



Summons to and
Agenda for a
Meeting on
**Thursday, 16th July,
2020**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Wednesday, 8 July 2020

To: All Members of the County Council

A meeting of the County Council will be held online on Thursday, 16 July 2020 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30pm.**

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 of the meeting held 17 June 2020 and, if in order, to be approved as a correct record **(Pages 1 - 12)**
4. Chairman's Announcements
5. Questions
6. Report by Leader of the Council (Oral)
7. Strategic Reset - recovery, resilience and reset in Kent County Council **(Pages 13 - 30)**
8. Kent County Council Approach to Net-Zero **(Pages 31 - 36)**
9. Select Committee - Affordable Housing **(Pages 37 - 48)**
10. End of Year Performance Report, 2019/20 **(Pages 49 - 96)**
11. Motion for Time Limited Debate
Racial equality in Kent

*Proposer: Antony Hook
Seconder: Ida Linfield*

“This Council:

- a) is mindful of the recent death of George Floyd in the United States and of the demonstrations that followed;
- b) is aware of the depth of public concern expressed during recent weeks in Britain about ingrained institutional racism directed against non-white persons; and
- c) is conscious of the disproportionate impact of the Covid-19 pandemic on black and minority ethnic residents.

Therefore, this Council places on record its unequivocal support for BAME people in Kent. In particular, this Council re-affirms its commitment to promoting equality, valuing diversity and combatting unfair treatment and all forms of racial injustice.”

A handwritten signature in black ink, appearing to read 'B. Watts', with a large, sweeping flourish extending to the right.

Benjamin Watts
General Counsel
03000 416814

KENT COUNTY COUNCIL

MINUTES of a meeting of the Kent County Council held Online on Wednesday, 17 June 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, Mrs R Binks, 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, Mrs P T Cole, Mr N J Collor, Ms K Constantine, 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 S C Manion, Mr R A Marsh, Ms D Marsh, Mr J P McInroy, Mr D D Monk, Mr D Murphy, Mr M J Northey, Mr P J Oakford, Mr R A Pascoe, Mr M D Payne, Mrs S Prendergast, Mr K Pugh, Miss C Rankin, Mr H Rayner, Mr A M Ridgers, Mr C Simkins, Dr L Sullivan, Mr B J Sweetland, Mr M Whiting, Mr M E Whybrow and Mr J Wright

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services) and Mr B Watts (General Counsel)

UNRESTRICTED ITEMS

204. Chairman's Announcements

Mr Ian Thomas

(1) The Chairman stated that it was with regret that she had to inform the Council of the sad death of Mr Ian Thomas on 16 June 2020. On behalf of Members she expressed sympathy to his family. She also said Members would have an opportunity to pay tribute to Mr Thomas at the July County Council meeting.

Lord Lieutenant of Kent

(2) The Chairman announced that on the 21 April 2020, Lord De L'Isle had stood down after nine years as the Lord Lieutenant of Kent and had been succeeded by Lady Colgrain. The Chairman said she had sent him 12 rose bushes representing the 12 districts of Kent and had thanked him for his service to the county.

205. Apologies for Absence

The General Counsel reported apologies from Mr J Clinch, Mr A Booth, Mr R Thomas and Mrs P Stockell.

206. Election of Chairman

(Mrs A Allen the present Chairman presided for this item)

(1) Mr Gough moved, and Mr Bird seconded that Mr Gibbens be appointed Chairman of the County Council.

Agreed unanimously

(2) Thereupon Mr Gibbens made his Declaration of Acceptance of Office and returned thanks for his election. Mr Gibbens said that Porchlight would be his charity for the year.

(3) Mr Gibbens, Mrs Dean, Mr Farrell, Mr Brazier and Mr Kite paid tribute to Mrs Allen and thanked her for the manner in which she had carried out her duties as Chairman of the County Council from May 2019 until the present day.

(4) Mrs Allen suitably replied.

207. Election of Vice-Chairman

(1) Miss Carey moved, and Mr Bowles seconded that Mr Northey be appointed Vice-Chairman of the County Council.

Agreed unanimously

(2) Mr Northey thereupon made his Acceptance of Office and returned thanks for his appointment.

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

Agenda Item no 16 – Treasury Management 6 Month Review 2019/18

(1) Mr Gibbens stated that he received a pension from the Australia and New Zealand Banking Group

(2) Mr Bartlett declared an interest as he is an employee of the Bank of New York Mellon (BNYM).and the Council was investing in a money market fund managed by a company associated with BNYM. Although he had no involvement in the management of this or any other money market fund he did not intend to take any part in the discussion on this item.

General

(3) Dr Sullivan declared an interest as her husband was employed by the County Council as an Early Help and Prevention officer.

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

RESOLVED that the minutes of the meeting held on 13 February 2020 be approved as a correct record.

210. Protocol for Virtual Meetings

(1) The Chairman moved and the Vice-Chairman seconded the following motion:

“The County Council agrees to adopt the Protocols as set out in the appendix to the report, in order to facilitate the smooth working of its virtual meetings.”

(2) The motion set out in paragraph (1) above was agreed without a formal vote.

(3) RESOLVED that the Protocols as set out in the appendix to the report, be endorsed.

211. Minutes of the meeting held on 17 September 2019 – Corporate Parenting Panel

RESOLVED that the minutes of the meeting of the Corporate Parenting Panel on 17 September 2019 be noted.

212. Minutes of the Meeting held on 10 December 2019 – Corporate Parenting Panel

RESOLVED that the minutes of the meeting of the Corporate Parenting Panel on 10 December 2019 be noted.

213. Chairman's Announcements

Mr Colin Caller

(1) The Chairman stated that it was with regret that he had to inform Members of the death of Mr Colin Caller, former Labour Member for Gravesham East from 2013 to 2017, on 14 February 2020.

(2) Mr Bird, Dr Sullivan, Mr Burden, Mr Sweetland, Mr Gough and the Chairman paid tribute to Mr Caller.

(3) A minute's silence was observed in memory of Mr Caller.

(4) The Chairman then 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 Caller and extends to his family and friends its heartfelt sympathy to them in their sad bereavement.”

Formal Thanks

(5) The Chairman referred to the COVID-19 pandemic and the impact it was having on Kent's communities. He formally thanked all those working in the social care sector and asked Mrs Bell, Cabinet Member for Adult Social Care and Public Health, to pass on the Council's thanks to all providers and workers in the sector across the county.

(6) The Chairman also thanked Members, officers, voluntary organisations, the health sector, delivery drivers, key workers, teachers, retail workers and many others for their dedication and tireless efforts in supporting those most in need and for keeping essential services running during this unprecedented time.

(7) The Chairman paid tribute to those that had passed away after contracting the virus and passed on the Council's condolences to their families and friends.

KM Charity/Inspire School Celebration

(8) The Chairman referred to the KM Charity's 20th Birthday celebrations which took place on 5th March 2020. During the evening, Mr Whiting, Cabinet Member for Economic Development, received a Commemorative Award and Certificate on behalf of Kent County Council, in recognition of the Council's help and support for the KM Charity Team and Inspire Schools events and services throughout 2019. The Award was presented by Mike Ward, Chief Executive of the KM Charity Award Team.

Award for Kent Waste Management

(9) The Chairman announced that Kent County Council had received the REPIC 'Champion of Champions' award for delivering a 12-month project that improved annual vehicle usage efficiency by 7%. The award was achieved by optimising e-waste recycling collections and meant that, through positive engagement with the public, Kent had improved the collection of waste electrical materials.

(10) The Chairman invited Members to join him in congratulating all of those involved in the scheme on the achievement and for their dedication to recycling.

The Queen's Awards for Enterprise

(11) The Chairman announced that Kent had two winners of The Queen's Awards for Enterprise this year. They were Nim's Fruit Crisps (Sittingbourne) and Priority Freight Holdings (Dover).

(12) The Chairman congratulated these companies on this great achievement and invited Members to join him in congratulating all of the recipients of The Queen's Awards for Enterprise this year.

The Queen's Awards for Voluntary Service

(13) The Chairman announced that Kent had three winners of The Queen's Awards for Voluntary Service this year. They were 'Broadstairs Town Team', 'The Historical Research Group of Sittingbourne' and 'Nourish' in Tunbridge Wells. The Chairman

added that Home-Start Medway, supporting challenged families with complex needs had also received The Queen's Award for Voluntary Service.

(14) The Chairman congratulated these voluntary organisations and invited Members to join him in congratulating all recipients of The Queen's Awards.

214. Questions

In accordance with Procedure Rule 1.17(4), 12 questions were asked and replies given. A record of all questions put and answers given at the meeting are available [online](#) with the papers for this meeting.

215. Report by Leader of the Council (Oral)

(1) The Leader stated that his update would focus on the impacts of COVID including the authority's response and plans for after lockdown. He set out some of the achievements including remote working and virtual meetings.

(2) Mr Gough highlighted the work had been undertaken with the district and borough councils and other partners to support those who were shielding including the development of local hubs to support Kent's most vulnerable residents and the launch of 'Kent Together'.

(3) Mr Gough commended the engagement work that had taken place between Council staff and Kent Schools to ensure that pupils were able to access education during the time that schools were closed to most pupils, and the assistance provided to enable pupils to return to school.

(4) Mr Gough said that over 15,000 calls had been made by Kent County Council's social workers to ensure the safety of vulnerable children during the COVID-19 outbreak.

(5) Mr Gough referred to the temporary closure of household waste and recycling centres in Kent and paid tribute to the Cabinet Member for Environment, as well as the Head of Commercial Management and Waste Services and his staff in managing the issues related to the closure.

(6) Mr Gough highlighted the support to charities through the Kent Community Foundation and businesses through the Kent and Medway Business Hub and support for the care sector.

(7) Mr Gough stated that an urgent executive decision had been taken to purchase bulk Personal Protective Equipment (PPE) for use by Kent County Council staff and for mutual aid to Kent County Council's service providers where they were unable to source supplies.

(8) Mr Gough stated that the interim Strategic Plan would focus specifically on the Council and county's renewal phase. It would include the inter-related issues of school return, public transport, town centres and economic revival, the use of new technology and ways of working, changes to Kent's estate, and Kent County Council's engagement with the public.

(9) Mr Gough said that the work on the interim Strategic Plan would be central to setting priorities for a challenging financial environment. He referred to Kent County Council's 2020-21 budget which had also been affected by the impact of COVID-19. He stated that Kent's additional expenditure, loss of income and savings had reached approximately £120m for the current financial year. He said that government support totalled £65m, excluding additional costs likely to arise during the renewal phase or loss of income from a drop in council tax collection rates. He added that, the County Councils Network regularly drew the government's attention to the financial pressures faced by the local authority sector as a result of the pandemic. He said that, whilst it was likely that some of the financial gap would close, the 2020-21 budget would be re-visited at the County Council meeting in September 2020. He said that it was likely that the following 3-5 years would present sustained financial challenges which must be addressed by realism, a commitment to financial stability and resilience as well as adherence to Council's priorities set out in the Strategic Plan.

(10) Mr Gough referred to recent events in Minneapolis following the death of George Floyd and the issues that the events had highlighted across the world. He said that Kent County Council, both as an employer and as a community leader, must constantly reiterate and practice its longstanding values of equality and respect for those who worked with KCC and for the people they served. He stated that David Cockburn, Head of Paid Service and himself, as Leader of Kent County Council, had issued a joint statement reaffirming these values and recognising the importance of staff groups and forums for minority groups within the workforce.

(11) Mr Gough highlighted the arrival of large numbers of Unaccompanied Asylum-Seeking Children (UASC) in recent months and commented on the progress made addressing many UASC-related issues. He said Kent County Council had received £5m from central government, a commitment from ministers to support the placement of young people with other local authorities and to continue the dialogue on the longer-term issues. He recognised that there was no long-term solution, but the level of commitment from ministers was encouraging.

(12) In conclusion, Mr Gough referred to Kent's Energy and Low Emissions Strategy and confirmed that plans for zero carbon emissions from the Council's estate would be considered by the County Council in July 2020.

(13) Mr Bird, the Leader of the Opposition, endorsed the commendation made by Mr Gough in relation to the efforts and resourcefulness of staff in responding to the pandemic. He also commended Mr Gough as Leader of Kent County Council for the genuine leadership he had displayed over the last three months and his willingness to inform and engage with all Members of the Council. He said that Kent County Council had responded well to the pandemic in exceptionally difficult circumstances and he emphasised the importance of learning from the past when planning for the future.

(14) Mr Bird referred to the recent announcement from central government to extend Free School Meal vouchers over the summer holidays and the way in which central government had addressed issues relating to the COVID-19 outbreak. He added that much of the financial burden would fall upon local government, making it extremely difficult to nurture the renewal phase.

(15) Mr Bird suggested that in re-visiting the priorities in the Strategic Plan and Budget, attention should be paid to: educational inequalities; continuing to assist schools to ensure engagement with pupils; supporting schools to re-open to all pupils in September 2020; ensuring respite for carers; working with employers, further education colleges and others to find ways of creating employment for young people; as well as rebuilding an attractive and safe public transport network.

(16) Mr Farrell, Leader of the Labour Group, thanked staff and key workers for their monumental efforts during the pandemic.

(17) Mr Farrell reiterated Mr Gough's comments in relation to equality. He said Kent's residents in lower socio-economic groups and those from Black and Minority Ethnic (BME) backgrounds had been disproportionately affected by the pandemic and addressing these inequalities should be central to the renewal phase. He added that the Labour group would work constructively with Mr Gough and the administration on its response to the 'Black Lives Matter' campaign.

(18) Mr Farrell commended the way in which Kent County Council had provided leadership throughout the crisis, making fair decisions on matters such as PPE acquisition, mortuary provision, launching 'Kent Together' and supporting the care market, whilst also securing further funding for the services provided by Kent for UASC on behalf of the country.

(19) Mr Farrell said Kent's residents and their democratically elected councillors must be central to designing the renewal phase. In addition, he said Kent County Council should continue to support the county's economy, by championing Kent and its businesses, as well as voluntary organisations.

(20) In conclusion, Mr Farrell emphasised the importance of recognising and addressing educational inequalities and the need to protect and support Kent's most vulnerable residents.

(21) Mr Whybrow, Leader of the Independents Group, congratulated the Chairman and Vice-Chairman of the Council on their new roles and thanked the Chairman's predecessor for her hard work over the last 12 months.

(22) Mr Whybrow echoed the thanks of the other group leaders to Council staff and key workers for their efforts throughout the COVID-19 crisis. He also drew attention to the sacrifice and commitment made by frontline staff and urged that the Social Care structure, funding, resources, as well as staff training and remuneration be reviewed with a view to promoting frontline roles.

(23) Mr Whybrow emphasised the importance of a clear, sustainable model for local government funding to allow essential services to be rebuilt. He referred to the recent County Councils Network survey which had predicted a shortfall of £2.5bn to £4.5bn by April 2022 across the sector and said the value of local authorities must be properly acknowledged.

(24) Mr Whybrow referred to Kent County Council's renewal phase. He emphasised the importance of focusing on the green economy, local job creation, active travel and issues related to personal debt, unemployment, educational inequality and mental health.

(25) In conclusion, Mr Whybrow said Kent County Council and other local authorities had responded well to the pandemic and risen to the challenge in many areas. It was now necessary to demonstrate innovation, vision and commitment to rebuild Kent communities which should be underpinned by the legal powers and necessary funding from central government.

(26) In replying to the comments from the Group Leaders, Mr Gough expressed his appreciation of all that Members and officers had accomplished during the pandemic. He confirmed that lobbying central government for additional funding would continue. He also said that Kent County Council would continue to support schools and the efforts to overcome educational inequalities. He referred to the challenges in relation to recovery in areas such as children's social work and acknowledged that pressures would continue to grow as the lockdown eased.

(27) Mr Gough emphasised the importance of careful preparation for autumn and winter, including a potential second wave of COVID-19. He added that conversations continued to take place between the Cabinet Member for Adult Social Care and Public Health, the care sector and himself about the structural and strategic issues faced by the sector.

(28) Mr Gough reemphasised the importance of Member engagement in relation to the Council's renewal phase.

(29) Mr Gough confirmed that Kent County Council had applied for funding from central government to address issues which related to the revival of public transport with a view to ensuring that Kent's congestion and carbon reduction targets could be achieved and to encourage other forms of active transport.

216. Pay Policy Statement

(1) Mrs Prendergast moved, and Mr Gough seconded the following motion:

"The County Council is asked to endorse the Pay Policy Statement."

(2) The motion set out in paragraph (1) above was agreed without a formal vote.

(3) RESOLVED that the Pay Policy Statement 2020-21 be endorsed.

217. Children, Young People and Education Directorate - Top Tier Restructur

(1) Mr Gough moved, and Mr Long seconded the following motion:

“The County Council is invited to endorse the recommendation of the Personnel Committee to agree the :

- (i) formal deletion, in the structure, of the post of Director Education Planning and Access in the Children Young People and Education Directorate;
- (ii) introduction of a new Director – Education role and a new Director – Special Educational Needs and Disabilities role, both as described in Appendix 3 of the County Council agenda pack.”

(2) Following the debate, the Chairman put the motion set out in paragraph (1) above to the vote and the voting was as follows:

For (59)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs P Beresford, Mrs R Binks, Mr R Bird, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mrs S Chandler, Mr N Chard, Mr I Chittenden, Mrs P Cole, Mr N Collor, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Miss E Dawson, Mrs T Dean, 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 A Hook, Mr E Hotson, Mr J Kite, Mr G Koowaree, Mr P Lake, Ida Linfield, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Mr J McInroy, Mr D Monk, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr D Pascoe, Mr M Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr B Sweetland, Mr M Whiting, Mr M Whybrow, Mr J Wright

Against (5)

Mr J Burden, Ms K Constantine, Mr D Farrell, Mr B Lewis, Dr L Sullivan

Abstained (0)

Motion carried

(3) RESOLVED that:

- (i) the formal deletion in the structure of the post of Director Education Planning and Access in the Children Young People and Education Directorate be approved;
- (ii) a new Director – Education role and a new Director – Special Educational Needs and Disabilities role be approved, both as described in Appendix 3 of the County Council agenda pack,

218. Annual Increase of Members' Allowance Scheme

(1) The Chairman moved, and the Vice-Chairman seconded the following motion:

“The County Council is asked to approve the Members’ Allowances Scheme for 2020/21 as set out in Appendix A2 to the report.”

(2) Following the debate, the Chairman put the motion set out in paragraph (1) above to the vote and the voting was as follows:

For (55)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mrs R Binks, Mr T Bond, Mr A Booth, Mr A Bowles, Mr D Brazier, Mr D Butler, Miss S Carey, Mrs S Chandler, Mr N Chard, Mrs P Cole, Mr N Collor, Mr A Cook, Mrs M Crabtree, 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 E Hotson, Mrs L Hurst, Mr J Kite, Mr P Lake, Mr R Long, Mr R Love, Mr G Lymer, Mr S Manion, Mr A Marsh, Ms D Marsh, Mr J McInroy, Mr D Monk, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr D Pascoe, Mr M Payne, Mrs S Prendergast, Miss C Rankin, Mr H Rayner, Mr A Ridgers, Mr C Simkins, Mr B Sweetland, Mr M Whiting, Mr J Wright

Abstained (13)

Mr R Bird, Mr I Chittenden, Ms K Constantine, Mr G Cooke, Mr P Cooper, Mrs T Dean, Mr D Farrell, Mr A Hook, Mr G Koowaree, Mr B Lewis, Ida Linfield, Dr L Sullivan, Mr M Whybrow

Against (0)

Motion carried

(3) RESOLVED that the Members’ Allowances Scheme for 2020/21 as set out in Appendix A2 to the report be approved.

219. Update of the Members Allowances' Scheme

(1) The Chairman moved, and Mr Sweetland seconded the following motion:

“The County Council is asked to agree to the adoption of the updated Members’ Allowance Scheme as set out in Appendix B1 to the report.”

(2) The Chairman agreed that the County Council in October 2020 would receive a report from the General Counsel reviewing the workload of the Chairman of the Selection and Member Services Committee as recommended by the Independent Remuneration Panel.

(3) Following the debate, the motion set out in paragraph (1) above was agreed without a formal vote.

(4) RESOLVED that the adoption of the updated Members' Allowance Scheme as set out in Appendix B1 to the report be approved.

220. Annual Report on Urgent Executive Decisions

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

"The County Council is asked to note the report."

(2) Following the debate, the motion set out in paragraph (1) above was agreed without a formal vote.

(3) RESOLVED that the Leader's Annual Report on Urgent Executive Decisions be noted.

221. Independent Person (Standards)

(1) Mr Oakford moved, and Mr Kite seconded the following motion:

"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."

(2) Following the debate, the Chairman put the motion set out in paragraph (1) above to the vote and the voting was as follows:

For (65)

Mrs A Allen, Mr M Angell, Mr M Balfour, Mr P Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs P Beresford, Mrs R Binks, 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, Mrs P Cole, Mr N Collor, Mr A Cook, Mr G Cooke, Mr P Cooper, Mrs M Crabtree, Mr M Dance, Mrs T Dean, Mr D Farrell, 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 A Hook, Mr E Hotson, Mrs L Hurst, Mr J Kite, Mr G Koowaree, Mr P Lake, Ida Linfield, Mr R Long, Mr R Love, Mr G Lymer, Mr A Marsh, Ms D Marsh, Mr J McInroy, Mr D Murphy, Mr M Northey, Mr P Oakford, Mr D Pascoe, 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 M Whiting, Mr M Whybrow, Mr J Wright

Against (1)

Ms K Constantine

Abstained (2)

Mr B Lewis, Dr L Sullivan

Motion carried

(3) RESOLVED that Michael George be appointed as the Independent Person for the Members' Code of Conduct for the four-year term 1 July 2020 to 30 June 2024.

222. Treasury Management 6 Month Review 2019/20

(1) Mr Oakford moved, and Mrs Crabtree seconded the following motion:

“The County Council is asked to note the report.”

(2) The motion set out in paragraph (1) above was agreed without a formal vote.

(3) RESOLVED that the report be noted.

(Mr Bartlett, in accordance with the interest declared at minute no 208 (2) above, withdrew from the meeting during consideration of this item)

From: Roger Gough, Leader of the Council

To: County Council, 16th July 2020

Subject: Strategic Reset – recovery, resilience and reset in Kent County Council

Classification: Unrestricted

Past Pathway: None

Future Pathway: County Council, 22nd October 2020

SUMMARY: Following a decade of difficult financial settlements and the huge social, economic and public service delivery impact of the COVID-19 pandemic, the operating environment of the council has fundamentally changed. The scale of the change now requires a strategic reset of the council, which reflects KCC's civic and strategic leadership role and commitment to public service. This paper outlines how our current Strategic Commissioning Authority operating model will need to evolve in an agile, flexible way. The council needs to successfully transform in a challenging financial context, whilst delivering essential COVID-19 recovery actions and maintaining financial and service resilience.

In the short term, the strategic reset will involve working with Members to set clear political priorities, amend the Budget for 2020-21 and create an Interim Strategic Plan. This will be supported by defining a new KCC-led Strategic Reset Programme to work as one council to design and deliver a cohesive, modern public service offer for all Kent's residents, businesses and communities. This will bring together change projects consistently across the council and create organisational design opportunities to transform the way we work, including our people, assets, technology, structures and service delivery.

In the medium term, it will prepare the groundwork to develop a new 5 Year Plan, which is fully aligned with budget planning and informed by engagement with Members, staff, residents and partners.

Recommendation(s):

County Council is asked to:

- (1) **Consider** the fundamental changes in KCC's operating environment and how this will evolve the Strategic Commissioning Authority operating model for the council.
- (2) **Agree** to develop political priorities to inform an Interim Strategic Plan for October 2020
- (3) **Agree** the roadmap to develop a new 5 Year Plan by 2021 (Appendix A)
- (4) **Agree** to provide oversight and decision making for the new Strategic Reset Programme (Appendix B)

1. A FUNDAMENTALLY CHANGED OPERATING ENVIRONMENT

- 1.1 The COVID-19 pandemic is the single biggest peacetime challenge KCC has faced. The collective effort from all parts of the council has meant that we have met this challenge head on and delivered despite the most difficult of circumstances. It has forced us all, very quickly, to find new ways of working. We have compromised, adapted, become agile, thought differently and engaged across services and organisations like never before. Underpinning this has been an inherent tolerance, compassion and respect for

each other and our individual circumstances, as each of us has done our best to continue to support our staff, Members, partners, residents and communities.

- 1.2 COVID-19 has served as a reminder of just what KCC can achieve when its scale and collective effort is singularly harnessed. Crucially it has also shown how much the public, private and voluntary sector in Kent expect, and rely upon, KCC to provide effective strategic leadership at a time of emergency. The 'Kent Together' work has encapsulated the spirit and resolve of our staff and partners to join together and quickly adapt public services to support those in need. Together we have also taken immediate steps to secure financial viability for businesses, charities and community organisations impacted by the lockdown.
- 1.3 We now face the challenge of transitioning into recovery arrangements, whilst still delivering a significant ongoing response to the pandemic, balancing both the multi-agency and KCC recovery efforts. Essential recovery actions will have to be delivered whilst local and national efforts to contain the spread of the virus through social distancing and other measures, and to effectively plan and prepare for further waves, are continuing.
- 1.4 At the same time as tackling the service delivery challenges posed by COVID-19, we face a mounting financial imperative for change. The council, alongside all local authorities across the country, now faces substantial financial pressures, including potential losses in financial income, hidden and rising demand for services, and potential risk to the council tax and business rates tax base.
- 1.5 The financial pressure is amplified by uncertainty on the sufficiency of Government funding to recover the additional costs of delivering essential COVID-19 response and recovery actions. Whilst we have faith that the Government will hold its commitment to supporting local councils, we may have to accept that some expenditure in response to COVID-19 will not be recovered because it was beyond the Government's definition of support, but was necessary where we had to act quickly in the interests of Kent's residents.
- 1.6 The financial challenge we now face cannot be removed from the context of the scale of efficiencies we have taken over the last 10 years to protect frontline services. There remains a great deal of uncertainty about the detailed impact on our budget, which is influenced by a range of external factors. The breadth and depth of the economic challenge ahead will be influenced by the local, national and international economic recovery as businesses, markets and all aspects of civic life adapt to operating under continued COVID-19 restrictions. This will further impact our costs, prices and commercial investments.
- 1.7 Immensely difficult policy and budget decisions, in-year within 2020-21, 2021-22, and beyond into the medium term (next 3-5 years), will be necessary protect KCC's financial and service resilience. This is an unprecedented challenge, but we have the financial expertise, strong political resolve and management discipline to deliver a balanced budget and transform service delivery. Our approach will have to every bit as flexible and agile as our response to the virus.
- 1.8 As such, it was necessary to pause our corporate planning, cancelling the approval by County Council of the draft 5-Year Plan due at March County Council. It quickly became

clear that this will not be a return to a pre COVID-19 'business as usual' – instead, what is required is a fundamental strategic reset of the council to adapt to a post COVID-19 operating environment.

- 1.9 It is imperative that our strategic planning is shaped by the reality of Kent during and as we emerge from the COVID-19 crisis, in response to the opportunities and challenges arising from a fundamentally changed operating environment post COVID-19. Our strategic and financial planning needs to adapt, so we can be clear on the short term action that is necessary for successful recovery, to build resilience and begin the strategic reset of the council, whilst preparing a clear direction of travel for the medium term and beyond.
- 1.10 Whilst COVID-19 significantly shapes our council, it is not the only catalyst for change. The public services landscape was already shifting – the Government's direction of travel on devolution, service integration and the importance of levelling up local economies was clear. The ongoing policy challenges we faced in terms of growing service demand, additional statutory requirements and increased resident expectations increasingly requires greater collaboration, system-wide planning and a strong understanding of risk across public services. The economic recession and likely structural shifts in the economy from COVID-19 will now be a further driver for wholesale public service reform.
- 1.11 Our engagement with residents and partners to develop the 5 Year Plan during 2019-2020 echoed these shifts. Residents told us that place-based and community services were vitally important to their quality of life, alongside our core role of protecting and championing vulnerable people. Kent residents wanted to engage with the council and share their views. They felt job security and quality jobs were essential for the local economy, that there was potential for services within KCC and partners to work even closer together to join up service delivery and to empower strong communities and civil society, so communities and voluntary sector organisations can help create the right solutions for their local area.
- 1.12 KCC had already begun responding to changes in the wider operating environment, mobilising business change in our services, technology, companies and assets. The COVID-19 emergency and resulting financial challenge has now exponentially accelerated the need for further pace and scale in transformation of services that is required. Incremental change or gradual evolution will not be sufficient.

2. **EVOLVING A STRATEGIC COMMISSIONING AUTHORITY MODEL**

- 2.1 KCC's current Strategic Commissioning Authority (SCA) operating model evolved between 2014 and 2020, leading to significant changes in our structure, commissioning and commercial interests. Over the last decade KCC has taken the difficult, yet necessary, budgetary decisions to protect frontline services, minimising council tax rises for residents during a prolonged period of financial austerity for local authorities. The continued constraints on local authority finances meant a SCA model was a logical policy response given many of our services are delivered by third-party providers.
- 2.2 The SCA model has demonstrated considerable strengths and achieved some notable successes for the council. KCC strove to take a more strategic approach to improve the consistency of commissioning practice, deliver cost-efficient commissioning and drive better value for money from contracts and markets. A stronger commercial focus secured substantial contractual savings. It also led us to pursue alternative service delivery models and focus on income generation by creating wholly-owned trading companies. However, the substantive changes in the operating environment now mean

we must draw on these strengths whilst evolving the SCA model to adapt to the new challenges and opportunities we face as a council.

