



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 10th  
December, 2020**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 2 December 2020

To: All Members of the County Council

A meeting of the County Council will be held online on Thursday, 10th December, 2020 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

#### **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 on 22 October 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. 'Setting the Course' - Kent County Council's Interim Strategic Plan **(Pages 13 - 48)**
8. EU Transition Preparedness - Kent County Council Update **(Pages 49 - 60)**
9. Report Under Section 5 of the Local Government and Housing Act 1989 - To follow
10. Corporate Parenting Panel - Annual Report - 2019- 20 **(Pages 61 - 98)**
11. Proposed top tier realignment in Growth, Environment and Transport Directorate **(Pages 99 - 154)**

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

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MINUTES of a meeting of the Kent County Council held Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 22 October 2020.

PRESENT

Mr G K Gibbens (Chairman)  
Mr M J Northey (Vice-Chairman)

Mrs A D Allen, MBE, Mr M J Angell, Mr M A C Balfour, Mr P V Barrington-King, 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, Sir Paul Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mr J Clinch, 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 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, Ms D Marsh, Mr R A Marsh, Mr J P McInroy, Mr D Murphy, Mr P J Oakford, Mr J M Ozog, 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 R J Thomas, 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**

**245 Apologies for Absence**

The General Counsel reported apologies from Mr Bartlett, Mr Holden, Mr Manion and Mr Monk.

**246 Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda**

In relation to item 8 (Youth County Council), Dr Sullivan declared an interest as her husband was employed by the County Council as a Senior Early Help Worker (Open Access Youth Work).

**247 Minutes of the meeting held on 10 September 2020 and, if in order, to be approved as a correct record**

(1) In relation to Minute No 240 (Report Under Section 5 of the Local Government and Housing Act 1989), Mrs Chandler, Cabinet Member for Integrated Children's

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Services, was invited to give a brief verbal update regarding unaccompanied asylum seeking children (UASC).

(2) Mrs Chandler stated that KCC's position on the arrival of UASC was subject to regular review and communication with the Home Office. KCC was not yet in a position to look after new UASC arrivals safely to the required standards and to continue to meet its statutory duty for all other children in its care. Work was continuing to reduce the caseloads for officers in the UASC team to a level where it was safe and sustainable to resume receiving UASC arriving at the port of Dover.

(3) Mrs Chandler confirmed that the Home Office was continuing to find placements for new UASC with other local authorities. KCC was a consultee on the National Transfer Scheme and had made strong representations for the scheme to be mandated.

(4) Mrs Chandler reported that the number of USAC had slowly reduced since 17 August 2020 when the total number was 605. Whilst a number of young people had been transferred to other local authorities, KCC's UASC number remained at more than double the safe level of 231 children. In conclusion she stated that, although the County Council was working towards finding a suitable and sustainable resolution, much would depend on the outcome of the Home Office consultation on the National Transfer Scheme.

(5) It was noted that a written update on the UASC situation would be submitted to the December meeting of the County Council.

(6) RESOLVED that the minutes of the meeting held on 10 September 2020 be approved as a correct record, subject to the recorded vote in minute no 242 (Minerals and Waste Local Plan) being corrected to show that Mr Hook had abstained and Mr Whybrow had voted against the motion.

## **248 Chairman's Announcements**

### *a) The Queen's Birthday Honours List*

(1) The Chairman referred to the recent announcement regarding the Queen's Birthday Honours List. He congratulated all recipients especially those from Kent. In particular he congratulated Paul Carter, former Leader of the Council, on his well-deserved knighthood and Geraldine Allinson, a Deputy Lieutenant of Kent, on being awarded an OBE.

(2) He reminded members that the Covid-19 Honours nominations were still open and that further details could be found on the gov.uk website.

### *b) Kent County Council's Renewable Energy Team*

(3) The Chairman stated that KCC's Renewable Energy Team had been part of a solar energy project at Northfleet School for Girls, which had won the national Green Business Renewable Energy Project of the Year Award. He asked members to encourage schools in their divisions to become part of the Kent Schools Energy Programme.

c) *Charity Walk*

(4) Following his announcement at the last meeting, the Chairman said he had completed his 56 mile walk across Kent in aid of Porchlight and had raised over £4,000. He thanked everyone who had supported him and donated to the charity.

d) *World Mental Health Day and World Homeless Day*

(5) The Chairman referred to World Mental Health Day and World Homeless Day on Saturday 10 October. The social care and health pages on Kent.gov contained details of much needed Kent-based initiatives to support the most vulnerable in the community.

e) *Black History Month*

(6) The Chairman drew attention to Black History Month and the virtual celebrations organised in Kent. The Black and Minority Ethnic Forum had several virtual events taking place, including video messages from members of the forum sharing what the month meant to them.

f) *Poppy Launch 2020*

(7) The Chairman referred to the national launch of the Poppy Appeal. As it was not possible to hold the usual Kent Civic launch of the appeal he encouraged as many people as possible to purchase a poppy either online or at a local supermarket.

g) *Interfaith Week - 8 – 15 November 2020*

(1) The Chairman stated that this year Interfaith Week would be held from Sunday 8 to Sunday 15 November 2020. However, due to restrictions linked to the ongoing Covid-19 pandemic, interfaith work this year had moved online and was not restricted to interfaith week. The interfaith agenda sought to promote understanding, cooperation and good relations between organisations and people of different faiths and beliefs within the UK. The County Council had worked with the National Interfaith Network and local interfaith groups over the past three years to increase the awareness of both the public and public sector staff of different faith communities and to celebrate the contribution that faith groups made to local communities.

(2) The Chairman referred to the way in which interfaith work supported the authority's equality and diversity agenda and the Prevent agenda by increasing knowledge and promoting dialogue. He said that the Public Health England review on 'Covid-19, which had demonstrated disparities in risks and outcomes,' and the death of George Floyd, which had given voice to the Black Lives Matter movement, made it more important than ever to ensure strong dialogue across protected characteristics.

(3) The Chairman highlighted some of the interfaith celebratory events that KCC had supported over the previous three years including 'Diverse Open Doors' which saw many places of worship, including Canterbury Cathedral, Maidstone Methodist Church, Thanet Synagogue, Gravesend Gurdwara, the Pegan Community and the Unitarian Church opening their doors to the wider community. In addition, in

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response to requests from faith communities, an online resource and a 'local' map of faith groups interested in interfaith working had been developed and was available on KCC's website.

(4) The Chairman encouraged all members to attend the staff and member briefing on Islamophobia and Anti-Semitism which would be led by Dr Sham Qayyum from SOAS, University of London and Rabbi Alex Goldberg from the University of Surrey, with staff from KCC's Prevent and Channel team and Equalities and Diversity team. In conclusion he said Kent's Libraries would be offering a reading list and local history posts linked to interfaith work which would be shared via social media with partners and that work was underway to deliver virtual tours of Kent places of worship online.

## **249 Questions**

In accordance with Sections 14.15 to 14.22 of the Constitution, 10 questions were asked and replies given. A record of all questions put and answers given at the meeting is available [online](#) with the papers for this meeting. Question 11 was not put in the time allocated but a written answer was provided.

## **250 Report by Leader of the Council (Oral)**

(1) Mr Gough referred to the rise in Covid-19 infection rates and the introduction of restrictions in other parts of the country. Kent had a 7-day positive test figure of 48.4 per 100,000 which was 29% of the national rate and even in the worst affected districts in the county the rate was half of the national rate. He said KCC's response to the changing situation would be guided by a rigorous assessment of the data and the advice of the Director of Public Health, and that it was important to work closely with Medway and other partners. He acknowledged the devastating impact that restrictions and shutdowns had for the economy, livelihoods, physical and mental health and said that, in his opinion and that of the Director of Public Health, Kent had not yet reached the point where a local lockdown needed to be considered. He urged all Kent residents to continue to follow rules and public health guidance to prevent the growth of infections in the county and the damaging effects of the consequent restrictions.

(2) In relation to the economic impacts of Covid-19, Mr Gough agreed that even while the county was in tier 1 the impact was significant. Unemployment had more than doubled and 244,000 people had been furloughed across the county. He referred to the launch of the economic renewal and resilience plan in August, the re-launch of the Kent and Medway business fund and the establishment of the multi-agency Employment Taskforce, under his chairmanship, whose focus was to ensure that business and job seekers had a clear picture of the jobs and support available, as well as linking re-skilling initiatives with job opportunities.

(3) Mr Gough referred to the planning consultations that had been reported to Cabinet. In response to the Government's consultations on changes to the planning system, including the new methodology for the housing needs assessment, and the planning white paper, KCC members had emphasised the importance of appropriate and timely building of infrastructure to support development and had raised concerns



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about: housing numbers; the impact on local democracy; and the implications for strategic planning.

(4) Mr Gough said that the review of the first tranche of funding for Active Travel, which had been reported to Cabinet, indicated that the Government's timescales had resulted in inadequate engagement with communities about the schemes, and that better engagement would be central to travel schemes funded from tranche two.

(5) Mr Gough said the devolution white paper, which he referred to at the County Council meeting in September, had now been deferred until the spring. He emphasised the importance of a voluntary approach and a range of non-structural solutions and highlighted the principles set out in September including sustaining the delivery of large-scale services, and the importance of Kent and Medway continuing to work together in the interests of communities in Kent and Medway.

(6) In relation to the Strategic Plan which had been deferred from March 2020, Mr Gough said an interim version, covering the next 18 months, had been developed and members could contribute before it was submitted to the next meeting of the County Council on 10 December 2020.

(7) In conclusion Mr Gough referred to the strong response to the current budget consultation which was due to close on 24 November and which was vital to the setting of priorities in difficult times.

(8) Mr Bird, the Leader of the Opposition, started by expressing concern about government handling of Covid-19, including the test, track and trace system, the Brexit transition period, rising unemployment and contract management.

(9) Mr Bird commended the close working relationship between Kent and Medway's Directors of Public Health. He hoped that Kent would be spared going into Tier 2 conditions and if Kent was ever considered for Tier 3 conditions that there would not be inappropriate pressure from government.

(10) Mr Bird thanked Mrs Chandler for her update on UASC and supported the robust line that the administration had taken with the government. KCC's experience since August had strengthened the view that there must be a mandatory national transfer scheme, not only to spread the unfair costs incurred by Kent but also to ensure that young people needing care receive the best possible service.

(11) Regarding the governments planning proposals, which Mr Bird considered to be unacceptable and unrealistic, he stated that he was pleased with the robust response that had been submitted by the Leader and the cabinet member for economic development to the government consultations.

(12) Mr Bird welcomed the economic initiatives referred to by Mr Gough but stated that there was more to be done, especially for young people who had recently left education, there was a need to be creative to help them acquire the skills needed for employment to enable them to take advantage of the recovery.

(13) Mr Bird stated that more needed to be done to address widening education inequalities and there was a need to know which Kent schools had missed out on government catch up funding.

(14) Mr Bird highlighted the mishandling by the DfT of the first tranche of the Active travel funding by providing insufficient time for public consultation and engagement, consequently although some Kent schemes had been well received others had not and lessons needed to be learned before the second tranche was implemented.

(15) Mr Bird commended the work undertaken by Kent Highways to implement a proactive approach to drains and gullies maintenance and, if successful, he hoped that the scheme would be rolled out across the county.

(16) In conclusion Mr Bird stated that he was confident that KCC's staff would continue to do their best whatever happened over the winter despite a very difficult year. He referred to the people of Kent and the enormous challenges that they had faced and hoped that we would be through this situation soon and looked forward to better times.

(17) Mr Farrell, Leader of the Labour Group, stated that his response would outline just what the people of Kent had been experiencing over the last few months. He referred to the lack of clarity in the guidance regarding the hospitality industry, and the disproportionate impact that the curfew had when that sector accounted for only 5% of transmission and called for the end of the curfew.

(18) Mr Farrell acknowledged that the end of furlough payments was decided when it was thought that social distancing would end in October, instead he stated that we were heading back to more restrictions with less financial support and we were about to lose entire sections of the economy. He referred to the governments preparations for the anticipated growth in unemployment by 2021, by the introduction of job coaches for up to 2 hours for jobs that either didn't exist or the government wouldn't support due to lack of work at the moment.

(19) Mr Farrell suggested that in addition to publishing daily infection and death rates we would also need to publish daily suicide and redundancy figures to reflect the impact that Covid-19 was having.

(20) Mr Farrell stated that SAGE had said that the Test and Trace system was only having a marginal impact on transition rates, he outlined the flaws in the contracting process and implementation processes for the governments Test and Trace system and ordering of PPE and the lack of accountability.

(21) In relation to criticism at national level of "playing party politics", Mr Farrell stated that it was not playing party politics to stand up for those facing the biggest impact, in terms of economic and health outcomes, from Covid-19. In conclusion he stated that he would expect the leadership of the County Council to support the people of Kent and not to accept further restrictions without adequate economic support.

(22) Mr Whybrow, Leader of the Independents Group, congratulated the Chairman on completing his sponsored walk in aid of Porchlight. He thanked the Leader for his thoughtful and eloquent contribution to Folkestone and Hythe's Black History Month which had been much appreciated. He stated that he believed that the County Council was compassionate and took its duty of care seriously and stated that

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Members should think carefully about how they communicated on sensitive issues especially in relation to asylum-seekers.

(23) Mr Whybrow referred to the award, in the Queen's Birthday Honours List, of the British Empire Medal to Cleo Smith of Age UK Hythe and Lyminge in recognition of her work in setting up Kent's first Covid-19 community support hub. He referred to the impact that the current situation was having on mental health, both for residents and also KCC staff. Also the impact on those entering the job market. He expressed the view that a reboot of the Countries priorities was necessary, putting people's health and wellbeing at the centre. Local government should be at the centre of designing and delivering a fit for purpose fully funded public health strategy as part of a 3 year government financial settlement. He hoped that KCC's Strategic Plan would reflect the change in priorities.

(24) In replying to the other Leaders' comments, Mr Gough gave an assurance that if greater restrictions were imposed on Kent he would, as he had already done in relation to the UASC situation, stand up for Kent, "speak truth to power" and take actions in the best interests of Kent.

(25) Regarding the use of the "catch up fund" for education, Mr Gough stated that it was managed by central government and schools were not obliged to share information about it with KCC; however, amongst the primary sector, it appeared that many schools were complying with guidance from the Education Endowment Foundation.

(26) Mr Gough re-iterated the importance of the close working relationship with Medway Council, however, he also acknowledged that circumstances relating to the pandemic could be different in parts of Kent and parts of Medway. He was confident that such differences could be managed effectively because of the strong working relationship.

(27) RESOLVED that the Leaders report be noted.

## **251 EU Transition Preparedness - Kent County Council Update**

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

"County Council is asked to:

(1) Note the national and local preparations for the end of the EU Transition phase.

(2) Endorse Kent County Council's priorities for urgent Government action to resolve the outstanding issues as highlighted in the paper."

(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 (62)

Mrs Allen, Mr Angell, Mr Balfour, Mr Barrington-King, Mrs Bell, Mrs Beresford, Mrs Binks, Mr Bond, Mr Brazier, Mr Burden, Miss Carey, Sir Paul Carter, Mrs Chandler, Mr Chard, Mr Chittenden, Mr Clinch, Mrs Cole, Mr Collor, Miss Constantine, Mr

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Cook, Mr Cooke, Mrs Crabtree, Mr Dance, Mrs Dawson, Mr Farrell, Mrs Game, Mr Gough, Mrs Hamilton, Mr Harman, Mr Hill, Mr Hills, Mr Homewood, Mr Horwood, Mr Hotson, Mrs Hurst, Mr Kite, Mr Lake, Mr Lewis, Mr Long, Mr Love, Mr Lymer, Mr Marsh, Mrs Marsh, Mr McInroy, Mr Murphy, Mr Northey, Mr Oakford, Mr Ozog, Mr Pascoe, Mr Payne, Mrs Prendergast, Mr Pugh, Miss Rankin, Mr Rayner, Mr Ridgers, Mr Simkins, Dr Sullivan, Mr Sweetland, Mr Thomas, Mr Whiting, Mr Whybrow, Mr Wright.

Against (0)

Abstain (6)

Mr Bird, Mr Daley, Mrs Dean, Mr Hook, Mr Koowaree, Ida Linfield,

*Motion carried*

(3) RESOLVED that the national and local preparations for the end of the EU Transition phase be noted and Kent County Council's priorities for urgent Government action to resolve the outstanding issues as highlighted in the report be endorsed.

## **252 Youth County Council Annual report**

(1) Mrs Chandler moved and Mrs Prendergast seconded the following motion:

“County Council is asked to note the Youth County Council Annual Report 2019-20 and consider the following recommendations set out in the covering report which relate to each of the KYCC Campaigns.”

(2) The Chairman welcomed three Members of Kent Youth County Council, Freddie Gardner, Lacie Ingram and Jordan Mothersole to the meeting and invited them to give a presentation on their annual report and to answer questions from Members.

(3) The Chairman thanked the Youth County Councillors for attending the meeting and answering questions on their report. The motion as set out in paragraph (1) above was agreed without a formal vote.

(4) RESOLVED that the Youth County Council Annual Report 2019-20, and the consideration of the recommendations set out in the covering report which related to each of the KYCC Campaigns be noted.

## **253 ACCESS Pool Inter-Authority Agreement**

(1) Mr Simpkins moved and Mr Chard seconded the following motion:

“Council is asked to agree:

(1) To enter into the revised ACCESS Pool Inter-Authority Agreement as attached at appendix 2

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(2) That authority be delegated to the s151 Officer to enter into relevant contracts and other legal agreements as required to implement this decision; and

(3) That authority be delegated to the s151 Officer to, following consultation with the Chair of the Superannuation Fund and the General Counsel, agree future updates to the Inter-Authority Agreement providing no additional delegation of further formal Council powers are required.”

(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 (66)

Mrs Allen, Mr Angell, Mr Balfour, Mr Barrington-King, Mrs Bell, Mrs Beresford, Mrs Binks, Mr Bird, Mr Bond, Mr Brazier, Mr Burden, Mr Butler, Miss Carey, Sir Paul Carter, Mrs Chandler, Mr Chard, Mr Chittenden, Mr Clinch, Mrs Cole, Mr Collor, Miss Constantine, Mr Cook, Mr Cooke, Mrs Crabtree, Mr Daley, Mr Dance, Miss Dawson, Mrs Dean, Mr Farrell, Mrs Game, Mrs Hamilton, Mr Harman, Mr Hill, Mr Hills, Mr Homewood, Mr Hook, Mr Hotson, Mrs Hurst, Mr Kite, Mr Koowaree, Mr Lake, Mr Lewis, Ida Linfield, Mr Long, Mr Love, Mr Lymer, Mr Marsh, Mrs Marsh, Mr McInroy, Mr Murphy, Mr Northey, Mr Oakford, Mr Ozog, Mr Pascoe, Mr Payne, Mrs Prendergast, Mr Pugh, Miss Rankin, Mr Rayner, Mr Ridgers, Mr Simkins, Dr Sullivan, Mr Sweetland, Mr Thomas, Mr Whiting, Mr Wright.

Against (1)

Mr Whybrow

Abstain (0)

*Motion carried*

(3) RESOLVED that the County Council:

(a) enter into the revised ACCESS Pool Inter-Authority Agreement as attached at appendix 2 to the report;

(b) delegate authority to the s151 Officer to enter into relevant contracts and other legal agreements as required to implement the decision in (3) (a) above; and

(c) delegate authority to the s151 Officer to, following consultation with the Chair of the Superannuation Fund and the General Counsel, agree future updates to the Inter-Authority Agreement providing no additional delegation of further formal Council powers are required.

## **254 Statutory and Proper Officers: Data Protection Officer**

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

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“That County Council agrees to update the list of Statutory and Proper Officers in the Constitution to record the designation of the General Counsel as the Data Protection Officer under the Data Protection Act 2018.”

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

(3) RESOLVED that the list of Statutory and Proper Officers in the Constitution be updated to record the designation of the General Counsel as the Data Protection Officer under the Data Protection Act 2018.

**255 Appointment of Independent Member Remuneration Panel from 1 November 2020**

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

“The County Council is invited to consider the recommendation of the selection panel of Honorary Aldermen and appoint Ms Jemma Gowland, Mr Chris Macklin, and Mr David Mercier as the members of the Independent Member Remuneration Panel for a four-year term, from 1 November 2020 to 31 October 2024.”

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

(3) RESOLVED that Ms Jemma Gowland, Mr Chris Macklin, and Mr David Mercier be appointed as the members of the Independent Member Remuneration Panel for a four-year term, from 1 November 2020 to 31 October 2024.

**256 Proposed Amendments to the Terms of Reference of the Selection and Member Services Committee**

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

“The Council is asked to agree the changes to the terms of reference of the Selection and Member Services Committee, following the recommendation of the Selection and Member Services Committee, as set out in paragraph 2 of the report.”

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

(3) RESOLVED that the changes to the terms of reference of the Selection and Member Services Committee, following the recommendation of the Selection and Member Services Committee, as set out in paragraph 2 of the report be approved.

**257 Motion for Time Limited Debate**

(1) Mr Chittenden moved and Mr Hook seconded the following motion:

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“This Council requests that the Cabinet Member for Highways and Transport actively promotes the reduction of the default speed limit in all new housing developments to 20mph by:

- Recommending to District Planning Officers through the Consultee process in relation to all new housing development applications that the design of the estate roads should be such as to promote a default speed of 20mph.
- Adapting the Kent Design Guide to ensure that new estate roads are designed and constructed to ensure target speeds are self-enforcing at 20mph.”

(2) Mr Payne proposed and Miss Rankin seconded the following amendment:

~~“This~~ **Kent County** Council requests that the Cabinet Member for Highways and Transport actively promotes the reduction of the default speed limit in ~~all~~ new housing developments to 20mph by:

- ~~• Recommending to District Planning Officers through the Consultee process in relation to all new housing development applications that the design of the estate roads should be such as to promote a default speed of 20mph.~~
- **Further development** ~~Adapting of~~ the Kent Design Guide to ensure that new estate roads **continue to be** are designed and constructed to ensure target speeds are self-enforcing at 20mph.
- **Kent County Council recommending to District Planning Officers that the design of new housing estate roads should wherever possible promote a default speed of 20mph.**

**Furthermore, that based upon the learning acquired from the Emergency Active Travel Fund town wide and other 20mph trials, Kent County Council will look to introduce further 20mph schemes when government funding becomes available provided that safety benefits can be shown and there is community support for any such individual scheme.”**

(3) The proposer and seconder of the original motion agreed to incorporate the amendments into their motion and the Council gave its consent to this approach.

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

For (59)

Mrs Allen, Mr Angell, Mr Balfour, Mr Barrington-King, Mr Bartlett, Mrs Bell, Mrs Beresford, Mrs Binks, Mr Bird, Mr Bond, Mr Bowles, Mr Brazier, Miss Carey, Mrs Chandler, Mr Chittenden, Mr Clinch, Mrs Cole, Mr Collor, Miss Constantine, Mr Cook,

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Mr Cooke, Mrs Crabtree, Mr Daley, Mrs Dean, Mr Farrell, Mrs Game, Mr Gough, Mrs Hamilton, Mr Harman, Mr Hill, Mr Hills, Mrs Hohler, Mr Homewood, Mr Hook, Mr Hotson, Mrs Hurst, Mr Kite, Mr Koowaree, Mr Lake, Mr Lewis, Mr Long, Mr Love, Mr Marsh, Mr McInroy, Mr Northey, Mr Oakford, Mr Pascoe, Mr Payne, Miss Prendergast, Mr Pugh, Miss Rankin, Mr Rayner, Mr Simkins, Dr Sullivan, Mr Sweetland, Mr Thomas, Mr Whiting, Mr Whybrow, Mr Wright

Against (0)

Abstain (0)

*Motion carried*

(5) RESOLVED that Kent County Council requests that the Cabinet Member for Highways and Transport actively promotes the reduction of the default speed limit in new housing developments to 20mph by:

- Further development of the Kent Design Guide to ensure that new estate roads continue to be designed and constructed to ensure target speeds are self-enforcing at 20mph.
- Kent County Council recommending to District Planning Officers that the design of new housing estate roads should wherever possible promote a default speed of 20mph.

Furthermore, that based upon the learning acquired from the Emergency Active Travel Fund town wide and other 20mph trials, Kent County Council will look to introduce further 20mph schemes when government funding becomes available provided that safety benefits can be shown and there is community support for any such individual scheme.



**From:** Roger Gough, Leader

**To:** County Council, 10 December 2020

**Subject:** ‘*Setting the Course*’ – Kent County Council’s Interim Strategic Plan

**Classification:** Unrestricted

**Past Pathway:** Cabinet (30.11.20)

**Future Pathway:** N/A

**SUMMARY:** The development of a new 5 Year Plan for Kent County Council has been postponed due to the COVID-19 crisis. ‘*Setting the Course*’ is Kent County Council’s Interim Strategic Plan and sets out the immediate challenges and opportunities Kent is faced with and the actions we will prioritise to address them over the next 18 months. It has been informed by Member priorities, as well as recent public engagement and consultation for the draft 5 Year Plan. Cabinet endorsed the Interim Strategic Plan on 30 November and recommended it to County Council for approval.

**Recommendation:**

County Council is asked to:

(1) **Approve** ‘*Setting the Course*’ - Kent County Council’s Interim Strategic Plan.

## 1. INTRODUCTION

- 1.1 Kent County Council (KCC) has traditionally developed a series of strategic plans which set out the administration’s ambitions and priorities. This is a part of the Policy Framework in KCC’s Constitution and influences our strategy, budget, commissioning and service delivery. The current strategic statement ‘*Increasing Opportunities, Improving Outcomes*’, approved by County Council in March 2015, ended in 2020.
- 1.2 In summer 2019, KCC began developing a new 5 Year Plan which could replace the previous strategic statement. ‘*Kent’s Future, Our Priority*’ – Kent County Council’s 5 Year Plan 2020-25 was developed, informed by nine months of engagement and consultation with residents, businesses and partners. It was endorsed by Cabinet on 2 March 2020 and was due to be approved by County Council later that month.
- 1.3 In March 2020, the country entered the first national lockdown due to the COVID-19 pandemic. The March County Council meeting was cancelled, which meant that the 5 Year Plan was not taken for approval. The development of the 5 Year Plan was paused to allow KCC to focus on the immediate response to the COVID-19 crisis and take stock of the changing circumstances.

- 1.4 As the crisis developed, it became clear that its impacts would be significant, and a new interim strategic plan would be needed to respond to this in the short- to medium-term. ‘*Setting the Course*’ Kent County Council’s Interim Strategic Plan explains the immediate challenges Kent is facing and the actions KCC will prioritise to lead Kent through the next 18 months. The plan sets out the challenges and vital opportunities we will focus on addressing to support the county to recover, build resilience and reset.
- 1.5 Development of a new 5 Year Plan will begin in 2021 to set KCC’s longer-term priorities and ambitions for the county.

