent County Council’s 5 Year Plan

Classification: Unrestricted

Past Pathway: Cabinet (02.03.20)

Future Pathway: None

SUMMARY: ‘*Kent’s Future, Our Priority*’ will become Kent County Council’s new 5 Year Plan, to replace the previous strategic statement ‘*Increasing Opportunities, Improving Outcomes (2015-2020)*’. It captures the council’s ambition to deliver outcomes and objectives that will improve the quality of life for Kent’s residents, businesses and communities. This includes joined-up working with our partners and clear asks of Government. The 5 Year Plan has been informed by extensive engagement and a six week public consultation. The final plan was approved by Cabinet on 2nd March to recommend for approval by County Council.

Recommendation(s):

County Council is asked to:

- (1) **Note** the findings of the engagement and consultation which have informed the changes to the 5 Year Plan, summarised in this report and set out in detail in the supporting ‘*You Said, We Did*’ document.
- (2) **Note** the equality considerations which have been informed by the engagement and consultation process.
- (3) **Approve** ‘*Kent’s Future, Our Priority*’ as the new 5 Year Plan for Kent County Council.

1. INTRODUCTION

- 1.1 Kent County Council (KCC) has traditionally had a series of strategic plans or statements which set out the administration’s ambitions and priorities for the medium term. This is a key part of the Policy Framework in the KCC’s Constitution and influences our strategy, budget, commissioning and service delivery. The current strategic statement ‘*Increasing Opportunities, Improving Outcomes*’, approved by County Council in March 2015, ends in 2020.
- 1.2 In summer 2019, KCC began developing a new 5 Year Plan which could replace the previous strategic statement. This is still grounded in outcomes to deliver a better quality of life in Kent, but has very much been shaped by what is important to Kent’s residents, young people, staff, partners and businesses. The intention was to create an ambitious yet

realistic plan, which aligned with the council's spending priorities and had clear objectives to deliver over the next five years.

- 1.3 Outcomes cannot be achieved in isolation, so although this is predominantly a plan that is clear about what we need to deliver within our direct responsibility as the County Council, it also sets out our convening role and objectives that require close collaboration and joined-up working with partners. The objectives also include asks of Government, where we want to work together to stand up and lobby for the interests of Kent's residents, on issues such as fair and sufficient funding for public services, sustainable infrastructure and devolved powers for local government.
- 1.4 The 5 Year Plan began with open conversations with residents about what is important to the quality of life in Kent. This was part of a wider discussion about our future Budget spending priorities, so we could ensure the plan is realistic and deliverable within our resources and focused on the things that matter most to Kent's council taxpayers.
- 1.5 These ideas helped to crystallise our thinking, shaping a consultation draft that was launched in January 2020. We are pleased to have received such positive and considered responses to the consultation, with 423 responses in total, more than seven times the level of consultation response we received in 2015. We have carefully considered the consultation responses and used this to make substantive changes to the final plan. Further detail on the engagement and consultation process is set out in Section 3 and the changes we have made is summarised in Section 5 of this report.
- 1.6 On the 2nd March, Cabinet approved the 5 Year Plan to recommend to County Council, subject to a factual correction on the title of the Plan Bee: Pollinator Action Plan and some minor point of fact clarifications, which have been reflected in the final design document.

2. THE 5 YEAR PLAN

- 2.1 The full 5 Year Plan is available in Appendix A. The bold, visual design for County Council brings to life the beauty, distinctiveness and diversity of Kent with images of residents, voluntary sector organisations and businesses who participated in the 5 Year Plan engagement process. This was important to connect back to the people whose ideas helped shape the plan and to create a distinctive 'Kent' feel, rather than a generic strategy. The design version of the 5 Year Plan is available as electronic copy only to improve accessibility and minimise environmental impact, with no printed copies to be made.
- 2.2 The 5 Year Plan is the flagship strategy for KCC and therefore is necessarily a substantial document, given the breadth of KCC's responsibilities, the many important issues raised during the plan's development and the variety of audiences the plan needs to respond to. To help to keep the plan as simple and accessible as possible, we have taken the following actions:
 - Used a highly visual and professional creative **design** for the final plan

- Included a **plan summary** to summarise our ambition at a glance
- Creating seven distinctive '**outcome chapters**', each with colour coding and sub-sections to make it easier for people to 'dip into' areas of specific interest
- Highlighting **objectives** throughout the document, to make it clear what actions and improvements we will take to respond to the opportunities and challenges raised in the document
- We are developing a simple 10 page **resident summary**, to capture key messages in plain English, to be launched on 30th March 2020
- Clear **signposting** of the detailed plans and documents (including hyperlinks) which explain issues and actions in greater depth.

2.3 The 5 Year Plan is structured around seven outcomes which reflect the key things that stakeholders said were essential to a good quality of life in Kent. Each outcome has a headline ambition, narrative sections with supporting KCC 5 Year objectives, areas of collaboration with our partners and asks of Government.

3. ENGAGEMENT AND CONSULTATION APPROACH

3.1 The content of the 5 Year Plan has been informed by extensive, meaningful engagement with a broad range of stakeholders, which started in August 2019, followed by formal consultation in early 2020.

3.2 A critical aspect of the engagement process was hearing the views of **Kent residents**, with a focus on engaging general council taxpayers rather than service users to balance a broad range of issues, attitudes and perspectives. The engagement included qualitative workshops with residents in East, North/Mid and West Kent, held in accessible community venues over a series of weekends in September. This was important to reflect the diversity and distinctiveness of issues in different parts of the county.

3.3 Professional market research recruitment helped to ensure a balanced mix of residents were able to attend, reflecting the demographics of each area and including people with disabilities. The four-hour workshops were independently facilitated by Westco Communications who were able to help explore in depth what mattered most to people's quality of life, their top spending priorities and how they wanted KCC to work in the future.

3.4 The resident engagement was targeted at adults over the age of 18, so it was important to also listen to **young people**. Workshops were held with Kent Youth County Council and the Young Adult Council, which includes young people aged 16-25 with experience of the care system. This helped to understand distinctive priorities for young people including protecting the environment, wellness, mental health and the importance of affordable housing. Broader online engagement was also available to schools, colleges and young people over the age of 16, promoted through our education and further education networks.

3.5 The hard work and commitment of our **staff** is essential to delivering the 5 Year Plan, so it was important that our staff helped to shape the outcomes

and objectives, drawing on their frontline service experience. Many of our staff are also Kent residents, so were also able to share that perspective. A workshop in October 2019 with operational managers (the 'T200' group) explored the same themes as residents, so we could compare and contrast their feedback, with the exercises available online for managers to encourage further conversations in their teams. We received several 'team' responses to the consultation with creative suggestions of how staff could help contribute to the 5 Year Plan delivery. In February, T200 helped to identify ideas to help make the 5 Year Plan real, meaningful and relevant for staff. Senior managers, including Heads of Service and Directors were also engaged through the 'Challenger' and 'Extended Corporate Management Team', to ensure we gathered views from a wide variety of KCC services.

- 3.6 As a 5 Year Plan to be agreed by County Council, it is was important that all KCC **Elected Members** had the opportunity to reflect the issues that matter to the communities that they represent and the views they hear from regularly engaging with local residents, charities, community groups, parish and town councils and businesses. A cross-party Member workshop was held to gather views in November 2019, in addition to political group briefings, with all Members able to participate in the consultation.
- 3.7 As we need to closely collaborate to achieve better outcomes, **partner** engagement was an essential part of the process, with the Leader personally writing to key partners to welcome their views in the consultation. A wide variety of partners were engaged including:
- **Parish and town councils** – including an early engagement workshop with the Area Committee Chairs of the Kent Association of Local Councils
 - **Public sector partners** – including district and borough council Leaders and Chief Executives, Kent Police, Kent Fire and Rescue, Further/Higher Education and health partners through the Sustainability and Transformation Partnership (STP) Board
 - **Members of Parliament** – were invited by the Leader to contribute to the consultation
 - **Businesses** – including Business Advisory Board, Chambers of Commerce and online surveys open to local businesses
 - **Voluntary, Community and Social Enterprise Sector** – including engagement events linked to the development of KCC's forthcoming Civil Society Strategy and online engagement open to local charities, community groups and social enterprises.
- 3.8 This extensive engagement helped to shape the draft outcomes and objectives. The draft 5 Year Plan provided an opportunity to test these back with stakeholders during a six-week public consultation period which ran from 6th January to 17th February 2020.
- 3.9 In total, 423 responses were received during the consultation, with is an unprecedented level of engagement for a high-level strategic document of this nature. This is over seven times the level of responses received during the 2015 consultation. The consultation identified clear feedback

themes, where multiple stakeholder agreed issues were important and needed to be strengthened or clarified in the plan.

3.10 The consultation responses were received from a wide range of residents, staff, partner organisations and Elected Members. This included:

- 208 Kent residents (including some who attended the resident engagement workshops earlier in the process)
- 128 KCC staff
- 28 voluntary, community and social enterprise organisations
- 15 county, district, borough, parish and town councilors (Elected Members)
- 13 parish, town district and borough councils (in an official capacity)
- 8 local community groups and resident associations
- 4 Kent businesses
- 3 educational establishments
- 1 non-Kent resident
- 14 others

3.11 We particularly welcome the level of engagement from our partners which helped to shape the final changes to the 5 Year Plan. We received many positive and constructive suggestions for collaborative joint working with public sector partners, including district, borough, parish and town councils. Responses from the voluntary, community and social enterprise organisations reflected strong support for the 'stronger communities' and 'Civil Society' objectives. We also appreciated the time and effort put into considered responses from wider partners including:

- 8 district, borough and city councils, including Ashford, Canterbury, Folkestone and Hythe, Maidstone, Sevenoaks, Swale, Thanet and Tunbridge Wells
- Kent Association of Local Councils
- Kent Police
- Kent, Surrey and Sussex Community Rehabilitation Company (probation)
- Accountable Officer for the Kent and Medway Clinical Commissioning Groups
- KIMS Hospital
- Maidstone and Tunbridge Wells NHS Trust
- East Kent College Group
- West Kent Partnership
- Creative Folkestone
- Arts Council
- Cultural Transformation Board
- Campaign to Protect Rural England
- Port of London Authority
- Getlink (Eurotunnel)
- Road Haulage Association
- Environment Agency
- Unison

3.12 Of those that responded to the consultation, 248 people chose to provide personal information which provides an insight into the demographic reach of the consultation. The respondents included a good balance of

geographies, with responses from all Kent's district areas, gender and age, with most responses from adults aged 35-59. 31 respondents considered themselves disabled (as set out in the Equality Act) and 28 considered themselves carers.

- 3.13 The '*Kent's Future, Our Priority*' **You Said, We Did** document (Appendix B) sets out in detail the views that were shared with us during the engagement and consultation process and how those views influenced and informed changes in the final plan. The main changes are summarised in Section 5.

4. EQUALITY CONSIDERATIONS

- 4.1 As the 5 Year Plan covers a huge breadth of issues that matter to all residents and communities in Kent, it was vital that we revisited our equality analysis regularly throughout the process. The initial Equality Impact Assessment (background document) was updated following engagement, consultation and discussions with KCC's Corporate Equalities Group.
- 4.2 County Council is asked to consider the main equality considerations set out below, which has informed changes to the 5 Year Plan. The consultation raised a couple of individual comments on specific protected characteristic groups (e.g. transgender, Gypsy, Roma and Traveller community), which are accepted as important issues for the council but were too detailed to be included in the main plan. These will be properly considered and taken forward as part of refreshing KCC's **equality objectives** during 2020.
- 4.3 The main equality considerations for the 5 Year Plan included:
- There are no negative/adverse impacts on protected groups directly related to the 5 Year Plan. There is the potential for the plan to have a positive impact on people from all of the protected characteristic groups through aiming to improve their quality of life.
 - Consultation feedback said there should be more inclusion of older people within the strategy – references to our support for older people has been included in multiple outcomes, such as adaptable 'lifelong' and multi-generational housing for older people and extra care housing, sufficient health and care infrastructure for an ageing population and services to support connected communities where older people feel included, involved and less isolated.
 - Consultation feedback cited the importance of public transport which disproportionately affects older or younger people, those with disabilities and those without access to a private car. Sections on public transport, integrated travel, bus travel and sustainable transport (e.g. walking and cycling) have all been updated and strengthened as a result.
 - Any specific proposals or changes arising from the delivery of the 5 Year Plan will be subject to equality analysis and consideration of equality impacts.

5. YOU SAID, WE DID – KEY CHANGES FOLLOWING CONSULTATION

- 5.1 The Leader has carefully considered the consultation feedback and updated equality analysis which has helped to inform the final changes to the 5 Year Plan, and discussed this with Cabinet Members. Important points and constructive suggestions were raised during the consultation which has resulted in extensive changes from the consultation draft.
- 5.2 The detailed feedback and how this has changed specific sections and objectives in the 5 Year Plan is set out in the '**You Said, We Did**' document in Appendix B. This is presented in a professional design version and will be made available on our website, so people can see how their voice helped to make a difference.
- 5.3 The key general comments about the consultation draft and how we responded to those in the 5 Year Plan are summarised below.

Table 1: Summary of You Said, We Did general consultation feedback

<i>You said</i>	<i>We did</i>
The title should be less personal and more specific to Kent	88% of respondents liked the draft title ' <i>Your Future, Our Priority</i> '. We agree it should be distinctive to Kent and have changed it to ' <i>Kent's Future, Our Priority</i> '.
The outcomes are the right things to focus on	We have kept the outcomes the same and are pleased that 219 (57%) of respondents fully supported and 137 (36%) partly supported the outcomes as reflecting issues that were important to their quality of life.
KCC needs to be clear how it will deliver the plan and if it has the capacity to deliver within funding restraints	We have included a new section early on to explain this. We have made the objectives within each outcome clearer and more action focused and signposted detailed plans and strategies. It is important that the 5 Year Plan is realistic, so our 2020-21 budget has made available additional investment for the spending priorities identified in the 5 Year Plan.
Progress needs to be clearly measurable	We have committed to developing a framework for measuring the 5 Year Plan and making this publicly available. We have included more detail in an improved 'How will we measure success?' section.
The plan is long and the language can be hard to understand	The plan covers a large range of issues which people felt were important to include. We have simplified the text, objectives and removed acronyms where possible. We know that not everyone will want to read the full plan so we will produce a plan on a page and residents summary in plain, simple language.
The outcomes should be in a different order	We carefully considered comments about putting environment and people outcomes first. The outcomes are all inter-linked and equally important, but we think this order is the most logical way to flow from one topic to another.
More context is	We have included a new section at the start of the

<i>You said</i>	<i>We did</i>
needed about things that will be important in Kent over the next 5 years	plan called 'What could affect the 5 Year Plan?', which outlines major changes such as national Government policy, climate change and digital technology. We have also updated the 'Kent's Strengths and Challenges' sections to provide additional context.
KCC needs to be honest about things that are not in their direct control	We agree it is important to be clear about the direct role of the council, where we have a convening role, or the issues are the responsibilities of other partners and providers. We have updated the text to make this clearer, including on housing, local planning, transport, highways, rail and buses.

5.4 We received many detailed comments about the outcomes and objectives. We've reflected as much of the main themes of consultation feedback as possible, however in a high-level, countywide plan it is not always appropriate to respond to detailed policy questions or issues in specific locations. We will share this more detailed consultation feedback with services and partners to inform our service delivery and strategy development. The main changes that have been made from the consultation draft are summarised below. The figures relate to those who answered set consultation questions online, via post or email.

