



Summons to and
Agenda for a
Meeting on
**Thursday, 26th May,
2022**
at **10.00 am**



DEMOCRATIC SERVICES
SESSIONS HOUSE
MAIDSTONE

Wednesday, 18 May 2022

To: All Members of the County Council

A meeting of the County Council will be held in the Council Chamber, Sessions House, Maidstone, Kent, ME14 1XQ on Thursday, 26th May, 2022 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. Election of Chairman
3. Election of Vice-Chairman
4. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
5. Minutes of the meeting held on 10 March 2022 and, if in order, to **(Pages 1 - 12)** be approved as a correct record
6. Chairman's Announcements
7. Questions
8. Report by Leader of the Council (Oral)
9. Strategic Statement **(Pages 13 - 60)**
10. Chief Executive Operating Model **(Pages 61 - 82)**
11. Health and Care Partnership - Kent & Medway Integrated Care System **(Pages 83 - 104)**

12. Superannuation Fund Committee - proposed name change (Pages 105 - 106)
13. Treasury Management - Q3 Update (Pages 107 - 126)
14. Motions for Time Limited Debate

Motion for Time Limited Debate 1 – Public Rights of Way cross party working group

Proposer: Mike Sole

Secunder: Antony Hook

Background information – Provided by the Liberal Democrat Group

Kent's Public Rights of Way (PROW) are a well-loved and essential community asset. Found throughout the county, but particularly in the rural areas, they are the highways and byways of those travelling by foot, of horse back or cycling.

The PROW network is also extensively used for leisure purposes, both by residents and tourists, yet the backlog of outstanding works gets no smaller and residents are increasingly frustrated about delays in maintaining the network.

The funds allocated to resolve the issue are inadequate and a new approach is required.

Motion

The County Council agrees;

- To the establishment of a cross party working group to consider how best to maintain the Public Rights of Way network;
- That the output of the working group will be considered by the responsible Executive Members for progression via any necessary formal governance arrangements; and
- That update reports on the activity of the working party be provided to the Growth, Economic Development and Communities Cabinet Committee not less than once per annum while the working group remains in operation.

The working group's remit will include (but not be limited to):

1. Establishing, with local input, a list of priority routes for quicker review and resolution of problems.
2. Reviewing options for directly funding parish and town councils to attend to issues in their areas, whilst ultimately retaining the statutory duty to maintain.

3. Review options for sponsorship or adoption of routes by community organisations, individuals, and businesses.
4. Review targets for acting on reported faults and look into ways of improving updates with those making reports.
5. Provide clear information on vegetation cutting schedules and identification of KCC and private gates, stiles etc.
6. Seek to improve access by considering ways of speeding up the replacement of stiles with gates, recommend targets for doing so, and look at ways of helping landowners in making required changes.

Motion for Time Limited Debate 2 – Home to School Transport

Proposer – Rich Lehmann

Secunder – Mike Baldock

Background information – Provided by the Green & Independent Group

There are currently considerable areas of the county where children are less able to access a Grammar School because, for the purpose of home to school transport, the nearest 'appropriate' school is a non-selective mainstream school. Of the 4,400 Kent students that are eligible for free home to school transport, just 5% are Grammar school pupils. Given that 31% of secondary school pupils in Kent currently attend a Grammar school, this highlights the number of pupils that are disadvantaged by the current policy.

This Council believes every child should have the same opportunity to achieve their best, irrespective of where they live or their financial circumstances. In contrast to Kent County Council's policy, Medway Council consider a Medway Grammar school as the nearest suitable qualifying school for pupils who have passed the Medway Test.

Motion

This Council commits to changing the approach to providing free school transport so that if a child is accepted by their nearest Grammar school, KCC will consider it the nearest 'appropriate school' for the purposes of awarding home to school transport.

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

COUNTY COUNCIL

MINUTES of a meeting of the County Council held in the on Thursday, 10 March 2022.

PRESENT: Mrs L Game (Chairman), Mr G Cooke (Vice-Chairman) Mr N Baker, Mr M Baldock, Mr P V Barrington-King, Mr D Beaney, Mr C Beart, Mr A Booth, Mr A Brady, Mr D L Brazier, Mr C Broadley, Mr S R Campkin, Mr T Cannon, Miss S J Carey, Sir Paul Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mrs P T Cole, Mr P Cole, Ms K Constantine, Mr P C Cooper, Mr D Crow-Brown, Mr D S Daley, Mr M C Dance, Mrs T Dean, MBE, Mr M Dendor, Mr R W Gough, Ms K Grehan, Ms S Hamilton, Mr P M Harman, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr M A J Hood, Mrs S Hudson, Mr D Jeffrey, Mr A Kennedy, Mr J A Kite, MBE, Rich Lehmann, Mr B H Lewis, Mr R C Love, OBE, Mr S C Manion, Ms M McArthur, Mr J P McInroy, Ms J Meade, Mr J Meade, Mr D Murphy, Mr P J Oakford, Mr J M Ozog, Mrs L Parfitt-Reid, Mrs S Prendergast, Mr H Rayner, Mr O Richardson, Mr A M Ridgers, Mr D Robey, Mr D Ross, Mr T L Shonk, Mr C Simkins, Mr M J Sole, Mr P Stepto, Mr R G Streatfeild, MBE, Dr L Sullivan, Mr B J Sweetland, Mr R J Thomas, Mr D Watkins, Mr A Weatherhead, Mr S Webb and Mr J Wright

ALSO PRESENT:

IN ATTENDANCE:

UNRESTRICTED ITEMS

1. Apologies for Absence
(Item 1)

The General Counsel reported apologies from Mr Paul Bartlett, Mrs Clair Bell, Mrs Rosalind Binks, Mr Trevor Bond, Mrs Becki Bruneau, Ms Mel Dawkins, Mr Anthony Hook, Mr Alan Marsh and Ms Linda Wright. Members were advised that Mr Collor was joining the meeting virtually.

2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
(Item 2)

Mr Streatfeild declared an interest in Item 6 – *Questions* - as a member of his family had an Education, Health and Care Plan (EHCP) and received statutory provided transport to and from school. Mr Streatfield was also a member of Kent Parents and Carers Together (Kent PACT).

Dr Sullivan declared a disclosable pecuniary interest in Item 15 – *Pay Policy Statement* – as her husband was a KCC employee.

3. Minutes of the meeting held on 10 February 2022 and, if in order, to be approved as a correct record
(Item 3)

- (1) The General Counsel responded to a query regarding the availability of the recording of the meeting of County Council held on 10 February 2022 on the Kent County Council website.
- (2) RESOLVED that the minutes of the meeting held on 10 February 2022 be approved as a correct record.

4. Corporate Parenting Panel - Minutes for noting
(Item 4)

RESOLVED that the minutes of the meetings of the Corporate Parenting Panel held on 15 September 2021 and 8 December 2021 be noted.

5. Chairman's Announcements
(Item 5)

Mr John Davis

- (1) The Chairman, with the deepest sadness and regret, announced the passing of John Davis. Mr Davis was the former Member for Tunbridge Wells from 2001 until 2017. He served as Chairman of the County Council from May 2009 to May 2010 and held a number of roles, including that of Chair of the Planning Applications Committee. He was made Honorary Alderman of the Council in December 2019 and continued to engage with Council staff on the importance of effective democratic activity and local government generally.
- (2) Tributes were made by Mr Brazier, Mr McInroy, Mr Gough, Miss Carey, Dr Sullivan, Mrs Hamilton, Mr Baldock and Mrs Dean.

Mr Ivor Jones

- (3) The Chairman, with the deepest sadness and regret, also announced the passing of Ivor Jones. Mr Jones was the former Labour Member for Dartford South West from May 1993 to May 1997 and former Member for Swanscombe and Greenhithe from May 2001 to May 2009. In addition to his time at Kent County Council, Mr Jones represented Stone at Dartford District Council.
- (4) Tributes were made by Ms Grehan, Mr Kite, Mr Sweetland, Mrs Dean and Mr Gough.

- (5) The Chairman asked members to remember those fighting for democracy in Ukraine, those who had sadly fallen and those who had fled their homes.
- (6) The Council held a one-minute's silence in memory of Mr Davis and Mr Jones, and for those suffering from the conflict in Ukraine.
- (7) The Chairman thanked all those who offered such heartfelt tributes as part of the meeting.

Public Choice Section of Regiostars Awards

- (8) The Chairman announced the Flood and Water Management Team had recently completed a Blue Green Infrastructure project at George Park Margate funded through the EU Interreg North Seas Region Blue Green Infrastructure and Social Innovation project, known as the BEGIN project.
- (9) The Chairman was delighted to inform Members that the BEGIN project had been voted the winner of the Public Choice section of the European-wide Regiostars awards and congratulated everyone involved in the project.

Winter Olympics and Paralympics

- (10) The Chairman congratulated all those who participated in the recent Winter Olympics in Beijing and those competing in the Winter Paralympics.
- (11) The Chairman paid tribute to the athletes from Kent including Millie Knight from Canterbury, who won a bronze medal in the Downhill skiing event, Matt Weston from Tunbridge Wells, who competed in the Skeleton event and Taylor Lawrence from Thanet, who was part of Team GB's four-man bobsleigh Team.

6. Questions *(Item 6)*

- (1) The General Counsel responded to a query regarding the printing and circulation of Questions for future meetings of the County Council.
- (2) In accordance with Sections 14.15 to 14.22 of the Constitution, 8 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. Questions 9 to 12 were not put in the time allocated but a written answer was provided. As Mrs Bell was not present at County Council Mr Meade responded to question 7 on her behalf.

7. Report by Leader of the Council (Oral) *(Item 7)*

- (1) The Leader updated the Council on events since the previous meeting.

- (2) Mr Gough said he recognised the pain and distress that had been caused by the SEND transport issues in recent weeks, to many parents and carers of children with special educational needs and disabilities. He said the issue had been acknowledged and discussed at Cabinet on 3 March 2022 and the voice of parents and carers effected by the issues was heard through the presence of Kent Parents and Carers Together (PACT). Mr Gough reiterated the apology that was made at that meeting and said an independent review had been commissioned and would be carried out by the Council's Internal Audit Team. He said discussions were underway with the Local Government Association to draw upon the best practice of other local authorities to ensure that a recurrence of the SEND transport issues did not take place and the best service improvement was secured.
- (3) Mr Gough referred to the war in Ukraine and said the flag of Ukraine was flying over County Hall, and he thanked Mr Andrew Kennedy for providing the Ukraine flags displayed on desks. He said he felt the war in Ukraine was something that united all Members across the Council's political groups. Mr Gough expressed the Council's support and solidarity to the country of Ukraine noting that the country had worked for over a generation to build democratic institutions and had sought to find its own place within Europe. Mr Gough said, alongside solidarity and symbolism, practical measures also had to be put in place. He said the Council's commissioning work and investments, including its supply chains and those of its companies, had been reviewed for any exposure to Russia, and entities close to the regime, and connections had been quickly ceased or suspended. He said assurance had also been sought regarding the increased risk of cyber activity. He said the war had displaced nearly 2 million people and that number was growing. He highlighted the Ukrainian Family Scheme and Humanitarian Sponsorship Pathway where people from Ukraine could be sponsored by individuals, businesses, and community groups to come to the United Kingdom. He said the situation remained dynamic and, along with other councils, the Council was seeking clarity on the implications of the crisis and how the Council should respond.
- (4) Mr Gough referred to the Levelling Up White Paper published in early February, and he commended colleagues for the presentation and discussion at Cabinet on 3 March 2022. He said he would have welcomed within the White Paper recognition of the failings of past policies - the combination of centralisation, bidding culture, fragmentation and silos at local and national level - and he hoped the national government reconfigured the central/local relationship to respond to that. Mr Gough welcomed recognition of the strategic role and significance of counties.
- (5) Mr Gough commended Mrs Bell, Richard Smith, and his team for ensuring the first Kent Care Summit, which took place on 2 March 2022, was a successful event and recognised the outstanding work of Georgina Walton. He said it was a partnership approach between the Council and the NHS and believed it provided the beginning of an important dialogue which would shape plans within both organisations. He referred to the Integration White Paper which presented a challenge to the county focus and said it was important to reconcile this with the Levelling Up White Paper. He recognised the work being done by the Council and the County Council's network with regards to social care reform and the importance of understanding the impact and challenge that it presented.
- (6) Mr Gough highlighted Brompton's investment in Ashford and commended Sir Paul Carter and Gerry Clarkson, the Leader of Ashford Borough Council, in securing the funding along with the work of Officers from Kent County Council, Ashford Borough

Council and Locate in Kent. He said it provided a huge economic and environmental benefit to Kent and went on to report the good news of Grow Up Farms' investment at Discovery Park in Sandwich. He said he was delighted to recently welcome Lord Deben, former Cabinet Minister and Chairman of the Climate Change Committee to Kent and said the visit provided the opportunity for building a dialogue with the Climate Change Committee on the challenges of delivering the net zero and adaptation agendas.

- (7) The Leader, referring again to the Ukraine conflict, noted that the Council now faced additional challenges. He recognised the exposure to both inflation and economic disruption on the Council's budget and what it would mean for Residents amidst what was already a severe cost of living crisis. He said he felt the county was confronting an economic shock and it was important the work of the Council took full account of that to ensure residents were supported, and the Council's financial soundness and ability to go on delivering its services was sustained.
- (8) The Leader of the Labour Group, Dr Sullivan, responded. She thanked the parents and carers who had contacted her and other KCC Members regarding the problems that arose from the SEND Transport retender. She said that this was the latest issue in an ongoing breach of trust, remembering: the Council had been here a few years ago, promising to parents and carers, children and young people that KCC would do better.
- (9) Dr Sullivan said that at the Scrutiny Meeting held on Tuesday 8 March 2022, it was reported that budgets were the main driver in the decision to retender the contract and to change the policy. She highlighted there had not been a decision notice for this. She said that it had been argued that algorithms, computer programmes, the analytics team, data dashboards and scorecards could fix it all. However, each piece of data represented a child and their family - a child who had its needs independently assessed, placed on an EHCP, and to whom KCC had a statutory duty. She said that when KCC did not deliver, it caused immeasurable pain and anxiety to those children and parents. She questioned who was responsible for the failure. She said that she hoped for an independent, external enquiry to establish those facts swiftly, rather than another action plan.
- (10) Dr Sullivan said that at the Scrutiny meeting, the Cabinet Member of Highways blamed the arrangements on a previous administration. She asked the Leader which administration Mr Brazier was referring, questioning whether it had been the Conservative administration of 1997, 2001, 2005, 2009, 2013, 2017 or 2021. She asked how the Council could expect the people of Kent to trust the Conservative administration with matters of SEND. Dr Sullivan said that Kent residents deserved better. She said that such service provision was a matter of honour and how such failures in the past would be a resignation matter. She said that that honour has left.
- (11) Dr Sullivan said, however, that she welcomed the Leader's swift action in dealing with an outcome of that meeting and hoped that this was the start of a change of culture which would ripple throughout the authority.