## 2. THE INTERIM STRATEGIC PLAN

- 2.1 The Interim Strategic Plan is attached as **Appendix A**. The plan will be available as an electronic copy only to improve accessibility and minimise environmental impact.
- 2.2 The plan is structured around the five key challenges. These are:
  - **Financial** – KCC is facing a significant budget gap and difficult decisions to make in the short- to medium-term, while maintaining a longer-term view of what is best for the county.
  - **Economic** – the economic downturn caused by COVID-19 is causing widespread economic impacts, while attracting investment and putting infrastructure in place to support growth remains a priority.
  - **Demand** – there is increasing demand for some of KCC’s key services, which will be exacerbated by the impacts of COVID-19 on Kent’s residents, particularly those that are vulnerable.
  - **Partnership** – the crisis presents important opportunities to build on strengthened relationships and rethink how KCC works with partners to better manage demand and improve efficiency.
  - **Environmental** – tackling the climate emergency and protecting the natural environment continues to be an urgent priority, as well as investing in the built environment and creating communities to be proud of.
- 2.3 For each challenge there is an introductory narrative that explains why it is important, followed by the priority actions KCC will deliver to help address the challenge.
- 2.4 While the challenges facing the county are significant, there are also important opportunities presented by the current situation to improve the services we provide and support the county to emerge stronger and more sustainable. The priority actions set out in the Interim Strategic Plan seek to balance the overriding need to balance the budget and set a

sustainable medium-term financial plan, meet people's needs, and seize opportunities to embed positive change for the future.

- 2.5 The priority actions set out in the Interim Strategic Plan have been shaped through cross-party engagement with KCC Members and with senior officers. Trade Unions have been engaged and provided feedback on the draft priority actions which has been used to make improvements to the final version.
- 2.6 The priority actions have also been strongly informed by nine months of extensive engagement and consultation on the 5 Year Plan during 2019 and early 2020. Engagement included qualitative workshops with a representative sample of Kent residents and meetings and workshops with KCC Members and staff, young people in the county, voluntary and community groups, Town and Parish Council representatives, business representatives and key public sector partners. Engagement focused on understanding priorities to improve quality of life in the county and this shaped the draft of the 5 Year Plan. A public consultation was held over January and February 2020 to test the draft, which received an unprecedented level of engagement for a high-level strategic document of this nature. A '*You Said, We Did*' document was created to show how engagement shaped the draft and how formal consultation resulted in substantive improvements to the final version.
- 2.7 The Interim Strategic Plan has benefitted from the scale and strength of this previous engagement and consultation. Although the context in which KCC is working has changed, many of the priorities that residents and other stakeholders identified to improve quality of life in the county are still relevant and have been carried forward into the Interim Strategic Plan.
- 2.8 Development of the plan has also drawn on the findings of the public budget consultation during summer 2020 and emerging findings of the public consultation on the 2021/22 budget which has been underway during development of the Interim Strategic Plan. This has provided an insight into the current priorities and views of residents and provided important context for the plan.

### **3. EQUALITY CONSIDERATIONS**

- 3.1 An extensive Equality Impact Assessment was carried out during the development of the 5 Year Plan and was revisited and updated throughout its development. The draft Equality Impact Assessment was consulted on as part of the public consultation on the draft 5 Year Plan, and resulted in multiple improvements being made, which were set out in the Equality Impact Assessment and *You Said, We Did* document.
- 3.2 The equality considerations for the 5 Year Plan concluded that there were no negative or adverse impacts on protected characteristic groups and there was potential for positive impact on people from all of the protected groups through aiming to improve quality of life. It also concluded that any specific proposals or changes arising from the delivery of the plan would

be subject to separate equality analysis and consideration of equality impacts.

- 3.3 Over the summer of 2020, KCC led the development of an Equality Impact Assessment for the development of the Kent Resilience Forum COVID-19 Recovery Strategy. This drew upon the intelligence and experience of all partners involved in recovery to start understanding the emerging impact of the crisis on people from different protected characteristic groups and how adverse impacts could be mitigated.
- 3.4 The development of the Interim Strategic Plan has been influenced by the findings of the recent Equality Impact Assessments for these documents, which like the Interim Strategic Plan also consider a broad range of actions across all service areas and cover the whole of the Kent population.
- 3.5 As was proposed for the 5 Year Plan, all specific proposals of changes arising from the Interim Strategic Plan will be subject to separate, specific consideration of equality impacts and consultation in line with KCC policy.

#### **4. NEXT STEPS**

- 4.1 Subject to County Council approval, the Interim Strategic Plan will be published on KCC's website and promoted to residents, partners and staff through KCC's usual communication channels.
- 4.2 The final section of the Interim Strategic Plan explains how it will be delivered through the Strategic Reset Programme and Divisional and Service Level Business Plans. Monitoring will be through KCC's usual governance channels, including through regular Cabinet updates and oversight by Cabinet Committees.
- 4.3 Development of the new 5 Year Plan for KCC will begin in 2021. As before, this will be shaped from the start by engagement with residents, businesses, community groups and partners and subject to formal consultation and equality considerations.

#### **5. RECOMMENDATIONS**

- 5.1 The recommendations are as follows:

County Council is asked to:

- 1) Approve '*Setting the Course*' – Kent County Council's Interim Strategic Plan.

## 6. BACKGROUND DOCUMENTS

### 6.1 Appendix for this item:

Appendix A – ‘*Setting the Course*’ Kent County Council’s Interim Strategic Plan

### 6.2 Background items:

- ‘*Kent’s Future, Our Priority*’ 5 Year Plan - published for County Council March 2020
- ‘*Kent’s Future, Our Priority*’ 5 Year Plan Equality Impact Assessment
- ‘*Kent’s Future, Our Priority*’ ‘*You Said, We Did*’ – How your feedback has helped shape KCC’s 5 Year Plan
- Kent Resilience Forum COVID-19 Recovery Strategy Equality Impact Assessment

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# Setting the Course

Kent County Council's Interim Strategic Plan

December 2020



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## Foreword

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In March this year the council was ready to adopt its new 5 Year Plan 'Kent's Future – Our Priority' - a strategic plan developed over many months in consultation with the public, our partners and our staff which set out our commitment to make Kent the best place to live, work, play, learn and invest in.

That plan was never adopted. The County Council meeting in March was cancelled as the first COVID-19 national lockdown began. As we worked with our partners to support Kent's immediate response to the pandemic, it became clear that COVID-19 would leave a huge social and economic legacy long after it has ended and that any plan would have to take account of that.



**Roger Gough**  
Leader, Kent County Council

We accepted that a post COVID-19 strategic plan would be required and postponed work on our 5 Year Plan. But we are still living in uncertain times. Trying to plan ahead too far into the long-term is unrealistic when so much can change so quickly. In a few short weeks while this plan was in its final stages, the level of COVID-19 infections within the county rose dramatically and a second round of national restrictions was announced, but the availability of an effective vaccine, with all its longer-term implications, also became a stronger possibility. Nonetheless, there is still a need to provide a framework against which the council will support our residents, businesses, service users and local communities to emerge from the pandemic stronger and more sustainable than before.

This Interim Strategic Plan explains the immediate challenges we face and the actions we will prioritise to lead Kent through the next 18 months. These actions will in many cases be the groundwork for longer-term change. The Plan sets out the challenges and vital opportunities we will focus on addressing to support the county to recover, build resilience and reset.

We are not starting from a blank page. The views, experiences and suggestions we heard during our 5 Year Plan consultation have informed the priorities we have set. People told us that their quality of life is greatly impacted by things like how easy it is to travel around the county, how well looked-after their local area is and how safe it feels. These day to day experiences make a big difference. And they will make a bigger difference in a post-COVID-19 world where people work more from home, commute less and invest more time in their local neighbourhoods and communities.

How we will respond to the long-term structural opportunities emerging from COVID-19 will be central to a new 5 Year Plan which we will begin developing in the latter half of 2021. Once again, we will develop that long-term strategic plan through listening to and engaging with the residents and businesses of Kent that we serve.

A handwritten signature in black ink, which appears to read 'Roger Gough'. The signature is fluid and cursive, written in a professional style.

## Background and context

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This Interim Strategic Plan has been developed during a time of significant and continuous change and uncertainty for our county. The COVID-19 crisis has affected virtually all aspects of life and its impact will continue to be felt for months and years to come. Individuals, families, businesses and community groups are all feeling the strain and some of the most vulnerable people have been affected the most. Through these difficult times, people in Kent have shown incredible strength in quickly adapting to new ways of doing things, keeping in touch and supporting each other.

From the start of the crisis, Kent County Council (KCC) has taken emergency action to protect the safety and wellbeing of Kent residents. With our partners we launched [Kent Together](#) which has so far taken over 7,000 requests to provide urgent help and supplies to vulnerable people. We have made additional payments to care homes to help them cope and have bulk bought personal protective equipment (PPE) for key



workers. We have found new ways to deliver our services including online support and activities for young people and adults with learning disabilities. Our Public Health teams are continuing to provide expert advice to help people protect their health. We have safely adapted and reopened the services we can, including Household Waste Sites and some of our libraries. Working with our partners, we have set up an emergency [helpline for businesses](#) which we have funded to continue to the end of the year and established an Employment Taskforce.

The impacts of the COVID-19 crisis and the economic downturn it has created will have a significant impact on demand for our services and on the budget we have available. Demand for some services continues to rise each year due to changes in our population, but new pressures from the crisis will add to this. We are also seeing a big reduction in our income as the money we usually collect from Council Tax and Business Rate collection falls. We have received some additional grants from Government, and we are continuing to stand up for Kent's interests and seek further essential financial support and clarity on future funding so we can plan ahead.

During this challenging time, we have also seen great strengths and opportunities for the future. All over the county, people have stepped up to help those in need and look out for their family, friends and neighbours. Public sector and community

services have worked more closely together than ever before to find ways to continue supporting those that rely on them, thinking innovatively through the challenges. Some of the new ways of doing things have proven to work well and have demonstrated how we can make improvements to the way we deliver our services. KCC's staff are always our greatest asset and it is important that we acknowledge and thank them for their ongoing hard work, dedication and resilience.



The COVID-19 crisis is not the only factor affecting Kent in the near future. Our geographical position as the gateway to the UK means that the transition from the European Union will have a greater impact on us than other parts of the country. Our preparations are driven by the twin objectives of minimising disruption to local communities and keeping the county open for business. Our joint planning with partners is as robust as it can be against a continuously



evolving landscape, and there are still various strands of work to be delivered which are dependent on Government decisions and actions. Our proximity to London has also always had a big impact on the county and can be an advantage to attract investment and connect people to the opportunities that the capital offers. The changes in working and living patterns caused by COVID-19 may provide new advantages for our county.

The next 18 months will undoubtedly be a challenging time for Kent, but there are also exciting and unique opportunities available to improve the services we provide and accelerate the county's success and prosperity in the future. Our primary and overriding priority now is to balance our budget for 2021/22. The council has a significant number of statutory duties placed upon it and the requirement to balance the budget is pre-eminent. Without a balanced budget we will not be in a position to provide the vital services that our residents rely upon, nor will we be able to position the council and our services to be sustainable in the medium term.

We must take difficult decisions in the short-term to balance our budget and continue to protect and support people who are vulnerable and in need. While we do this, we will continue to lay the foundations for what is best for Kent in the

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longer-term. This means we will continue to attract investment into the county and seek to maintain valued universal services that make a big difference to quality of life. We will also seize opportunities available to us now so we can benefit from positive changes in years to come.

The diagram below explains how we will balance these factors to navigate the county through the next 18 months. The priority actions set out in this Interim Strategic Plan aim to achieve this balance.



Delivering change in an organisation as large and as complex as KCC is difficult and it is essential that we take our service users, residents, staff, partners and providers with us. In July 2020, the County Council agreed to the creation of the Strategic Reset Programme 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 opportunities to transform the way we work, including our people, assets, technology, structures and service delivery. The delivery of many of the priorities in this plan will be through the Strategic Reset Programme.

## The challenges we face

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This Interim Strategic Plan sets out the five main challenges that KCC is facing over the next 18 months, and what we will do to help address them. Within the challenges there are also important and unique opportunities to improve the way we do things.



### **Financial Challenge**

KCC is facing a significant budget gap and difficult decisions to make in the short-to medium-term, while maintaining a longer-term view of what is best for the county



### **Economic Challenge**

The economic downturn caused by COVID-19 is causing widespread economic impacts, while attracting investment and putting infrastructure in place to support growth remains a priority



### **Demand Challenge**

There is increasing demand for some of KCC's key services, which will be exacerbated by the impacts of COVID-19 on Kent's residents, particularly those that are vulnerable



### **Partnership Challenge**

The crisis presents important opportunities to build on strengthened relationships and rethink how KCC works with partners to better manage demand and improve efficiency



### **Environmental Challenge**

Tackling the climate emergency and protecting the natural environment continues to be an urgent priority, as well as investing in the built environment and creating communities to be proud of

The next sections explain why it is important that we focus on these challenges and the priority actions we will take to help address them.



## Financial challenge

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### Why it matters

We are facing the greatest financial challenge in recent years. Despite the pressures of the COVID-19 crisis, we have ensured a balanced budget for the year to March 2021 through one-off funding sources and savings. However, the biggest financial challenge is still ahead of us.

At the start of our budget consultation in October 2020, we estimated that we could need to find between £62-143 million from spending reductions and savings during 2021-22, although the outcome will depend on the scale of Government financial support. This is more than we have had to find in a single year through any of the last ten years of austerity.

One side of the challenge is that our income is expected to be reduced. The funding we receive from Council Tax and Business Rates usually covers around half of our annual spending and we are already seeing reductions in how much is collected. Grants from Government also make up a large proportion of our budget and we are continuing to make the case for further funding, as well as lobbying to address long-standing funding gaps. The other side of the challenge is that demand for services including Public Health and children's and adults' social care is increasing. We will also need to take a range of actions to support businesses, communities and families to cope and recover, building their resilience for the future.

All of this means that we have some extremely difficult decisions ahead, including on possible spending reductions. At the same time, we must continue to plan for and invest in the county's future. To manage the multiple demands on our budget, we will need to be clear and focused on our priorities so that every penny spent makes the greatest difference. To help us do this, we will need to improve our financial management so that we can get a more detailed understanding of how the money we spend leads to positive outcomes, particularly in areas where we have discretion around what we provide. We will also continue to pursue ways to serve the people of Kent more effectively to save money where we can.

Given the pressures we now face and the efficiency savings we have already delivered over recent years, we will need to go further and make fundamental changes to the way we operate. Through our Strategic Reset Programme, we are bringing together the major change projects which are critical to help shape the future of the council. The programme will ensure our operating framework is fit for the future and can respond to the challenges and opportunities set out in the Interim Strategic Plan.

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The COVID-19 crisis has shown that new ways of delivering services can be more efficient and better for the people who use them. Many of our services have used digital technology to continue providing services to customers including through video conferencing and online transactions. Many people have found this to be a more easy and convenient way to work with us, although we will always strive to provide face to face service where this is needed. We must be ready to make use of advances in technology as they evolve. Our staff have also shown great adaptability in adjusting to working from home as much as possible and this presents an opportunity to accelerate changes to how we use our buildings, while supporting staff wellbeing and productivity.



## Priority actions to help address the financial challenge

### **Deliver a balanced budget and develop a sustainable medium-term financial plan**

- Use evidence and resident feedback to take difficult decisions to find the necessary savings for the 2021/22 budget, while maintaining a longer-term view on our priorities and ambitions for the county. These will be developed in our new 5 Year Plan during 2021 in consultation with residents.
- Over the medium-term, deliver the Strategic Reset Programme to improve our efficiency and the quality of experience for service users, residents and staff.
- Learn from other Local Authorities where the spend is lower and they achieve similar outcomes to Kent.
- Review our capital strategy and deliver a sustainable 10-year capital programme that reflects our strategic priorities, so we invest in the right infrastructure for the future, including highways, economic development and technology.

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### **Stand up for Kent's residents**

- Continue to work closely with Government to ensure Kent receives full funding to meet the county's needs, including where there are specific and unique pressures on the council, such as:
- Additional funding needed to cover the costs and lost income due to COVID-19, working with Kent Districts and other public service partners.
- Adequate funding to cover the impact and additional costs of EU transition for Kent, including the impact on our communities and businesses.
- Historic costs of Unaccompanied Asylum-Seeking Children coming into the UK through the channel ports who are legally required to be placed in the care of the County Council as Looked After Children.
- Address the capital and revenue funding gap for education given Kent's significant demographic challenge, including provision for children with special educational needs and disabilities.

### **Target resource where it has the greatest impact**

- Transform financial management, modelling and forecasting to inform our future budget strategy and medium-term financial plan.
- Develop and implement Outcomes Based Budgeting to inform policy and service decisions.
- Target our discretionary spend (spending on non-statutory functions) where evidence shows it will have the greatest positive impact.
- Set a clear strategic direction for our trading companies focussed on maximising best value for the council.

### **Use technology to improve efficiency and reduce cost**

- Embrace technology and opportunities to be more efficient in how we provide services, moving towards digital access where this is convenient and appropriate, while maintaining face to face provision where this is needed.
- Provide better digital solutions for Kent residents, improve accessibility and lower our cost to serve.
- Refresh the Technology Strategy to maximise our investment in existing technology and put in place the right capabilities for the future.
- Support staff who can work from home to continue to do so for some of their working time to reduce travel and support staff wellbeing and productivity.
- Rationalise our estate and assets to support new working practices and service delivery arrangements and achieve our target of net-zero emissions from our estate and operations by 2030.





## Economic challenge

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### Why it matters

The economic cost of the COVID-19 crisis is severe and far-reaching. Unemployment has more than doubled in Kent and Medway between March and September this year. Many of the business sectors that Kent's economy relies on have been significantly impacted, including hospitality, construction, and transport.

The Kent and Medway economy could potentially see a total output loss of between £5 billion and £7 billion by the end of 2020. Without mitigating action, the economic challenge could create hardship and disadvantage which could take years to reverse. The impact is greatest for those in a weaker position in the labour market and for young people it could permanently damage their career prospects and life chances.

In the face of this challenge, we are working with our partners to deliver the [Kent and Medway Economic Renewal and Resilience Plan](#). This will support businesses, help people access work and skills, attract investment into the county and build confidence. We will do everything we can to support jobs and businesses now, while also taking action to build a greener, fairer and more resilient economy for the future.

COVID-19 has presented a significant opportunity for many businesses and organisations to change their business model and this will likely drive a permanent shift away from requiring staff to commute, with some organisations now actively seeking to move their operations out of London. This reversal of the London pull effect on the home counties presents a significant opportunity for Kent, given our strategic location, transport infrastructure, affordability and opportunities in the creative sector and life sciences which could attract companies and organisations to base their operations in the county.

This would mean that more economic activity would take place locally, with more people spending time and money in their local community rather than in London. If we actively embrace this change it presents an opportunity to create vibrant local towns that are accessible and attractive, become better places to live and work, help businesses to succeed, attract high-quality employment and keep our home-grown talent here.

Kent's population is growing quickly, and it is essential that development is well-planned and well-supported to protect and enhance the unique identity of local areas and quality of life. We need to use our influence to improve the planning system so it better meets the needs of local areas. There are also opportunities

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to work more closely with our partners to take a strategic approach to planning across the county.

Growth requires investment in infrastructure and there is a gap of around £4 billion for essential infrastructure to support the necessary housing growth in Kent and Medway to 2031. This is why we are taking an 'infrastructure first' approach, to allow us to secure funding to put necessary infrastructure, like road improvements, more school places and broadband, in place before housing is completed. There are also current opportunities to bring forward investment in new infrastructure to stimulate economic growth and instil confidence in key sectors like construction. The COVID-19 crisis has emphasised the need for homes and businesses to have access to high-speed broadband and mobile data and we need to ensure this is available in all parts of the county.

Another key component for a successful economy is a workforce with the right skills. Skills levels in Kent are below the South East and national average and we have skills gaps in key sectors including construction and the creative industry. The current economic crisis brings into sharper focus the need to support young people and all working age adults to develop skills that are relevant to the job opportunities available and that will help them fulfil their potential.



Discovery Park, science park, Sandwich

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## Priority actions to help address the economic challenge

### Deliver the Kent and Medway Economic Renewal and Resilience Plan

- Work with our partners to deliver essential support for local businesses, including further funding for [Kent and Medway Growth Hub's COVID-19 Helpline](#) for businesses and the Kent and Medway Business Fund, offering loan support for businesses with growth potential.
- Promote Kent's key business sectors and visitor economy and promote confidence among visitors and residents that our county is 'open' within Government guidelines.
- Working with our partners, deliver the Kent and Medway Employment Plan to help the existing workforce develop relevant skills, quickly signpost people who are made redundant to advice and support to find work and encourage growing businesses to employ more local people.
- Represent and lobby for the interests of Kent, including the financial challenges of key sectors (including the voluntary and community sector, cultural sector, logistics and life sciences) and how government policy may impact on this.
- Understand the risk and mitigate the long-term impact of failure of businesses on particular locations, sectors and groups of people, focusing support for people at particular risk, including younger and lower-skilled workers.

### Create sustainable local economies

- Seize the opportunities of the reversal of the 'London pull effect' on Kent's economy and encourage and attract more London-based firms to consider relocating to Kent.
- Work with partners to enable the necessary physical, social and cultural infrastructure to make Kent an attractive place to live, work and invest in.
- Work with partners to support and reimagine Kent's high streets and town centres as economic, social and cultural centres.
- Consider how KCC assets can be used to anchor regeneration and renewal of high streets and town centres.

### Champion the rural and green economy

- Promote the low carbon goods and services sector and opportunities for reskilling and job creation in the green economy, including in high opportunity sectors such as solar and hydrogen.
- Explore opportunities to maximise investment in building retrofit programmes, supporting the local retrofit industry.

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- Build on the success of Kent's leading centres of research and development in horticulture, plant science and life science which offer potential for high value employment and wider economic growth for the county.
  - Develop a Rural Strategy for Kent – a holistic whole-council strategy to support our rural communities and businesses to meet the specific challenges that arise through living and working in rural communities, such as increased costs, social isolation and access to services.

### **Shape planning reform**

- Continue our policy position of 'Infrastructure First' to create balanced housing and employment growth, with high-quality and timely infrastructure as an essential pre-requisite.
- Influence Government's planning reform legislation so that local needs and views are taken into account in planning for new housing development, particularly on funding for the required infrastructure to support sustainable new communities.
- Develop our strategic planning capacity so we can work together with our partners to enable the development of sustainable, connected, safe and healthy communities.
- Progress the Affordable Housing Select Committee action plan including developing a proposal to set up a virtual Housing Growth Unit with partners and exploring ways to release more of our surplus land for building affordable housing.
- Refresh our innovative [Growth and Infrastructure Framework](#) to understand the county's infrastructure requirements and the associated funding gap.
- Update our approach and guidance on developer contributions to ensure the right investment in local infrastructure and develop a stronger relationship with both developers and local planning authorities.

### **Bring forward infrastructure projects to stimulate economic growth**

- Progress the Infrastructure Proposition with Government to leverage national investment in the infrastructure, quality housing and economic development the county needs.
- Maximise the benefits of major capital investment projects into Kent, such as a Lower Thames crossing, Ebbsfleet Garden City and the London Resort development.
- Develop a pipeline of 'shovel-ready' infrastructure projects to act as a catalyst for the construction industry which also deliver a step-change in green infrastructure, helping Kent deliver its zero-carbon ambition.

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- Further progress the 'No Use Empty' initiative which provides loans to bring properties that have been empty for a long time back into use as quality housing for sale or rent.
  - Accelerate the delivery of the Kent Broadband Programme and continue to work with broadband providers to maximise market-led investment including roll out of 'fibre-to-the-premise' technology.
  - Work with mobile network operators to provide enhanced mobile services across Kent.

### **Empower people with the right skills to compete and succeed**

- Work with employers to protect jobs through the upskilling of the workforce and the supply chain, particularly in jobs that require 'Level 3' skills (roughly equivalent to A-Level), which will help people to increase their earning potential.
- Lead the Employment Taskforce which will maximise the local benefit of national employment schemes and ensure the Kent workforce gains from new inward investments and growth in the Kent economy.
- Work with the Employment Taskforce to develop an 'all-age' approach to skills, supporting people to learn and retrain throughout their life so that individuals, businesses and the wider economy are well-equipped to seize economic opportunities.
- Complete the review of Post -16 education and training provision and feed the findings into the work of the Employment Taskforce.
- Intensify efforts to engage employers to offer a range of apprenticeship opportunities, including by continuing to share our Apprenticeship Levy.
- Provide more KCC apprenticeship opportunities in-house and through our trading companies.
- Work with our partners to support young people into work, including maximising benefits from the Government's Kickstart scheme, and developing a network of hubs where young people facing barriers to employment can access work and skills advice.



## Demand challenge

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### Why it matters

Demand for many of KCC's services is rising every year. This is partly caused by changes in the needs of our communities; for example there are more older people who require social care, and more children with special needs and disabilities that we need to support. We anticipate that COVID-19 will have a long-term impact on the demand for KCC services for many years to come.

For example, the economic and psychological distress of lockdown on our residents is likely to increase demand for our social care and support services. The crisis has also seen many of our providers face rapid acceleration of previously long-term and incremental changes in their market, which challenges their operating model. An example of this is the shift away from residential care to increasing demand for Extra Care housing capacity. This creates new and additional pressure as well as opportunities to redesign and shape services with a range of partners.

The COVID-19 crisis has changed the current patterns of demand we would normally see for some of our key services like children's and adults' social care, and we need to ensure that vulnerable people are receiving the support they need. It is also likely that new demand will emerge as people who would not normally need our support are pushed into crisis. It is important that we have a thorough understanding of the changing needs that lead to demand for our services, taking an intelligent data-led approach. This will allow us to more accurately forecast demand so we are well prepared to respond. The approach will work best if we share intelligence, both across KCC departments and with our partners, and make use of all the information available so we can get a complete picture. We can use digital tools to help us do this, and also make use of digital technology to help meet lower-level needs more efficiently, for example making it easier for people to find advice and complete simple transactions online. For people with complex needs or those that require additional support, we will continue to engage with them face-to-face and provide important human contact.

Children and young people have been particularly impacted by the COVID-19 crisis and the restrictions it has brought. Many have missed out on education, social and development opportunities, while those moving into adulthood may have experienced disruption to plans for their future. Children from disadvantaged backgrounds and those with additional needs are likely to have missed out the most from schools and services being closed or restricted. Our children's social care teams are seeing an increase in more complex and serious cases. Without additional support, gaps in outcomes and attainment between vulnerable

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children and their peers will grow, impacting on their life chances. The mental and emotional wellbeing and resilience of children and young people is a growing priority and we will need to ensure that support for this is built into recovery planning for all children and young people and that specialist support is readily available for those that need it.

The crisis has also been challenging for older people and vulnerable adults, and the family and friends that care for them. The adult social care system is already under growing pressure as funding is increasingly stretched to manage greater demand. Now more than ever, we need to make it easier for people to find advice and support including from community organisations that provide informal support and contact, to reduce the need for complex interventions later. We are also working to improve our social care practice and make use of innovations in care so we can support people better. During the COVID-19 crisis we have developed stronger working relationships with providers of adult social care, and we have an opportunity to build on this to develop a stronger market providing good quality care options around the county.

There has been a short-term reduction in demand for transport services as a result of COVID-19, but the long-term growth of the county means that pressure on our transport infrastructure will continue to grow over the coming decades. As well as working with transport providers around their short-term sustainability, we need to work with them to meet the long-term transport needs of a growing county and support our environmental objectives.

While we are meeting current needs, we must also act to safeguard the future by continuing to invest in preventative action and early intervention. Whether this is investing in the quality of our highways to avoid bigger costs later, finding sustainable ways to help families tipping into financial crisis or supporting people to avoid the damaging effects of social isolation and loneliness, we need to know what works most effectively so we can invest in the right actions. We will take an evidence-based approach and focus on the preventative activity that leads to a proven reduction in future needs so that individuals experience better quality of life and demand for our services is reduced.