Table 2: Summary of You Said, We Did outcome consultation feedback

<i>You said</i>	<i>We did</i>
Outcome 1: Enterprise and investment	
135 (37%) of people fully supported and 138 (38%) of people partly supported Outcome 1 objectives. Strengthen content on town centres and high streets, garden towns and communities, inward investment, adult skills and creative industries (including those beyond East Kent). Recognise the role of further and higher education and cultural organisation partners.	We updated the text and objectives to respond to people's feedback on these important issues. We expanded the 'Ambitious people and places' section to provide more context about challenges in different parts of Kent and to be clearer about our role. We added a new paragraph on creative industries. We substantively improved the 'Sustaining Kent's town centres' and 'Skills for life' sections to respond to partner and staff feedback. We included new partnership objectives to better reflect and value the role of our partners.
Outcome 2: Securing sustainable infrastructure	
118 (32%) of people fully supported and 141 (38%) of people partly supported Outcome 2 objectives. Support for the 'infrastructure first' ambition and concern about housing growth. Clarify that housing and local planning is not in KCC's direct control. Recognise different issues	We clarified KCC and partner roles in this outcome and strengthened our response on housing growth to reflect the strength of comments of this issue. We updated the text and objectives to respond to people's feedback on these important issues, including respecting different solutions and needs for each area and added more content on

You said	We did
in different parts of Kent (e.g. viability). Strengthen content on affordable housing, sustainable and flexible housing design and protecting Kent's natural environment and green spaces in development.	affordable housing. We substantially improved the 'High quality design' section to better reflect older people and sustainability. We have included new partnership objectives to reflect the role of our partners and incorporate suggestions we received from partners in the consultation feedback.
Outcome 3: Connected transport and communities	
108 (29%) of people fully supported and 152 (41%) of people partly supported Outcome 3 objectives. This outcome received the greatest number of comments during the consultation. Recognise the impact of the quality of the roads and congestion on Kent's residents and challenges of connectivity in rural areas. Strengthen content on lorry parking, buses, rail, integrated travel and sustainable travel including walking and cycling, linked to congestion, carbon reduction and air quality.	We clarified KCC and partner roles in this outcome. We updated the text and objectives to respond to people's feedback on these important issues, including being clear on the national, regional and Kent transport policy position. We added a new section on 'Tackling congestion'. We have separated out the 'Integrated travel' and 'Importance of bus travel' sections and substantially improved these to reflect the comments we received. We improved the renamed 'walking and cycling' section (previously active travel) and added more on sustainable transport and modal shifts. We added more specific KCC and partnership objectives.
Outcome 4: A cleaner and greener Kent	
121 (33%) of people fully supported and 149 (40%) of people partly supported Outcome 4 objectives. Strengthen content on the climate emergency, climate resilience and adaptation. Be clear about KCC's action and where there is joint work with partners on carbon reduction and air quality. Include more objectives on ecology and natural environment. Recognise the importance of litter and fly tipping enforcement, flooding and green business growth.	We updated the text and objectives to respond to people's feedback on these important issues. We separated out sections on 'Responding to the climate emergency and climate adaptation' and 'Climate resilience, with clearer descriptions of KCC and partnership actions, aligning this to consultation responses received on the Energy and Low Emissions Strategy. We improved content on fly tipping, protecting the environment (including tree planting), biodiversity and flooding as a result of partner and resident feedback. We included new content on supporting green business and infrastructure. Comments on sustainability and climate adaptation also helped to improve Outcome 2.
Outcome 5: Stronger and safer Kent communities	
124 (33%) of people fully supported and 152 (41%) of people partly supported Outcome 5	We updated the text and objectives to respond to people's feedback on these important issues. We included a new

You said	We did
<p>objectives. Support for Civil Society, opportunities to bring different people together and road safety objectives. The important role of arts, sports and culture is missing. Recognise the role of cultural organisation partners. Strengthen content on community safety partnership working, visible presence, serious crime, doorstep crime and domestic abuse. Include more objectives that recognise the role and work of partners.</p>	<p>section on 'Enjoying life in Kent' to emphasise the contribution of arts, sport, culture and heritage. We strengthened and updated the text to reflect the forthcoming Civil Society Strategy which is currently out for consultation. We improved the 'Feeling safe' and 'A joined up response' sections to reflect partner and staff feedback, including new partnership objectives based on suggestions from our partners.</p>
Outcome 6: Opportunities for children and young people	
<p>120 (33%) of people fully supported and 149 (40%) of people partly supported Outcome 6 objectives. Highlight importance of sufficient funding for education and children's services. Strengthen content on prevention, inclusive youth activities, sports, arts, culture and nature experiences for young people. Recognise work of schools and colleges in mental health and transition between children and adult mental health services. Recognise role of further and higher education partners and vocational and technical training.</p>	<p>We updated the text and objectives to respond to people's feedback on these important issues. We expanded the 'A county that works for all children' to be clearer about our preventative and advocacy role to champion children, young people and families, especially vulnerable students. We added new asks of Government on special educational needs reform and funding. We included new content on sports, arts, culture and wellness, recognising this contribution to children and young people's wellbeing. We improved content on funding, prevention, youth offer and mental health. We included new partnership objectives to reflect feedback from our partners and made our convening role in skills clearer.</p>
Outcome 7: Quality health, care and support	
<p>117 (32%) of people fully supported and 132 (36%) of people partly supported Outcome 7 objectives. Highlight importance of sufficient funding for social care and health infrastructure/capacity in local communities. Strengthen content on KCC's role in social care market, wider determinants of health, older people and support within communities. Recognise work with partners on the health and social care workforce.</p>	<p>We updated the text and objectives to respond to people's feedback on these important issues. We separated out sections on 'Sustainable Social Care' and 'Integrated health, care and support' to make this clearer. We added new content on workforce based on our partner feedback. We included more of the role of housing in health and wellbeing and our market shaping work with the independent sector. We added new partnership objectives, based on suggestions from our partners.</p>

6. NEXT STEPS

- 6.1 Following Cabinet approval, the 5 Year Plan is recommended for approval at County Council.
- 6.2 The 5 Year Plan will be launched on 30th March, with updated website content on Kent.gov, alongside our final agreed Budget. The launch will include the publication of a Resident Summary and the Strategic Delivery Plan summary which lists significant activities that support the delivery of the outcomes.
- 6.3 We are committed to continuing the conversation with residents, partners and staff on how we are delivering the 5 Year Plan, including an honest and open reflection of our progress. Our Kent Communications team have listened to the feedback from Kent residents and will progress further communication and engagement with residents.
- 6.4 We will continue work with our partners on shared objectives and discuss with our staff about how to make the plan real and meaningful for the frontline staff who do so much to support our residents and communities every day.
- 6.5 We committed in the 5 Year Plan to developing a framework for how we will measure success and impact of the plan, including public reporting. We will provide further details on this in due course, but we know it is important to have a strong evidence base and an honest reflection of our progress, including both quantitative and qualitative information.

7. RECOMMENDATIONS

- 7.1 The recommendations are as follows:

County Council is asked to:

- (1) **Note** the findings of the engagement and consultation which have informed the changes to the 5 Year Plan, summarised in this report and set out in detail in the supporting '*You Said, We Did*' document.
- (2) **Note** the equality considerations which have been informed by the engagement and consultation process.
- (3) **Approve** '*Kent's Future, Our Priority*' as the new 5 Year Plan for Kent County Council.

8. APPENDICES AND BACKGROUND DOCUMENTS

- 8.1 Appendices:

Please note that this report is accompanied by two substantial appendices. Given their size, these appendices have been published on the County Council's website alongside the agenda and are available via the modern.gov app. A hard copy of the appendices is available on request from Democratic Services (democratic.services@kent.gov.uk)

- Appendix A: 'Kent's Future, Our Priority', Kent County Council's 5 Year Plan 2020-2025 (design version, electronic copy only)
- Appendix B: 'Kent's Future, Our Priority' 'You Said, We Did' – How your feedback has helped shape KCC's 5 Year Plan (design version)

8.2 Background papers:

- 5 Year Plan consultation draft (January 2020)
- 'Kent's Future, Our Priority' 5 Year Plan Equality Impact Assessment
- 'Kent's Future, Our Priority' – Kent County Council's 5 Year Plan (Cabinet, 02.03.20)

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From: Ann Allen, MBE, Chairman of Kent County Council
 Matt Dunkley CBE, Corporate Director for Children, Young People and Education

To: County Council - 19th March 2020

Subject: Corporate Parenting Annual Report – 2018-2019

Classification: Unrestricted

Summary:	This is the second annual report for Corporate Parenting and has been bought to County Council at the request of Ann Allen, MBE, Chairman of Kent County Council and Chair of the Corporate Parenting Panel.
Recommendation:	Members are asked to NOTE the annual report and their responsibilities as corporate parents.

1. Background

- 1.1 The Corporate Parenting Annual Report has been written for elected members and is presented at the request of the chairman of Kent County Council, to detail the work of the services for children and young people in the care of Kent County Council.
- 1.2 The report details the corporate parenting responsibilities for KCC staff, elected members and partner agencies and is a summary of the work of the corporate parenting panel for September 2018-September 2019.
- 1.3 The report provides an overview of the role of our key corporate parenting services:
 - Kent Fostering
 - Kent Adoption
 - Virtual School Kent and the Participation and Engagement Team
 - Care Leavers 18+ Service
 - Total Placement Service

Recommendations

County Council is asked to:

- (a) COMMENT on and NOTE the Corporate Parenting Annual Report 2018-2019
- (b) Note Members responsibilities as Corporate Parents.

2. Background documents

Please note that this report is accompanied by the Corporate Parenting Annual Report. Given its size, this has been published on the County Council's

website alongside the agenda and is available via the modern.gov app. A hard copy of the Annual Report is available on request from Democratic Services (democratic.services@kent.gov.uk)

[Corporate Parenting Annual Report September 2018-September 2019.](#)

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From: Roger Gough, Leader of Kent County Council
Sue Chandler, Cabinet Member for Integrated Children's Services

To: County Council, 19 March 2020

Subject: County Council update on Knife Crime Select Committee and linked work across the Children, Young People and Education Directorate.

Classification: **Unrestricted**

Summary: This report is to update County Council members on progress against the seven recommendations from the Knife Crime Select Committee presented to the 17 October 2019 County Council and the Cabinet's commitment at that point to take the work of the Committee further.

The progress updates include information on proactive approaches in Elective Home Education and developments within the Kent County Council (KCC) Adolescent Service, including the development of a new multi-agency, multi layered approach to adolescent risk and new funding and developmental opportunities in youth provision.

The report will also identify areas for further action.

Recommendation(s):

County Council is asked to:

1. Note the progress to date against the seven Select Committee recommendations, including linked areas of work in Elective Home Education, Integrated Adolescent Service and Youth provision.
2. Endorse the suggested approach and further actions going forward.

1. Introduction

- 1.1 County Council members previously received the Knife Crime Select Committee Report on the 17 October. The Select Committee identified seven key recommendations, which County Council Members discussed at length at the October County Council meeting. Given the importance and timeliness of this issue, the Executive committed to bringing an update back to County Council including progress on the recommendations. The Knife Crime Select Committee Report including all recommendations is available online: https://www.kent.gov.uk/_data/assets/pdf_file/0004/100678/Knife-Crime-Select-Committee-report.pdf
- 1.2 The recently developed Kent Violence Reduction Unit (VRU) has now published the Kent Problem Profile. The analysis contained within the report presents a range of hypothesis and solutions relating to knife crime and violent crime, outlines risk characteristics and proposes 38 conclusions.
- 1.3 Conclusion 2: states that: *Nationally, Kent has among the lowest proportion of violent crimes involving knives of anywhere in England and Wales.*
- 1.4 Convictions for knife crime amongst young people in Kent has reduced year on year since 2016. Fewer than 1:10,000 young people 10-18 in Kent (age of

criminal responsibility) received a substantive outcome for a knife related offence in 2018.

- 1.5 Conclusion 5 states that: *the most striking feature of violent crime locations is the dominance of town centres. This is unsurprisingly and is clearly linked to the night-time economy.*
- 1.6 Nonetheless, many of the steps required to tackle knife crime correspond with those which address wider issues of disengagement and increased risk amongst young people, these issues are thoroughly addressed in the response to the Select Committee's Report. An all member briefing on knife crime took place on the 12 February 2020 to provide the opportunity to discuss with members progress to date and areas for further work.
- 1.7 Kent recognises the benefit of a Public Health approach to knife crime. However, in recognition of the Kent profile, we have focused our attentions wider than knife crime to also include violent crime and is centred on five foundations:
- Starting with populations rather than individuals
 - Seeking to understand and address the "causes of the causes"
 - Championing prevention
 - Intelligent use of data and evidence
 - Organised effort by working in partnership and with communities
- 1.8 The purpose of this report is to update County Council members on progress, to set out further work to be undertaken and to provide information on proactive approaches in Elective Home Education and developments within KCC's Adolescent Service, including the development of a new multi-agency, multi layered approach to adolescent risk and new funding and developmental opportunities in youth provision.

2. Progress against Select Committee Report Recommendations

Recommendation 1: KCC should work with partner organisations to establish a multi-disciplinary, operational group which includes all the relevant, key agencies whose remit is to ensure the implementation and delivery of strategic objectives to address knife crime and violence through a public health approach.

A task that should be given priority is the development of a more efficient and effective information-sharing mechanism to build a more comprehensive picture of gang activities in the county, so that timelier and more targeted early interventions can be undertaken.

Progress to Date

Adolescent Risk Monitoring Framework

- 2.1 The Children, Young People and Education's (CYPE) new adolescent service is working in partnership with District Community Safety Partnerships, Community Wardens and Kent Police to develop a new multi-agency Adolescent Risk Management process which brings together both an operational and strategic

child level framework to reduce risks to young people identified as being at risk, including extrafamilial risk, risk of criminal exploitation and violent offending.

- 2.2 The framework has the following four strands of connected partnership collaboration, building on existing meetings in order to reduce duplication:
- Strategic county oversight of emerging trends, patterns and themes in contextual safeguarding for young people at county, regional and national level via the Joint Exploitation Group meeting, supported by the VRU
 - Divisional strategic forums which consider the effectiveness of district responses to contextual risks, as well as emerging county and regional issues, supported by VRU analytics
 - District contextual safeguarding meetings which utilise partnerships (including youth workers) to respond to local 'hot spots' in order to engage young people and enhance their safety
 - Current multi-agency meetings about individuals (core group, team around the family), enhanced by the contribution of adolescent services expertise to help understand and manage risk

New Joint Exploitation Group

- 2.3 The Kent and Medway Gangs Strategy was signed off in 2018 and brings together strategic partners and stakeholders to effectively manage risks and share information regarding gangs and County Lines. The new Joint Exploitation Group will receive updates via the Integrated Adolescent Service in relation to the District and Police Divisional Vulnerability meetings. The Joint Exploitation Group reports to the Kent and Medway Children Partnership Boards, Kent and Medway Adult Safeguarding Board and Kent Community Safety Partnership.

North Kent and Medway Pilot and information sharing

- 2.4 A bid to the Ministry of Housing, Communities and Local Government (MCHLG) made jointly between KCC, Medway and Kent Police was successful in securing £1.3m to support a pilot programme of initiatives in North Kent and Medway to reduce knife crime. The programme will start formally on 1st April 2020 and will be evaluated both locally and nationally.
- 2.5 The North Kent and Medway Serious Youth Violence project will help develop an evidence-based information and support package with partners, which will raise awareness of issues relating to gangs and serious youth violence. The project is collaborating with the police to co-design these resources with young people. Resources will be delivered in schools, Pupil Referral Units, in universal and targeted youth provision, and amongst community partners.
- 2.6 KCC is the lead authority to the partnership which has agreed to work with the Kent Police led VRU to deploy public health, police and KCC analysts to develop a broader based model of effective information sharing across Kent, Medway, the Met Police and Kent Police. A County Lines Collaboration Meeting is also now operational with representation from the Met Police.
- 2.7 These new information sharing arrangements will build on the good information sharing protocols already in place with police to support our joint work to reduce

first time entrants into the criminal justice system and the new Kent Police Youth Engagement Officers put in place as part of Kent Police's new Child Centred Policing approach.

- 2.8 The Youth Engagement Officers team already works with KCC staff to help identify young people at risk of harm and identify geographical areas of risk. They also work with groups of young people in school settings to identify the risks of criminal exploitation of young people including knife crime. These new resources will help to develop a more robust model of information sharing across the spectrum of adolescent risk embedded within our adolescent service.
- 2.9 Adolescent Services are currently working closely with the police to maximise the utilisation of Police Schools Coordinators within the Police Crime Commissioners Office, and the Youth Engagement Officers, to ensure key messages to schools are consistent and evidence based.
- 2.10 The North Kent pilot will also help build on the available evidence base and local knowledge and practice to devise tools (such as a Child Criminal Exploitation and a Gangs Toolkit) for professionals and parents which will supplement the new strategic and operational framework for adolescent risk management. The team have worked closely with the MHCLG to agree the scope of the work which will enhance the front-line resource and CYPE are proud of the service design co-production activity that has already taken place with young people in Cookham Wood Young Offenders Institute (YOI), Young Offenders and Care Leavers.
- 2.11 The focus of the pilot programme will be to work with statutory services to help reduce risk, working alongside CYPE in-house and commissioned service delivery. The service will provide intensive and flexible (weekend and evening) support to those young people at highest risk of, or already engaged in gang activity; those who have been caught (whether charged or not) with carrying weapons/knives; and those deemed to be at risk of exploitation.
- 2.12 This project will enhance current service delivery, including that from Early Help, Children's Social Work and Adolescent Services. Integrated Adolescent Services brings together case holding services; Youth Justice, Adolescent Social Work and Adolescent Early Help, to reduce transitions for young people and to work flexibly outside of typical organisational boundaries to engage and support adolescents.

Violence Reduction Unit

- 2.13 The office of the Police and Crime Commissioner was awarded £1,160,000 from the Home Office in 2019 to set up a VRU across Kent and Medway. Kent has been identified by the Home Office as one of the 18 Counties across England and Wales where funding is being provided for a VRU. This offers Kent Police, KCC, Medway Council, Health and the National Probation Service the opportunity to pool the data that each organisation holds, and through this to start to understand how people living in the county are affected by violence.

2.14 The creation of the VRU allows KCC to develop a shared multi-agency data set that can be used by all professionals to enhance and improve the services delivered to communities, and will help services to see where communities are most affected by violence and then work with local residents to find ways to increase safety. The problem profile that has been written and developed by i-three analytics on behalf of the Kent VRU is the first step in developing an innovative, intelligent and informed approach to violence reduction. The work is the start of a multi-agency collaboration that is hoped will transform how agencies work together and deliver services across Kent and Medway.

Further Actions

2.15 Further actions include to consider the additional benefit to community cohesion and community safety which Community Wardens could bring to the new workings of the Community Safety Partnerships.

2.16 Additional opportunities to further increase and develop detached youth work provision have been identified and are being explored further. These include use of Section 106 funding and the recently agreed budget amendment for youth provision.