- 2.3 Pursuing the SCA model whilst the council's core spending power and Government grant reduced, required a strong level of financial discipline and focus to reduce overheads and make efficiencies in order to protect frontline delivery and deliver an annual balanced budget. This commercial focus in our service commissioning has provided strong value for money, informed by a better understanding of the market, effective price negotiation and disciplined contract management. However, the focus on protecting frontline services placed additional financial constraints on corporate support services, limiting capacity to support service design and delivery and manage change from a whole council perspective.
- 2.4 The opportunity is now to maintain that financial and commercial discipline, whilst broadening our outlook from value for money towards public value. Public value places less emphasis on measuring inputs, outputs and outcomes for specific services with a stronger focus on delivering the value driven outcomes defined by the public as a collective good. As such, it requires greater resident engagement in addition to service user engagement and creates a fuller role for Members in strategy and policy development, ensuring that service design is driven by community needs. Public value also challenges organisations to consider the impact of their own collective effort and resource, but also that of local systems and partners, rather than a specific service or budget line. It inherently promotes a collaborative, rather than competitive or market orientate approach to service design, delivery and decision-making.
- 2.5 The financial challenges for a SCA model required a shift towards more targeted service provision, with service design focused on the needs of our core service users and client groups. Our service commissioning necessarily focused on statutory definitions of vulnerability and our engagement centred on service users. The COVID-19 emergency has demonstrated that although the targeted support for the most vulnerable remains critical, Kent residents also value a more universal service offer, which better understands and reflects different community and resident needs across our diverse, distinctive county.
- 2.6 This presents an opportunity to actively consider place and community in our service delivery and transform our service offer, including collaboration with local partners in prevention, reducing inequalities and developing community capacity and resilience. COVID-19 response and recovery has demonstrated the importance of collective responsibility; across KCC, partners and sectors, with real potential for transformation and innovation in public services.
- 2.7 The SCA model placed a strong emphasis on market engagement and market shaping, using KCC's strategic scale to play an active role in the market, particularly for adults and children's services. It helped to deliver more effective commissioning around client groups and ensured that commissioning strategies were informed by a robust understanding of the market position. However, COVID-19 has exposed some of the fragility, fragmentation and vulnerabilities in those markets, particularly for commissioned services delivered by the voluntary, community and social enterprise (VCSE) sector.
- 2.8 There is now an opportunity to use our commissioning role to help strengthen market sustainability and to manage risk effectively to protect essential community services. Building sustainability and resilience are critical to a post-COVID environment and this will become an essential part of our dialogue with Government and partners. This focus

on resilience applies across markets, sectors, organisations and services. The strong relationships with health and social care providers and the VCSE sector during COVID-19 recovery have demonstrated real opportunities to evolve our commissioning culture, explore collaborative commissioning and develop greater market insight.

- 2.9 A key objective of the SCA model was to professionalise commissioning through new capability, specialisation and improved consistency. Improvements in the quality of our commissioning practice and standards have been successful. There is now an opportunity to develop greater strategic connections between services across the organisation, as we seek to transform services. Stronger analytics and effective data sharing with partners will ensure that changes are optimal not only for services or client groups, but the whole council or community. Members will need to make challenging policy and budgetary decisions, so officers will need to provide the right balance of evidence, insight, advice and understanding of risk and opportunity.
- 2.10 The SCA model led KCC to create a series of wholly owned trading companies, now within a holding company arrangement, driven by a strong imperative for income generation. Our companies have been a key asset in our response to COVID-19 - from the seamless transition to remote working to the purchasing of PPE directly from manufacturers. There is now an opportunity to evolve our engagement with the trading companies to become more strategic, commissioning the companies to meet the collective needs and priorities of the council as a whole.
- 2.11 The need to evolve the SCA model, in addition to the financial demands and impacts of COVID-19, means there is an imperative to reset our approach. The SCA operating model provided valid policy choices at the time, which could have been sustained for longer in a more normal operating environment. However, the future operating environment is not 'normal' and necessitates a strategic reset for the council.

3. THE NEED FOR A STRATEGIC RESET

- 3.1 KCC serves the needs of 1.6 million residents in Kent's communities, not as merely a commissioner or provider of services, but as a community leader that inherently reflects, represents and responds to their values and priorities. As the Government will be increasingly focussed on the efficacy of local public service delivery, economic recovery, investment in infrastructure and devolution, the county council has the capacity, capability and drive as the strategic authority for Kent to be a trusted partner to Government.
- 3.2 This is a once in a generation opportunity to make significant shifts in a number of areas which have been subject to evolving change for some time. The foundations are strong, but the window of opportunity is limited. People within KCC and across Kent are all having to experience new ways of doing things and different ways to live, interact and receive services. While timescales for transformational change have to be realistic (both politically and operationally), it is critical that we move at pace.
- 3.3 Post COVID-19, KCC faces a multitude of challenges, potential opportunities and a jigsaw of different change activities which are already underway. It is essential that these different elements come together and mutually reinforce each other, in a coherent and powerful picture. We need clarity in every part of the council about what we want to achieve together and how we will deliver this. We have seen in the COVID-19 response how much we can achieve in a short time when we have a single, clear overriding focus. This level of focus and momentum will be required to successfully deliver strategic reset

as a whole council. This will require collective leadership and accountability at all levels, with fully aligned strategic and financial planning.

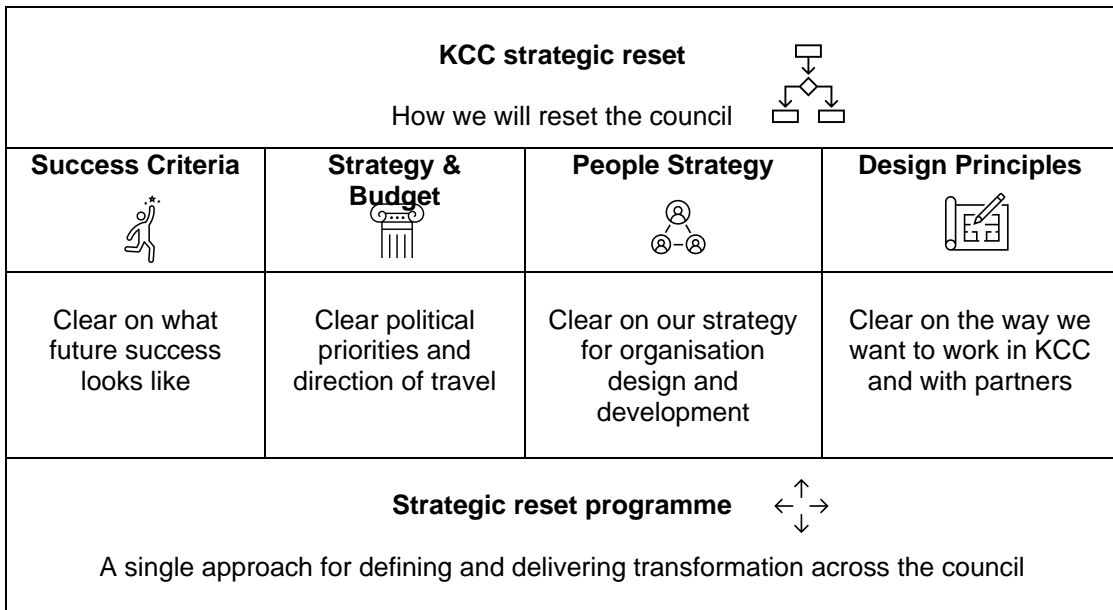
3.4 There are three fundamental aspects to the strategic reset:

- **Recovery** – KCC’s community leadership role is to contribute to an effective and successful recovery from COVID-19 across Kent and Medway. This involves delivering essential short term recovery actions, within the council and with our partners, to restore operational service delivery, mitigate impacts on our communities and businesses, and seize opportunities to build on new ways of working. Recovery will take time and run in parallel to continuing response activities and planning and preparation for second waves or localised lockdowns.
- **Resilience** – Financial and service resilience is critical in a post COVID-19 environment. We need to ensure we take necessary in-year action to deliver a balanced budget and effectively plan ahead to secure financial sustainability and future budget options. We will focus on strengthening service resilience for Kent’s residents and communities, in critical service areas. We also want to enhance individual, community, sector and economic resilience across Kent.
- **Reset** – This is an opportunity to reset our political priorities, to guide challenging policy and budget options and prioritise the transformation of services across the council. There are a number of existing change activities across the council, which need to be pulled together into a cohesive programme, alongside newly identified projects. This will create organisational design opportunities to transform the way we work, including our people, assets, technology, structures and service delivery.

Key components of the strategic reset

- 3.5 The strategic reset is built on clear success criteria (what success looks like) and aligned strategy and budget (strategic planning), both of which need to be shaped by the political priorities which will need to be defined by Members.
- 3.6 These priorities will help to prioritise strategy, budget and transformation activities, creating a clear direction of travel and a roadmap for actions which need to be taken in the short and medium term. This will be brought together by delivering a single strategic reset programme to manage change effectively cohesively and consistently across the council (Section 4).
- 3.7 None of this can be achieved without effective leadership and the right values, skills, culture and behaviours from our staff. Therefore, the operating model needs to be complemented and underpinned by a new People Strategy and Design Principles (Section 5). This will create opportunities to adapt and evolve our organisation design and any necessary structural changes as we transform as a council.

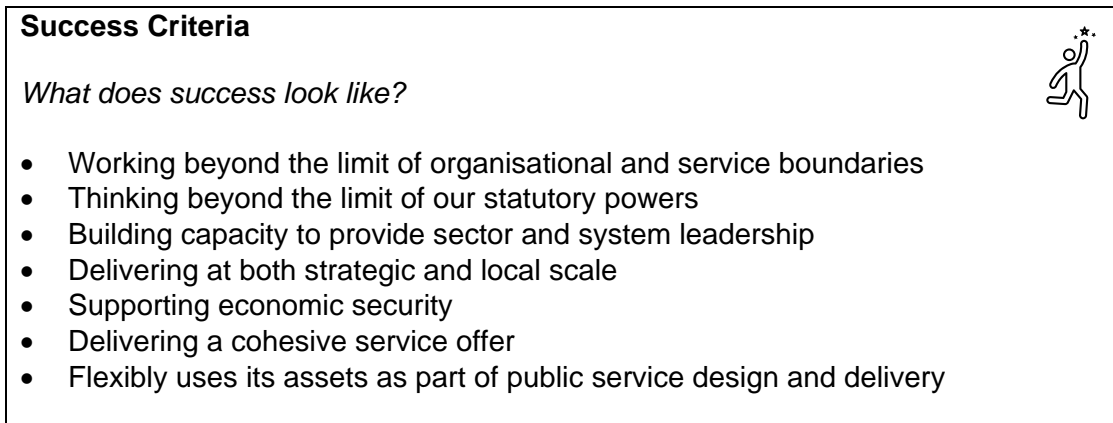
Figure A: Key elements of the strategic reset of the council



Strategic reset success criteria

3.8 It is important that the council is united with a collective focus and a shared sense of what success looks like. The strategic reset success criteria set out clear expectations which will need to be considered in all aspects of design, delivery and decision making.

Figure B: Summary of success criteria



3.9 **Working beyond the limit of organisational and service boundaries** – all organisations require some element of structure and boundaries to operate effectively. Whilst we can periodically restructure our services to bring them into better alignment, we must also accept that no structure is perfect and that they are anyway inherently artificial to the public and to our partners who see us as one council. The excellent collaboration across our own services and with other organisations in COVID-19 response and recovery provides the opportunity to hard wire a multi-disciplinary and multi-service approach into our organisational culture. It will also require a stronger emphasis on collective decision-making and leadership across the organisation, rather than it predominantly being held within service boundaries. Such an approach can lead to better more cost-effective service delivery which will be important given the financial constraints across public services.

- 3.10 **Thinking beyond the limit of our statutory role and powers** – COVID-19 has proven that in many cases, the expectations of both Government and our residents have been focussed on the practical and pragmatic support the county council provide to help meet their needs, and is less focussed on whether or not the council has the statutory role or powers to do so. It is simply assumed that we can. It has allowed the council to be far more dynamic and agile in determining its priorities and how it can deliver them. This is positive opportunity to rethink what we do and how we do it, which should not be limited to emergency situations. It should become the norm, but will require a mature approach to risk appetite, with a well-informed judgement of acceptable risks. The pre COVID-19 behaviour of designing services and making decisions based on the reasonable worst-case scenario, or the narrow statutory interpretation of our powers and role, must end.
- 3.11 **Building capacity to provide sector and system leadership** – pressing financial and recovery challenges and limited capacity often means that managing immediate ‘point in time’ service or financial pressures becomes the priority. But complex public service challenges need a response focussed on providing leadership, rather than a managerial or service response. COVID-19 has reminded us that the leadership role that public, partners and government expect of KCC is inherent. We need to develop additional capacity and capability at both officer and member level to provide system leadership. This is now the opportunity to attract, nurture and develop a very different mix of leadership skills that will be required for the council going forward. This needs to be leadership at all levels from political leadership, with Members providing clear priorities and a strong sense of civic and community leadership, actively representing their communities, to officer and service leadership.
- 3.12 **Delivering at both strategic and local scale** – Serving almost 1.6 million residents, means that KCC has always operated at strategic scale. Only the county council has the wholesale oversight of strategic needs and democratic accountability to represent all Kent communities. As the largest county council in England, we also have a unique role to visibly and robustly stand up for Kent’s distinctive needs at a national and regional level. We have also recently seen the benefits of operating at scale, such as having the capacity to use our companies to directly procure from manufacturers Personal Protective Equipment for the Kent social care sector and not be wholly reliant on national government. However, the county does not exist as an abstract entity in and of itself. Kent is the collection of districts, towns and villages in which our local residents live and our local businesses operate. We cannot lose the local, we must remain connected to our communities – recognising and valuing the distinctive challenges our rural, urban and coastal towns and villages face. Key to delivering at local scale is the engagement and commitment to working with partners. Very often local partners are frustrated with the need for decisions about local services to be referred back up to County Hall for decision. That is not the hallmark of either a confident or locally focussed organisation. Instead, we need build on the COVID-19 approach where local managers have the authority and autonomy to be able to work with local partners to solve local service problems quickly and decisively and be supported to do so by the organisation as a whole.
- 3.13 **Supporting economic security** – economic insecurity, whether at a personal or community level, can drive financial and health inequalities that have a lifelong effect, impact quality of life and drive future demand for services. Even if there is a national economic recovery from COVID-19, there are likely to be differential negative impacts on vulnerable individuals, communities and business sectors. Our engagement in supporting economic security must happen at both the personal and sectoral level. We

must forge a new relationship with more of Kent's businesses, especially those in the SME sector that make up the majority of Kent's employers and especially those sectors that may struggle to recover from the impact on COVID-19. We should use the county council's scale and purchasing power in the Kent economy to play a significant role in supporting resilience and economic recovery, especially combined with an infrastructure-first approach to strategic planning so local communities have quality places, with the essential infrastructure and services they need. But at the personal level we must target support for vulnerable groups who are economically insecure. We need to improve economic participation, skills and employment opportunities to help close inequality gaps. This may involve a more direct role in employment support.

3.14 **Delivering a cohesive service offer** – KCC should be more than the sum of its parts, it should be more than a collection of individual and stand-alone services grouped together within an organisation. This goes beyond the need to create a narrative or justification for why particular services are provided by the county council or what it is seeking to achieve, although this is important and needs to be developed and communicated. It should also be felt in the everyday experience of accessing and using KCC services, in their look and feel through a common set of design principles, particularly although not exclusively, in the digital shift in service delivery that has been afforded and proved by our response to COVID-19. Critical to this will be sustaining engagement with a broad selection of Kent residents so we understand both countywide and local issues from their perspective. The opportunity to utilise modern, digital solutions to gather quantitative and qualitative views from residents at lower cost and effort means there is no excuse not to undertake more engagement and codesign in the scope of our service offer.

3.15 **Flexibly uses assets as part of public service design and delivery** – We will be flexible and responsive to fully optimise our people, companies, assets, structures and technology in a more strategic way. We will take a more creative and strategic approach to asset utilisation, enabling radical changes to the way we work and enhance the environmental standards of our property estate. We will develop a new Technology Strategy to inform new digital and business solutions. There is a need to reset the relationship between the trading companies and KCC services, with a recognition that the value the companies provide goes beyond the commercial and beyond the dividend return. Our trading companies are valuable KCC assets and the value the companies provide goes beyond the commercial and dividend return. They could be used to help lower our cost base, redesign services and deliver and procure goods in ways not open to the county council directly. In short, they can trade commercially and provide a key role in supporting the council to deliver public value for Kent residents and business.

4. **STRATEGIC PLANNING AND STRATEGIC RESET PROGRAMME**

4.1 We need to progress our strategic planning at pace, to get the right elements in place to successfully deliver a strategic reset. **Appendix A** sets out the strategic reset roadmap to develop this over the short term to quickly build momentum, looking ahead to the development of longer term political objectives in a new 5 Year Plan in 2021.

4.2 A critical part of the roadmap is engagement and discussion with Members and officers across the council. This is very much a 'doing with' not 'doing to' endeavour, where we value the contribution of different ideas to inform our thinking. There will be opportunities for elected Members to work together over the summer to define political priorities and budget options which will shape our strategic and financial planning. It will be important

there is both political and officer leadership to use these to prioritise essential budget and transformation actions over the coming months.

Strategic planning

- 4.3 It is vital that we maintain our sights on the long term direction of travel for the council, but we need to accept that the immediate priority is to effectively respond to operational and multi-agency recovery and financial challenges over the next 12 to 18 months. There remains a significant degree of uncertainty and unknowns about the ongoing impact of COVID-19 and local government finances, which will impact our medium term strategic planning - KCC's 5 Year Plan and Budget.
- 4.4 Our solution is to develop an Amended Budget for 2020-21 and Interim Strategic Plan this autumn to clear the way forward in the short term, then as events evolve, we will develop a longer term 5 Year Plan (strategic plan) later in 2021. This will create the opportunity to fully align our strategic and financial planning cycles together, alongside shared resident engagement and a clearer understanding of financial implications from COVID-19 emergency funding, the Local Government Finance Settlement, Fair Funding Review and future changes to business rates and council tax arrangements.
- 4.5 Our strategic planning will be informed and responsive to the COVID-19 recovery work taking place both within KCC itself, and more broadly with our partners across Kent and Medway. The recovery planning will help to define clear short, medium and long-term actions where KCC will need to provide strategic leadership and play an active partnership contribution. Recovery delivery will be the responsibility of individual organisations, with oversight and decision making through normal governance arrangements.
- 4.6 Engagement with Members will begin in July and will continue to be undertaken with Members over the summer, as we define political priorities which will determine future policy and budget development. This will include virtual Member discussions workshops, to listen to a range of perspectives and reflect Member's views from the Kent communities they represent.
- 4.7 Corporate Board (Cabinet and CMT) will work together throughout July and August to develop political priorities into budget options, in preparation to Amend the Budget for 2020-21 at County Council on 10th September. The development of the Amended Budget will be essential to deliver in-year efficiencies to balance the budget and will also help to shape the longer term development of the budget to 2021-22 and beyond. This will be vital to prepare challenging budget decisions which may need to be made across our revenue and capital budgets.

Strategic Reset Programme

- 4.8 To manage this extensive change cohesively across the council, a new KCC-led Strategic Reset Programme will be defined over the coming months. It is important that the programme is collectively owned by the whole council and has strong political and officer leadership. This needs a disciplined approach and a clear roadmap to progress the strategic reset quickly in every service across the council.
- 4.9 The strategic reset programme will have to fully align to the political priorities agreed in KCC's strategic plan and be designed to ensure the operating model can deliver those priorities and is affordable in the current financial environment. The governance of the programme is set out in **Appendix B**.

- 4.10 Political leadership of the programme will be provided by Cabinet, who will agree the programme objectives, methodology and financial parameters, to ensure alignment with their political objectives and strategic plan. The Leader will convene a Strategic Reset Member Working Group, that will oversee progress and make any required policy decisions within the overall political strategy. Members will be engaged throughout the process, with County Council providing oversight and approval for the programme, to ensure a whole council focus.
- 4.11 Officer leadership will be provided by the Head of Paid Service acting as the design authority for transformation and CMT acting as the programme board, supported by the Directors responsible for multi-agency and operational recovery. CMT will hold weekly meetings, chaired by the Corporate Director of People and Communications, responsible to the Head of Paid Service for delivery of the programme.
- 4.12 The political and budget priorities identified by Members and chief officers will help to define priority projects within the programme, which are critical for recovery, resilience and reset, with clear stages of activities prioritised over the short to medium term. CMT will advise Cabinet on the phasing of priority change activities. This will require careful management and highly structured phasing of multiple projects, to sequence and align change activities in the right priority order. There is already a large amount and wide variety of existing change activities underway in the council, which have critical interdependencies that may present risks to successful delivery. There will also be new projects which need to be identified to deliver political and financial priorities.
- 4.13 It is essential that the programme is mindful of the capacity and resource constraints within the council and therefore it will be critical to make clear decisions about the programme scope. The programme will pull together both new and existing change projects, in a cohesive way, determined by organisational priorities. CMT will advise Cabinet on which projects across the council should be accelerated, aligned, re-scoped, delayed/re-sequenced or stopped, as part of the programme definition. For example, COVID-19 provides an opportunity to accelerate and align our digital, technology and property innovation projects. All activities within the programme will need to be clearly aligned to the strategic priorities of the council.
- 4.14 Service leadership of projects will be delivered within directorates, supported by call-off arrangements with strategic partners where necessary to provide additional capacity as services continue to deliver essential COVID-19 response and recovery work.

Delivery over the short to medium term

- 4.15 The council's substantive political, budget and reset programme priorities will be brought together in an Interim Strategic Plan, which will be considered by County Council on 22nd October, setting out the actions the council needs to take over the next 12 to 18 months, as we emerge through recovery to deliver our priorities and fundamentally new ways of working. In a complex and uncertain operating environment, the Interim Strategic Plan will be important to draw all these strategic strands together in one place and to provide clarity on what the whole council needs to prioritise and achieve together.
- 4.16 The pace is necessary given the scale and complexity of the change required. We need to define and mobilise budget actions and reset projects quickly, but we are committed to ongoing dialogue, discussion and feedback throughout the process, creating a plan which reflects member priorities and local need.

- 4.17 The new 5 Year Plan will be developed in 2021, providing time to meaningfully engage Members, include a new cohort of Members following 2021 county elections, in defining the longer term political objectives for the council. The 5 Year Plan is the flagship strategic plan for the county council and it requires whole council ownership.
- 4.18 Our strategic reset is ultimately for the benefit of Kent residents and must be done with their involvement. A real strength of last year's strategic planning was meaningful resident engagement, where we had joined up discussions with Kent residents on our future strategy and budget. We want to ensure there is sufficient time to fully engage people in the long term plan for the council, ready to inform a new 5 Year Plan for December 2021. We are committed to continuing to engage with residents via virtual surveys or online focus groups and public consultation to gather their views to shape and inform our thinking. We know the value of extensive engagement and how those insights and ideas can shape better quality public service solutions.
- 4.19 We know that more of our work will involve close collaboration with our partners, so partner engagement will also be critical to ensure we have common goals for working together to support Kent's residents, businesses and communities. We had a strong and positive response from partners in the previous 5 Year Plan consultation which included excellent suggestions for shared objectives, which we would like to develop further.

5. THE IMPORTANCE OF BRINGING OUR PEOPLE WITH US

- 5.1 KCC's biggest asset is our people. The dedication, resilience and commitment to public service from our staff during the Covid-19 emergency has been an exemplary strength. As we move towards a strategic reset of the council, we need to consider the type of employer we wish to be and explore what kind of workforce is required to deliver this, at every level in the organisation and across every service.
- 5.2 As we look ahead to our new political and transformation priorities, we need to ensure that we bring our people with us and put them at the centre of this work. We need to build on the positive experiences we have seen in the changes in working practices and staff engagement and seek to enhance our future workforce resilience. This is a real opportunity to move away from old thinking, attitudes and processes by resetting our People Strategy.
- 5.3 Central to this will be renewing our Organisation Design principles, which describe how we want to work together within KCC, including our organisational culture, values and behaviours. As our People Strategy changes, it needs to be supported by the right organisation structures, leadership capabilities and cultural development.
- 5.4 This will be captured in a new Organisational Development Plan to put the right approaches in place to successfully develop our workforce, guide a new relationship with staff and reset Psychological Contract between Employer and Employee. This will need to carefully consider the impact on management, teams, individuals, organisational effectiveness, wellbeing and safety, building on learning from response and recovery.
- 5.5 We know our staff are highly engaged and want to play their part in making difference to KCC's strategic objectives. We will use all the technology tools at our disposal to engage with our staff and services across the council.

6. NEXT STEPS

- 6.1 As set out in **Appendix A**, extensive discussions will take place with Members and chief officers from July to September, to define and prepare for the strategic reset. Members will be involved in virtual meetings and workshops, including political group discussions. The Strategic Reset Programme, including the Strategic Reset Member Working Group, will also begin to be defined and mobilised.
- 6.2 County Council will consider the Amended Budget for 2020-21 on 10th September and discuss and approve the Interim Strategic Plan on 22nd October.
- 6.3 Further updates on strategic planning and the strategic reset will be provided to County Council throughout 2020 and 2021.

7. RECOMMENDATIONS

7.1 County Council is asked to:

- (1) **Consider** the fundamental changes in KCC's operating environment and how this will evolve the Strategic Commissioning Authority operating model for the council.
- (2) **Agree** to develop political priorities to inform an Interim Strategic Plan for October 2020
- (3) **Agree** the roadmap to develop a new 5 Year Plan by 2021 (Appendix A)
- (4) **Agree** to provide oversight and decision making for the new Strategic Reset Programme (Appendix B)

8. BACKGROUND PAPERS

- 8.1 Appendix A – Strategic Reset Roadmap
- 8.2 Appendix B – Strategic Reset Programme Governance

Author:

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Relevant Director:

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Strategic Reset Roadmap

Strategic Reset - Definition (Jul-Sept 2020)

Strategic Reset - Planning (Sept-Oct 2020)

Strategy

Page 27

Strategic Reset discussion paper

Recovery strategy and operational recovery

Strategic Reset Programme definition

Members define political priorities

Members and officers define budget options

Amend the Budget for 2020-21

Interim Strategic Plan

Strategic Reset Programme delivery

Interim Strategic Plan delivery

New 5 Year Plan

County Council

KRF & KCC

CMT & Cabinet

Members

Corporate Board & Members

County Council

County Council

CMT

CMT

County Council

16th July

July-Aug

July-Sept

10th Sept

22nd Oct

Oct 2020+

2021+

The paper will set out the need for a strategic reset, not a return to BAU. It will define success criteria and the need for a Strategic Reset Programme.

The KRF multi-agency strategy will include key recovery actions for KCC. KCC recovery focuses on restoring core KCC service delivery and reopening of buildings.

Programme definition will get the capacity in place to deliver the programme and will identify, scope and prioritise reset projects across KCC.

Cabinet, Conservative Group and All Member Workshops over the summer will define clear priorities to guide policy and budget decisions. This will also inform prioritisation of reset projects.

Member's political and budget priorities will define necessary in-year budget decisions. Corporate Board will use this to develop options for the 2021-22 budget and future financial strategy.

The approval of the amended budget for 2020-21 will ensure in-year actions are taken, which can be anchored in the Interim Strategic Plan and help to prioritise reset projects.

Political priorities will be anchored in the Interim Strategic Plan, which sets out critical actions to evolve and reset our service models over the next 12-18 months.

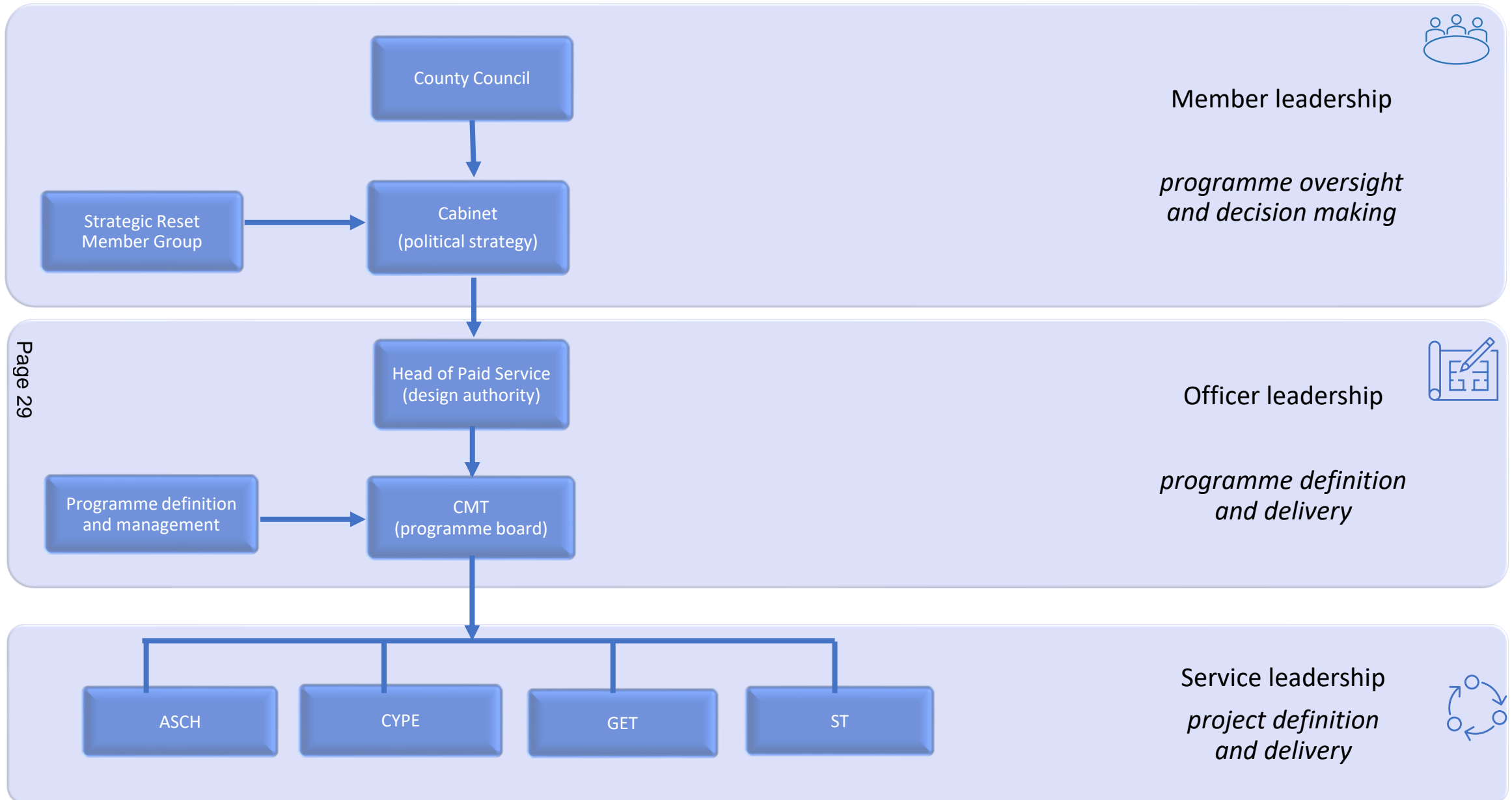
Priority reset projects will be mobilised and delivered by KCC, with additional strategic partner capacity where needed.

The delivery of priority actions prepares the groundwork to redesign services around political and budget priorities and develop the next 5YP objectives.

With greater clarity on COVID-19 impacts and the future financial position, a new 5YP can be developed with resident and partner engagement.

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Strategic Reset Programme Governance



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From: Susan Carey, Cabinet Member for Environment
Barbara Cooper, Director of Growth, Environment and Transport

To: Kent County Council

Subject: Kent County Council Approach to Net Zero

Date: 16 July 2020

Classification: Unrestricted

Past Pathway of Paper: n/a

Future Pathway of Paper: n/a

Electoral Division: All

Summary: In May 2019, County Council approved a motion to acknowledge a Climate Emergency and support a net-zero emissions target of 2050 for the county. The motion also included that by May 2020, Kent County Council would set an accelerated net-zero target for its own estate and operations and those of its traded companies.