## **Priority actions to help address the demand challenge**

### **Develop a stronger evidence-based approach to managing demand**

- Strengthen our data-led approach to model and forecast demand, so we have the right evidence to adapt and respond quickly.
- Ensure the views and experiences of residents, staff and providers are part of a holistic evidence base to inform decisions about service redesign and commissioning.

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- Understand and manage changes in behaviour, new vulnerabilities and increase in complexity of demand caused by the COVID-19 crisis and its impact on service provision.
  - Develop a shared data, analytics and intelligence approach across KCC and with our partners.
  - Create digital self-service solutions to manage demand and resolve resident issues quickly and intuitively.



### **Support children and young people with the highest needs**

- Manage overall demand and deliver better outcomes for children, young people and their families, support more children to remain with their families where it is safe to do so, and children in care to remain in family based homes, through the Change for Kent Children programme.
- Improve access to emotional and mental health support for children and young people and commission high quality and timely child and adolescent mental health services.
- Work with schools to recover lost learning due to disruption caused by the COVID-19 crisis and close attainment gaps between vulnerable children and their peers.



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- In partnership with parents and schools, deliver the required improvements to services for children with Special Educational Needs and Disabilities as set out in the [Written Statement of Action](#).
  - Consider opportunities for providing support and activities for young people online, including youth outreach work.

### **Support older and vulnerable adults to maintain a good quality of life**

- Deliver the Making a Difference Every Day Programme to transform the quality of practice in Adult Social Care to better address the needs of service users, drive innovation and ensure we have meaningful measures of success.
- Explore taking forward a strategic review of in-house adult social care services to determine the most effective ways to provide these services, considering all options available.
- Build on the closer relationship with all care providers developed through the COVID-19 crisis to build resilience and shape a sustainable care market.
- Understand the impact of the COVID-19 crisis on adult and young carers and refresh the Carers Strategy where appropriate.

### **Understand and meet long-term demand for transport**

- Work with Transport for the South East to understand the changes in demand for transport services and infrastructure as part of the development of a 2050 Transport Strategy for the South East.
- Develop a new Local Transport Plan for Kent to reflect changes to transport policy as a result of the COVID-19 crisis and the climate change emergency, working closely with residents, businesses, local transport providers and local, regional and national partners.
- Consider the appropriate use of active travel schemes (walking and cycling) within the development of the new Local Transport Plan.
- Approve the Kent Rail Strategy 2021 to influence the new South Eastern Rail concession or contract so that it meets Kent's transport and environmental needs.
- Work with bus providers to understand the long-term impact of the COVID-19 crisis on demand for bus travel and assess the viability of particular bus routes.

### **Invest in effective prevention**

- Take an evidence-based approach to understand the impact of investment in preventative services, to ensure we invest in activity that improves the resilience and wellbeing of residents.

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- Continue to deliver our highways asset management approach (roads and public rights of way) to improve quality, reduce costs and maximise capital funding into the county.
  - Review and refresh the Social Isolation Select Committee action plan in light of the impact of COVID-19, including considering digital options that work to keep people connected with others.
  - Work with partners and Government to develop a sustainable solution for supporting households in financial crisis, food and fuel poverty.
  - Work with partners to improve the health and wellbeing of our population, building on new behaviours and understanding developed during COVID-19 of the impact of lifestyle choices on health outcomes. This will recognise the important role that arts, sports and green spaces play in preventative health care.
  - Meet our new statutory duties within the Domestic Abuse Bill working with our partners, including planning to ensure accommodation based Domestic Abuse support is available when and where it is needed.



## Partnership challenge

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### Why it matters

One of the great positives of the COVID-19 crisis is that people have come together to support and help each other. This has also been the case for public and community services across Kent. Councils, local NHS services, care providers, schools, voluntary and community groups are coordinating their efforts and breaking down barriers so they can provide the best support for the people that need it.

We have an opportunity now to sustain these strengthened relationships to make real and lasting improvements and efficiencies in the services we provide.

Improving our partnership working arrangements will help us manage demand better and make the best use of our resources. It will make it easier for people to find the support they need and for us to help them more efficiently. By working with other organisations that support Kent communities, we can get a better understanding of the causes of demand and how we can best address them. There are opportunities to think differently about how public services in Kent are provided, joining up with some of our closest partners, like Kent's District, Borough and City Councils. We will explore options to share some of our property estates where this could result in savings and provide flexibility for how we work in the future. As we develop and expand our use of digital technology, there are opportunities to align this with our partners to help make it easier for KCC services to work with other public sector organisations.

During the COVID-19 crisis, Kent's Voluntary, Community and Social Enterprise (VCSE) sector has been more of a lifeline than ever, helping people and communities stay safe, well and connected. The VCSE plays a vital role in helping individuals and communities support themselves and each other and build a sense of collective identity. The crisis has been extremely challenging for the VCSE and has accelerated the need for us to improve the way we work with and support VCSE organisations. Together with our public sector partners, we want to work with the sector to build its capacity and resilience so it can continue to play a vital role in life in Kent.

The VCSE is also a provider of many services that KCC commissions. Whilst the council and VCSE providers worked extremely well together during the COVID-19 crisis, it also highlighted challenges within our commissioning model. In particular, there is a need to make better and more consistent use of VCSE knowledge and skills in designing solutions and better ways to meet people's needs. This means collaborating earlier on in the commissioning cycle to inform our strategy development. Many of the most challenging issues facing our communities,

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including mental health problems and homelessness, cannot be tackled in isolation and we need to work with the VCSE and other key partners to find sustainable and effective solutions.

We have a long history of working closely with health partners and aligning health and social care support. KCC is part of new partnership structures for health and social care that aim to take forward improved ways of working together and it is important we get these arrangements right. COVID-19 recovery work has exposed many opportunities to work together to improve services, including to better manage demand for care and residential homes.

As we work through all of the challenges facing us, we are committed to keep talking to Kent's residents, communities and businesses so we understand what is most important for them and what their experiences and views are. We will be honest and open about the choices ahead and report our progress clearly so we can be held accountable. Parish and Town Councils and other local community groups provide invaluable insight into local issues and solutions and we will find better ways to engage with them, including making use of digital technology where this works well.



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## Priority actions to help address the partnership challenge

### Support the Voluntary, Community and Social Enterprise Sector

- Agree a Civil Society Strategy to support the sector in its wider role in building individual and community resilience and to recognise the importance of social infrastructure.
- Establish a Strategic Partnership Board with the VCSE to create a strategic engagement mechanism between the sector and public sector partners. This will provide a forum to develop our strategy where the VCSE is a key partner and to better understand our collective interaction with the sector.
- Develop a support offer for the VCSE which responds to the challenges identified during COVID-19 recovery to help maintain the local VCSE network whilst supporting it to be sustainable and revitalised within a post COVID-19 environment.

### Better align our service design and commissioning plans with partners

- Work together with the VCSE and other partners to develop a shared strategy around key population-based issues including deprivation, mental health, older people and homelessness.
- Define our Commissioning Strategy to inform the way we work with the VCSE to meet the needs of our communities and to identify potential new partnership models.
- Implement a KCC/NHS programme of partnership work including reviewing partnership arrangements for people with Learning Disabilities and autism, managing care home demand and delivering a plan to mitigate the impact of COVID-19 on the Black, Asian and Minority Ethnic population.
- Play an active role in the Integrated Care System for health and social care across Kent and Medway, and ensure the council has the right level of engagement to successfully support the development of Integrated Care Partnerships in East Kent, West Kent, North Kent and Medway & Swale.

### Work with other public sector partners to improve our efficiency

- Explore and continue to promote opportunities with partners to work across the public estate in Kent.
- Explore opportunities to develop multiagency working to tackle some of the most challenging problems facing our communities, including mental health crisis response and tackling serious and organised crime.
- Support and explore opportunities to align our technology and digital aspirations across the public sector to enable more efficient ways of working between public sector agencies.

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### **Better engagement with residents and local communities**

- Create a new resident engagement platform so we can prioritise our budget and activities on what is important to Kent's residents.
- Explore joint communication with partners to explain how to access key services.
- Work with Parish and Town Councils to better understand and respond to local issues.
- Use digital opportunities to better engage with Parish and Town Councils and Amenities Societies.



## Environmental challenge

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### Why it matters

Kent's beautiful and iconic natural environment is one of the county's greatest assets. Our growing population and our location as the UK's gateway to Europe creates particular challenges around carbon emissions, air quality and resource consumption.

KCC has formally recognised the UK Climate Emergency, which poses a very real threat to quality of life now and for future generations. This is why, whilst tackling the climate emergency, it is also important to ensure our communities are resilient and adapting to climate change. Protecting our natural environment is a priority for many reasons; not only to act against climate change and enhance biodiversity, but also to support our health and wellbeing and grow our economy.

KCC has an important role to lead on how the county addresses environmental challenges and opportunities. We have committed to reduce greenhouse gas emissions in Kent to net-zero by 2050 and to achieve this will require every resident, community and business in the county to take simple steps. These include retrofitting buildings so they are more energy efficient, promoting renewable energy generation and planting more of the right tree species in the right places. As the number of households in the county increases, we need to be sure that we have sufficient water, energy and waste disposal infrastructure and promote careful and sustainable use of these resources.

To deliver on our community leadership role for the environment, we will firstly need to lead by example in our own property estate and operations, delivering our target to achieve net-zero emissions by 2030. We will also seek to influence others who provide public services in the county, for example working with transport operators to introduce electric buses and supporting schools to operate in more energy efficient ways. Finally, we will provide advice and expertise so that residents and businesses can take their own actions to reduce emissions. There are unique opportunities now to encourage people to continue changes in behaviours that have emerged during the COVID-19 crisis that have had a positive environmental effect, such as continuing to avoid unnecessary journeys.

With our partners, we want to deliver a 'green recovery' from COVID-19, which means we will consider the environment and rebuild in a way that is sustainable for the future and reduces climate risks. There are significant opportunities to boost our economy and create jobs by attracting investment in activities that will support the environment, such as insulating more homes and developing renewable energy. Kent has a growing low carbon goods and services sector and is home to world-leading research in horticulture and plant science which are important to our economy and must be supported to grow.

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The way we live and work is changing, in part accelerated by the COVID-19 crisis which has seen many of us work from home more and travel less. To accommodate these changes we will need sustainable, well-designed homes and communities that support us all to live well. This means homes and communities that 'design in' ways for us to be physically and mentally healthy and resilient, avoid social isolation and build a sense of community identity and belonging. Innovations in technology and design can help ensure that people can safely stay in their own home as they get older with minimal adaptations required.

Homes and communities need to be well-connected, both to convenient transport networks and active travel options and through high quality broadband and mobile connection. Access to green spaces, sport, leisure and cultural activities enhances quality of life and should be available in all communities. New homes and buildings must be energy efficient, environmentally sustainable, resilient to climate change and protect biodiversity so we do not create future problems. Residents have told us that they want their local area to feel safe, clean and well-looked after so they can feel proud of where they live.



Fairfield Church, Romney Marsh



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## Priority actions to help address the environmental challenge

### Deliver net-zero for Kent by 2050 and promote climate resilience

- Refresh the [Kent Environment Strategy](#) to deliver implementation plans and projects which will improve environmental standards, tackle climate change and support growth in the green economy.
- Consider environmental impacts in all our decision making.
- Deliver the [Kent and Medway Energy and Low Emissions Strategy](#) to contribute to net-zero commitments with our partners and improve air quality.
- Deliver on our commitment to plant a tree for every person in Kent, which totals just over 1.5 million, and enhance other natural assets which increase the storage of carbon, support the recovery of the county's wildlife and benefit residents.
- Deliver the shared priorities in [Kent Nature Partnership's Biodiversity Strategy](#) to protect and recover threatened species and enhance wildlife habitats.
- Deliver the [Local Flood Risk Management Strategy](#) and the [Flood Response Plan](#).
- Manage increasing demand in waste disposal and take action to reduce demand by promoting reuse and recycling.

### Deliver net-zero for KCC's estate and operations by 2030 and influence others

- Lead action on our own estate and operations and those of our Trading Companies to reach Net-Zero by 2030 through investing in renewable energy generation, shifting to electric vehicles and energy rationalisation across the estate.
- Accelerate delivery of green infrastructure and renewable energy projects including the installation of solar photovoltaic panels on public buildings and retrofitting of public sector estates.
- Provide advice and guidance for businesses to reduce their carbon emissions including through Low Carbon Across the South East (LoCASE) projects that provide free support to help businesses become more profitable while protecting the environment and encouraging low carbon solutions.
- Reduce fuel poverty and carbon emissions by championing adaptations to homes including through the Kent and Medway Warm Homes Programme that helps residents install insulation and reduce bills for energy and water in their homes.

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- Incorporate green technology in new school buildings and expand opportunities for schools to invest in energy saving initiatives.

### **Build sustainable, liveable homes and communities**

- Refresh the [Kent Design Guide](#) to promote high quality, sustainable development in Kent's communities that meets current and future needs.
- Plan to deliver high quality accommodation solutions for older people and those with support needs and encourage housing design that allows older people to stay safely in their home for as long as possible.
- Actively promote and monitor access to green spaces, sport and healthy activities to improve health and wellbeing.
- Work with local communities to promote access to safe places to walk and cycle as an alternative to travelling by car.
- Champion the need for climate resilience and flooding risk to be considered in planning for new developments.
- Work with District Councils and partner agencies to help keep residents and businesses safe including through our community safety teams and Community Wardens and the work of Trading Standards.
- Build on the coordinated response with partners to issues that damage the public realm, for example KCC's investment and joint working to tackle fly tipping with district and borough councils, Kent Police and other partners.

## How we will deliver the Interim Strategic Plan

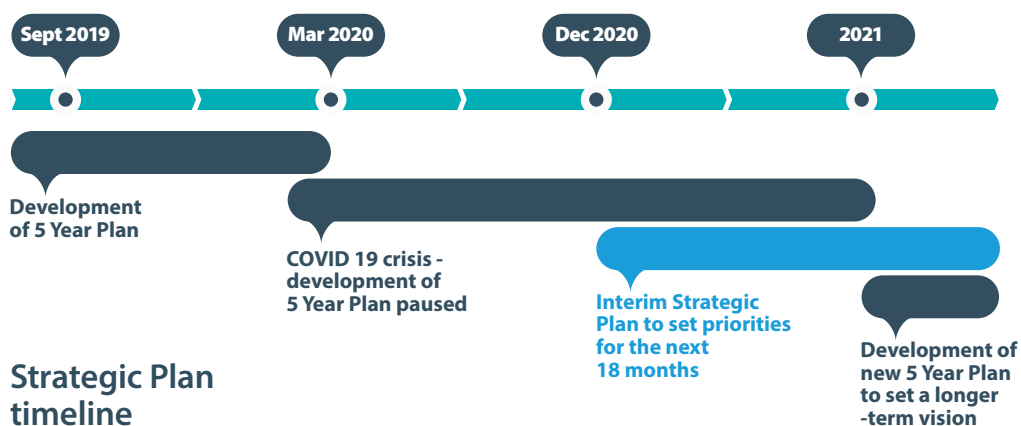
The Interim Strategic Plan is the corporate business plan for the council for the next 18 months.

The priorities within it will be taken forward through either:

- **Strategic Reset Programme:** A number of priorities set out within this plan are within the scope of the council's Strategic Reset Programme (SRP). The SRP is intended to draw together a number of the significant change projects across the council and bring them into a single programme so that overlaps, interdependencies and resources can be better coordinated and managed to ensure successful delivery.
- **Divisional and Service Business Plans:** The development of divisional and service level business plans was paused as a result of the pandemic, with immediate response and recovery plans being used as business plans over the last year. Normal divisional and service level business planning will resume for 2021/22, and where not included within the scope of the SRP, priorities within this plan will be included in the relevant business plan.

Monitoring of this plan will be through the usual governance channels. Cabinet will receive regular updates on performance and Cabinet Committees are able to oversee the delivery of specific priorities within the plan that are within scope of their remit. A close-down report to County Council of this plan as the new 5 Year Plan is approved will also allow Members to scrutinise performance against this plan.

As noted, this interim plan will be replaced by a new 5 Year Plan for the council. The diagram below sets out the timeline for the period of this interim plan and the start of developing the new 5 Year Plan from the latter part of 2021 onwards.



# Setting the Course

Kent County Council's Interim Strategic Plan

December 2020



From: Roger Gough, Leader  
 Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: County Council - 10 December 2020

Subject: **EU Transition Preparedness – Update**

Summary: This report updates County Council Members on the work Kent County Council is undertaking, internally and with local and national public agencies through the Kent Resilience Forum, to prepare for EU Transition on 31 December 2020. This update builds on the County Council reports from July 2018, December 2018, March 2019, September 2019 and October 2020 and several Member briefings.

**Recommendations:**

**County Council is asked to:**

- (1) Note the updated national and local preparations for the end of the EU Transition phase.**
- (2) Endorse Kent County Council’s continuing focus on Government action needed to resolve final remaining risks and dependencies.**

**1. Introduction**

- 1.1 The EU Transition period ends on 31 December 2020. Kent’s position as the gateway to Europe means that the UK’s readiness for the end of the EU Transition phase relies to a great extent, on Kent’s readiness. Members have previously received reports on the County Council’s preparedness; in July and December 2018; March and September 2019; and October 2020. This is alongside several Cabinet Committee reports, All Member briefings and a paper to Cabinet on 30 November.
- 1.2 Kent County Council (KCC) in partnership with our national and local partners is continuing to review and refine our preparations against an evolving landscape. This paper provides an update on the issues which have been resolved, and the outstanding risks and Government dependencies detailed in the October 2020 County Council paper.
- 1.3 KCC is also working with our partners to plan for the potential combined impacts of EU Transition, the continued response to COVID-19, and winter pressures. All Directorates are actively involved in ensuring that the Council

can meet its statutory obligations and Kent's services can continue to be delivered. Importantly, our EU Transition plans have been strengthened and tested by our response to COVID-19.

## **2. Infrastructure to Support New Border Controls**

### **2.1 Update on Special Development Orders and Inland Border Facilities**

2.2 The 'Super' [Special Development Order \(SDO\)](#) was laid before Parliament on 3 September 2020. The order covers the whole of England and is not site specific. Consultation on each site in Kent is currently being concluded, with site specific stakeholder events being held to feed back on the site Operational Management Plans (OMP) and Construction Management Plans for each site.

2.3 Inland Border Facilities (IBFs) are being sourced by HMG at Waterbrook and Sevington in Ashford, and Ebbsfleet. In addition, Manston will be available until July 2021. Negotiations are also continuing to purchase a site within the District of Dover, with completion expected by mid-December.

- From 1 January 2021, the IBF at Ebbsfleet and Sevington will be used by HMRC for customs checks for outbound freight (Sevington will also be used for inbound). Waterbrook will be available as a back up to Sevington. Manston will be used if Port of Dover Traffic is diverted when M20 Brock is nearing capacity.
- Sevington IBF will also be used by the Department for Transport (DfT) as part of the traffic management plan initially. In addition, the Driver and Vehicles Standards Agency (DVSA) will be on site to deal with non-compliant HGVs stopped en route to the ports. They will also carry out their normal core role of roadworthiness checks and driver's hours checks with powers to prohibit them returning to the road if necessary.

### **2.4 COVID-19 security on sites**

2.5 Plans are being developed to manage the risks of COVID-19 on sites. All sites in Kent will be run by contractors procured by either DfT or HMRC. Government departments are currently drafting Operational Management Plans for each site which will cover all arrangements for the sites (and their buildings), including COVID-19 safety measures. Consideration for regular staff testing is also being assessed.

2.6 The Kent Resilience Forum (KRF), in collaboration with the Kent and Medway Health Protection Board, ran a COVID-19 stress test for an EU Transition site on 26 November to test how an outbreak amongst freight drivers or staff would be managed. The test identified where further work is required,

particularly in relation to the need for appropriate on-site medical and welfare services.

### **3. County Infrastructure and Traffic Management**

#### **Operation Fennel Update**

- 3.1 The Operation Fennel plan outlines all of the plans that have been developed to ensure the M20 can be kept open to traffic and that disruption for local residents, businesses and other road users is kept to a minimum, in addition to plans for temporary traffic holding areas, under the Government's Reasonable Worst-Case Scenario.
- 3.2 The KRF is also planning for a wide range of other contingencies, including the welfare of those drivers and passengers who may be delayed in queues for long periods of time and communities that may be impacted as a consequence of the traffic management plans. Plans have considered concurrent incidents, including COVID-19 and severe winter weather.
- 3.3 A core part of Operation Fennel will be the Command & Control structure to come into operation for 1 January 2021. A strategic coordinating group will feed into various government departments and in turn a tactical coordination group will receive regular information from a number of 'multi agency cells' including a Transport cell which will monitor the state of the road network across Kent, which will help decisions regarding invoking various stages of the traffic management plan.
- 3.4 Traffic modelling has been carried out across the network and in the vicinity of all the sites to ensure the plan can be used to its full potential. It is essential that accurate data is available to the analytical cell to assess the impact on key junctions, such as M20 J10A, and local communities that may be affected by traffic en route to Manston. In addition, key routes from communities to the major hospitals in the county are being assessed to monitor the effect of increased local traffic.
- #### **3.5 The triggers for invoking the Traffic Management Plan**
- 3.6 There are a number of triggers involved with various stages of the Operation Fennel traffic management plan. The decision to invoke the stages will be made by Kent Police Tactical Commander:
- Over the weekend before 31 December, Highways England (HE) will install the Quick Movable Barrier (QMB) as M20 Brock between Junction 9 at Ashford and Junction 8 at Hollingbourne.
  - On Day One (1 January 2021) Freight will initially continue to use existing routes to the ports via M2/A2 & M20/A20. New IBFs will be open at Ebbsfleet and Sevington to enable any HMRC checks if required.

- The first trigger will be the requirement for TAP20 approaching Dover, which can hold up to 500 HGVs. All Port Traffic will be directed to use M20/A20.
  - Port bound freight will use the coastbound carriageway between M20 J8 & J9 in 'free flow' within Brock.
  - The second trigger will be when TAP20 is filling and/or Eurotunnel freight is likely to queue onto M20 at J11A; at this point Brock will become 'active' with HGVs held at traffic lights prior to J9, Eurotunnel freight on the hard shoulder and Port of Dover freight in lane 3 – allowing two free lanes for emergency vehicles. In addition, the IBF at Sevington can hold freight, total capacity for the two locations is around 3,200.
  - If M20 Brock is reaching capacity, Dover bound HGVs will be diverted to Manston. Manston can hold 4,000 HGVs, with an additional 300 held at TAP256 at Whitfield.
- 3.7 KRF have been working with the Police and ports in Hauts-de-France to ensure the sharing of information on traffic flows on each side of the channel. This will enable an early heads-up on any issues that may initiate any of the above triggers.
- 3.8 Prioritised Freight**
- 3.9 Scottish seafood and day-old chicks have been identified by the Government as Prioritised Freight.
- 3.10 HGVs will meet at Ebbsfleet IBF and be issued a specific permit, clearly visible for enforcement teams, and be allowed to travel through the M20 contraflow to avoid the Brock queue.
- 3.11 The KRF has strongly advised against any further goods being added to the prioritised freight process. In addition, the process will be strongly enforced.
- 3.12 Traffic Compliance and Enforcement update**
- 3.13 A major component of the Traffic Management Plan is compliance and enforcement. To limit the impact on local communities, the local road network and key NHS locations, HGVs heading to the ports will only legally be allowed to use specified routes to the ports and the following measures will be in place:
- All freight heading to the ports must be border ready and have a Kent Access Permit (KAP). Automatic Number Plate Recognition (ANPR) cameras will be located on the M2 & M20 to monitor port bound freight. Any non-border ready freight can be stopped by Kent Police or DVSA and fined up to £300 per offence.



- KCC will work with local District, Borough & Parish councils to identify any non-compliant HGVs that may leave prescribed routes and try to use the local road network.
- We are seeking temporary powers, for up to six months, from the DfT to enforce against anti-socially parked HGVs in East Kent as well as Swale and Maidstone.
- Haulage companies based in East Kent and around Faversham and Teynham will be supplied a Local Haulage Permit (LHP) to enable them to travel directly to the ports, without having to travel in the wrong direction to then have to travel back through M20 Brock. LHPs are supplied by KCC to all local companies that have registered vehicles that are licenced to travel to Europe; however, they must be compliant with a KAP. The LHP will be unique to the individual HGV and must be placed in the windscreen to be clearly visible.
- Freight trading in Kent, but not crossing the Short Straits will be allowed to travel freely including the use of the contraflow at M20 Brock and the use of the M2/A2 corridor.

### **3.14 Engagement activity on EU Transition preparations**

3.15 KCC's senior Growth, Environment and Transport (GET) officers leading on the preparations for the end of EU Transition have undertaken comprehensive briefings and engagement with KCC members as well as district and borough colleagues. Since October these include:

- All Member Briefings to KCC members (13 October and 1 December)
- Updates to Kent Council Leaders (8 October, 4 and 26 November)
- Briefings to District and Borough Council Members: Maidstone Borough Council (14 October), Thanet (5 November), Canterbury City Council (19 November), Dover District Council (25 November), Ashford Borough Council (26 November), and an upcoming briefing for Folkestone & Hythe District Council (16 December).
- Updates to Joint Kent Chiefs at their weekly meetings throughout October, November and December.

## **4. Trader readiness**

4.1 Eurotunnel and Port of Dover ferry companies will not allow non-compliant freight to cross the channel. There is limited capacity currently for turn back at each port. It must be noted that even if a trade agreement is reached, a significant level of what is detailed for administrative processes will still be required. In light of this, the Government has increased its communications programme with the following national activity undertaken:

- The ‘Check an HGV is ready...’ service has been tested and is being updated following feedback. The service will be translated into the most commonly spoken languages. The service is planned to go live from mid-December, with traders able to request their KAP from that date.
- The DfT have published a Haulier Handbook which is available at <https://www.gov.uk/guidance/transporting-goods-between-great-britain-and-the-eu-from-1-january-2021-guidance-for-hauliers>
- Virtual industry days have been held both in the UK and in Europe with advice provided by many parties.
- 45 Information Sites have been set up around the UK and advice is available at <https://www.gov.uk/guidance/haulier-advice-site-locations>

## 5. Directorate Preparedness

- 5.1 A paper was presented to KCC Cabinet on 30 November setting out KCC’s preparedness for the end of the EU Transition period. The directorates’ key preparation activity is summarised below, and full detail is provided in the Cabinet paper which can be accessed through this [link](#).

### Adult Social Care and Health (ASCH)

- 5.2 Building on extensive preparations for EU Exit during 2019/20, ASCH have reviewed and updated their capacity and demand management plan alongside the cold weather plan to reduce pressure and manage demand for critical services. They will also maintain a two-way flow of information between the directorate’s resilience group and its services and providers operating in the communities most likely to experience local transport disruption.