Recommendation 2: KCC's Cabinet Member for Children, Young People and Education should write to the Secretary of State for Education, on behalf of the Select Committee, and urge him to update statutory guidance to schools to help them manage pupils' poor behaviour and reduce exclusions.

Progress to Date

New Funding and Accountability Framework for School Inclusion

3.1 Kent exclusions are currently amongst the lowest in the country. The Director of Integrated Children's Services has worked with schools and the Schools Funding Forum to develop a new funding and accountability framework for school inclusion, which sharpens the arrangements and agreements for the use of Alternative Provision, reducing the use of non-inclusive practice such as elective home education, the use of part time timetables and unlawful off-rolling of students. This is currently being signed off by headteachers.

Inclusion Toolkit for Schools

3.2 CYPE has also developed and tested an inclusion toolkit for use by schools. Following testing, the toolkit has now been provided to all schools and is already starting to be used by schools to evidence their inclusive practice as part of the new Ofsted Inspection framework for schools.

3.3 Further use and promotion of this toolkit will help build on the developing evidence base coming out of the learning from the London and national Serious Youth Violence pilots, our own learning from the South Kent Adolescent risk pilot and new adolescent service; the evaluation and learning which will emerge from the north Kent and Medway pilot and the academic research into our contextual safeguarding approach.

- 3.4 KCC's Cabinet Member for Integrated Children's Services wrote to the Secretary of State for Education on 5 February 2020. The Minister of State for School Standards responded in a letter dated 24 February 2020, in which it was acknowledged that "engagement in full-time, quality education is a strong protective factor against children's risk of involvement in serious violence".
- 3.5 In his letter, Rt Hon Nick Gibb MP also highlighted the important role of high-quality Alternative Provision (AP) and noted that the Government is taking forward an "ambitious programme of action on behaviour, exclusion and reform of AP that will improve support for those at risk of exclusion, back headteachers' powers to exclude as a last resort and ensure those who do access AP get the support and education they need to reduce their vulnerability". In his letter, Nick Gibb MP also confirmed Departmental officials will be in contact with the Cabinet Member to arrange a meeting to discuss further.

Further Actions

- 3.6 CYPE will work with the Cabinet Member to develop a robust evidence base to inform packages of training for staff and pupils, and work with 'The Education People' (TEP) to support the delivery of this across Kent schools and services.

Recommendation 3: KCC should review all the training on knife crime and violence that is currently delivered in Kent schools to assess the extent to which it is informative, consistent and balanced. This evaluation should clarify whether KCC needs to promote and commission the delivery of a high-quality, standardised programme.

Progress to Date

CYPE/The Education People and Training in Schools

- 4.1 Academy trusts are their own entity and admissions authority and as such, KCC does not have the authority to mandate any training to any school, regardless of designation. This responsibility lies with the governing body (or committee etc.) to ensure the school meets the requirements of safeguarding which includes training.
- 4.2 However, TEP do provide training programmes as part of their packages of purchased support. As part of TEP, the Education Safeguarding Service (ESS) deliver a range of training courses, reaching circa 8000 school and early years staff each year. Delegates come from a variety of schools and settings, regardless of designation, including grammar schools, academies, local authority maintained and schools within the independent sector. As such, the service has a relationship with a significant proportion of education providers across Kent. The ESS are therefore trusted by providers to deliver consistently good training.
- 4.3 Due to the amount of content already within the TEP offer, the core safeguarding training delivered by the service does not focus specifically on knife crime. However, it does explore vulnerability including how this can lead to young people being criminally exploited. All of the training delivered by the

service is paid for directly by schools and Early Years settings, as opposed to being funded by KCC or other sources.

- 4.4 Further to the work of CYPE and TEP, as part of the VRU programme Kent Police are currently working with all Kent primary schools to deliver a programme of knife crime awareness. Although in its infancy, initial feedback is positive, and it is anticipated that there will be Kent specific learning which will help inform the direction of travel for future engagement with schools.

Further Actions

- 4.5 Given the positive and established relationship between KCC, schools and the ESS, it is likely that schools would recognise the benefits and be open to specific training if recommended and/or delivered by the service. The ESS would be able to help contribute or write, and deliver, a high-quality training package, which would be bespoke to Kent schools, including raising awareness of local initiatives. This would however require additional funding and agreement by the schools.

Recommendation 4: KCC's Cabinet Member for Children, Young People and Education should write to all Kent schools to encourage them to deliver high-quality training on the dangers associated with knife crime, from primary school (Year 5 and Year 6) to all types of secondary school.

Progress to Date

- 5.1 Research shows us that young people who are at risk of being drawn into knife crime are also likely to be vulnerable to other types of exploitation, isolation and exclusion. It is therefore important to ensure that training within schools and community settings is part of a balanced approach to explore vulnerability and criminal exploitation in general rather than focus solely on knife crime.
- 5.2 Understanding and addressing the issues which make children vulnerable to exploitation helps school staff to understand the contextual and safeguarding aspects of knife crime as opposed to seeing it solely as a criminal issue, or something that happens to "certain types of children."
- 5.3 Although guidance on what training would be helpful is welcomed by schools, the reality is that unless it is funded externally, or a statutory requirement, budget constraints may mean schools are not able to partake.
- 5.4 KCC's Cabinet Member for Integrated Children's Services wrote to all Kent schools via the Kent Education Learning and Skills Bulletin, dated 31 January 2020, to reflect on the findings of the Knife Crime Select Committee, acknowledge the challenges that schools face, recognise the significance of transitions in a child or young persons life and how this affects them, and highlight the opportunities for important learning and workforce development. The message to schools also included details of the Kent Police Youth Engagement Officers (as referenced under Recommendation 2).

Further Actions

Primary to Secondary Transition

- 5.5 An integral part of the service is Youth Work, which delivers both universal and targeted services. Youth are currently reviewing their core offer to enhance their response to adolescent risk management.
- 5.6 Open Access youth settings currently support the transition from primary school into secondary school settings in some schools. However, not all schools avail themselves of this opportunity. CYPE will consider the role that transitions play in the successful integration of pupils into secondary settings and work with schools to demonstrate and promote the value of this work and associated risks.
- 5.7 The co-design activity with the VRU, partners and young people in March aims to develop a training and awareness product about gangs and knife crime which will be available for free across Kent and Medway. This should support schools to deliver consistent and high-quality messages.

Recommendation 5: KCC's Children, Young People and Education Directorate should conduct a feasibility study to evaluate the effectiveness of a scheme involving the recruitment and training of volunteers to provide long-term mentoring for young people at risk of offending.

- 6.1 CYPE has a well-established relationship with the voluntary sector and commissions, trains, supports and works with volunteers across a wide range of service areas. In September 2018, CYPE Early Help Services received the 'Recognition of Excellent Volunteer and Management Practice' award from Stronger Kent Communities for its approach to working with volunteers across Kent.

Current Activity

- 6.2 In developing a mentoring programme, it is important to consider the support and training needs for both staff and volunteers alongside the cost and impact of any intervention model. Through the HeadStart Programme funding, CYPE currently commissions volunteer mentors to work with schools.

Current Research – Early Intervention Foundation

- 6.3 CYPE's approach in taking forward the Select Committee recommendations and in the approaches being taken in other areas of work linked to these issues is to draw on the existing evidence base to develop models within Kent.
- 6.4 The Early Intervention Foundation informs that most of our knowledge about "what works" to prevent youth violence, crime and associated factors comes from the USA. Among the most robustly evaluated and effective approaches are skills-based and family-focussed programmes which aim to foster positive changes as well as prevent negative outcomes. The detail of these programmes is attached in Appendix 2.

- 6.5 According to the Early Intervention Foundation, there are approaches that look promising but have limited evidence, including mentoring and community-based interventions. Many strategies aiming to prevent/reduce gang involvement exist but very few have been robustly evaluated.
- a. Mentoring
 - community-based mentoring can improve behavioural, socio-economic and academic outcomes,
 - but relationships ending within three months may have adverse effects on at-risk youth.
 - a review of school-based mentoring found minuscule effects
 - some of the positive findings of mentoring for at-risk and high-risk youth are based on low-quality studies and did not persist after the mentoring ended
 - a small number of studies have found negative effects
 - b. Community Engagement
 - data sharing and partnership building have a role in prevention,
 - but community-based programmes lack robust evaluation.
 - sports programmes in the community have been studied weakly and produced preliminary evidence of some potential to reduce crime and violence
 - c. Gang-specific Approaches
 - have limited evidence of effectiveness on crime-outcomes
- 6.6 Evaluation has established that some approaches do not ‘work’ – that is, are not associated with less reoffending than doing nothing. Deterrence and discipline-based approaches such as ‘Boot camps’ and ‘Scared Straight’ type programmes have been robustly evaluated. They consistently indicate (Reconciling Desistance and What Works, HMIP, 2019, and Early Intervention Foundation) either no impact or a negative impact on participants’ justice outcomes.
- 6.7 Evidence suggests that at risk young people, when grouped together, can encourage ‘deviant’ behaviour. Research suggests that group intervention may be more effective when at-risk young people are together with pro-social young people.
- 6.8 The North Kent and Medway Serious Youth Violence project is co-designing the service specification with young people who are gang affiliated or vulnerable to gang affiliation, including those who have committed knife offences. This co-design work is currently focusing on young people’s feedback on what qualities and skills adults need to engage and support them to develop a non-offending identity.
- 6.9 We are consulting with young people to understand whether mentoring, or the voluntary nature of mentoring, is important to engage this cohort, compared with the effectiveness of trauma-informed professional approaches such as delivered by Youth Justice services.

Further Actions

- 6.10 Following full implementation of the new Adolescent Risk Model, the CYPE Innovation Unit will help develop a Kent approach to understanding the research and evidence base. Key Performance Indicators will be monitored, including criminal exploitation of children, missing episodes, anti-social behaviour and incidents of violent crime and knife crime.
- 6.11 Following this they will develop a theory of change model to inform consideration of long-term mentoring, together with costings indicative outcome measures/deliverables. Theory of change is a specific methodology for planning, participation, and evaluation that is used in the philanthropy, not-for-profit and government sectors to promote social change. Theory of Change defines long-term goals and then maps backward through causal linkages to identify necessary preconditions.
- 6.12 Joint Targeted Area Inspections: Youth Justice Inspections and Contextual Safeguarding are identifying emerging good practice in working with adolescent risk. There is growing recognition that the Child Protection system is not appropriate for adolescents who experience risk of harm outside of the family home.
- 6.13 We continue to develop our adolescent workforce in trauma-informed, strengths-based approaches, built on the theories of desistance and relationship-based intervention. These models are embedded in our new Adolescent Risk Management framework and are explicit in our commissioning service specification for the North Kent and Medway Serious Youth Violence and Prevention Project.
- 6.14 We are working with Dr Carlene Firmin and the University of Bedfordshire to develop a Kent specific understanding of contextual safeguarding and enhancing the capacity of our youth services to respond to contextual risks, and to support young people, vulnerable to exploitation and abuse, to develop a sense of control and empowerment through improved wellbeing, self-esteem, self-efficacy, resilience and critical thinking skills.

Recommendation 6: KCC's Trading Standards service should devise and evaluate a pilot scheme involving a more proactive approach to the promotion of the responsible sale of knives by local retailers.

Progress to Date

- 7.1 Following Trading Standards presentation to the Select Committee in June 2019, where they were invited to create a responsible trader scheme, Trading Standards continued to develop intelligence led test purchase operations in response to increased public awareness on knife crime.
- 7.2 Trading Standards conducted underage sales test purchases on retailers where they had specific intelligence, resulting in three sales which prompted further investigations. Trading Standards also conducted challenge 25 operations in an identified area of Kent with concerns over knife crime. These Challenge 25

Operations are purchases by over 18 volunteers, to assess the retailers checks in preventing the illegal sale of knives.

- 7.3 During these operations, Trading Standards involved BBC Radio Kent who used the experience in their broadcast on knife crime, which included a live interview with Trading Standards, and interview the following week for online knife sales. Having received confirmation that funding for the proposed scheme (£27,000 for a part time project officer) was available, Trading Standards have now begun the process for recruitment in the new financial year.
- 7.4 Trading Standards are currently liaising with Kent Police and looking at enforcement activities to ensure that the scheme is developed to meet all stakeholder priorities and achieves a successful outcome.

Recommendation 7: KCC should pilot a scheme such as the Youth Zone to extend youth service provision in the county. The pilot should take place in a particularly deprived area of Kent and should be combined with an evaluation to assess its effectiveness and to inform future policy.

Progress to Date

- 8.1 Onside Youth Zones currently operate a number of centres in the North West of England and since 2008, one in Wolverhampton. Within the past three years, three similar centres have opened in three London Boroughs: Barnet, Croydon and Barking and Dagenham.
- 8.2 To further explore the opportunities for developing a Youth Zone in Kent, KCC officers and Members met with Jamie Masraff, Director of Youth Zone Development for South England and his staff. Visits have also taken place to London Youth Zones, with further visits planned during this month.

Onside Youth Zone Model

- 8.3 Central to the model is that each new Youth Zone is developed as a brand-new capital venture and that development is predicated around a new purpose-built capital project.
- 8.4 Each Youth Zone operates as a registered charity and the model of charitable status allows for Youth Zone to be funded through a unique blend of public and private funding, with half of the capital cost provided by the Local Authority and half through private investment.
- 8.5 The Youth Zone charity are given ownership of the building and a 100-year lease on the land, without break clauses, for which the Youth Zone pays a peppercorn rent.
- 8.6 Typically, young people pay 50p per visit and £5 annual membership; hot meals are served for £1. Income is included in the OnSide income projections which if not realised would fall to the Local Authority.
- 8.7 OnSide advised the delegation that the initial capital investment needed to develop a new Youth Zone in one area of Kent would be circa £8.5m. Half of

the initial capital cost is provided by KCC and half is raised through private partnership investment. It is worth noting that the Chorley model was £7.2m, with a reduced running cost of £900k per annum, although staffing costs are the same. The new build is provided to OnSide on a 100-year peppercorn rent basis. The District/Borough Council would not be able to charge KCC or OnSide for the site beyond that of the initial capital purchase.

- 8.8 Revenue costs for Kent were identified as circa £1.3m per annum, with the Local Authority expected to commit £400k per annum and the rest being raised through private partnership arrangements, room rental, membership costs per young person and activity fees charged to young people.
- 8.9 OnSide expect £40k income per annum from room hire in their London schemes. Fundraising is led by OnSide who also require a minimum 3-year commitment to revenue funding from the Local Authority.
- 8.10 The model is one of universal activity provision, with centres open whenever schools are closed, and seven days a week during school holidays. Centres provide a minimum offer of 40 hours open access and at least 20 different activities are available at every session. The size of the provision is relative to the population catchment, but the feasibility and the scale of the schemes necessitate a catchment of no less than 50,000 young people with a density of 1,900 per km sq. The success of a scheme relies on transport being available for young people to attend.

Timescales

- 8.11 Identification of a site takes around one year, taking into consideration the three key criteria of prominence, access and neutrality. Once a site has been identified and a business case to proceed has been approved via an Executive Decision, it takes a further 2.5-3 years to open the Youth Zone (sign-off to opening took 3.5 years in Croydon). It is unclear as to whether negotiations or the identification of a district or area will increase these timescales.

Further Action(s) following the meeting with Youth Zone England:

- A Feasibility Study will be carried out to consider:
 - i. The total cost of a Youth Zone in Kent
 - ii. The potential for match funding
 - iii. A potential District to support the initiative (including review of population data)
 - iv. An analysis of changes in the current targeted offer
- CYPE will undertake reach analysis and accessibility analysis
- Youth Zone England will provide evidence of impact

9. Detached Youth Work Developments

- 9.1 On 13 February 2020, County Council accepted a budget amendment, presented by the Labour Party. The amendment agreed is to allocate £500k to deliver detached youth work (four nights per week) in each District (this includes £100k to be spent on any associated infrastructure/equipment costs).

- 9.2 KCC currently has a pot of Section 106 funding accrued over a period of years allocated to 'youth provision'. KCC has secured this £1.3m from local property developer contributions where these contributions are tied to geographical areas. Historically this funding stream has been badged against capital expenditure only. However, recent developments have opened up opportunities for these Section 106 monies to be used to support a mixture of revenue and capital streams.
- 9.3 It is planned that the Section 106 money will be utilised to enhance the detached youth work offer, through the introduction of four dedicated area-based youth work teams aligned to support emerging risks identified through the work of the VRU and the new adolescent risk model.
- 9.4 At the time of writing this report, the proposals for use of the Section 106 funding, as outlined above, are awaiting a Key Decision, with a report due to be presented at CYPE Cabinet Committee on 11 March.
- 9.5 The primary intended aim of the new Section 106 monies outlined above at (i) was to offer enhanced outreach capacity to the new adolescent service to support our approach to adolescent risk in targeted urban areas as part of the new adolescent risk model framework. This would be in the form of four area-based detached youth work teams.
- 9.6 It is proposed that the targeting of this new resource is aligned to the new adolescent risk model which is helping to identify risks of criminal exploitation and sexual exploitation of children, as well as police intelligence as part of the new VRU analysis which states that:
- Analysis by location and time confirms that certain drivers are highly predictive of violent crime. Some locations are seeing 'more than their fair share' of violence but this tends to be restricted to specific times of the day/week making it potentially amenable to tackling the issues if partners work collaboratively. Most strikingly there is very strong evidence linking violence to licenced premises among older offenders (offenders in their mid-20s and 30s) and the hour after school for youth violence. (Kent VRU Analysis Dec 2019)*
- 9.7 Further information provided by the VRU states that: Deprivation, poor quality housing, substance misuse and isolation are the highest predictive factors for violence. The 20 Lower Layer Super Output Area's with the highest concentration of violence risk-factors are centred around town-centre groupings: 1) Dartford, Swanscombe and Gravesend, 2) Chatham, Rochester and Gillingham, 3) Maidstone, 4) Sheerness and 5) Margate and Ramsgate.
- 9.8 Given the £500k allocation to youth provision through the agreed Budget Amendment, there are opportunities to ensure that this provision is delivered across all districts in a way which increases, focusses and maximises the reach of the youth offer.
- 9.9 The plans for the structure and implementation of this provision are being explored, with the anticipated aim that:

- i. the Section 106 funded youth teams (subject to Key Decision approval) will be deployed to support youth provision within urban areas identified with higher risk profiles and supported by findings from the Violence Reduction Unit Problem Profile and local intelligence from the adolescent risk management process.
- ii. The detached youth work, funded by the £500k budget amendment, is aligned to the existing in-house offer and is delivered in the rural areas, where Kent has a lower risk profile, which is therefore less likely to receive the targeted Section 106 funded provision.