This work is being taken forward under the framework of the Kent Environment Strategy (KES) and the Energy and Low Emissions Strategy (ELES). A proposed approach to a net-zero target by 2030 for the KCC estate is derived from the high-level action plan that will deliver ELES. The draft ELES is being considered for adoption by Kent County Council at the Environment and Transport Cabinet Committee on 17 July following which it is anticipated that the Cabinet Member for Environment will take the decision.

This paper provides an update on the approach for Kent County Council to reach a net-zero target for its own estate and operations (excluding schools) and those of its traded companies.

This paper outlines the approach, based on scenario modelling, for achieving Net Zero, as well as funding opportunities.

A target of 2030 is achievable and can be delivered with the proposed strategy.

Recommendation(s):

1. Kent County Council is asked to note the progress made and comment on the proposed approach.
2. Note the indicative funding that will need to be secured to achieve this.

1. Introduction

- 1.1 In response to the Climate Emergency, the UK government revised the Climate Change Act 2008 in 2019. This introduced into law the UK target of net-zero carbon emissions by 2050. This Act requires local authorities to act to reduce emissions both from their own operations and their geographical area. In addition

to setting an organisational target to deliver net-zero emissions, Kent County Council has led on the development of the Kent and Medway Energy and Low Emissions Strategy, which is due to be considered by the Environment & Transport Cabinet Committee on 17 July 2020.

- 1.2 Under the framework of the Kent Environment Strategy (KES) and the principles of the draft Energy and Low Emissions Strategy (ELES), the Kent County Council Sustainable Business and Communities Team has been taking forward the Kent County Council response to the County Council Climate Emergency motion presented in May 2019. The Kent County Council approach to Net Zero by the 2030 target is derived from the high-level action plan that, once agreed, will deliver ELES.
- 1.3 This report describes the proposed approach, utilising an innovative scenario model developed by Laser Energy (Commercial Services Kent Ltd), which analyses the best current delivery mechanisms available for Kent County Council to achieve net-zero by 2030. It is important to be clear that within the agreed route forward, opportunities in this fast-evolving sector will need to be dynamically shaped and responded to, to support Kent County Council's clear commitment and stated ambition. Our approach should focus on outcomes and be flexible about the solutions applied to achieve emissions reduction. Taking account of fast-moving technologies, our approach must be proactive and iterative. Kent County Council is a frontrunner nationally in developing an evidence-based, data driven, adaptable approach to Net Zero. We are also aware that many of the existing technologies and energy programmes already in place within Kent County Council will help deliver our target. These include projects which have proven and ongoing carbon savings for the authority already, including LED street lighting and solar energy schemes.
- 1.4 This report identifies how Kent County Council's own estate and operations (excluding schools) and those of its traded companies can be carbon neutral by 2030. This report does not seek to cover how Kent and Medway as a county will achieve Net Zero by 2050. That programme of work is being developed by Anthesis, the specialist who developed the Government's Scatter Tool (emission reduction pathway tool), who will report back in September to the multi-agency Kent and Medway Environment Group which is facilitated by Kent County Council, and chaired by a District Chief Executive. The Anthesis work will be reported to the Cabinet Member for Environment, the Environment and Transport Cabinet Committee and the KCC Kent Environment Strategy Cross Party Member Group.

2. Kent County Council Net Zero by 2030

- 2.1 In 2010/11 when the baseline was set, Kent County Council's carbon emissions were 58, 210 tonnes per year. By 2014/15, this had reduced to 49, 461 tonnes per year. The completion of the highways LED streetlight programme and estate-wide energy projects have been major contributors to reducing this considerably further. It must be emphasised that significant progress has therefore already been made. In order to be carbon neutral, Kent County Council needs to invest to reduce emissions by 17, 500 tonnes per annum.
- 2.2 Laser Energy is a business unit within Commercial Services Kent Ltd, a company wholly owned by Kent County Council. Commissioned by the Sustainable Business and Communities team, and with advice from officers from Finance and Infrastructure, Laser has developed a pioneering methodology to model scenarios

to achieve Net Zero. Using the method, Laser has identified an approach to enable Kent County Council to be Net Zero by 2030 that balances three primary ways of reducing emissions: investing in renewable energy generation, shifting to electric vehicles and energy rationalisation across the estate.

- 2.3 The approach has been developed using national, regional and local data to best inform the carbon impact as well as the costings but is reliant on a suite of assumptions that will be refined continually as understanding and emissions reduction programmes are tested and delivered, nationally and locally. The methodology uses emissions factors published in the UK Treasury Green Book, which is the only source that provides future emissions factors and is the recommended approach for assessing financial investments.
- 2.4 The approach is based on a balanced and flexible blending of the three primary ways highlighted in 2.2 above that Kent County Council can reduce emissions. Depending on the specifics of schemes taken forward, this approach will require investment of the order of an estimated £27m between now and 2030 (from sources to be identified) and will deliver returns in the region of £96m (to sources to be identified) between now and 2050. The carbon savings could be 15, 639 tonnes per annum. This leaves in the region of 1, 861 tonnes requiring carbon offsetting. As part of this programme, officers will look to ensure as much carbon offsetting as possible is achieved within Kent, informed additionally by value for money considerations. Where possible Kent County Council would avoid carbon offsetting as it provides no financial return and will rather look to use appropriate emerging technologies such as green hydrogen instead of gas. New technologies may also develop that will allow even more progress.
- 2.5 The approach identifies strategic actions, many of which are already underway but will need to be accelerated. Such strategic actions include reduction of staff business miles, conversion of remaining business miles to electric miles, reduction of staff fleet miles, conversion of remaining fleet miles to electric miles, reduction of Kent County Council energy use through estate review, establishing the district heat network in Maidstone, and solar farm investment. There are then a further set of secondary actions which again are already in play but require acceleration, including solar on Kent County Council buildings, moving from gas heating to heat pumps with associated improved insulation to the Kent County Council buildings, and further roll out of LED office lighting.
- 2.6 Laser's methodology to model scenarios to achieve Net Zero has been and remains a useful mechanism to explore financial and carbon policy options for the authority as it provides a flexible, reactive and iterative way to assess solutions and outcomes.

3. Governance of selected projects and programmes

- 3.1 Kent County Council Member leadership and oversight will be with the Cabinet Member for Environment advised by the Environment and Transport Cabinet Committee, and the KCC Kent Environment Strategy Cross Party Member Group.

4. Financial Implications

- 4.1 The financial figures identified above are indicative, but nonetheless are underpinned by some considerable national, regional and local datasets, and provide a quantum at this early stage.

- 4.2 Funding for agreed measures will be identified from several sources. These include MHCLG, DfT, BEIS, SELEP, and Greater South East Energy Hub grant streams (often for one off projects and activities). These may require elements of match funding which Kent County Council may contribute via prudential borrowing, Salix - Government interest free loans, Kent County Council Public Works Loans Board, or use of reserves. Additionally, developer contributions, business rates, and charitable donations are all possible sources of match funding particularly for the smallest schemes. In the short term, we are currently awaiting approval of £500k European funding through LOCASE (Low Carbon Across the South East). These are in addition to the £1m Climate Change Fund committed by Kent County Council as an annual reserve contribution, which will go some way to funding measures especially in relation to the smaller scale projects, as well as feasibility studies to leverage in the larger monies that will be required.
- 4.3 A net-zero evidence-based investment plan will be produced annually by the Sustainable Business and Communities team in consultation with finance and relevant services, outlining broad areas of spend and specific projects as appropriate, together with resulting savings in carbon emissions. The investment plan will capture anticipated costs and all sources of funding internal and external to Kent County Council. This will then be considered by the Kent County Council Environment Board and informed by debate at the KCC Kent Environment Strategy Cross Party Member Group and Environment and Transport Cabinet Committee before being agreed annually by the Cabinet Members for Environment, and for Finance.

5. Policy Framework

- 5.1 This paper and the activity within it are directly linked to the Kent County Council's commitment to "A Cleaner and Greener Kent" and directly supports the COVID-19 Economic Recovery Plan.
- 5.2 The Kent and Medway Energy and Low Emissions Strategy will, if agreed, form part of the Kent Environment Strategy and its Implementation Plan; and will inform the emerging Economic Recovery Plan. Its ten proposed priority actions directly support the achievement of net-zero by Kent County Council. The Kent and Medway Energy and Low Emissions Strategy is also relevant to the Kent and Medway Growth and Infrastructure Framework, Local Transport Plan 4 (and will inform LTP5), the extended Health and Wellbeing Strategy and Kent's Public Health Outcomes.
- 5.3 The Climate Change Risk and Impact Assessment for Kent and Medway is now ready to be published on Kent County Council's new Environment Hub and disseminated to partner organisations. The resulting Adaptation Programme and Implementation Plan will be developed over the summer of 2020 for agreement later in the year.

6. Equalities Impact Assessment

- 6.1 An Equalities Impact Assessment has been undertaken on the Energy and Low Emissions Strategy, which net-zero underpins. Individual projects and programmes agreed as part of the net-zero approach will conduct their own Equalities Impact Assessment.

7. General Data Protection Regulation Considerations

7.1 A Data Protection Impact Assessment is not needed as the net-zero approach does not require the processing of personal data.

8. Conclusion

8.1 Innovative work by Laser Energy has enabled Kent County Council to understand both how and at what cost net-zero can be achieved for its own estate and operations.

8.2 An approach has been identified which would enable Kent County Council to reach net-zero by 2030. Indicative costs and returns have also been identified.

9. Next Steps and Timescales

9.1 Following Council's discussions and resolution, a report will be taken to Environment and Transport Cabinet Committee in September 2020 for further discussion ahead of a proposed Key Decision on the proposed approach.

10. Recommendation(s)

Recommendation(s):

1. Kent County Council is asked to note the progress made and comment on the proposed approach.
2. Note the indicative funding that will need to be secured to achieve this.

Background Documents

Kent Environment Strategy – www.kent.gov.uk/environmentstrategy

Contact details

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03000 413482, 03000 413319

Relevant Director: Stephanie Holt-Castle, Interim Director Environment, Planning and Enforcement 03000 412064

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By: Mr Mike Whiting, Cabinet Member for Economic Development

To: County Council – 16 July 2020

Subject: **SELECT COMMITTEE: AFFORDABLE HOUSING**

Summary: To comment on and endorse the report of the Select Committee on Affordable Housing.

1. Introduction

The review was proposed by Mrs Trudy Dean, and was agreed by the Scrutiny Committee on 26th July 2019. The Select Committee commenced its work in November 2019.

2. Select Committee Process

2.1. Membership

The Chairman of the Select Committee was Mr Robert Thomas. Other members of the Committee were: Mrs Pauline Beresford, Mr Trevor Bond, Mr David Brazier, Mr Paul Cooper, Mrs Trudy Dean, Mr Dara Farrell, Ms Sarah Hamilton and Mr Derek Murphy.

2.2. Terms of Reference

The final terms of reference, agreed by the Select Committee on 17th December 2019, were:

- a) To define and put into context affordable housing.
- b) To explore KCC's current role in supporting the development of new affordable housing in Kent.
- c) To consider additional ways in which KCC can support the development of affordable housing in Kent.

2.3. Evidence

The Affordable Housing Select Committee held 16 formal hearing sessions with a wide range of witnesses, including representatives of Essex County Council, Homes England and Kent district councils, as well as academics, local organisations, the KCC Cabinet Member for Economic Development and senior officers.

The Committee also received written evidence from a number of sources, including seven Kent district councils, several Kent parish councils, the Chartered Institute of Housing, Porchlight, RentPlus and Action with Communities in Rural Kent.

3. Report

The Select Committee approved its report at a formal meeting on 25 June 2020. A copy of the report's Executive Summary and its recommendations is attached in Appendix 1.

A copy of the full report is available online. Please follow the link below.

https://www.kent.gov.uk/_data/assets/pdf_file/0017/110339/Affordable-Housing-Select-Committee-report.pdf

4. Comments from CMM

Due to the timing of the approved report on the Affordable Housing Select Committee, this was unable to be discussed at Cabinet prior to County Council. Cabinet Members have reviewed the report and would like to thank the Select Committee, chaired by Robert Thomas, along with those that contributed to the robust report and recommendations.

The Executive recognises the importance of providing Affordable Housing that is of quality, in the right locations and importantly has the infrastructure to support residents have a good quality of life. However, the Council must be mindful that this is led by District and Borough Council partners and that the key role KCC can play is strategic and one of facilitation.

Given that the landscape has changed dramatically due to the current COVID-19 pandemic, County Council will be required to discuss the report and potential recommendations and pragmatically consider the potential deliverability given the current financial challenge the authority is facing, and how best existing KCC functions can be aligned internally and without additional cost to support Kent Districts to deliver planned housing growth.

5. Monitoring of Recommendations

In accordance with the process for monitoring Select Committee recommendations, as set out in the Constitution (Section 17.105), an action plan from the Cabinet Member/Corporate Director will be submitted to the Scrutiny Committee in autumn 2020 for consideration. Any such action plan or formal decision(s) needed in order to implement the Select Committee recommendations must comply with all of the necessary requirements for making executive decisions. These include compliance with all legal obligations, the Public Sector Equality Duty and consultation where necessary.

6. Conclusion

We would like to congratulate the Select Committee on completing this challenging piece of work. We would also like to thank all the witnesses who gave evidence to the Select Committee.

7. Recommendations

We recommend that:-

- (a) the Select Committee report be endorsed by the County Council;
- (b) the Select Committee be thanked for a useful report on a complex and challenging issue; and
- (c) the witnesses and others who provided evidence and made valuable contributions to the work of the Select Committee be thanked.

Background Information: *None*

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Affordable Housing Select Committee Report

Executive Summary



July 2020

1. Executive Summary

1.1. Committee Membership

- 1.1.1. The Committee consisted of nine elected Members of Kent County Council (KCC): seven members of the Conservative Party, one member of the Labour Party and one member of the Liberal Democrat Party.

Mrs P. Beresford (Conservative)

Mr D. Brazier (Conservative)

Mr P. Cooper (Conservative)

Mrs T. Dean (Liberal Democrat)

Mr D. Farrell (Labour)

Ms S. Hamilton (Conservative)

Mr T. Bond (Conservative)

Mr D. Murphy (Conservative)

Mr R. Thomas (Chairman - Conservative)

1.2. Terms of reference

- 1.2.1. The terms of reference of the review were the following:
- a. To define and put into context affordable housing.
 - b. To explore KCC's current role in supporting the development of new affordable housing in Kent.
 - c. To consider additional ways in which KCC can support the development of affordable housing in Kent.

1.3. Scene setting

- 1.3.1. This Select Committee began with one simple belief, that everyone should have an opportunity to live in good quality and affordable housing. When this is achieved, there is a broader positive impact on society. Addressing the quality of housing in this country has had one of the greatest impacts on improving public health and there is overwhelming evidence of the improvements to mental health and employment where there is good quality and affordable housing.
- 1.3.2. However, commentators are increasingly making the point that, in addition to a crisis in housing supply, the country is in the grip of a crisis of affordability. As Sir Michael Lyons put it: “we would stress that it is not just the number built but also the balance of tenures and affordability which need to be thought through for an effective housing strategy.”
- 1.3.3. Yet while there is widespread recognition of the importance of the issue, there is disagreement about the most effective way to respond. As explained in Section 2 of this report, there is no single straightforward definition of affordable housing. This is important because the policies adopted flow from the definitions used and determine which groups of people benefit and which are excluded.
- 1.3.4. This challenge is there at the national level. Government defines an affordable rent as one that is at least 20% below local market rent.
- 1.3.5. In Kent, where housing is less affordable than the national average, this definition can easily mislead and mask the problem. The Government discount is effectively a discount on market rent and so is an arbitrary baseline – the local market in Thanet is very different from that in Tunbridge Wells. The Committee found that modelling policies on this definition does not do enough to help identify affected groups and protect people from a broken housing market.
- 1.3.6. In turn this has the practical impact of putting additional demands on housing benefit costs and impacts the ability of the social housing sector to provide affordable social housing. There is more broadly a negative impact on the health of individuals and families and a knock-on impact to employment.
- 1.3.7. The fundamental problem with the Government definition is that it does not take into account the ability of those on low incomes to pay and is therefore not fit for purpose.

- 1.3.8. Having considered the evidence, the Committee believes that the Government should adopt a definition of genuinely affordable housing which links affordability to income rather than to an arbitrary percentage of market prices. This would enable councils to adopt policies that better reflect local need and ultimately deliver, through the planning system, homes that are most appropriate locally.
- 1.3.9. This forms part of our recommendations and, if adopted, would begin to work through the housing system and unblock many of the barriers to delivering genuinely affordable housing.
- 1.3.10. While the shortage of genuinely affordable housing is a national issue, it is particularly acute in Kent and the South East. Household income has not kept pace with the increase in house prices, and this affects both choice and affordability for those who are in housing need.
- 1.3.11. Kent County Council (KCC) is not a planning authority for housing, with the Borough/District Councils having the key role here. However, KCC has a wide range of responsibilities and works closely with other authorities. Taking this into account, the aim of this Committee is to determine whether KCC can play a greater role in maximising the development of affordable housing in Kent. Most of the recommendations of this Select Committee are for KCC and adopting them would go some way to delivering genuinely affordable housing for the people of Kent and can be done ahead of, or alongside of, the change to the Government definition being sought.

1.4. Key Messages

- 1.4.1. In addition to a crisis in housing supply, England is in the grip of a crisis of affordability. Although the shortage of genuinely affordable housing is a national issue, it is particularly acute in Kent and the South East.
- 1.4.2. The consequences of unaffordable housing are considerable. It affects the educational outcomes of children, limits employment and social opportunities, and has a detrimental impact on the health and wellbeing of people who are unable to settle in a home that they can afford.
- 1.4.3. Some of the issues identified by the Committee are best addressed through Government intervention. The adoption of a definition of affordable housing which links affordability to income, rather than to an arbitrary percentage of market prices, would enable councils to adopt policies that reflect local need more accurately, and ultimately deliver, through the planning system, homes that are most appropriate locally.

- 1.4.4. Local Housing Allowance rates should be set so that they reflect the cost of renting more accurately. Enabling Homes England to provide more support in facilitating the delivery of affordable and social housing, and reforming methods of land value capture to claim a greater proportion of land value increases for the public, are also necessary interventions.
- 1.4.5. In order to deliver new homes and communities for people to live in, infrastructure such as public and private transport, healthcare, schools and utilities must be in place. Also, stronger communication and more formal planning arrangements between KCC and local planning authorities could help streamline the planning process and promote the provision of genuinely affordable homes.
- 1.4.6. Access to land is a key factor for new housing supply. As a landowner, KCC can play a major supporting role, for example by exploring ways to release more of its land for genuinely affordable housebuilding.
- 1.4.7. KCC is not a local planning authority but it could play a supporting and enabling role to promote and maximise the delivery of housing in the county by considering the establishment of a dedicated housing unit. Following the good practice example of Essex County Council, responsibilities of the unit could include supporting the housebuilding industry, promoting collaboration, bidding for funds, carrying out research, and supporting Kent's local planning authorities by offering advice and guidance.
- 1.4.8. The recent emergence of successful housing joint ventures involving local authorities, and of diverse and creative ways of funding the delivery of housing and affordable housing schemes, are also avenues whose feasibility is worth exploring.

1.5. Recommendations

Recommendations to KCC, and to promote joint working with its partner organisations

Recommendation 1

KCC should encourage the inclusion, in the Growth and Infrastructure Framework, of information about the provision of affordable housing in each Kent district. This would help to highlight infrastructure requirements to support genuinely affordable housing at a more local level.

Recommendation 2

KCC should invite all Kent district councils to put in place more formal, joint housing planning arrangements. It is hoped that this will promote joint working and communication and enhance and accelerate the delivery of infrastructure and housing in Kent.

Recommendation 3

KCC should explore ways of releasing more of its land for building genuinely affordable housing.

Recommendation 4

KCC, in consultation with Kent district councils, should develop a proposal for establishing a Housing Growth Unit to accelerate the delivery of housing, and genuinely affordable housing in particular, in the county. Objectives of the Unit would include:

- Supporting the housebuilding industry.
- Promoting collaboration and a joined-up approach within KCC, and streamlining joint working between KCC and external organisations, in order to address housing-related issues efficiently and effectively.
- Bidding for Government funds.
- Supporting Kent's local planning authorities when requested by offering timely and consistent responses.
- Conducting research on the effectiveness of particular housing initiatives, interventions and government policies with the objective of best meeting the housing needs of Kent's communities.
- Researching and spreading best practice from around the country.

Recommendation 5

KCC should assess the feasibility of establishing a joint venture scheme between KCC and a partner organisation, such as a housing association or housing development company, to maximise the delivery of new housing and genuinely affordable housing in the county.

Recommendation 6

KCC should investigate the feasibility of different ways of funding the delivery of housing and genuinely affordable housing schemes in Kent. This should include exploring investment in social housing by the Council's Treasury Management and Investment Strategies, and its Capital Programme Strategy, and invite the Superannuation Fund to consider doing so where it would not compromise their duty to achieve reasonable returns.

Recommendation 7

The Committee commends KCC's No Use Empty initiative and urges the use of the recently approved Treasury Management Fund to expand the provision of genuinely affordable housing in Kent through this initiative as a policy priority.

Recommendations to Central Government

Recommendation 8

KCC's Cabinet Member for Economic Development should write to the Secretary of State for Housing, Communities and Local Government to make him aware of the following interventions recommended by the Committee for action at the national level:

- Adopt a definition of affordable housing which links affordability to income rather than to an arbitrary percentage of local market prices (genuinely affordable housing).**
- Do more to ensure that Local Housing Allowance rates cover the cost of renting and mitigate any unintended consequences from the abolition of Section 21 of the Housing Act 1998.**
- Enable Homes England to provide more support in facilitating the delivery of affordable and social housing.**

- **Amend elements of the current Right to Buy system to promote the replacement and provision of genuinely affordable housing.**
- **Ensure that Starter Homes are delivered in addition to, and not instead of, other forms of affordable housing.**
- **Remove the ‘hope value’ clause from the 1961 Land Compensation Act, and reform methods of land value capture so that the community benefits from a higher proportion of land value increases.**
- **Require planning permissions for changes of use from commercial-to-residential.**
- **Review the financial and housing support offenders receive upon release to prevent homelessness.**
- **Actively support an ‘infrastructure first’ approach to development with Government investment to support ongoing work in Kent to release new homes.**

From: Peter Oakford – Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
David Cockburn – Corporate Director, Strategic and Corporate Services

To: County Council – 16 July 2020

Subject: **End of Year Performance Report, 2019/20**

Classification: Unrestricted

Summary: This is the Performance Report for Kent County Council covering the financial year ending 31 March 2020. The report presents information for Key Performance Indicators (KPIs) and activity measures across the Council Directorates, and a summary of the Corporate Risk Register.

KCC has performed well across the services in 2019/20, despite some impact from Coronavirus late in the year.

Of the 35 Key Performance Indicators (KPIs) presented in the Quarterly Performance Report, in the final quarter of 2019/20, 23 achieved target (Green) and 9 achieved and exceeded the floor standard however not the target to achieve Green (Amber). 3 KPIs did not meet the floor standard (Red). All 3 Red KPIs are under scrutiny from the relevant Directorates and Teams

Recommendation(s): The County Council is asked to NOTE the Performance Report.

1. Introduction

- 1.1. This is the end of year 2019/20 KCC Performance Report using the Quarterly Performance Report (QPR) which is reported to Cabinet on a quarterly basis and is published on the KCC website under “Council performance”. The QPR is a key mechanism within the Performance Management Framework for the Council and has been delivered on a consistent basis for the last seven years.
- 1.2. This report presents the Key Performance Indicators (KPIs) and their associated targets which were agreed at the start of the year. The report includes trend data for activity levels relating to service demand, updates on programme delivery, and a summary of the Corporate Risk Register.
- 1.3. The selection of KPIs have remained consistent over time, ensuring that long trends are being tracked in relation to priority areas for the council. The report is supported by more detailed reporting and monitoring of Performance and Activity indicators provided to and discussed at Cabinet Committees

- 1.4. The report covers the period up to the end of March 2020, when Coronavirus was already starting to impact some services. As a result, no Quarter 4 data was available for one KPI and for two activity indicators. Some other KPIs are based on partial data returns for that Quarter.

2. Performance Report

- 2.1. The QPR reported to Cabinet on 22 June 2020 is attached as Appendix 1.
- 2.2. Results for KPIs compared to Target are assessed using a Red/Amber/Green (RAG) status.
- 2.3. Of the 35 KPIs included in the report, the latest RAG status are as follows:
 - 23 are rated Green - Target was achieved or exceeded.
 - 9 are rated Amber - Performance achieved or exceeded the expected floor standard but did not meet the target for Green.
 - 3 are rated Red - Performance did not meet the expected floor standard.
- 2.4. All KPIs are assessed for Direction of Travel, in the report 8 indicators had improved results, 8 had no change and 19 showed a fall in performance compared to the previous quarter.
- 2.5. The report shows that KCC performed well across the services despite some impact from Coronavirus late in the year.

3. Recommendation(s)

- 3.1. The County Council is asked to NOTE the Performance Report.

4. Contact details

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Kent County Council

Performance Report

Year Ending

31 March 2020

Produced by: KCC Strategic Commissioning – Performance and Analytics
E-mail: performance@kent.gov.uk
Phone: 03000 416091



Key to KPI Ratings used

This report includes 35 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Key to Activity Indicator Graphs

Alongside the Key Performance Indicators this report includes a number of Activity Indicators which present demand levels for services or other contextual information.

Graphs for activity indicators are shown either with national benchmarks or in many cases with Upper and Lower Thresholds which represent the range activity is expected to fall within. Thresholds are based on past trends and other benchmark information.

If activity falls outside of the Thresholds, this is an indication that demand has risen above or below expectations and this may have consequences for the council in terms of additional or reduced costs.

Activity is closely monitored as part of the overall management information to ensure the council reacts appropriately to changing levels of demand.

Executive Summary

23 of the 35 indicators are rated as Green, on or ahead of target for Quarter 4. Nine indicators reached and exceeded the floor standard (Amber) with three indicators not achieving the floor standard (Red). Eight indicators were improving, with 19 showing a worsening in performance compared to the previous quarter.

	G	A	R	↑	↔	↓
Customer Services	2	1			2	1
Economic Development & Communities	2			1		1
Environment and Transport	5	1		4		2
Children, Young People and Education	6	6	2	1	3	10
Adult Social Care	4		1	1		4
Public Health	4	1		1	3	1
TOTAL	23	9	3	8	8	19

Customer Services - Satisfaction with Contact Point advisors and the percentage of phone calls answered continue to achieve target. The percentage of complaints responded to within timescale remained below target with complexity of cases the main issue for delays. Visits to the KCC website increased with the new coronavirus section seeing high volumes.

Customer Services KPIs	RAG rating	DoT
% of callers to Contact Point who rated the advisor who dealt with their call as good	GREEN	↔
% of phone calls to Contact Point which were answered	GREEN	↓
% of complaints responded to within timescale	AMBER	↔

Economic Development & Communities – The No Use Empty programme, which returns long term empty domestic properties into active use, exceeded its quarterly target again. The amount of Developer Contributions sought moved back to being above the quarterly target, achieving 99% for the 3 months to March 2020.

Economic Development & Communities KPIs	RAG rating	DoT
No. of homes brought back to market through No Use Empty (NUE)	GREEN	↓
Developer contributions received as a percentage of amount sought	GREEN	↑

Environment and Transport – Performance on all Highways indicators remained above target. Potholes and routine repairs completed within timescales decreased slightly but were both RAG rated Green. Emergency incidents attended within 2 hours improved to be above target. Highways customers satisfied with work undertaken and waste diverted from landfill also both improved to move above target. Highways enquiries and work in progress remained within expected levels. Greenhouse Gas emissions reduced, but not enough to meet the new target and was RAG rated Amber.

<u>Environment & Transport KPIs</u>	RAG rating	DoT
% of routine pothole repairs completed within 28 days	GREEN	↓
% of routine highway repairs reported by residents completed within 28 days	GREEN	↓
Emergency highway incidents attended within 2 hours of notification	GREEN	↑
% of satisfied callers for Kent Highways & Transportation, 100 call back survey	GREEN	↑
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	GREEN	↑
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	AMBER	↑

Education and Wider Early Help – State funded schools which are rated Good or Outstanding continue to remain above the target at 91% with Early Years settings meeting the target at 98%. The percentage of 16-17 year olds who are NEET declined to 3.4%. Apprenticeship starts for 16 to 18 year olds reflects the national decline since 2016 and remains below the floor standard. Completion of Education, Health and Care Plans (EHCPs) in timescale remains below the floor standard but continues to improve. Permanent pupil exclusions and first-time entrants to the Youth Justice System both remain ahead of target.

<u>Education & Wider Early Help KPIs</u>	RAG rating	DoT
% of all schools with Good or Outstanding Ofsted inspection judgements (latest Ofsted methodology)	GREEN	↔
% of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises)	GREEN	↔
% of 16-17 year olds Not in Education, Employment or Training (NEETs)	AMBER	↓
% of 16-18 year olds who start an apprenticeship	RED	↓
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	RED	↑
% of pupils permanently excluded from school – rolling 12 months	GREEN	↔
No. of first-time entrants to youth justice system – rolling 12 months	GREEN	↓

Children's Integrated Services - Indicators on the percentage of case holding posts filled by permanent social workers, and the average number of days for adoption, continue to exceed their targets. Cases closed with outcomes achieved by Early Help Units, the percentage of children in care with 3 or more placements, repeat referrals to children's social care, foster care placements with in-house fostering or relatives and friends, and the percentage of Care Leavers in education or employment remain below target and have decreased on the previous quarter. The number of children in care, and those placed in Kent by other local authorities showed reductions in March.

<u>Children's Integrated Services KPIs</u>	RAG rating	DoT
% of cases closed by Early Help Units with outcomes achieved	AMBER	↓
% of case holding posts filled by permanent qualified social workers	GREEN	↓

<u>Children's Integrated Services KPIs</u>	RAG rating	DoT
% of children social care referrals that were repeat referrals within 12 months	AMBER	↓
Average no. of days between becoming a child in care and moving in with an adoptive family – rolling 12 months	GREEN	↓
% of children in care with 3 or more placements in the last 12 months	AMBER	↓
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	AMBER	↓
% of care leavers in education, employment or training (of those KCC is in touch with)	AMBER	↓

Adult Social Care – Initial contacts resolved at first point of contact remains below the floor standard following the introduction of a new workflow system which calculates the KPI differently. The other KPIs met target; the number of new clients referred to enablement, the number of clients who remain independent after an enablement service, number of admissions to residential and nursing care, and the proportion of people experiencing a delay in transfer of care from hospital where the council is responsible. The number of Deprivation of Liberty Safeguards applications showed a sharp increase.