- (12) Dr Sullivan joined the Leader in deploring the illegal incursion of Russian state and armed forces into a sovereign nation. She said that the Labour group stood in solidarity with Ukraine and with the people of Ukraine, their friends and family in the United Kingdom as well. Dr Sullivan said that as part of an outward looking, global United Kingdom, she had hoped the government's response would have been a stronger. She said that in place of humanity, the United Kingdom had bureaucracy, process, procedure and data. Dr Sullivan said that the United Kingdom had a proud history of being welcoming, open, multicultural and tolerant. She said that while security and process should be in place, it should be based on humanity. She highlighted that from Tuesday 15 March 2022, Ukrainian nationals with passports or ID cards will be able to apply for UK visas. She hoped there was enough support to enable that to happen quickly.
- (13) Dr Sullivan referred to the cost of living crisis and emphasised that this was emerging long before the Russian invasion into Ukraine. She said that with energy bills going up, food prices increasing and people feeling the squeeze, she looked forward to the government fully funding the Council. She said that ultimately the increased demand and desperation will come to the Council's door and hoped that the authority could meet it.
- (14) Dr Sullivan, commenting on Levelling Up and devolution, said that she had heard too many times that KCC was *the* strategic authority. She thought that the SEND Transport failure was another example of KCC not delivering in a key strategic area. She said that the Council should not claim that it could run things on behalf of the people of Kent when she believed KCC could not maintain its highway networks, potholes, had no money to deal with social care, had no long-term vision to deal with the problems the county faces and yet wanted more control, more centralisation. Dr Sullivan argued that the Council should deal with its current responsibilities before asking for more.
- (15) Mrs Dean, on behalf of the Liberal Democrats, said that there should have been red lights flashing all over the County Council with regard to the SEND transport issue. She commented that there should have been time to fine tune the plans in advance but instead the Council had attempted a complete county-wide network redesign of complex routes and patterns for over 5000 children, including some of the most vulnerable. She raised questions as to which Members or Officers reviewed the project before implementation.
- (16) Mrs Dean explained that she not been able to locate a Key Decision regarding the SEND Transport system and argued that it was important to establish how the whole system was managed. In her view, this would require an external, independent investigation whereby internal officers were not able to choose their arbiter. Mrs Dean stated that the SEND Transport issue had led a loss of trust from parents in the county. The relationship with parents had been strained because of the 2014 Ofsted report which was damning. Mrs Dean again called for an independent and external inquiry.

- (17) Mrs Dean expressed concerns about the lack of Member support for an external inquiry in the SEND Transport issue. She said that this disregarded the principle of thou shalt not be judge and jury in thine own case, and underestimated the integrity, commitment and loyalty of Council staff. Mrs Dean argued that Council staff are willing and able to tell truth to power.
- (18) Mrs Dean said that the Council needed to establish who made the decision and what the departments did when they talked to each other about it. She questioned whether this was a GET problem or an education department problem. She commented that there was little comment from education Members at Scrutiny.
- (19) Commenting on the Ukraine conflict, Mrs Dean thanked the Chair for her opening comments asking Members to think about the Ukrainian people. Mrs Dean welcomed the positive response amongst communities as British people had contributed in their millions to all the calls for blankets and money. However, Mrs Dean expressed concern that the UK government was not responding appropriately or providing sufficient support. Mrs Dean noted that the United Kingdom had turned down more refugees than any other country in Europe, admitted fewer refugees than Ireland and had put in place a bureaucracy which no other country in Europe had suggested should be in place.
- (20) Mrs Dean agreed with the Leader that the ramifications of the war in Ukraine meant that the Council would need to re-evaluate its policies, including the strategic statement. However, she expressed her disappointment with the government's White Paper which suggested that there would not be any Levelling Up. She explained that with the exception of one indicator – life expectancy - all indicators and visions were simply statements about improving everything everywhere. Mrs Dean argued that there needed to be provision for those people who were struggling with poverty and who would struggle even more over the next six months. She said that unless that gap was addressed, the Council would not look back at this issue in 10 years time with any kind of appreciation.
- (21) Mr Stepto, Leader of the Green and Independent Group, thanked the Leader for his report. He confirmed that the group had received many emails from residents who had suffered because of the retendered SEND Transport contract. He said that the Green and Independent Group would like for there to be a thorough, impartial, transparent, and quick investigation into what had happened. Mr Stepto argued that lessons needed to be learned and KCC should be seen to facilitate an excellent home to school transport service for SEND children and their families. The Group would like to see a commitment that Pact would be involved in any review.
- (22) Mr Stepto said that the Green and Independent Group were pleased that KCC had identified potential risks from the war in the Ukraine and was acting to mitigate them. He said that the group's concern was whether KCC holds any Russian related assets in the pension or treasury funds and, if so, what was going to be done about them.

- (23) Mr Stepto said that the group was pleased to hear that KCC was preparing for the arrival of refugees. He wondered whether KCC could establish contact with the Ukrainian community in the County to assist with that. He also said that while the scenes on television of the Russian invasion in Ukraine were horrifying, it was important that KCC and residents do not conflate the actions of Vladimir Putin with Russian people and with Russian culture. Mr Stepto pointed to the thousands of Russians who were risking arrest by protesting the 'special operation' and who were meeting 15 year prison terms for calling it a war. He said that the Council must be careful not to condemn all things Russian.
- (24) Mr Stepto reported that while the policies set out in the Levelling Up White Paper appeared to apply more to the North than to Kent, he hoped that the county would see some benefits. His group had attended the briefings on the Strategic Reset programme and felt that it was good to have in place a well thought out structure to give focus on how the Council can improve its services and residents' lives. He said that the group welcomed the principle of creating hubs to build on the excellent work that the Council had carried out during the pandemic. With reference to the Care Summit, Mr Stepto affirmed that the Green and Independent Group would like an assurance that carers were going to be involved in any decision making in this field.
- (25) Mr Stepto said that the group were pleased that Lord Deben and the Climate Change Committee chose to visit Kent that week. The group hoped that what they learnt would help them contribute to the delivery of Net Zero.
- (26) The Leader thanked the group leaders for their comments and responded to several items. Regarding the SEND transport issue Mr Gough said there had been an extensive scrutiny session, and more would follow to provide opportunities for Members cross party to contribute to the investigation. He said it was important to note that the Council's Internal Audit Team was statutorily independent and was commissioned at arm's length from the Administration. Mr Gough explained the first part of the review would focus on what happened and this would lead into the second phase which would focus on benchmarking and learning from best practice. He said that Kent PACT played an important role in the Cabinet meeting on 3 March and reiterated the point that he was not involved in the review, but he strongly anticipated that Kent PACT would play a significant part in the Council's efforts to achieve service improvement.
- (27) Mr Gough said he endorsed what Mr Stepto said about the issues relating to the war in Ukraine and said Russians living in Kent should not be tarred with the brush of the Russian government. He went on to say, and he thought all Members agreed, that it was a tragedy that Russia, which had contributed an enormous amount to the world, was now in effect represented by the criminal activities of the current regime.
- (28) Mr Gough said, with regards to the Council's assets and investments, it was reported at the beginning of March that 0.3 per cent of the Council's

treasury assets and 0.03 per cent of the Council's treasury investments were in some form of Russian asset. Mr Gough said within 24 hours of the Council issuing its statement that included those figures the numbers had come down. He said although it was a matter for the fund managers the Council was making representations as part of its approach to ensure it did not in any sense facilitate what was going on through Putin's invasion.

(29) Mr Gough affirmed that the carers voice was a very important part of the Kent Care Summit, and he made the point again that the summit had successfully focused on the day to day experience of care users, carers, staff and the ultimate achievement of the more strategic aims of the Council and the NHS.

(30) Mr Gough responded to points made regarding the Levelling Up White Paper. He said he had his criticisms on many aspects of the Levelling Up White Paper and referred to the recent Cabinet discussion which had picked out the good and the bad in it. He said the challenge was whether all the solutions matched the scale of the problem that was described, and it was about bringing everybody up, more so in the areas that were deprived or left behind. He said one of the challenges for the Council was to build on where Kent and the different parts of Kent fitted into that.

(31) Finally, Mr Gough responded to Dr Sullivan's point about devolution. He said the Council was the strategic authority providing a wide range of services across the whole of Kent but this did mean it would seek to do everything or hold back devolution. He said his focus as Leader was working closely with district colleagues, and the voluntary and community sector. Mr Gough said if there was a challenge to the Council delivering it, it would be the financial pressure already experienced before and made worse by the current crisis.

(32) RESOLVED that the Leader's update be noted.

8. Public Health in Kent after COVID: Some early thoughts

(Item 8)

(1) The Chairman welcomed Dr Ghosh to Kent County Council.

(2) Mr Ghosh responded in his capacity as newly appointed Director of Public Health.

(3) Mrs Cole proposed and Mr Meade seconded the motion that

“The County Council notes the Report”.

(4) Following the debate the Chairman put the motion set out in paragraph 1.

(5) RESOLVED that the County Council notes the Report.

9. Presentation of the Kent Invicta Award to Mr Gurvinder Sandher
(Item 9)

This item was moved up the agenda and taken before Item 8.

- (1) The Chairman offered a very warm welcome to the meeting to Mr Gurvinder Sandher. The Chairman stated that Mr Sandher had promoted and championed racial equality and community cohesion working in partnership with local communities and public sector partners across Kent.
- (2) Tributes were made by Mr Hill, Dr Sullivan, Mr Kite, Mr Sandhu MBE and Mr Gough.
- (3) The Chairman presented Mr Sandher the Kent Invicta Award and a cheque for £5,000 in support of charities of Mr Sandher's choosing.

10. Signing & Sealing - Constitution Update
(Item 10)

- (1) Mr Oakford proposed and Mr Gough seconded the motion that

"The County Council approves the changes to the Constitution related to the signing and sealing of documents as set out in the Appendix to the report."
- (2) Following the debate the chairman put the motion set out in paragraph 1.
- (3) The General Counsel responded to a query regarding the specific inclusion within the Constitution that physical signatures have been obtained.
- (4) RESOLVED that the County Council approve the changes to the Constitution related to the signing and sealing of documents as set out in the Appendix to the report.

The Labour Group asked for their abstentions to be noted in the minutes.

11. Urgent Executive Decisions - Constitution update
(Item 11)

- (1) Mr Gough proposed and Mr Oakford seconded the motion that

"The County Council agree that the Constitution be amended to allow the Chairman of the Council to act with regards urgent key decisions where the Chair of the Scrutiny Committee cannot, or the Vice-Chairman of the Council where the Chairman cannot."
- (2) Following the debate the chairman put the motion set out in paragraph 1.

- (3) RESOLVED that the County Council agree that the Constitution be amended to allow the Chairman of the Council to act with regards urgent key decisions where the Chair of the Scrutiny Committee cannot, or the Vice-Chairman of the Council where the Chairman cannot.

The Labour Group asked for their abstentions to be noted in the minutes.

12. Code of Corporate Governance (Item 12)

- (1) Mr Oakford proposed and Mr McInroy seconded the motion that

“The County Council approve the updated Code of Corporate Governance and Section 26 of the Constitution amended accordingly.”
- (2) Following the debate the chairman put the motion set out in paragraph 1 to the vote and the motion was carried.

The Labour Group and Green & Independent Group asked for their abstentions to be noted.

13. Financial Regulations (Item 13)

- (1) Mr Oakford proposed and Mr Cooper seconded the motion that

“The County Council consider and approve the updated Financial Regulations and Delegated Authority Matrix of Approval Limits.”
- (2) Following the debate the chairman put the motion set out in paragraph 1.
- (3) RESOLVED that the County Council consider and approve the updated Financial Regulations and Delegated Authority Matrix of Approval Limits.

The Labour Group asked for their abstentions to be noted in the minutes.

14. Appointment of External Auditor (Item 14)

- (1) Mr Oakford proposed and Mr Cooper seconded the motion that

“The County Council accepts Public Sector Appointments’ invitation to opt into the sector-led option for the appointment of our external auditors for five financial years from 1 April 2023.”
- (2) Following the debate the chairman put the motion set out in paragraph 1.

- (3) RESOLVED that the County Council accepts Public Sector Appointments' invitation to opt into the sector-led option for the appointment of our external auditors for five financial years from 1 April 2023.

15. Pay Policy Statement
(Item 15)

- (1) Mr Sweetland proposed and Mr Oakford seconded the motion that
“The County Council endorses the Pay Policy Statement.”
- (2) Following the debate the chairman put the motion set out in paragraph 1.
- (3) RESOLVED that the County Council endorses the Pay Policy Statement.

The Labour Group asked for their abstentions to be noted in the minutes.

From: Roger Gough, Leader of the Council
David Cockburn, Corporate Director Strategic and Corporate Services and Head of Paid Service

To: County Council, 26th May 2022

Subject: '*Framing Kent's Future*' – Our Council Strategy 2022-2026

Classification: Unrestricted

Past Pathway: County Council (16.12.21), CMM (17.01.22), CMT (01.03.22), Corporate Board (03.05.22), Cabinet (16.05.22)

Future Pathway: None

Summary: '*Framing Kent's Future* – Our Council Strategy 2022-2026' is Kent County Council's new Strategic Statement. Development of the document has been informed by Member priorities and engagement with key partners and stakeholders. The strategy sets out the challenges and opportunities Kent is faced with and the actions we will prioritise to address them over the next four years.

Recommendation(s): County Council is asked to:

(1) **Approve** '*Framing Kent's Future: Our Council Strategy 2022-2026*'.

1. BACKGROUND

- 1.1 In 2019/20, KCC's 5 Year Plan '*Kent's Future, Our Priority*' was developed, informed by nine months of engagement and consultation with residents, businesses and partners. This was not endorsed by the County Council due to the start of the Covid-19 pandemic, and development of the Strategic Statement was paused to allow KCC to focus on the immediate response to the COVID-19 crisis and take stock of the changing circumstances.
- 1.2 As the pandemic developed, it became clear that its impacts would be significant, and an interim plan would be required to respond to the short to medium-term challenges and opportunities. '*Setting the Course*' Kent County Council's Interim Strategic Plan set the focus for the council to enable us to support the county to recover, build resilience and reset. The Plan was endorsed by County Council in December 2020.
- 1.3 The Interim Strategic Plan was designed to cover a period of 18 months to oversee KCC's response to the Covid pandemic and recovery. Work began in late 2021 to develop a new four-year Strategic Statement that would reflect the

priorities of the administration given the changed context within which we are living and working.

- 1.4 The aim of '*Framing Kent's Future*' is to set priorities that ensure we are harnessing opportunities and addressing challenges being faced by KCC as an organisation, but more importantly by the residents of Kent, over the next four years (2022-2026).
- 1.5 A paper was published for the County Council meeting in December 2021 (which was subsequently cancelled due to emergence of the Omicron Covid-19 variant), to start engagement with Members about the strategic challenges and opportunities faced by Kent and KCC that the council will need to respond to in the coming years and that must be reflected in the new strategy.

2. '**FRAMING KENT'S FUTURE: OUR COUNCIL STRATEGY 2022-2026**'

- 2.1 '*Framing Kent's Future: Our Council Strategy 2022-2026*' is attached as **Appendix A**. It was endorsed by Cabinet on 16 May, following minuted agreement to make two specific minor wording changes which have now been made, and recommended to County Council for approval.
- 2.2 The document is structured around four key priorities. These are the priorities that KCC will deliver for Kent over the next four years. They have been shaped by the challenges and opportunities Kent faces and by the ideas and feedback we have received from Members, partners, and stakeholders. They are:
 - Levelling Up Kent
 - Infrastructure for Communities
 - Environmental Step Change
 - New Models of Care and Support
- 2.3 Each priority is supported by a set of commitments. For each commitment, there is an introductory paragraph that explains why this is important to Kent and outlines key drivers, challenges and opportunities. Each commitment then has a number of 'we will' statements that set out specific actions that KCC, along with our partners, will take in order to deliver the commitment.
- 2.4 As well as the four priorities, other important sections of the strategy include:
 - **Kent's Strategic Context** – Following the *Leader's Foreword*, this is the first section of the document. It sets out some of the main factors that make Kent the place it is, and that have shaped the priorities set out in the strategy. These include opportunities and challenges generated by Kent's unique geography, sociology and economy as well as those that arise from national and global pressures.

- **Our Response** – Following *Kent's Strategic Context*, the *Our Response* section outlines how we will work differently as a Council and with Kent residents and partners to respond to the challenges and opportunities that Kent faces over the next four years.
- **Corporate Equality Objectives** – As part of our Public Sector Equality Duty (PSED), we must develop and publish our Corporate Equality Objectives. A set of six objectives have been developed and included up front in the strategy.
- **How will we know we are on track** – This is the final section of the strategy. It sets out the mechanisms that we will use to measure progress and tell us how we are doing as we work with our partners towards meeting the priorities and commitments we have set out.