- 5.3 **Public Health:** Planning for EU Transition and the ongoing management of COVID-19 includes:

- Public Health England and local NHS input into supporting local operations related to EU Transition are COVID-19 secure, especially provision of Personal Protective Equipment (PPE) to workforce and hygiene installations for drivers when queued.
- Accessibility to testing for COVID-19, especially for the key infrastructure providers such as the Port of Dover and Eurotunnel to maintain business continuity in the two critical operations, and we will be working with Central Government and the Department of Health and Social Care to have testing at the traffic management sites.
- Working with the NHS to confirm the local infrastructure, such as the Queen Elizabeth The Queen Mother Hospital (QEQM) in Margate and near Manston, and the William Harvey Hospital in Ashford are protected from potential additional demands from the Inland Border Facility sites.

### Children, Young People and Education (CYPE)

- 5.4 Many of the actions and solutions that were advised to schools in KCC briefings last year have already been put in place due to COVID-19, for example remote learning, and managing staff and student absenteeism.
- 5.5 CYPE has identified schools in the vicinity of the IBF sites, Manston, Ebbsfleet and Waterbrook sites - and remains ready to support these schools, and any others, should they be impacted by the escalation of Operation Fennel.
- 5.6 The Fair Access service is working with the Transport Integration Unit and Special Schools to ensure adequate transport provision for Special Educational Needs pupils. In addition, Integrated Children's Services are updating their guidance, including managing support to Unaccompanied Asylum Seekers, responding to Safeguarding and Child Protection cases, and coordinating teams to have a presence at Manston and Sevington.

### Growth, Environment and Transport (GET)

- 5.7 **Highways and Transport:** In conjunction with all partners, full plans have been drawn up to ensure that all statutory services can continue with a phased approach to reducing non-essential services in the event of continued disruption, if required.
- 5.8 **Waste management** have liaised with District Authorities to understand their extended collection requirements and have conducted extensive preparation discussions with the Transfer Station operators, the Final Disposal Outlets, and waste off-takers. This will ensure continuity of service, with increased accessibility into the Transfer Stations and onward movement of waste during the evening, as well as the late-night acceptance of the materials at the end destinations.
- 5.9 **Kent Trading Standards (KTS)** have had a permanently staffed Ports Imports Compliance Team in Dover since April 2019. KTS has also been working directly with Government Departments on issues such as product safety, animal health and movement, and feeds. Further information on Trading Standards' preparations is provided in the paper that was presented to the Growth, Economic Development and Communities (GEDC) Cabinet Committee on 17 November 2020. The paper can be accessed through this [link](#).
- 5.10 **Kent Scientific Services (KSS):** COVID-19 secure facilities and work practices have been introduced to enable the KSS laboratory to continue to provide these services. KSS continues to maintain stocks and supplies sufficient to provide continuous operations beyond the reasonable worst-case disruption period envisaged.

- 5.11 **Business Support:** KCC is working with organisations such as the Federation of Small Businesses and the British Chambers of Commerce to cascade relevant information on preparing for the new arrangements to Kent businesses. Public Protection is implementing an End of Transition Campaign aimed at preparing exporters for the end of Transition, using social media channels for key messages to businesses and running events on Zoom with partners to provide specific regulatory advice to exporters.
- 5.12 **Community Safety:** If required, the Community Warden Service will provide targeted support to vulnerable and isolated residents. Emergency supplies, consisting of basic food and drink provision, can be utilised where wardens encounter residents who have been cut off from supplies. The service can then directly link them into local community/food hubs and services as appropriate.
- 5.13 **The Coroners service** will ensure that the service has a workflow for ongoing operational delivery in preparation for potential traffic disruption that could affect access to funeral directors' premises, scenes of death and mortuaries, leading to delays and a knock-on effect on mortuary capacity. The service is also carrying out work on its contractual arrangements with funeral directors and mortuaries to address potential risks.
- 5.14 **Libraries, Registration and Archives:** Staff will continue to work flexibly, as developed in response to COVID-19. Locations for registration of births and deaths will also be prioritised. Ceremonies could have timings disrupted, so the service will engage with external venues and manage arrangements in KCC's own Register offices to allow for flexibility if travel delays are an issue.

#### Strategic and Corporate Services

- 5.15 **Infrastructure - Property:** Measures implemented to maintain business functionality during the COVID-19 lockdown will continue in order to mitigate any disruption to property operations, and contingency plans are in place to ensure that key property contractors can continue to deliver services, including devising logistics plans in the event of transport disruption.
- 5.16 **Infrastructure - Technology:** The service continues to support a remote workforce with approximately 6,500 staff regularly using systems from home or remote locations rather than from designated KCC buildings. The impact on data sharing between the EU and UK is being assessed. New contracts will need to be reviewed with data clauses reflecting the UK/EU Transition restrictions.
- 5.17 **Finance:** As the detail of the arrangements post-EU Transition are established, impacts could emerge for Government sources of income for KCC. The Government has provided grant to support authorities with the

additional costs associated with planning for EU Transition. The initial grant was paid as flat rate per authority in 2018/19 and 2019/20. The amount for each county council was £87,500. Further grants were announced in August 2019 which provided an additional £87,500 for each county council and a targeted allocation for authorities with major ports; KCC's share of this targeted funding for ports was £1million. In total KCC has received £1,262,500 in EU Transition grants plus the £293,387 for Kent Resilience Forum. Total spending on preparations was £458,400 in 2018/19 and £1,710,800 in 2019/20. Forecast spending in 2020/21 on preparations is £619,100. This results in an overall shortfall of £1,232,400 compared to grants received which would need to be financed from the Council's reserves.

- 5.18 **People and Communications:** Additional staff are being recruited to Kent Communications to support EU Transitions marketing and communication activity. A multimedia marketing campaign in partnership with the Kent Messenger Group is underway to extend the national *Let's Get Going* campaign. Recruitment and training of additional resources for Contact Point is underway to provide resilience if call demand increased.

## 6. An Enhanced County Emergency Centre (CEC)

- 6.1 To ensure optimal preparedness for impacts arising from COVID-19, EU Transition, and winter pressures there will be an enhanced level of corporate emergency planning availability and regular of review of service business continuity. This will include enhanced County Emergency Centre (CEC) operation, the introduction of a 24/7 Senior Duty Officer (SDO) function, increased frequency of situation reporting, and establishment of a corporate EU Transition/Pandemic/Winter Pressures Business Continuity Group.

- 6.2 The plans include:

- an enhanced CEC operation rota starting from 28 December 2020, which will operate, if required, until 31 March 2021. The rota identifies a REPS emergency co-ordinator as single point of contact for any urgent EU Transition, pandemic and winter pressures related issues.
- the CEC will operate between 08:00 and 20:00 from Monday to Friday and transfer to the Duty Emergency Planning Officer and proposed Senior Duty Officer overnight, at weekends and on Bank Holidays.
- the REPS emergency co-ordinator will be added to the established weekly Command Rota.
- a rota will be compiled by REPS and populated by key individual KCC services, identifying an on-call resilience single point of contact between 08:00 – 20:00 from Monday to Friday, with overnight, weekend and Bank

Holiday periods covered by routine/existing duty, standby and call out systems.

- 6.3 The REPS team currently collate data from individual services into weekly situation reports (Sit Reps) relating to COVID-19, EU Transition, and winter pressures. It is currently anticipated that for EU Transition, daily Sit Reps will commence the week beginning 28 December. This will be informed by the prevailing risk level and when the Kent Resilience Forum (KRF) 'stands up' and moves to daily reporting, and KRF/Government Common Operating Picture reporting requirements. The REPS team will ensure that any issues which arise are responded to appropriately and swiftly. These Sit Reps provide KCC's Corporate Management Team (CMT), KRF partners and Government Departments with an informed overview of KCC's current position and issues.
- 6.4 Daily meetings of the KCC EU Transition/Pandemic/Winter Pressures Business Continuity Group are being reinstated in December. Individual Directorate Resilience Groups will also establish increased meeting frequencies informed by individual operational requirements.

## **7. Outstanding dependencies and future risks**

- 7.1 Since the last update on EU Transition to County Council in October, several dependencies that had been highlighted have since progressed, as described in Sections 2, 3, and 4. However, as 1 January approaches, there are still a large number of national and Government dependencies outstanding, which must be addressed as a matter of urgency in order to ensure smooth operation of post-Transition arrangements within Kent; all of which have been raised directly with Government by both the Leader of the Council and the Corporate Director for GET as Chair of the KRF's Strategic Co-ordinating Group. They are as follows:

### **7.2 Traffic Management Plan:**

- Whilst the KRF is able to plan for the reasonable worst-case scenario (RWCS) of 7,000 HGVs requiring to be held in Kent, there are still concerns as to whether the Government has a national plan to deal with levels of freight beyond the county's capacity, upstream and away from Kent if the numbers exceed the RWCS.
- The availability of a site in Dover for import controls for 1 July 2021 has still to be confirmed.
- The Operational Management Plans for each site are still being drafted by Government departments, and the sites' Command and Control Plans have yet to be confirmed. Furthermore, in light of the ongoing COVID-19 pandemic, KCC, the KRF and district colleagues have demanded that appropriate medical and welfare facilities be available at both the

Sevington and Manston sites in order to protect local communities and the local health infrastructure, particularly demand on local hospitals.

- The County Council is waiting for a decision from the DfT on whether temporary powers will be granted to KCC to enforce against anti-socially parked freight in East Kent, Maidstone and Swale.

### **7.3 Agree resources to deliver the EU Transition plans:**

- Decisions regarding the Port Health Authority use and resources at the Sevington site have yet to be taken by Border and Protocol Delivery Group (BPDG) and Defra.
- Additional resources for Trading Standards staff at the Inland Border Facility sites have yet to be agreed by BPDG and Defra.
- Resources for the compliance and enforcement plan are still being finalised by DfT, Highways England and the Home Office, to underpin all phases of the Traffic Management Plan.

## **8. Conclusion**

- 8.1 Together with our partners, Kent County Council is making good progress in our preparations for the end of EU Transition, through Operation Fennel, the Traffic Management Plan, the actions being taken by KCC services, and the contingency plans already in place in response to the COVID-19 pandemic.
- 8.2 With 22 days to go until the EU Transition period ends on 31 December, there is still much to do to complete the preparations. We are relying on Government to provide medical and welfare facilities at each of the key sites, to ensure that a fully tested 'Check an HGV service' online system is ready and functional for hauliers to be able to cross the Channel as smoothly as possible, and to grant KCC powers to enforce against anti-socially parked HGVs. We also we need Government to provide details of how it will deal with levels of freight that exceed Kent's capacity.

## **9. Recommendations**

### **Recommendations:**

#### **County Council is asked to:**

- (1) Note the updated national and local preparations for the end of the EU Transition phase.**
- (2) Endorse Kent County Council's continuing focus on Government action needed to resolve final remaining risks and dependencies.**

## 10. Contact Details

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## 11. Background Documents

- Brexit Preparedness - Kent County Council Position to County Council (July 2018)
- Business Preparedness for Brexit update to Growth, Economic Development and Communities Cabinet Committee (July 2018)
- Trading Standards update to Growth, Economic Development and Communities Cabinet Committee (September 2018)
- Brexit Preparedness - Kent County Council Update to County Council (December 2018)
- Preparations by HM Government and the European Commission for a No-Deal Brexit to Growth, Economic Development and Communities Cabinet Committee (January 2019)
- Corporate Risk Register in relation to Brexit to Policy and Resources Cabinet Committee (January 2019)
- Supporting Kent Exporters to Growth, Economic Development and Communities Cabinet Committee (March 2019)
- Brexit Preparedness - Kent County Council Update (March 2019)
- Risk Management: Growth, Environment and Transport Directorate to Growth, Economic Development and Communities Cabinet Committee (March 2019)
- Brexit: Strategic and Corporate Services Business Continuity Arrangements to the Policy and Resources Cabinet Committee (March 2019)
- Brexit Preparedness – Kent County Council Update (September 2019)
- EU Transition Preparedness – Kent County Council Update (October 2020)
- Trading Standards Activity and Preparations for the end of Transition - Growth, Economic Development and Communities Cabinet Committee (November 2020)
- EU Transition update – Cabinet (November 2020)



**From:** Sue Chandler, Cabinet Member for Integrated Children’s Services  
 Matt Dunkley CBE, Corporate Director for Children, Young People and Education  
 Ann Allen, MBE, Chair of the Corporate Parenting Panel

**To:** County Council – 10<sup>th</sup> December 2020

**Subject:** Corporate Parenting Annual Report 2020

**Classification:** Unrestricted

**Past Pathway of report:** County Council

**Future Pathway of report:** None

**Electoral Division:** ALL

**Summary:** This is the third Corporate Parenting Annual Report and is written at the request of Ann Allen, Chair of the Corporate Parenting Panel. It covers the work of the Corporate Parenting Services and Panel from September 2019-September 2020.

**Recommendation:** The members of the County Council are asked to **NOTE** the annual report and our responsibilities as corporate parents.

## 1. Introduction

- 1.1 The Corporate Parenting Annual Report has been specifically written for elected members and is presented at the request of the Chair of the Corporate Parenting Panel, to detail the work of the services for children and young people in the care of Kent County Council.
- 1.2 The report details the corporate parenting responsibilities for KCC staff, elected members and partner agencies and provides a summary of the work of the Corporate Parenting Panel for the period September 2019-September 2020.
- 1.3 The report provides an overview of the role of our key corporate parenting services:
  - Kent Fostering
  - Kent Adoption
  - Virtual School Kent including the Participation and Engagement Team
  - Care Leavers 18+ Service
  - Total Placement Service

**Recommendations**

Members of the County Council are asked to **NOTE** the Corporate Parenting Annual Report

2020.

## **2. Background documents**

Corporate Parenting Annual Report 2020

## **3. Contact details**

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# CORPORATE PARENTING ANNUAL REPORT 2020

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Making Kent a county that works for all children



KENT COUNTY COUNCIL  
Corporate Parenting  
Integrated Children's Services

## Foreword

### Ann Allen, MBE Chair of the Corporate Parenting Panel.



Welcome to our corporate parenting annual report, which details the work of the Corporate Parenting Panel and our services to children in care.

The contribution from our children in care council and our apprentices is invaluable and indeed I could not fulfil my role as a corporate parent or the chair of the Panel without their guidance and support.

This year has been especially challenging for obvious reasons, but again our young people have led the way with their inspiring videos and innovative ways of support, which have given us a very useful training resource which is already receiving wide acclaim.

As parents we all want the best for our children. We are proud of their achievements and we will continue to create opportunities to celebrate with them in new and exciting ways.

I am proud of all our young people and their achievements and it is a privilege to work with them. As elected members in our role as a corporate parent we must take every opportunity to champion for them and it is our responsibility and duty as corporate parents to treat our children in care and care leavers as we would our own.

In that work, the Corporate Parenting Panel is vital, bringing together a wide range of partners but above all giving voice to the children and young people who this is all about. My personal thanks to everyone who have been outstanding in these challenging times.

### Caroline Smith, Assistant Director for Corporate Parenting



I am proud to be a corporate parent to over 1,800 children in care and over 1,900 young people who are care experienced and be able to share with you the work of my services to support them all.

Our annual report outlines our key services that support our children in care and young people who are care leavers, with a summary of the work presented to the Corporate Parenting Panel between September 2019 - September 2020.

I must acknowledge, that during this period of work all our lives were dramatically changed in ways we could never have envisaged, following the Covid-19 pandemic. Sadly, this has impacted on many of our usual annual events including the Foster Carer Awards, Virtual School Kent children and young people's activity days, Award Ceremonies and the Corporate Parenting Panel Takeover Day.

Never have I known a time where our children and young people have needed us more, to be there for them, to provide the best possible support we can, as their corporate parents. As part of this, the support and encouragement from the members of the Corporate Parenting Panel is invaluable.

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## An introduction to Corporate Parenting

The government introduced clear corporate parenting principles that require all departments within a local authority, including staff, elected members and partner agencies, to recognise their role as a corporate parent and encourage them to look at the support and services they provide.

Kent County Council works to be the best corporate parent to our children and young people by following these key principles:

- To act in the best interest and promote the physical, mental health and wellbeing of those children and young people.
- To encourage those children and young people to express their views, wishes and feelings.
- To consider the views, wishes and feelings of those children and young people.
- To help those children and young people to gain access to, and make the best use of, the services provided by the local authority and its relevant partners.
- To promote high aspirations and seek to secure the best outcomes for those children and young people.
- To ensure those children and young people are safe and have stability in their home lives, relationships, education and workplace.
- To prepare those children and young people for adulthood and independent living.

### Corporate Parenting Panel and services

Our Corporate Parenting services are overseen by the Assistant Director for Corporate Parenting and comprise four key services: Kent Fostering, Kent Adoption, the Total Placement Service and the Care Leavers 18+ Service. In April 2019, Integrated Children's Services were restructured as part of the Change for Kent Children programme. The Virtual School Kent now sits under Sarah Hammond, Director of Integrated Children's Services (East), whilst continuing to maintain close working relationships with the Corporate Parenting services.





Corporate Parenting services work closely with our children's early help and social work teams, health, education, youth offending and our key partners including the Young Lives Foundation (YLF) and Kent Foster Carers Association (KFCA).

The services report into the Corporate Parenting Panel who meet 6 times per year and, alongside elected members, the panel has a wide range of independent members including foster carers, the designated nurse for children in care, YLF, KFCA and our participation apprentices. Following a previous challenge that children and young people wanted to attend the panel without having to miss out on their education, for the last year half of our panel dates were planned around school holidays to facilitate children's attendance. Sadly, our recent

panels have had to be held as a virtual briefing, as we have adapted to the Covid-19 and Public Health England working guidelines.

Each Corporate Parenting Panel includes a Cabinet Member update and performance scorecard that enables the Panel to monitor our key targets and statutory requirements. This year has seen us maintaining our targets across children in care services, achieving a majority of GREEN ratings across our key performance indicators. However, this has been impacted upon with the increased numbers of new arrivals of unaccompanied asylum young people in summer 2020, alongside the pandemic, leading to us being unable to maintain our performance in some of our health targets during the lockdown period. With dental checks being unable to be completed and Initial Health Assessments needing to be completed virtually, there will be a period of recovery in this area of performance.

The voice of our children and young people is represented at all panels by our Virtual School Kent apprentices and Participation Workers. Members of the panel are invited to attend celebration events, although sadly this year we are unable to do our events in the same way.

During the pandemic, our young people have been involved in making a number of videos to support our children in care and young people. These included information on their mental health and wellbeing, alongside the transition back into school. These have been shared widely with other Local Authorities and the quality of this work should be commended.

## Kent Fostering Service



The Kent Fostering Service has undergone a significant improvement plan, following the restructure of the service as part of the Change for Kent Children programme in April 2019.

Several changes were identified, driven by a recognition of the need to improve the support we offer to Kent Foster Carers, promote consistency of practice throughout the county and ultimately address the decline in the number of Kent carers that we had seen over the last three years. We have continued to implement actions around the development of our service delivery including measures to improve consistency of practice given directly to carers whilst strengthening the specialisms within the Service to enhance support.



This has been achieved through updating additional policies that we have been able to finalise and implement during this year. These include the Payment for Skills and Payments Policies, which improve and clarify the opportunities, rewards and payments available for all carers to progress their fostering careers, our Parent and Child policy and our Emergency Bed policy.

These now outline enhanced extra support and payments which acknowledge the additional, skills and abilities this work requires. The opportunities available have enabled us to use and retain more effectively the use of foster carers' skills and experience particularly within these high areas of need in order to provide additional support for carers to manage children with complex needs.



As of 31 August 2020, Kent County Council had 680 approved foster carer households (including connected carers). They were caring for 878 mainstream Kent looked after children and 63 children living with a family relative or friend under an interim or full care order or Section 20 (known as a Connected Person Foster Carer Arrangement).

### Transformation Funding

Kent has recognised the importance of growing our Fostering Service and has been allocated £500k transformation funding for service development.

The service is using this funding to help with the recruitment of more foster carers for older children with complex needs, sibling groups, hub families and parent and child placements. Kent Fostering have updated the branding of our materials and the Kent Fostering website as well as increased our use of social media. This has included Sky television advertising which is able to target specific Kent communities to maximise the highest number of effective enquiries. This investment has gone a long way in enabling us to meet our recruitment targets. A Kent Fostering App is currently in design phase, jointly with The Education People.

The funding is also being targeted at retaining our experienced foster carers through providing them additional support. 30 experienced foster carers are available to provide flexible support to other carers at times of crisis or to provide placement stability for young people.

Although some aspects of this workstream have been delayed due to Covid-19, the service have continued to see an increase in applications and have quickly adapted, to ensure virtual support, training and information events.

### Fostering Support Teams

Kent Fostering Service has five area Fostering Support teams, one in each of the areas within the North, South, West and two in the East district. Each support team has a Full Time Equivalent (FTE) of 2 Senior Fostering Social Workers, 5 Fostering Social Workers and 2 Social Worker Assistant's. Whilst it has been difficult to stabilise staffing over recent years we are now in a position where we are fully staffed with permanent social workers, with locums only covering maternity leave. Some carers did experience a number of changes in their Fostering Social Worker during the restructure, however, this has now stabilised.

The support teams hold foster carer support groups across the county every month and include learning opportunities as well as a safe forum to share experiences with other carers. These groups are currently being held virtually via Microsoft Teams due to COVID-19 restrictions. This has enabled carers, particularly those who have historically found it difficult to find the time to travel significant distances across Kent, to attend support groups and the feedback from foster carers has been positive.

In the last year all the teams held positive, inclusive activity events, taking into account the needs of the children who were attending. These events took place across the county in a number of different locations and venues.

## Placement Stability Team

The Placement Stability Team was established under the new Kent Fostering Service restructure and includes the Sense of Belonging Service which was established in September 2017. This team provides support specifically to Connected Carers across Kent and out of county, alongside focusing on improving stability for children with in house foster carers.

This team supports the Sessional Worker scheme, where experienced foster carers are identified to support other foster carers and their children and young people for short term pieces of work, either in a crisis or to promote stability.

Between 1 September 2019 and 31 August 2020, the Sense of Belonging service accepted 94 referrals for support. They continue to receive very positive feedback from the service and foster carers who have been involved and it remains a key element to the range of support services we offer to our carers and the children they look after.

Moving forward, we shall be able to take back some of the lessons we have learned from this work to the wider service in order to continue to promote positive outcomes for foster carers and the children they care for.

## Disabled Children Fostering Team

The Disabled Children's Fostering Team is a county wide team made up of experienced fostering staff who support foster carers to provide both full time care and Short Breaks for disabled children. They currently support 58 foster carers of which 17 are short break carers.

This year the team will also be assessing new applicants who wish to be foster carers for disabled children which will utilise their experience and knowledge in this field and allow for the smooth transition into support services as they will be remaining in the same team.

One of the main challenges for disabled children is to ensure that their thoughts and feelings do not go unnoticed or unheard, each social worker is creative in their approach to communicating with children regarding all aspects of their care and they are able to use a variety of tools, including a widget communication tool installed on their computer, in order to do this.

As well as this fostering social workers develop relationships with the children in placement as well as the fosters carers children and through observation and engagement, they gather their views which informs our ongoing services.

## Training and Learning

This last year Kent Fostering has looked at innovative ways in which to equip carers to support our children and young people and we have held conferences that delivered joint training to both foster carers and social work staff.

We introduced the Reflective Fostering Programme in 2018 and the Fostering in Today's World Conference which took place in March 2019, outlined the aims and purpose of

reflective fostering which has provided carers with practical ways to help build and maintain supportive relationships with the children in their care following the 'reflective parenting' model.

In January 2020, Kent Fostering were pleased to welcome Dan Hughes to Kent. He delivered training on 'Building the Bonds of Attachment' which looked at caring for children and teenagers who have experienced developmental trauma to Foster Carers and other professionals.

Kent Fostering also sought feedback from the Foster Carer Advisory group and have commissioned training on allegations made against carers and how to safeguard against these. Courses on Child Trafficking, Exploitation and Modern-Day Slavery, Caring for Children with Sexualised Behaviour and Online Safety have also been added to the training programme for this year.

In collaboration with Looked After Children Nurses, Kent Fostering are delivering training to support carers understanding of mental health and wellbeing. Following a delay to the roll out of this due to Covid 19, all foster carers and fostering staff will undertake Trauma Awareness training within the next year. Additionally, fostering staff and Looked After Children nurses are being trained to facilitate the Solihull approach 12-week programme to our foster carers.



### Foster Carer Recruitment and Marketing

The recruitment of new foster carers remains a challenge in the current competitive market in Kent and we have recognised the need to maintain a high profile and active presence through a variety of media outlets if we are to recruit the number of carers we need for our children.

This is due to the high number of independent fostering providers situated both within and out of the county who are actively placing children within Kent.

We have seen over the past year that the vast majority of enquiries comes from our website which is accessed through mobile phones. The service has therefore continued to increase the use of social media and the use of digital tools to promote Kent Fostering.

The use of MOSAIC and collaborative working with Digital Services and Management Information has enhanced our recruitment methods resulting in an increased interest in our difficult to target areas. We now have a greater presence within the local community via social media platforms.

In the period 1 September 2019 – 31 August 2020 KCC approved 134 new foster carers, 74 of these were Connected Carers.

## Fostering Review Team

Our Fostering Review Team has been in place since September 2016. Senior Practitioners in this team have taken on the chairing of foster carer annual reviews to give independency and consistency to the review process, with clear recommendations.

This continues to provide the level of independence required for the assessment of foster carers, a quality assurance function for the service and opportunities for reflection, learning and development for the whole service. This has been a successful year regarding foster carer annual reviews. Foster carer annual reviews have been key in safeguarding children, promoting good outcomes for children, foster carer retention, learning and improving practice for both foster carers and the wider service.

## Partnership Working

Our carers local Kent Foster Care Association is a small, registered charity which aims to work alongside the Kent Fostering Service to provide support to our foster carers. The charity was set up and is run by our foster carers with a desire to help all carers in this rewarding but sometimes difficult role. They protect and preserve the wellbeing of foster carers, the children in their care and the whole fostering family by providing advice, information, services, events, facilities and equipment.

In the past year they have organised and funded training opportunities, an annual conference and events for the foster carers. The events have been very successful and have included trips to Chessington, a training production of County Lines for foster carers and a county summer event at Buckmore Park in 2019 which despite the poor weather, was a great success where children enjoyed activities such as BMX riding and games. The event was supported by the Kent Police Cadets.

The KFCA Chair and committee are extremely supportive of Kent Fostering and contribute to the recruitment of carers and staff and ensure that the voice of Kent foster carers is heard.

Our inclusive working with foster carers has included Meet and Greet sessions with our Virtual School Kent, Independent Review Officers and child in care Service Managers which has enabled carers to share feedback and develop positive working relationships.

Working collaboratively with Foster Carer Ambassadors and Advisory Groups has ensured information sharing and foster carer participation in the developing of new policies and practice guidance.

New initiatives have included delivering joint training with our young people and Care Leaver Apprentices. A Teenager Conference took place in November 2019 attended by foster carers and a wide range of professionals and they were also part of the annual Panel Training.



Also as an addition to our normal yearly collaborations, as part of our Christmas celebrations the management team from Corporate Parenting joined the VSK Participation team in performing a rendition of Cinderella to children in care, foster carers, members and children's services staff.

### Covid-19

2020 has brought its challenges with the COVID-19 lock down. Since the lockdown was implemented in March 2020 the team have adjusted to working from home and embraced the new technology sharing knowledge and skills with each other. They have continued to provide a high level of support to foster carers via the telephone, WhatsApp and Microsoft Teams.