10.A Proactive Approach in Home Education

Revision of Kent's Elective Home Education Policy and Improved Working Practices

- 10.1 It is recognised that high numbers of home educated children are from vulnerable groups and being out of school-based education is a risk factor that must not be ignored. Through revision to Kent's Elective Home Education (EHE) policy following the publication of the DfE guidance; strategies have been put in place so the EHE Support and Advice Officers can more quickly identify and support those who may not be in receipt of an education and to further protect those with vulnerable characteristics. However, it is important to state that there is no identified correlation specifically between Elective Home Education and knife crime.
- 10.2 Kent continue to champion the need for change and clarity of legislation and duties relating to home education. Kent's contribution has been pivotal to the resulting changes to the Department of Education Elective Home Education Guidance for Local Authorities and Parents, promoting a nationally aligned approach to Elective Home Education. As one of the largest authorities in the country, Kent are highly regarded for their contribution that has changed how the idea of home education is perceived.
- 10.3 Capturing, sharing and publishing undeniable data, which evidences the true picture of Elective Home Education in England. The data collated provides irrefutable evidence that the majority of home educators registered in Kent have not taken the option to home educate as a lifestyle choice, more a coerced alternative to exclusions or fines for non-attendance in school.
- 10.4 The revision of DfE guidance has provided the platform for Kent to review its own policy and tighten working practices in alignment with recommendations. It has provided clarity regarding the roles and responsibilities of both parties when a parent removes a child from a school to home educate.
- 10.5 Kent can report that during the academic year 2018-19, that 56% of the cohort had received support by Early Help or Children's Social Work Services. To ensure we maximise the join up between Elective Home Education support and safeguarding interventions, school off-rolling information is now routinely shared at the Front Door.

Further Actions

- 10.6 Kent will continue to evolve, working with dedicated home educators to develop practices and procedures to prevent children from being denied

access to the education to which they are legally entitled. It will ensure that Kent continue to influence change and policy.

- 10.7 The County Access to Education Manager in Fair Access, Chairs the South East of England Elective Home Education Officer (SEEHEO) group, is a board member of the Association of Elective Home Education Professionals (AEHEP) and as a valued contributor, has recently been asked to represent AEHEP on the board of the Association for Education Welfare Management (AEWM), thus providing Kent with an excellent platform to share good practice on the national stage.

11. Conclusion

- 11.1 The findings of the Knife Crime Select Committee and the subsequent County Council resolution of 17 October 2019 have been welcomed by KCC services as an opportunity to have a focused response to the concerns of knife crime in Kent.
- 11.2 The work being undertaken to respond to recommendations is an important strand to the complete Kent offer for young people and our work with partners and is complimented by key areas of work highlighted within the report, including enhancing the youth outreach offer, taking a proactive approach to Elective Home Education and developing the Integrated Adolescent Service and Adolescent Risk Model.

Recommendation(s):

County Council is asked to:

1. Note the progress to date against the seven Select Committee recommendations, including linked areas of work in Elective Home Education, Integrated Adolescent Service and Youth provision.
2. Endorse the suggested approach and further actions going forward.

Background documents:

Appendix 1 – [Knife Crime Select Committee Executive Summary Report](#)

Appendix 2 – Learning and Research Sources:

- i. [Beyond Youth Custody \(NACRO, 2017\)](#)
- ii. [Desistance and Young People \(HMIP, 2016\)](#)
- iii. [What Works in Managing Young People Who Offend? A Summary of the International Evidence \(Ministry of Justice, 2016\)](#)
- iv. [Knife Crime Evidence Briefing \(College of Policing, 2019\)](#)
- v. [What Works to Prevent Gang Involvement, Youth Violence and Crime \(Early Intervention Foundation, 2015\)](#)
- vi. [Reconciling 'Desistance' and 'What Works' \(HMIP, 2019\)](#)

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By: Roger Gough – Leader
David Cockburn – Head of Paid Services

To: County Council

Date: 19 March 2020

Subject: Children Young People and Education Directorate – Top Tier Restructure

Classification: **Unrestricted**

SUMMARY: This paper sets out proposals to delete the post of Director Education, Planning and Access and create two new Director posts in the Children, Young People and Education Directorate.

1. RECOMMENDATIONS

- 1.1 The County Council is invited to endorse the recommendation of the Personnel Committee to agree:
- the deletion of the post of Director Education Planning and Access in the Children Young People and Education Directorate.
 - the introduction of a new Director – Education role and a new Director – Special Educational Needs and Disabilities role, both as described in Appendix 3.
 - Subject to agreement to the above, that the recruitment process for the new roles can begin immediately but that no appointment would be made prior to the full County Council agreeing the revised structure.

2. INTRODUCTION

- 2.1 The current senior structure of the Children, Young People and Education (CYPE) Directorate, as shown Appendix 1 has consisted of the Corporate Director and three Directors since the Directorate was established in April 2017.
- 2.2 Recent changes in the responsibilities of the Directorate and outcome of the SEND Ofsted inspection has led the Corporate Director CYPE to review the sufficiency of senior management capacity to deliver the statutory and other responsibilities and improvements that are now required.
- 2.3 This report recommends the deletion of the current post of Director Education, Planning and Access and the creation of two new Director roles: a Director – Education and a Director – Special Educational Needs and Disabilities.
- 2.4 These changes were discussed by the Personnel Committee on 30 January 2020 and the Committee agreed to endorse the proposals,

3 REASONS FOR CHANGE TO THE DIRECTOR ROLES CONFIGURATION

- 3.1 In September 2019, it was agreed between the Director Children Services (DCS) and Director Adult Social Services (DASS) that Disabled Children and Young People Services (DCYPS) should transfer from Adult Social Care and Health to CYPE. This decision was taken to ensure the pathway of services to young people with disabilities was optimised for service users.
- 3.2 The Council for Disabled Children had been invited earlier in 2019 to assist in making the decision about the best location for DCYPS across the adult and children directorates and in that work highlighted the scope to strengthen co-ordination and join-up of provision to address the picture that emerged of parental perception of a fragmented offer for their children and a need to think about expanding the scope of the (well evaluated) DCYPS to meet the needs of a wider cohort of children.
- 3.3 In the current CYPE structure, the transferred responsibilities would sit with the Director Education, Planning and Access. This role already has a considerable breadth of responsibility. The postholder has lead responsibility for liaising with over 600 schools; access and inclusion; school admissions; children with Special Educational Needs (SEN) and oversight and management of The Education People contract. The responsibilities of the post increased dramatically following the SEN reforms contained in the 2014 Children and Families Act which were described as the “biggest education reforms in a generation for children and young people with special educational needs”. These changes have had a significant impact on services both locally and nationally. Whilst this is a national problem, it is clear that the struggle in Kent to keep pace with the increased expectations and demands has been even greater than elsewhere given our size and complexity.
- 3.4 The poor outcome of the Local Area SEND Ofsted Inspection early in 2019 led to the requirement for a Written Statement of Action with nine identified areas of weakness. This necessitates significant additional leadership, input and scrutiny of provision. Whilst KCC is not an outlier in the requirement to produce a Written Statement of Action, the scale of the challenges that we are faced in Kent is reflected in the number of improvements that we need to deliver.
- 3.5 Given the changing requirements of the post, it became clear that the responsibilities of Director Education Planning and Access role were too broad and onerous for a single person. The SEND inspection outcome requires a greater level of management drive and scrutiny than is possible within current resources. There is also a recognition, both from the internal review but also from the work carried out by the Council for Disabled Children, that services are too siloed, did not meet the needs of a sufficiently wide group of young people and needed to better connected and co-ordinated.

4 PROPOSED TOP TIER DIRECTORATE STRUCTURE

- 4.1 It is proposed to introduce two new Director level roles. Both have been evaluated at KR17 and will be direct reports to the Corporate Director CYPE

and a member of the Directorate's Management Team. The proposed top tier structure chart for the CYPE Directorate is shown at Appendix 2.

4.2 The Director – Special Educational Needs and Disabilities would be responsible for the management of the Special Education Needs (SEN) service, Disabled Children and Young People Service (DCYPS) and Education Psychology Service, the latter to create a smoother link for pupils with SEN. The post will lead and drive the improvements required as a result of the SEND Ofsted inspection and the reforms required as a result of the changes contained in the 2014 Children and Families Act. A full job description for the role is shown at Appendix 3.

4.3 The Director – Education will lead, shape and direct:

- The development and delivery of strategies aimed at improving educational outcomes for all children in Kent including effective school place planning, provision and inclusion.
- The delivery of support for schools (school improvement, governor services, finance, early years etc), currently through its commissioning strategy in respect of the provision of these education services, through The Education People, to Kent County Council.
- The strategy for and delivery of Community Learning & Skills across the county.

A full job description is shown at Appendix 3.

5 CONSULTATION

5.1 There is one individual directly affected by the proposal to change the Director level posts. Individual consultation has been undertaken about the changes to the senior structure and the content of the new Director roles. The detail of the job descriptions and accountabilities has been developed in consultation with the wider Directorate leadership team. Should the structure be agreed, further formal discussions will be held.

6 FINANCIAL CONSIDERATIONS

6.1 The cost of the additional KR17 Director post will be accommodated within the Directorate budget, so no additional funding is being sought for this new structure.

7 NEXT STEPS

7.1 Further work is required to ensure activity levels are evenly distributed at the levels below the Directors and this will comprise a second phase of the work.

7.2 Interim arrangements for the two Director posts will be put in place whilst a full recruitment process is undertaken should the new structure be agreed by the County Council. This will involve an internal and external

recruitment/Executive search campaign. A Personnel Committee Member Appointment panel will be convened.

8. RECOMMENDATIONS

- 8.1 The County Council is invited to endorse the recommendation of the Personnel Committee to agree:
- the deletion of the post of Director Education Planning and Access in the Children Young People and Education Directorate.
 - the introduction of a new Director – Education role and a new Director – Special Educational Needs and Disabilities role, both as described in Appendix 3.
 - Subject to agreement to the above, that the recruitment process for the new roles can begin immediately but that no appointment would be made prior to the full County Council agreeing the revised structure.

Amanda Beer
Corporate Director People and Communications
Ext 415835

Background Documents: Personnel Committee paper 30 January 2020

**Corporate Director
Children, Young People & Education**

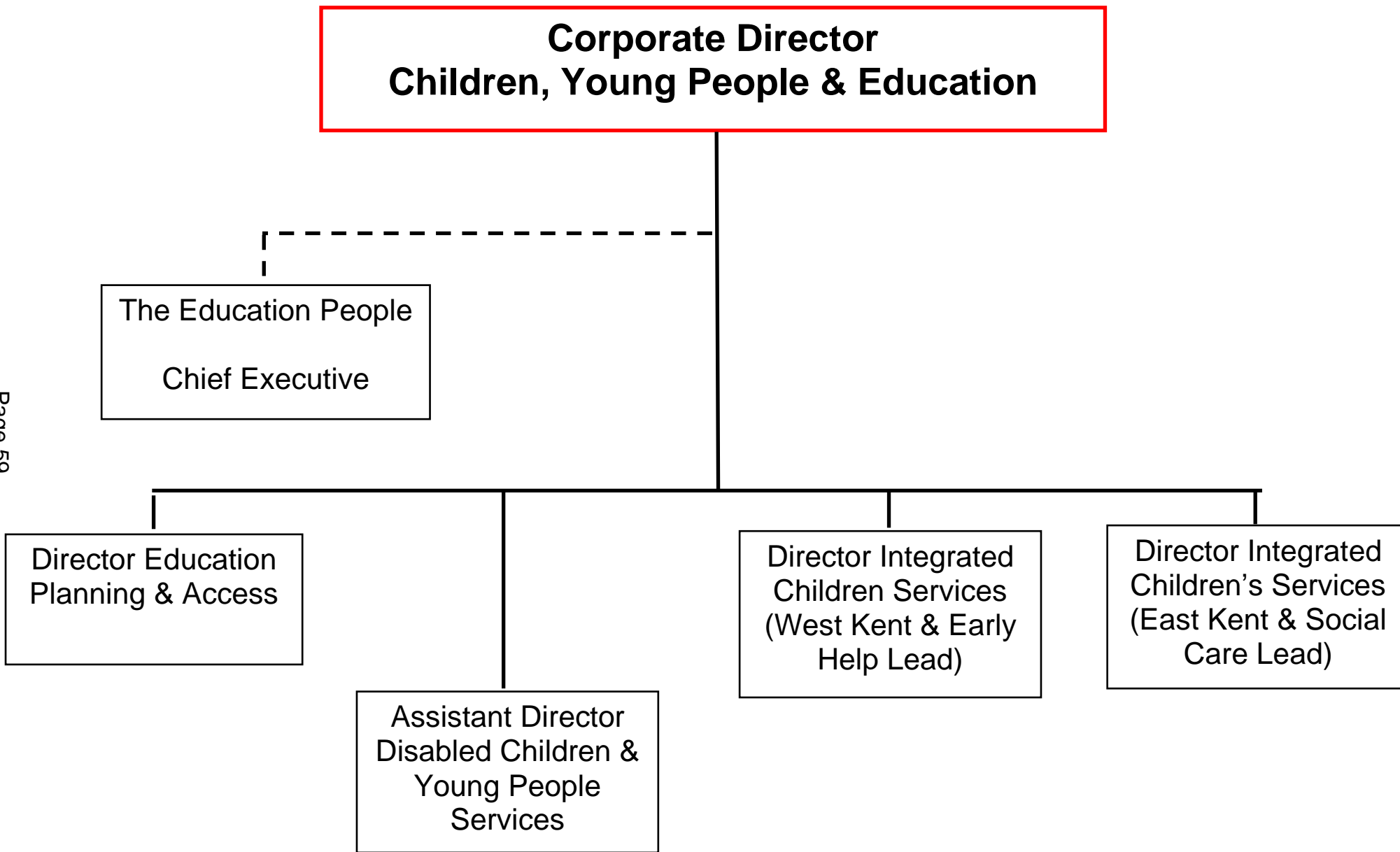
The Education People
Chief Executive

Director Education
Planning & Access

Assistant Director
Disabled Children &
Young People
Services

Director Integrated
Children Services
(West Kent & Early
Help Lead)

Director Integrated
Children's Services
(East Kent & Social
Care Lead)



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**Corporate Director
Children, Young People & Education**