3. ENGAGEMENT

- 3.1 The key sections of the strategy, in particular the priorities and commitments, have been shaped through cross-party engagement with KCC Members and with senior officers.
- 3.2 All political groups were invited to engage individually at an early stage in the development of the strategy. This was followed by an in-person cross-party workshop where Members provided useful comments and feedback on an early outline of the draft priorities. A full summary of the draft was presented to and discussed with Conservative Group and circulated to all Members for comment.
- 3.3 As well as engagement with KCC Members, Parish Councils have been engaged via the Kent Association of Local Councils (KALC) Area Chairs Committee.
- 3.4 Key stakeholders and partners have been engaged via KCC's Staff Groups and Trade Unions, the Integrated Care System (ICS) Partnership Board, Voluntary and Community Sector Steering Group, 'Brand Kent' partners, which includes representatives from Visit Kent, Port of Dover and Eurotunnel, and representatives from Kent's universities.
- 3.5 Over 250 separate comments and suggestions on the summary draft were received through the engagement activity. These have been carefully analysed and used to inform the final version of the strategy which is presented to Cabinet in this paper.
- 3.6 The table below sets out the themes and issues that were raised most frequently by stakeholders and how these were responded to in the final version:

Key issue	Response
Impact of border/gateway to Europe issues on the county and need to address them	The need to address border impacts has been further emphasised in the <i>Kent's Strategic Context and Our Response</i> sections and the commitment on economic development (Priority 1).
The importance of strong partnership working , including with Parish Councils	KCC's commitment to strengthening its partnership working is set out in <i>Our Response</i> and throughout the commitments where relevant.
Inclusion of and importance given to the Corporate Equality Objectives welcomed	Corporate Equality Objectives are a prominent part of the section <i>Our Response</i> .
Strong support for a new approach to commissioning	This is set out in <i>Our Response</i> and has been strengthened in a specific commitment on commissioning in Priority 4.
The importance of data and the value of qualitative data	The value of qualitative data has been referenced in the point on understanding needs in <i>Our Response</i> .
Support for preventative approaches	The value of data to understand the impact of preventative approaches has been added to the point on understanding needs in <i>Our Response</i> . Preventative approaches are included in the commitments where appropriate, for example in the commitment on health inequalities (Priority 1).
Need for a realistic understanding of and response to the context and challenges	The <i>Kent's Strategic Context and Our Response</i> sections have been refocused to reflect this, and the introductory sections for each commitment aim to provide a realistic overview of the issue.
Prominence of the environment (as one of the priorities) welcomed	Noted - <i>Environmental Step Change</i> is one of the four Priorities.
Queries around the specific commitment for deprived communities in coastal areas	While it is acknowledged that there are deprived communities across Kent, there is strong national and local emphasis on coastal communities that KCC must respond to, which is why this commitment has been retained.
Inclusion of health inequalities and public health in the Levelling Up priority welcomed	Noted - the commitment on health inequalities acknowledges that the health of the population is an essential component of a successful county.
Infrastructure First commitment well supported	Noted - this is the first commitment in Priority 2 and has been strengthened based on feedback.

Need to reflect and address digital exclusion	The importance of digital inclusion has been added to <i>Our Response</i> and the commitment on digital connectivity and access (Priority 2).
Importance of regenerating town centres	This has been reflected in <i>Kent's Strategic Context</i> and strengthened in the commitment on economic development (Priority 1).
Need to protect productive farmland	This has been reflected in the commitment on supporting rural areas (Priority 2).
Interest in Kent pursuing nuclear energy generation options	The commitment in Priority 3 on carbon zero energy production now includes a specific point on the potential to explore nuclear energy generation in the county.
Strong support for KCC's role as partner in the Integrated Care System (ICS) and commitments around integration	KCC's commitment to the ICS is set out in Priority 4, the health inequalities commitment in Priority 1 and reflected in the commitments to improve partnership working and find better ways to deliver services in <i>Our Response</i> .

4. CORPORATE EQUALITY OBJECTIVES AND EQUALITY CONSIDERATIONS

- 4.1 As part of our Public Sector Equality Duty (PSED) a set of six Corporate Equality Objectives have been developed for the council for 2022-2026. These have been shaped through engagement with the Corporate Management Team, the Corporate Equality Group, and KCC's Trade Union and Staff Groups.
- 4.2 Previously, KCC's Corporate Equality Objectives have been published separately to the Strategic Statements, but given they are a key element of the Council's activity and are integral to the way that we work, it was agreed that they should be incorporated into the new strategy and this has been welcomed by stakeholders.
- 4.3 The Corporate Equality Objectives are:
- Continue to be an inclusive employer which provides fair, open and equitable access to career progression and a trusted environment in which staff feel confident to call out discriminatory behaviour.
 - Attract and retain a diverse workforce at all levels of the organisation which reflects the communities that KCC serves.
 - Strengthen our equality data collection and analysis across our services to better understand people's needs and the cumulative impact of the council's actions on people with protected characteristics.

- Work with our strategic partnerships to understand and support the diverse needs of our communities.
 - Promote equality, diversity and inclusion through our supply chains, including our trading companies.
 - Ensure council information and services are accessible for everyone including those who are digitally excluded.
- 4.4 An assessment framework will be developed to set out how the objectives will be measured over the course of the strategy and as part of the PSED statutory annual reporting.
- 4.5 An Equality Impact Assessment on '*Framing Kent's Future*' has been completed and is attached as **Appendix B**. The conclusion of the assessment is that no change is required. The evidence suggests that there is no potential for discrimination and all appropriate measures have been taken to advance equality and foster good relations between the protected groups. There is the potential for the strategy to have a positive impact on people from the protected characteristic groups through aiming to improve quality of life for people in Kent.
- 4.6 Cabinet and the Corporate Management Team will set the expectation that any specific proposals, projects or changes undertaken to deliver the priorities of the strategy requiring a Key Decision will be subject to individual equality impact assessments and action as needed.

5. NEXT STEPS

- 5.1 Subject to County Council approval, '*Framing Kent's Future*' will be published on KCC's website and promoted to residents, partners and staff through KCC's communication channels.
- 5.2 The final section of the strategy explains how the priorities and commitments will be delivered and monitored. The strategy is the top level of the Council's strategic planning framework and will inform Divisional and Service plans that sit below it to ensure that the commitments are delivered by the relevant service.
- 5.3 The scope of the Strategic Reset Programme will be reviewed to ensure the key priorities set out in the strategy are driving its activity and the Programme is providing oversight of the major cross-cutting change programmes that the council needs to implement to deliver its priorities.
- 5.4 It is proposed that there will be a review of the Quarterly Performance Report to ensure that it is aligned with the commitments in the new strategy to allow regular monitoring of progress to be managed through the existing performance management arrangements. This will support Member oversight through the Council's established governance channels. Cabinet will receive regular updates on performance, and within the scope of their remit, Cabinet Committees will be

able to have oversight of how specific programmes and projects are progressing.

6. RECOMMENDATIONS

6.1 The recommendations are as follows:

County Council is asked to:

(1) Approve ' <i>Framing Kent's Future: Our Council Strategy 2022-2026</i> '.
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7. BACKGROUND DOCUMENTS

7.1 Appendices for this item:

Appendix A – '*Framing Kent's Future: Our Council Strategy 2022-2026*'

Appendix B – Equality Impact Assessment for '*Framing Kent's Future*'

Relevant Director:

David Whittle, Director, Strategy, Policy, Relationships and Corporate Assurance
david.whittle@kent.gov.uk, 03000 416833

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FRAMING KENT'S FUTURE

OUR COUNCIL STRATEGY 2022-2026



**FRAMING KENT'S FUTURE
OUR COUNCIL STRATEGY 2022-2026**

CONTENTS

LEADER'S FOREWORD 03

KENT'S STRATEGIC CONTEXT 04

OUR RESPONSE 10

CORPORATE EQUALITY OBJECTIVES 12

PRIORITIES FOR KENT 14

PRIORITY 1: LEVELLING UP KENT 16

PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES 28

PRIORITY 3: ENVIRONMENTAL STEP CHANGE 40

PRIORITY 4: NEW MODELS OF CARE AND SUPPORT 50

HOW WE WILL KNOW WE ARE ON TRACK 60



I am pleased to introduce our council strategy for the next four years – Framing Kent's Future.

The aim of this strategy is to support the Council and the County to meet both the immediate challenges that we face over the next four years, but also build a solid foundation for Kent's long-term success.

Roger Gough,
Leader of the Council

LEADER'S FOREWORD

ROGER GOUGH

Unlike our previous strategies, many of the assumptions that have underpinned our budget and our service delivery over the last ten years, such as low inflation, low interest rates, resilient supply chains and a strong provider market, are under threat from a fragile global economy and rising international tensions.

At the same time there is a need to meet head on the many social, economic and community issues that we face as a county, some of which have been around for generations but have been brought to the fore by the pandemic. An increasingly ageing population is driving more complex and more costly social care demand. New housing growth places pressure on Kent's physical and social infrastructure, impacting on quality of life for existing residents. Our environment faces challenges not just from climate change, but in some communities from overdevelopment. Our residents and businesses need support to develop a workforce with the skills to adapt and thrive in a rapidly changing global and local economy. And recent events have thrown into sharp relief how Kent's status as the gateway to Continental Europe can result in severe pressures on our roads, our businesses, and the quality of life of our residents.

Although many of these challenges are profound, they can be overcome. There are significant opportunities for the council if we do things differently in response.

We can build stronger relationships with our partners to meet the needs of Kent residents and communities as a place, rather than just as a collection of individual services. We can redesign and commission our services differently, with service users, with partners, and with providers working together and more collaboratively to design better and more resilient services.

We can invest in new technology and automation that allows us to transform the efficiency and productivity of the council. We can reshape our estate to reflect how residents want to access our services and support our staff to work flexibly. We can engage with Government to seek the devolution of the powers and resources to support Kent to succeed.

This is why we have built this strategy around our four key priorities, which will shape and frame Kent County Council's response to the challenges and opportunities of the next four years:

- Levelling Up Kent
- Infrastructure for Communities
- Environmental Step Change
- New Models of Care and Support

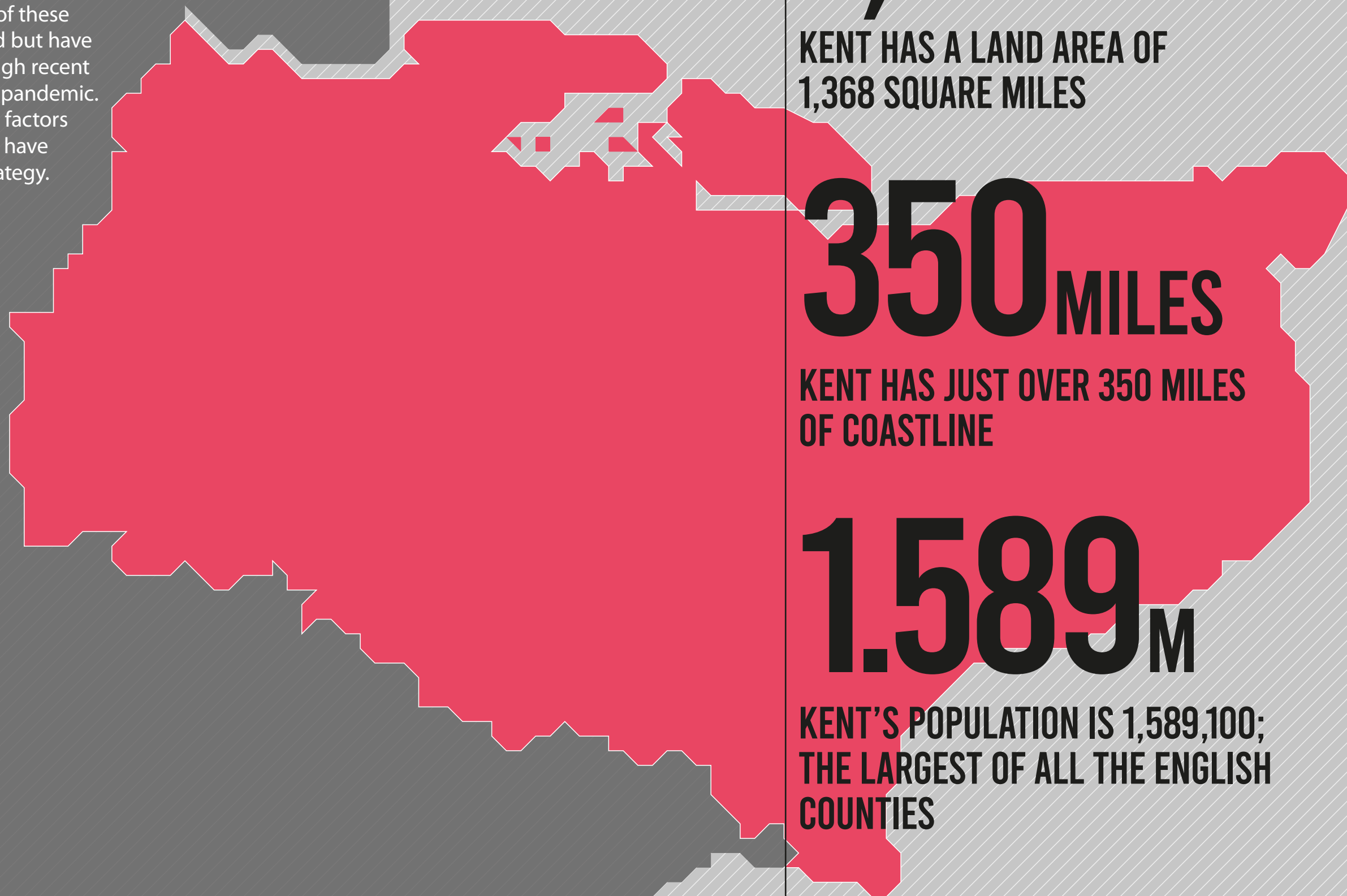
Each of these priorities presents an area where the Council makes a significant difference to the quality of life of Kent residents both now and in the future. It would be wrong to imply that the next four years will be easy; they will not. The financial position of the council is unlikely to improve, as government funding is stretched ever further by competing priorities. The scale of the changes necessary to our services and how we work may be difficult for some residents, users, staff, and elected Members to initially accept.

But change will be a pre-requisite if the council is going to deliver successfully for Kent and place itself on a sustainable footing for the medium and long-term. The council is at its best when it can focus its skilled and dedicated staff on delivering services that they know will make a difference to the lives of the people of Kent.

I look forward to working with you all – Kent's residents, partners, elected Members, and staff – to support the delivery of this strategy, collectively and successfully framing Kent's future.

KENT'S STRATEGIC CONTEXT

Kent is a fantastic county. It is an attractive place for so many people who choose to make their lives here. This is because we have many fundamental strengths and assets not found anywhere else. However, our distinctiveness can also bring challenges to the county's success and the quality of life for people who live here. Some of these are new and others are more ingrained but have been brought into sharper focus through recent events including the Covid (COVID-19) pandemic. This section sets out some of the main factors that make Kent the place it is, and that have shaped the priorities set out in this strategy.