<u>Adult Social Care KPIs</u>	RAG rating	DoT
% of initial contacts resolved at first point of contact	RED	↓
No. of new clients referred to an enablement service	GREEN	↑
% of clients still independent after receiving an enablement service (Kent Enablement at Home)	GREEN	↓
No. of admissions to permanent residential and nursing care for older people – rolling 12 months	GREEN	↓
% of delayed discharges from hospital with Adult Social Care responsible – weekly average (local data)	GREEN	↓

Public Health – All KPIs where there was new data achieved target, except for the number of NHS Health Checks completed over the last 12 months which was partially affected by the Coronavirus lockdown. All clients continue to be offered appointments to be seen by GUM services within 48 hours and successful completions of drug and alcohol treatment both exceeded target. The data for the number of universal checks delivered by the Health Visiting service is delayed due to Coronavirus. The percentage of Live Well Kent clients who would recommend the service remains high.

<u>Public Health KPIs</u>	RAG rating	DoT
No. of eligible people receiving an NHS Health Check – rolling 12 months	AMBER	↓
No. of mandated universal checks delivered by the health visiting service – rolling 12 months (no new data)	GREEN	↑
% of clients accessing GUM offered an appointment to be seen within 48 hours	GREEN	↔
Successful completion of drug and alcohol treatment	GREEN	↔
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	GREEN	↔

Customer Services	
Cabinet Member	Shellina Prendergast
Corporate Director	Amanda Beer

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	2	1			2	1

Customer contact through Contact Point (KCC's call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC. Satisfaction with Contact Point advisors, and the percentage of calls answered by Contact Point both met target.

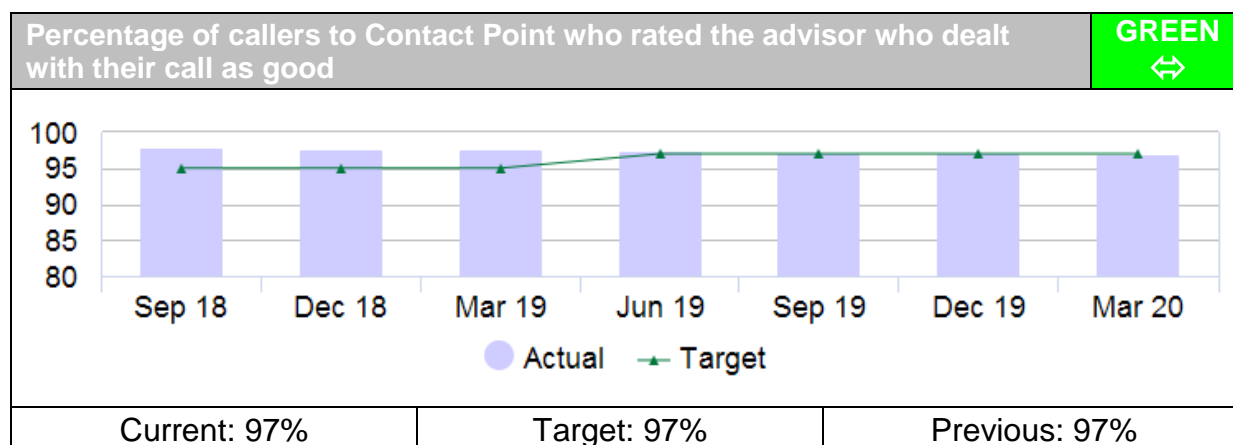
Contact Point received 9% more calls in Quarter 4 than the previous quarter, but had less than 1% fewer calls than for the same period last year. The 12 months to March 2020 saw 9% fewer calls than in the 12 months to March 2019. Enquiries from the public regarding how Coronavirus would affect services started early in March and peaked in the middle of the month.

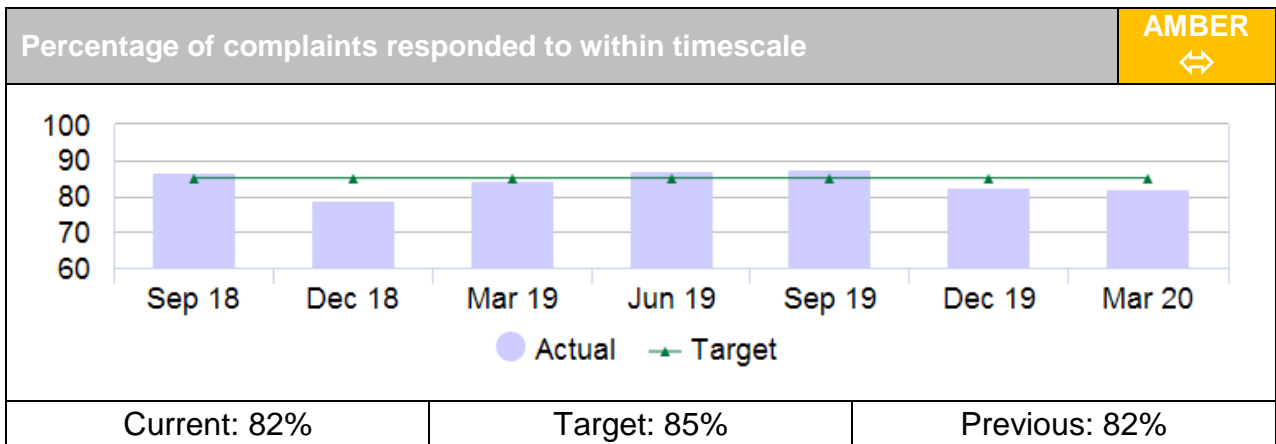
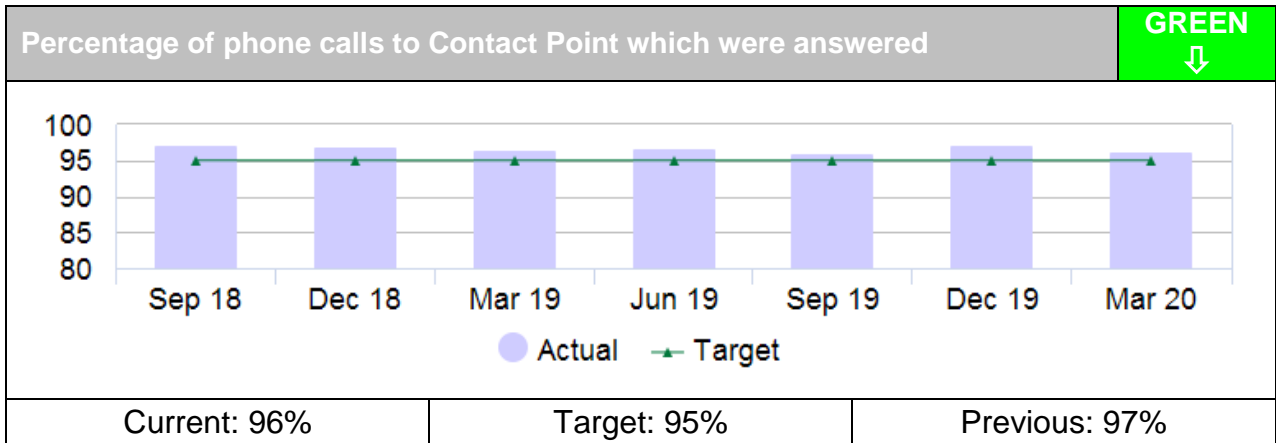
Average call time decreased to 5 minutes 34 seconds.

Visits to the KCC website increased with the new coronavirus section seeing high volumes. There were also higher numbers visiting the "Healthy Weight" public health pages in January following an enhanced marketing campaign. Quarter 4 is also when the secondary school allocation process begins, and web visits for this were 20% higher this year.

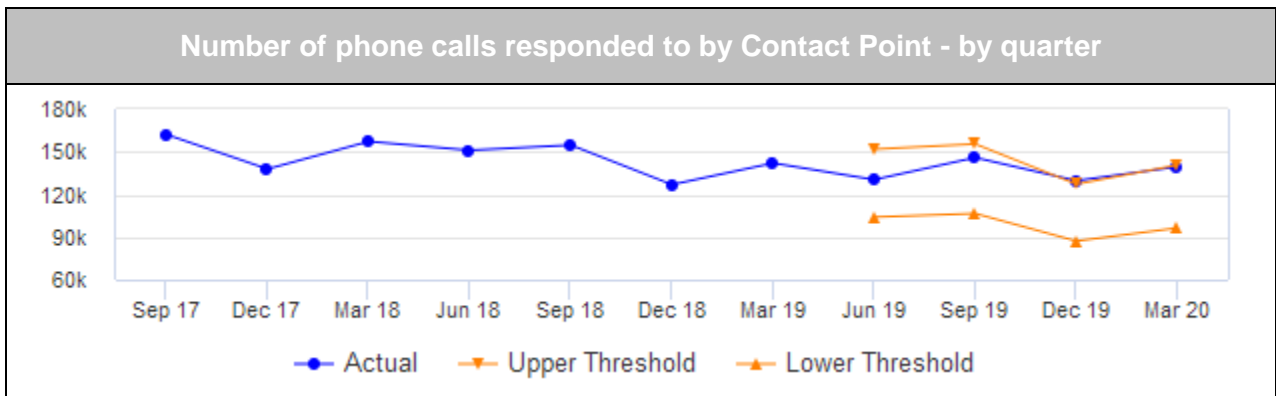
There were 1,359 complaints to the council between January and March, an increase of 1% on the previous quarter. 82% of complaints were responded to within 20 working days which is the same as the previous quarter, but below the 85% target. Of those responses outside of the timescale, 36% were related to Adult Social Care, who, in line with The Local Authority Social Services and National Health Service Complaints Regulations 2009, agree extended timescales for responses with complainants due to the complexity of cases.

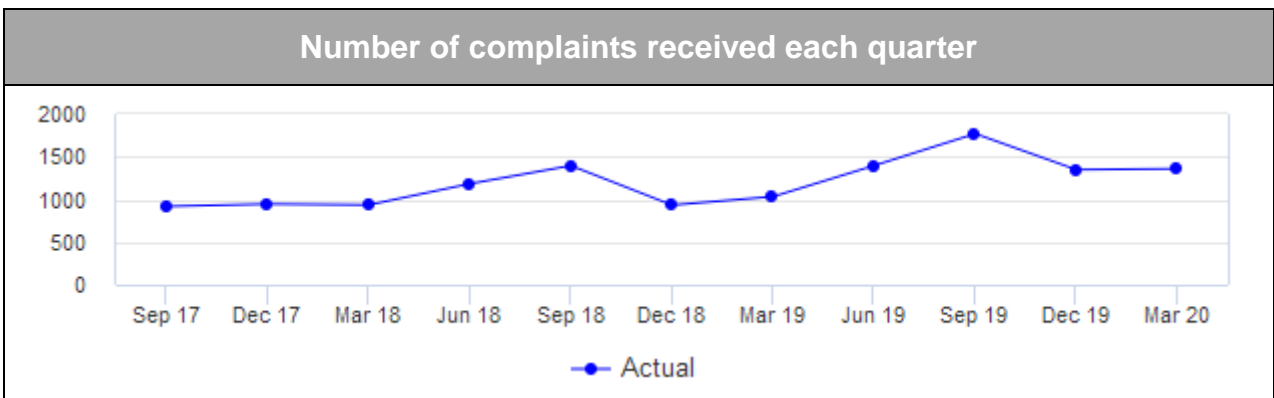
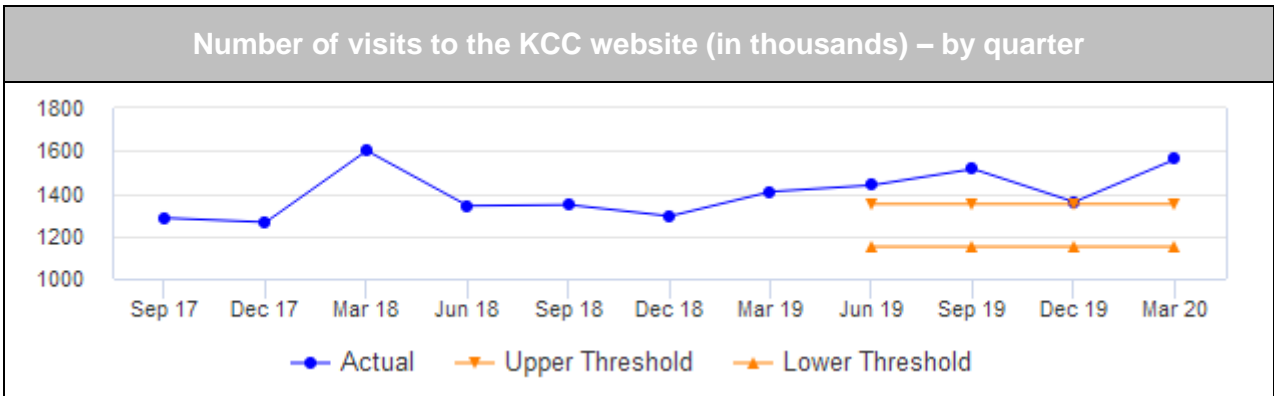
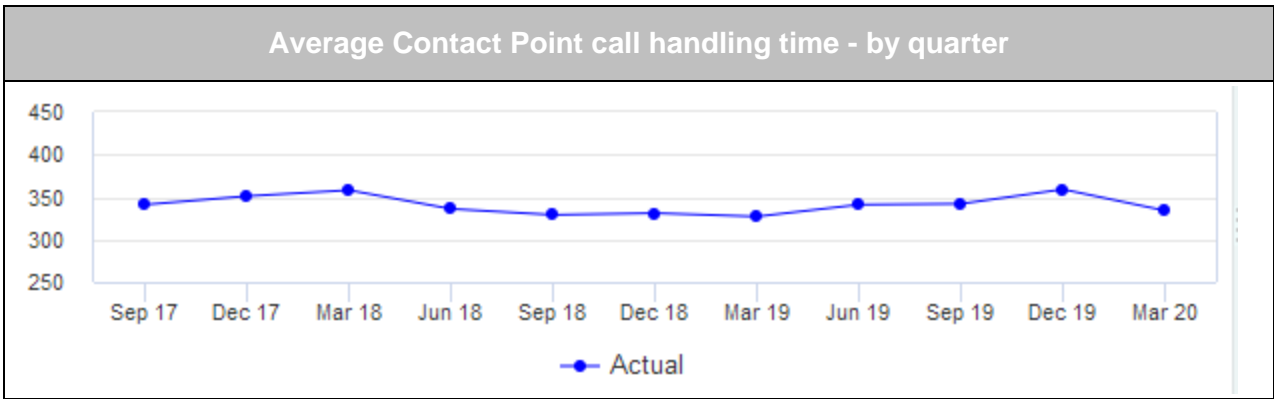
Key Performance Indicators





Activity indicators





Customer Services – Call Activity

Number of phone calls to Contact Point (thousands)

Contact Point received 9% more calls than the previous quarter, but had less than 1% fewer calls for the same period last year. The 12 months to March 2020 saw 9% fewer calls than in the 12 months to March 2019.

Service area	Apr - Jun	Jul - Sep	Oct - Dec	Jan-Mar	Yr to Mar 20	Yr to Mar 19
Adult Social Care	32	32	29	32	125	140
Specialist Children's Services	21	21	20	20	81	83
Highways	17	19	18	20	76	88
Blue Badges	12	13	13	14	55	52
Transport Services	9	20	10	10	50	54
Libraries and Archives	8	10	9	9	36	44
Registrations	8	6	8	8	30	35
Schools and Early Years	5	5	6	8	22	24
Speed Awareness	8	7	6	7	29	35
Adult Education	5	7	4	5	21	24
General	4	5	4	4	16	16
Waste and Recycling	3	3	3	4	13	13
KSAS*	2	2	2	3	9	8
Other Services	2	2	1	2	6	9
Total Calls (thousands)	136	153	134	146	570	624

* Kent Support and Assistance Service

Numbers are shown in the 1,000's and may not add exactly due to rounding. Calculations in commentary are based on unrounded numbers.

Customer Services – Complaints monitoring

The number of complaints received in Quarter 4 is 1% higher than the previous quarter and 32% higher than the corresponding quarter last year. Over the last 12 months there has been a 32% increase compared to the previous year.

There has been an increase in complaints to Adult Social Services this quarter. A change in the eligibility criteria for Blue Badges has led to an increase in applications received by the Council, with complaints from customers largely due to the delay in the processing of their application.

Service	12 mths to Mar 19	12 mths to Mar 20	Quarter to Dec 19	Quarter to Mar 20
Highways, Transportation and Waste Management	2,059	3,134	681	604
Adult Social Services	777	1,092	264	385
Specialist Children's Services	491	595	150	138
Education & Young People's Services	277	375	109	76
Libraries, Registrations and Archives	517	326	79	71
Strategic and Corporate Services	154	118	22	23
Environment, Planning and Enforcement & Economic Development	82	137	34	40
Adult Education	95	77	9	22
Total Complaints	4,452	5,854	1,348	1,359

Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for Key Service Areas.

Transaction type	Online Apr 19 - Jun 19	Online Jul 19 - Sep 19	Online Oct 19 - Dec 19	Online Jan 20 – Mar 20	Total Transactions Last 12 Months
Renew a library book*	77%	77%	79%	78%	1,133,051
Apply for a KCC Travel Saver**	81%	78%	76%	73%	135,535
Report a Highways Fault	49%	48%	57%	56%	109,524
Book a Speed Awareness Course	77%	76%	74%	76%	38,137
Apply for or renew a Blue Badge	60%	68%	64%	70%	33,930
Book a Birth Registration appointment	75%	76%	77%	80%	17,598
Apply for a Concessionary Bus Pass	36%	38%	39%	43%	11,482
Highways Licence applications	83%	84%	83%	83%	6,357
Report a Public Right of Way Fault	68%	70%	76%	65%	6,227
Apply for a HWRC recycling voucher	96%	96%	97%	97%	4,228

* Library issue renewals transaction data is based on individual loan items and not count of borrowers.

** Rolling 12-month figure

Economic Development & Communities	
Cabinet Members	Mike Whiting, Mike Hill
Corporate Director	Barbara Cooper

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	2			1		1

Support for business

Kent's Regional Growth Fund (RGF) investments have continued to create and sustain employment opportunities. The extent of the immediate impact caused by the economic disruption of the Coronavirus outbreak (business failures\loss of jobs) on the Kent and Medway Business Fund (KMBF) loan recipients will start to emerge in the Quarter 1 2020-21 monitoring period. In the period January to March 2020, a further 73 new jobs were created from the previous RGF investments; the total for the period 2012-2020 is 3,174 new jobs created and 1,355 safeguarded.

The KMBF had committed £10.4m to 76 businesses in Kent and Medway by the end of March 2020. To date the scheme has created 142 new jobs and safeguarded a further 36 jobs. These investments are targeted to support 511 new and safeguarded jobs over the next 3 years. The most recent funding round closed in March 2020.

The South East Local Enterprise Partnership (SELEP) funded Innovation Investment Loan scheme, managed by KCC over the period 2015-2018, has so far committed £6.2 million to 19 businesses in Kent and Medway, creating 73 new jobs and safeguarding a further 73 jobs, to the end of March 2020.

To mitigate the impact of the Coronavirus outbreak on its loan recipients and the wider business community, KCC agreed to offer all loan recipients a one-year repayment holiday until March 2021. KCC Economic Development has played a leading role in financing and establishing, with the support of the Kent districts, the Coronavirus Business Support Helpline operated by Kent Invicta Chamber of Commerce. KCC began working with its equity partner, NCL Technology Ventures, to ensure that innovative companies in which KCC has an equity stake receive specialist support and assistance. An online Coronavirus questionnaire has also been established to encourage feedback and build intelligence on local companies and the Kent economy. There has also been work with the Kent Invicta Chamber of Commerce, Federation of Small Businesses, Locate in Kent and other business bodies to assess the current gaps in financial support. Future options for the relaunch of KMBF are currently being explored to respond to the economic disruption caused by the Coronavirus outbreak.

Converting derelict buildings for new housing

In the final quarter, 136 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme, bringing the total to 6,462 since the programme began in 2005. Total NUE investment currently stands at £65.1 million (£33.8 million from KCC recycled loans and £31.3 million from public/private sector leverage).

NUE was awarded an additional £1 million from the Government's Growing Place Fund (GPF2 2018) to bring empty commercial space back into use as mixed commercial and

residential accommodation. A total of 12 projects are co-funded which will yield 15 commercial units and create 28 new residential units within coastal towns.

NUE submitted individual business cases to GPF round 3 (Jan 2020): NUE Commercial Phase II (request £2m) and further investment into the main NUE scheme (£2.5m). The process is now on hold due to Coronavirus.

Following the approval of £12m from Treasury, NUE have processed 4 loans (value £1.6m) to bring forward empty/derelict sites which have planning permission to create new housing. An initial 12 units will be created during 2020/21.

Infrastructure

Between 2015/16 and 2020/21, £141m of capital grant funding is being allocated to Kent infrastructure projects by SELEP; the grant is called "Local Growth Fund (LGF)". £9.1 million of capital loan funding is being allocated by SELEP to Kent for projects that will deliver new jobs and homes; the loan is called "Growing Places Fund (GPF)".

In addition, previously funded schemes were expected to repay circa £25m of GPF loan funding to SELEP in 2019/20 and 2020/21. The original intention had been for the SELEP Investment Panel to re-invest this GPF in new pipeline projects on 17 April 2020. However, considering Coronavirus, the SELEP Chairman has chosen to pause the reallocation of GPF funds to explore if this funding could be repurposed to support businesses in the challenging economic circumstances. Decisions related to this suggestion are due to be made at the SELEP Ltd board meeting on 12 June 2020.

Finally, £13m of capital skills money has been allocated by SELEP to Kent to support the further education sector.

Broadband

Kent County Council has been working with the Government's broadband agency, Building Digital Delivery UK, (BDUK) to improve broadband connectivity since 2012. As a result of this work, 96% of homes and businesses in Kent now have access to a faster broadband service of at least 24mbps and over 138,000 homes and businesses have benefited from this work. The project has been extended, with Openreach contracted to deliver full fibre (fibre-to-the-premise) connections to over 5,000 rural homes and businesses in Kent that currently have a sub-superfast broadband service (less than 24mbps). The infrastructure build for these new connections continues despite Coronavirus.

The Kent Voucher Top-Up Scheme offers funding of up to £2,500 for residential properties and £3,500 for business properties applying to the Government's Rural Gigabit Voucher Scheme. There are now 12 community projects in build that have been awarded Kent top-up vouchers, with over £170,000 of KCC funding having been allocated to enable these projects. Over 50 further projects are currently under development.

Funding Infrastructure

KCC has a statutory right to seek financial contributions for capital investment from developers of new housing sites. In the 3 months to March 2020, 25 Section 106 agreements were completed and a total of £11.2 million was secured.

s.106 contributions secured £000s	Apr to Jun 2019	Jul to Sep 2019	Oct to Dec 2019	Jan to Mar 2020
Primary Education	2,568	840	4,518	7,892
Secondary Education	1,800	424	3,494	2,641
Adult Social Care	58	10	31	146
Libraries	175	31	105	330
Community Learning	48	34	22	130
Youth & Community	40	1	11	70
Total	4,688	1,341	8,181	11,209
Secured as % of Amount Sought	100%	100%	82%	99%

Kent Film Office

In the 3 months to March 2020, the film office handled 131 filming requests and 96 related enquiries. 98.5 filming days were logged bringing an estimated £8.5k direct spend into Kent.

Libraries, Registration and Archives (LRA)

Work to implement the LRA strategy has continued, with workshops to discuss the future branding of the service and orders placed for the new mobile fleet. The new vehicles will be delivered over the course of 2020/21.

LRA has progressed building refurbishments in Quarter 4 with the completion of Pembury, Yalding and Lenham Libraries. Work is progressing at the Tunbridge Wells Library, Museum and Art Gallery in order to create The Amelia, the town's new Cultural Hub. Work to the external façade of Tonbridge Library was also completed which alongside the refurbishment works internally, creates a much improved building both inside and out for the people of Tonbridge. Other projects planned for Quarter 4 have had to be paused due to Coronavirus; the intention is to get these back underway as soon as possible.

Quarter 4 saw the completion of the planned programme of 50 community days and events, with the most notable event being the participation of Cheriton Library in the Cheriton Light Festival, where over 3,000 people visited the library over two evenings.

Due to Coronavirus it has not been possible to gain a full picture of the statistics for Quarter 4. Consequently, the following comparisons do not include March data. Issues for January and February decreased very slightly by 0.2% in comparison with the same period last year, while e-issues increased by 33% which reflects the continuing shift to online usage. E-newspapers are proving progressively popular with an increase in usage of 52%. Greater engagement is anticipated through the e-Offer during the Coronavirus lockdown period.

Library visits decreased by 5%, reflecting a stabilisation after the significant decreases in Quarter 3 and an indication that customers have become accustomed to new opening hours patterns.

Due to work to address the delivery of services at the start of the lockdown period, the mailout of the Library Satisfaction Survey was delayed. This has now been sent and results will be collected over the next few weeks.

The satisfaction rate for Archives is at 96%, well over the target of 92%. For Registration services it is 96%, achieving the target for this year. The new Libraries Direct satisfaction target, which this year encompasses the Mobile Libraries, Home Library Service, Open Access and Postal Loan services, was 95%, and this target has been met and exceeded with a satisfaction rate of 96%.

March was impacted significantly by the escalation of Coronavirus. This saw increasing adjustments to the service to limit social contact, including having to cease events and activities. All Kent libraries closed until further notice on Friday 20th March and following the government's implementation of lockdown from Monday 23rd, all Registration services except Death Registrations were suspended. LRA has adapted to delivering a digital service in the form of e-Books, e-audiobooks, e-Magazines and e-Newspapers. Work is ongoing to develop new service offers during the lockdown.

Community Safety

The Kent Community Safety Team (KCST) is currently managing 17 domestic homicide reviews (DHRs) that are at various stages of the process, including one new DHR that was commissioned in March.

Two of the three scheduled DHR Lessons Learnt seminars took place during this time using a refreshed format allowing more delegate engagement and participation which was in response to feedback from previous learning events. The 3rd DHR Lessons Learnt seminar has been postponed and will take place later in the year.

The multi-agency Kent Community Safety Agreement (CSA) has been reviewed and refreshed for 2020/21 by the Kent Community Safety Team (KCST) to reflect the current community safety priorities for the county. Whilst the priorities themselves have not changed significantly, the 'Serious and Organised Crime' priority has been expanded slightly to 'Serious Violence and Organised Crime'. References to Coronavirus acknowledging the new legislation and the impact of the lockdown on communities, businesses and organisations including the impact on normal service delivery have been included.

The EU Interreg Connected Communities Project entered its development phase which includes training, area familiarisation, partner engagement and building the project offer, however, in March the project had to be put on hold to focus efforts toward the current Coronavirus situation.

The Kent Community Warden Service has focused, during Coronavirus, on identifying and supporting older vulnerable people and working with partners to ensure that food and pharmaceuticals have been delivered to those who need them. The Community Wardens continue to signpost issues and concerns to the appropriate authorities and provide advice accordingly.

Resilience and Emergency Planning Service (REPS)

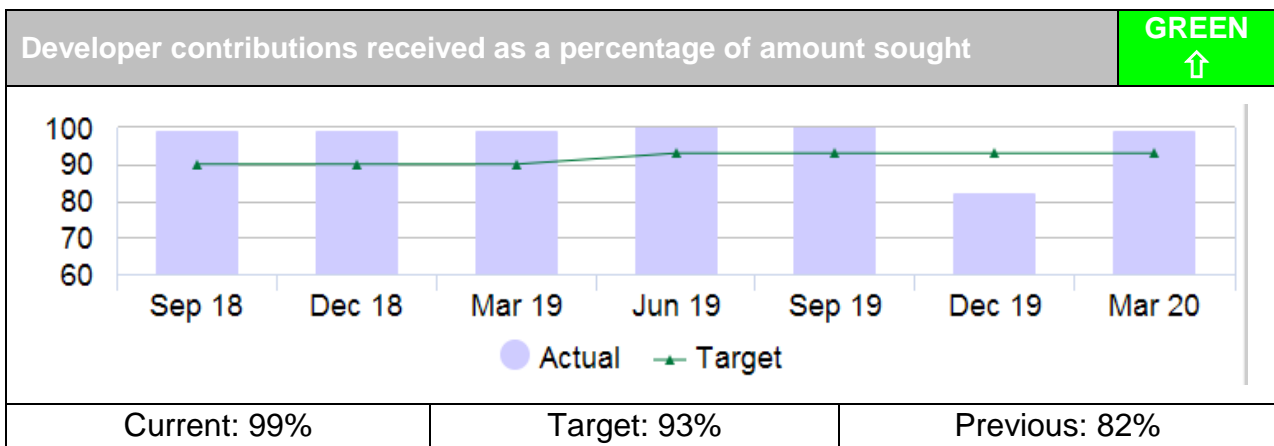
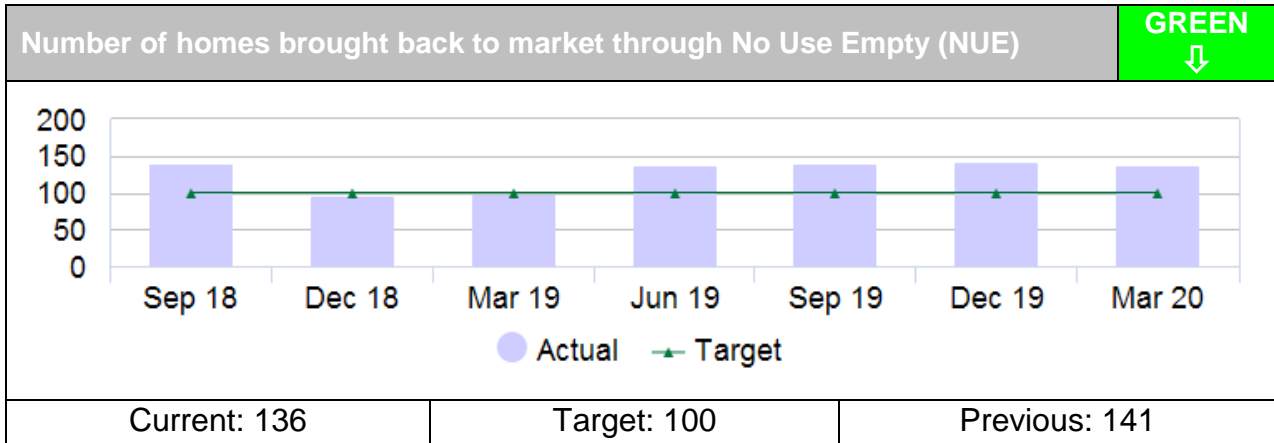
Quarter 4 saw higher demand for the Resilience and Emergency Planning Team with 224 incidents alerted to the Duty Emergency Planning Officer compared to 194 during the previous quarter.