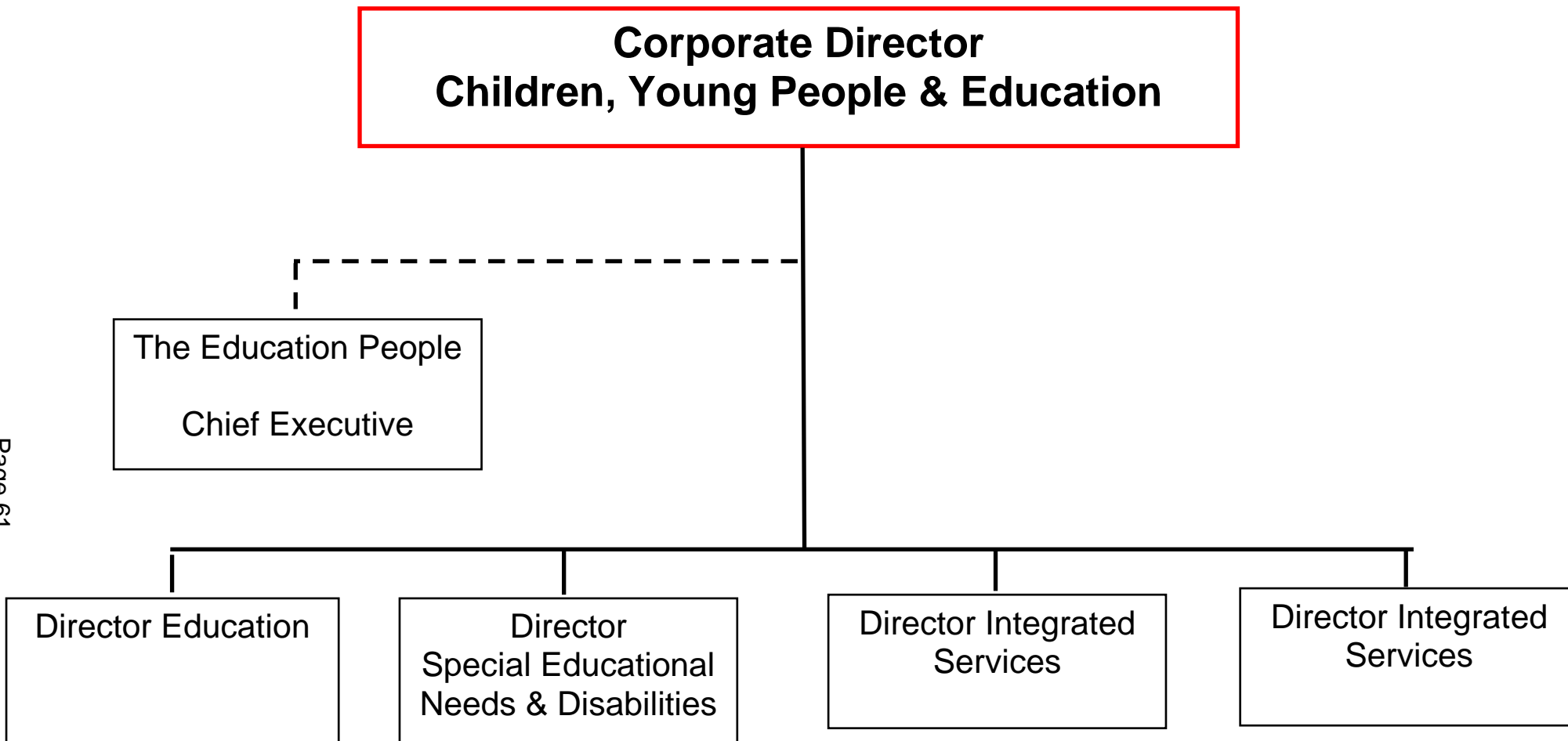
The Education People
Chief Executive

Director Education

Director
Special Educational
Needs & Disabilities

Director Integrated
Services

Director Integrated
Services



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Kent County Council

Job Description:

Director – Education

Date: February 2020

Directorate:	Children, Young People and Education
Division:	Education
Grade:	KR17
Responsible to:	Corporate Director Children, Young People and Education

Job Purpose:

Lead, shape and direct:

- The development and delivery of strategies aimed at improving educational outcomes for all children in Kent including effective school place planning and provision and inclusion, for all children and young people including those with SEND.
- The Directorate's delivery of support for schools (school improvement, governor services, finance, early years etc), currently through its commissioning strategy in respect of the provision of these education services, through The Education People, to Kent County Council.
- The Directorate's strategy and delivery of Community Learning & Skills across the county.

Accountabilities

Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation

of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Lead on commissioning strategies and implementation in close partnership with Directorate leads across the Council to plan and secure the provision of high-quality school places across a diverse range of schools for children and young people at all ages, helping to improve parental choice.

Lead on the work with key external partners such as the RSC and ESFA in delivering the provision of high-quality school places particularly in respect of Academies and Free Schools

Promote fair access in admissions to all educational settings, working with a range of providers and authorities to ensure that Admissions policy and practice, and the development of new school provision meet legal requirements and that every child in Kent receives their educational entitlement.

Lead the development of district-based working so that there is coordinated and integrated delivery of children and young people's services in each district, working in partnership with schools and other providers, and with other directorates in KCC

Lead on all evaluation and impact work in school organisation, place planning and provision, transport and admissions.

Determine, develop and maintain systems to enable strategy and policy development, effective performance management and statistical analysis.

Ensure that policy and performance is informed by best practice in school organisation, admissions and assessment, advising schools on all aspects of policy.

Ensure that appropriate interventions are made in schools to resolve management issues and risks, liaising with The Education People to highlight areas of concern for standards and school improvement.

Shape, develop and review the Commissioning strategy for commissioned Education Services through The Education People to ensure it continues to incorporate current thinking, creates further opportunity for synergy across the Council and supports delivery of the Council's objectives and its statutory requirements, to ensure a sufficient supply of good quality school places, including children with SEN.

To ensure the commissioning strategy builds and maintains effective relationships with The Education People and other key stakeholders to ensure effective engagement in the delivery of the Council's objectives and its statutory requirements.

To work closely with the Director of Special Educational Needs and Disabilities to provide leadership of curriculum and quality for SEND children and young people across the system in Kent.

Lead on commissioning strategies and implementation in close partnership with Directorate leads across the Council to plan and secure the provision of high-quality provision for Community Learning & Skills

Actively review all services provided by this post to identify the 'right source' for their future delivery including consideration of outsourcing, co-sourcing or in-sourcing to ensure the most effective and efficient delivery methods are employed.

This job description sets out the accountabilities specific to the role. These should be read in conjunction with the Corporate Responsibilities that apply to the Corporate Director and Director roles.

Services

Provision Planning and Operations

Capital Programme

Fair Access (including Admissions, Transport, Elective Home Education, Children Missing Education and Home Tuition)

Education Services Planning and Resources (includes Academies & Free Schools)

Community Learning & Skills

Person Specification

Qualifications

- Evidence of continuing professional development
- Educated to degree level or equivalent.

Experience

Extensive experience and successful track record of strategic leadership and successful delivery in local government and/or other relevant large and complex organisations working within the children's services arena.

Extensive experience of working with schools, school-based organisations, related partners and regulatory/support bodies such as Ofsted and the Regional Schools Commissioner (RSC)

Experience of effectively managing and delivering a range of key integrated services and change programmes for children and families within a budget

Experience and successful track record of achieving improvements in service delivery and improved outcomes for children and young people.

Experience and track record in delivering a range of services in partnership with other agencies and stakeholders, both internal and external, including within a highly political environment.

The commissioning and decommissioning services

Planning and performance monitoring across agencies in a children's service environment

Skills and Abilities

Able to operate effectively as a member of the Extended Corporate Management Team, shaping the strategic Council priorities and setting clear direction, and service commitment to the successful delivery of the Council's strategic priorities.

Able to establish strong positive relationships across the education sector at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.

The ability to gain the confidence and trust of Head-teachers across Kent.

Able to establish strong positive relationships across partner and other external organisations that command professional confidence.

Able to demonstrate effective motivational strategic leadership and vision to staff at all levels including a positive attitude to change in order to maintain and develop services in a constantly changing environment.

Able to command respect, influence and negotiate at a strategic professional and political level both locally and nationally in order to ensure the best interests of the Council are met.

Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the whole Organisation delivers the right services in the right way.

Highly developed communication and presentation skills.

Able to lead, influence and implement strategic policies and decisions.

Effective management of large budgets and ability to demonstrate value for money for customers with a string focus on maximising a return on investment

Ability to analyse complex data and problem solve

Ability to plan, monitor and review all areas in the discipline

Knowledge

Expert knowledge in a relevant professional area and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes

Knowledge of complex statutory duties and codes of practice

Knowledge and understanding of the relevant inspectorates and the roles of DFE and the RSC

Broad knowledge of the range of children's services across partner agencies and sectors
In depth understanding of the strategic challenges and operational realities of managing services for children and young people in a large and diverse authority

Kent County Council

Job Description:

Director – Special Educational Needs and Disabilities

Date: February 2020

Directorate:	Children, Young People and Education
Division:	Special Educational Needs and Disabilities
Grade:	KR17
Responsible to:	Corporate Director Children, Young People and Education

Job Purpose:

Lead the delivery and strategic development of services to disabled children and young people and those with Special Educational Needs ensuring those services (in-house and commissioned) meet the needs of all those children, are aligned to information on need and that they continue to meet the changing needs of children and young people in Kent.

To contribute as a member of the Directorate Management Team to the strategic leadership of the Directorate.

To champion the needs of children with additional needs ensuring an inclusive high-quality service that works in partnership with families to maximise children's potential.

Accountabilities

Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Lead the operational delivery and strategic development of all services to disabled children and young people (0-25yrs) and those with SEND in Kent, ensuring that services match needs, are developed in partnership with parents and young people and adapt to Kent's changing needs and demography. Page 67

Lead the development of a culture across KCC, schools and other partners that works in partnership with parents and focusses relentlessly on the needs of children through consultation, engagement and co-production with families.

To take a key role in the inclusion agenda, liaising with other Directors and where appropriate, schools to ensure that services are inclusive and supportive of children achieving their potential.

Lead the delivery of high-quality services to disabled children that safeguard their needs in line with national standards, policies and procedures.

Lead the development of services, ensuring that they are client centred, high quality and fit for purpose, driving the earlier identification of emerging need and be responsible for putting into place a range of services that prevent those needs escalating as young people grow older and working with families to provide tailored support which allows them to stay together.

Ensure that SEND assessments are of the highest quality and that they result in the appropriate educational provision for children.

Lead the delivery and development of the Education Psychology service, ensuring that it is fully integrated with the SEND offer, meets statutory requirements and provides a streamlined and efficient service to children and their families.

Undertake a key role in the joint strategic commissioning for disabled children and SEND services across Kent including those with learning disabilities and Autistic Spectrum Disorders, ensuring a seamless fit between in-house and commissioned provision.

Lead the establishment of key governance frameworks and a culture that ensure services are delivered within budget, to local and national standards and in line with the relevant policies and frameworks.

Determine, develop and maintain systems to enable strategy and policy development, effective performance management and statistical analysis.

Ensure that schools maintain a relentless focus on inclusion and the improvement of educational standards for those with SEND, liaising with The Education People and Director of Education as appropriate.

Lead the development of district-based working so that there is coordinated and integrated delivery of children and young people's services in each district, working in partnership with schools and other providers, and with other directorates in KCC

This job description sets out the accountabilities specific to the role. These should be read in conjunction with the Corporate Responsibilities that apply to the Corporate Director and Director roles.

Services

- Special Educational Needs service including the Local Offer
- Education Psychology
- Disabled children and young people's social care services 0-25yrs
- Short Breaks services

Person Specification

Qualifications

- Evidence of continuing professional development
- Educated to degree level or equivalent.

Experience

Extensive experience and successful track record of strategic leadership and successful delivery in local government and/or other relevant large and complex organisations working within the children's services arena.

Experience of SEND and (preferably) disabled children services at a senior level. Experience of the interface between the local authority statutory function (code of practice) and schools for vulnerable pupils and those with special educational needs.

Extensive experience of working with schools, school-based organisations, related partners and regulatory/support bodies such as Ofsted and the Regional Schools Commissioner (RSC)

Experience of effectively managing and delivering a range of key integrated services and change programmes for children and families within a designated budget

Extensive experience and successful track record of achieving improvements in service delivery and improved outcomes for children and young people.

Extensive experience and track record in delivering a range of services in partnership with other agencies and stakeholders, both internal and external.

Experience of Planning and performance monitoring across agencies

Experience of commissioning and decommissioning of services

Extensive experience of working and influencing the direction of services within a highly political environment.

Skills and Abilities

Able to operate effectively as a member of the Extended Corporate Management Team, shaping the strategic Council priorities and setting clear direction, and service commitment to the successful delivery of the Council's strategic priorities.

Able to establish strong positive relationships across the education sector at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.

The ability to gain the confidence and trust of Head-teachers across Kent.

Able to establish strong positive relationships across partner and other external organisations that command professional confidence.

Able to demonstrate effective motivational strategic leadership and vision to staff at all levels including a positive attitude to change in order to maintain and develop services in a constantly changing environment.

Able to command respect, influence and negotiate at a strategic professional and political level both locally and nationally in order to ensure the best interests of the Council are met.

Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the whole Organisation delivers the right services in the right way.

Highly developed communication and presentation skills.

Able to lead, influence and implement strategic policies and decisions.

Effective management of large budgets and ability to demonstrate value for money for customers with a string focus on maximising a return on investment

Ability to analyse complex data and problem solve

Ability to plan, monitor and review all areas in the discipline

Knowledge

Expert knowledge in the relevant professional area and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes

Knowledge of complex statutory duties and codes of practice as it relates to the role

Knowledge and understanding of the relevant inspectorates and the roles of DFE and the Regional Schools Commissioner.

Broad knowledge of the range of children's services across partner agencies and sectors
In depth understanding of the strategic challenges and operational realities of managing services for children and young people in a large and diverse authority

By: Shellina Prendergast – Cabinet Member for
Communications, Engagement & People
Amanda Beer – Corporate Director People &
Communications

To: County Council **Date:** 19 March 2020

Subject: Pay Policy Statement

Classification: Unrestricted

Summary: This paper addresses the actions the Authority is required to make on pay as part of delivering its responsibilities under the Localism Act 2011.

1. **BACKGROUND**

- 1.1 An objective of the Localism Act is to increase transparency of local pay. This requires councils to publish the salaries of senior officials, as part of the ambitions to enable local people to better understand how public money is being spent in their area.
- 1.2 The Act requires a local authority pay policy to be openly approved by democratically elected councilors on an annual basis.

2. **PAY POLICY STATEMENTS**

- 2.1 The Pay Policy Statement for 2020-21 is attached in Appendix 1. As in previous years, and as agreed by County Council on 29 March 2012, the statement relates to:
 - the level and elements of remuneration for each chief officer which includes recruitment, increases and additions
 - the use of performance-related pay (PRP) for chief officers and the use of bonuses, if applicable
 - the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority
 - the publication of and access to information relating to remuneration of chief officers.

For the purpose of the Localism Act, a Chief Officer in KCC is defined as being at 'Director level'. This includes the County Council's Corporate Directors and Directors.

- 2.2 The provisions do not apply to the staff of local authority schools.

3. PAY MULTIPLE

- 3.1 A pay multiple is calculated in order to measure the difference in pay between the norm and highest salary. The definition of pay multiple in the 'Code of Recommended Practice for Local Authorities on Data Transparency' document is the ratio between the highest paid salary and the median average salary of the authority's workforce.
- 3.2 KCC's current Pay Multiple figure is 8.1 : 1. This excludes schools.

4. GUIDANCE

- 4.1 The policy is compliant with expectations and guidance in the Code of Recommended Practice along with supplementary updates which have been received.

5. RECOMMENDATION

- 5.1 County Council is asked to endorse the attached Pay Policy Statement.

Colin Miller
People Strategy Adviser
03000 416483

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Kent County Council Pay Policy Statement 2020-2021

The Authority seeks to be able to recruit and retain staff in a way which is externally competitive and internally fair. The Kent Scheme Pay Policy applies in a consistent way from the lowest to the highest grade.

- The pay policy is influenced by a number of factors which include local pay bargaining, market information, market forces, economic climate, measures of inflation and budgetary position.
- The policy referred to in this Statement is relevant to Council employees generally. The scope of this Statement does not include all Terms and Conditions as some are set on a national basis. These include Teachers covered by the school teachers pay and conditions in (England and Wales) document, Soulbury Committee, Adult Education, National Joint Council (NJC), Joint National Council (JNC) and the National Health Service (NHS).
- The Kent Scheme pay range consists of grades KR3 – KR20. There is a difference of at least £1,200 between the top of each successive grade. The pay gap between the top of one grade and the minimum of the next makes the distinction between grades clear. Details of the pay range are at the bottom of the page.
- The details of the reward package for all Corporate Directors and Directors are published and updated on the County Council's web site.
- KCC will publish the number of people and job title by salary band. This is from £50,000 to £54,999 and then by pay bands of £5,000 thereafter. This will include elements made on a repeatable or predictable basis such as market premium payments.
<https://www.kent.gov.uk/about-the-council/finance-and-budget/spending/senior-staff-salaries>
- The appropriate grade for a job is established through a job evaluation process which takes into account the required level of knowledge, skills and accountability required for the role.
- The lowest point of KCC's grading structure (Grade KR3) is set such that the hourly rate is above the National Minimum Wage.
- Staff who are new to the organisation must be appointed at the minimum of the grade unless there are exceptional reasons to appoint higher. These must be based on a robust business case in relation to the level of knowledge, skills and experience offered by the candidate and consideration is given to the level of salaries of the existing staff to prevent pay inequality. For senior staff, any such business case must be approved by the relevant Corporate Director.
- Council signs off the pay structure. The subsequent appointment of individuals, including those receiving salaries in excess of £100k, is in accordance with the pay structure and the principles outlined in the pay policy.

- Staff who are promoted should be appointed to the minimum of the grade. However, their pay increase should equate to at least 2.5%.
- All progression within a grade is subject to performance as assessed through Total Contribution Pay (TCP) process and a percentage awarded for each appraisal level. This applies to all levels in the Authority and there are no additional bonus schemes for senior managers.
- The award for each appraisal rating is set annually following the outcome of the appraisal process.
- People at the top of their grade have the opportunity to receive a pay award which is consistent with others who have the same appraisal rating. This amount will be paid separately and not built into base pay.
- The 'Lowest' paid employees are defined as those employees on KCC's lowest grade, KR3. They receive relevant benefits and are remunerated in the same proportionate way as others.
- The entry level will increase to £18,039 which equates to £9.35 per hour.
- In order to establish the pay difference and the relative change in pay levels over time, a pay multiplier can be calculated. This is the base pay level of the highest paid employee shown as a multiple of the median Kent Scheme salary. This multiplier will be published on the County Council's website annually.
<http://www.kent.gov.uk/about-the-council/information-and-data/data-about-the-council>
http://www.kent.gov.uk/data/assets/pdf_file/0006/13578/Pay-Multiplier.pdf
- KCC recognises that managers need to be able to reward performance in a flexible and appropriate way to the particular circumstances.
- Should it be shown that there is specific recruitment and retention difficulties, the Market Premium Policy may be used to address these issues.
- The Council would not expect the re-engagement of an individual who has left the organisation with a redundancy, retirement or severance package.
- Managers have delegated powers to make cash awards when necessary and where not covered by any other provision as defined in the Blue Book Kent Scheme Terms & Conditions.
<http://www.kent.gov.uk/jobs/careers-with-us/working-for-us>
http://www.kent.gov.uk/data/assets/pdf_file/0019/12574/Kent-Scheme.pdf
- Policies about termination payments and employer discretions under the Local Government Pension Scheme will be reviewed and published for all staff. These will be produced with the intention of only making additional payments when in the best interests of the Authority and maintaining consistency through all pay grades.