1,368sq M

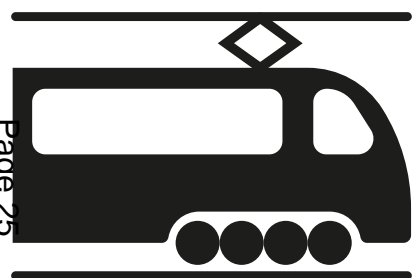
**KENT HAS A LAND AREA OF
1,368 SQUARE MILES**

350MILES

**KENT HAS JUST OVER 350 MILES
OF COASTLINE**

1.589M

**KENT'S POPULATION IS 1,589,100;
THE LARGEST OF ALL THE ENGLISH
COUNTIES**

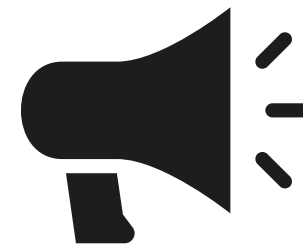


KENT HAS THE UK'S ONLY HIGH SPEED RAIL LINE

Kent is uniquely positioned

Kent's geographical position brings with it some major advantages that the county can continue to capitalise on. Our transport infrastructure quickly connects Kent to both London and the Continent through the strategic road and rail network, with Kent enjoying the benefit of the UK's only High-Speed rail line (HS1). As the country's gateway with Europe, Kent is strategically important to the nation on issues like the security of our borders and the success of trade and inward investment. This brings huge opportunities, but it also brings unique challenges which the county has been managing for many years. This includes the impact of queuing lorries when there are border delays and the strain on our resources of supporting unaccompanied asylum-seeking children arriving at our shores. While no other county could have coped as well as Kent has, this comes at a cost – for our residents, our businesses and the image of our county. To protect Kent's quality of life and economic prosperity, fair solutions must be found to these national issues.

Meanwhile, the issues of being a peninsular economy can exacerbate workforce challenges across both the public and private sector, with employers struggling to recruit to critical roles, especially when London remains an attractive employment market. However, post-Covid changes to working and living patterns represent a huge opportunity. As people work from home more and commute less, the economic benefit from the commuting population can shift to local towns and villages rather than being gained by London. This more flexible approach to working also brings the opportunity to address some of the workforce challenges in parts of the Kent economy, by attracting more of those who can work flexibly to choose to live in Kent. Moreover, as businesses look to relocate outside of the Capital, Kent's strategic location, proximity and transport infrastructure can be used to secure new inward investment.



KENT IS THE LARGEST COUNTY IN ENGLAND. THIS SCALE GIVES US RESILIENCE AND A STRONG VOICE AT THE NATIONAL LEVEL

Kent is large and diverse

Kent is the largest county in England. This scale gives us resilience and a strong voice at the national level, but it masks an even more important strength, which is the county's diversity. The towns and villages of Kent have their own identity and heritage which makes them attractive local communities. As such, the needs of our communities are often very specific, with local challenges requiring local solutions. The wide array of voluntary organisations, amenity societies and community groups are reflective of this diversity and give Kent a collective resilience beyond the sum of its individual parts. This was tested to the extreme during the pandemic, but through working at both county and local level, across statutory services and the civic society, Kent's response was second to none.

Our scale can also mask significant differences in factors that fundamentally affect people's lives, such as their skills levels and their health and life expectancy. These social and economic inequalities exist both within Kent, particularly between the East and the West of the county, and between Kent and the rest of the UK, particularly compared to the wider South East. Our geography, particularly in East Kent, and the challenges of isolated coastal communities can reinforce pockets of intensive deprivation, which are too disconnected from economic opportunities available in the rest of the county. Government's Levelling Up agenda presents a renewed opportunity to address these long-standing economic and social issues and catch up with the rest of the South East where Kent lags behind, whilst ensuring that we build on the success and potential of our more thriving communities. However, we face a significant risk that the relative affluence of Kent and the wider South East will mean that the Government's Levelling Up agenda overlooks the needs of some of the most deprived communities in the country which Kent is home to.

54,000

THERE ARE OVER 54,000 ENTERPRISES IN KENT – 90% HAVE FEWER THAN 10 EMPLOYEES

The county's diversity is reflected in our economy where there is no one dominant business sector or employer. Our proximity to London gives us a strong commuter base, our rurality gives us strength in agriculture, the channel crossings and ports give us strength in logistics whilst our countryside and coastline gives us strength in tourism. But the mainstay of the Kent economy are the many thousands of small and medium sized enterprises (SMEs) that provide employment for Kent residents. This economic diversity allows the Kent economy to successfully adapt to different economic cycles and pressures. We also have a diverse school system that promotes excellence, and a range of further education institutions and universities with national and international reputations. However, Kent is still lagging behind the UK and South East in some indicators of economic success, including productivity, skill levels, and innovation, which is limiting the potential of individuals and the county.

9.4%

OVER THE PAST 10 YEARS, KENT'S POPULATION HAS GROWN BY 9.4%

Kent is growing

The attractiveness of Kent as a place to live, work and study, enhanced by relative housing affordability compared to the wider South East, has led to rapid housing development in some areas of the county. This places pressure on our physical and social infrastructure, particularly our local transport systems, but also on our natural environment, for example through pressures on the water supply available for Kent agri-businesses. The disconnection between planning control and the delivery of infrastructure, inherent in all two-tier local government areas, is particularly marked in Kent where high levels of development are being managed across twelve Local Planning Authorities and a single County Council.

Like many areas of the UK, we have an ageing population, but this growth in older people is particularly focussed on some coastal Kent communities popular with retirees, which can reinforce local service challenges. Access to health care is exacerbated by the challenges faced in the East of the county to attract and retain GPs and nurses, with the training and development opportunities for healthcare professionals dominated by London.

Kent is affected by national and global challenges

Kent faces many of the fundamental challenges that all local areas face today, but local factors can mean that these are felt more intensely in Kent than in other counties.

Cost of living pressures caused by global issues such as rising fuel prices may be harder to bear for Kent's residents, where we are affected by relatively high costs, but lower earnings in some areas of the county than the rest of the South East. With many people and businesses still recovering from the impacts of the Covid pandemic, people in Kent are facing a tough time, with some falling into financial hardship that could put them and their families at risk of deprivation which has lasting impacts on their wellbeing and life chances. Kent County Council (KCC) cannot remove these pressures on people, but we can work with our partners to support people to cope, as we have done through our 'Helping Hands' initiative for households in financial hardship through the pandemic.

Whilst the internet and digitalisation has transformed society, it has harmed the vibrancy of many of our high streets. Without a single city or metropolitan area dominating the retail sector, Kent's towns had an established and strong retail offering. The proximity of London and Bluewater as major retail destinations, alongside Kent having the physical space to expand out-of-town retail parks, means our high street retail offer has been hit particularly hard and this has had a visible impact on the look and feel of many Kent towns. However, areas of Kent that have a strong independent retail sector are doing better and there are opportunities to support this in other areas of the county and harness our cultural assets to reinvigorate our high streets and drive footfall.

NET ZERO

THE COUNCIL HAS MADE SIGNIFICANT PROGRESS TOWARDS ITS AMBITION TO REACH NET ZERO FOR ITS OWN SERVICES AND ESTATE BY 2030 AND IS WORKING WITH PARTNERS ON NET ZERO FOR KENT AS A WHOLE

Kent cannot be immune from the inevitable impact of climate change, even whilst we transition to a greener economy. Over the last 30 years, Kent has lost more land to urbanisation and housing than any other county, and this increases the county's risk of being impacted by major weather events such as flooding. Kent's natural environment is one of the county's greatest assets, providing benefits for our quality of life and economy, and must be protected and strengthened. The council has made significant progress towards its ambition to reach Net Zero for its own services and estate by 2030 and is working with partners on Net Zero for Kent as a whole. Work to reduce energy and carbon emissions also reduces costs and so contributes to meeting the challenge of rising costs as well as improving energy security. The ongoing challenge is the trade-off between immediate cost pressures and the investment required to fund environment projects that save money, adapt to existing climate change and mitigate against future adverse impacts.

Kent cannot keep meeting rising needs with stretched resources

Alongside the rest of the public sector, KCC is seeing exponential increases in demand for services that help individuals, including in adult's and children's social care. Funding is not keeping pace with the demand, and we are also facing the impacts of the global economic shock such as inflationary cost pressures and increases in interest rates. KCC has protected our people-based services as much as possible because we believe that providing support to people who need it is the right thing to do. However, as demand continues to rise, we cannot continue to do this indefinitely. This has also limited the resources we have available for functions like economic development which can help improve conditions for everyone in the county and are vital in tackling some of the big issues affecting quality of life for the whole population of Kent. There are hard financial choices ahead for KCC and our partners.

We recognise the challenges that Kent is facing, and the enormous pressures being felt by many of Kent's residents. We feel them too in the continued pressures on our services and on other public services in the county. We must balance the demands on our budgets, but in doing so we must not undermine the critical outcomes we want to deliver for Kent's people, economy, infrastructure and environment to make our county a better place now and in the future. We cannot solve all of the challenges, and we cannot face any of them alone. But there is an array of opportunities available to Kent to find a way through, drawing on all that our remarkable county has to offer, and through an honest conversation with people in Kent about how we can do it. The next section sets out how we will work differently to meet the challenges and seize the opportunities over the next four years and beyond.



Page 20

COST OF LIVING PRESSURES CAUSED BY GLOBAL ISSUES SUCH AS RISING FUEL PRICES MAY BE HARDER TO BEAR FOR KENT'S RESIDENTS, WHERE WE ARE AFFECTED BY RELATIVELY HIGH COSTS, BUT LOWER EARNINGS IN SOME AREAS OF THE COUNTY THAN THE REST OF THE SOUTH EAST

OUR RESPONSE

This is how we will work differently to respond to the challenges and opportunities that Kent faces over the next four years.

We will have honest conversations with Kent's residents, businesses and communities

No one knows Kent better than the people who live and work here. In the past, we have tended to engage with residents, community groups and businesses about proposed changes and financial challenges on individual services. As we navigate through the challenges Kent faces, we need to have honest and ongoing conversations with people in Kent about their needs and expectations for all the services that we provide collectively, so we can better prioritise the way we use our resources.

The pressures on our budget are significant, and we cannot serve the residents and businesses of Kent without being in a stable financial position, but there are real opportunities to achieve this by changing the way we work, such as reducing our operating and office estate to reflect the shift to digital and hybrid working. This will bring changes that will be very visible for our local communities, for our service users and for our staff, and we want to plan and implement this alongside the people it will impact from the start.

We will understand and act on people's needs

We can only plan and deliver services and prioritise our resources effectively if we have a full and detailed understanding of what the people in Kent who draw on our services need, both now and predicted into the future. Underpinning many of the opportunities for delivering change is a continued focus on improving the council's use of data and analytics to inform our service design and decision-making. The council must make better use of its own data and information provided by organisations delivering services on our behalf across the full range of our services, be able to share data with other public sector partners who are serving the same residents and local communities and use this to predict future trends. This does not just include quantitative metrics; qualitative data, including feedback from staff and providers, service users and residents,

plays an important role in giving a fully rounded picture. This approach will also allow us to understand the impact of preventative action and invest in what has been proven to reduce future need.

We will have a strong focus on equalities

Kent's diversity is its greatest strength, and we need to ensure that no one is left behind or disadvantaged because of who they are. Most of what KCC does, in the services it provides and the improvements it seeks to make to Kent residents' quality of life, is aimed at improving equity of opportunity and outcome. Many of the priorities and actions set out in this strategy aim to tackle equality issues whether they exist in our county, our local communities, or our council. As a public authority we have a statutory duty under the Equality Act to publish a set of Corporate Equality Objectives for the organisation and report on progress each year. By setting out the new Corporate Equality Objectives in this strategy (at the end of this section,) we are making a clear statement that tackling inequality is a fundamental and underpinning priority for the council.

We will be an open, fair and committed partner to those we work with

No single organisation in Kent can solve the complex challenges that Kent faces. KCC has a strong history of working with our partners in the public, private, voluntary and community sector, and this has been strengthened through our response to the Covid pandemic. Working more closely than ever with our partners gives us all the best chance of delivering better outcomes for Kent while making the most of our resources collectively – taking a view of what the county needs that is wider than our own organisation's services and budgets. It will help us to find innovative ways to meet people's needs, share resources and join up services so they work better for the people we collectively serve. KCC will continue to invest in its capacity and capability to deliver with and through its

partners, particularly through earlier engagement on the development of strategies and service changes where a more collective and joined up approach may open up opportunities to do things better.

We will invest in and listen to our staff

KCC's dedicated and skilled staff are the backbone of the council, and we would not be able to deliver services to Kent's residents and communities without their continued hard work and commitment. Our staff are closest to the people we serve, and by listening to their experiences and ideas, we can benefit from this wealth of knowledge to improve how we do things. We are incredibly proud of how our staff have adapted through the Covid pandemic, finding ways to provide services in difficult and uncertain circumstances, and we will continue to support and invest in them as we settle into new ways of working. Through our new People Strategy, we will be an employer of choice within local government, where our staff feel supported and motivated to collaborate, innovate and deliver to the best of their ability every day. Our hybrid working approach, building on our previous initiatives will provide flexibility in how staff work, and we will continue to support their physical, mental and emotional wellbeing. Our managers will be confident to support change and accountability across the organisation. We will develop clear pathways for young people to enter and build their future careers in KCC.

We will find better ways to deliver services for Kent

Commissioning is the way that we understand people's needs and design and deliver our services to meet them. The majority of KCC services are purchased from third party providers across the public, private and voluntary sector. Given the challenging market environment our providers are facing and the changes and opportunities around integrated ways of working, we must adapt our commissioning approach. We need to shift more of our focus to understanding people's needs and the design of services, with greater resident, user, staff and provider engagement so that the full range of options available to meeting need can be properly considered. In doing so we want to build a strategic relationship across service users, partners, and providers, with less of a focus on sourcing the provision of services through competitive procurement. We will also focus on the wider social value that our significant spending power (both individually and collectively with our partners) can achieve. Whether that is through a focus on new

apprenticeships, upskilling the existing workforce, or preferring local Kent businesses throughout the supply chain, the spend across the Kent public sector should be leveraged to support the Kent economy.

We will make the best use of digital technology to improve how we work

The most significant opportunity to reduce cost but also improve user experience is from further digitalisation of our service offer. This will support a greater shift for users online, which is the way most Kent residents prefer to access services, but critically, also underpins greater ability to automate more of the processes and interactions our residents have with the council. Greater focus on automation can transform our services so that they are better prepared to meet future demand whilst improving accessibility and consistency for users and freeing up more of our time and resources so we can focus on providing better service. We will further invest in our ICT platform to support the transformation of our services and strengthen our cyber security. We recognise that a digital-first approach will not be suitable for everyone, and we will continue to provide other options where these are needed, while supporting people who cannot access digital options, for example due to lack of skills and confidence or due to digital poverty, to be able to use digital options if possible.

We will stand up for Kent nationally

Government has set a clear focus on leadership at a place level to deliver many of its priorities, including Levelling Up. While this is challenging in a place as large and diverse as Kent, there are new opportunities emerging that could allow Kent to secure powers and funding from Government to allow us to take more control across a range of issues, including skills, transport, planning and economic development. This would allow us to tailor the services that we and our partners deliver in these areas to meet Kent communities' specific needs. This is particularly important in Kent where national border issues affect us so directly. We will build on our relationship with Government to put forward a persuasive case for devolution in Kent that meets the county's distinctive needs. We will seek to strengthen the collective public service voice in Kent, so that it can clearly articulate and advocate Kent's needs as a place back to central government. We will also work with our partners to promote the county's strategic assets more effectively as an attractive offer to draw and retain investment, businesses, jobs and talented people towards 'Brand Kent'.

CORPORATE EQUALITY OBJECTIVES

Page 28

KCC's Corporate Equality Objectives for the next four years are:

- Continue to be an inclusive employer which provides fair, open and equitable access to career progression and a trusted environment in which staff feel confident to call out discriminatory behaviour.
- Attract and retain a diverse workforce at all levels of the organisation which reflects the communities that KCC serves.
- Strengthen our equality data collection and analysis across our services to better understand people's needs and the cumulative impact of the council's actions on people with protected characteristics.
- Work with our strategic partnerships to understand and support the diverse needs of our communities.
- Promote equality, diversity and inclusion through our supply chains, including our trading companies.
- Ensure council information and services are accessible for everyone including those who are digitally excluded.