Prior to the onset of Coronavirus, Kent experienced two high impact severe weather events: Storm Ciara (9th February) and Storm Dennis (15th February). Storm Ciara saw parts of West Kent experiencing fluvial flooding and approximately 68 properties suffered surface water damage. Storm Dennis also had large scale impacts upon Kent, including fallen trees, flooding, and collapsed power lines leading to a loss of power for approximately 1,000 properties. REPS helped co-ordinate and provide logistical support to colleagues within KCC as well as external partners, delivering a pre-emptive evacuation of 150 mobile homes at Little Venice Country Park Residential Caravan Site. Multi-agency co-operation with Kent Resilience Forum (KRF) partners undoubtedly reduced damage to property and risk to life.

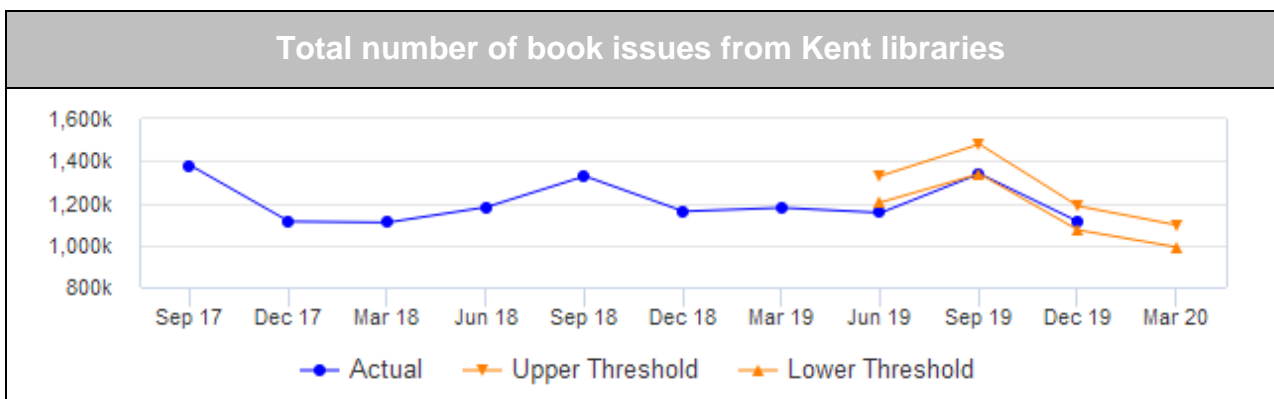
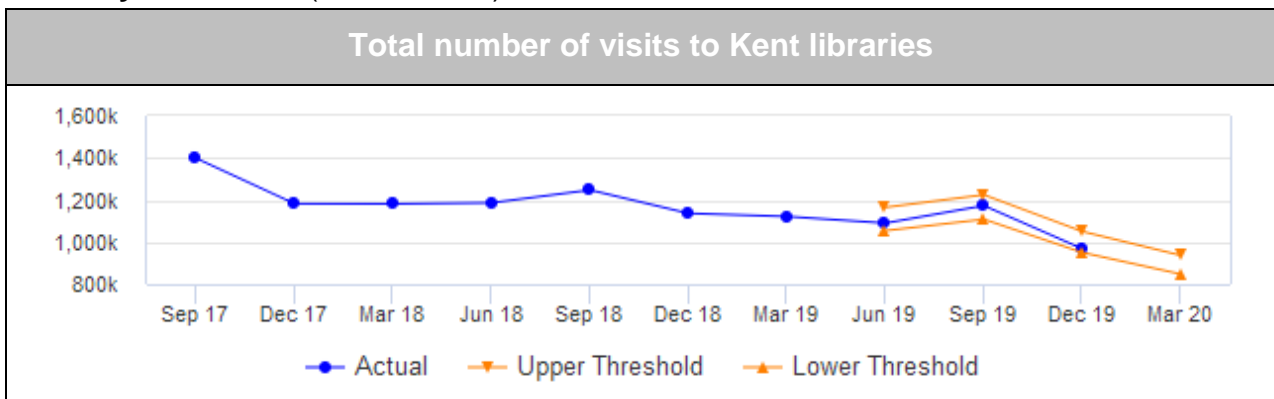
KCC initially led the KRF response to the threat of Coronavirus. Kent declared an Emergency under the Civil Contingencies Act on 12 March and REPS has worked both in managing KCC Business Continuity risks and in support of the wider community response. Officers have managed, co-ordinated and provided leadership support to deliver the 'Kent Together' response:

- Co-ordinating information and collating data across KCC to provide a daily Situation Report.
- Focusing activity to provide PPE to the care sector.
- Supporting the shielding programme for vulnerable people and communities.
- Building capacity and working with KRF partners, funeral directors and faith groups regarding death process management.
- Co-ordination of volunteers to deliver medicines, emergency food packages, welfare checks and referral to other services where needed.
- Delivering Government expectations for housing the homeless during this period.
- Looking ahead to develop the right structure to enable KCC to lead the Kent's recovery from Coronavirus.

Key Performance Indicators



Activity indicators (no new data)



Environment and Transport	
Cabinet Members	Michael Payne, Susan Carey
Corporate Director	Barbara Cooper

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	5	1		4		2

Highways

Coronavirus has impacted on highways services but despite high demand caused by weather early in the quarter, performance has been maintained above target for all highway KPIs. KCC Highways staff along with contractors continue to work hard to ensure roads and footways are as safe as possible.

New enquiries and faults raised for action by customers reached 31,953 compared to 24,209 for the same time last year and this is at the high end of seasonal demand. Open customer enquiries (work in progress) increased to 7,261 but this is within seasonal expectations. Quarter 4 continued to see a high demand in drainage enquiries continuing to peak at over 600 per week. The poor weather resulted in over 1,270 potholes reported in a single week placing significant strain on both Stewards as well as contractors in keeping up with repairing defects. In Quarter 4 over 3,300 enquiries required an emergency response within 2 hours.

In 2019/20 the demand from utility companies to access and open Kent highways continued with 125,350 permits granted; this is similar to the high demand seen in the previous year. Over £1 million was recovered from insurance companies for accident damage to highway assets; this helps to ensure KCC's maintenance budget is used to repair worn out roads and not those damaged by third parties.

Members have been updated on the proposal to implement a trial lorry control area to the south of Maidstone to substantially reduce inappropriate HGV movements. A cross-party member group (CPMG) has been created to engage with the Department for Transport (DfT) to try and establish the legal mechanisms that would permit Kent County Council to undertake direct enforcement using relevant powers under the 2004 traffic Management Act.

Casualty Reduction

Casualty data has been finalised for 2019, and compared to 2018, fatalities are down by 21% and total casualties by 8%. However, serious injuries are up by 6%. The largest increase, of 30%, has been in child casualties (0-15 years) and young vehicle occupant (driver and passenger) casualties aged 17-24, which have increased by 16%.

New young driver courses were piloted and are planned to be rolled out across all schools once they reopen, whilst the Youth Travel Ambassador project provides students with the knowledge and confidence to practice and promote safe travel within their school community. At the other end of the age range, two Mature Driver Conferences were delivered in February to 80 people. This March, the process of developing a new Casualty Reduction Strategy was started and as part of this process will be a review of the Safety Camera deployment criteria.

The Road Safety Education programme is being adapted to the Coronavirus situation. Materials for schools and parents and carers such as videos are being created and posted online. The Kent and Medway Safety Camera Partnership saw the commissioning of additional digitally upgraded camera sites and is expected to be complete this year.

Public Transport

As a direct consequence of Coronavirus and subsequent school closures, remote working and social distancing, bus passenger numbers in Kent have dropped dramatically. Patronage is down by around 90% compared to the same period last year.

Bus operators have reduced operations to safeguard the long-term sustainability of their businesses, whilst also trying to ensure they are still able to serve the limited demand in their communities. Ongoing protection of bus services for key workers, such as NHS staff, and for those that have no other transport choice, has been the key task of operators and the KCC service over the past few weeks. Whilst bus frequencies have been reduced, adequate bus provision, spanning the full length of the day, has largely been maintained across Kent, including the Fastrack network.

An example of new initiatives in reaction to Coronavirus is the replacement of some local Sevenoaks bus services by a Demand Responsive Transport (DRT) network, which only runs where there is demand. The KCC team proactively assisted the local operator in installing this service response in a very short space of time and for an initial three-month trial period. It has been very well received locally and such an applied approach is a first for the Service and may prove to be a more sustainable solution for some rural services in the future in other parts of Kent.

Crash Remedial Measures & Local Transport Plan (LTP) Scheme Planning and Delivery

The final months of this financial year saw the team finalise the delivery of the 2019/20 Crash Remedial Measures programme (CRM). The team delivered approximately 50 named improvement 'schemes' to address road safety, carried out feasibility studies for future years, and implemented hundreds of individual 'small works' schemes to aid both road safety and accessibility to the value of over £2.5million in capital expenditure.

To be in a strong position to deliver schemes in 2020/21 the team have already completed the prioritising of LTP schemes for delivery in this period. There were over £1.7m of potential schemes identified for delivery, with over 85% of these able to be funded this year (2020/21) – around 40 new schemes. The proposed LTP funded schemes range from new crossing facilities, improved walking and cycling routes, congestion reduction and new 20mph schemes.

The development of the 2020/21 CRM schemes, now stands at 55 sites where engineering intervention can directly assist in reducing the number of crashes that take place. These schemes include enhancements to signing and lining, in addition to minor junction reconfiguration to traffic signalling.

The current Coronavirus travel restrictions have affected the service at the end of the year and the Service is adjusting to working in this new environment. Whilst it is having some impact on delivery, there has been some excellent examples of effective working,

bringing forward schemes outside schools, where possible, to make use of the school closures and quieter trafficked streets.

Journey time reliability/Congestion Strategy

A programme of schemes within the Local Growth Fund (LGF) to improve the reliability of localised journey times continues. Areas of less reliability are identified and assessed to determine if improvements can be engineered. Work continues with stakeholders to understand longer-term transport impacts, such as the effect of the strategic network on local roads and how the networks can operate efficiently. Several initiatives were progressed in Quarter 4 including one focussing on improving journey time reliability in and around Dover town. KCC has recently been awarded funding (£125k) from the Kent Lane Rental Fund to carry out refurbishment of a traffic signalised junction in Dover, permitting implementation of the latest traffic signal controller technology (MOVA funded via SELEP) that will increase junction efficiency by around 9%.

Local Growth Fund Transport Capital Projects

Through SELEP the Service is managing £116.6 million of Government funding from rounds 1, 2 and 3 of the LGF allocated for 25 Transport projects within Kent. There are currently 2 red schemes; Thanet Parkway and Sturry Link Road.

For both projects, SELEP Accountability Board agreed in February that the LGF would be retained if planning was secured by the meeting on 3rd July 2020. KCC Planning is now particularly at risk due to Coronavirus suspending Planning Committees; a report recommending that the deadlines are extended will be presented to SELEP Accountability Board on 15th May 2020.

SELEP Strategic Board agreed on 17th April 2020 to extend the Growth Deal by 6 months (until September 2021) due to programme wide delays caused by Coronavirus.

Waste Management

As a result of Coronavirus, in March Household Waste Recycling Centres (HWRC) were closed but up to this point, waste recycled/composted at HWRC was at 57%, which is below expected seasonal levels. This is due to a reduction in soil, rubble, hardcore and plasterboard that was previously recycled, and reflects the new charging policy introduced in June 2019.

District Collection Authorities recycling rates are at 39% which is the seasonal norm due to little garden waste being collected and recycled. When combined with KCC HWRC recycling/composting, the overall rate stands at around 41%. The combined recycling target for Kent Resource Partnership is 50%.

Following the introduction of charges for soil, rubble and hardcore there has been a 45% increase in skip permit requests and a modest increase in trade waste taken by transfer stations.

Residual waste converted to energy remains just above target at 57%. The Refuse Derived Fuel (RDF) European plants, where KCC bulky waste is processed, are operational. The new energy from waste plant at Kemsley remains in its commissioning phase and it is anticipated that this is where KCC bulky waste will be handled in the future. As a result, waste to landfill may fall even further below the current 1%.

Sustainable Business and Communities

Latest KCC greenhouse gas emissions to December 2019 remain relatively flat, with a further small reduction from street-lighting offset by a slight increase in fleet and business travel emissions. These are short term fluctuations and the longer-term trend is still downwards. There have been several energy efficiency and solar projects completed recently, which will start to be reflected in next year's figures.

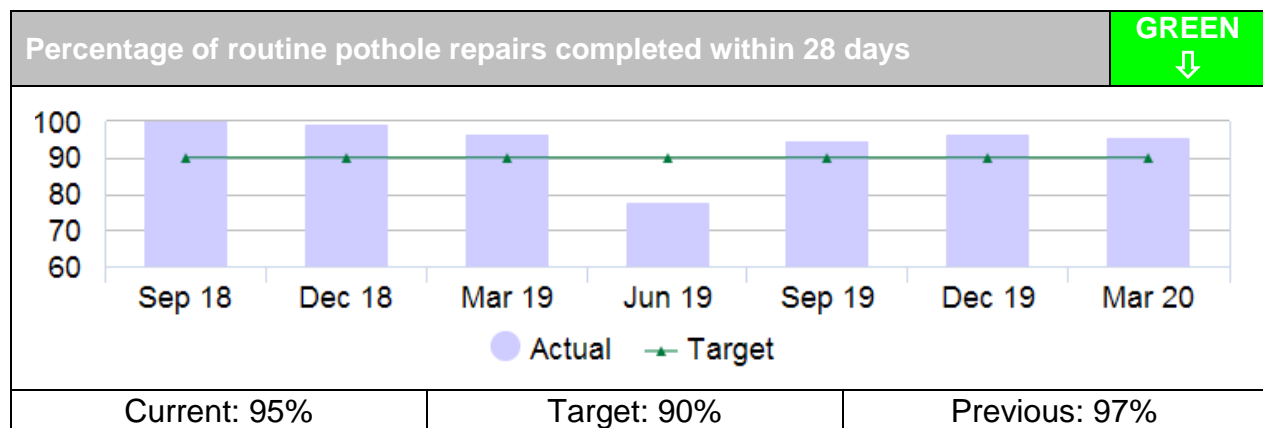
An additional £875k of funding was awarded to carry on the delivery of low carbon support to SME businesses through the LoCASE project up to end September 2020. This is in lieu of approval of LoCASE 2 which has been delayed due to Coronavirus.

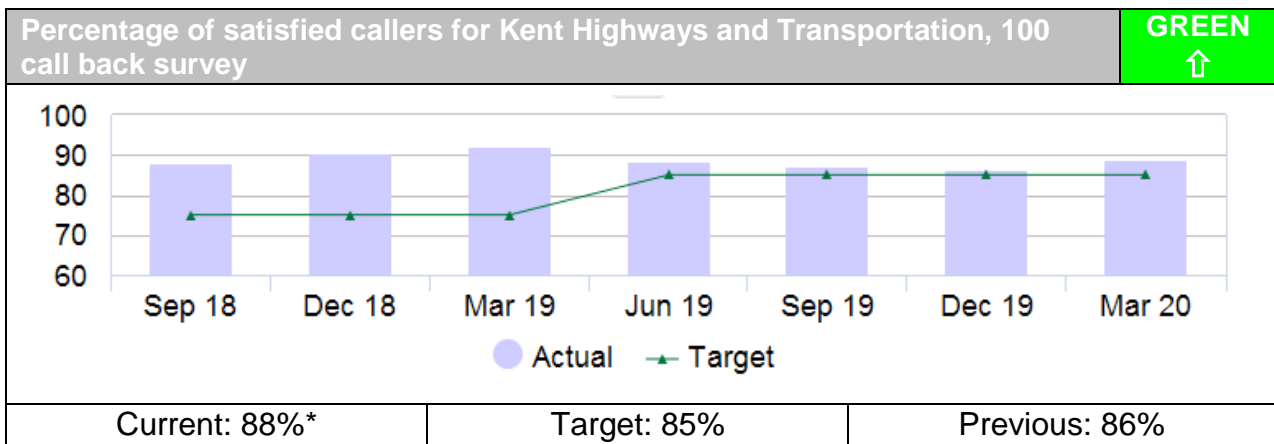
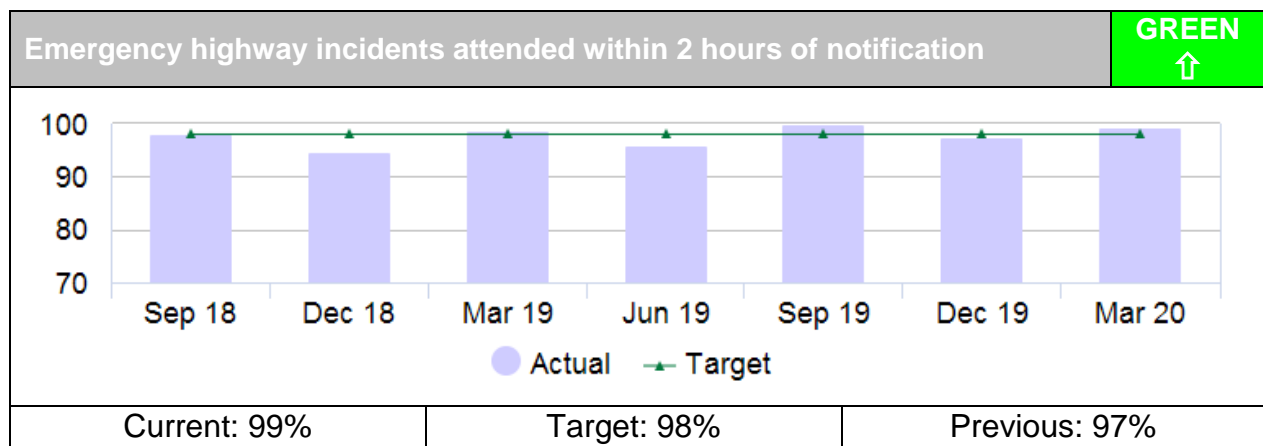
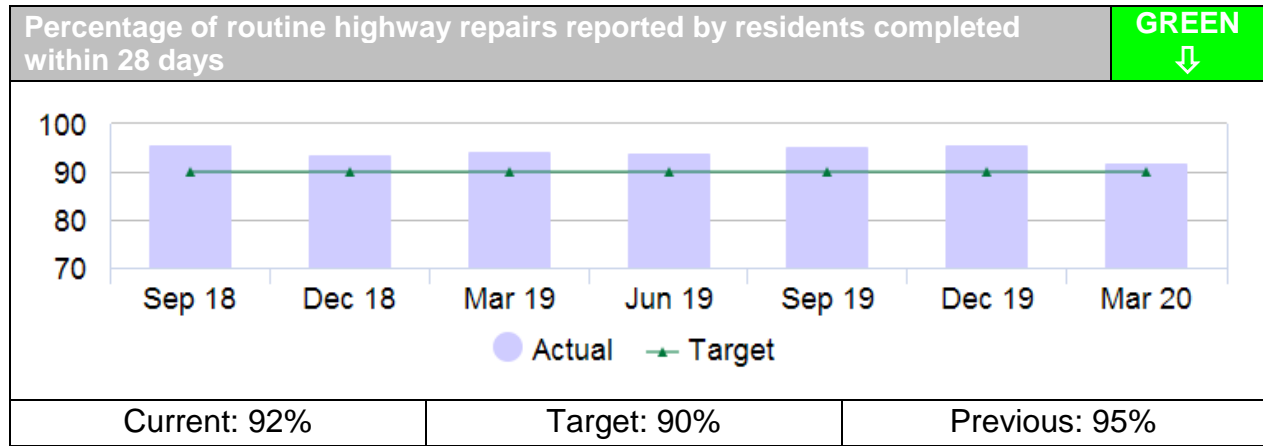
Historic Environment

During 2019/20 the Heritage Conservation group completed a three-year project funded by Historic England and Dover District Council (DDC) to create an Urban Archaeological Database (UAD) for Dover – 1 of only 22 towns in England identified as requiring a UAD. This highly detailed map of archaeological investigations and discoveries and historic buildings will allow planners, developers and archaeologists to have much more confidence in the heritage information and to assess more accurately the likely impact of development proposals on Dover's unique archaeological resource. Historic England and DDC have praised the high quality and speed of completion of the work.

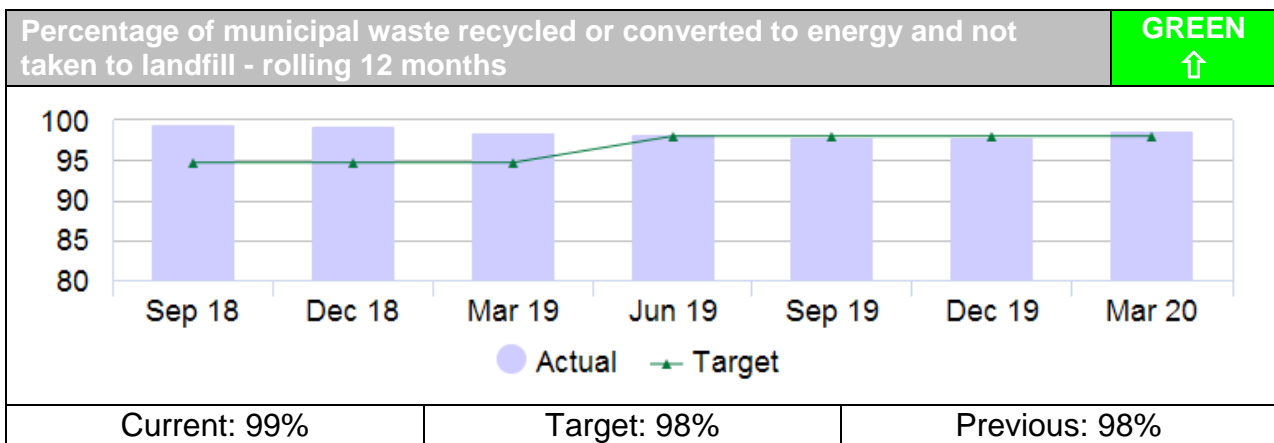
Capital works have continued, where urgently needed on health and safety grounds, at KCC's historic windmills at Chillenden, West Kingsdown and Meopham. Submissions of new applications to the National Lottery Heritage Fund have been delayed due to Coronavirus.

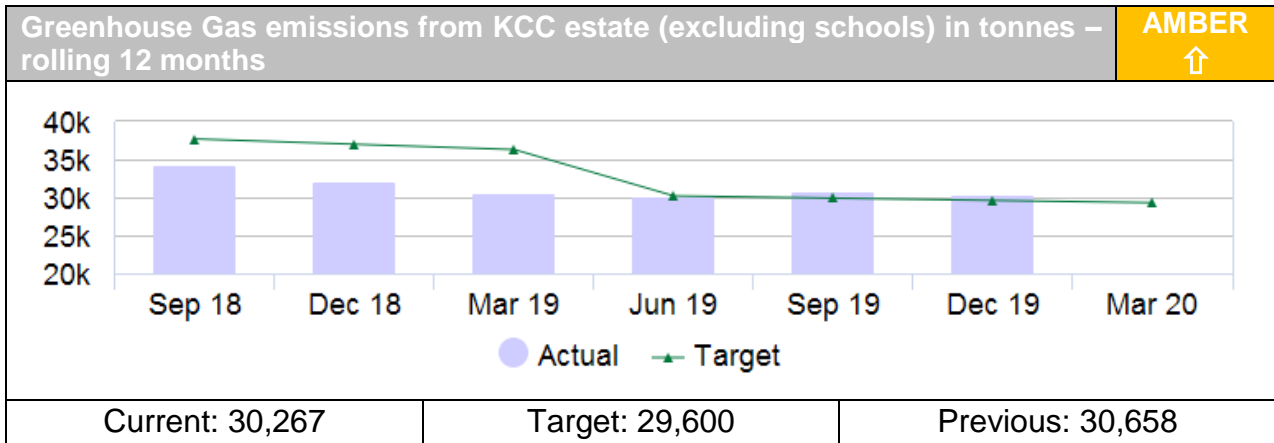
Key Performance Indicators



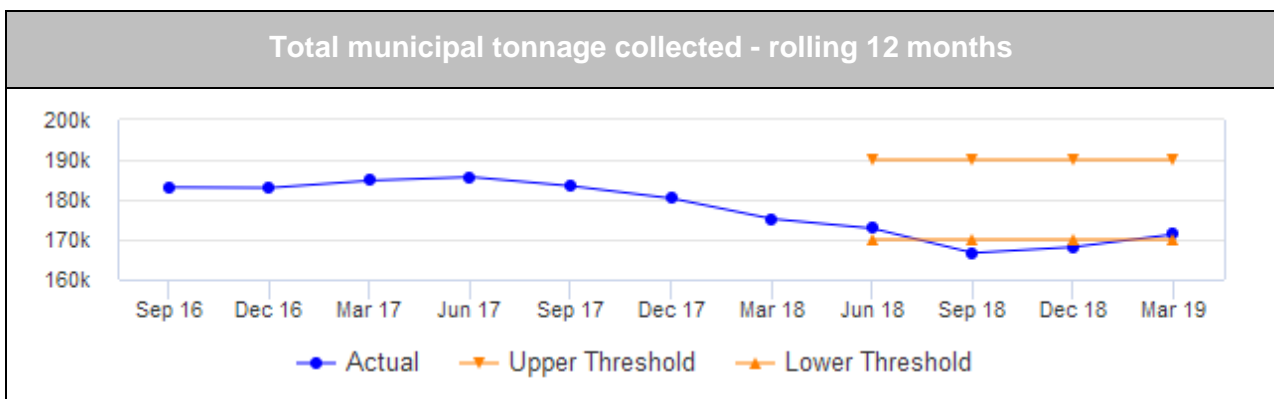
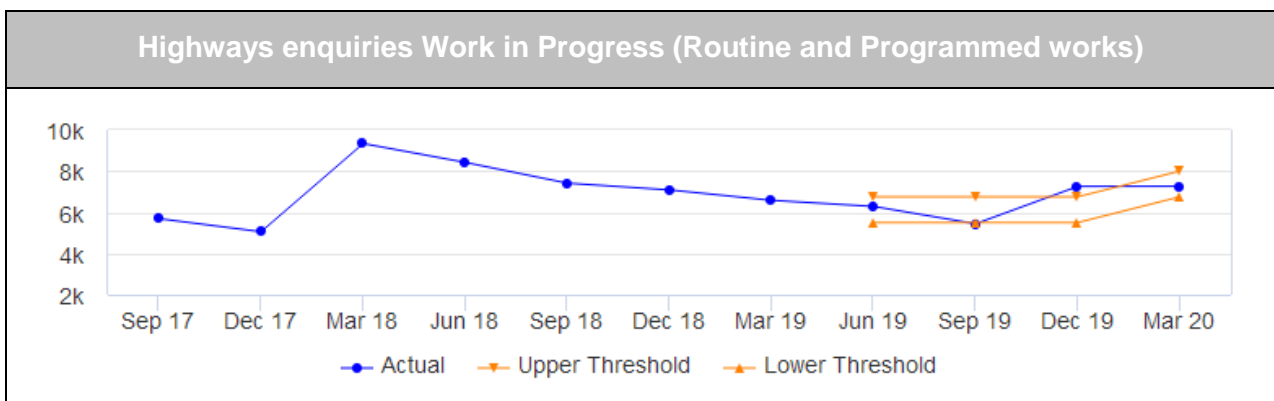
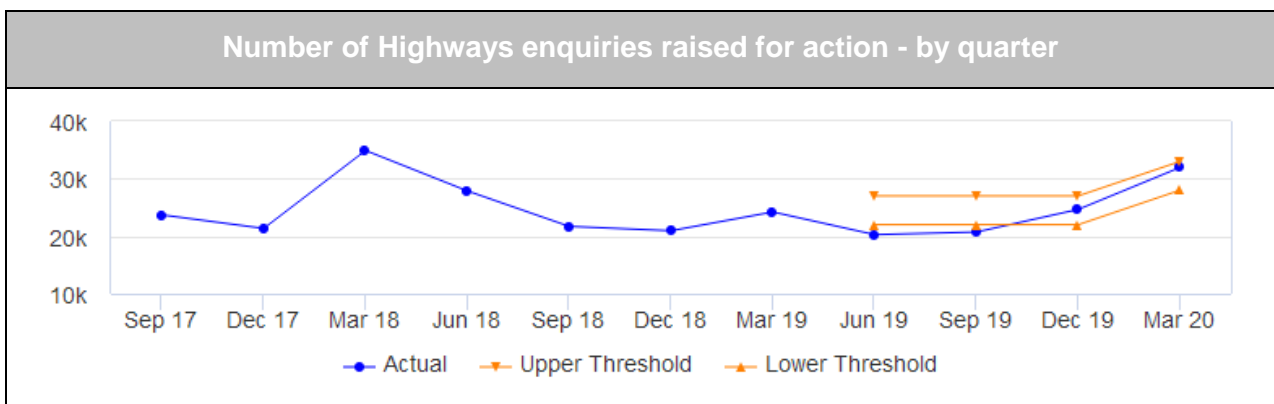


*Jan and Feb figures only





Activity indicators



Children, Young People and Education	
Cabinet Member	Richard Long, Sue Chandler
Corporate Director	Matt Dunkley

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	6	6	2	1	3	10

Schools

Results for Primary school attainment outcomes in summer 2019 were above the national average at all key stages. In the Early Years Foundation Stage 74.0% of children attending a school in Kent achieved a good level of development compared to the national figure of 71.8%. In Key Stage 2, 67.7% of pupils achieved the expected standard in reading, writing and maths compared to the national figure of 64.8%. The 2019 GCSE Attainment 8 Score per pupil was 47.4 which is 0.7 above national (for state funded schools).

The new Education Inspection Framework (EIF) came into effect in September 2019. Schools are now inspected under new criteria. The four-point grading scale remains unchanged. At the end of March, 91% of schools in Kent (530 of the 580) were Good or Outstanding based on the most recent Ofsted inspection, compared to the national figure of 86%. The percentage of Primary schools judged as Good or Outstanding at 93% compares favourably to the national figure of 88%. 86% of Secondary schools were judged to be Good or Outstanding compared to 76% nationally. The percentage for Special schools at 96% was 5 percentage points higher than the national position.

School Places and Admissions

For admissions in September 2020, 88% of parents secured their first preference primary school, and 78% of families secured their first preference for secondary school places, both are one percentage point lower than last year

The net change to the total number of places being offered for September 2020 entry was an increase of 139 Year 7 places and an increase of 83 Year R places.