We have developed processes and procedures in line with the Fostering Regulations to provide an excellent service despite the barriers to having face to face visits. Supervision, unannounced visits, Health and Safety, Annual Review visits and other such statutory obligations have been fulfilled through the use of technology.

The BASW and Social Work England guidelines around digital social work has been utilised and where face to face support has been required, social workers have been able to risk assess with the foster carer and the children within the home to manage the visits with hygiene routines, social distancing and where appropriate the use of PPE.

Whilst we are now able to undertake face to face visits as the easing of restrictions have come into place, we know that should Government guidelines change, our services and our support to carers will be maintained.

Corporate Parenting Panel received reports on:

- The Kent Fostering Annual Report and Business Plan 2019- 2020
- Performance scorecard evidencing achievement across our key targets

## Kent Adoption Service

The work of Kent County Council's Adoption Service is governed by the Adoption and Children Act 2002, the Adoption Agencies Regulations and Guidance 2013, and the Adoption National Minimum Standards (Care Standards Act 2000).

Kent County Council is committed to ensuring that children and young people can remain in the care of their parents and birth families wherever possible. However, where it is not possible to achieve stability for the child or young person within the birth family, our Adoption Service work to achieve alternative permanent arrangements for the child or young person within a family setting and these include adoption.

### What our children and young people can expect from our Adoption Service



The purpose of our Adoption Service is to provide a comprehensive service to meet the needs of our children and young people who have been or may become adopted, birth families and adoptive parents.

This will include services in relation to those children and young people in our care with an adoption plan, and in relation to the non-agency adoption service. To achieve it aims our Adoption Service will ensure that the needs and wishes, welfare and safety of the child are at the centre of the adoption process.

We will welcome those people, who are interested in becoming adoptive parents without prejudice, respond to them promptly and provide them with clear information about recruitment, assessment and approval.

### Kent Adoption Service achievements 2019-20

Corporate Parenting Panel received reports on:

- The Adoption Annual Report 2020
- Performance scorecard evidencing achievement across our key targets

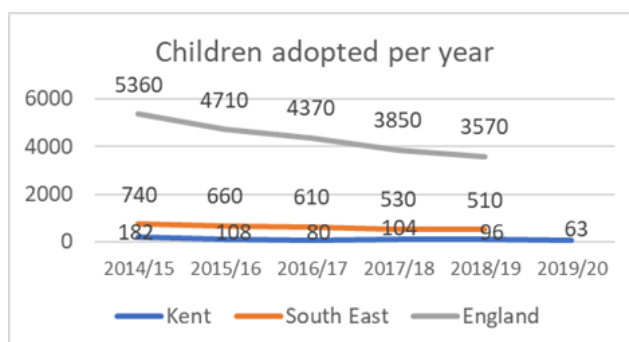
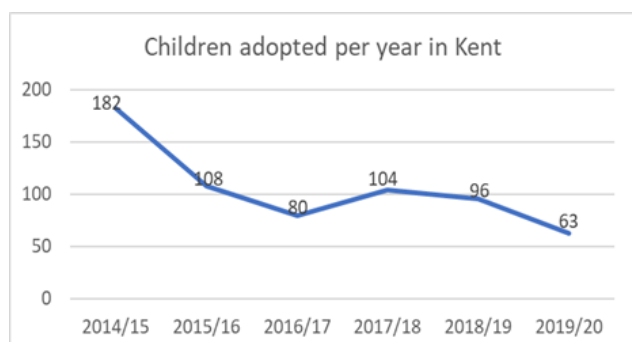
Kent has consistently been amongst the highest local authorities in terms of adoption numbers. In 2018-2019 Kent was the joint 1<sup>st</sup> of all authorities in England, and Kent's 2019-2020 figure would also put Kent 6<sup>th</sup> if comparing to national 2018-2019 data. The average time from the child being placed to adoption order granted in 2019 -2020 was 202 days. This was a 1% reduction compared to 2018-2019 when it was 204 days.

The performance of the Adoption Service in relation to progressing children’s plans of adoption is good and exceeds government targets.

Timescale indicator	15/16	16/17	17/18	18/19	19/20	From target 19/20 (days)
Became in care to initiation of adoption planning, in year	142.1	129.7	152.3	149	146.4	25.4
Initiation of adoption planning to agency decision, in year	37.3	30.2	32.7	30.8	26.9	-29.1
Agency decision to match, in year	153.4	178.6	181	160.9	137.7	-45.3
Placement order to matching decision, children matched in year	91	117.8	122	91.3	74.0	-47
Placement order to matching decision, children adopted in year	218.3	113.5	110.3	120.3	95.6	-25.4
Became in care to place for adoption, children placed in year	358.7	333.1	340.9	350	309.4	-116.6
Became in care to place for adoption, children adopted in year	485.7	351.4	320.7	363.4	336.7	-89.3

***There are various stages involved in the adoption process for a child and these are outlined above (dates are from 2000’s and all data within the report is correct as of 1.04.19–31.03.20)***

### Number of adoption orders granted



## Adopter's Journey Data

The Adoption Service's performance in relation to completing assessments of people wishing to become adoptive parents is outlined below, showing the two stages involved.

- Stage 1 – Which is adopter led.
- Stage 2 – Which includes the actual assessment.

Adopter activity	Number of families in 2017/18	Number of families in 2018/19	Number of families in 2019/20
Enquiries in year	275	281	252
Stage 1 starts in year	82	93	83
Stage 2 starts in year	86	77	77
Stage 2 ends in year	88	81	67
Adoptive families matched in year	77	73	54
Adoptive families with placements in year	77	71	55
Adoptive families with adoption orders in year	70	77	54

## Approval Timescales

- 11 of the 67 adoptive families approved in 2019/20 were fast tracked (foster carers and repeat adopters).
- 57 of the 67 adoptive families that were approved were assessed within the stage two 4-month timescale.
- The target duration for stage 2, assessment, is 4 months, 121 days. Kent's duration decreased by 3% to 94 days in 2019-2020 from 97 days in 2018-2019. This is still well within the target duration for stage 2.

## Adopter Gap

The latest data on the Adopter gap indicates that Kent had more Adopters waiting for a match than children with a placement order waiting to be matched. There were 20 children with a placement order waiting to be matched at the end of March 2020 and 55 adoptive families approved and waiting for a match, adopter gap of -35. The majority of the 20 children waiting had prospective adopter links identified and were awaiting matching panels.



Kent's performance has improved despite a negative trend nationally. Adoption leadership board data indicates that nationally the adopter gap had increased as there were 1,490 approved adoptive families waiting to be matched on 31 March 2019 and 2,800 children waiting to be placed for adoption with a placement order.

### Post Adoption Support Team

The Post Adoption Support Team's (PAST) vision is to ensure families in Kent have access to excellent adoption support and to ensure that the support offered to families at every stage of the family life is informed and tailored to their needs.



Threaded throughout the work is a developing therapeutic network which supports the family to thrive. The team values a service delivery that can provide layers of support to families both pre and post order.

The Kent Post Adoption Support Team is a unique partnership between a statutory and a voluntary agency, led by a social work Team Manager, who is employed by a local authority (KCC) and a Clinical Lead, employed by a voluntary agency (Coram). There are four (full time equivalent) Social Workers and five therapists within the team.

The team accesses government funding via the Adoption Support Fund (ASF) to support the costs of the clinical staff and any therapeutic intervention offered by the Social Workers. This enables creativity and the ability to provide a range of therapeutic provisions, dependent on the support needs identified during assessment and therapy.

Kent was visited by officers in the DfE earlier in the year to share information about its use of ASF and the multi-disciplinary service model of the Post Adoption Support Team. The DfE were able to share Kent's service model and use of the ASF, as learning for other Local Authorities, to promote the ASF scheme more widely.

The multi-disciplinary model allows for swift problem solving on a case work level as well as at aggregate level - which then allows us to think about how to shape the service moving forwards. This includes frequent liaison with commissioning and senior managers in KCC and Coram (and in turn their combined resources).

Data is collected and collated to identify needs and inform service design and delivery. If gaps in the skill set of clinicians and Social Workers are identified, a strategic approach is taken and training is accessed to develop staff and enhance their skill set, or the work force expands to include other disciplines.

The aim is for the team to meet the needs of adopted children and their families internally as much as possible, but if this is not possible, external providers of services will be commissioned.

The team of therapists provide therapeutic parenting, family therapy and Cognitive Behavioural Therapy (CBT). The social workers and therapist also deliver an extensive learning and development programme throughout the year.

The provision offered includes:

- Therapeutic parenting – individual and group therapy sessions for adoptive parents which are tailored to their specific needs and requirements. The service offers bespoke therapeutic groups on learning how to be the parent your child needs. In this group, one of the team’s therapist will help parents build therapeutic parenting tools and strategies tailored to the needs of their child.
- Family therapy – therapeutic sessions for families to identify how specific behaviours affect others, learn new ways of relating to each other, resolve conflict and open lines of communication between family members.
- An extensive Learning & Development program which includes parenting programmes such as Non-Violent Resistance (NVR), Incredible Years and the STOP parenting programme.
- Parent workshops on life story work and other adoption related topics.
- Attaching Through Play which uses a combination of Theraplay and Sensory Integration approaches to support parents and children to bond and attach.
- Variety of support groups - Parents can also have quick access to a variety of different support groups. Some are led by parents while others are led by professionals.
- Some families will receive planned monthly telephone support with an experienced Post Adoption Support Team Social Worker, to assist and hold them through a planned period time.
- Other families will receive a programme of direct social work family support. This support might help with life story work, network connection, and behaviour management.
- Some children and families will receive a package of sensory integration or sensory attachment integration with one of the team’s two occupational therapist. In addition to this some families will also receive parental support in regulating with their child. We call this co-regulation therapy.

### Post Adoption Support Data

The Kent and Coram Team:

- During 2019-20 385 requests for assessment for post adoption support were received from families
- Of these, 253 resulted in the provision of support
- 401 interventions were provided during the year
- Of these 334 were funded via the Adoption Support Fund

## 18+ Care Leavers Service



Kent Care Leavers 18+ service is based in West Malling and Dover. We work closely with our young people who are from or in care, aged 18-25 years' old. The service includes Personal Advisers who will support care leavers with their journey to independent living and we have a duty of care to support all children and young people who are care experienced until their 25<sup>th</sup> birthday if they require or want this support.

There were 1,772 care leavers being supported by our service as of 15<sup>th</sup> September 2020; 946 of these were unaccompanied asylum-seeking young people, with 826 citizen young people.

Due to the increase in young people transferring to our service, and those wishing to remain with the service, we have increased our staffing capacity to reflect this increase in demand.

In response to the expansion of the service, the service has recruited a second Head of Service, splitting the county into two areas: South East Kent 18plus Care Leaver Service and North West Kent 18+ Care Leaver Service. Both Heads of service are working collaboratively together to ensure that it is still one integrated service and that a young person can expect exactly the same support wherever they happen to live in the county and also those who live out of county.

## What our young people can expect from our service

Our service can assist Kent County Council's young people through working with their personal advisors who are there to assist them by providing advice, support, encouragement and financial guidance in accessing housing, education, training, work experience and health services; supporting their successful transition to independence and adulthood and helping them to take every opportunity available to them.

## Care Leavers 18+ Service achievements during 2019-20

Corporate Parenting Panel received reports on:

- Kent County Council acting as a rent guarantor for our care leavers.
- Care Leavers Survey 2019.
- Challenge Card – agreement for KCC to pay council tax for young people who are care leavers aged 18-21 years from 1<sup>st</sup> April 2020.
- Report on the types of accommodation for our children in care and care leavers.
- Performance scorecard evidencing achievement across our key targets.

## Care Leavers 18+ Performance August 2020

Action	Target	Achieving
Personal adviser to have contact with all their allocated young people a minimum of once every 6-weeks	85%	88.8%
Care leavers in suitable accommodation (of those the service are in touch with)	90%	88.3%
Young people in education, training or employment (of those the service is in touch with)	65%	61.2%
Pathway plans to be updated and reviewed every 6-months	95%	93.6%
Those receiving their health history records at aged 18	100%	100%

## Key new developments and initiatives

- External funding to allow for the development of specialist posts within the service (Rough Sleeping Grant has been extended until 31<sup>st</sup> March 2021).

### Drop-in service

Prior to Covid 19 pandemic we had increased on the number of drop-in sessions across the county to include Education, Training and Employment specific drop ins.

The service's Care Leaver Apprentices also attend the drop ins to offer support. Working in partnership with other organisations we have been able to offer the drop ins in local libraries, youth hubs and KCC Social Care buildings. The main purposes of our drop-in services are:

- To offer networking opportunities for young people.
- To provide access to advice for education and careers for those who are not in education, training, or employment.
- To maintain constructive contact with our isolated and vulnerable care leavers.
- To promote re-engagement with care services.

This has been suspended for the duration of the national lockdown, but we are looking forward to re-launching this as soon as we are able to, so there is an option for our Care Leavers to seek direct support in their local communities across the county.

### Mental Health Social Workers

We have recruited two Approved Mental Health Practitioners (AMHP) to the Service to provide specialist support to our Personal Advisors who work with young people with Mental Health needs.

Secondly the role is to support the young people access appropriate support from Adult Mental Health. The role is also helping to improve on the collaborative working with our colleagues in Adult Mental Health services and safeguarding.



### Young People vulnerable to becoming homeless

Through the Rough Sleeping Grant, we have dedicated staff members who are able to give extra support to our most vulnerable young people who are at risk of homelessness. The project has seen the collaboration with district councils and external agencies linked to the private rented sector to help increase the accommodation options and availability for our young people.

The development of the Personal Housing Plan by the 18plus Housing Support team has been instrumental in achieving successful outcomes that this grant has funded.

This has been extended to 31st March 2021.

### Rent Guarantor scheme

This scheme is now part of our local offer and continues to support our young people to access private rented accommodation, including university accommodation. During the first pilot year we supported 26 young people. In total, to the end of August 2020, we have supported 79 young people, with 7 of those supported twice for their university accommodation.

### Project funded specialist roles

#### Young Inspectors' Scheme

The Young Inspectors scheme has been developed to look at the standards of shared accommodation for our care leavers.

The team have designed a training programme to recruit volunteers to carry out the inspections to help us review and improve the quality of the accommodation offered by Kent County Council. The progression of this scheme has been impacted by the covid19 pandemic and is another area we are keen to see restart as soon as we can.

#### Community engagement

Through the Control Migration Fund, we saw the development of community engagement activities to help improve on community relationships.

The project also saw the development of a football team, a summer service activity day and our first ever care leaver Christmas lunch where all our young people received a Christmas gift donated by Kent County Council staff.

#### Floating support

The four floating support workers have their allocated geographical areas in the county (Canterbury and Medway) and we have already seen the impact of this through an increase in community cohesion, supporting young people to integrate into their local communities, a reduction in neighbour complaints and warnings issued to our young people living in shared accommodation.

#### Young People who are care leavers in custody

Since recruiting a Care Leavers Offending Co-ordinator (October 2018) with the aim to review all custodial sentences and support discharge planning, liaising with Benefits and Housing officer and look at lessons learnt to prevent and reduce custodial sentences; we are in a better position as a service in terms of how our young people in custody are supported in and outside prison.

We have developed Crime Prevention workshops with our unaccompanied asylum-seeking young people to ensure that they are aware of the UK laws and the feedback from the young people has been positive.

We now have access to the Youth Offending Service data system which aids us in our risk assessment completion. We have developed a custody process to make Personal Advisers

aware of the process when a young person enters custody and the statutory requirements for visits and Pathway Plans.

Due to attending Release Planning Meetings we are better able to plan for prison releases, ensuring young people have suitable place to live, with support if required, claim their benefits, refer them to Employment Training and Employment opportunities to reduce the chances of the young person reoffending due to not having these in place.

### Care Leavers Survey

In October 2018, we undertook our first Care Leavers survey followed again in October 2019. This Survey is undertaken independently through our business intelligence unit and a report of the outcomes will be presented to the Corporate Parenting panel.

There was a 10% increase in respondents in the 2019 survey along with increases in the percentage of young people feeding back that they have good relationships with Personal Advisers, receive help with a range of issues and being positive about the help they received. There was also an increase in the number of young people satisfied with their pathway plan.

The Service is in the process of preparing to launch its 2020 Care Leavers Survey in the month of October during Care Leavers week.

### Transition Policy

The service has launched a Transition Policy that outlines how all relevant teams will work together to support a smooth transition for a Child in Care becoming a Care Leaver by allocating a Personal Adviser early to start the joint working processes. Having 'Transition Champions' in the service coordinates the allocation of cases, including early identification of Personal Advisor allocation for young people presenting with complex needs by 17.5 years.

### UASC Update

The number of unaccompanied asylum young people continues to grow in the service, and it is positive that the funding we receive from the Home office has increased. Following the launch of the new information management system Power BI, we are now able to monitor and review the immigration status of our asylum seeking young people to help ensure those with limited leave to remain are able to apply for further leave to remain in good time with the Home Office. Staff members are trained in order to help young people understand the triple planning process in regards to asylum so that they can understand the consequences of any negative decision in regards to their Asylum decision by the Home Office and are supported through these complexities. To achieve this, our Human Rights assessing social workers complete regular immigration checks via KCC's Single Point of Contact (SPOC).

## Future aims for the service

### Management oversight of the most vulnerable young people

We are developing a Care Leavers Risk Management Panel to discuss and review our complex and vulnerable care leavers who are potentially perpetrators or victims of offending behaviour by case mapping and to ensure safety plans are in place.

We are hoping to involve our Key partners agencies such as Adult Safeguarding Unit and Kent police in the complex risk management discussion which will be set within a contextual safeguarding framework.

From August 2020, there will be a monthly High Cost Placement Panel to review the suitability of the accommodation and ensure cost effective use of resources.

### Housing Support

Developing our housing options:

- Developing Personal Housing Plans for all young people for onward plans.
- Bringing the Supported Lodgings service inhouse
- Increase the use of floating support services following the success of the CMF Floating Support roles.
- Developing relationships with private rental sector to increase accommodation options for young people.

### Our Covid 19 response

There have been many challenges to the service during the current pandemic in maintaining a service to our young people. During the peak of the pandemic and national lockdown staff stepped up the level of contact they had with young people especially those who had more limited support networks. This contact was often virtual through the use of Media Apps such as WhatsApp and Face time, due to the new social distancing rules. Where young people struggled because of loss of income through being furloughed the service provided emergency food parcels and additional support where needed. Staff adapted well to the new ways of working and service delivery through working at home and the use of multimedia platforms, and where necessary face to face work has continued using Personal Protective Equipment to ensure staff and young people's safety and minimisation of risk.

Sadly, despite the increase in phone contact and virtual support with young people the service did experience 4 tragic unexpected deaths, 3 as a result of suicide. As a result of this the service with the support of colleagues reviewed all of our most vulnerable young people age 18-25 and audits were commissioned through safeguarding and quality assurance to look at how we could learn from these sad incidents and improve our support to our most vulnerable young adults. This has included some additional in-service training facilitated by our colleagues from Adult Services and from the Safeguarding and Quality Assurance Team. Despite these huge challenges the service has been able to maintain its contact and support to over 1,800 Care Leavers both within and outside of Kent during this pandemic.



## Kent Total Placement Service



The Total Placement Service (TPS) is part of Strategic Commissioning, working for our children and young people in care and care leavers to find them safe, stable and appropriate homes. We provide a one-stop shop for social workers and personal advisers to access good quality homes for the children and young people in our care.

The service is managed by a Service Manager and there are 3 teams which each have a manager and placement officers who try to find a variety of different homes. We have 17 placement officers. The Residential Team look for homes in both secure accommodation and regulated children's homes.

The Fostering Team look for homes with our in house foster carers and homes with foster carers who are with an Independent Fostering Agencies (IFA). The 16+ Team look for homes for those young people and care leavers who are 16 years and over primarily in supported accommodation, shared accommodation, semi-independent accommodation and manage the referrals for Staying Put arrangements. Historically the TPS business team had sat within the service, but this has now been moved more centrally within commissioning.

Our service is compliant with Ofsted and the Quality Care Commission requirements and our work is governed by a range of legislation and regulations, including the Children's Homes Regulation 2015, Fostering Services Regulation 2011 and Children Act 1989.

The teams use Placement Plan referrals to share information about children and young people with those providing homes so that we can identify and match them together. Often, children and young people write profiles about themselves which can really help with identifying a good match.

Our principle aim is to find stable and well-matched placements to avoid unnecessary moves for children and young people, supporting them to enjoy a positive childhood and experience where they can have a sense of belonging and realise their potential.

Currently performance reported in the Children's Social Work Performance Report for July 2020 is indicating that we still have some work to do in this area when considering the two key indicators. The first indicator to consider is where a child has had 3 or more moves in the last 3 months which in July showed that 11.7% of our children and young people had been subject to this, our target is 10%.

We have just over 69% of our children and young people who have lived in their current home for more than 12 months, our target is 70%; these figures indicate there is more to do.

The service works closely with colleagues in commissioning to provide data and information to help to ensure the commissioning of providers is intelligence led. This helps to shape the profile and recruitment of our in house foster carers and in securing the right external providers to offer the homes we need.

Placement officers work to build effective relationships with our foster carers and providers in the external market to optimise offers of homes to us where there is increasing demand regionally and nationally.

We have a keen and continuous focus on being able to find homes for our children and young people with our in house foster carers who currently provide just under 50% of homes for our children in care, utilising 95% of available in house foster homes.

There is a small project being undertaken between TPS, In House Fostering and the Improvement Team to ensure our processes, systems and work are effective at maximising the use of in house foster homes. The use of IFA homes continues in the main to be for young people aged over 13 years and parent and child placements.

There have been two significant stresses on the service, principally the increased number of unaccompanied minors who arrived during the summer months and the Covid 19 pandemic.

Both issues resulted in some difficulties in locating homes. To identify a home TPS undertake a search of both in house and external provision. Initially, we saw a reduction in the number searches during the early months of the pandemic which was due to the restriction of only undertaking placement searches for essential moves in line with the government advice. The details and comparison of searches between last year and this year is detailed below.

The increase in the later months is an indicative of a relaxation of restricted movement which is echoed in carers and providers being more willing and able to consider referrals and provide new homes.

Month	Searches 2019	Searches 2020
April	370	212
May	370	262
June	335	318
July	385	327
August	312	293

The service, almost without exception, are working from home and continue to deliver the same standard of performance as when office based. Staff have worked to continue to maintain the service identity and connectedness supporting one and other in the work and future planning and developments.

## Developments

We continue to contribute to the South East Regional of the Sector Led Improvement commissioned by the Directors of Children's Services and funded by the Department for Education regarding the use of high costs placements.

The focus now is on developing a small-scale model on a collaborative approach between local authorities and providers initially that will be:

- Flexible, creative provision designed to meet the needs of complex children, including options to 'step across' various forms of provision (e.g. residential to fostering).
- Keeping children local, as close to their home address as possible.
- Working with providers who already offer both residential and fostering services and with small providers, developing joined up partnerships, enabling movement between each as appropriate to need.
- Exploring options for considering lifetime costs for placements, the potential to invest in more intensive early interventions, with a view to improving outcomes and potentially reducing longer term costs.
- Including measures of progress for children placed based on assessment at the point of placement (regularly reviewed up until placement end using an evidence-based assessment tool).

Provider Hub: have been working with colleagues in the Management Information Unit, ICT, Commissioning and the LADO service to develop the Provider Hub within the Liberi Children's System.

This will allow us to have access to a centralised hub of information regarding external providers of homes including any issues or concerns, positive feedback, any embargo issued to a provider and much more. This will assist us in ensuring homes are safe and of the required standard.

## Total Placement Service Priorities

- Using effective and efficient processes and systems to find homes optimising the use of in house foster carers and reducing delays.
- Building effective relationships with providers to ensure we can provide the best value homes for our children that give stability and meet the needs of our children and young people.
- Ensuring effective matching between homes and our children and in doing so promoting stability and supporting children and young people to realise their potential.

Work commenced last year on the redesign and publication of the new placement plan referral and this is almost complete. Engagement and contributions from our Virtual School Kent apprentices and our Children in Care council means that the referral has the child's voice at the centre of the home finding activity, and we believe this will support improved matching and stability.

## Future Aims for the Total Placement Service

- Focus on the interface with adult services and adult commissioning in identifying appropriate Care Quality Commission regulated placements for 16+ young people with complex needs.
- Delivery of the new Placement Plan Referral and associated launch and training to key stakeholders.
- Continuous building of effective working relationships with colleagues and key stakeholders through delivery of web-based training events.
- Continued inclusion in the South East regional complex/high cost placements of looked after children project to consider future commissioning options.

A few exemplary accomplishments which I believe deserve to be mentioned.



Of course, with our sporting prowess and the help of the young people on our team (not to mention our incredibly competitive nature) we won the 2019 Corporate Parenting Sports day and we shall rather cheekily keep the title by default until the next event!



And finally, oh no you didn't, oh yes, we did 'Charm' participants and attendees at the 2019 Christmas Panto!

## Virtual School Kent Participation Team and Apprentices

The Participation Team's role and responsibilities have continued to grow to support wider networks of children and young people. Additional funding was agreed to support the additional work requests that were being directed to the Team and to recruit two further apprenticeship posts, giving more young people opportunities to take up a role within the Team.

The Participation Team's aim is to extend and match some of the successes it has had around positive participation with our care experienced young people with other cohorts of children and young people who come under or sit alongside the Corporate Parenting family and also to ensure positive outcomes are achieved for children and young people.

The apprenticeship programme has had another successful year with one apprentice gaining a qualification in Level 2 Business Administration who is now working as a Nursery Assistant, and a further three who have completed a Level 3 Operation Delivery qualification.

One is now working as a Teaching Assistant at an alternative curriculum education provider, another successfully applied for a position in the Department of Environment, Food & Rural Affairs under the Dept of Education's Internship Programme for Care Leavers. The third has remained in the Team and has been promoted to a Participation Support Assistant role.

Three new care experienced apprentices were recruited in December 2019 and February 2020 and are studying either level 3 Operational Delivery or level 2 Business Administration qualifications. The Participation Team is managed by a Participation and Engagement Manager who supports our apprentices alongside a small team of Participation Officers who, along with carrying out their own job role responsibilities, provide daily advice and guidance to the apprentice team.

The Participation Team values its younger team members and recognises the benefits they bring to not only the team, but also to the wider CYPE Directorate. The apprentices bring a fresh outlook and honesty to the team. As well as helping senior staff with ways to improve working practices, their personal experiences and involvement in Social Care services are very current and their insight into what young people think and their relatability is a valuable asset to the team.

This year has been a year of two halves, with the first six months full of lots of new and exciting ways we have supported and engaged with young people, the second half, due to the Covid-19 pandemic has been very different and at times challenging, with face to face contact abruptly halted.

The team has had to work hard to think creatively and find new ways to keep in contact with young people we already had a connection with but also how we would build new relationships with young people. However, the team has risen to the challenge with some very positive outcomes.

## Young People's Councils

Our Young People's Councils in Kent consist of 4 strong, well represented groups of children and young people:

- The Young Adult Council (YAC) for care experienced young people ages 16-25.
- Our Children and Young People's Council (OCYPC) for young people in care ages 11-16.
- OCYPC Extra – an outreach group for care experienced young people aged 7 to 16 who are unable to make the main meetings held in Maidstone.
- The Super Council for children in care ages 7-11.
- The Adoptables for adopted young people aged 11 – 18.