The council will publish an assessment framework as to how these equality objectives will be measured and monitored over the course of this strategy.

PRIORITIES FOR KENT

These are the priorities that KCC will deliver for Kent over the next four years. They have been shaped by the challenges and opportunities Kent faces and by the ideas and feedback we have received from our elected Members, partners and stakeholders. Each priority includes specific commitments and supporting objectives and will focus our efforts both as a council and collectively with our partners to meet those challenges and improve quality of life for our residents, businesses, and communities. They are:

Priority 1

LEVELLING UP KENT

Priority 2

INFRASTRUCTURE FOR COMMUNITIES

Priority 3

ENVIRONMENTAL STEP CHANGE

Priority 4

NEW MODELS OF CARE AND SUPPORT

PRIORITIES

PRIORITY 1: LEVELLING UP KENT

Our commitments are:

- To support the Kent economy to be resilient and successfully adapt to the challenges and opportunities it faces over the coming years.
- To work with partners to develop a skills system for Kent that delivers skills that are resilient to changing workforce needs and opportunities and supports people to higher level skills.
- To maintain KCC's strategic role in supporting schools in Kent to deliver accessible, high quality education provision for all families.
- To see significant improvements in the economy, connectivity, educational attainment, skills and employment rates and public health outcomes in deprived communities in coastal areas so that they improve faster than the rest of Kent to reduce the gaps.
- To work with our partners to hardwire a preventative approach into improving the health of Kent's population and narrowing health inequalities.

LEVELLING UP KENT

PRIORITY 1: LEVELLING UP KENT

Our commitment is to support the Kent economy to be resilient and successfully adapt to the challenges and opportunities it faces over the coming years.

Kent is a diverse county with a diverse economy. We have unique strengths and opportunities for economic growth including our nationally significant transport infrastructure, an attractive and distinctive natural environment supporting a strong visitor economy and important concentrations of innovation and high-value activity, such as at Discovery Park. Our position as the Gateway to Europe brings with it significant challenges, particularly when there are delays at the border that can bring parts of our road network to a standstill, impacting on residents, businesses and the image of our county. We must work with Government to find fair solutions to these national issues.

While we have a dynamic and entrepreneurial economy, Kent overall falls behind the South East average in workforce skills levels, productivity and conventional measures of innovation. The county also has significant inequalities between its different areas, limiting the potential of individuals, local communities and the county as a whole. In the coming years, Kent's economy will experience significant challenges and opportunities as we adapt to demographic and workforce changes, changes in working practice, advances in technology and automation and managing the transition to Net Zero. Kent and Medway's Economic Strategy aims to develop a Kent economy by 2030 that is productive, sustainable and inclusive. Partners in business, learning institutions and government have a crucial role to play in making this happen, and KCC is well-placed to convene and lead this activity, getting the conditions in place for success and prosperity that everyone can benefit from.



We will:

1. Challenge Government to fully assess, recognise and meet the needs that KCC's strategic location presents – seeking a specific national infrastructure assessment by the National Infrastructure Commission.
2. Rebrand Kent to attract national and international investment by promoting all that the county has to offer for business, learning, leisure and tourism.
3. Support strategic opportunities for growth through the delivery of sites and premises and support for new investment and business expansion, where it will deliver higher-value jobs and increased productivity and contributes to our Net Zero target.
4. Back SMEs and entrepreneurs to start-up, grow and drive adoption of new technology to improve productivity through increased GVA (Gross Value Added) and higher wages.
5. Strengthen Kent's innovation 'ecosystem', working with our universities and businesses to increase knowledge exchange and opportunities for innovation.
6. Work with District Councils to regenerate town centres and promote independent retail, building on each town's strengths and the needs of the local area to re-establish town centres as economic and community hubs with renewed purpose and identity.
7. Unlock the potential of arts and culture as drivers for economic growth and to generate pride, identity and creativity in local communities.
8. Work with partners to develop a better co-ordinated approach to economic development across the county, joining up the strengths of the County Council, the Kent Districts and Medway. As part of this, we will explore opportunities with Government to gain control of more of the resources and decision-making that shape economic growth in the county.



PHOTO: GG ARCHARD



PRIORITY 1: LEVELLING UP KENT

Our commitment is to work with partners to develop a skills system for Kent that delivers skills that are resilient to changing workforce needs and opportunities and supports people to higher level skills.

Skills are the driving force behind a successful and productive economy. Kent lags behind the rest of the South East region on economic outcomes including productivity and average wages, and one of the main reasons for this is that our workforce has lower skills levels than the rest of the South East, particularly in our more deprived communities. Narrowing this skills gap will be essential to levelling up Kent, and we must ensure that individuals and communities who are being left behind are not excluded from opportunities to catch up because they are within the generally affluent South East. There are opportunities now to bring real improvements in skills levels, create high-quality employment opportunities and attract talented people into the county.

Kent Skills Partnership (KSP) has a good track record of working with partners and providers from the further and higher education sectors, schools, and employers, recently strengthened through our actions to mitigate the impacts of Covid on employment in the county. We will build on this momentum, convening action to improve skills provision across partners and providers, utilising funding and devolution opportunities from Government, and using our rebranded Kent offer to promote the county as a great place to work.



KENT HAS LOWER SKILLS LEVELS THAN THE REST OF THE SOUTH EAST



We will:

1. Develop the highly successful Employment Task Force, so that it has the capacity to identify and tackle barriers to high-quality employment across the county and convene action between partners that will drive economic growth.
2. Respond to and build on the Local Skills Improvement Plan (piloted in Kent by Kent Invicta Chamber of Commerce), which gives businesses including SMEs a stronger voice in local skills planning.
3. Regularly commission the Workforce Skills Evidence Base to provide information about the Kent economy, businesses and skills requirements and inform the Action Plan that will coordinate interventions to improve skills levels and seize opportunities for new jobs and skills.
4. Maximise the use of national skills funding, including the apprenticeship levy and the lifelong learning entitlement to create real opportunities for people to access training opportunities throughout their lives that lead to employment in vocational and technical fields.
5. Seek the devolution of the Adult Skills Budget so it can be better used to meet the short-term skills requirements of local employers.
6. We will work with the skills sector, building on recent models of collaboration, to develop the post-16 education system to better meet the needs of young people as well as the local and wider economy.
7. Use our rebranded Kent offer to attract a range of high-quality employment opportunities that will help Kent retain its talented graduates.



PRIORITY 1: LEVELLING UP KENT

Our commitment is to maintain KCC's strategic role in supporting schools in Kent to deliver accessible, high quality education provision for all families.

Kent is known for its excellent school system which is an asset to the county. Schools are often at the heart of Kent's communities, particularly in rural areas, and play a wider role in bringing communities together. The school landscape, and the role of Local Authorities within education, has shifted significantly over the last decade, with schools rightly gaining more autonomy to meet the needs of their pupils and communities. KCC places high value on its enduring relationship with Kent's schools and continues to play an active role in supporting school standards. As national Schools Improvement Grant funding is removed, this will become an increasing pressure for KCC to manage in order to maintain a choice of high-quality education provision.

In the coming years it will also be vital to ensure that children and young people are able to recover from and catch up on missed education and opportunities due to the Covid pandemic. We have already begun to address this through our successful Reconnect Programme which has provided activities and interventions such as online home study support sessions and giving quicker access to counselling. The longer-term impacts on children are still emerging, and sustained, coordinated activity will be required to mitigate these and support this generation of children to achieve their potential and develop into successful and resilient adults.



We will:

1. Maintain improvement support services for all Kent schools, including maintained schools and academies, to maintain Kent's high-quality education system.
2. Call for Government to fully fund our Schools Commissioning Plan to ensure both sufficiency and choice of school places for Kent's families.
3. Explore opportunities arising from the Schools White Paper, including increasing our involvement in academies and the potential for KCC to sponsor a Multi Academy Trust for maintained schools to more directly support them to improve and meet local needs.
4. Maintain our support for rural maintained primary schools, recognising the wider role they play in local communities.
5. Call on Government to close the funding gap on capital education requirements given the rising need for school building and refurbishment projects.
6. Monitor the long-term implications of lost learning and opportunities due to the Covid pandemic and lobby for more funding to secure sustainable legacy initiatives from the Reconnect Programme to meet additional needs and prevent children, especially those that are vulnerable, from being left behind.
7. Maximise the National Youth Guarantee to support activities and facilities for young people in all areas of Kent including deprived areas that may not otherwise take it up.



PRIORITY 1: LEVELLING UP KENT

Our commitment is to see significant improvements in the economy, connectivity, educational attainment, skills and employment rates and public health outcomes for deprived communities in coastal areas so that they improve faster than the rest of Kent to reduce the gaps.



Coastal communities are a proud and distinctive part of Kent's identity and heritage. They are home to thousands of Kent residents and attract thousands more visitors to our county every year. However, some of our coastal communities face significant and long-standing economic and social challenges. People living in these communities experience some of the worst outcomes in health and life expectancy, educational attainment and skills levels, employment and life chances compared with the rest of the county. We cannot level up Kent while these areas are falling behind.

We want to work with our partners to deliver targeted action tailored to the needs of deprived communities in coastal areas that will bring accelerated and sustained improvement. To do this we will take an asset-based approach, starting with the community's strengths and opportunities. While we will expect to see rapid improvement in the metrics used to measure outcomes, we will also ask people in these communities about their quality of life and life satisfaction to ensure that the actions we take are making a real difference to people's lives.



We will:

1. Develop an assets-based approach to planning and delivering action with our partners to help deprived communities in coastal areas, starting with an assessment of the strengths, opportunities, identity and heritage that each area has, to develop tailored actions for rapid improvement that will be sustained over the long-term.
2. Work with partners to regenerate the physical environment of coastal towns, maximising the opportunities of assets such as ports, improving the infrastructure and improving the attractiveness of the local area to draw investment.
3. Work within the East Kent health partnership to analyse the local issues and publish a health needs assessment focussed on the issues of East Kent's coastal communities. This analysis and accompanying action plan will form a template for future work with other areas within the Kent and Medway Integrated Care System (ICS).
4. Take forward the lessons and recommendations of recent reports on health and wellbeing in coastal towns including the Chief Medical Officer's Annual Report 2021, KCC's Annual Public Health Report 2021 and academic research by the University of Kent.
5. Expand our [CrowdFund Kent](#) offer to support small community projects that respond to community needs, focusing on accelerating improvement in the health and wellbeing of people who live in deprived communities in coastal areas and creating strong communities.
6. Use our knowledge and experience as a coastal area to influence Government's forthcoming national strategy on coastal communities and align our activity to it.



**WE CANNOT LEVEL UP KENT
WHILE THESE AREAS ARE FALLING
BEHIND**

PRIORITY 1: LEVELLING UP KENT

Our commitment is to work with our partners to hardwire a preventative approach into improving the health of Kent's population and narrowing health inequalities.

A healthy and resilient population is essential for a successful and thriving county. Good mental health is as important as physical health and the two are interconnected in their impact on our wellbeing. A consequence of the social and economic diversity across Kent is significant variation in the health outcomes and life expectancy of people living in different areas or belonging to different groups. A vital component of levelling up Kent is taking action to narrow the gaps in health outcomes by supporting people to lead healthier lives. The factors that impact on people's health extend far beyond the availability of healthcare, and include education, employment, housing, and financial security, including increased risk of fuel, food and bed poverty. KCC therefore plays an integral role in delivering these wider determinants of health, as well as our targeted Public Health duties and actions to protect and promote the health of the Kent population.

We can direct and influence many of the drivers of health and therefore play an essential role with our partners in the Integrated Care System (ICS) in improving the county's health, particularly through prevention. KCC will seize the opportunities that the new partnership arrangements present to align our activity so we can achieve more, sharing our intelligence and resources to target interventions.

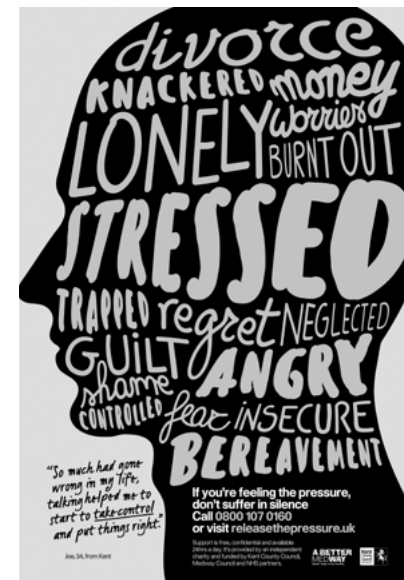


JOHN MILLER



We will:

1. Align our Public Health services and activities to deliver a strong system-wide preventative focus through the ICS for Kent and Medway by developing a five-year system-wide Public Health Strategy for Kent in which every part of the system has a role to play, to reduce health inequalities and achieve better health and wellbeing outcomes.
2. Jointly deliver ICS population health initiatives, focusing energy and resources on the most deprived 20% of the population, other population groups experiencing poorer than average health outcomes (e.g. ethnic minority communities) and support the prevention of the five key clinical areas of health inequalities: maternity, severe mental illness, chronic respiratory disease, early cancer diagnosis and hypertension case finding.
3. Broker the involvement of all partners in Kent in the activities of the ICS so their valuable contribution to promoting health and wellbeing can be maximised, including the role that Parish and Town Councils can play in improving health in their local communities.
4. Adopt an unrelenting focus on reducing cardiovascular disease in our population by continuing to focus on healthier behaviours, stopping smoking, taking up exercise and healthier eating.
5. Work with partners to tailor approaches to improve mental health and wellbeing across the whole population, support the Kent and Medway Better Mental Health Pledge, and build on initiatives such as Live Well Kent that provides free mental health support for people aged 17+ and is delivered on behalf of KCC and the NHS.
6. Seek to build on the legacy of our Helping Hands programme by exploring the sustainability of piloted partnership schemes that better identify, refer and support families and individuals in financial hardship to stop them falling into crisis.



PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES

Our commitments are:

- Through our 'Infrastructure First' commitment we seek to ensure that new development provides the appropriate physical and social infrastructure necessary to support new and existing communities' quality of life.
- To improve digital connectivity and access across Kent by supporting the delivery of both Government-led and local programmes.
- To support our rural communities and businesses in meeting the distinctive challenges and opportunities that they face.
- To ensure residents have access to viable and attractive travel options that allow them to make safe, efficient and more sustainable journeys throughout Kent.
- To help all Kent's communities benefit from having a strong social fabric which underpins family, community and personal resilience.

INFRASTRUCTURE COMMUNITIES R

PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES

Our 'Infrastructure First' commitment seeks to ensure that new development provides the appropriate physical and social infrastructure necessary to support new and existing communities' quality of life.

Kent is experiencing rapid growth to accommodate our rising population. Housing growth that comes without the necessary social and physical infrastructure that new and existing communities need brings unacceptable damage to quality of life. We firmly believe that meeting nationally set housing targets, without the correct infrastructure, is not right or acceptable for Kent. An 'Infrastructure First' approach is critical before further housing growth and we must be increasingly ready to challenge developments where this is not the case.

We are committed to building our capacity to drive strategic planning and regeneration at a countywide level, using our perspective and position to provide a strategic overview of the development and infrastructure needs of Kent as a whole. It is important that we are bold in our communication and negotiation with Government and its agencies about housing and economic growth ambitions, and work with Local Planning Authorities and our partners to clearly articulate and secure the subsequent investment required to ensure new development is properly embedded into thriving, connected and supported communities.