Early Years

The percentage of Early Years settings which were rated Good or Outstanding was equal to the target of 98%.

The take-up for the free childcare entitlement for eligible two years olds at the end of Spring term 2020 is 66.5% compared to 69.8% at the end of the previous term, a decrease of 3.3%. Compared to the previous Spring term, uptake has increased by 1.1 percentage points as the 2019 Spring term the take-up was 65.4%.

Skills and Employability

The March 2020 outturn for the percentage of 16 and 17 year olds Not in Education, Employment or Training (NEET) was 3.4%, however the latest published three month rolled average for December, January and February, which the DfE uses as its performance measure, shows Kent to be 2.8% compared to the national figure of 2.6%.

The significant reduction of the post-16 NEET provision (600 fewer places compared to last year) impacted in January, contributing to the increase to 3.4%, compared to 2.7% the previous year. The Skills and Employability service have worked with the Education Skills funding Agency (ESFA) to try to re-address the provision gap and have been given permission to consult with all ESFA contract holders in Kent regarding their capacity to offer more support to the NEET cohort. Examples of good practise have been identified including a number of sixth forms. It is anticipated that the consultation will lead to a more inclusive post-16 offer.

It is encouraging that during Quarter 4 the NEET cohort has not grown, it was marginally less in both February and March.

Coronavirus has had a significant impact on the way the education service works and the way our education and training partners work. The broader School Improvement Secondary, Special/PRU, Skills and Employability Service have supported schools responding to the needs of key workers' children by coordinating the network of Kent hub schools. The Skills and Employability Service have written to all Year 11 learners regarding their transition in September; the letter both reassures learners and informs them of how and where to get support. This includes a new service whereby learners can book progression interviews with an Engagement Officer who can advise on local options. A similar letter will be sent to all young people who are currently year 12 age, offering a similar service. Ensuring young people, parent/carers and education providers have access to up to date information is a priority and The Education People's website has been developed to be a focal point for this.

A consultation is currently in progress with FE Colleges regarding their response to Coronavirus, in particular how they are going to support new applicants and progress internal applicants who have not been able to complete their courses. A similar exercise is in progress with Kent training providers. The initial response is positive and exploration is underway to find ways of working together to ensure young people are engaged in education, employment or training in September.

SEND (Special Educational Need and Disability)

The percentage of new Education, Health and Care Plans (EHCPs) issued within the statutory 20 weeks based on the rolling 12-month average continues to improve and is now 36% in March (840 out of 2,318). This is an increase of two percentage points since last quarter. The latest two individual month's figures were 38.4% and 46.3%, further demonstrating improvements in this area. Work is taking place, as part of the SEND improvement programme, to develop quality assurance of EHCPs, including an increased understanding of what good looks like, and to improve Educational Psychology timescales in statutory advice by reviewing their triage and assessment processes.

Wider Early Help

There were 31 permanent school exclusions in the last 12 months to the point schools closed in March 2020 due to Coronavirus measures. This was 16 fewer than the same period last year. Of these, 17 were from primary schools and 14 from secondary schools. At 0.01% of the school population, the 0.03% target was achieved, and is better than the latest published national average of 0.10%.

The number of first-time entrants to the Youth Justice system has increased from 198 in December to 221 in March but remains below the target of 290.

Early Help

At the end of March 2020 there were 2,554 families open to Early Help units, providing support for 5,398 children and young people under the age of 18 (including unborn). This was a 5% decrease from the end of the previous quarter. The percentage of Early Help cases closed with outcomes achieved reduced from 71.9% to 70.9%, remaining below the target of 75.0%.

Children's Social Work (CSW) - Staffing and Caseloads

The overall caseload for children's social work has decreased in the quarter. At the end of March 2020 the total caseload was 10,909 children and young people, compared with 11,076 at the end of December 2019. This equates to a rate of 321 per 10,000 children (0-17) in Kent and remains below the rate for England which was 334 as at 31st March 2019.

There were 5,775 referrals to children's social care in the quarter, a decrease of 53 referrals from the 5,828 referrals received in Quarter 3. The rate of re-referrals within 12 months increased to 28.3% at the end of March compared to 27.6% at the end of December 2019 and remains above the target of 25.0%.

As at 31st March 2020 there were 1,338 children subject to a child protection plan, a decrease of 109 from the end of the previous quarter. The rate per 10,000 children (aged 0-17) was 39.3, which remains below the last published rate for England, which was 43.7 as at 31st March 2019.

The percentage of case-holding social worker posts held by permanent qualified social workers decreased in the quarter, from 92.4% in December 2019 to 87.5% in March 2020, but it remains above the 85.0% Target. The percentage of social work posts filled by agency staff increased from 11.8% to 14.0% in the quarter.

At 21 cases, the average caseload for Social Workers in children's social work teams remains above the target level of 18. This has decreased slightly from an average of 22 cases at the end of the previous quarter.

Children in Care

The number of citizen children in care decreased by 26 over Quarter 4 to 1,388. The number of unaccompanied asylum seeker children (UASC) in care decreased by 17 in Quarter 4 to 423 as at the end of March 2020. This decrease is due to the high number of UASC turning 18 in the month of January and a decrease in the number of new arrivals. The number of children in care placed in Kent by other local authorities (OLA) decreased in the quarter, from 1,350 to 1,268. This decrease is likely to be the result of validation checks carried out with those other local authorities during this period which has improved the accuracy of this data.

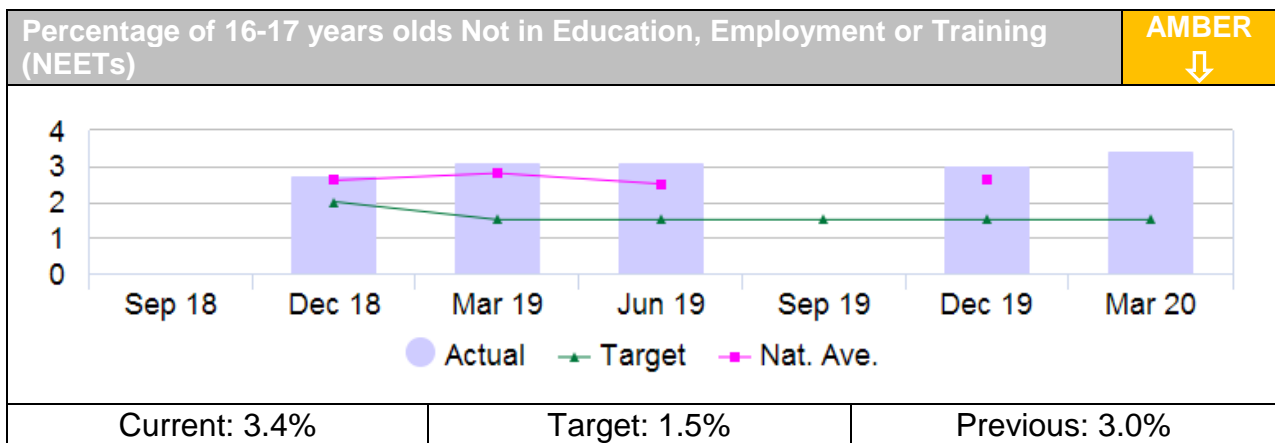
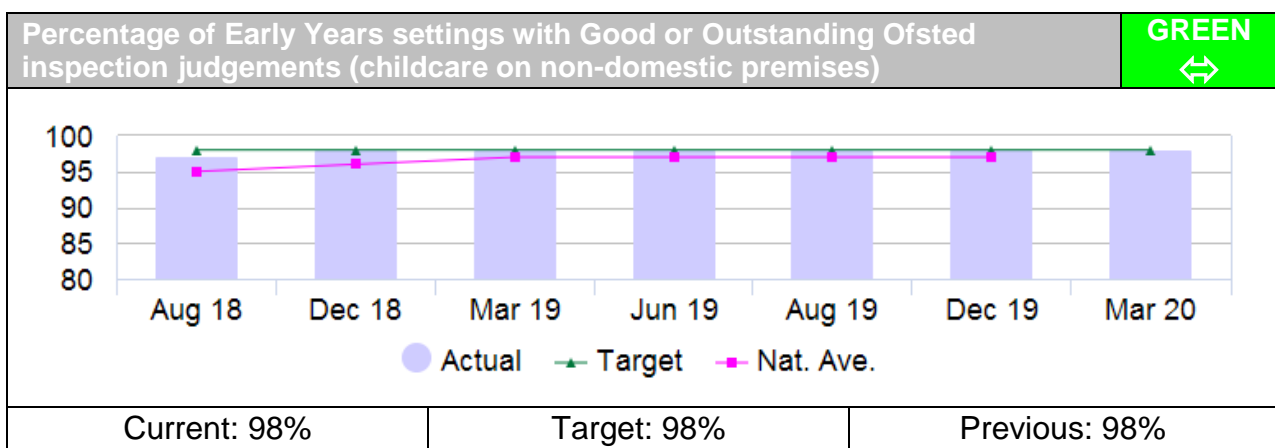
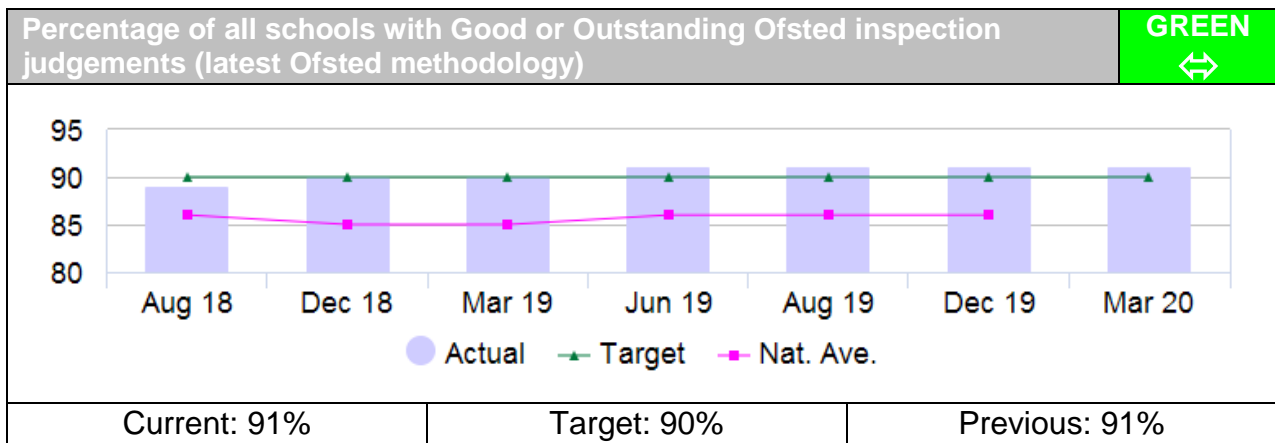
Status	Jun 19	Sep 19	Dec 19	Mar 20
Citizen	1,377	1,400	1,414	1,388
UASC	287	367	440	423
Total	1,664	1,767	1,854	1,811
Gender				
Male	1,033	1,114	1,191	1,168
Female	631	653	663	643
Age Group				
0 to 4	178	189	196	188
5 to 9	199	187	192	193
10 to 15	707	730	740	716
16 to 17	580	661	726	714
Ethnicity				
White	1,248	1,271	1,284	1,241
Mixed	90	93	91	94
Asian	60	77	71	85
Black	95	101	107	112
Other	171	225	301	279

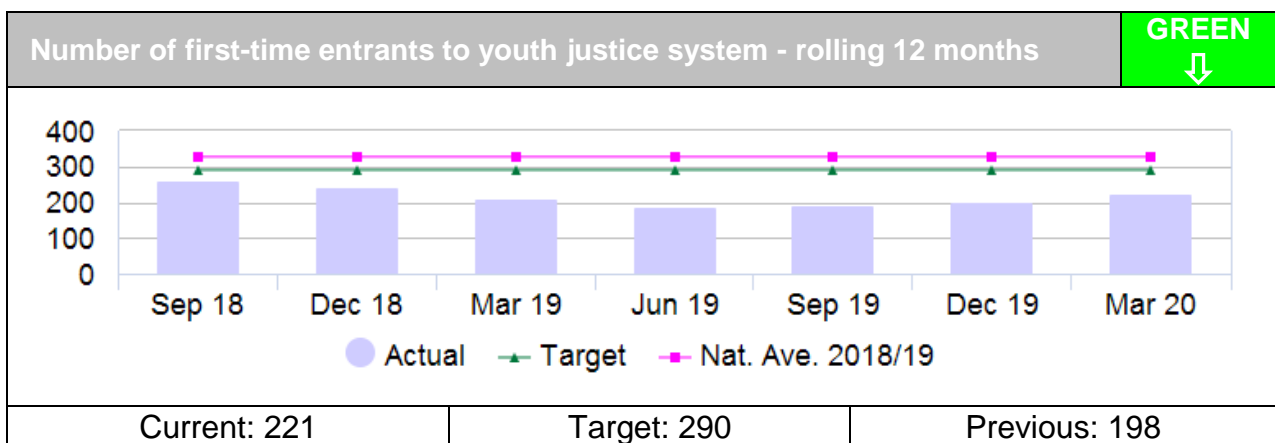
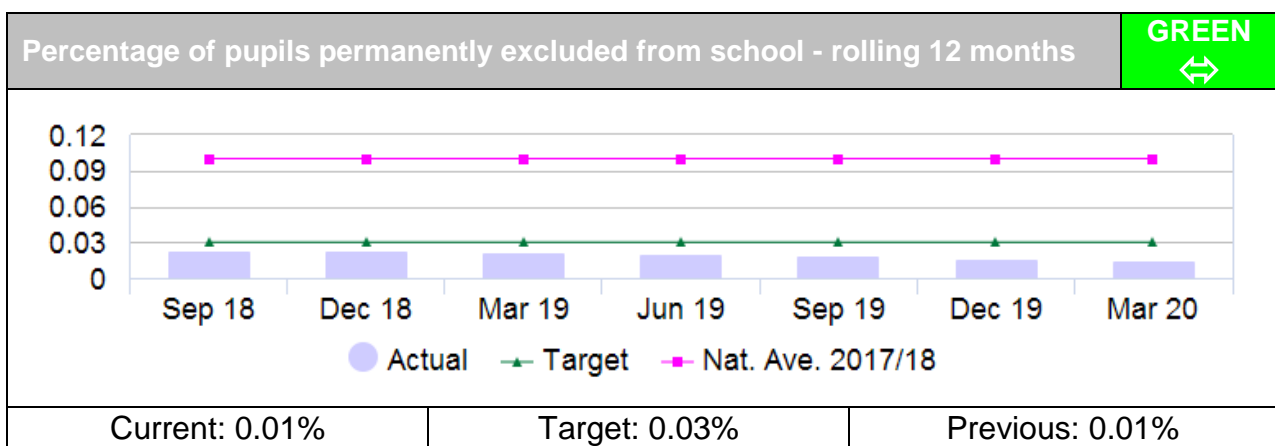
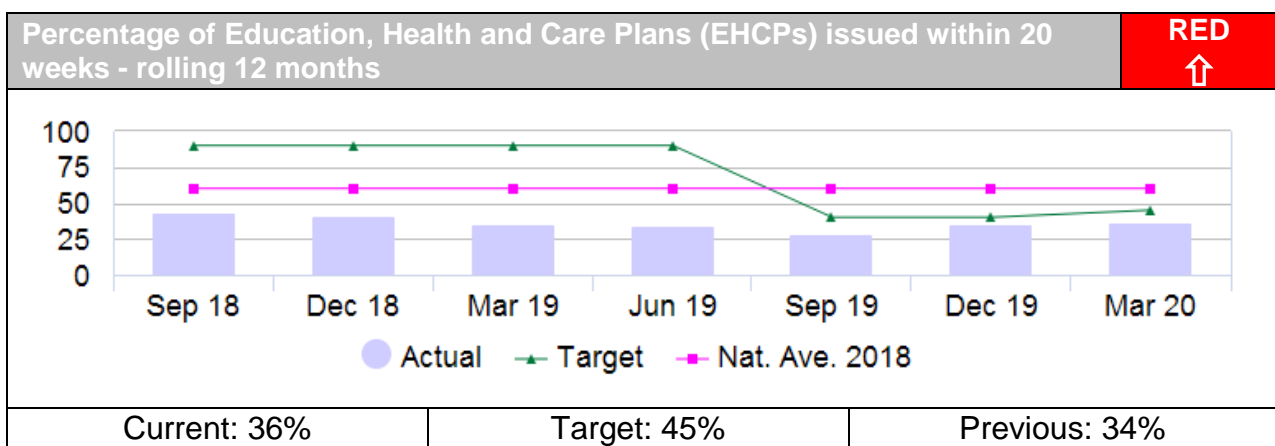
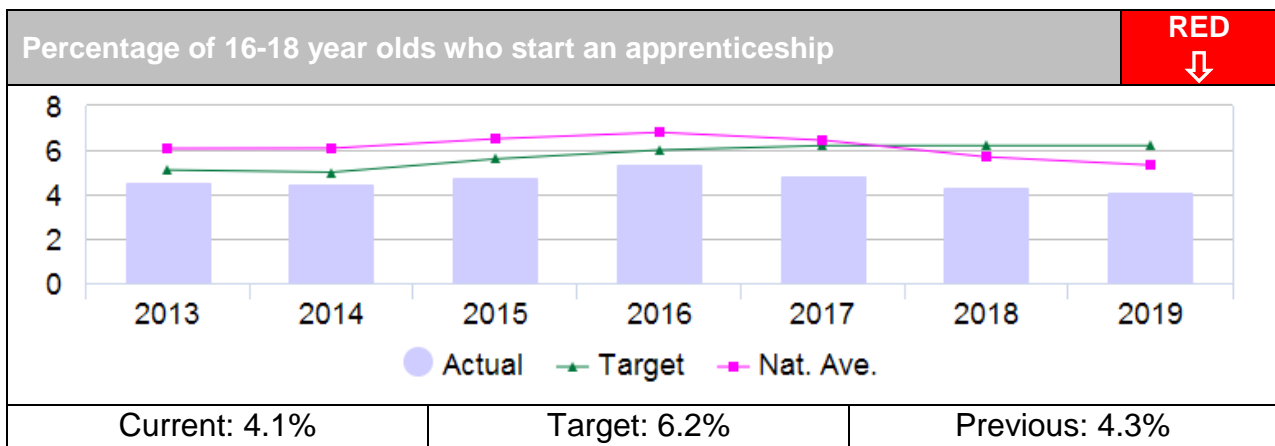
The percentage of Kent children placed in KCC in-house foster care or with family/friends has reduced very slightly over the last quarter, from 78.8% to 78.5% and remains below the 85.0% target. Performance against placement stability of 3 or more placements in a 12-month period has fallen slightly in over the last quarter, from 10.1% to 10.7%. This compares to the latest published England average of 10.0% (2018/19).

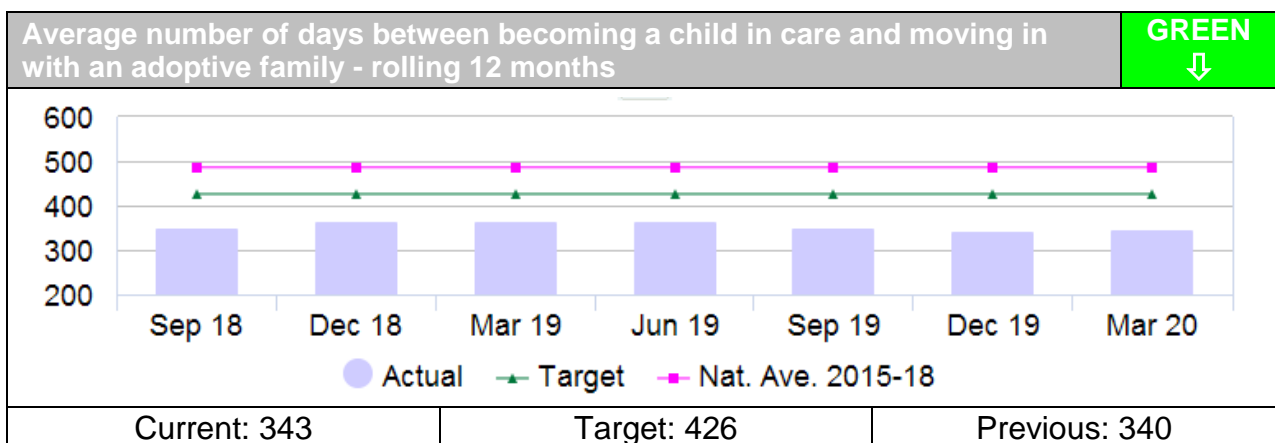
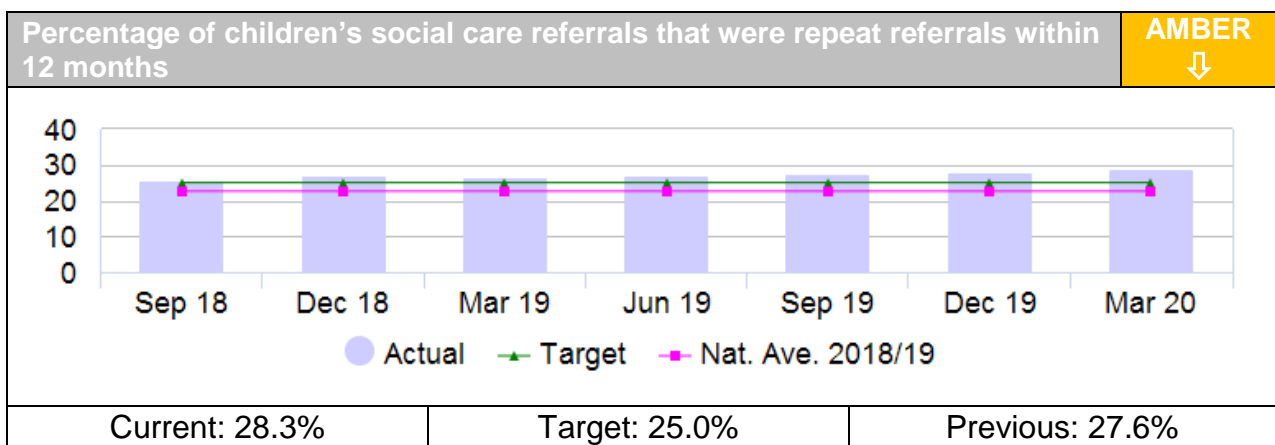
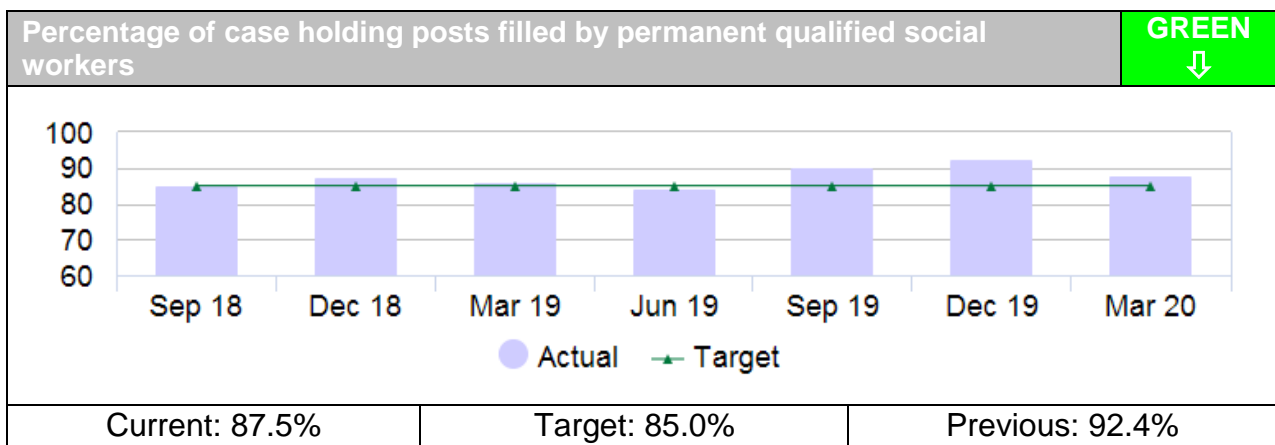
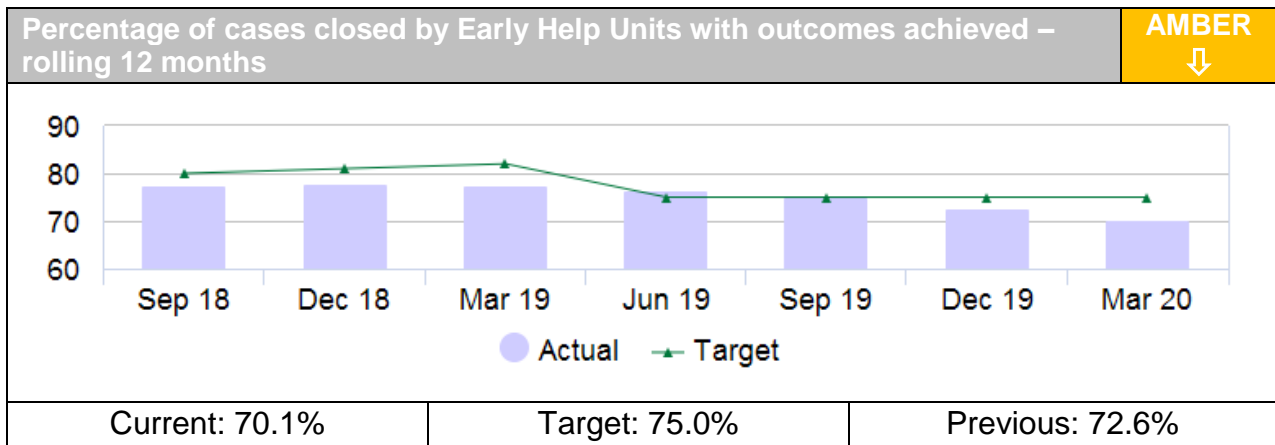
For children who were adopted in the last 12 months the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set target of 426 days. The average number of days for Kent children at the end of March was 343 days, compared to 340 at the end December 2019.

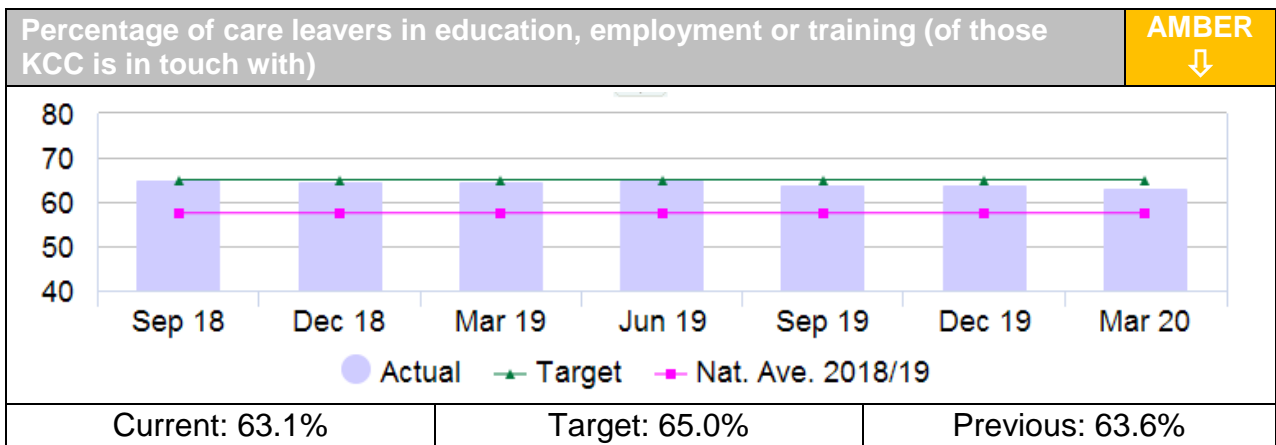
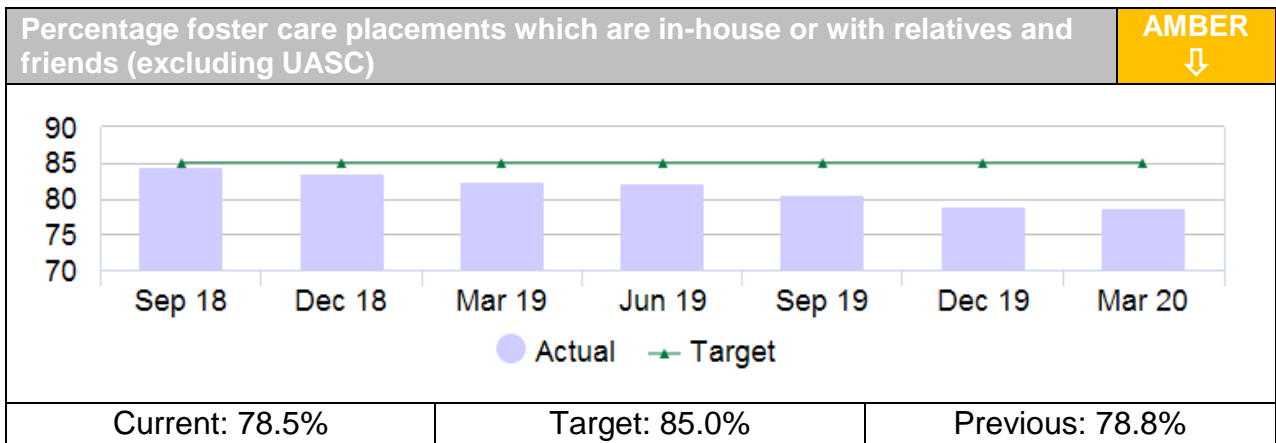
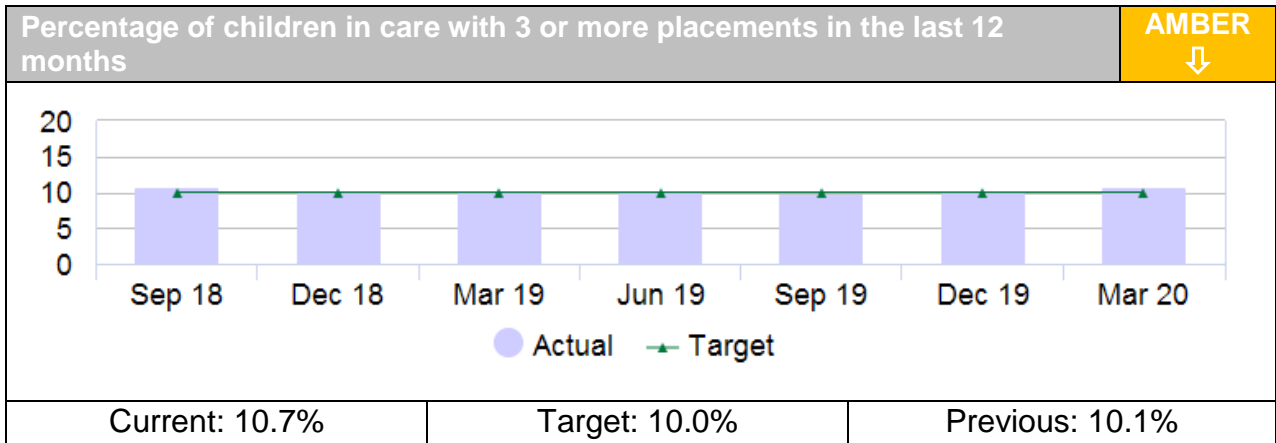
The number of Care Leavers at the end of March 2020 was 1,802 which is an increase of 12 from the previous quarter. The percentage of Care Leavers in Education, Employment or Training is 63.1%, which is a 0.5% reduction from December 2019 and remains below the 65.0% target.