2020-21 Kent Scheme pay scale

Pay Range

Grade	Minimum	Maximum
KR20	£202,661	£207,884
KR19	£147,888	£201,616
KR18	£123,753	£147,152
KR17	£98,804	£117,432
KR16	£77,394	£97,251
KR15	£68,074	£77,009
KR14	£60,131	£67,735
KR13	£53,662	£59,832
KR12	£45,817	£53,395
KR11	£39,812	£45,589
KR10	£33,678	£39,613
KR9	£29,446	£33,510
KR8	£25,692	£29,299
KR7	£22,581	£25,564
KR6	£20,585	£22,469
KR5	£19,335	£20,483
KR4	£18,129	£19,239
KR3	£18,039	£18,039

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By: Peter Oakford, Deputy Leader and Cabinet Member for
Finance, Traded and Corporate Services
Zena Cooke, Corporate Director of Finance

To: County Council – 19 March 2020

Subject: **TREASURY MANAGEMENT 6 MONTH REVIEW 2019-20**

Classification: Unrestricted

Summary: To present a review of Treasury Management Activity
2019-20 to date

FOR DECISION

INTRODUCTION

1. This report covers Treasury Management activity for the 6 months to 30 September 2019 and developments in the period since up to the date of this report.
2. The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end). This report therefore ensures this council is embracing Best Practice in accordance with CIPFA's recommendations.
3. The Council's Treasury Management Strategy for 2019-20 was approved by full Council on 14 February 2019.
4. The Council has both borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.

GOVERNANCE

5. The Corporate Director Finance is responsible for the Council's treasury management operations and day to day responsibility is delegated to the Head of Finance (Policy, Planning & Strategy) / Head of Finance (Operations) and Treasury and Investments Manager. The detailed responsibilities are set out in the Council's Treasury Management Practices.
6. Council will agree the Treasury Management Strategy and receives annual and half yearly reports on treasury management activity. Governance and Audit Committee receives annual and half-yearly reports and makes recommendations to County Council. It also receives quarterly updates. The Treasury and Investments Manager produces a monthly report for members of the Treasury Management Advisory Group.

EXTERNAL CONTEXT

8. UK Consumer Price Inflation (CPIH) fell to 1.5% year/year in November 2019 from 2.0% in July, below the Bank of England's target. The most recent labour market data for the three months to October 2019 showed the unemployment rate at 3.8% unchanged from the previous quarter while the employment rate was 76.1%, slightly higher than the previous quarter. The 3-month average annual growth rate for pay excluding bonuses dipped to 3.2% while adjusting for inflation real wages were up 1.8%.
9. Quarterly GDP increased by 0.4% in Q3 2019 having contracted by 0.2% in Q2 2019, services and construction provided a positive contribution while agriculture contributed negatively.
10. Politics, both home and abroad, continued to be a big driver of financial markets over the period to end November. The issue of Brexit continued to dominate in the UK. After Boris Johnson became leader of the Conservative party he committed to the UK leaving the EU on 31 October however the date of leaving was then further delayed to 31 January 2020. The global economy is entering a period of slower growth in response to political issues, including the trade policy stance of the US. Some positivity on the trade negotiations between China and the US has however prompted worst case economic scenarios to be pared back.
11. The Bank of England maintained Bank Rate at 0.75% though gilt yields remained volatile over the period on the back of ongoing economic and political uncertainty. From a yield of 0.63% at the end of June, the 5-year benchmark gilt yield fell to 0.32% by the end of September. There were falls in the 10-year and 20-year gilts over the same period, with the former dropping from 0.83% to 0.55% and the latter falling from 1.35% to 0.88%. 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.65%, 0.75% and 1.00% respectively over the period.
12. KCC has previously raised the majority of its long-term borrowing from the PWLB but the government increased PWLB rates by 100 basis points in October 2019. The new margin above gilts is now 180 basis points for certainty rate loans. Early repayment rate margins were unchanged.
13. After rallying early in 2019, financial markets have been adopting a more risk-off approach in the following period as equities saw greater volatility and bonds rallied (prices up, yields down) in a flight to quality and anticipation of more monetary stimulus from central banks. The Dow Jones, FTSE 100 and FTSE 250 are broadly back at the same levels seen in March/April.

LOCAL CONTEXT

1. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low.

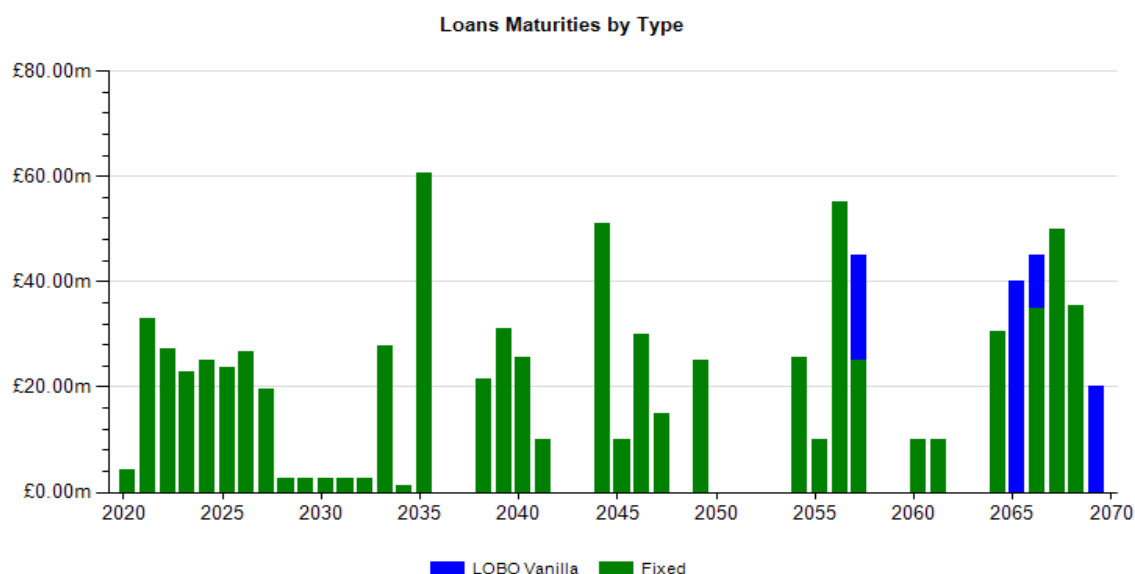
BORROWING ACTIVITY

2. At 30 November 2019 the Council had total debt outstanding of £888m, a reduction of £18.66m from the balance as at 31 March 2019. Outstanding loans at 30 November are summarised in the table below.

	31/03/2019 Balance £m	2019-20 Movement £m	30/11/2019		
			Balance £m	Average Rate %	Value weighted Average Life (yrs)
Public Works Loan Board	490.94	-15.33	475.61	4.96%	16.67
Banks (LOBO)	90.00	0.00	90.00	4.15%	44.38
Banks (Fixed Term)	325.26	-3.33	321.93	4.08%	35.61
Total borrowing	906.20	-18.66	887.54	4.56%	26.35

Borrowing Position

3. The maturity profile of KCC's outstanding debt is as follows:



4. The following table shows the maturity profile of KCC's debt in 5 year tranches.

Loan Principal Maturity Period	Total Loan Principal Maturing	Balance of Loan Principal Outstanding
Opening Balance 30/11/2019		£887,541,233
Maturity 0 - 5 years	£113,502,341	£774,038,892
Maturity 5 - 10 years	£77,060,833	£696,978,059

Maturity 10 - 15 years	£38,700,173	£658,277,886
Maturity 15 - 20 years	£114,668,374	£543,609,512
Maturity 20 - 25 years	£87,009,512	£456,600,000
Maturity 25 - 30 years	£79,800,000	£376,800,000
Maturity 30 - 35 years	£35,700,000	£341,100,000
Maturity 35 - 40 years	£100,000,000	£241,100,000
Maturity 40 - 45 years	£50,600,000	£190,500,000
Maturity 45 - 50 years	£190,500,000	£0
Total	£887,541,233	

5. The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
6. In keeping with these objectives no new borrowing was undertaken and £15m of existing loans were allowed to mature without replacement.
7. With short-term interest rates remaining much lower than long-term rates, KCC has considered it to be more cost effective in the near term to use internal resources or borrowed short term loans instead. The Council's strategy has enabled it to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
8. KCC continues to hold LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option during the period.

INVESTMENT ACTIVITY

9. The Council holds significant invested funds representing income received in advance of expenditure plus balances and reserves held. During the period the Council's investment balance ranged between £383m and £538m due to timing differences. The investment position is shown below.

	31/03/2019	2019-20	30/11/2019		
	Balance	Movement	Balance	Rate of Return	Average Credit Rating
	£m	£m	£m	%	
Bank Call Accounts	2.0	-2.0	0		
Money Market Funds	92.9	-49.4	43.5	0.71	AA-
Local Authorities	65.0	10.0	75.0	0.89	AA-

Treasury Bills	52.4	-52.4	0		AA
Covered Bonds	90.4	-2.4	88.0	1.12	AAA
Icelandic Recoveries o/s	0.4	-	0.4		
Equity	2.1	-	2.1		
Internally managed cash	305.2	-96.2	209.0	0.95	AA
Strategic Pooled Funds	150.0	19.1	179.9	4.98	
Total	455.2	-66.3	388.9	2.83	

Investment Position

10. Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
11. In furtherance of these objectives and given the increasing risk and low returns from short-term unsecured bank investments the Council has continued to diversify into more secure and/or higher yielding asset classes as set out in its Treasury Management Strategy Statement for 2019-20.
12. A detailed schedule of KCC's investments as at 30 November 2019 is attached in Appendix 1. This schedule is circulated to members of the Treasury Management Advisory Group with the monthly TM report.

Benchmarking at 30 September 2019

13. The Council's treasury advisor, Arlingclose, monitors the risk and return of some 130 local authority investment portfolios. The metrics over the 6 months to 30 September 2019 extracted from their quarterly investment benchmarking, per the table below, show that we have marginally reduced the risk within the Kent internally managed funds while maintaining the return and that this risk is lower than that of other local authorities.

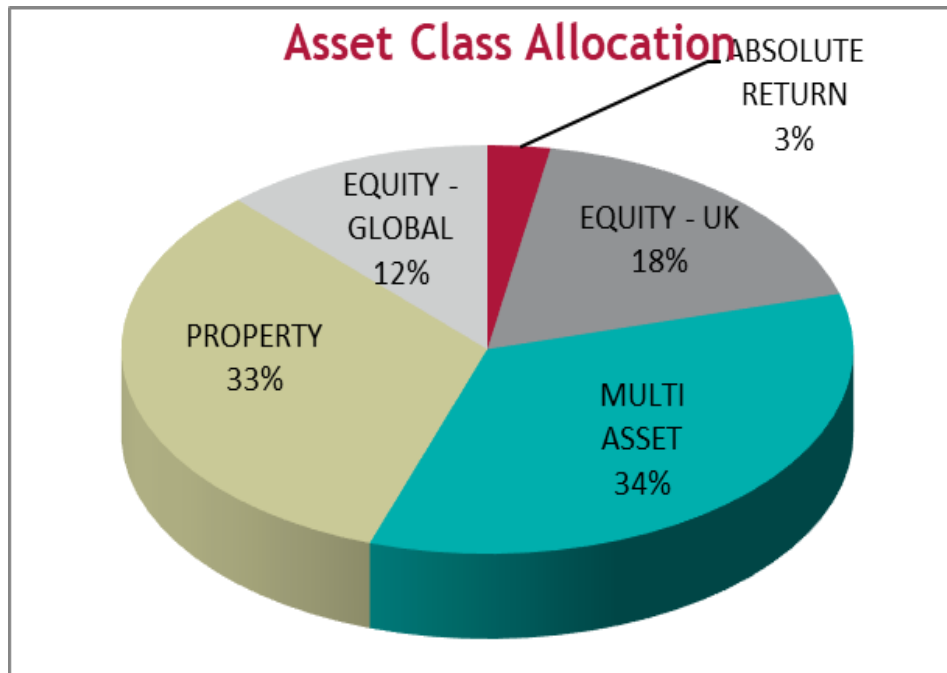
Internally managed investments	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
Kent - 31.03.2019	3.02	AA	31%	381	0.92
Kent - 30.09.2019	2.81	AA	22%	375	0.90
Similar LAs	3.97	AA-	54%	751	0.97
All LAs	4.28	AA-	62%	28	0.83

14. The following table shows that overall KCC's investments are achieving a strong return compared with that of other local authorities.

Strategic Funds at 30.09.2019	Rate of Return %	
	Income only	Total
Kent	4.53	4.23
Similar LAs	3.92	3.50
All LAs	3.68	3.32
Total Investments at 30.09.2019	Income Only	Total
Kent	2.19	2.09
Similar LAs	1.44	1.30
All LAs	1.34	1.22

Strategic Pooled Funds

15. The strategic investment funds have no defined maturity date, rather they are available for withdrawal after a notice period. Their performance and continued suitability in meeting the Council's investment objectives is regularly reviewed. Investment in these funds has been increased in 2019-20 in light of their performance and the Council's latest cash flow forecasts.
16. A breakdown of the pooled funds by asset class is as follows:



READINESS FOR BREXIT

17. The scheduled date for the UK to leave the EU is now 31 January 2020 and as this date approaches KCC will ensure there are enough accounts open at UK domiciled banks and Money Market Funds to hold sufficient liquidity and that its account with the Debt Management Account Deposit Facility (DMADF) remains available for use in an emergency.

ACTUAL AND FORECAST OUTTURN

18. Over the 8 months to end November the Council's investments generated an average total return of 2.83%, comprising a 2.55% income return which is used to support services in year, and 0.28% of capital gains.
19. It is anticipated that there will be an underspend against the net debt costs budget for the year of £2.4m as a result of higher dividends and interest receipts. Average cash balances during the year are forecast to be £426m earning an average income return of 2.4%.
20. The forecast average rate of debt interest payable in 2019-20 is 4.58%, based on an average debt portfolio of £875.2m.