INFRASTRUCTURE FIRST

**AN INFRASTRUCTURE FIRST
APPROACH IS CRITICAL BEFORE
FURTHER HOUSING GROWTH**

We will:

1. Challenge inappropriate development which does not have the appropriate physical or social infrastructure necessary to maintain the quality of life of new and existing Kent communities.
2. Strengthen our capacity to support strategic planning across the county to provide an oversight of the county's plan-led development and infrastructure needs, learning from innovative new models of spatial planning across local government.
3. Seek change so that our key strategic policies (Growth & Infrastructure Framework, Kent Design Guide, Developer Contribution Guide) have a statutory basis and as such are material to planning decisions.
4. Work with Government to secure Kent's 'Infrastructure First' Infrastructure Proposition.
5. Seek to champion reform to the national system of developer contributions to make it entirely fit for purpose, and continue to build a more robust relationship with planning authorities to ensure that the right infrastructure for all essential services such as education, health, social care, communities and utilities (including waste, water and high speed broadband) is in place for developments to be approved.
6. As part of its Levelling Up ambitions, encourage Government to reconsider its approach to assessing housing need in order to rebalance housing targets away from the South East.
7. Support local communities to have more involvement in shaping their own Local Neighbourhood Plans.
8. Through the Kent Design Guide and other relevant strategies, encourage housing that is designed with health and wellbeing built in to promote healthy lifestyles, respond to the impacts of climate change and changing work patterns while being sensitive to Kent's cherished built, natural and historic environments and identity, and support greener ways of living and access to green and natural spaces.



PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES

Our commitment is to improve digital connectivity and access across Kent by supporting the delivery of both Government-led and local programmes.

Digital connectivity matters. Increasingly, almost everything we do requires a mobile or broadband connection, whether it is learning new skills, running a business, looking after our health or staying connected with our friends and family. Advances in technology – whether it be for domestic, business or industrial applications means that we will need faster and higher capacity digital connections. This will be essential if Kent is to remain a great place to live and work. To date, our work with Building Digital UK (BDUK) has helped over 150,000 homes and businesses that would otherwise have been left with no or slow broadband connectivity. Therefore, we are supporting Government’s ambition to deliver nationwide coverage of gigabit-capable broadband as soon as possible to ensure that Kent’s homes and businesses have access to fast and future-proofed broadband connectivity.

We must ensure that a digital-first approach does not exclude or disadvantage people who are unable to use digital options due to access barriers or digital poverty and support them to access digital options if they are able to. We have already begun this during the pandemic through our Helping Hands programme which has created various inclusion projects with partners to help keep residents digitally connected, and we will work with our partners to continue providing support for digital access as this continues to become a bigger part of life.

150,000

TO DATE, OUR WORK WITH BDUK HAS HELPED OVER 150,000 HOMES AND BUSINESSES THAT WOULD OTHERWISE HAVE BEEN LEFT WITH NO OR SLOW BROADBAND CONNECTIVITY



We will:

1. Encourage telecoms providers to go as far as possible with their own upgrade programmes, providing market-led investment in gigabit-capable networks and assisting telecoms providers with local delivery.
2. Support BDUK on the rollout of their new £200 million ‘Project Gigabit’ programme in Kent to connect around 100,000 homes and businesses that cannot currently obtain a superfast broadband connection or will not be covered by existing upgrade programmes.
3. Work with Building Digital UK and mobile network operators to support the rollout of mobile connectivity upgrades across the county, including the Shared Rural Network programme.
4. Work with our partners to develop and build a coordinated approach to digital inclusion across the county that will benefit residents, businesses, and those organisations supporting them, as digital technology and services evolve in a post-pandemic world.
5. Explore sustainability options so that our work through the Helping Hands programme to improve public access to Wi-Fi for communities in need can continue.



PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES

Our commitment is to support our rural communities and businesses in meeting the distinctive challenges and opportunities that they face.

Kent's rural areas make up around 85% of the county. Our unique identity as the 'Garden of England' is one of the county's greatest assets and Kent's rural communities and businesses have a history of innovation and enterprise. However, rural communities face their own challenges including areas of deprivation, which, along with other areas, will be exacerbated by cost of living increases such as rising energy and fuel prices. Kent's land-based businesses are facing significant challenges following EU transition, including employment and supply chain issues, and the need to adapt to climate change and changes in land use, but they also make a substantial economic contribution to the county and have strategic importance in terms of food security.

Community action, often facilitated by active Parish Councils, is strong in many rural areas and is an asset that can be harnessed to tackle some of the issues rural communities face, including meeting the needs of an ageing population, social isolation, transport and access to services and opportunities. In order to support a modern and prosperous rural Kent, we need to ensure that Kent's rural areas have the social, physical and business critical infrastructure in place that communities, businesses and individuals need to succeed.



85%

KENT'S RURAL AREAS MAKE UP AROUND 85% OF THE COUNTY



We will:

1. Reconstitute the Kent Rural Board into a dynamic, output driven group, bringing partners together to identify and work on key priorities to deliver outcomes for our rural communities and businesses.
2. Invest in Kent's high-quality landscapes and rural environment, protecting and enhancing productive farmland and protected landscapes and working with our partners to tackle climate change challenges such as the growing demands on water supply as our county grows.
3. Support a resilient and profitable land-based and food growing and production sector through encouraging continued diversification and promoting the growth of Agri-Tech and research and development to enable sustainable production, reduce emissions and enhance the quality of the rural environment.
4. Foster community capacity and resilience in rural areas, extending our [CrowdFund Kent](#) offer to enable local voluntary and community groups to take forward projects that will meet the specific needs of rural communities and enhance access to local support networks and services.
5. Explore innovative ways of delivering services in rural areas, including for example working more closely with Parish Councils, and using new technologies to improve the support people receive in more isolated areas.



PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES

Our commitment is to ensure residents have access to viable and attractive travel options that allow them to make safe, efficient and more sustainable journeys throughout Kent.

Transport and connectivity are vital to ensuring a good quality of life for Kent's residents, impacting accessibility of employment, education, health provision and leisure. The distributed nature of Kent's towns and villages creates challenges in providing a commercially viable public transport network and will naturally encourage more reliance on car travel. We need to be realistic about making car journeys work better while also working with our partners and providers to strengthen alternative travel options. Kent cannot afford to cross-subsidise transport routes that are not commercially viable in the same way a metropolitan transport authority would be able to.

However, we are committed to working innovatively with partners and providers to ensure that the required infrastructure exists in new and existing communities to support flexible, reliable and integrated transport systems across Kent. This includes innovative transport technologies and active travel options such as walking and cycling, that can ease pressures on busy Kent roads while positively contributing to health and environmental outcomes for the county. The quality and condition of our highways, cycle paths and footpaths is key to resident safety. Therefore, it is essential that we commit to a highway maintenance approach that successfully balances efficiency and responsiveness with long term planning and sustainability.



We will:

1. Explore new models of delivering highways maintenance to enhance our highways responsiveness.
2. Invest in the condition and safety of Kent's highway assets, maximising funding opportunities from Department for Transport where possible.
3. Deliver our ambition to reduce fatalities, serious injuries and the number and severity of collisions, including on the county's rural roads.
4. Tighten the management of permits/lane rental to prevent excessive or unnecessary damage and disruption and to ensure good quality reinstatement of assets once work is complete.
5. Accelerate priority local road improvement schemes to tackle congestion and air pollution.
6. Incentivise people to choose alternative travel options to the car by prioritising the maintenance and creation of safe and accessible walking routes and cycle lanes, and providing bus priority where appropriate.
7. Support the development of zero emission/new technology public transport projects, for example zero emission buses, to increase efficiency and sustainability of public transport options.
8. Work with our partners through the Kent Enhanced Bus Partnership and with Government to explore sustainable and commercially viable options for providing bus transport to meet people's needs, making the best use of Bus Service Improvement Plan funding.
9. Strengthen our position and levers in regard to strategic transport links in the county (e.g. Eurostar, Eurotunnel and HS1) to maximise opportunities and benefits for Kent, such as lobbying for the reintroduction of international rail stops at Ashford and Ebbsfleet.



PRIORITY 2: INFRASTRUCTURE FOR COMMUNITIES

Our commitment is to help all Kent's communities benefit from having a strong social fabric which underpins family, community and personal resilience.

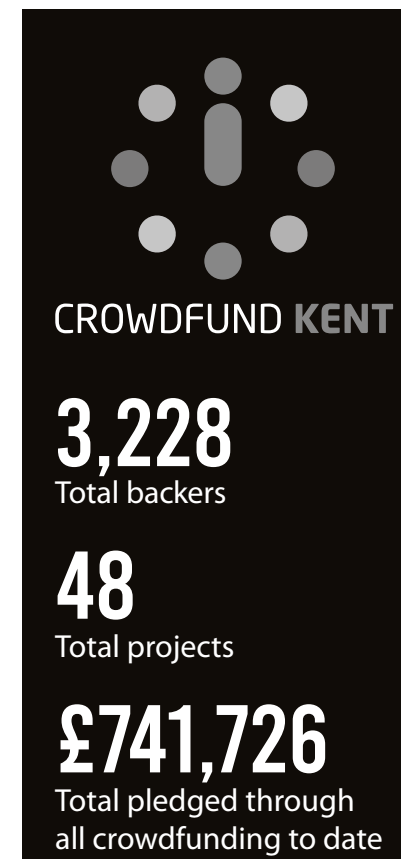
Kent's places are not solely defined by physical infrastructure; social infrastructure has an important role to play in creating strong communities where people can come together and support each other and improve the place they live. Whilst KCC and other public sector partners play a role in this, it is often the informal support and the myriad of local organisations, community networks, community leaders and local volunteers (we call this 'civil society'), that help to make a community and create a sense of identity. The Covid pandemic brought significant additional pressure on the civil society, but also highlighted the enormous force for good that it can bring, and we want to ensure that all of Kent's communities, existing and new, can benefit from this. It is often these very local groups and individuals that know their community best, and we want to create the right conditions for them to respond to communities' needs; for communities to be active and empowered. We have committed to this in our Civil Society Strategy.

KCC also has a role to play in making Kent's communities safe and inclusive for everyone who lives there, improving civic pride and quality of life, but we also recognise that to be successful we must do this in partnership. One of the ways we can do this is to support a strong social sector (voluntary, community and social enterprises) in Kent, building on the strengthened relationships and partnerships that have been created through working together on Covid response.



We will:

1. Commit to funding a diverse infrastructure support offer for the social sector in Kent, which enables organisations to have access to the support they need to thrive, whilst ensuring the sector has a voice to influence and advocate for the people and communities they support.
2. Enable a coordinated, properly resourced and sustainable volunteering infrastructure across the county, including building upon the Kent Volunteer Partnership pilot project.
3. Expand our successful [CrowdFund Kent](#) Programme, providing funding for small local community groups to take forward ideas to respond to local challenges or improve their local area and enabling local people to back and support local projects that matter to them.
4. Ensure that as we redesign the way we deliver our services and adapt our physical presence in communities, we make these places accessible and inclusive for local community groups and the voluntary, community and social enterprise sector, offering a space for people to meet or use these assets to deliver activities.
5. Work with civil society and other partners to find ways to tackle social isolation and loneliness, including 'social prescribing' to community groups and activities that help people connect with others, building upon the successes of the Connected Communities project and through our Community Wardens, targeting them where they are most needed.
6. Continue to coordinate Government-sponsored refugee resettlement programmes including those for Syrian, Afghan and Ukrainian nationals and support them to settle into Kent's communities.
7. Create the right conditions to ensure there is a community-based offer of activities for young people that is led by the community and meets the needs of a diverse population.



PRIORITY 3: ENVIRONMENTAL STEP CHANGE

Our commitments are:

- To consider Kent's environment as a core asset that is valued, strengthened and protected.
- To work towards Kent being Net Zero by 2050.
- To support Kent to become a leading county for carbon zero energy production and use.
- To ensure the county is well placed to adapt to climate change.

CHANGE STEP

ENVIRONMENTAL

PRIORITY 3: ENVIRONMENTAL STEP CHANGE

Our commitment is to consider Kent's environment as a core asset that is valued, strengthened and protected.

Kent's proud identity as the Garden of England is one of our greatest assets, and one that we must protect, both for the benefit of the county's nature and biodiversity but also for the enjoyment and wellbeing of our residents and the success of our economy. This is becoming more crucial given the cumulative impacts and pressures upon the county caused by factors such as a growing population, increasing urbanisation, a changing climate and an increase in extreme weather events.

We are already making good headway; for example virtually everything that is thrown away from Kent's households is treated, recycled and produces energy, and we are taking a focused approach to protecting and improving our biodiversity. But we need to ensure these actions are not taken in isolation from interrelated challenges; for example, we must take a strategic approach to planning which encourages stronger links between local and spatial plans and our environmental targets to ensure that they are mutually supportive. We need to work with Government and our partners to bring about action that will make a lasting impact on how we safeguard Kent's unique environment.



PHOTO: BEN CARTWRIGHT



1.5M

WE WILL CONTINUE OUR WORK ESTABLISHING NEW TREES ACROSS THE COUNTY TO DELIVER PLAN TREE'S AMBITIONS OF 1.5 MILLION TREES OVER THE NEXT 10 YEARS

We will:

1. Work with districts to produce harder and stronger action plans under air quality management areas where they are required.
2. Improve access for our residents to green and natural spaces especially in urban and deprived areas and through our Public Rights of Way network to improve health and wellbeing outcomes.
3. Continue our work establishing new trees across the county to deliver Plan Tree's ambitions of 1.5 million trees and a 19% canopy cover over the next ten years to support the recovery of wildlife, provide nature-based climate solutions, and enrich people's lives.
4. Work with Districts to deliver quality biodiversity net gain across the county's developments and land management that makes a meaningful contribution to the recovery and enhancement of nature in Kent.
5. Lead the development of a Local Nature Recovery Strategy for Kent and Medway, which will identify priorities for the restoration of biodiversity, map existing valuable areas of nature and make specific proposals to create or improve habitat and wider environmental goals.
6. Be a community leader in action for pollinators and develop KCC's own estate for the benefit of these vital insects.
7. Work with partners to protect and enhance Kent's coastlines, focusing on schemes that will make our coastal environments attractive, safe, and sustainable for both our residents and our wildlife.
8. Continue to work with our commissioning partners to create the infrastructure and jobs that enable us to reprocess waste materials and produce energy within the county, in order to maintain a closed loop local economy.



PHOTO: STEVEN FALK

PRIORITY 3: ENVIRONMENTAL STEP CHANGE

Our commitment is to work towards Kent being Net Zero by 2050.

KCC is committed to working towards Net Zero for the county by 2050 and recognises the challenges we have to overcome to achieve this transition, particularly as pressures such as energy price shocks become more pressing. The greatest proportion of carbon emissions come from domestic and commercial buildings and transport and we must identify practical and affordable solutions to reducing them, including encouraging the transition to low carbon technologies that can also benefit individuals and businesses.

KCC has been leading the way through the Low Carbon Kent initiative, which supports SMEs to invest in decarbonisation. We need to build on this and encourage the development of a green economy in Kent through economic activity and technological developments that bring about reduced carbon emissions and pollution, and enhance energy and resource efficiency. Therefore, not only will KCC lead by example in working towards Net Zero across all of our areas of business by 2030, but we will grasp the opportunity to take a coordinated approach with partners across both the public and private sectors to meet the county's Net Zero ambitions.