Key Performance Indicators



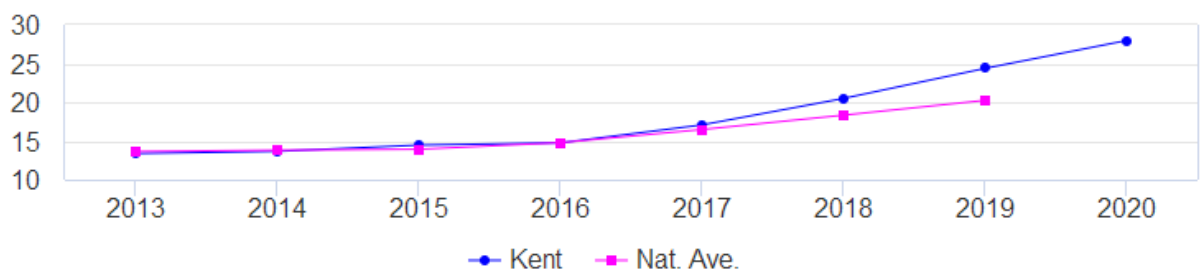




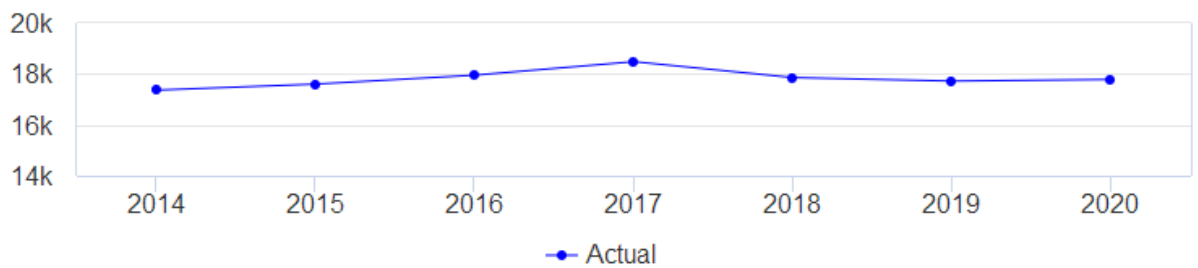


Activity indicators

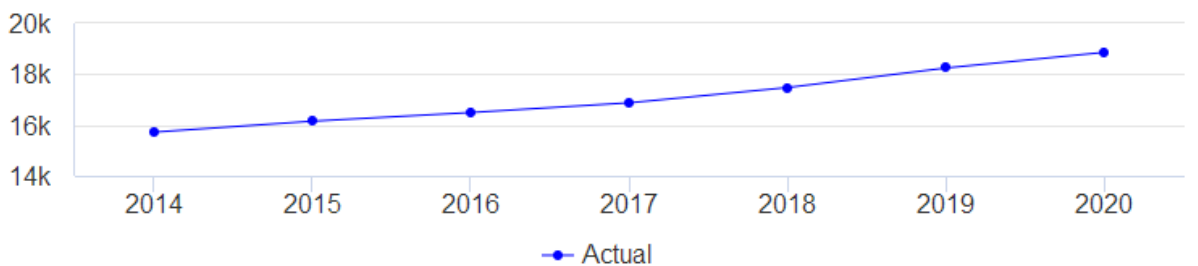
Young people with SEN Statements or EHCPs per 1,000 population aged 0 to 25



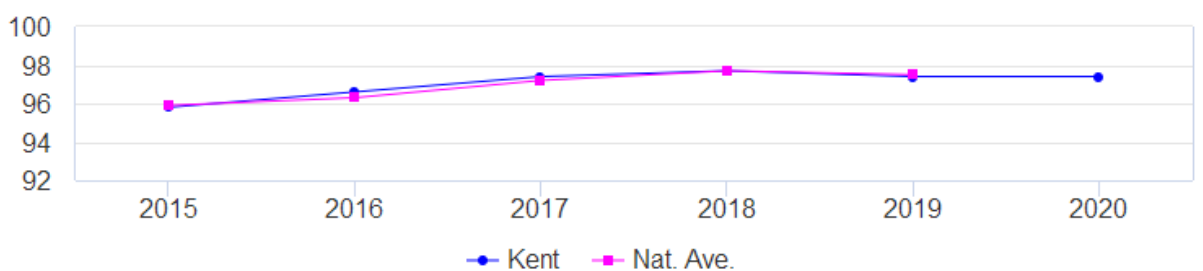
Number of pupils in Reception year (Kent state funded schools)



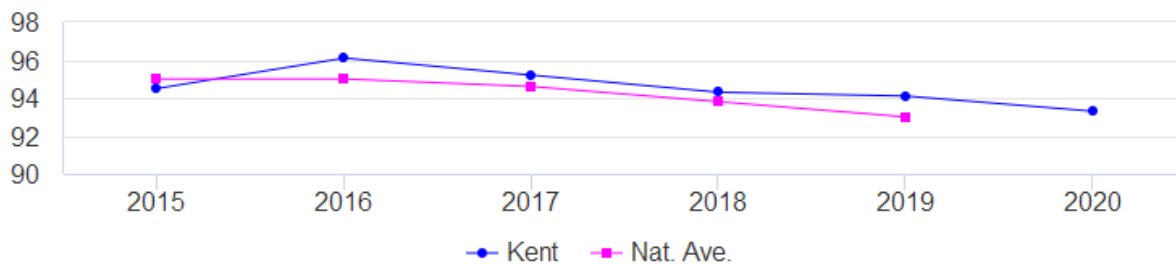
Number of pupils in Year 7 (Kent state funded schools)



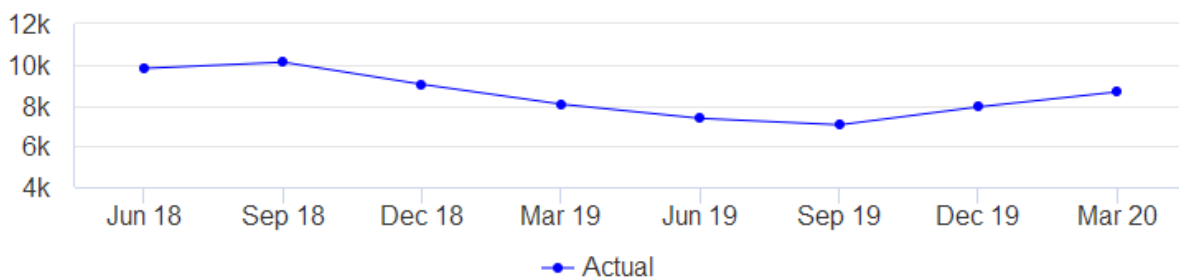
Percentage of Primary school applicants offered one of top three preferences



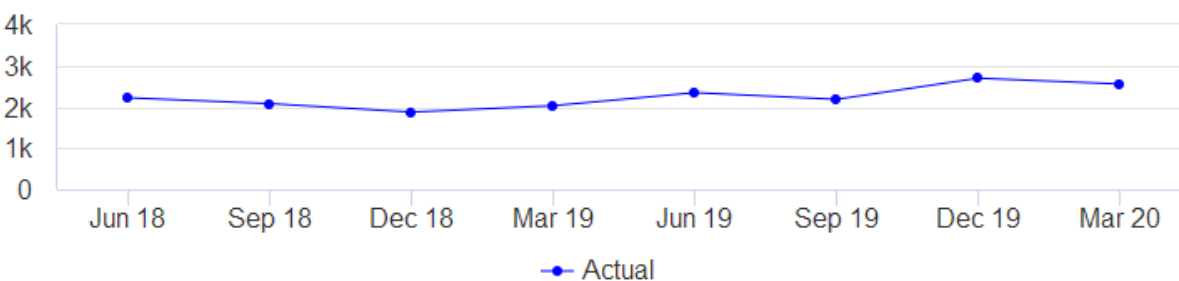
Percentage of Secondary school applicants offered one of top three preferences



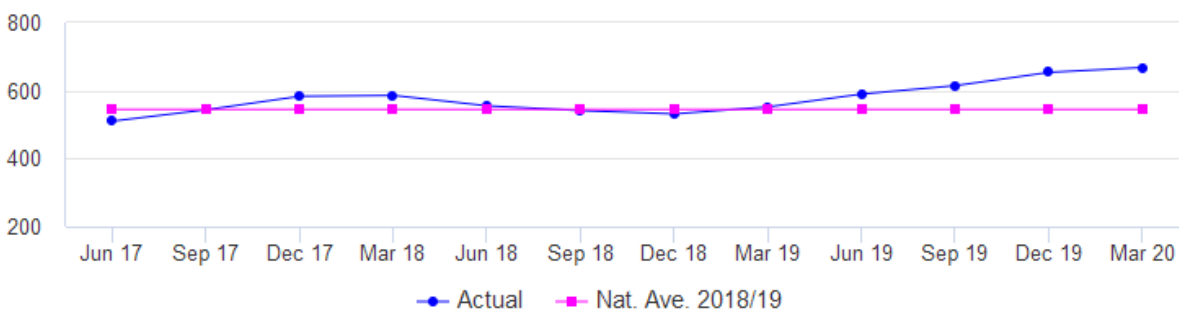
Number of contacts processed in the Front Door which proceeded to Early Help – rolling 12 months



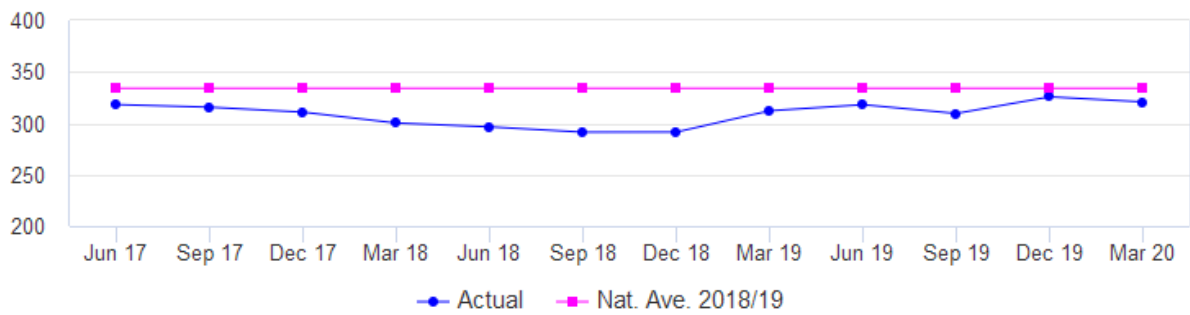
Number of open Early Help cases managed by Units



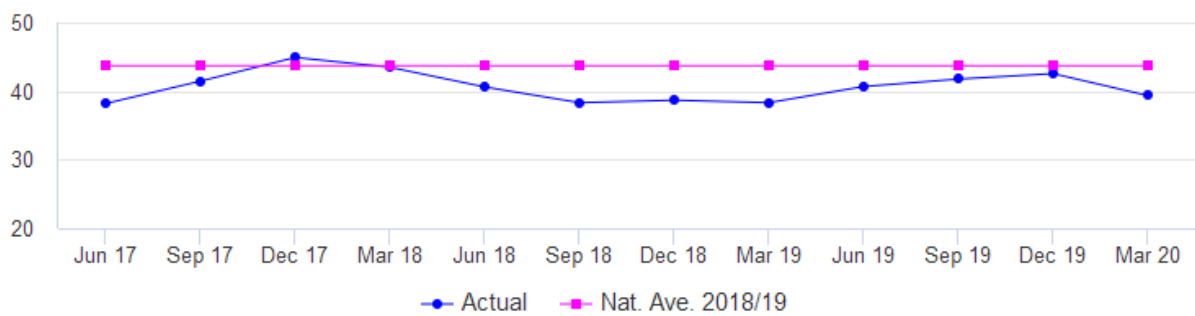
Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



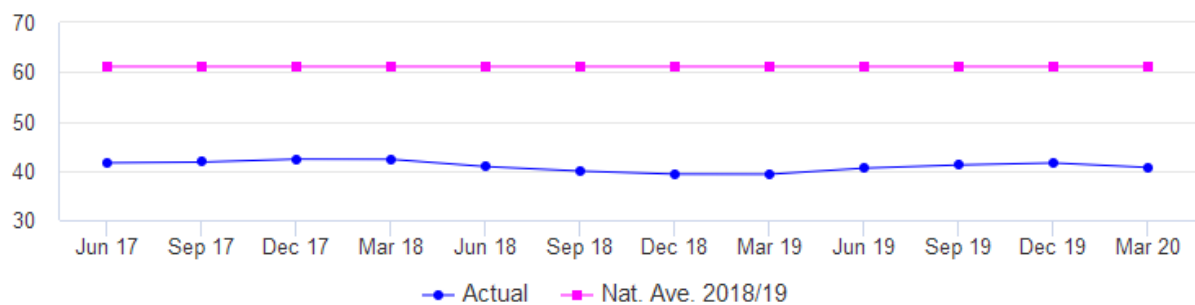
CSW caseload per 10,000 child population – snapshot at quarter end



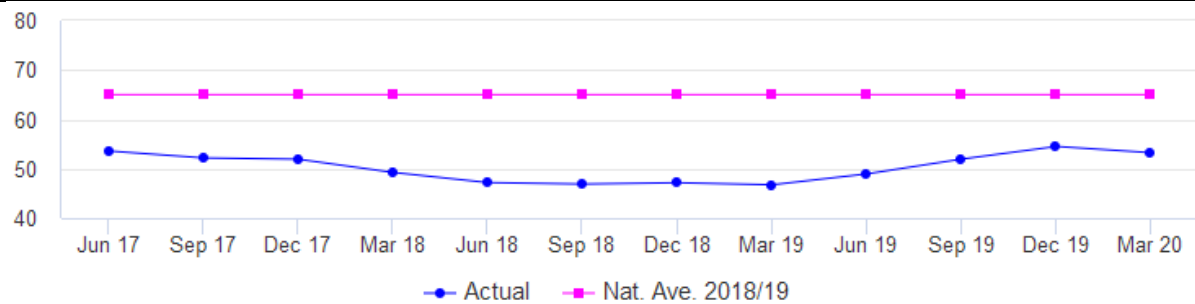
Rate of children with Child Protection Plans per 10,000 child population – snapshot at quarter end



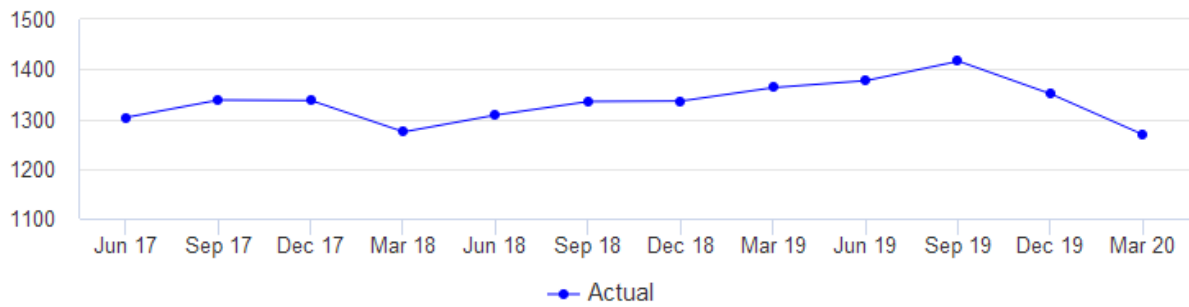
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at quarter end



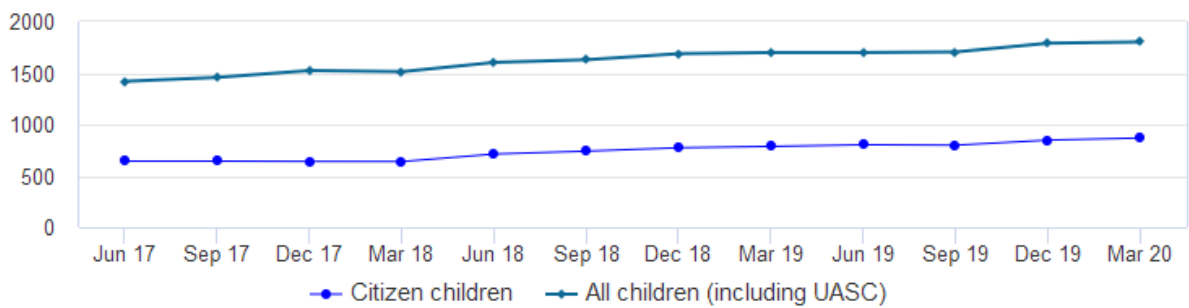
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at quarter end



Number of other local authority children in care placed into Kent – snapshot at quarter end



Number of care leavers as at quarter end



Adult Social Care	
Cabinet Member	Clair Bell
Corporate Director	Richard Smith

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	4		1	1		4

Key Performance Indicators

In the 3 months to March 2020, 4 KPIs continued to perform above target and were RAG rated Green. Although the KPI on initial contacts resolved at first point of contact continued to perform below target, this is in line with expectations following the changes to the client database implemented in October 2019, whereby only one contact per client is now recorded, allowing for a more robust calculation and an improved client journey.

To ensure that the most appropriate referral route is identified and clients receive the enablement and support needed to live as independently as possible, the Area Referral Management Service (ARMS) has implemented a KCC triage across the county for all onward referrals for Older Persons and Physical Disability (OPPD) Services with representatives from Kent Enablement at Home Service (KEaH), Promoting Independence, and Occupational Therapy.

KCC continues to ensure people can remain independent and at home, with over 3,200 referrals being made to enablement services in the 3 months to March. The volume of referrals into the enablement service continued to achieve and exceed each quarterly target in 2019/20. KEaH continued to ensure that over 70% of clients were still independent after receiving an enablement service.

For long-term care, the number of older people aged 65 and over supported in nursing homes decreased in the final 3 months of 2019/20, with those supported in residential care remaining stable. There has been a 1% decrease in the last 12 months of new admissions into permanent residential and nursing care compared to the same period the previous year. The number of admissions remains within the target and is RAG rated Green.

Both the local and national information for delayed discharges of care have January and February data only, with the data collection now paused due to coronavirus. For the local measure, these partial figures indicate that 29% of those delays were attributable to Adult Social Care. Although this is an increase on the previous 3 months, it is still within target.

The rate of delayed discharges across Kent (whether attributable to NHS or social care) should not be higher than 8.7 per 100,000. Performance has improved for Kent with the rate dropping to 13.6 per 100,000 down from 14.3 per 100,000 the previous quarter. Social Care contributed 4.7 delays per 100,000, which is above national social care average of 3.7 per 100,000. However Adult Social Care have identified potential miscoding of social care delays; this is being addressed at the source.

Activity Indicators

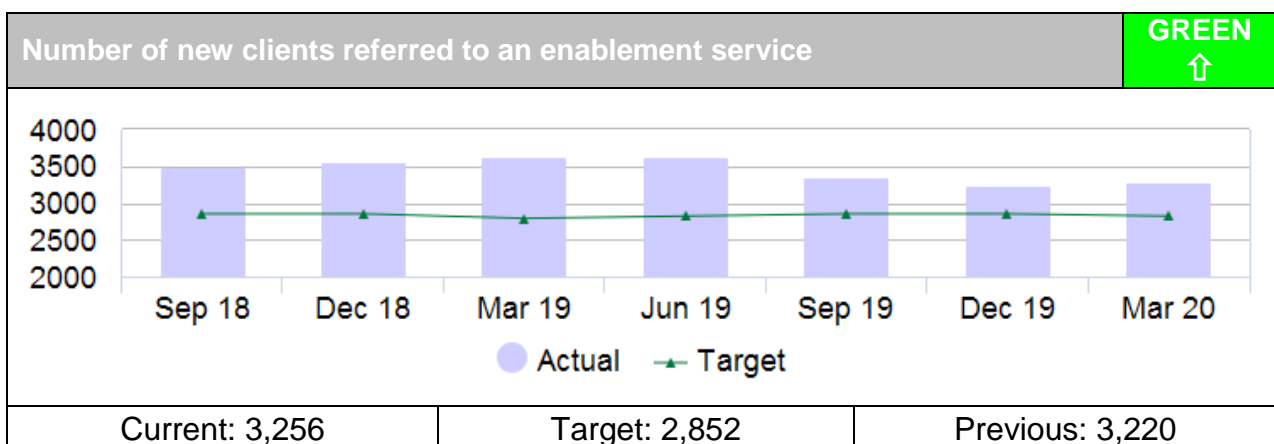
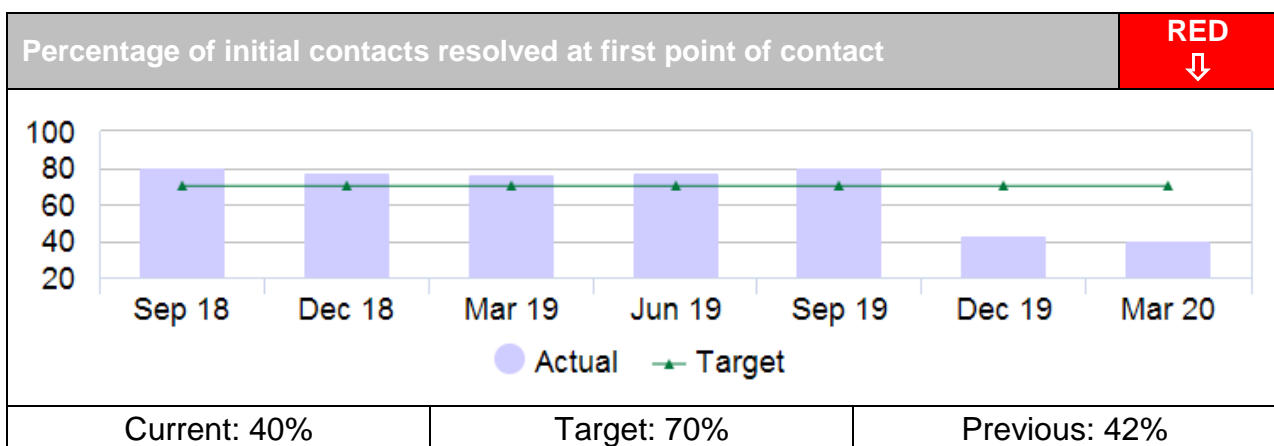
The majority of activity indicators finished 2019/20 within the expected thresholds. The number of people with a learning disability (LD) in residential placements was above the expected threshold for the 3 months to March, however this was against a decreasing quarterly target, and the number is now lower than at the start of the year.

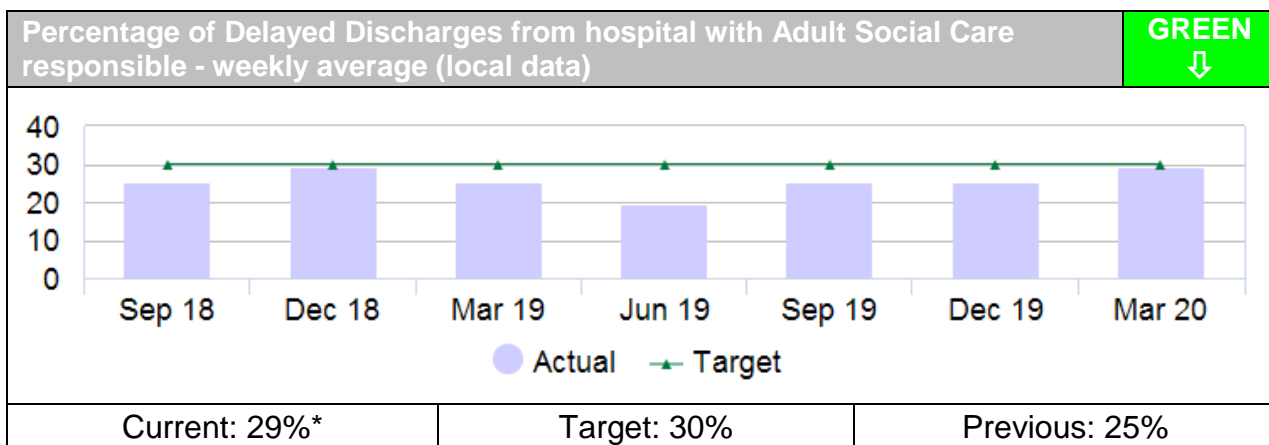
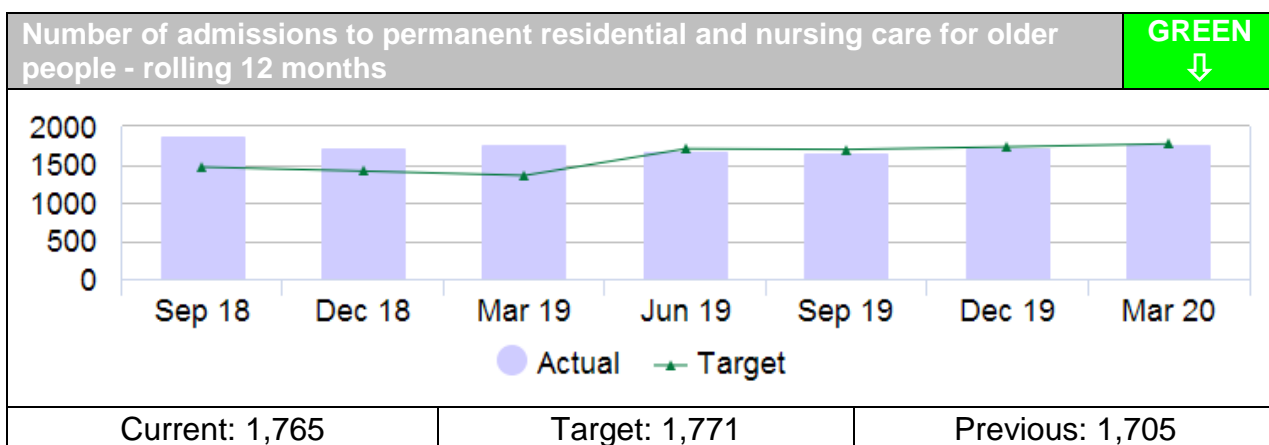
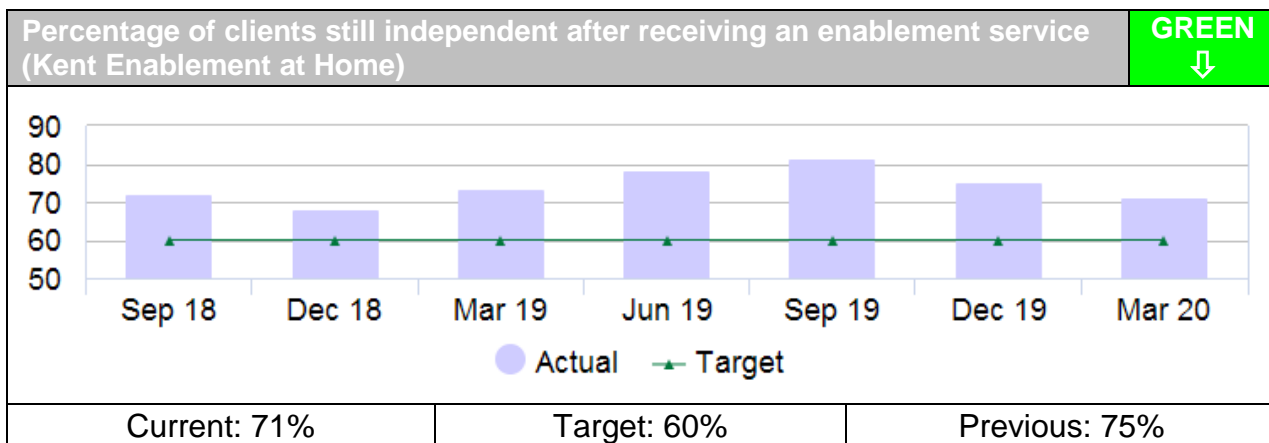
Safeguarding and Deprivation of Liberty Safeguards (DoLS)

The decrease experienced in safeguarding concerns in the 3 months to March follows a decrease in the previous quarter where the implementation of a new client database, Mosaic, outlined in the Quarter 3 report, reduced the recording of duplicate concerns. Analysis will look at a number of factors in this decrease including source type and geography, with benchmarking around the new expected levels following changing to the new database.

The number of DoLS applications has increased to 1,774 in the 3 months to March and is at its highest number for 3 years. There was a spike in applications received in January, and then into February; the increase in referrals came via hospital settings; hospitals have a statutory requirement to make applications. Work is ongoing to further explore the increased volume in January.