Membership of our Young People's Councils has remained strong with meetings taking place around the county and virtually via Microsoft Teams since the Covid-19 pandemic made face to face meetings not possible.

The Councils provide a forum for all our children and young people to allow their voice to be heard and be a part of making positive changes within Kent County Council's care system.



## Challenge Cards

The Challenge Card system has been an innovative concept that holds Corporate Parents to account and is a really powerful way for young people to challenge their Corporate Parents on key issues and improvements they want to make to the care system. Successful challenges made this year included:

- The continuation of the Rent Guarantor Scheme for Care Leavers.
- Council Tax Exemption for Kent Care Leavers up to the age of 21.
- 'Mind your Language' campaign encouraging professionals to consider the language they use when speaking to and writing about young people who are or have been in the care system. This is a short film the Team have made to reflect the work that has been undertaken.<sup>1</sup>



<sup>1</sup> <https://vimeo.com/441243489/8ebbf9a36>

## Key Pieces of Engagement Work

### Fostering TV Advert

Some of our care experienced members of the team worked with the Comms Team to co-produce a TV advert and social media marketing campaign to help support the recruitment of more Fosters Carers in Kent. They shared their ideas and experiences of previous Fosters Carers to come up with the concept of a fostering superhero.



### Corporate Parenting Presentations

The team continued to support the Corporate Parenting Assistant Director with promoting the importance of corporate parenting to its colleagues in other Services and Directorates.

One initiative that has been particularly successful has been delivering Corporate Parenting presentations at service days and team meetings to KCC colleagues. Recently this has been delivered to the following services:

- Growth, Environment and Transport
- Attendance and Inclusion Service
- Comms Team
- Strategic Commissioning

These sessions have increased staff knowledge about their corporate parenting responsibilities to our young people, what it actually feels like to be in care or a young care leaver and has raised the profile of the corporate parenting pledges.

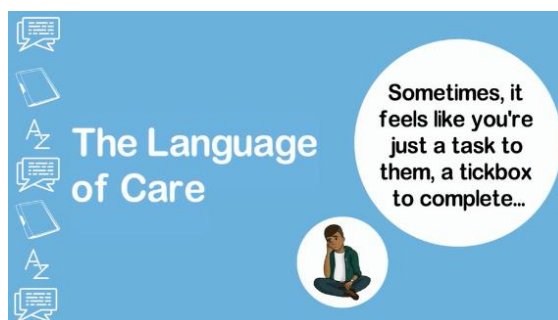
### 'Virtual' Triathlon Charity Fundraiser

In October, the Young Adult Council along with members of the Participation Team took over the Stone Hall, Sessions House in a bid to complete our charity fundraiser, a Virtual Triathlon. The challenge was to cycle, row and run over 350km around Kent.

The chosen charity for the event was Young Lives Foundation. The event was well attended by many members of KCC staff, young people, and elected members, who helped clock up miles on the bikes, rowing machine and treadmill.

It was a long hard slog, but the team completed the challenge in just under six hours. The Participation Team and young people also raised money by visiting various departments within Sessions House, selling cakes, biscuits and sweets.

A big thank you to all that sponsored the event and bought cakes, we managed to raise over £900 for Young Lives Foundation.



**Steven Gray, Chief Executive Officer of Young Lives Foundation said**

*"A HUGE THANK YOU for the Triathlon Fundraiser! We were so pleased to have been chosen by you guys as the charity for the fundraiser this year....and were blown away by the amount of work you had put in to ensure the day was so professionally delivered. It was a privilege to participate (even at a measly 5k!) and I was pleased some of the YLF team and I could be there to support your amazing efforts...thank you. I can assure you any funds raised will be put to good use supporting young people across Kent!"*



### Corporate Parenting Team Challenge Day

In October, the team held the Corporate Parent Team Challenge Day at Detling Showground. This was an opportunity to reaffirm the responsibility of all KCC staff's responsibility towards our Children in Care.

The eight teams were made up of young people, foster carers, corporate parents and elected members working together to win the ultimate Corporate Parenting Team Challenge cup.

The day was a huge success with everyone taking in part in activities such as giant inflatable darts, traverse climbing wall, the eliminator and finishing with the grand finale of the 'Are you a good Corporate Parent fancy dress race' which involved space hoppers, wigs and balloons!

As well as being a fun day it also gave the Corporate Parents an opportunity to meet our young people and see how amazing our young people are and why it is so important to continue to be a great corporate parent.

To end the day, prizes certificates and the winning cup were presented to the winning team by Kent County Council's Corporate Parenting Panel Chair, Ann Allen.





### Fostering Teenagers Conference

The Participation Team worked with Kent Fostering to deliver the 'Looking After Teenagers in Today's Modern World' Conference in November.

After an inspiring keynote speech from the care experienced author, Jenny Molloy, the younger members of the Participation Team, many of whom are still teenagers themselves, took over!

They wanted to help the foster carers and practitioners in the audience understand what it is really like to be a teenager today and the pressures and challenges they face, particularly if they are growing up in care.

Many of them shared their own personal stories about growing up in care and reflected on those things that helped them the most.



### Feedback from a Social Worker

*"I have been working in Fostering for nearly 9 years... hearing the Participation Workers speaking of their own experiences was the most valuable training I have ever attended as a Social Worker (and the first time I've ever been moved to tears in training!) thank you! Ps: I think the Children's Social Workers need to hear this too!"*

### Christmas Concert

December was The Participation's Team's 'Express Yours-ELF' Christmas Concert. The concept of a Christmas concert was to allow some of our young people who do not always get the chance to shine, to have the opportunity to step into the spotlight.

Staff from Corporate Parenting and from the Participation team also stepped up with performances to entertain our young people in the audience.



Children and young people from our Children in Care Councils were joined by our friends from Tunbridge Wells Youth Hub's Arts and Music group to put together a performance full of fun, laughter and joy and managed to put the audience, consisting of young people, KCC staff, Elected Members and foster carers totally in the Christmas spirit.

These events leave our children and young people with happy, positive memories and a sense of achievement – two outcomes that the team think are very important for our young people and work hard to embed in their work.

### Covid-19

Working from home has been a very different experience for the Participation Team. We think we have learnt a lot and have found ways to continue to provide support to young people. We have had to be creative to find ways to ensure that young people are still getting opportunities to get involved and have their say.

We have been conscious that it has been particularly difficult for our apprentices who are used to receiving face to face support, and also enjoy each other's company when at work. They have risen to the challenge and the team have found ways to remain in close contact and stay in touch every day.

Young people have been very open with us and have been keen to share how they have been feeling during this time, and we have been able to share these views widely in various formats with Directors, senior staff and colleagues.

As it has not been possible to meet young people face to face, we have worked to find other ways to give young people opportunities to engage and share their feelings; young people have completed short online surveys and sent us artwork and pieces of creative writing – this has meant we are hearing from a wider cohort not just from our Council members.

### Virtual Social Groups and Activities

As the Participation Team were not able to run its programme of activities and events that would usually be run over the summer holidays, the team devised and facilitated a variety of online activities for wider groups of care experienced young people, their foster siblings and also with young people who have been adopted.

There were groups for different ages with online activities varying from pre-school story time to scavenger hunts and online gaming. Summer holidays activities have also incorporated a wider variety of activities including online dance, science, musical theatre, animal interaction, sweet making and arts and crafts sessions.

## What words describe how you feel about your Social Worker since lockdown?



These activities were very popular and fully booked with young people we already have a relationship with and have been a way to engage with new cohorts of children and young people.

### One adopted parents' feedback

*'Thank you to you and all the VSK team for organising these activities. Emma has loved the past month of workshops. Today's session was just up her street, she is dreaming of lots of new pets now! Philip was great in answering all the questions. Emma loved that they said hello and goodbye to the animals, although they were on screen, it felt like they had a connection with them.'*

*Very often our children are the ones that miss out on things compared to their peers, but I do think they've been the lucky ones this summer to have these opportunities. As a Mum, it's also given me an hour to potter in the background getting some jobs done whilst I've been listening in and/or watching which is an added bonus.'*

### Small Group Activities

The Team were so happy to be able to safely deliver some small groups of activities in Kent Country Parks over the summer holidays.

After some vigorous risk assessments some team members met up with small groups of children and young people often from sibling groups in support bubbles of six. The activities consisted of arts and crafts, fun social distanced sports.

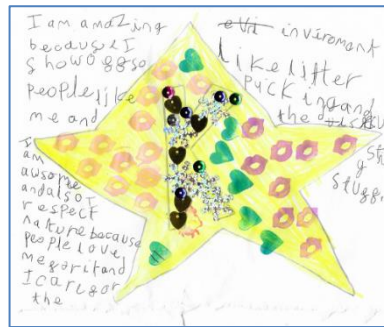
These sessions provided an opportunity for fosters carers to take some shorts breaks, whilst giving the Team an opportunity for some face to face time with children and young people again, hearing their news and discussing their feelings about returning to school. These sessions have been the highlight of our whole summer!



### Competitions

The Team have run fortnightly competitions for young people to enter with an amazing response. Young people have sent in an array of submissions. Competition themes included creative writing pieces like 'Who is your hero?' and 'What are you looking forward to and your hopes for the future?', with young people writing very powerful pieces and producing some emotive artwork.

Another was a nature photography competition, encouraging young people to capture nature's beauty on their daily walks around their community. Over the summer we ran competitions asking young people to design a star and tell us why they have been a star recently, send in their favourite positive quotations and make their favourite breakfast and send in photographs of it.



The Participation Team will continue to work to develop new ways to engage with young people whilst their usual events and activities are paused.

## How can our elected members get involved?

### Christmas Giving Tree 2019

By far our biggest achievement in 2019 was the Christmas Giving Tree at Sessions House, where with the support of KCC staff, their families and our elected members we had 1839 presents donated for our young people who are Care Leavers. This exceeded our target of 1700 and presents were distributed in December to every young person. This was the first time we had undertaken anything of this size and Corporate Parenting were overwhelmed by the generosity and offers of help that were received during this time. The patience of the staff in our post rooms, managing the boxfuls of gifts and the sheer determination of our Personal Advisors and Apprentices, to get everything out before Christmas, was truly inspirational. Genuinely staff made a difference, as for some young people this was their only gift on Christmas Day. Corporate Parenting are now planning for the 2020 Christmas Campaign.



KCC Chairman in December 2019, Mrs Ann Allen supported the Corporate Parenting Christmas Card competition and hosted tea for the winner, 9-year-old Ronni-Rose, sharing the celebration with her sister and KCC foster carer Hayley. Ronni-Rose then got to work with the Creative Team who stayed late in their working day, to show how the design was turned into the KCC Christmas Card. It was a very special visit, supported by several teams, to create a very special memory for one of our children in care.



All our Corporate Parenting services welcome visits from elected members and ask for their ongoing support for our children and young people. Whether this is through sharing in the children's achievements at our celebration events such as the VSK award ceremonies or through more formal training events such as our yearly conferences.

The children and young people welcome meeting their corporate parents at activity days, this helps them to understand the role of a Corporate Parent and be able to speak openly about their experiences. We are very sad that at this time, due to Covid-19 we can only make these events virtual, but we look forward to bigger and better live events once it is safe to do so.

Members are essential in being champions for our children and young people in care, to ensure their voice is heard. We also ask our elected members to promote the recruitment of foster carers for the Kent Fostering service and assist our vision to have more Kent families, to care for our Kent children and young people.

Thank you to all Kent County Council staff, partner agencies and elected members who have contributed over the last year, in supporting Corporate Parenting to make a difference to the lives of the children and young people in our care.



*Thank you to you all from all of us in Corporate Parenting*

**By:** Roger Gough – Leader  
David Cockburn – Head of Paid Service

**To:** County Council

**Date:** 10<sup>th</sup> December 2020

**Subject:** Realignment of Top Tier posts in the Growth, Environment and Transport Directorate

**Classification:** Unrestricted

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**SUMMARY:** This paper sets out proposals to realign senior posts and Divisions in the Growth, Environment and Transport Directorate. This would see the deletion of two current Director roles and the introduction of two new Director roles reporting to the Corporate Director. There would also be changes to a third Director post.

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## 1. RECOMMENDATIONS

- 1.1 The County Council is invited to approve the recommendation of the Personnel Committee to agree:
- the deletion of the posts of Director Environment, Planning and Enforcement and Director Economic Development in the Growth, Environment and Transport Directorate.
  - the introduction of three new Divisions, each headed by a new Director role – Transportation; Environment and Waste; and Growth and Communities.
  - consequential amendments to the current role of Director Highways and Waste
  - that the new structure will operate from 1 April 2021 and that the selection to the new posts will begin immediately if the County Council endorses the recommendation. The current proposal would result in the Director Highways and Waste being “slotted” under existing HR policies to the new post of Director - Transportation. Appointments to the other two posts will be made by Personnel Committee through a Member Appointment Panel

## 2. INTRODUCTION

- 2.1 The current organisational structure of the Growth, Environment and Transport (GET) Directorate consists of four Divisions. Three of these - Highways, Transportation and Waste; Environment, Planning and Enforcement; and Economic Development are led by Directors and the fourth, Libraries, Registration and Archives, by a Head of Service.
- 2.2 This structure was introduced in October 2014 and has worked well since then. However, the Council’s priorities have evolved over the last six years,

as reflected in changes to the Cabinet posts which have responsibility for the Directorate's services, and it has been determined that these priorities will be better achieved and the needs of customers and service users better met if there is a change to the way the Divisions within the Directorate are configured.

- 2.3 The Corporate Director, Growth, Environment and Transport has worked with her Divisional Management Team (DMT) and senior managers (SMF) over the last few months to review the enablers, barriers, and key actions required to achieve the ambitions for the future direction of GET services, including looking at the optimum future shape for delivery.
- 2.4 The conclusions from the detailed analysis undertaken confirmed that a restructure was both timely and required. The feedback demonstrated a clear rationale to review how functions and services were arranged within the directorate and to re-align these with strategic priorities and customer need.
- 2.5 A set of design principles were agreed which provided the basis for the current proposals and allow better alignment to the Authority's strategic priorities and customer need.

### **3 ORGANISATION DESIGN APPROACH**

- 3.1 The approach taken by the Corporate Director GET to Service Redesign has followed the Authority's best HR/OD practice guidance for effective organisation design. The focus of the work has been to take a high level approach to GET's functions and services, linking strategy to operational delivery.
- 3.2 The Redesign activity identified key workstreams required to support the restructure, recognising that a restructure alone does not serve to exploit all opportunities for development and improvement nor address all challenges being faced by the Directorate.
- 3.3 As part of the approach, design principles have been proposed which build on the feedback from the first phase of engagement with managers across the Directorate. The effectiveness of the new structure will be assessed against these principles.
- 3.4 The Corporate Director GET has set out the following ambition for the new structure: "As the overarching fundamental driver of change, a new GET structure should unlock ambition, innovation, normalise collaboration and cooperation and drive the sharing of knowledge and expertise with a focus on shaping places and serving communities in all their guises."
- 3.5 The structure has been designed to:
  - Align with and reflect the Council's strategic priorities and increasing focus on outcomes and impact
  - Taking account of Council policy decisions and priorities as well as our statutory responsibilities), enable GET to shape services to existing



customers' needs and non-users needs using an evidence and intelligence led approach

- Build our resilience and enable flexibility in responding to changing priorities and demands
- Deliver greater levels of transparency and consistency in accountability and responsibility
- Facilitate a direct relationship between strategic priorities and associated delivery by bringing together teams delivering similar outcomes and impacts
- Drive efficiency particularly by reducing duplication and bureaucracy
- Achieve a better balance across GET in Director's responsibilities and resources
- Be affordable.

3.6 The proposed structure which is explained in section 4 of this report has been assessed against these principles and it is believed that the structure meets the objectives set out.

#### 4 PROPOSED TOP TIER DIRECTORATE STRUCTURE

4.1 Three new Divisions are proposed, each headed by a Director level post. The Divisions are Environment and Waste; Transportation; and Growth and Communities. The strategic responsibilities and associated functions for each role are detailed below, along with estimates of the net revenue budget and staffing numbers for each Division.

4.2 The proposed shape represents a realignment of current functions within the Directorate, although over the next few months consideration will be given to a movement of some activity providing whole Council support into the Corporate structure and whether there are any functions elsewhere in the organisation that align more closely with these three strategic areas and should move into this Directorate. These considerations would have no impact on the overall proposed shape or the balance of responsibilities across the three new Divisional Directors.

4.3 The four Cabinet Members with responsibility for GET services have all indicated that they are supportive of these proposals.

4.4 The responsibilities of the three new Director post are summarised below:

<b>DIRECTOR OF TRANSPORTATION</b>	
<b>£68.9m</b> net revenue budget <b>455/697</b> FTE/Headcount	
<b>STRATEGIES</b>	Transport for the South East Local Transport Plan 4/5 Well Managed Highways/Asset Mgt Plan Kent Rail Strategy Freight Action Plan Active Travel Strategy

<b>SERVICE LEVEL STRATEGIES</b>	Road Casualty Reduction Strategy Winter service Policy
<b>FUNCTIONS</b>	<p>Services involved with the management of the highway (and related) assets including bridges, drainage, streetlighting and footways in Kent.</p> <p>Specific public transport services including the ENCTS concessionary fare scheme, subsidised bus schemes and the Kent Travel saver as well as managing the provision of SEN transport on behalf of the CYPE Directorate.</p> <p>Transport related capital programme including schemes funded by such programmes (but not limited to) the HIF, Local Growth Fund, Get Britain Building.</p>

<b>DIRECTOR OF ENVIRONMENT AND WASTE</b>	
<b>£78.3m</b> net revenue budget <b>205/329</b> FTE/Headcount	
<b>STRATEGIES</b>	<p>KES &amp; ELES Climate Change Adaptation Plan Kent Waste Strategy</p> <p>Kent Minerals and Waste Local Plan Kent Joint Municipal Waste Strategy AONB Management Plans Biodiversity Strategy Heritage strategy</p>
<b>SERVICE LEVEL STRATEGIES</b>	<p>Local Flood Risk Management Strategy PROW Improvement Plan Country Parks Strategy Pollinator plan</p>
<b>FUNCTIONS</b>	<p>Sustainable businesses and communities Waste services including waste infrastructure, planning and development, and waste compliance Minerals &amp; Waste Local Plan Natural, historic and coastal environment</p> <p>Country Parks, PROW and Explore Kent Host Countryside Partnerships, Kent Downs AONB and partner to High Weald AONBs.</p>

<b>DIRECTOR OF GROWTH AND COMMUNITIES</b>	
£23.4m net revenue budget 619/1123 FTE/Headcount	
<b>STRATEGIES</b>	R and R / E&P Strategy Kent Design Guide GIF Housing strategy LRA Strategy Cultural strategy Digital strategy
<b>SERVICE LEVEL STRATEGIES</b>	Community Safety Agreement & Framework Strategic Framework for Sport & Physical Activity
<b>FUNCTIONS</b>	Economic development Business Growth Investment including S106/CiL  Strategic Planning to include Local Plans, planning applications  Development control function  Libraries, Registration and Archives  Public Protection including Trading Standards, emergency planning, KSS, Community safety inc wardens and Coroners  Sport & Physical Activity  Gypsy & Traveler Service

## 5 CONSULTATION

- 5.1 Following the agreement of Personnel Committee to recommend this structure to the County Council, a formal 15 day consultation process was initiated with the officers directly impacted.
- 5.2 There are two permanent Directors who will be directly affected by the proposals. A third individual is currently covering the third Director post on an interim basis. All three individuals, along with other members of the Growth, Environment and Transport senior management team, have been fully involved in the design work that has led to this proposal.
- 5.3 In addition, there is some impact on specific Head of Service roles such as the Head of Strategic Planning & Policy and Head of Planning Applications

Group, but this will be addressed as part of a second phase of this process.. Interim arrangements will be implemented to ensure that these individuals and service delivery are not impacted at this stage of the process.

- 5.4 It is proposed that all other roles are aligned to the new Divisions, changing line management as required. Although there will be no impact on the majority of staff within GET as part of this phase of the process, extensive communications with all staff is planned during the consultation and implementation period as the importance of them being engaged and understanding the rationale for the realignment of services and how they are impacted is recognised as critical to future success.
- 5.5 Once the Directors are in post, further design work will be completed on the structures within each Division. Any subsequent changes will be the subject of further staff consultation.
- 5.6 The consultation pack with relevant appendices including a structure chart and the job descriptions for the roles, is included at Appendix A of this paper.
- 5.7 At the time this paper was published, three responses to the consultation had been received. The consultation is widely open to staff in GET and responses are not restricted to those directly impacted. One of the three responses received so far is from a senior officer who is directly impacted and who confirms support for the proposed structure. The submission raises some questions about the process for appointing to the Director roles and some suggested clarification in the wording of the job descriptions. The suggested changes to the job descriptions would not impact on the overall shape of the Divisions or the grading of the posts and will be considered alongside any other comments received. All the points raised in the submission will be fully considered and a detailed response sent to the individual concerned.
- 5.8 The other two responses to the consultation so far are from officers who are suggesting that the Public Rights of Way service should not sit within the Environment and Waste Division. As described earlier in this paper, the proposed structure has been built from a thorough review of the strategic outcomes required for the Growth, Environment and Transport Directorate and the overall objectives for the restructure have been clearly articulated (see sections 3.4 and 3.5). While it is recognised that there could be alternative locations for some services, including Public Rights of Way, the overall shape of the new Divisions as described in this paper will optimise delivery of these objectives and the required strategic outcomes for the Directorate.
- 5.9 If further responses are received after publication that materially alter what is proposed in this paper, the County Council will be updated at its meeting on the content and whether any alternative changes to the structure are recommended as a result.

## 6 FINANCIAL CONSIDERATIONS

- 6.1 The GET salary budget already includes allocation for three Director posts at KR17. The new roles have all been graded at KR17, therefore, there are no additional costs associated with this proposal.

## 7 RECOMMENDATIONS

- 7.1 The County Council is invited to approve the recommendation of the Personnel Committee to agree:
- the deletion of the posts of Director Environment, Planning and Enforcement and Director Economic Development in the Growth, Environment and Transport Directorate.
  - the introduction of three new Divisions, each headed by a new Director role – Transportation; Environment and Waste; and Growth and Communities.
  - consequential amendments to the current role of Director Highways and Waste
  - that the new structure will operate from 1 April 2021 and that the selection to the new posts will begin immediately if the County Council endorses the recommendation. The current proposal would result in the Director Highways and Waste being “slotted” under existing HR policies to the new post of Director - Transportation. Appointments to the other two posts will be made by Personnel Committee through a Member Appointment Panel.

### **Report Author / Relevant Director**

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[Amanda.beer@kent.gov.uk](mailto:Amanda.beer@kent.gov.uk)

**Background Documents:** “Update on top tier posts”. Personnel Committee report, 10 November 2020

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**Consultation on the Proposed Restructure of the  
Director Tier and Re-alignment of Divisions within the  
GET Directorate**

**Prepared by:**

**Barbara Cooper**

**Corporate Director, Growth, Environment and Transport**

**23<sup>rd</sup> November 2020**



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## 1. Introduction

- 1.1 This document outlines the proposal to consult upon changes to the top tier of Growth Environment and Transport.
- 1.2 The consultation process will run for a period of 15 days during which time staff will have the opportunity to provide comments/feedback and/or alternative proposals. A final position will be confirmed once the consultation process has ended and all input has been duly considered.

## 2. Background and Context

- 2.1 The GET structure was defined in 2014 and whilst appropriate at the time, six years later the Council has a new Leader, a new cabinet, new cabinet members covering GET's responsibilities and new priorities so it was timely to review how the GET directorate is structured to ensure it is best able to respond to the priorities, opportunities and challenges ahead.
- 2.2 Working directly with the Departmental Management Team and the Senior Managers Forum, Anton Howarth (Senior HR Business Advisor) and Ed Austin (Senior Process Change Advisor) assisted with the thinking and shaping of proposals. Anton and Ed prepared a short questionnaire for both DMT and SMF members, focusing on the staff ambition for the Directorate, the barriers and enablers to realising that ambition and then key actions to make change happen. The survey responses were then explored further in 2 very well attended workshop sessions.
- 2.3 The survey and workshop sessions confirmed that a new structure is required. Key priorities such as the environment as well as anomalies in reporting lines and the need to address silo working; consistency in levels of support; and the need to reduce duplication and bureaucracy were seen as key issues to address.
- 2.4 The workshop sessions also identified that whilst structures are important, other issues also need to be prioritised at the senior GET wide level. As a result 4 further workstreams were identified which included the requirement to address behaviours, values and cultures; the need to revise the 'plan on a page' to communicate the role of GET within the corporate Strategic Reset programme and the emerging Interim Strategic Plan for KCC; the requirement to review budgets including the MTFP for the next 3 years; and to explore ways in which to further improve communications within the Directorate. Each workstream has a designated lead who will define key tasks as well as timescales for delivery.
- 2.5 Following the questionnaire and two workshops and after reviewing the feedback that was received, a Service Re-design approach was undertaken to assist with developing a set of design principles for the new structure. Many responses raised issues around the role of culture and behaviours in any structure and these have been

reflected in an introductory paragraph followed by the principles. The design principles against which the structure will be judged are as follows:

“As the overarching fundamental driver of change, a new GET structure should unlock ambition, innovation, normalise collaboration and cooperation and drive the sharing of knowledge and expertise with a focus on shaping places and serving communities in all their guises. In particular, the GET structure should:

- Align with and reflect the Council’s strategic priorities and increasing focus on outcomes and impact
- Taking account of Council policy decisions and priorities as well as our statutory responsibilities), enable GET to shape services to existing customers’ needs and non- users needs using an evidence and intelligence led approach
- Build our resilience and enable flexibility in responding to changing priorities and demands
- Deliver greater levels of transparency and consistency in accountability and responsibility
- Facilitate a direct relationship between strategic priorities and associated delivery by bringing together teams delivering similar outcomes and impacts
- Drive efficiency particularly by reducing duplication and bureaucracy
- Achieve a better balance across GET in Director’s responsibilities and resources
- Be affordable.

2.6 These design principles provided a set of parameters, opportunities and constraints upon which to make decisions about how the divisions within GET ought to be configured moving forward.

### **3. The Proposal**

3.1 Three Divisions are now proposed to constitute the GET Directorate, each headed by a Director level post. The Divisions are Environment & Waste; Transportation; and Growth & Communities. The proposed shape represents a realignment of current functions within the Directorate. This re-alignment of functions has meant that it has been required to review the current Operational Director Job Descriptions and also consider the implications for those individuals who directly report into the Corporate Director of Growth, Environment & Transport. The impact on those individual roles is outlined below.

3.2 In terms of the impact of the re-alignment of the new functions, this is outlined in Appendix five.

In Highways, Transportation & Waste, current functions within this division will remain in the new proposed Transportation division, however, Waste will be transferred to the new proposed Environment & Waste division. The new Transportation division will be overseen by the Director of Transportation.

Within Environment, Planning & Enforcement: Sustainable Businesses & Communities, Natural Environment & Coast, Flood & Water Management, Kent

AONB, Country Parks, Countryside Partnerships, Public Rights of Way, Explore Kent and Heritage Conservation are proposed to be transferred to the new Environment & Waste division, which will be overseen by the Director of Environment & Waste. The current role of Director of Environment, Planning & Enforcement is proposed to be deleted due to the significant change in services that are currently overseen by that role.