NET ZERO

KCC WILL LEAD BY EXAMPLE IN WORKING TOWARDS NET ZERO ACROSS ALL OF OUR AREAS OF BUSINESS BY 2030

We will:

1. Set detailed emission reduction pathways to Net Zero by 2050, with significant reductions by 2030.
2. Develop a full carbon footprint for Kent and Medway with consumption targets and reduction measures integrated into existing carbon budgets.
3. Establish a full assessment framework for commissioning, procurement and policy decisions to support our services in contributing to Net Zero targets and minimising the impact on Kent's environment.
4. Explore opportunities for financial support for local environmental projects and groups.
5. Explore creating a large-scale retrofit programme that is cross-sector and area-based, covering both business and communities.
6. Use our commissioning and procurement power to support Net Zero and the green economy, reduce our carbon miles and prioritise buying local goods and services where possible, and to further support green economy jobs in Kent.
7. Support residents and businesses to take action to reduce their carbon footprint and consider where KCC could use its purchasing power to lower the cost of Net Zero solutions and climate change adaptation.
8. Turn the curve on transport emissions and road pollution by developing approaches to road space, parking, public transport and electric vehicle infrastructure with a presumption towards more sustainable and low carbon travel modes.



PRIORITY 3: ENVIRONMENTAL STEP CHANGE

Our commitment is to support Kent to become a leading county for carbon zero energy production and use.

Working towards Net Zero requires adopting alternative sources of energy generation and the ability to explore and maximise new forms of energy in order to reduce our dependence on fossil fuels. This transition needs to be pump-primed to accelerate the development and deployment of alternative energy sources, and the right conditions put in place to encourage this within our county. As a council, we are already pursuing and supporting ventures in alternative forms of energy, and as a county, we can go further.

The adaptable and diverse nature of Kent's economy gives us an advantage in fostering research and development across the public and private sectors, and could put Kent on the map for developing and using affordable, clean and sustainable energy sources. The county already has over 5,000 businesses classed as being part of the 'clean growth' sector which equates to over 37,000 employees and £3.18 bn in GVA – the equivalent in employment and output to the manufacturing sector. We have the ingredients we need to pioneer the production and use of carbon zero energy – we need a coordinated approach to truly realise the potential of a flourishing green economy.



5,000

KENT ALREADY HAS OVER 5,000 BUSINESSES CLASSED AS BEING PART OF THE 'CLEAN GROWTH' SECTOR WHICH EQUATES TO OVER 37,000 EMPLOYEES AND £3.18 BN IN GVA

We will:

1. Develop a joint Future Energy Investment Programme for Kent and Medway looking at hydrogen, nuclear, green gas, decentralised energy in new developments, community energy generation, and other emerging energy technologies.
2. Explore opportunities for Kent to host small scale nuclear reactors, building on our strong nuclear legacy at Dungeness.
3. Undertake a renewable electricity and heat energy generation opportunities study for Kent and Medway that informs the deployment of alternative energy sources.
4. Make use of low grade land (e.g. landfill, low grade agricultural) through use of solar and wind farms.
5. Encourage and showcase 'energy positive' new developments and communities which produce more energy than they consume.
6. Work with universities, green businesses, and research & development organisations to explore the potential of the creation of a sector cluster in Kent for carbon zero energy production.



PRIORITY 3: ENVIRONMENTAL STEP CHANGE

Our commitment is to ensure the county is well placed to adapt to climate change.

Kent is predicted to experience hotter, drier summers and warmer, wetter winters which will bring more frequent extreme weather events of flooding, storms, and high temperatures, all of which bring significant health and economic risks. These risks are particularly pronounced in Kent – as a peninsular county we are particularly vulnerable to flooding, and the risks are exacerbated by urbanisation which has weakened some of the environment’s natural resilience to the effects of a changing climate, and increased demand for water. KCC formally acknowledged the environment and climate emergency in 2019; both before and subsequently, KCC has been a key partner in projects to mitigate and adapt to the effects of climate change.

We fully support the use of nature-based solutions that sustainably utilise the county’s natural resources, including supporting wetlands, hedgerows and woodland to capture carbon dioxide, and moderating the impact of heatwaves by bringing nature into urbanised areas. We are keen to see nature-based solutions brought into planning, so that growth within Kent no longer contributes to climate change impacts. Making the county more resilient to climate change can only be achieved through working in partnership including with Local Planning Authorities, nature partnership organisations and water companies.



We will:

1. Invest in our natural capital to maximise nature-based solutions that assist in adaptation to, and mitigation of climate change impacts.
2. Develop a County Adaptation Guide that can inform the preparation of Local Plans to ensure that new developments are designed with adaptation to extreme climate and weather in mind.
3. Strengthen contingency planning to ensure that our assets, services and infrastructure, as well as communities, businesses, transport links and utilities are resilient to climate risks.
4. Develop and support approaches to alleviate fuel poverty for our vulnerable residents, including support for retrofitting schemes.
5. Working with partners, improve the safety and wellbeing of Kent’s residents and the economy of Kent through appropriate flood risk management, including the promotion of sustainable flood risk management practices in development, regeneration and land management, utilising natural processes where appropriate.
6. Work with the water companies, Local Planning Authorities and the Environment Agency to establish sustainable water management solutions to mitigate water stress caused by domestic, commercial and agricultural pressures.

PRIORITY 4: NEW MODELS OF CARE AND SUPPORT

Our commitments are:

- To seize the opportunity of integrating our planning, commissioning and decision making in adult, children's, and public health services through being a partner in the Kent and Medway Integrated Care System at place and system level.
- To support the most vulnerable children and families in our county, ensuring our social work practice supports manageable caseloads, reflective learning, joined up safeguarding and effective corporate parenting arrangements.
- To ensure that adults who draw on social care support lead the lives they want to live, by putting their needs at the heart of everything we do, whilst successfully innovating and responding to the challenges to social care funding.
- To reshape our commissioning practice to ensure we build strategic partnerships with our providers, through earlier engagement, more consistent and proactive commissioning practice, and a stronger focus on co-designing services.

NEW MODELS OF CARE AND SUPPORT

PRIORITY 4: NEW MODELS OF CARE AND SUPPORT

Our commitment is to seize the opportunity of integrating our planning, commissioning and decision making in adult, children's, and public health services through being a partner in the Kent and Medway Integrated Care System at place and system level.

The health and social care systems have been straining under exponential increases in demand for many years – a consequence of people living longer and with more complex needs, which has also been greatly exacerbated by the effects of the pandemic. As demand for our social care services has outstripped funding year on year, KCC has prioritised maintaining these services because we believe it is vital that we protect and support people who draw on social care. However, it is impossible to continue this indefinitely, as it creates pressure on other services important to Kent residents' quality of life.

The time and opportunity has come to fundamentally rethink the way health and social care services are provided, both to manage the urgent resource gap health and social care jointly share, and to provide more preventative, coordinated care to the population we both support. Government has set a clear direction for the integration of health and social care, and the creation of the Kent and Medway Integrated Care System (ICS) cements this shift. KCC is entirely committed as a partner in the ICS and will work to maximise opportunities to join up the planning and provision of health and social care services and the pooling of resources. We will work as an active partner at strategic and place-based level within the ICS structures to deliver this critical opportunity to create a sustainable and effective health and social care system for Kent.



DEMAND FOR OUR SOCIAL CARE SERVICES HAS OUTSTRIPPED FUNDING YEAR ON YEAR



We will:

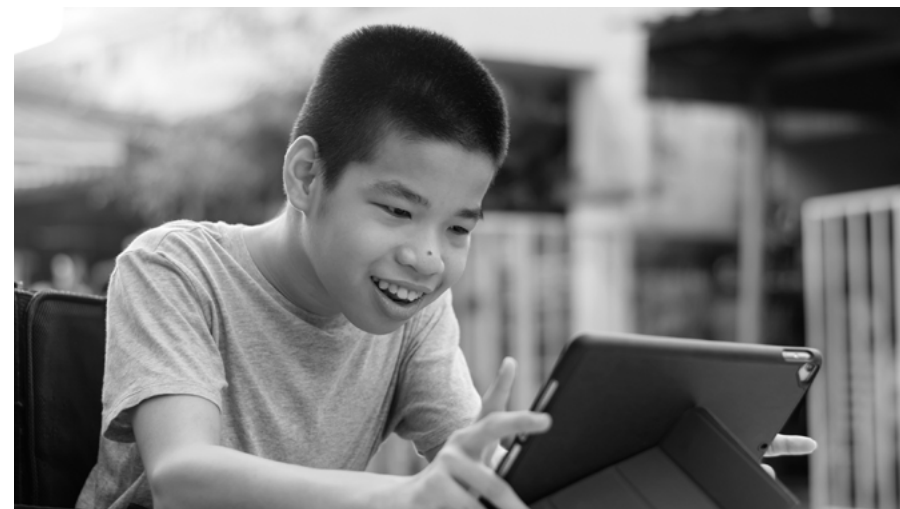
1. Explore all opportunities to integrate our commissioning of services to improve health and care outcomes, for example enablement and intermediate care, joined-up hospital discharge services, jointly commissioning care home services, and technology enabled services.
2. Develop shared workforce priorities and move towards a shared workforce model, making caring roles a properly valued career of choice with a clear pathway for career progression, in order to recruit and retain a talented health and care workforce.
3. Support the development of Local Health and Care Partnerships, which will work in collaboration with local people and communities to identify their own outcome priorities and agree action to achieve them from April 2023.
4. Work within the system to ensure a strong focus on preventative community services, building a strong strategic relationship with the social sector in Kent and their role in supporting a system-wide focus on prevention.
5. Ensure that our public health function is shaped to support the ICS at system and place level and support the shared objectives of the ICS and council in regard to delivering effective population health management.
6. Explore the opportunity to develop a shared analytics function across the ICS, building on the strength of the Kent Public Health Observatory.

PRIORITY 4: NEW MODELS OF CARE AND SUPPORT

Our commitment is to support the most vulnerable children and families in our county, ensuring our social work practice supports manageable caseloads, reflective learning, joined up safeguarding and effective corporate parenting arrangements.

Protecting vulnerable children and families from harm and supporting them to live safe and fulfilled lives is one of our most important roles, reinforced by our statutory duties around safeguarding and corporate parenting. Like all of our people-based services, demands on children's social care services are increasing as the complexity of issues that children and families are facing grows, which has unfortunately been exacerbated by the impacts of the Covid pandemic. The best way we can manage this is to work even more closely with our partners including through the ICS to find joint approaches to helping children and families with complex issues that often span our services.

We are committed to making rapid and sustained improvements in the support we provide to children with Special Educational Needs and Disabilities (SEND) and their families, where we know that support has too often been lacking or delayed. As the number of children with SEND continues to grow, the deficit in funding through the dedicated schools grant to support them is also growing, and the financial pressure on KCC to provide the support that these children and families need is significant. We will work with our partners including schools and with the families of children with SEND to find sustainable solutions that provide the tailored support that these children need to access appropriate education and opportunities that will help them lead a good life.



We will:

1. Commit to taking forward joint commissioning of services for children with NHS partners through the ICS, led by KCC strategically at county level – for example improving neurodevelopmental assessment pathways for children and young people.
2. Act as a good Corporate Parent for those children in the care of KCC and improve support for young people as they transition into adulthood, whilst also improving support for those who transition into the adult social care system.
3. Support further improvement in the quality of social care practice through investing in our children's social care workforce, ensuring appropriate caseloads and reflective learning time available for our social workers, and further developing the Kent Social Work Academy.
4. Embed our 'One front door' approach, working with partners to ensure referrals to children's social care are efficiently and consistently managed to provide the child or family with the right help at the right time.
5. Embed a whole-family approach, tackling the underlying problems that might cause concern in a child's family, such as domestic abuse, substance misuse and parental mental health.
6. Respond to national policy changes on SEND provision, work with SEND families to rapidly improve the service provided to SEND children and work with mainstream schools so more can accept and meet the needs of children with SEND, increasing choice and proximity of school places.
7. Work with the ICS to support children's mental health needs so that they are met with the right level of support in a timely manner.



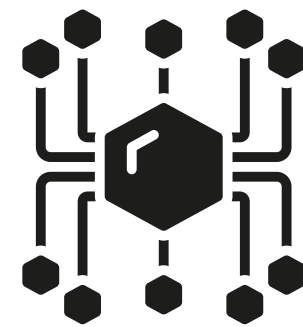
PRIORITY 4: NEW MODELS OF CARE AND SUPPORT

Our commitment is to ensure that adults who draw on social care support lead the lives they want to live, by putting their needs at the heart of everything we do, whilst successfully innovating and responding to the challenges to social care funding.

The aim of our adult social care services is to make a positive difference every day, supporting people who draw on our services to live as full and safe a life as possible and make informed choices. To do this there needs to be a choice of high-quality, responsive, person-centred social care services available that meet people's diverse needs. This is increasingly challenging in the financial situation that we face.

Nationally, adult social care reform is bringing long-needed changes in the way adult social care is arranged and funded to create a fairer and more sustainable system. Some of the main changes proposed, including the cap on care costs and enabling self-funders to request that we arrange their care bring with them a significant increase in workload and financial burden for KCC. While urging the right Government support to meet these costs, we must find a way to manage these changes while realising the benefits for people who draw on care and their families.

We have real opportunities to improve the effectiveness and efficiency of our adult social care services by making full use of new technology and innovations that mean we can better manage demand and focus resources where they are most needed. Adult social care would not function without the vital role that unpaid carers play in supporting their loved ones, and we will go further to involve them in decision-making and support their own health and wellbeing.



WE WILL SEIZE OPPORTUNITIES TO EMBED TECHNOLOGY TO HELP MEET PEOPLE'S CARE NEEDS



We will:

1. Embrace innovations including automation technology to improve and speed up assessment for adult social care services, streamline admin/back office systems and save money to focus on frontline service delivery.
2. Seize opportunities to embed technology and digitally-enabled care and support services in meeting people's current and future care needs.
3. Support our place-based social work practice teams to pool or align resources to support more joined up health and care service delivery, empowering people who draw on our services to make decisions about their care and improving the quality of care they receive.
4. Respond to national changes in adult social care in a way that best meets the needs of people who draw on Kent's social care, including delivering the changes arising from the social care reform white paper such as the cap on care costs and implementing new requirements around inspection of care services.
5. Ensure that unpaid carers have the right information, advice and support to enable them to continue their caring responsibilities if they are willing and able, and involving carers in decision-making as equal partners, as appropriate.
6. Provide effective support to those with learning disabilities whose care and support needs change as they live longer, including taking into account relevant statutory guidance from the Downs Syndrome Act.

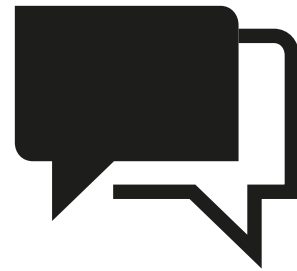


PRIORITY 4: NEW MODELS OF CARE AND SUPPORT

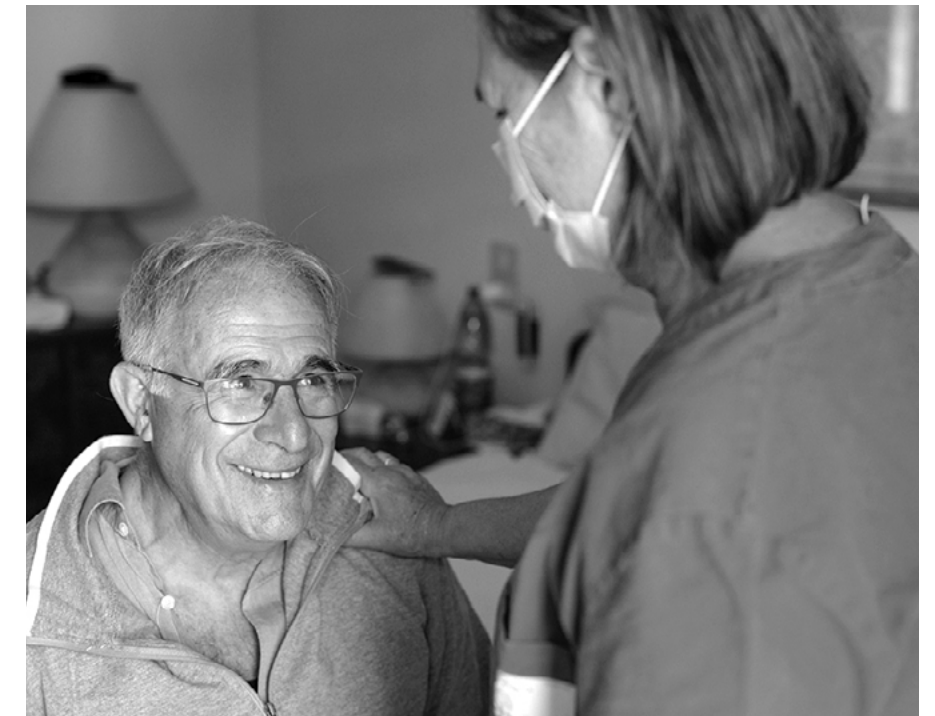
Our commitment is to reshape our commissioning practice to ensure we build strategic partnerships with our providers, through earlier engagement, more consistent and proactive commissioning practice, and a stronger focus on co-designing services.