Key Performance Indicators

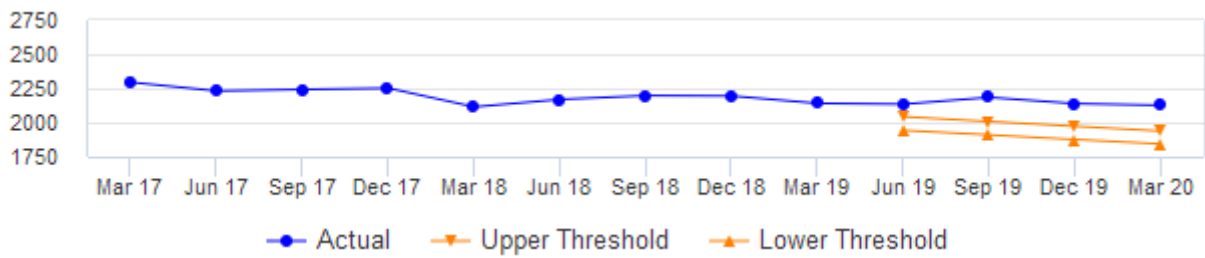




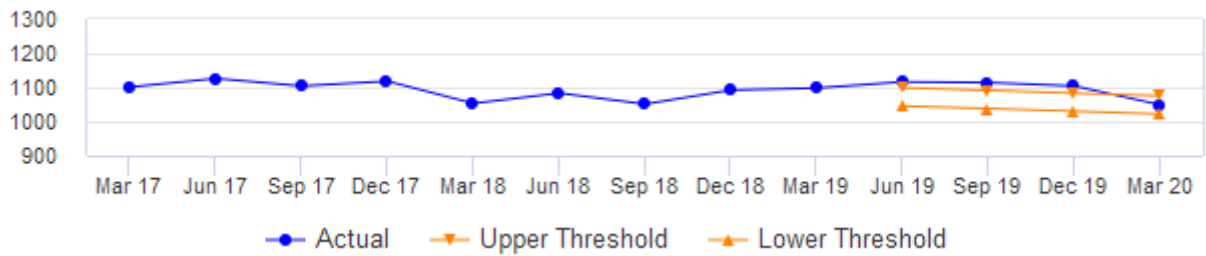
*Jan and Feb figures only

Activity indicators

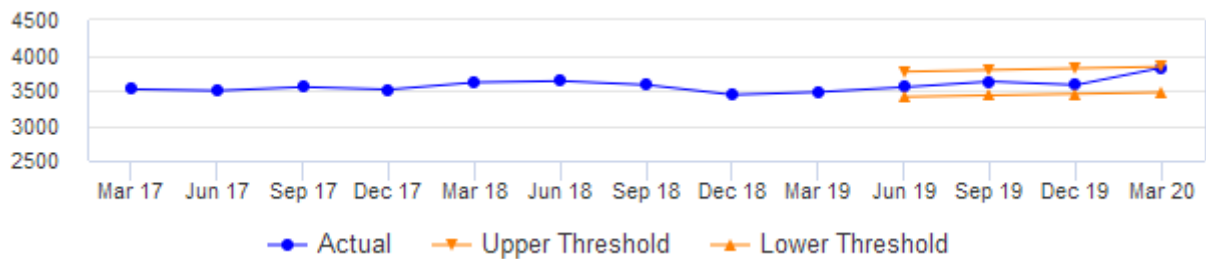
Number of older people supported in permanent residential care



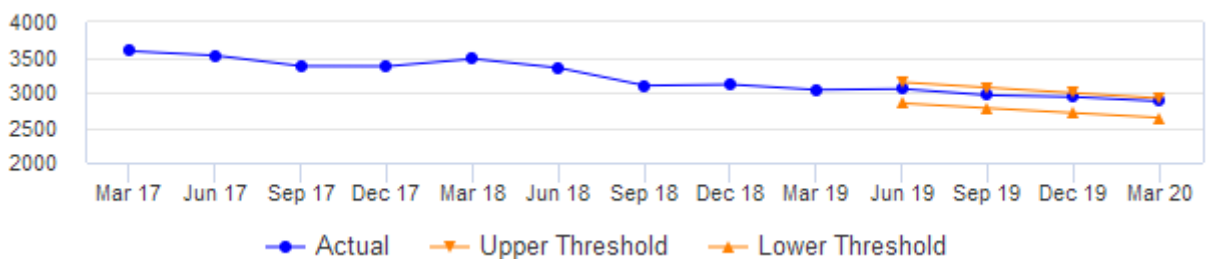
Number of older people supported in permanent nursing care



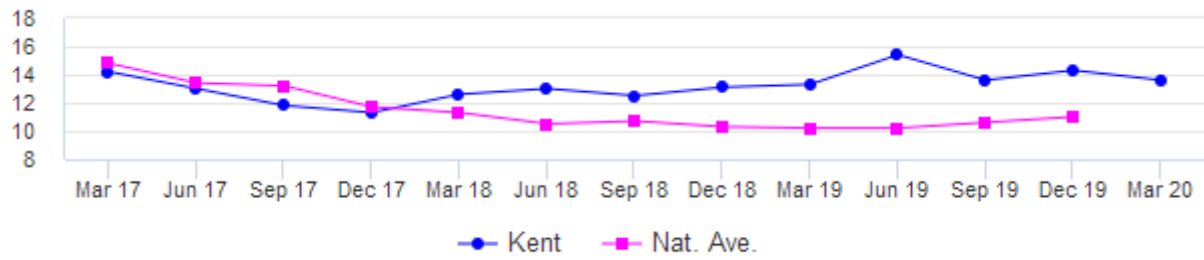
Number of older people who receive domiciliary care



Number of social care clients receiving a direct payment

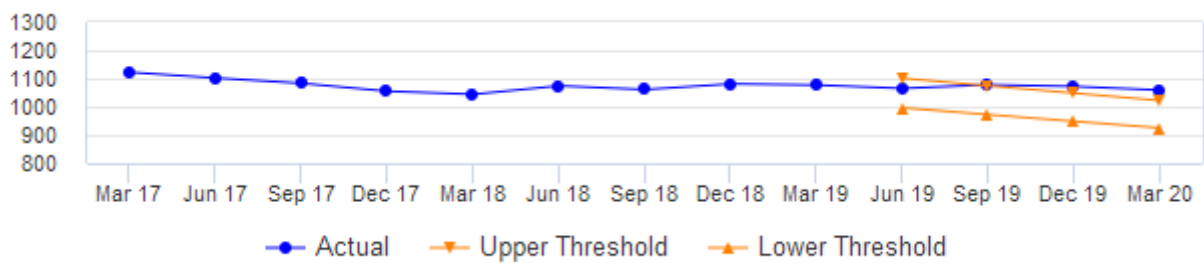


Number of delayed transfers of care per 100,000 population age 18+, average per day (national data)*

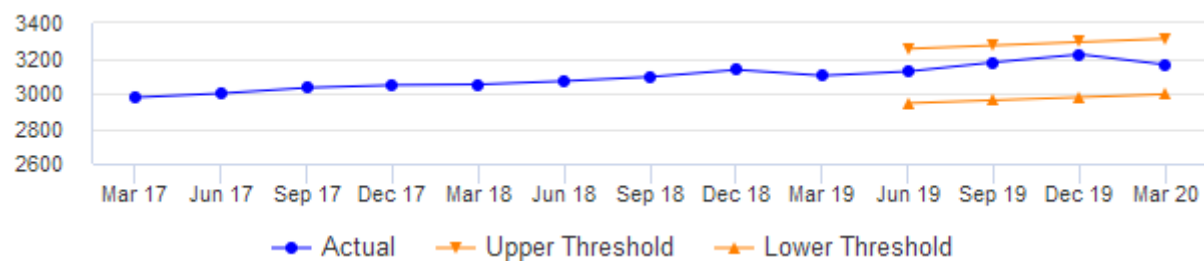


*Jan and Feb figures only

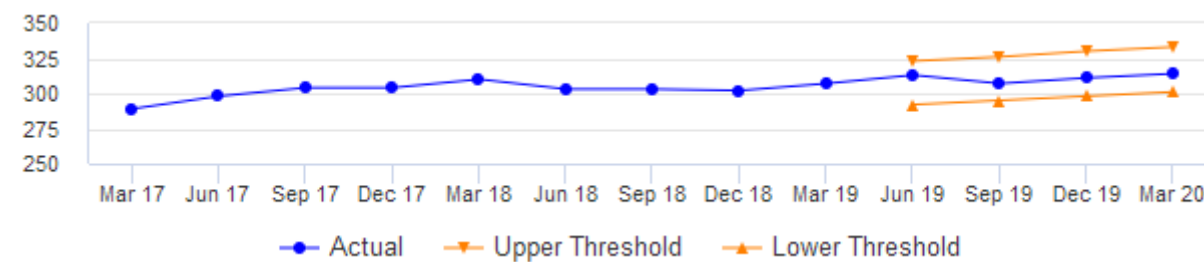
Number of learning disability clients in residential care



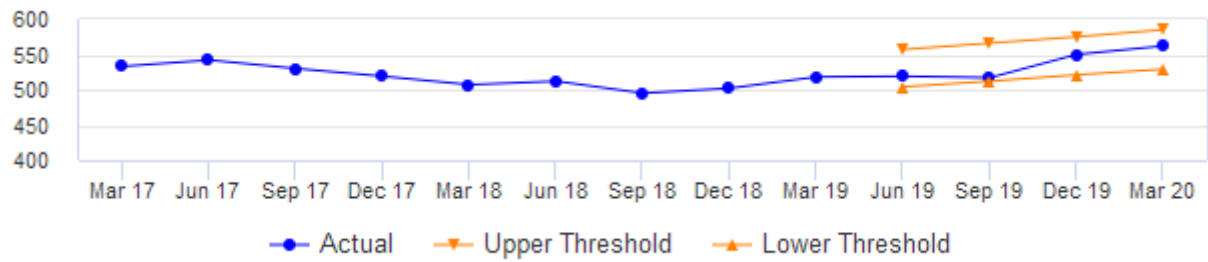
Number of people with a learning disability receiving a community service



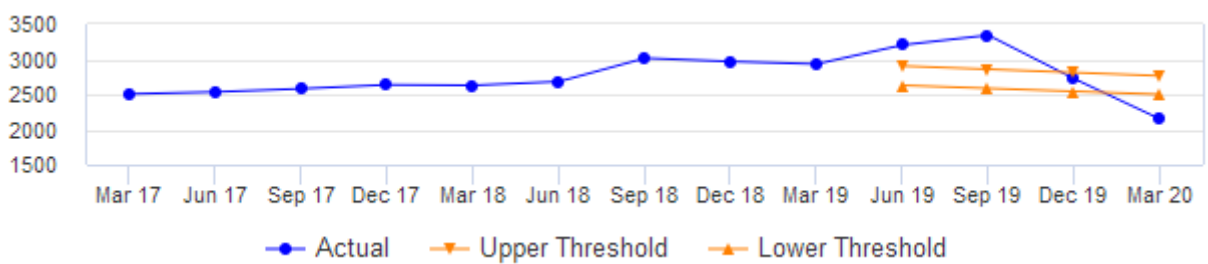
Number of people with mental health needs in residential care



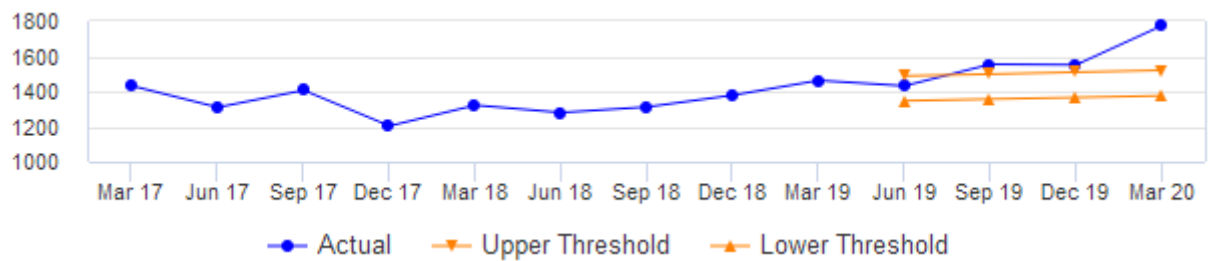
Number of people with mental health needs receiving a community service



Number of Safeguarding concerns (initial contacts)



Number of Deprivation of Liberty Safeguards applications



Public Health	
Cabinet Member	Clair Bell
Director	Andrew Scott-Clark

KPI	GREEN	AMBER	RED	↑	↔	↓
Summary	4	1		1	3	1

Kent's NHS Health Check Programme had a strong year following a challenging 2018/19 where a new system implementation impacted on delivery. There was a total of 40,000 checks delivered in the three months to March against a target of 41,600; This is despite the NHS Health Check programme being halted in March due to Coronavirus. Public Health Commissioners are working with the provider on a future recovery plan, which will be informed by national prioritisation. This is likely to entail targeted invites to ensure prioritisation of those most at risk from not having had a health check.

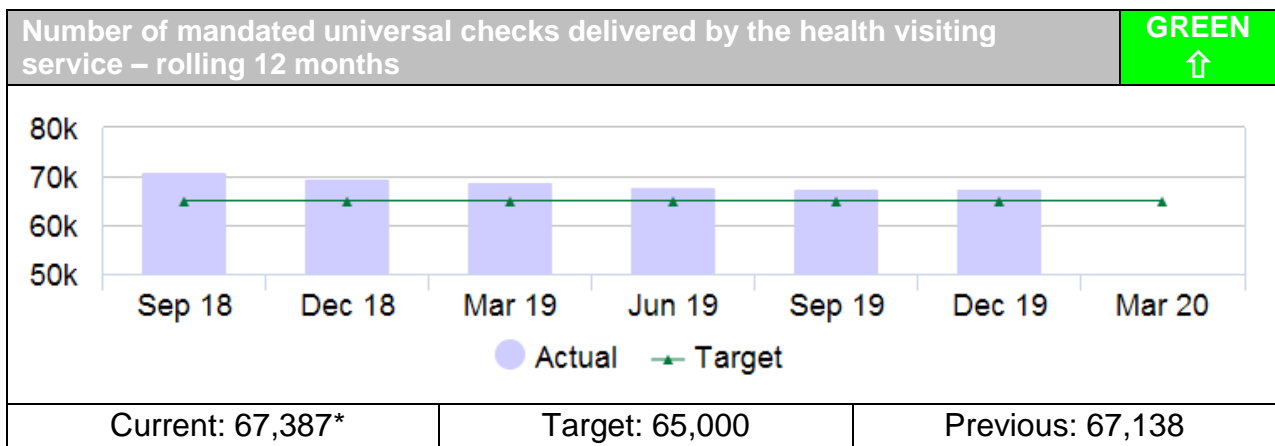
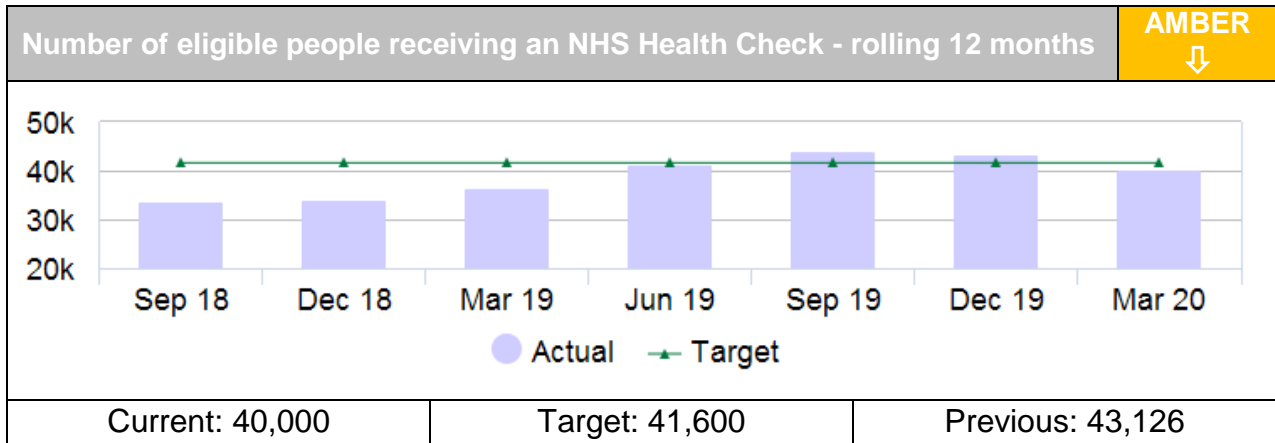
Health Visiting data for the three months to March has been delayed due to Coronavirus. With selected Health Visiting workforce having been re-deployed into tier 1 NHS services, the Health Visiting Service has reduced its offer in alignment with national guidance. In summary, all pregnant women will receive a welcome letter and vulnerable families and first-time mums will receive a virtual new birth visit contact. Where capacity allows, the service will continue to contact all families at 6-8 weeks. A weekly health clinic is running in each district and appointments are available, following triage, on a bookable basis. The Specialist Infant Feeding Service continues to operate, and new live chat sessions are being delivered in partnership with Medway services.

Sexual Health Services consistently ensure that 100% of patients who require an urgent Genito Urinary Medicine (GUM) appointment are offered one within 48 hours. Coronavirus impacted the services in March 2020, which are now on a triage only basis and are delivering a virtual service across Kent. This has accelerated projects within the transformation programme of work such as increased online testing, webchat and work is underway on the recovery of services in line with national guidance.

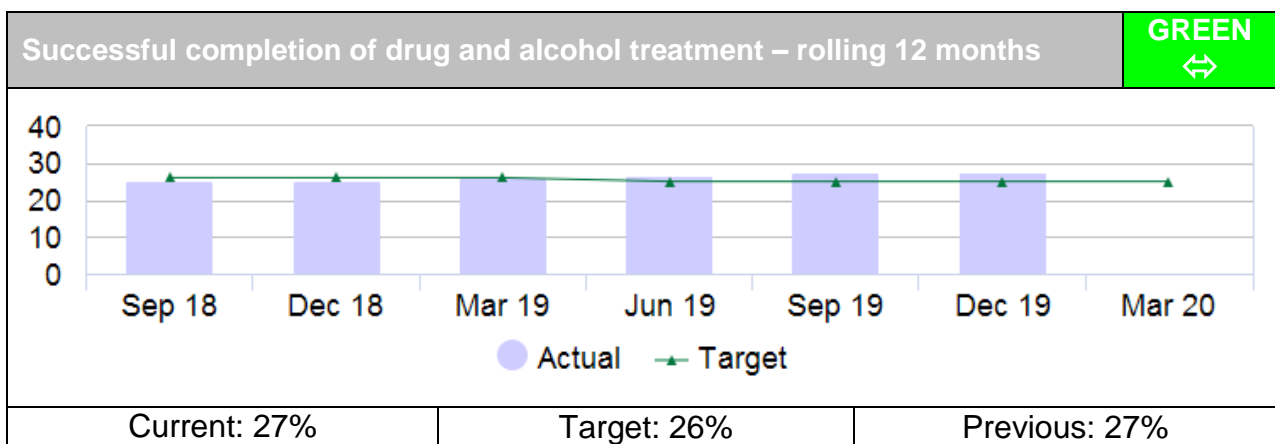
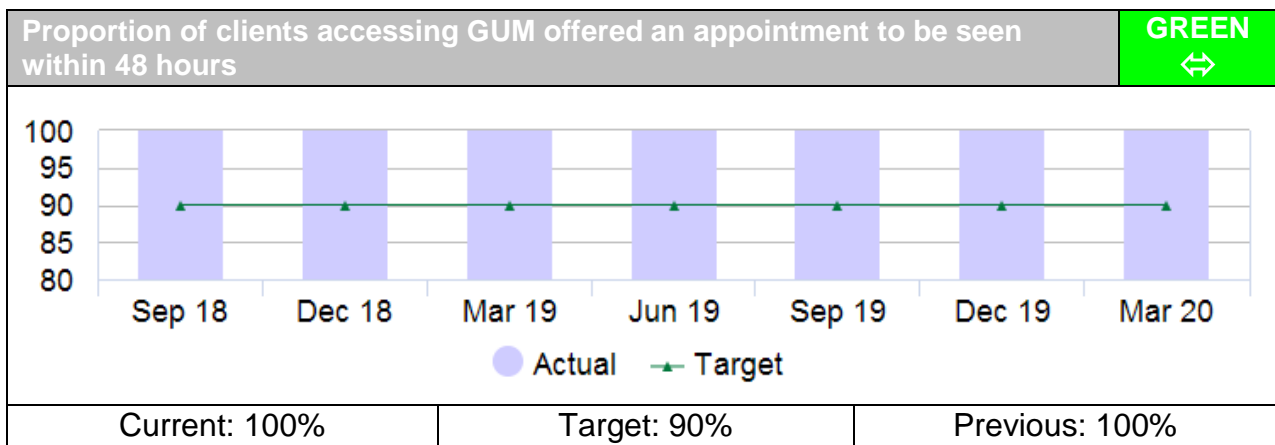
Drug and Alcohol Treatment Services are on target for 2019/20. However, there may be a slight decrease in the number of successful completions due to face to face treatment being suspended through the Coronavirus lockdown period and replaced with phone support which may not be as effective. People who misuse or are dependent on drugs and alcohol are at an increased risk of becoming infected, and infecting others, with Coronavirus, therefore providers are ensuring these individuals are not exiting from services, thereby reducing their risk of misusing substances again and keeping safe.

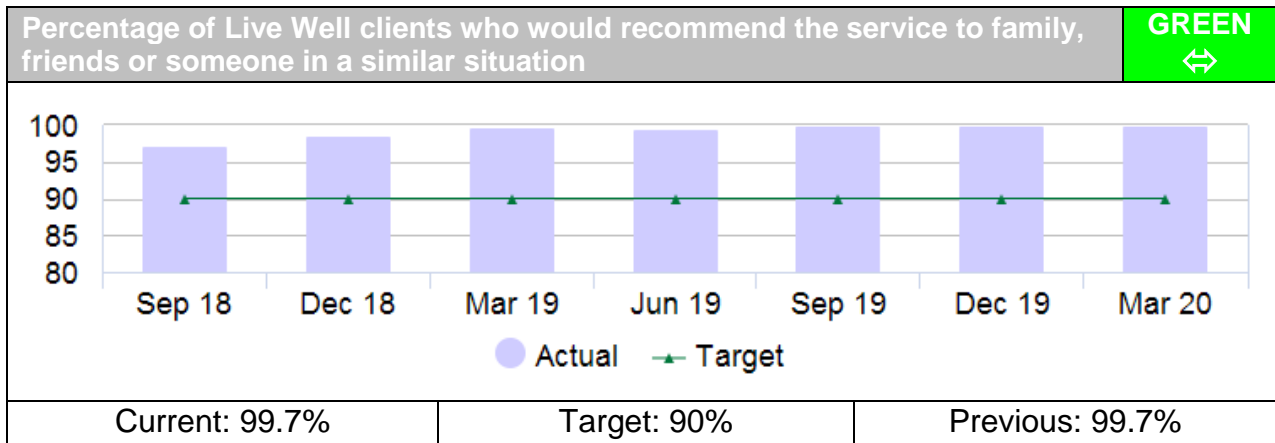
For 2019/20 Live Well Kent Services have continuously performed above the target of 90% on service satisfaction levels, with over 99% of clients saying they would recommend the services to family, friends or someone in a similar situation.

Performance Indicators

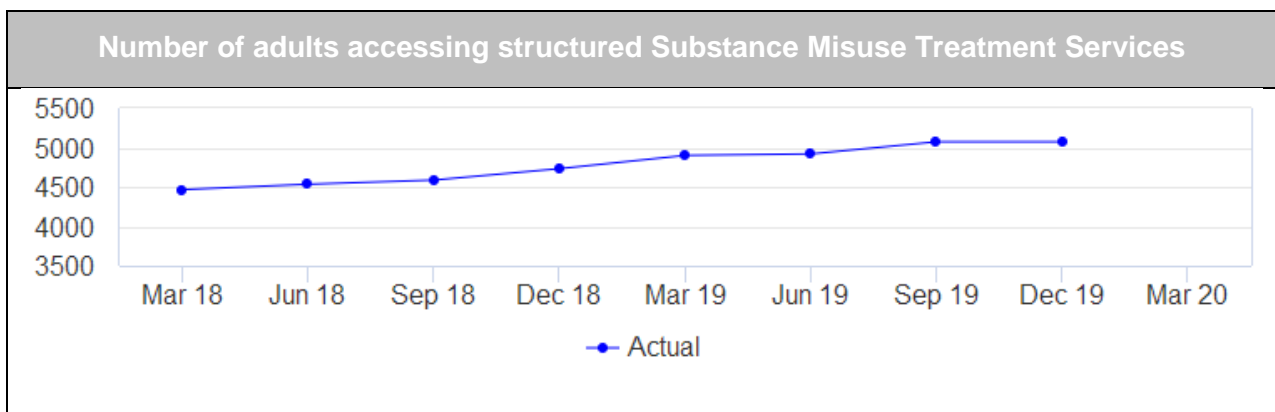
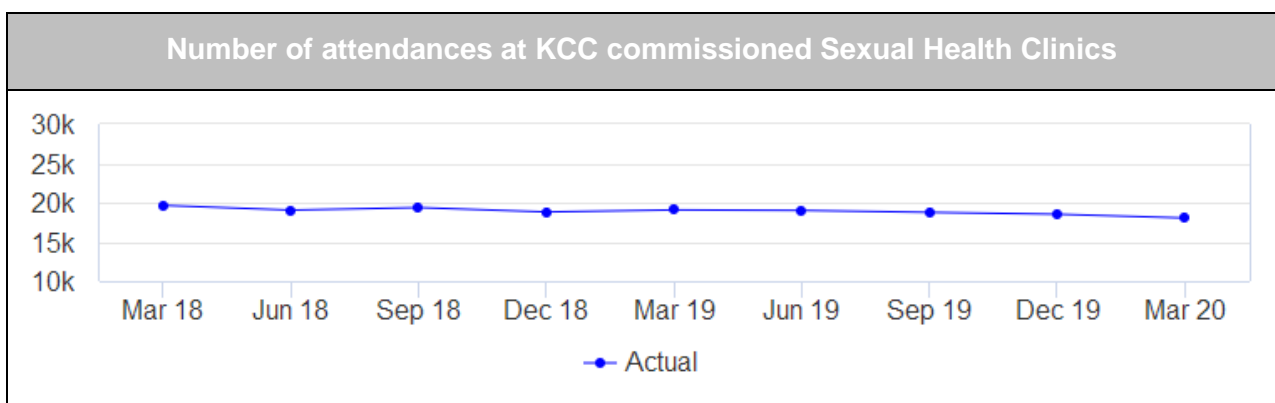
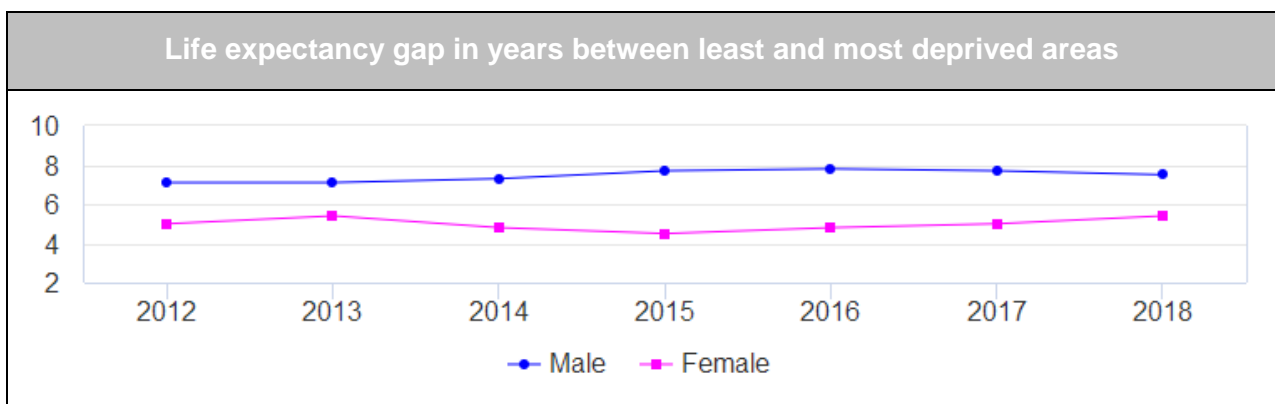


* No March data due to Coronavirus





Activity indicators



Corporate Risk Register – Overview

The coronavirus public health emergency is having a profound impact on the risk environment that the council is operating in. The Organisation has been working tirelessly to respond to the rapidly evolving situation and deal with the immediate issues, risks and pressures being faced. However, as the organisation works with partners at a local and national level to plan the longer-term recovery to a 'new normal', consideration is being given to the impact on the council's corporate risk profile.

The table below shows the proposed number of corporate risks in each risk level (based on the risk score) in June 2020 subject to further discussion with Risk Owners, compared with March 2020, which shows a significant increase in 'High' categorised risks. Two new risks have also been added and one re-opened.

	Low Risk	Medium Risk	High Risk
Current risk level March 2020	0	8	11
Current risk level June 2020 (proposed) *5 risks have scores TBC	0	2	15

CORONAVIRUS – IMPACT ON CORPORATE RISK PROFILE

As a result of coronavirus impacts, the Corporate Risk Register requires significant revision to reflect the latest situation. Initial changes proposed relate to the following areas:

NEW RISKS:

- Workforce – maintaining workforce health, safety, wellbeing and productivity as the council responds to, and recovers from, the public health emergency.
- Response to CBRNE incidents, communicable diseases and incidents with a public health implication – this has been escalated to the Corporate Risk Register by the Director of Public Health due to the coronavirus pandemic.

RE-OPENED RISK:

- Implications of increasing number of Unaccompanied Asylum-Seeking Children (UASC) – this risk is proposed to re-open due to particular challenges finding suitable accommodation for increasing numbers of UASC arriving in Kent while adhering to advice surrounding coronavirus, as well as long-standing funding concerns.

INCREASING RISKS

- Safeguarding – protection of vulnerable children and adults. The risks have been raised due reductions in new referrals and the potential for domestic abuse incidents to increase during the lockdown period, as well as online safety threats.
- Demand risks for children's services and adult social care – there is the potential for latent demand in these 'systems', leading to spikes as the recovery period develops.

- Emergency response and resilience – KCC and its partners are well prepared to respond to emergency events. However, the Authority will be under considerable resource strain as it is required to lead the multi-agency coronavirus recovery, continue recovery from the flooding experienced in early 2020 and stand up preparations for the end of the UK/EU transition period simultaneously.
- Future financial and operating environment for local government – the Council's finances are, and will continue to be, under considerable strain due to the costs of the coronavirus response and recovery effort, with the initial assumption being that central Government will fully-fund these efforts. In addition, the current situation has led to further delay in the Government Spending Review and Fair Funding review, leading to continuing uncertainty.
- Cyber-attack threats and their implications – the increasing dependency on ICT in the current climate, coupled with increased cyber-attack attempts as criminals look to take advantage of the coronavirus situation, has prompted a proposal to increase the risk level further.
- Managing and working with the social care market – the market is currently under considerable additional strain, with providers dealing with the obvious safety issues and resource strain.
- Delivery of new school places – there has been some slippage to the council's capital programme during lockdown, which is potentially going to lead to additional pressure on school places for Sept 2020 and Sept 2021, although contingency arrangements are being developed.
- Information Governance – the council has been tasked, with partners to share personal data e.g. relating to the 'shielded' population, to aid the response effort, which introduces new risk. Staff are also adapting to far greater remote working, with information governance implications, as well as cyber threats referenced above potentially leading to data breaches.
- Financial risks associated with KCC's Local Authority Trading Companies (LATCos) – the loss of income for these companies as a result of the disruption will make achievement of KCC dividend targets more challenging.

The increased risk in our environment will require the council to review its appetite for risk and consider the time horizons for the risks outlined on the register.

Mitigating actions during this period are summarised below:

Most mitigating actions for corporate risks due for review or completion during the Quarter 4 have either been superseded by recent events or delayed while officers have been focusing on the coronavirus response. As part of the detailed reworking of the Corporate Risk Register, existing mitigations are being reviewed for their continued relevance and urgency, and new mitigations introduced, which will be summarised in the Quarter 1 2020/2021 Quarterly Performance Report.