COMPLIANCE

21. The Corporate Director of Finance reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.

Treasury Management Indicators

22. The Council measures and manages its exposures to treasury management risks using the following indicators.
23. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its internally managed investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Actual 30/09/2019	Target
Portfolio average credit rating	AA	AA

24. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity risk indicator	Actual 30/09/2019	Target
Total cash available within 3 months	£140m	£110m

25. **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Actual 30/09/2019	Upper Limit
One-year revenue impact of a 1% <u>rise</u> in interest rates	-£200k	£10m
One-year revenue impact of a 1% <u>fall</u> in interest rates	-£900k	-£10m

26. **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

	Actual 30/09/2019	Upper limit	Lower limit
Under 12 months	0.49%	100%	0%
12 months and within 5 years	12.31%	50%	0%
5 years and within 10 years	8.68%	50%	0%
10 years and within 20 years	17.28%	50%	0%
20 years and within 40 years	34.08%	50%	0%
40 years and longer	27.16%	50%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

27. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	Actual	Limit		
	30/09/2019	2019/20	2020/21	2021/22
Principal invested beyond year end	£256m	£300m	£300m	£300m

RECOMMENDATION

28. Members are asked to consider and comment on the report.

Alison Mings
Treasury and Investments Manager
Ext: 03000 416488
29. 22 January 2020

Investments as at 30 November 2019

1. Internally Managed Investments

1.1 Term deposits, Call accounts and Money Market Funds

Instrument Type	Counterparty	Principal Amount £	Interest Rate	End Date
Fixed Deposit	Kingston Upon Hull City Council	5,000,000	0.85%	20/12/19
Fixed Deposit	Warrington Borough Council	5,000,000	0.82%	18/12/19
Fixed Deposit	Highland Council	5,000,000	1.05%	06/01/20
Fixed Deposit	Royal Borough of Windsor and Maidenhead	5,000,000	0.95%	30/04/20
Fixed Deposit	Royal Borough of Windsor and Maidenhead	10,000,000	0.95%	07/05/20
Fixed Deposit	Kingston Upon Hull City Council	5,000,000	0.85%	20/01/20
Fixed Deposit	Thurrock Borough Council	10,000,000	1.07%	29/05/20
Fixed Deposit	Thurrock Borough Council	10,000,000	0.81%	30/04/20
Fixed Deposit	Blackburn with Darwen Borough Council	5,000,000	0.87%	27/02/20
Fixed Deposit	Conwy County Borough Council	5,000,000	0.75%	31/03/20
Fixed Deposit	Rotherham Metropolitan Borough Council	£10,000,000	0.78%	23/04/20
Total Local Authority Deposits		75,000,000		
Money Market Fund	Aberdeen Sterling Liquidity Fund	12,601,055	0.73%	n/a
Money Market Fund	Deutsche Managed Sterling Fund	10,622,467	0.71%	n/a
Money Market Fund	Federated (PR) Short-term GBP Prime Fund	16,716,362	0.73%	n/a
Money Market Fund	HSBC Global Liquidity Fund	552	0.66%	n/a
Money Market Fund	Insight Liquidity Funds PLC	13,615	0.67%	n/a
Money Market Fund	LGIM Sterling Liquidity Fund	3,493,128	0.70%	n/a
Money Market Fund	SSgA GBP Liquidity Fund	8,915	0.66%	n/a
Total Money Market Funds		43,456,095		
Equity and Loan Notes	Kent PFI (Holdings) Ltd	2,135,741		n/a
Icelandic Recoveries outstanding	Heritable Bank Ltd	366,905		n/a

1.2 Bond Portfolio

Bond Type	Issuer	Adjusted Principal £	Coupon Rate	Maturity Date
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Floating Rate Covered Bond	Australia and New Zealand Banking group	3,000,000	1.39%	24/01/22
Floating Rate Covered Bond	Bank of Montreal	5,004,690	1.04%	17/04/23
Fixed Rate Covered Bond	Bank of Nova Scotia	4,993,773	0.88%	14/09/21
Fixed Rate Covered Bond	Bank of Scotland	4,703,496	1.71%	20/12/24
Floating Rate Covered Bond	Canadian Imperial Bank of Commerce	5,027,505	0.95%	10/01/22
Floating Rate Covered Bond	Coventry Building Society	3,001,035	1.01%	17/03/20
Fixed Rate Covered Bond	Leeds Building Society	4,205,814	1.29%	17/04/23
Floating Rate Covered Bond	Lloyds	4,500,000	1.31%	14/01/22
Floating Rate Covered Bond	Lloyds	2,503,420	0.97%	27/03/23
Floating Rate Covered Bond	Lloyds	2,502,563	0.98%	27/03/23
Floating Rate Covered Bond	Lloyds	5,006,040	0.98%	27/03/23
Fixed Rate Covered Bond	National Australia Bank	4,978,564	1.35%	10/11/21
Fixed Rate Covered Bond	National Australia Bank	3,001,266	1.10%	10/11/21
Floating Rate Covered Bond	Nationwide Building Society	4,504,217	1.02%	12/04/23
Floating Rate Covered Bond	Nationwide Building Society	5,586,421	1.00%	12/04/23
Floating Rate Covered Bond	Nationwide Building Society	3,998,847	1.42%	10/01/24
Floating Rate Covered Bond	Santander UK	5,003,488	0.93%	05/05/20
Floating Rate Covered Bond	Santander UK	3,751,521	0.98%	13/04/21
Fixed Rate Covered Bond	Santander UK	3,265,748	0.65%	14/04/21
Floating Rate Covered Bond	Santander UK	5,002,600	1.00%	16/11/22
Floating Rate Covered Bond	Santander UK	2,002,868	1.40%	12/02/24
Floating Rate Covered Bond	TSB	2,503,572	1.54%	15/02/24
Total Bonds		88,047,449		

Total Internally managed investments	209,006,190
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2. Externally Managed Investments

Investment Fund	Book Cost £	Market Value at 30 November 2019 £	12 months return to 30 November 2019	
			Income	Total
CCLA - Diversified Income Fund	5,000,000	5,231,571	3.33%	8.39%

CCLA – LAMIT Property Fund	60,000,000	59,094,964	3.56%	0.54%
Fidelity Global Multi Asset Income Fund (purchased 20 March 2019)	25,038,637	25,990,006	3.36%	7.16%
Fidelity Multi Asset Income Fund (sold 20 March 2019)		0	1.12%	2.92%
Investec Diversified Income	10,000,000	9,999,852	0.30%	0.30%
Kames Diversified Monthly Income Fund	20,000,000	20,982,227	2.51%	7.42%
M&G Global Dividend Fund	10,000,000	11,156,139	3.23%	8.65%
Pyrford Global Total Return Sterling Fund	5,000,000	4,974,449	2.29%	3.68%
Schroder Income Maximiser Fund	25,000,000	22,173,683	7.57%	1.49%
Threadneedle Global Equity Income Fund	10,000,000	10,352,353	3.46%	9.28%
Threadneedle UK Equity Income Fund	10,000,000	9,951,822	4.23%	10.10%
Total External Investments	180,038,637	179,907,065	4.39%	4.98%

3. Total Investments

Total Investments	£388,913,256
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GLOSSARY

Local Authority Treasury Management Terms

Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets
CET 1	Core equity tier 1 - the purest form of capital for a financial institution, which is available to absorb losses while it remains a going concern, usually expressed as a ratio to risk weighted assets.
CFR	Capital Financing Requirement. A local authority's underlying need to hold debt for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed. The CFR increases with capital expenditure and decreases with capital finance and MRP.
Covered bond	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds. Covered bonds are exempt from bail-in.
CPI	Consumer Price Index - the measure of inflation targeted by the Monetary Policy Committee, measured on a harmonised basis across the European Union
FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two
GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010
IMF	International Monetary Fund
LOBO	Lender's Option Borrower's option
MMF	Money Market Funds. A collective investment scheme which invests in a range of short-term assets providing high credit quality and high liquidity. Usually refers to CNAV and LVNAV funds with a WAM under 60 days which offer instant access, but the European Union definition extends to include cash plus funds
Monetary Policy	Measures taken by central banks to boost or slow the economy, usually via changes in interest rates. Monetary easing refers to cuts in interest rates, making it cheaper for households and businesses to borrow and hence spend more, boosting the economy, while monetary tightening refers to the opposite. See also fiscal policy and quantitative easing.
MPC	Monetary Policy Committee. Committee of the Bank of England responsible for implementing monetary policy in the UK by changing Bank Rate and quantitative easing with the aim of keeping CPI inflation at around 2%.
MRP	Minimum Revenue Provision – an annual amount that local authorities are required to set aside and charge to revenue for the repayment of debt associated with capital expenditure. Local authorities are required by law to have regard to government guidance on MRP. Not applicable in Scotland, but see Loans Fund
Municipal	Bond issued or guaranteed by local authorities.

bond	
Municipal bond Agency	Company that issues bonds in the capital market and lends the proceeds back to local authorities. The bonds are guaranteed by the local authorities
Pooled Fund	Scheme in which multiple investors hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Prudential Code	Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice. Local authorities are required by law to have regard to the Prudential Code
PWLB	Public Works Loan Board – a statutory body operating within the DMO that lends money from the National Loans Fund to local authorities and other prescribed bodies and collects the repayments. Not available in Northern Ireland.
REIT	Real estate investment trust – a company whose main activity is owning investment property and is therefore similar to a property fund in many ways
Share	An equity investment, which usually also confers ownership and voting rights
Short-term	Usually means less than one year

By: Ben Watts, Monitoring Officer
To: County Council – 19 March 2020
Subject: Independent Person (Standards)
Classification: Unrestricted

Past Pathway of Paper: Selection and Member Services Committee, 27 February 2020

Summary: In accordance with the Localism Act 2011 the County Council is required to appoint an Independent Person with whom the Monitoring Officer can engage on alleged breaches of the Kent Member Code of Conduct.

Recommendation: The County Council is asked to agree the appointment of Michael George as the Independent Person for the Members Code of Conduct for the four-year term 1 July 2020 to 30 June 2024.

1. Introduction

1.1 The Localism Act 2011 requires that the County Council appoint an Independent Person to whom the Monitoring Officer can seek advice when they are in receipt of an alleged breach of the Kent Member Code of Conduct.

1.2 The legislation came into operation on 1 July 2012 just a few days after it was published. Therefore, the County Council approved at its meeting in October 2012 the appointment of Mr Michael George retrospectively for a four-year term expiring 30 June 2016. In July 2016, following the recommendation of the Selection and Member Services Committee and consultation with Group Leaders, County Council agreed to reappoint Mr George to a further four-year term.

2. Reappointment of Mr George

2.1 The Selection and Member Services Committee agreed on 27 February 2020 to recommend to the County Council the reappointment of Mr George for a further four-year term. This four-year period will run from 1 July 2020 to 30 June 2024.

2.2 Mr George has said verbally that he would be delighted to accept the appointment for a further term of four years.

2.3 The remuneration for this post is a £500 annual retainer (payable over 12 months) plus a daily rate of £100 (pro rata for part of a day) when required to

undertake any duties, and travel expenses at the same rate as for elected Members (currently 45p per mile)

3. Kent and Medway Fire and Rescue Authority

3.1 The Committee is reminded that the County Council works in co-operation with the Kent and Medway Fire and Rescue Authority. Should Mr George not be available or have a conflict of interest the Kent and Medway Fire and Rescue Authority Independent Person would act. The Kent and Medway Fire and Rescue Authority are due to appoint a new Independent Person shortly with a parallel four-year term beginning 1 July 2020.

4. Recommendation

The County Council is asked to agree the appointment of Michael George as the Independent Person for the Members Code of Conduct for the four-year term 1 July 2020 to 30 June 2024.

5. Background Documents

None.

6. Report Author and Relevant Director:

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Tristan Godfrey
Scrutiny Research Officer
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From: Ben Watts, General Counsel
To: **County Council – 19 March 2020**
Subject: Update of the Members' Allowances Scheme
Classification: **Unrestricted**

Summary:

The purpose of this report is to seek agreement to update the current Members' Allowances Scheme consequent on the Leader's decisions on Executive arrangements and ongoing developments in the governance of the Council.

Recommendation:

That the County Council be asked to agree to the adoption of the updated Members' Allowance Scheme as set out in Appendix A to this report.

1. Introduction

- 1.1 The election of the Leader of Kent County Council took place on 17 October 2019. Under Sections 9.5 and 9.6 of the Constitution, the Leader made determinations about the allocation of responsibilities between the Executive Members and made arrangements for the discharge of Executive functions.
- 1.2 One of these changes was the deletion of the Lead member for Traded Services role and the introduction of the Lead Member for Partnerships role. The Members' Allowances Scheme requires updating to reflect this change.
- 1.3 Prior to agreeing any substantive changes to the Members' Allowances Scheme, Members must have before them a report of the independent Members Remuneration Panel (MRP). The current Panel were appointed on 20 October 2016 with a term covering 1 November 2016 to 31 October 2020. The Panel members are:
 - a) Steve Wiggett (Chair)
 - b) Margaret Ryder
 - c) Haider Khan
- 1.4 On 2 December 2019, the Selection and Member Services Committee requested that the MRP consider the change set out in 1.2 above along with several other changes considered necessary to keep the Scheme in line with the developing governance of the Council.
- 1.5 The MRP has met to consider these changes and its independent report is contained in Appendix B.

2. Proposed Changes to the Members' Allowances Scheme

2.1 The updated Scheme as proposed is set out in Appendix A (the numbering is as set out in the Constitution). The changes from the current scheme are as follows:

- a) Deletion of the SRA for 'Lead Member for Traded Services'. This was set at 65% of the Leader's SRA.
- b) Addition of an SRA for the 'Lead Member for Partnerships.' In line with the recommendation of the MRP, this is to be set at 45% of the Leader's SRA.
- c) Inclusion of the Chair of the Selection and Member Services Committee in the 'Other Committee Chairs' list set out in 21.15(a). This role would receive an SRA of 17.5% of the Leader's SRA in line with the recommendation of the MRP. This SRA will be introduced in full but will be reviewed as part of the review of the entire Scheme due to commence later this year.
- d) Additional wording to clarify the formula for determining the SRA payable to the Leader of each Opposition Group (of at least five Members). This is taken from the recommendation of the MRP.

2.2 The updated Scheme raises the total number of SRAs from 39 to 40, which is below the 50% of the total number of Members recommended by the MRP.

2.3 In line with the recommendation of the MRP, the question of an SRA for non-executive Members on the Shareholder Board will be considered once it is clearer what the nature of the role will be in practice.

3. Financial Implications

3.1 The proposed changes will see a net reduction of £1,280.86 in the total amount payable through SRAs.

4. Recommendation:

That the County Council be asked to agree to the adoption of the updated Members' Allowance Scheme as set out in Appendix A to this report.

5. Background Documents

Minutes of the Selection and Member Services Committee, 2 December 2019, <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=143&MId=8516&Ver=4>

6. Contact details

Report Author and Relevant Director:

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Appendix A

Proposed Members' Allowances Scheme as Amended

(Numbering corresponds to that of the Constitution).

Members' Allowances Scheme (2019/20 Scheme - Adopted by the Council on 23 May 2019)

Members'
Allowances
Scheme

21.13 Basic Allowance - £15,561.94 per annum (inclusive of an element for routine subsistence expenditure on KCC duties).

	%	£
Executive		
Leader	100	51,175.14
Cabinet Members (maximum 9)	65	33,262.80
Lead Member for Partnerships	45	23,028.81
Deputy Cabinet Members (maximum 11)	30	15,351.69
Cabinet Committee Chair (maximum 6)	17.5	8,953.13
Council		
Council Chairman	33	16,865.96
Council Vice-Chairman	17.5	8,953.13
Planning Applications Committee Chair	22	11,263.42
Regulation Committee Chair	22	11,263.42
Other Committee Chairs (a)	17.5	8,953.13
Scrutiny Committee Chair	17.5	8,953.13
Select Committee Chairs (for period of review)	17.5	8,953.13
Opposition		
Leader of each Opposition Group (of at least five Members) (c)	15	7,675.84 plus 607.65 for each additional Group Member

21.14 Notes to Table in 21.14:

(a) Other Committee Chairs: Governance and Audit, Health Overview and Scrutiny, Selection and Member Services, and Superannuation Fund.

(b) No Member to receive more than one Special Responsibility Allowance.

(c) The Leader of an Opposition Group is entitled to receive an SRA based on 15% of the Leader's SRA, providing the following is satisfied:

- i. The Opposition Group must comprise a minimum of five Members, one of which will be the appointed Opposition Group Leader. In these circumstances, the Opposition Group Leader is entitled to receive an SRA based on 15% of the Leader's SRA. Excluding the Opposition Group Leader, an additional sum of £607.65 will be available for each of the other Group Members (i.e. a minimum of four), which may be allocated amongst these Group Members by each Opposition Group Leader at their discretion, to recognise any specific responsibilities undertaken.

(d) No other allowance to be payable.

Travel Expenses

21.15 Travel by private vehicles will be reimbursed at the rates set for tax allowance purposes by the HM Revenue and Customs for business travel. Currently, these are 45p per mile for the first 10,000 miles and 25p a mile thereafter.

21.16 Parking fees, public transport fares and any hotel expenses will be reimbursed at cost, but only on production of a valid ticket or receipt - the cheapest available fare for the time of travel should normally be purchased.

21.17 Taxi fares will only be reimbursed on production of a valid receipt and if use of public transport or the Member's own car is impracticable.

21.18 Travel expenses will be reimbursed for any journey on Council duties between premises as agreed for tax purposes (normally excluding journeys to constituents' homes).

21.19 VAT receipts for fuel must always be provided to accompany Members' expense claims and any instructions issued by the General Counsel in relation to the submission of expense claims complied with.

21.20 Air travel and rail travel other than to/from London or within Kent should be booked through Officers to enable use of discounting arrangements.

21.21 Journeys undertaken in accordance with the following descriptions are allowed to be claimed for:

- (a) attendance at KCC premises to undertake KCC business, including attendance at Council, Cabinet and Committees, etc (including Group meetings) and to undertake general Member responsibilities,
- (b) representing KCC at external meetings, including Parish and Town Councils and those of voluntary organisations where the member is there on behalf of KCC,

(c) attendance at events organised by KCC and/or where invitations have been issued by County Officers or Members (including Chair's events and other corporate events), and

(d) attendance at meetings/events where the Member is an official KCC representative (as determined by the Selection and Member Services Committee) or requested by the Leader or the relevant Cabinet Member.

Subsistence Expenses

21.22 These are not normally reimbursed. Hotel accommodation should be booked through Officers. Any other reasonably unavoidable costs related to overnight stays, excluding normal subsistence, will be reimbursed on production of a receipt.

Dependents' Carers' Allowance

21.23 Members who incur expenses themselves in respect of care responsibilities for dependent children under 16 or dependent adults certified by a doctor or social worker as needing attendance will be reimbursed, on production of valid receipts, for actual payments to a carer while the Member is on Council duties, up to a maximum of £12.15 per hour for each dependent child or adult. Money paid to a member of the Members' household will not be reimbursed. In the case of an allowance for the care of a dependent relative, the relative must reside with the Councillor, be dependent on the Councillor and require constant care. Subject to the Childcare Voucher Scheme's standard terms and conditions*, any Member may, if they wish, sacrifice a portion of their Basic Allowance for Childcare Vouchers which are not subject to tax and national insurance deductions.

(a) * For reference these terms and conditions include (but are not limited to):

- i. The childcare provider must be OFSTED registered.
- ii. The children must be aged between 0 and 16.
- iii. A sacrifice agreement would need to be signed.
- iv. The amount that can be sacrificed varies depending on whether the applicant is a basic, higher or additional rate taxpayer.