Services that reside under Public Protection are proposed to transfer into the new Growth & Communities Division which will be overseen by a Director of Growth & Communities; this includes Coroners, Gypsy & Travellers Service, Community safety including Community Wardens, and Trading Standards.

Sport & Physical Activity, Planning Applications and Strategic Planning will also transfer to the new Growth & Communities division.

Economic Development, and Libraries, Registration & Archives will no longer be distinct divisions and are proposed to be transferred into the new Growth & Communities division, which will be overseen by the Director of Growth & Communities. The current role of Director of Economic Development is proposed to be deleted because the responsibility for overseeing those functions is proposed to reside with the Director of Growth & Communities moving forward.

The Head of Libraries, Registrations and Archives is not proposed to incur any changes other than a change of Line Management as the role is now proposed to report into the Director of Growth & Communities rather than the Corporate Director for Growth, Environment & Transport.

The Portfolio Delivery Manager will continue to report separately into the Corporate Director for Growth, Environment and Transportation until Directors are appointed and then will be assigned to a new Director line manager.

Finally, under the proposed re-alignment of services, functions and divisions within GET, some Heads of Group will report into one Divisional Director but with a dotted line to another Divisional Director as a temporary interim arrangement that would be subject to further review as part of a phase two consultation which will take place once the new Corporate and Divisional Directors have been appointed.

3.2.1 Current Structure Charts and Job Descriptions can be found in Appendix Two.

3.2.2 Proposed Structure Charts and Job Descriptions can be found in Appendix Three.

3.3 How will it affect posts?

3.3.1 The posts directly affected by this proposal are:

Post title	Grade	Existing number of posts (FTE)	Proposed number of posts (FTE)	Impact of Proposal
Director of Environment, Planning and Enforcement	KR17	1	0	Role is deleted
Director of Economic Development	KR17	1	0	Role is deleted

The total number of posts it is proposed to make redundant is therefore two.

3.3.2 It is proposed that all other posts will continue in the new structure. However, there may be minor amendments to some posts as follows:

Post Title	Grade	Number of posts (FTE)	Amendment
Director of Highways, Transportation and Waste	KR17	1	Role will incur change of title to "Director of Transportation" and changes to job role of less than 25%
Head of Libraries, Registrations and Archives	KR15	1	Change of Line Manager
Portfolio Delivery Manager	KR14	1	Change of reporting once Corporate and Operational Directors are appointed

3.3.3. It is proposed the following new posts will be created in the new structure

New Post title	Grade	Number of posts (FTE)
Director of Environment and Waste	KR17	1
Director of Growth and Communities	KR17	1

All proposed actions in the tables above are subject to confirmation of the final proposal following the receipt of consultation feedback and County Council endorsement.

- 3.4 The date it is intended that the proposed changes will take effect from will be 1<sup>st</sup> April 2021

#### 4. Equalities Impact Assessment

- 4.1 An initial screening of this document has been undertaken to inform an Equalities Impact Assessment.
- 4.2 A copy of the initial screening can be found in Appendix Four.

#### 5. Mitigation to avoid Dismissals on the grounds of redundancy

- 5.1 We will try to avoid dismissals on the grounds of redundancy where possible. To do this, we will consider the following options

**Slotting** - If a post is largely unchanged in the new structure it can be considered as a possible 'slot' for the post holder if the following three conditions are met:

- the job must be the same grade as before the reorganisation,
- there are the same number of jobs (or more) as job holders
- the job is deemed 75% the same type of work in terms of job accountabilities, activities and broad objectives.

**Ring-Fence recruitment** – Individuals who are at risk of redundancy as part of this consultation process will be provided priority consideration for available vacancies as part of a recruitment process. Further details concerning this will be provided after the period of formal consultation has been completed and will be subject to the outcome of the consultation.

**At Risk**- Any employees who have not been appointed to a new post or slotted into their existing post will be 'at risk' of redundancy and given redeployee status. Where redeployees meet the identified minimum criteria for a vacancy they will receive an interview alongside other candidates.

**Voluntary Redundancy**- If you are interested in voluntary redundancy/early retirement please submit an email as an expression of interest to **Barbara Cooper by 8<sup>th</sup> December 2020**. Please note this is an expression of interest only. It is not always possible to release staff who would like to volunteer; any request for voluntary redundancy will be considered by management taking into account the number of requests, cost and need to retain key skills and knowledge.

If you are in the LGPS and 55 or over you will be entitled to take your pension without any actuarial reduction. If you wish to receive a pension estimate please note that the figures can take up to 30 working days to come from the Pensions Section and therefore early requests are advisable. Alternatively your annual benefit statement will give you an estimation for what you would receive at that point in time and the formal estimate would not likely to be less than that quoted.

If you pay additional contributions, such as an AVC, or you have, or believe you may have, a deferred pension with the LGPS built up from a previous role, you are advised to contact the Pensions Section on 03000 413488 or email [pensions@kent.gov.uk](mailto:pensions@kent.gov.uk) for advice. Further information can also be found on: [www.kentpensionfund.co.uk](http://www.kentpensionfund.co.uk)

If you would like to receive a redundancy or pension estimate, please contact Anton Howarth (Senior HR Business Advisor) from the Human Resources Team, on telephone number: 03000 421824 or email address: [anton.howarth2@kent.gov.uk](mailto:anton.howarth2@kent.gov.uk). You can also calculate your own manual redundancy estimate using the redundancy 'ready reckoner' table in the Kent Scheme Conditions of Service, Section I Appendix 2.

## 6. Recruitment and Selection

- 6.1 The proposal creates new posts within the structure. Subject to confirmation of the final proposal, appointments to these posts will be made via a recruitment and selection exercise, which will consist of a Member Panel Interview, and Wave & Hogan Psychometric tests.

Individuals who are at risk of redundancy as part of this consultation process will be given priority consideration as part of the wider selection process for the available vacancies.

## 7. Timescales

- 7.1 The draft timetable below provides a guide to the key dates in the process. Please notes these dates may be subject to change

Event	Date
Start of formal consultation period	23 <sup>rd</sup> November 2020
End of Consultation	8 <sup>th</sup> December 2020
Feedback and Final proposal announced	11 <sup>th</sup> December 2020
Staff notified of personal status	11 <sup>th</sup> December 2020
Start of Recruitment and selection into new posts	January 2021
Implementation of new structure	1 <sup>st</sup> April 2021

## 8. Communication & Consultation

- 8.1 Communication and Consultation will be on a collective basis (e.g. staff consultation meeting, team meetings with manager). We will also consult on an individual basis, where appropriate, when a member of staff requests a 1:1 meeting with management to discuss the proposal. If you would like to request an individual meeting with the Director of Growth, Environment and Transportation please contact Barbara Cooper on 03000 415981

8.2 We invite feedback and questions on the proposal or any counter-proposals you may have in writing to Barbara Cooper at [Barbara.Cooper@kent.gov.uk](mailto:Barbara.Cooper@kent.gov.uk) by 8<sup>th</sup> December 2020. Feedback can be given on the whole Proposal, or just particular aspects of it.

The recognised trade unions have also been asked for their feedback. Staff are welcome to submit any feedback via the trade unions if preferred instead of direct to management.

8.3 As with large scale reviews updated information regarding the proposals will be available on K-Net for staff to view during the process.

8.4 Once the consultation process has ended all feedback and input will be duly considered by management. This may mean that the proposal may change to reflect the feedback received. The final proposal will be communicated to staff and the trade unions after this consideration has taken place.

## 9. Support Available for Staff

9.1 We recognise that any change process can cause uncertainty and be unsettling for staff. To help staff through the process the following support is available.

Support Line – this is a free service offered by KCC allowing staff up to a maximum of seven free sessions of counselling a year It is totally confidential and to make an appointment please contact Support Line as follows:

- Tel: 03000 411411
- Email: [supportline@kent.gov.uk](mailto:supportline@kent.gov.uk)

9.2 Line Manager – Barbara Cooper will be available to support you through your team meetings and 1:1 meetings, to provide help with questions concerning the proposals and keep you up to date with communications.

9.3 If you are a member of a trade union they are able to offer support. We recommend you contact them direct if you require additional support.

9.4 Further support is available on the Moving On page on KNet using the link below. <http://knet/ourcouncil/Moving%20on/Pages/Introduction.aspx>

This page contains links to other pages and documents which may be of interest.

- Redeployment – including information on Support Line
- Redundancy - including information on i-resilience – an online tool to help you identify and improve how you manage pressure , particularly during periods of change
- Retirement
- Kent Scheme Terms and Conditions of Service – Section I Redundancy [Kent Scheme Terms and Conditions of Employment, Section I, Redundancy](#)

**APPENDIX 1      FREQUENTLY ASKED QUESTIONS**

**APPENDIX 2      CURRENT STRUCTURE CHARTS AND JOB DESCRIPTIONS**

**APPENDIX 3      PROPOSED STRUCTURE CHARTS AND JOB  
DESCRIPTIONS**

**APPENDIX 4      EQUALITY IMPACT ASSESSMENT**

**APPENDIX 5      RE-ALIGNMENT OF GET FUNCTIONS**



### Frequently Asked Questions (FAQs); Restructures

#### Consultation

**1. Why are you doing this?**

Restructures are never proposed lightly as we understand the impact this can have on staff but on this occasion the new/revised business needs require us to propose a restructure in your area. The consultation document explains the business reasons and this FAQ document may also answer further specific questions that you may have.

**2. What support and advice is available to me during this process?**

In the first instance you should talk to your line manager to assess how they can support you. For members of trade unions, an additional source of support will be your trade union representative.

There are also various KCC resources for your use such as the confidential Support Line available to all staff [supportline@kent.gov.uk](mailto:supportline@kent.gov.uk) or telephone 03000 411411, other resources listed here:

<https://kentcountycouncil.sharepoint.com/sites/KNet/Pages/moving-on-in-kcc.aspx>

**3. Are people on fixed term contracts included in the consultation process?**

There is no definitive answer to this. This will be looked at on an individual basis and will depend on the reason for the fixed term contract, the timing of the end of the contract, and alignment between that planned termination and when consultation is due to start.

Agency workers are not included in the process.

**4. What about people who are on maternity leave, long term sick leave, secondment or time out break?**

We will take all reasonable steps to ensure that those who are on maternity leave, secondment, time out break or long term sick leave are contacted and invited to give feedback and are fully engaged in the process.

**5. What is 'diminution' and how is diminution carried out?**

Diminution is a reduction in the number of people needed in a particular post i.e. the post will continue but less people are needed.

In cases where there is a diminution, selection for redundancy criteria will be developed as part of the consultation process and shared with the unions and affected staff who are part of the selection pool. The criteria will be clear, objective (based on the future need of the service/business) and free from any discriminatory factors. It will be applied fairly to all staff who are part of the selection pool.

Diminution is not applicable where posts have been deleted entirely. In these circumstances selection for redundancy criteria is not required because the posts will no longer exist and all incumbents will be in a redundancy situation.

- 6. What will be the process for appointing staff into the new structure?**  
After the formal consultation on the new structure has finished, and after a period of reflection on the comments received, a final structure will be published. Staff will then either be 'slotted' (see below) or appointed following a ring-fenced, where applicable or competitive interview process to the posts in the new structure.
- 7. When are posts 'slotted'?**  
For a post to be a possible 'slot' the following 3 conditions must apply:
- The job must be the same grade as before the re-organisation
  - There must be the same number of jobs (or more) as job holders
  - The job is deemed approx. 75% the same type of work in term of job accountabilities, activities and broad objectives.
- 8. When will people know if they have been slotted?**  
Staff who are slotted to posts will be informed of this once the consultation has closed, and the final structure confirmed.
- 9. If you have been slotted, can you still apply for any of the vacancies within the team?**  
Yes, but only for posts which are still available after any ring-fenced exercise.
- 10. If more than one person applies for a vacancy how will you select the successful applicant?**  
We will look at individuals' skills and competencies for the role and will select by way of interview and/or testing.

## **Redundancy**

- 11. When are individuals put at risk?**  
Following consultation and after any recruitment selection exercises associated with the reorganisation are completed, should you be unsuccessful and not secure a position, you will receive a letter to confirm that you are 'at risk and under notice of redundancy'.
- 12. What does "at risk" mean?**  
It means an individual is at risk of redundancy. KCC policy is that, staff that are 'at risk' status have redeployee status for any suitable vacancies at their current grade, 2 grades below their current grade (pay protection will apply for 18 months) or 2 grades above their current grade. Staff at risk will be expected to create a profile on KCC's Recruitment Management system in order to receive alerts for suitable alternative vacancies.
- 13. What is 'redundancy' and how can I work out how much I would be paid?**  
Redundancy is defined in law as where employees are dismissed because of one of the following three circumstances:
- The employer ceases or intends to cease the business in which the employee was employed
  - The employer ceases or intends to cease to carry on the business in the place where the employee was employed

- The requirement to carry out work of a particular kind has ceased or diminished or is expected to cease or diminish

All redundant employees are entitled to receive a redundancy payment providing they have at least 2 years continuous service. The amount of redundancy pay you will receive depends on your length of service, age and weekly pay. You can refer to the Blue Book – Section I, Redundancy, Appendix 2 to calculate how much you would be due if made redundant.

The Ready Reckoner in the Kent Scheme Terms and Conditions identifies the number of weeks the redundancy payment should be calculated on based on;

- half a week's pay for each full year you were under 22
- one week's pay for each full year you were 22 or older, but under 41
- one and half week's pay for each full year you were 41 or older (this means that you have to be 42 to qualify for a full year's pay at one and half week's)

In the event that you are put at risk of redundancy, we will provide you with an estimate of redundancy payment.

**14. What is the difference between Voluntary and Compulsory redundancy?**

There is no difference in the compensation payable whether staff 'volunteer' to go on redundancy or are made redundant compulsorily.

**15. What will happen if I am on a secondment during the restructure and my substantive post is deleted?**

Where possible you should be allowed to complete your secondment (if that seconded post is not deleted in the restructure as well). You are also encouraged to apply for other posts whilst you are on your secondment. If however you are unable to secure an alternative post before the end of your secondment, your secondment completion date will become your redundancy termination date.

**16. How much notice will I have?**

The amount of notice is linked to both length of service and grade. The minimum notice we are required to give is four weeks and the maximum is either 12 weeks or 3 months contractual notice (whichever is the longer). Please see the Blue Book – section I, Redundancy.

**17. Do I have to remain at work during my notice period?**

Staff will be expected to remain at work during their notice period, unless there are exceptional circumstances to be agreed by the lead manager.

**18. Is there a ceiling on the number of years used in the redundancy payment calculation?**

Yes. KCC pay in accordance with the statutory redundancy calculations which is up to a maximum of 20 years service. This includes local government and related service in line with the Redundancy Payments (Continuity of Employment in Local Government etc) Modification Order 1999.

**19. If I am aged 55 or over, do I have to take my pension, and will it be reduced due to early payment?**

Anyone aged 55 or over and who is in the Local Government Pension Scheme (LGPS), will have immediate release of their pension. Currently their pension will not be reduced and there is no option to defer the release.

If you wish to receive a pension estimate please note that the figures can take up to 30 working days to come from the Pensions Section and therefore early requests are advisable. The Pensions Section will only prepare one estimate per person per year. Alternatively your annual benefit statement will give you an estimate of your unreduced annual pension.

The Government is to implement a 'cost cap' on exit payments made to public sector workers. The payment cap is being introduced as part of the Enterprise Bill, which has recently become law. The implementation date for the payment cap has not yet been announced but it is expected to come into force from spring/summer 2017. It will implement a cap (set at £95,000) on the exit costs that public sector employers, including KCC, can incur when an employee leaves. This will include employees leaving because of redundancy. Included in this cap, amongst other things, are the costs an employer is charged for releasing an employee's pension benefits and the cost of making a redundancy payment.

The Pensions Section are currently providing estimates which do not take account of the cap as details are not yet available on how the cap will work in practice. This means that any pension estimates provided could be subject to change depending on when the legislation is implemented. If you have any concerns about how the 'cost cap' may affect you please speak to your manager in the first instance, who will seek HR advice.

If you pay additional contributions, such as an AVC, or you have, or believe you may have, a deferred pension with the LGPS built up from a previous role, you are advised to contact the Pensions Section on 03000 413488 or email [pensions@kent.gov.uk](mailto:pensions@kent.gov.uk) for advice.

Further information can also be found on: [www.kentpensionfund.co.uk](http://www.kentpensionfund.co.uk)

**20. Can I take my remaining annual leave as a payment on leaving?**

Any untaken accrued annual leave, pro rata to the last day of service, should be taken prior to the last day of service. Payment in lieu of outstanding leave will only be made in exceptional circumstances.

Should annual leave already taken, exceed the pro rata leave entitlement, an adjustment will be made to the final salary to account for this.

**21. Can I appeal against being made redundant?**

Yes. You should appeal in writing to the Corporate Director of People & Communications as set out in Section I of the Blue Book.

## **Redeployment**

**22. What is Redeployee status?**

If you are 'at risk' of redundancy, assistance will be provided to you in seeking alternative work. As part of this assistance, you will be given redeployee status. This status means that where you meet the identified minimum criteria for a KCC vacancy you will be guaranteed an interview. However, the redeployee status does not give you any additional consideration during the selection process and, in accordance with normal practice, appointments will be made on merit – as assessed through an interview and any other selection methods which are used.

**23. How do I register to receive details of current vacancies?**

You should visit KCC's recruitment pages (link detailed below) and create a profile on the Recruitment Management System to start receiving alerts for suitable alternative vacancies.

<https://kenthrc.taleo.net/careersection/external/jobsearch.ftl?lang=en-gb>

**24. What if I do not want to apply for anything – will I automatically be made redundant?**

Staff who have been formally placed at risk or have been given notice of redundancy will be expected to create a profile on KCC's Recruitment Management System and actively seek alternative employment. If staff do *not* engage with this process (unless voluntary redundancy has been agreed) then their redundancy pay may be at risk, as it could be seen as them not taking action to mitigate their potential redundancy.

**25. What does "unreasonable" refusal of "suitable alternatives" mean?**

This depends on the individual's circumstances. For example, a new job may be offered on the same grade but in a different location that would make it very difficult for someone to travel to. It would not be unreasonable for someone to refuse that offer. However, we very much want to redeploy as many staff as possible. If there is a job on the same grade, same hours within easy reach of their current location, then we, as the employer, may feel that to refuse this post would be unreasonable. In such cases an employee would be redundant but KCC would reserve the right to withhold the redundancy payment. There would be detailed discussions with individuals if this situation arose.

**26. What should I do if I apply for a post before I am put 'at risk'?**

You will only be given 'redeployee status' once you are put 'at risk'. If the selection process for the post is still active at this point, please advise your redeployment support officer.

**27. Can I apply for *any* jobs within KCC?**

Yes, you can apply for any post and you will have 'redeployee status' for any post in KCC if you are "at risk" or "under notice".

**28. If applicants were to fail the interview process, would there be feedback given.**

Yes, feedback is always available after a recruitment and selection process.

**29. As a redeployee, what do I do if I need to attend interviews?**

As a redeployee, you are entitled to paid time off in order to attend interviews, but you must notify your line manager as soon as possible so that cover can be arranged.

**30. Does this include interviews outside of KCC?**

Yes it does include going for interviews outside of KCC and the normal arrangements apply – please let your line manager know in advance.

**31. If I am redeployed what happens about my LGPS pension?**

How your pension is treated depends on your own individual circumstances. You are advised to contact the Pensions Section on 03000 413488 or email [pensions@kent.gov.uk](mailto:pensions@kent.gov.uk) for information and guidance, particularly if you pay additional contributions, such as an AVC, or you have a deferred pension with the LGPS built up from a previous role.

**32. What happens if I get a job and it doesn't work out, can I be put at risk again?**

A statutory right to a trial period exists where an offer of redeployment is made during your notice period and the employment is to commence at the end of the notice period. In these circumstances a 4 week statutory trial period (maximum) must be included in the offer. If, at the end of, or during the trial period, the post is not suitable and this is accepted by both your line manager and you, the redundancy payment is made as if you had left on the expiry of your notice period.

Trial periods can be extended beyond 4 weeks to enable retraining where appropriate.

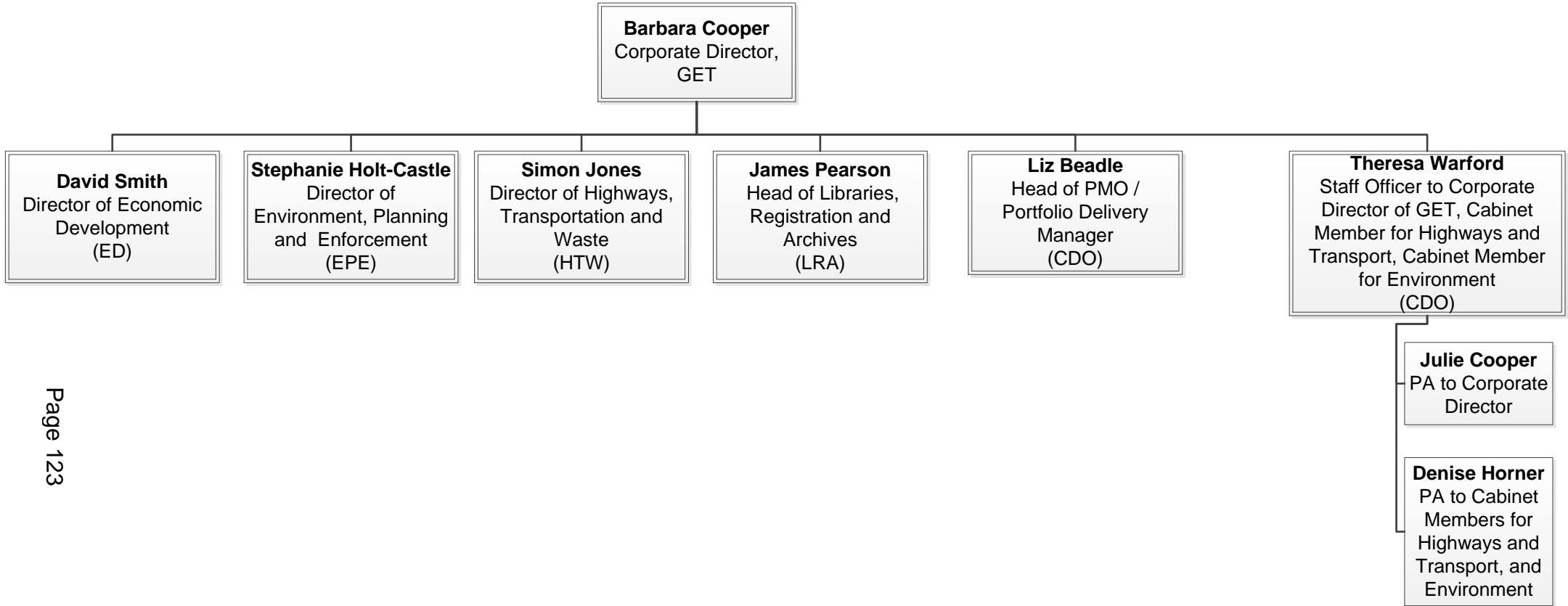
Where you are offered alternative work and the new employment commences either before you are issued notice or before the end of your notice period there is no entitlement to a statutory trial period.

**33. If I am made redundant when can I work for KCC or another local authority again?**

In order to retain the right to a redundancy payment staff must not have had an offer of another post in KCC or another local authority (or associated employer) made before the last day of service, which will commence within 4 weeks of the last day of service.

**GET structure chart**

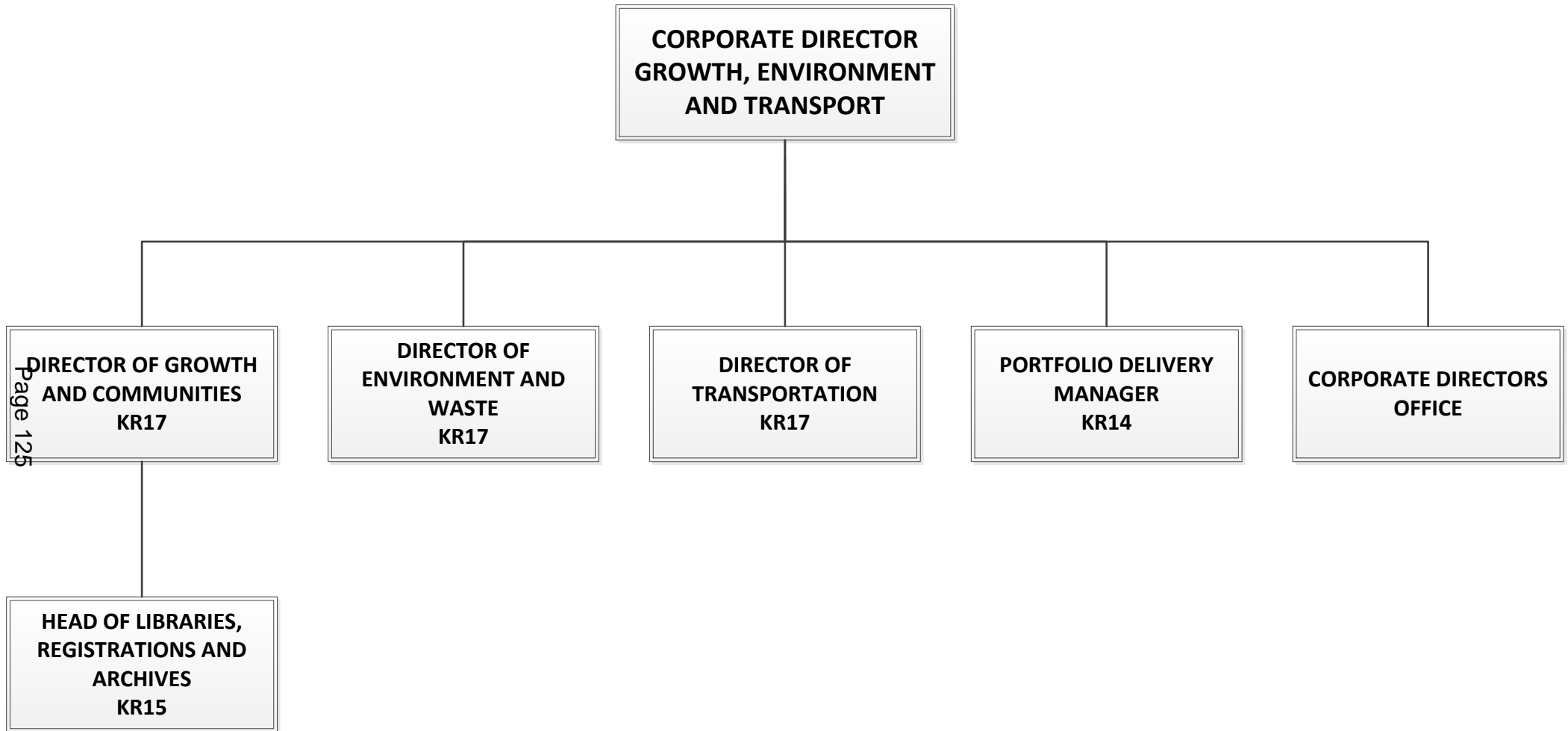
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# PROPOSED GET DIRECTOR TIER APRIL 2021



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### Kent County Council

#### Job Description: **Director of Environment and Waste**

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**Directorate:** Growth, Environment and Transport

**Unit/Section:** Environment and Waste

**Grade:** KR17

**Responsible to:** Corporate Director of GET

#### **Purpose of the Job:**

To lead, direct and shape the delivery of the Council's environmental and waste priorities ensuring they reflect the Council's wider priorities.