Pensions

21.24 Members are not eligible for admission to the superannuation scheme.

Co-Opted Members

21.25 An allowance is payable to the Independent Person of £500 per annum plus a daily rate of £100 (pro rata for part of a day). An allowance is paid to the members of the Independent Remuneration Panel of £100 per day.

Election to Forgo Allowances

21.26 In accordance with Regulation 13 of the Local Authorities (Members' Allowances) (England) Regulations 2003, any Member may elect to forgo all or any part of their entitlement to allowances, by notice in writing to the Monitoring Officer.

Submission of Claims

21.27 In accordance with Regulation 14 of the Local Authorities (Members' Allowances) (England) Regulations 2003, the time limit for the submission of claims relating to travel, subsistence, co-optees and dependent carers allowances is four months from the date the expense was incurred.

No Other Allowances are Payable

21.28 Only allowances complying with the above scheme are payable.

By: Independent Remuneration Panel

To: County Council – 19 March 2020

Subject: MEMBERS' ALLOWANCE SCHEMES – 2019/20

Classification: Unrestricted

Summary: This report provides the Independent Remuneration Panel's response and recommendations in respect of the specific requests made by the Selection and Member Service Committee's regarding proposed changes to the Members' Allowances Scheme 2019/20.

1.0 Introduction

1.1 Following a meeting of the Selection and Member Services Committee on 2nd December 2019, the following recommendation was agreed:

That the Selection and Member Services Committee request that the Member Remuneration Panel convene and prepare a report for County Council on the following matters:

- (a) The appropriate level of SRA for the position of Lead Member for Partnerships reporting to the Leader;
- (b) The appropriate level of SRA, if any, for the position of Chair of the Selection and Member Services Committee;
- (c) Clarification of the wording relating to the SRA for the Leader of each Opposition Group (of at least five Members).
- (d) The appropriate level of SRA, if any, for non-executive Members appointed by the executive to support oversight and scrutiny of traded activities."

2.0 Background

2.1 In respect of the above requests (a) to (d), the following context was set out in the Review of the Members' Allowances Scheme' Report prepared by Peter Oakford, Deputy Leader and Cabinet Member for Finance and Ben Watts, General Counsel.

- (a) The appropriate level of SRA for the position of Lead Member for Partnerships reporting to the Leader;** The current scheme has an SRA for the Lead Member for Traded Services and the same level as that of a Cabinet Member at 65% of the Leader's SRA. The position of Lead Member for Traded Services has been removed by the Leader. There is now a new position of 'Lead Member for Partnerships reporting to the Leader.' From the date of appointment, this role will be paid as a Deputy Cabinet Member (30% of the Leader's SRA). The Leader's wish is for this 'Lead Member' position to receive an SRA higher than that of a Deputy Cabinet Member but lower than that of a Cabinet Member.
- (b) The appropriate level of SRA, if any, for the position of Chair of the Selection and Member Services Committee;** There is no SRA for the Chair of the Selection and Member Services Committee currently. As the governance of KCC develops in the near future, it is intended to develop and enhance the role of the Selection and Member Services Committee and thus the responsibility of the Chair. The Leader's wish here, is to amend the scheme so that the Chair receives an SRA in line with that made to the appropriately equivalent Chairs of other Committees.
- (c) Clarification of the wording relating to the SRA for the Leader of each Opposition Group (of at least five Members);** The current scheme gives the Leader of each Opposition Group (of at least five Members) £7,675.84 plus £607.65 for each additional Group Member. This has been interpreted in the past as meaning the number of additional Group Member payments equals the number of Group Members minus 1 (the one being the group leader), subject to there being at least five Members in the Group. However, the wording is ambiguous and could be interpreted to mean that there are only additional payments made for each Group Member over the number of five (so that the Leader of a Group with exactly 5 Members would get the basic £7,675.84 only, and not four additional payments as would be current practice). The Selection and Member Services Committee's wish is to add a few words to the Scheme to clarify KCC practice rather than change the practice.
- (d) The appropriate level of SRA, if any, for non-executive Members appointed by the executive to support oversight and scrutiny of traded activities;** The Council has recently reviewed the governance arrangements for the trading companies that KCC wholly owns. As part of that process, the Council has established a holding company (Kent Holdco Ltd) to control and manage our investments on a commercial basis. The Council exercises our interest in Kent Holdco Ltd through reserved matters and the activities of the Shareholder Board. Given the deletion of the Cabinet Lead for Traded Services, the Executive is keen to utilise the commercial expertise of non-executive Members. It is therefore proposed that the Member Remuneration Panel be approached to provide a view in relation to any allowances for additional roles were they to be created to support the Executive discharging these responsibilities given the potential for considerable additional work and responsibility. The question is whether the current scheme needs to be amended to allow for such an SRA.

3.0 Independent Remuneration Panel – Considerations

- 3.1 To enable the Panel to better understand the Selection and Member Services Committee's requests, further supporting information was sought to articulate the rationale underpinning the matters identified for consideration. The supporting information provided by Benjamin Watts, General Counsel and Monitoring Officer is set out below along with the Panel's comments.
- 3.2 The Panel recognise that the Selection and Member Services Committee's requests for consideration, involve a potential increase to the number of SRA's currently in payment i.e. from 39 to 44. This would have the effect of increasing the number of SRA's from 48% to 54%, which will equate to more than half of the total elected County Councillors, being in receipt of an SRA (44/81). Notwithstanding, the SRA for the Lead Member for Partnerships which is already in place, and based on the SRA of the previous Lead Member for Traded Services, the cost of the additional requested SRA's would total £11,953.13. The Council's Chief Finance Officer (Section 151 Officer) has confirmed that the cost of the financial changes is affordable. Also, if it transpires that the Lead Member for Partnerships SRA is reconfigured to an amount between that of a Cabinet Member and Deputy Cabinet Member, overall the financial increase would be minimal.
- 3.3 **(a) The appropriate level of SRA for the position of Lead Member for Partnerships reporting to the Leader**

In October 2019, the new Leader of the Council appointed his Cabinet and added to his Cabinet a new role of Lead Member for Partnerships reporting to the Leader. This reflected a change in his priorities from his predecessor and resulted in the deletion of the post of Cabinet Lead for Traded Services which was subsumed into the Deputy Leader portfolio (see below for further information).

The Leader was concerned to ensure that relationships, primarily with Borough, District and Medway Council were strengthened to ensure improved outcomes for the people of Kent and to make sure that different authorities are able to work together effectively with local government finances at critical levels and the new Governments wish to proceed with devolution.

The Leader appointed Mr Hotson to this role who had been the Leader of Maidstone Borough Council in the past, recognising the importance of an understanding of the different roles and needs of those in other tiers of government locally.

The responsibilities of the role have included meeting all borough, district and unitary Leaders and their Cabinets to hear what was good, bad and indifferent with all 13 authorities during November and December. The role is a strategic support to the Leader and given the interaction with other Councils at a

strategic level merits an additional SRA beyond that of a Deputy Cabinet Member. The Leader receives direct reports in detail on the comments, concerns and suggestions from the meetings and the role feeds into the Cabinet on this important priority. The level of accountability and responsibility is not that of a Cabinet Member but it does exceed the expectations of a Deputy Cabinet Member in terms of role, expertise, responsibility and time commitment.

The role also liaises with senior officers and in due course opposition Leaders with a continual dialogue between established Group Leader meetings both inside and outside the Council.

The holder of the role is also required to attend national and county meetings on behalf of the Leader when he is not available i.e. County Councils Network and liaising with the board of KALC (Kent Association of Local Councils, representing parish councils), the Chief Executive of the Fire Authority with the aim of working closer for the benefit of all.

3.4 **Supplementary information for the above: Lead Member for Traded Services**

The Leader has removed this post from his current structure. The Member Remuneration Panel previously assessed and valued the role at equivalence to the role of Cabinet Member. The Monitoring Officer has suggested that the role has changed significantly with the introduction of the Holding Company overseeing these services and were it to be re-introduced that it should be subject to a fresh assessment by the MRP. Before confirming this, the Monitoring Officer has asked that the MRP are consulted for their views to confirm they are content with this approach.

Having considered the initial and supporting information provided, the Panel agree that the SRA for the new Cabinet role of Lead Member for Partnerships should be re-configured to reflect the scope and responsibility of the new Lead Member for Partnerships role. In determining the level of SRA to be awarded the Panel have taken into account the comments of the Monitoring Officer, which set out the following in respect of the Lead Member for Partnerships role:

‘The level of accountability and responsibility is not that of a Cabinet Member but it does exceed the expectations of a Deputy Cabinet Member in terms of role, expertise, responsibility and time commitment.’

The panel are given to understand that the Lead Member for Partnerships role is unique to Kent County Council. Therefore, it has not been possible to draw any comparisons with other similar County Councils, regarding this type of role and respective level of SRA paid.

The current SRA's in place for Cabinet Members is based on 65% of the Leader's SRA. Each Cabinet Member receives an SRA of £33,262.80. The current SRA's in place for Deputy Cabinet Members is based on 30% of the Leader's SRA and each Deputy Cabinet Member receives an SRA of £15,531.69. To reflect the anticipated scope, expertise, responsibility and time commitment of the new Lead Member for Partnerships role, the Panel agree an SRA based on 45% of the Leader's SRA. This will mean that if the Panel's recommendation is endorsed, the Lead Member for Partnerships will receive an SRA of £23,028.81.

3.5 **(b) Chairman of Selection and Member Services Committee**

In recent years, the role of Chairman of Selection and Member Services Committee has been a very limited one. There have not been many meetings and those meetings that have taken place have largely been procedural or lacking complexity. The change in Leadership has led to a reduction in the number of informal Member groups. To provide visibility and transparency on that activity, the outcomes will now be presented to a refreshed Selection and Membership Services Committee.

At the same time, as part of changes to the Council's Constitution, the Council's Monitoring Officer was keen to see an increased level of oversight in relation to a number of areas of Member activity. Firstly, the outputs of the Member Constitution Working Party need to be reported formally and regularly to the S&MS Committee which will see a number of important and detailed governance discussions in the coming year. Secondly, good governance suggests that there should be scrutiny on Member grant spending which will amount to circa £3m in 2020/21. The refreshed guidance in this regard needs to be considered and approved and then S&MS will have an ongoing role in supporting transparency and oversight of this considerable spend. The Monitoring Officer is also of the view that governance could be improved through the formal consideration by Members of a number of issues that would benefit from transparency and accountability for all involved. This will provide an opportunity for all Members to attend and speak on issues that affect them as a Member and for the administration and recording of outcomes to be done efficiently and in accordance with the necessary rules. Issues would include Member Training, ICT for Members, resources and support for Members, planning of meetings, briefings and the member section of KNet.

In short, the S&MS Committee is about to become extremely busy with a range of challenging and important conversations that in the view of the Monitoring Officer bear equivalence or even greater responsibility and importance to the Committees where Chairmanship attracts an SRA. It is therefore asked that the MRP consider this.

- 3.6 The panel agree in principle with the award of an SRA to the Chair of the Selection and Member Services committee, based on 17.5% of the Leader's SRA. However, the rationale for payment of this proposed SRA, is based on

what may potentially or likely emerge as part of future additional workstreams for the Selection and Member Services Committee Chair. The Panel are of the opinion that the SRA should only be payable on a pro rata basis, for planned, ongoing additional workstreams and the actual additional work undertaken or in hand. This proposed SRA should be reviewed on a quarterly basis to reflect the additional work completed and any decrease in the levels of activity.

3.7 (c) Clarification of the wording relating to the SRA for the Leader of each Opposition Group (of at least five Members);

The current scheme gives the Leader of each Opposition Group (of at least five Members) £7,675.84 plus £607.65 for each additional Group Member. This has been interpreted in the past as meaning the number of additional Group Member payments equals the number of Group Members minus 1 (the one being the group leader), subject to there being at least five Members in the Group. However, the wording is ambiguous and could be interpreted to mean that there are only additional payments made for each Group Member over the number of five (so that the Leader of a Group with exactly 5 Members would get the basic £7,675.84 only, and not four additional payments as would be current practice). The wish is to add a few words to the Scheme to clarify KCC practice rather than change the practice.

3.8 The Panel recommend the following text along with the table below, which sets out the current working example to clarify the award of the SRA payable to a Leader of an Opposition Group:

The Leader of an Opposition Group is entitled to receive an SRA based on 15% of the Leader's SRA, providing the following criteria is satisfied:

The Opposition Group must comprise a minimum of five members, one of which will be the appointed Opposition Group Leader. In these circumstances, the Opposition Group Leader is entitled to receive an SRA based on 15% of the Leader's SRA. Excluding the Opposition Group Leader, an additional sum of £607.65 will be available for each of the other Group Members (i.e. a minimum of four), which may be allocated amongst these Group Members by each Opposition Group Leader at their discretion, to recognise any specific responsibilities undertaken.

At present there are two Opposition Groups who comprise a minimum of at least

five Group Members. The Liberal Democrat Group who have a total of seven Members and the Labour Group who have a total of five Members.

Liberal Democrat Group	SRA and additional payments
Seven Group Members (in total)	<u>Group Leader</u> 1 x SRA payment of £7,675.84

	(based on 15% of the Leader's SRA) <u>Other Group Members</u> 6 payments of £607.65
Labour Group	SRA and additional payments
Five Group Members (in total)	<u>Group Leader</u> 1 x SRA payment of £7,675.84 (based on 15% of the Leader's SRA) <u>Other Group Members</u> 4 payments of £607.65

3.9 (d) The appropriate level of SRA, if any for non-executive to support oversight and scrutiny of traded activities;

The Council has recently reviewed the governance arrangements for the trading companies that KCC wholly owns. As part of that process, the Council has established a holding company (Kent Holdco Ltd) to control and manage our investments on a commercial basis. The Council exercises our interest in Kent Holdco Ltd through reserved matters and the activities of the Shareholder Board. Given the deletion of the Cabinet Lead for Traded Services, the Executive is keen to utilise the commercial expertise of non-executive Members. It is therefore proposed that the Member Remuneration Panel be approached to provide a view in relation to any allowances for additional roles were they to be created to support the Executive discharging these responsibilities given the potential for considerable additional work and responsibility. The question is whether the current scheme needs to be amended to allow for such an SRA.

Shareholder Board Members

In the light of the deletion of the Lead Member for Traded Services SRA, the Monitoring Officer is reviewing the governance around Member involvement regarding the Council's trading companies. The Council operates a Shareholder Board which meets quarterly and considers detailed papers around the performance of the Council's trading companies whose combined turnover exceeds £500m per annum. The Monitoring Officer is exploring the possibility of the executive appointing up to 3 non-executive Members to support the executive in their Shareholder role in the Board. The papers and responsibilities given the Companies Act have an impact that goes beyond the purely political and a nominal SRA is sought which will enable the consideration of clearly defined roles and responsibilities beyond the political.

- 3.10 At the present time, the Panel is unable to agree an SRA for Non-Executive Board Members. However, this should be reviewed in 12-months' time when the responsibilities and volume of work involved can be quantified and effectively demonstrated.
- 3.11 In addition to the Panel's consideration of the requests made by the Selection and Member Services Committee, the Panel also discussed the Council's ongoing intention to progress as a strategic commissioning authority. As the Council's commissioning approach is further embedded the Panel agreed that the opportunities presented through commissioning should increase efficiencies leading to a potential reduction in the number and level of existing SRA's, which currently stands at 39 (48% of elected Members).
- 3.12 If the Panel's recommendations set out below are endorsed, the total SRA's will increase to 40.

4.0 Recommendations in response to Selection and Member Services Committee requests

- 4.1 In response to the requests submitted to the Panel by the Selection and Member Services Committee and the initial and follow-up information provided, the Panel sets out the following recommendations below:
- (a) The Panel recommend an SRA for the Lead Member for Partnerships based on 45% of the Leader's SRA. This takes into account the Leader's wish to configure the SRA between the SRA for a Cabinet Member and the SRA for a Deputy Cabinet Member;
 - (b) In principle, the Panel recommend an SRA for the Chair of the Selection based on 17.5% of the Leader's SRA. This is subject to planned and ongoing activities undertaken and in hand and based on a pro rata basis, reviewed quarterly;
 - (c) The wording set out below is recommended to clarify the conditions for the award of an SRA payable to an Opposition Group Leader:

The Opposition Group must comprise a minimum of five members, one of which will be the appointed Opposition Group Leader. In these circumstances, the Opposition Group Leader is entitled to receive an SRA based on 15% of the Leader's SRA. Excluding the Opposition Group Leader, an additional sum of £607.65 will be available for each of the other Group Members (i.e. a minimum of four), which may be allocated amongst these Group Members by each Opposition Group Leader at their discretion, to recognise any specific responsibilities undertaken.

(d) The Panel at this stage, do not recommend the proposal for the introduction of nominal SRA's for three Non-Executive Board Members. However, a review of this proposal is recommended in 12 months' time, whereby the responsibilities and volume of the work involved can be quantified and effectively demonstrated to assess the appropriateness of an SRA.

4.2 Other Recommendation

The Panel strongly recommends that as the Council's commissioning role expands and delivers increased efficiencies, a review of existing Members Allowances should be undertaken. This would provide a framework for maintaining the level of SRA's below 50% and reducing this percentage where possible.

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