To ensure the Council's environmental priorities are embedded and understood across KCC and with local and national partners.

Lead and direct the delivery of environmental; waste; PROW and country parks; and natural, historic and coastal environmental services ensuring that services reflect changing customer needs whilst also being efficient, cost effective and continuously improving

#### **Main duties and responsibilities:**

- Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work collaboratively together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.
- Actively brief, advise and challenge where appropriate the Leader, cabinet members, cabinet committees and other committees as necessary as well as briefing opposition and all other members.
- Accountable for ensuring all decisions are delivered within the agreed governance and financial frameworks
- Lead the development and achievement of a range of environment and waste related strategies including the Kent Environment Strategy, the Energy and Low Emissions Strategy, the Climate Change Adaptation Plan, the Kent Waste Disposal Strategy, the Kent Minerals and Waste Local Plan, the Heritage Strategy and the Local Flood Risk Management Strategy. The strategy development should include active collaboration across KCC as well as with partner bodies, and should also include the County Council's contribution to other partnership led

strategies including the Kent Joint Municipal Waste Strategy and the Biodiversity Strategy. The strategies should reflect KCC's wider strategic priorities.

- Evidence and articulate Kent's priorities to central government, Environment Agency, Natural England, utility providers, districts, developers and other bodies ensuring that the Council's priorities are accepted, understood and included in other agencies' plans, and that funding opportunities are exploited and secured as far as is possible.
- Be accountable for the delivery of specific service areas as outlined below, providing leadership to the service, ensuring staff are trained motivated and supported and that services are responsive to customers changing requirements, effective and represent good value for money. The services include:
  - sustainable business and communities, including the Council's commitment to Net Zero across its own estate as well as in partnership with others for the county
  - waste services including waste infrastructure planning and development, waste services and waste compliance
  - the preparation, examination and execution of the County Council's Minerals and Waste Local Plan
  - strategic flood risk management
  - Conservation, management and promotion of all aspects of the natural, historic and coastal environment in Kent
  - the delivery of country parks, Public Rights of Way, and Explore Kent
  - Host Countryside Partnerships, the Kent Downs AONB, and partner of the High Weald AONB
- Accountable for robustly managing revenue and capital budgets as well as contributing to the ongoing development of a 3 year rolling Medium Term Financial Plan and 10 year capital strategy.
- Providing strategic leadership and continuously and actively reviewing all services provided by this Division to identify how best to commission for the future delivery including driving innovation, identifying priority outcomes and ensuring the most effective and efficient delivery methods are employed

### **Additional Responsibilities**

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the Council. These are fundamental elements of their role not an addition and are summarised as follows:

### **Whole Council**

- Seek to improve the lives of all residents in Kent and economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code).
- Advise elected members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives.

### **Integration of Services**

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies.

### **Embedding Commissioning and Engaging relevant markets**

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

### **Managing Change**

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance.
- Deliver to agreed budget and income targets.

Footnote: This job description is provided to assist the job holder to know what his/her main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.

# Kent County Council

## Person Specification: **Director of Environment and Waste**

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The following outlines the criteria for this post. Applicants who have a disability and who meet the criteria will be shortlisted.

Applicants should describe in their application how they meet these criteria.

	<b>CRITERIA</b>
<b>QUALIFICATIONS</b>	<p>Relevant Management or Professional qualification.</p> <p>Evidence of continuing professional development.</p> <p>Educated to degree level or equivalent.</p>
<b>EXPERIENCE</b>	<p>Successful track record of making a significant contribution at a senior strategic level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key strategic and frontline services with proven experience of using professional expertise and judgement to develop and deliver strategic objectives and expected outcomes</p> <p>Proven experience and understanding of the role and function of Local Government, working directly with elected members in a member led authority to ensure the effective delivery of solutions that meet the Council's strategic aims.</p> <p>Extensive experience of working, influencing and engaging at a local and national political level.</p>
<b>SKILLS AND ABILITIES</b>	<p>Able to work collaboratively and inclusively as a member of the Council's senior team, taking shared responsibility for the work and success of the directorate and the Council.</p> <p>Able to develop, understand and articulate strategic 'big picture' issues, identify and maximise linkages across both KCC and partner organisations and set clear direction and goals in order to deliver effective long-term strategies designed to deliver the Council's aims.</p> <p>Able to establish strong positive relationships across the Organisation at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.</p> <p>Able to establish strong positive relationships with partners at a strategic professional and political level both locally and nationally in order to ensure the Council's priorities are understood and accepted.</p> <p>Able to demonstrate effective motivational strategic</p>

	<p>leadership and vision to staff at all levels including a positive attitude to change and to inclusion and diversity in order to maintain and develop services in a constantly changing environment.</p> <p>Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the whole Organisation delivers the right services in the right way.</p> <p>Ability to manage and control large complex budgets and demonstrate value for money for customers with a strong focus on maximising a return on investment</p>
<b>KNOWLEDGE</b>	<p>In-depth knowledge and understanding of the national policy context, strategic challenges and operational realities of services provided by this post</p> <p>Good understanding of the Authority's strategic Reset agenda and how innovation can be used to improve services and outcomes for residents &amp; businesses.</p>
<b>BEHAVIOURS AND KENT VALUES</b>	<p>We are brave. We do the right thing, we accept and offer challenge</p> <ul style="list-style-type: none"> <li>•We are curious to innovate and improve</li> <li>•We are compassionate, understanding and respectful to all</li> <li>•We are strong together by sharing knowledge</li> <li>•We are all responsible for the difference we make</li> </ul>



### Kent County Council

#### Job Description: **Director of Growth and Communities**

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**Directorate:** Growth, Environment and Transport

**Unit/Section:** Growth and Communities

**Grade:** KR17

**Responsible to:** Corporate Director of GET

#### **Purpose of the Job:**

To lead, direct and shape the delivery of the Council's growth and community related priorities ensuring they reflect the Council's wider priorities.

To ensure the Council's growth and community related priorities are embedded and understood across KCC and with local and national partners.

To lead and direct the delivery of economic development, library, registration and archive and public protection services ensuring that services reflect changing customer needs whilst also being efficient, cost effective and continuously improving

#### **Main duties and responsibilities:**

- Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work collaboratively together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region
- Actively brief, advise and challenge, where appropriate, the Leader, cabinet members, cabinet committees and other committees as necessary as well as briefing opposition and all other members
- Accountable for ensuring all decisions are delivered within the agreed governance and financial frameworks.
- Lead the development and achievement of a range of growth and community related strategies including the Renewal and Resilience strategy, Growth and Infrastructure Framework, the Housing Strategy, Library Ambition, cultural strategy, digital strategy and the Community Safety Agreement ensuring full and active engagement with members, communities, businesses and partners as appropriate. The strategies should also reflect KCC's wider strategic priorities

- Represent the County within the business community and other external agencies, linking with the Local Enterprise Partnership, Business Advisory Board, District Councils, Chambers of Commerce and other business support agencies and Higher and Further Education in order to realise employment and investment opportunities and maximise growth opportunities.
- Evidence and articulate Kent's priorities to central government, Homes England, Arts Council England, Sport England, and bodies such as the districts, developers and other bodies ensuring that Kent's priorities are accepted, understood and included in forward plans, and that funding opportunities are exploited and secured as far as is possible.
- Be accountable for the delivery of specific service areas as outlined below, providing leadership to the service, ensuring staff are trained motivated and supported and that services are responsive to customers changing requirements, effective and represent good value for money.

The services include:

- (i) economic development and sector support including culture and arts
  - (ii) business growth investment including ensuring S106 and CiL contributions for community infrastructure
  - (iii) strategic planning including input into Local Plans and planning applications for large sites in Kent.
  - (iv) the delivery, planning and execution of the County Councils Development Control role
  - (v) Lead community services including:
    - i. Libraries, Registration and Archives
    - ii. Public protection services including Trading Standards, Coroners, Community safety including community wardens, Kent Scientific Services, emergency planning and business development
    - iii. Gypsy and Traveller service
    - iv. Sport and Physical Activity
- Accountable for robustly managing revenue and capital budgets as well as contributing to the ongoing development of a 3 year rolling Medium Term Financial Plan and 10 year capital strategy.
  - Providing strategic leadership and continuously and actively reviewing all services provided by this Division to identify how best to commission for the future delivery including driving innovation, identifying priority outcomes and ensuring the most effective and efficient delivery methods are employed.

## **Additional Responsibilities:**

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the Council. These are fundamental elements of their role not an addition and are summarised as follows:

### **Whole Council**

- Seek to improve the lives of all residents in Kent and economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code).
- Advise elected members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer
- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives.

### **Integration of Services**

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies.

### **Embedding Commissioning and Engaging relevant markets**

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

### **Managing Change**

- Understand and support the Authority's overall change agenda

- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance.
- Deliver to agreed budget and income targets.

Footnote: This job description is provided to assist the job holder to know what his/her main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.

# Kent County Council

## Person Specification: **Director of Growth and Communities**

The following outlines the criteria for this post. Applicants who have a disability and who meet the criteria will be shortlisted.

Applicants should describe in their application how they meet these criteria.

	<b>CRITERIA</b>
<b>QUALIFICATIONS</b>	<p>Relevant Management or Professional qualification.</p> <p>Evidence of continuing professional development.</p> <p>Educated to degree level or equivalent.</p>
<b>EXPERIENCE</b>	<p>Successful track record of making a significant contribution at a senior strategic level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key strategic and frontline services with proven experience of using professional expertise and judgement to develop and deliver strategic objectives and expected outcomes</p> <p>Proven experience and understanding of the role and function of Local Government, working directly with elected members in a member led authority to ensure the effective delivery of solutions that meet the Council's strategic aims.</p> <p>Extensive experience of working, influencing and engaging at a local and national political level.</p>
<b>SKILLS AND ABILITIES</b>	<p>Able to work collaboratively and inclusively as a member of the Council's senior team, taking shared responsibility for the work and success of the directorate and the Council.</p> <p>Able to develop, understand and articulate strategic 'big picture' issues, identify and maximise linkages across both KCC and partner organisations and set clear direction and goals in order to deliver effective long-term strategies designed to deliver the Council's aims.</p> <p>Able to establish strong positive relationships across the Organisation at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.</p> <p>Able to establish strong positive relationships with partners at a strategic professional and political level both locally and nationally in order to ensure the Council's priorities are understood and accepted.</p> <p>Able to demonstrate effective motivational strategic</p>

	<p>leadership and vision to staff at all levels including a positive attitude to change and to inclusion and diversity in order to maintain and develop services in a constantly changing environment.</p> <p>Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the whole Organisation delivers the right services in the right way.</p> <p>Ability to manage and control large complex budgets and demonstrate value for money for customers with a strong focus on maximising a return on investment</p>
<b>KNOWLEDGE</b>	<p>In-depth knowledge and understanding of the national policy context, strategic challenges and operational realities of services provided by this post</p> <p>Good understanding of the Authority's strategic Reset agenda and how innovation can be used to improve services and outcomes for residents &amp; businesses.</p>
<b>BEHAVIOURS AND KENT VALUES</b>	<p>We are brave. We do the right thing, we accept and offer challenge</p> <ul style="list-style-type: none"> <li>•We are curious to innovate and improve</li> <li>•We are compassionate, understanding and respectful to all</li> <li>•We are strong together by sharing knowledge</li> <li>•We are all responsible for the difference we make</li> </ul>

### Kent County Council

#### Job Description: **Director of Transportation**

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**Directorate:** Growth, Environment and Transport

**Unit/Section:** Transportation

**Grade:** KR17

**Responsible to:** Corporate Director of GET

#### **Purpose of the Job:**

To lead, direct and shape the strategic transport priorities for Kent ensuring they reflect the Council's wider priorities.

To ensure the Council's transport priorities are embedded and understood across KCC and with local and national partners.

To lead and direct the delivery of highways, public transport and transportation services ensuring that services reflect changing customer needs whilst also being efficient, cost effective and continuously improving.

#### **Main duties and responsibilities:**

- Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as members of Extended Corporate Management Team, Directors and Corporate Directors will work collaboratively together to make strategic decisions on the most effective use of the Council's agreed budget, resources and policies and enhance the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.
- Actively brief, advise and challenge where appropriate the Leader, cabinet members, cabinet committees and other committees as necessary as well as briefing opposition and all other members.
- Accountable for ensuring all decisions are delivered within the agreed governance and financial frameworks.
- Lead the development and achievement of a range of transport related strategies including (but not limited to) the revised Local Transport Plan, the Kent Rail Strategy, the Freight Action Plan, the Road Casualty Reduction Strategy and the Active Travel Strategy, ensuring full and active engagement with members, communities, businesses and partners as appropriate. The strategies should also reflect KCC's wider strategic priorities.

- Evidence and articulate Kent's priorities to central government, DfT, Highways England and bodies such as Transport for the South East, local planning authorities and developers ensuring that priorities are accepted, understood and included in forward plans, and that funding opportunities are exploited and secured as far as is possible.
- Be accountable for the delivery of specific service areas as outlined below, providing leadership to the service ensuring staff are trained, motivated and supported and that services are responsive to customers changing requirements whilst being effective and representing good value for money:
  - services involved with the management of the highway (and related) assets including bridges, drainage, streetlighting and footways in Kent.
  - specific public transport services including the ENCTS concessionary fare scheme, subsidised bus schemes and the Kent Travel saver as well as managing the provision of SEN transport on behalf of the CYPE Directorate.
  - transport related capital programme including schemes funded by such programmes (but not limited to) the HIF, Local Growth Fund, Get Britain Building.
- Accountable for robustly managing revenue and capital budgets as well as contributing to the ongoing development of a 3 year rolling Medium Term Financial Plan and 10 year capital strategy.
- Providing strategic leadership and continuously and actively reviewing all services provided by this Division to identify how best to commission for the future delivery including driving innovation, identifying priority outcomes and ensuring the most effective and efficient delivery methods are employed.

### **Additional Responsibilities:**

All corporate directors, directors and senior managers have an explicit responsibility to deliver the collective agenda of the Council. These are fundamental elements of their role not an addition and are summarised as follows:

### **Whole Council**

- Seek to improve the lives of all residents in Kent and economy of Kent
- Act as corporate parent to the Council's looked after children
- Take an active role in promoting and ensuring the Council's responsibilities for safeguarding are met.
- Understand, communicate and contribute to the delivery of KCC's strategic aims
- Meet statutory obligations and promote and ensure compliance with policies and procedures and the Council's Code of Conduct (Kent Code).
- Advise elected members and support the democratic process
- Promote the Council brand and enhance the overall reputation of the Council
- Understand and monitor the measures of performance, including customer insight, which define successful outcomes for KCC services
- Maintain and ensure a relentless focus on the customer



- Act to support the Council-wide need to deliver services within budget, thereby avoiding an overspend that could damage the financial viability of the Council
- Overcome professional and service silos to achieve the County Council's objectives.

### **Integration of Services**

- Focus resources where they have the biggest impact
- Deliver services that are flexible and adaptable
- Integrate services within KCC and work with partner agencies to ensure a seamless customer experience
- Fully and inclusively engage all staff in the delivery of services, demonstrating the Council's leadership values and competencies.

### **Embedding Commissioning and Engaging relevant markets**

- Establish an outcome focused organisation
- Meet the financial regulations and standing orders of KCC
- Challenge the status quo and engage with the market to constantly improve
- Ensure all services are delivered effectively and efficiently
- Proactively and continuously seek to improve service delivery
- Proactively manage risk to avoid inertia whilst not exposing the Council to needless and avoidable challenge or loss

### **Managing Change**

- Understand and support the Authority's overall change agenda
- Deliver required outcomes of service specific change on time and to budget
- Understand the quality of staff, support their development, nurture those with talent
- Identify the skills for the future and the level of staff through robust workforce planning
- Identify and deal with underperformance.
- Deliver to agreed budget and income targets.

Footnote: This job description is provided to assist the job holder to know what his/her main duties are. It may be amended from time to time without change to the level of responsibility appropriate to the grade of post.

## Kent County Council

### Person Specification: **Director of Transportation**

The following outlines the criteria for this post. Applicants who have a disability and who meet the criteria will be shortlisted.

Applicants should describe in their application how they meet these criteria.

	<b>CRITERIA</b>
<b>QUALIFICATIONS</b>	<p>Relevant Management or Professional qualification.</p> <p>Evidence of continuing professional development.</p> <p>Educated to degree level or equivalent.</p>
<b>EXPERIENCE</b>	<p>Successful track record of making a significant contribution at a senior strategic level in local government, or other relevant complex and diverse organisation(s), promoting and delivering a range of key strategic and frontline services with proven experience of using professional expertise and judgement to develop and deliver strategic objectives and expected outcomes</p> <p>Proven experience and understanding of the role and function of Local Government, working directly with elected members in a member led authority to ensure the effective delivery of solutions that meet the Council's strategic aims.</p> <p>Extensive experience of working, influencing and engaging at a local and national political level.</p>
<b>SKILLS AND ABILITIES</b>	<p>Able to work collaboratively and inclusively as a member of the Council's senior team, taking shared responsibility for the work and success of the directorate and the Council.</p> <p>Able to develop, understand and articulate strategic 'big picture' issues, identify and maximise linkages across both KCC and partner organisations and set clear direction and goals in order to deliver effective long-term strategies designed to deliver the Council's aims.</p> <p>Able to establish strong positive relationships across the Organisation at all levels, in order to provide effective leadership and direction including a relationship of both personal and professional credibility and trust with elected Members.</p> <p>Able to establish strong positive relationships with partners at a strategic professional and political level both locally and nationally in order to ensure the Council's priorities are</p>

	<p>understood and accepted.</p> <p>Able to demonstrate effective motivational strategic leadership and vision to staff at all levels including a positive attitude to change and to inclusion and diversity in order to maintain and develop services in a constantly changing environment.</p> <p>Able to demonstrate a high level of personal resilience, challenge and focus in order to ensure the whole Organisation delivers the right services in the right way.</p> <p>Ability to manage and control large complex budgets and demonstrate value for money for customers with a strong focus on maximising a return on investment</p>
<b>KNOWLEDGE</b>	<p>In-depth knowledge and understanding of the national policy context, strategic challenges and operational realities of services provided by this post</p> <p>Good understanding of the Authority’s strategic Reset agenda and how innovation can be used to improve services and outcomes for residents &amp; businesses.</p>
<b>BEHAVIOURS AND KENT VALUES</b>	<p>We are brave. We do the right thing, we accept and offer challenge</p> <ul style="list-style-type: none"> <li>•We are curious to innovate and improve</li> <li>•We are compassionate, understanding and respectful to all</li> <li>•We are strong together by sharing knowledge</li> <li>•We are all responsible for the difference we make</li> </ul>

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**Kent County Council  
Equality Analysis/ Impact Assessment (EqIA)****Directorate/ Service:** GET Director Tier**Name of decision, policy, procedure, project or service:** Consultation on the Proposed Restructure of the Director Tier and Re-alignment of Divisions within the GET Directorate**Responsible Owner/ Senior Officer:** Barbara Cooper**Version:** 0.1**Author:** Barbara Cooper and Anton Howarth**Pathway of Equality Analysis:** CMT**Summary and recommendations of equality analysis/impact assessment.****Context**

The GET structure was defined in 2014 and whilst appropriate at the time, six years later the Council has a new Leader, a new cabinet, new cabinet members covering GET's responsibilities, and new priorities so it was timely to review how the GET directorate is structured to ensure it is best able to respond to the priorities, opportunities and challenges ahead.

A Service re-design was undertaken between September and October 2020 with a review to understand staff ambition for the Directorate, the barriers and enablers to realising that ambition and then key actions to make change happen.

The Service Re-design confirmed that a new structure is required. Key priorities such as the environment as well as anomalies in reporting lines and the need to address silo working; consistency in levels of support; and the need to reduce duplication and bureaucracy were seen as key issues to address.

**Aims and Objectives**

The aim of this restructure is to consult with individuals occupying the Director tier within GET, and who report directly into the Director of Growth, Environment and Transport. The consultation will focus on proposed changes to current Director Job Descriptions, which have been reviewed in order to accommodate a redesign of the functions, services and divisions within GET that are accountable to these roles. Due to a re-alignment of functions, and a reduction of the number of divisions within the Directorate, it is proposed that two of the current Operational Director Job Descriptions are to be deleted from the structure – the Director of Economic development, and the Director

of Environment, Planning and Enforcement. These roles are proposed to be replaced with two new Job descriptions – the Director of Environment and Waste, and the Director of Growth and Communities.

**Summary of equality impact**

After reviewing the proposal, there is not considered to be any impact in relation to protected characteristics at this stage following on from the initial analysis undertaken. Any potential impact that may arise during conversations with individuals during the consultation period will be further explored through dialogue.

**Adverse Equality Impact Rating Low**

**Attestation**

I have read and paid due regard to the Equality Analysis/Impact Assessment concerning the Consultation on the Proposed Restructure of the Director Tier and Re-alignment of Divisions within the GET Directorate. I agree with risk rating and the actions to mitigate any adverse impact(s) that has /have been identified.

**Head of Service**

Signed: \_\_\_\_\_ Name: \_\_\_\_\_  
Job Title: \_\_\_\_\_ Date: \_\_\_\_\_

**DMT Member**

Signed: \_\_\_\_\_ Name: \_\_\_\_\_  
Job Title: \_\_\_\_\_ Date: \_\_\_\_\_

**Part 1 Screening**

**Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?**

**Could this policy, procedure, project or service promote equal opportunities for this group?**

Protected Group	Please provide a <u>brief</u> commentary on your findings. Fuller analysis should be undertaken in Part 2.			
	High negative impact EqlA	Medium negative impact Screen	Low negative impact Evidence	High/Medium/Low Positive Impact Evidence
<b>Age</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic
<b>Disability</b>	No	No	No- there may be a requirement to review the impact on this characteristic if further information is received as part of the implementation, particularly concerning any adjustments that might be required to deliver the new roles, at which point the EQIA will be revisited.	
<b>Gender</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic
<b>Gender identity/ Transgender</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on

				this protected characteristic
<b>Race</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic
<b>Religion and Belief</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic
<b>Sexual Orientation</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic
<b>Pregnancy and Maternity</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic
<b>Marriage and Civil Partnerships</b>	No	No	No	No internal action or further assessment required. The proposals do not directly impact on this protected characteristic



<b>Carer's Responsibilities</b>	No	No	No- there may be a requirement to review the impact on this characteristic if further information is received as part of the implementation, particularly concerning any caring arrangements that may need to be accommodated if staff are successfully appointed into new roles in the team, at which point the EQIA will be revisited.	
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## **Part 2**

### **Equality Analysis /Impact Assessment**

#### **Protected groups**

The proposal at this stage is not considered to have an adverse effect on any protected characteristic groups.

#### **Information and Data used to carry out your assessment**

It was not possible to obtain EQIA data for the purposes of this Equality Impact Assessment due to the low numbers of staff in scope.

#### **Who have you involved consulted and engaged?**

Staff will be consulted as part of the process and the EQIA will be reviewed following this.

#### **Analysis**

As a result of this we have not identified any staff who would be adversely affected as a result of this proposal. However, this would need to be reviewed during the consultation phase.

#### **Adverse Impact,**

The potential overall impact is unknown but due to the low numbers of staff involved and the policies and procedures that KCC has in place to mitigate this, it is considered to be “low”. A clearer understanding of the impact will be obtained through having conversations with the staff during the consultation period.

The impact is considered minimal because dialogue would be entered into on an individual basis if required to support the implementation of the new structure and roles and in order to understand the impact this would have on the individual in relation to their protected characteristics.

#### **Positive Impact:**

N/A

#### **JUDGEMENT**

- **No major change** - no potential for discrimination and all opportunities to promote equality have been taken

There is not considered to be any major change for employees.

#### **Internal Action Required                      NO**

There is potential for adverse impact on particular groups and we have found scope to improve the proposal...

*(Complete the Action Plan- please include dates for monitoring and review)*

**Equality Impact Analysis/Assessment Action Plan**

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications

**Have the actions been included in your business/ service plan? (If no please state how the actions will be monitored)**

Yes/No

Appendix

Please include relevant data sets

Please forward a final signed electronic copy and Word version to the Equality Team by emailing [diversityinfo@kent.gov.uk](mailto:diversityinfo@kent.gov.uk)

If the activity will be subject to a Cabinet decision, the EqIA must be submitted to committee services along with the relevant Cabinet report. Your EqIA should also be published .

The original signed hard copy and electronic copy should be kept with your team for audit purposes.

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<b>DIRECTOR OF TRANSPORTATION</b>	
<b>£68.9m</b> net revenue budget <b>455/697</b> FTE/Headcount	
<b>STRATEGIES</b>	Transport for the South East Local Transport Plan 4/5 Well Managed Highways/Asset Mgt Plan Kent Rail Strategy Freight Action Plan Active Travel Strategy
<b>SERVICE LEVEL STRATEGIES</b>	Road Casualty Reduction Strategy Winter service Policy
<b>FUNCTIONS</b>	Highways, structures, footways, street lighting, drainage, inspections, Live Labs, Transport Planning (LTP4, freight, rail, lorry parks, LTC) Public transport planning and operations, Client transport – planning and operation Transportation/network planning and modelling, capital projects, schemes planning and delivery; development agreements, active travel; parking Fastrack

<b>DIRECTOR OF ENVIRONMENT AND WASTE</b>	
<b>£78.3m</b> net revenue budget <b>205/329</b> FTE/Headcount	
<b>STRATEGIES</b>	KES & ELES Climate Change Adaptation Plan Kent Waste Strategy  Kent Minerals and Waste Local Plan Kent Joint Municipal Waste Strategy AONB Management Plans Biodiversity Strategy Heritage strategy
<b>SERVICE LEVEL STRATEGIES</b>	Local Flood Risk Management Strategy PROW Improvement Plan Country Parks Strategy Pollinator plan
<b>FUNCTIONS</b>	Sustainable businesses and communities Natural Environment & Coast Flood and Water Management

<p>Waste planning and development, waste services, waste compliance          Minerals &amp; Waste Plan          AONB          Country Parks          Countryside Partnerships          PROW          Explore Kent          Heritage conservation</p>
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<p><b>DIRECTOR OF GROWTH AND COMMUNITIES</b></p> <p><b>£23.4m</b> net revenue budget  <b>619/1123</b> FTE/Headcount</p>	
<p><b>STRATEGIES</b></p>	<p>R and R / E&amp;P Strategy          Kent Design Guide          GIF          Housing strategy          LRA Strategy          Cultural strategy          Digital strategy</p>
<p><b>SERVICE LEVEL STRATEGIES</b></p>	<p>Community Safety Agreement &amp; Framework          Strategic Framework for Sport &amp; Physical Activity</p>
<p><b>FUNCTIONS</b></p>	<p>Economic development to inc Sector support inc creative sector and broadband          Business Growth Investment          Business relationship inc Trading Standards - business advice          Strategic Planning to include Local Plans, planning applications and Development investment (S106/cil) ,          Planning Applications          LRA          Trading Standards          Sport &amp; Physical Activity          KSS          Community safety inc wardens          Gypsy &amp; Traveller Service          Coroners</p>