KCC heavily relies on third-party providers to deliver the vast majority of its services. However, the market is facing extraordinary challenges including workforce shortages and cost pressures such as rising fuel prices. Market pressures are particularly acute in the adult social care market, resulting in increased costs for KCC on its biggest area of spend, and risks the continued stability and quality of social care services. We cannot expect that the market will continue to be able to meet increasing adult social care demands in the same way it always has. Part of the solution is to use our significant purchasing power to support a diverse and resilient market.

We also need to rebalance our commissioning approach so we focus more on understanding needs and keeping an open mind on the variety of delivery options available before choosing the best solution, which will not always be to buy a service from the market. We will develop a more strategic relationship with providers and more strongly involve the users of social care and their carers to find sustainable solutions for both individuals and providers.



WE WILL ENSURE THE VOICE OF SOCIAL CARE USERS IS HEARD



We will:

1. Make better use of data and analytics to understand current and future needs so we can improve commissioning.
2. Ensure the sufficiency of the market of social care in Kent, and work with providers to address the supply issues in certain parts of the county where geographic or workforce challenges impact on provision.
3. Explore options to ensure that residential care provision is fit for the future, responding to reduced levels of demand but increased levels of need and encouraging necessary growth in the specialist services segment of the market including for people with dementia, learning disabilities and mental health needs.
4. Ensure that the voice of social care users and their carers is heard and influences all service design and commissioning decisions.
5. Explore how we can work innovatively with partners such as the social sector to deliver services in partnership, with a more mature and collaborative approach to service design.



HOW WE WILL KNOW WE ARE

ON TRACK

This strategy sets out our direction of travel for the next four years. As with our previous council strategies, it is important to have the right mechanisms in place that can tell us how we are doing as we work with our partners towards meeting the priorities and commitments we have set out. To do this we need to have a detailed understanding of the impact that our services are having, and we will ask residents, service users, businesses, staff and providers to share their experiences and views with us so we can get a complete picture.

A **delivery framework** will be established to ensure that progress is captured and monitored through a variety of channels, which will include:

- **Resident engagement:** We will ask Kent's residents about their experiences and perceptions of KCC's services to help us understand how we are doing and how we can improve the planning and delivery of services in the future.
- **Quarterly Performance Report:** The Quarterly Performance Report (QPR) informs KCC's Cabinet and the public about performance on key areas of the council's activity. It is an important tool for helping to deliver openness, learning and challenge to KCC's performance so the council can keep improving. We will undertake a review of the quantitative and qualitative measures in the QPR, and the more detailed Directorate Performance Dashboards, to ensure that there are strong and comprehensive links between them and the objectives within this strategy.
- **Divisional and Service Business Planning:** Business Plans are prepared annually to set out each division or service's priorities and the resources they will use to deliver them. It is important that the Directorates' business plans reflect our commitments and detail how the objectives will be delivered.
- **Strategic Reset Programme:** This is our council's overarching delivery mechanism for its cross-cutting and priority change programmes, and we will review its scope to ensure the key priorities set out in this strategy are sufficiently captured in the Strategic Reset Programme.
- **Equality Objectives Framework:** We will create a framework that will effectively capture and monitor progress against the new corporate equality objectives, so that we can provide robust council-wide evidence on how we are meeting them for our annual Equalities Report as part of our Public Sector Equality Duty under the Equality Act.

The council's established governance channels will allow KCC's elected Members and the public to have oversight of progress against this strategy. Cabinet will receive regular updates on performance, and within the scope of their remit, Cabinet Committees will be able to have oversight of how specific programmes and projects are progressing. Papers for KCC's public committees can be found on our website.

FRAMING KENT'S FUTURE

OUR COUNCIL STRATEGY 2022-2026

Alternative formats

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EQIA Submission – ID Number

Section A

EQIA Title

KCC Strategic Statement 2022-2026

Responsible Officer

Karla Phillips - ST SPRCA

Type of Activity

Service Change: No

Service Redesign: No

Project/Programme : No

Commissioning/Procurement: No

Strategy/Policy: Yes

Details of other Service Activity: No

Accountability and Responsibility

Directorate: Strategic and Corporate Services

Responsible Service: Strategy, Policy, Relationships and Corporate Assurance

Responsible Head of Service: David Whittle - ST SPRCA

Responsible Director: David Whittle - ST SPRCA

Aims and Objectives

Aims and Objectives

The aim of Council's 2022-2026 Strategic Statement 'Framing Kent's Future' is to set priorities that ensure we are harnessing opportunities and addressing challenges being faced by us as an organisation, but more importantly faced by the residents of Kent, over the next four years. The Strategic Statement will also, for the first time, contain the Council's new corporate equality objectives, which have been developed as part of the Strategic Statement, rather than being created in a separate standalone policy. The Council is required to publish and report on its equality objectives under the Public Sector Equality Duty.

The Strategic Statement identifies priorities and commitments. It does not set out the detail of how we deliver, design and commission services. Instead, it will steer KCC's business planning and its Strategic Reset Programme, and refresh the council's underpinning strategy and policy documents.

Summary of equality impact and Equality recommendations

Recommendation: No change is required. The evidence suggests that there is no potential for discrimination and all appropriate measures have been taken to advance equality and foster good relations between the protected groups.

The Strategic Statement has county-wide application and will have county-wide impacts. There are no negative/adverse impacts on protected groups directly related to the strategy. There is the potential for the Strategic Statement to have a positive impact on people from all of the protected characteristic groups through aiming to improve their quality of life.

The Cabinet and CMT leadership will set the expectation that any specific proposals, projects or changes undertaken to deliver the priorities of the Strategic Statement requiring a Key Decision will be subject to individual equality impact assessments and action as needed.

Context

Kent County Council has developed a series of strategic statements on a four-to-five-year cycle which set out the Council's outcomes, priorities and approach for the medium term. The Strategic Statement is a

whole Council policy and part of the formal Policy Framework in the Constitution. It is aligned with financial strategy and influences strategy, policy, business and performance frameworks for the Council. It is intended to influence how we deliver better outcomes for all residents, businesses and communities in Kent. This new strategic statement builds on the comprehensive work and engagement undertaken to develop the Five Year Plan 'Kent's Future, Our Priority' (which consequently was not adopted by County Council due to the start of the Covid-19 Pandemic in 2020), and also the Interim Strategic Plan, which was published as an eighteen-month temporary plan to guide KCC through response to and recovery from the pandemic and pave the way for a new strategic plan.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Within KCC we have engaged KCC Members, senior officers, KCC Staff Groups and Trade Unions, and the Corporate Equality Group. Externally we have engaged Parish Councils (via the KALC Area Chairs Committee), the Integrated Care Partnership Board, the Voluntary and Community Sector Steering Group, 'Brand Kent' partners including representatives from Visit Kent, Port of Dover, Eurotunnel, and representatives from Kent's universities.

We have also drawn upon KCC's Budget consultation which took place in 2021, and the extensive public and partner engagement exercise and consultation that took place for the Five Year Plan which was subsequently not adopted due to the start of the Covid-19 pandemic.

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

Yes

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

Staff/Volunteers

Residents/Communities/Citizens

Residents/communities/citizens

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

The Strategic Statement sets out priorities and commitments that promote equality for people with all protected characteristics and seeks to improve the quality of life for Kent's residents. In addition, the specific corporate equality objectives we have set within the Strategic Statement are designed to have a positive impact for both our residents and our staff. They will ensure that KCC is doing its best to improve the outcomes for those with protected characteristics and will be held to account through the statutory

annual reporting on those equality objectives.

Regarding the four key priorities of the Strategic Statement, the focus of our 'Levelling Up' priority will address the disparities in economic prosperity and potential, including objectives for children and young people, and also younger and older people of working age with regards to improving skills and employment opportunities. The Levelling Up priority's commitments about health inequalities and also coastal communities will have a positive impact on age, sex, disability and race in particular. Our 'Infrastructure for Communities' priority will include objectives about digital inclusion/connectivity and social isolation, which should benefit older residents, residents with disabilities, and carers, and its objective about making our services and their physical presence accessible and inclusive should have a positive impact across the protected characteristics. Our 'Environmental Step Change' priority, with its focus on protecting and enhancing Kent's environment and achieving our Net Zero targets should have a positive impact on air quality and health and wellbeing outcomes, which should beneficially affect older and younger residents, and residents with disabilities both regarding physical and mental health- existing health conditions are not exacerbated or new pollution-related health problems created. And our 'New Models of Care and Support' priority will seek to improve how health and social care is planned and delivered by KCC and its partners, which should have a positive impact in particular for service users and residents such as older people, adults and children with physical or learning disabilities, and vulnerable children.

Specific positive impacts for respective protected characteristics will be provided through EqIAs on the individual proposals, projects and changes that will deliver the Strategic Statement's priorities.

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No

Details of negative impacts for Age

Not Applicable

Mitigating Actions for Age

Not Applicable

Responsible Officer for Mitigating Actions – Age

Not Applicable

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

Responsible Officer for Disability

Not Applicable

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No

Details of negative impacts for Sex

Not Applicable

Mitigating actions for Sex

Not Applicable

Responsible Officer for Sex

Not Applicable

22. Negative Impacts and Mitigating actions for Gender identity/transgender

Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships

Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

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Item No:

By: Roger Gough, Leader of the Council

To: County Council

Date: 26 May 2022

Subject: Chief Executive Officer Operating Model

SUMMARY: This report proposes the introduction of a Chief Executive Officer model for the senior management structure at Kent County Council. The paper outlines the reason for and details of changes to the top tier structure and individual roles necessitated by the reintroduction of the Chief Executive Officer (CEO) role and management model.

Recommendations:

County Council is asked to:

1. AGREE the recommendation from Personnel Committee to introduce a Chief Executive Officer post and operating model.
2. APPROVE the job description for the Chief Executive Officer as set out in Appendix 1. This includes the statutory responsibilities of Head of Paid Service.
3. NOTE that David Cockburn will transition into the Chief Executive Officer role with effect from 1 July 2022, having determined the necessary support infrastructure to enable the requirements of the revised CEO role and model to be delivered.
4. AGREE changes to two other posts in the top tier structure as outlined in section 3 of this report and shown at Appendix 2.
5. AGREE the job descriptions for the roles of Deputy Chief Executive Officer and Director of Human Resources and Organisation Development shown at Appendices 3 and 4.
6. AGREE the proposed changes to the Constitution shown at Appendix 5.
7. NOTE that the introduction of the new operating model will be cost neutral.

1. Background

- 1.1 On 15 December 2011, the County Council agreed to delete the post of Managing Director (the renamed equivalent of the Chief Executive Officer role) from the top tier structure in place at that time.
- 1.2 This decision was taken in the context of the challenges facing the Authority a decade ago and the key strategic objectives at that time. While many of these remain relevant today, the operating and political environment has changed significantly over that decade, and it is now necessary to adapt to those changes and provide strong community leadership as we deliver our forward-looking strategic ambitions for the county.
- 1.3 Despite these changes, the model previously adopted of having the Head of Paid Service role vested in the Corporate Director with responsibility for the corporate and strategic services has, with some timely amendments when required, worked very effectively through the period of change and increased financial restrictions. This is a credit to the Head of Paid Service and the other top tier Officers who have worked in an increasingly collaborative way to provide strong and effective corporate leadership to the organisation.
- 1.4 The need to position Kent and KCC differently through the recovery stages of the Covid-19 pandemic and provide a better model where the most senior officer has a clear and unambiguous leadership role for the officer cadre and no conflict of interest which comes from being a Corporate Director for one specific Directorate makes this the right time to revert to the Chief Executive Officer (CEO) model. A CEO role will be better placed to ensure strong alignment of the thinking and capacity as we develop the strategic objectives, budget approach, and business planning to deliver our ambitions in a continually challenging operating environment.
- 1.5 One of the reasons for removing the Managing Director post in 2011 was to reduce the number of senior managers in order to contribute to budget savings required at the time. It is clear that the need for financial restraint in this regard remains as strong as ever and it should be noted that all the changes being proposed for the top tier operating model will be broadly cost neutral overall. The proposals being considered in this paper do not increase the total number of senior managers (Corporate Directors, Directors and Heads of Service) across the Authority.

2. Proposal to move to a Chief Executive Officer model

- 2.1 At the core of this proposal is the need to create a clear framework for the senior County Council Officer to lead the organisation as a single entity

rather than a grouping of different service directorates. The foreword of Framing Kent's Future notes "*change will be a pre-requisite if the council is going to successfully deliver for Kent*". Part of that change must be to strengthen a "One Council" leadership approach with our senior managers.

- 2.2 The introduction of the CEO role is a critical component of the revised operating model proposed in this paper. The new senior management will lead to a wider programme of change to enable the organisation to operate in a still more productive and unified manner. Planning for how the underpinning philosophy of a one council approach will be embedded is underway and the required transformation will be delivered through a range of measures put in place by the Chief Executive Officer. This County Council meeting on 26 May 2022 is debating the new Strategic Statement that lays out the priorities for this Administration. The document sets those ambitions out clearly but also acknowledges and describes the stark reality of the context in which Local Authorities are working at this time. It is essential that Kent County Council has an operating model that can meet these challenges and work through them to deliver the priorities for Kent.
- 2.3 The Leader of the Council has been reflecting with his Cabinet on how these current and future challenges, both internal and external, are best met. It is essential to reintroduce a CEO role, adapting the current arrangements and emphasis so Officers deliver the political priorities in a joined-up way as a single organisation. The proposals are not driven by a desire or a perceived need to undertake major organisation restructure. The proposal comes from a recognition that enhancement to the corporate heart of the organisation is likely to have significant positive impact on the way Members and officers work together, and therefore on the organisation's delivery as a whole, as they cope with what will inevitably be a continuing, challenging and very intense period of change in the next several years.
- 2.4 The move to a CEO model will provide further assurance to the Leader, Cabinet and all Members on a number of key challenges and perceived areas for improvement:
- Pace of change – it is essential that Kent County Council has an officer structure that enables it to respond in a timely and agile way to a wide range of demands and expectations. This requires a clear and co-ordinated governance and managerial response, best achieved through a top leadership role which has the capacity to deliver and focus on a whole organisation approach.
 - The budget process is complex and the fact that the current Head of Paid Service has responsibility for the outcomes for a specific Directorate inevitably fetters his ability to take an impartial, whole organisation

approach. The removal of this tension is seen as one of the key advantages of this change in organisational model.

- A gap in organisational capacity in relation to strong, strategic thinkers is now apparent after a prolonged period of cuts to resources in these types of roles. This needs to be urgently addressed in a coherent and cohesive manner.
- The overall capacity of senior Officers (and Officers generally) has been stretched for a considerable period. The benefits arising from the rigour of a CEO structure and approach will help ensure relative priorities across the organisation are clear and that duplication of effort and any lack of clarity, or avoidance of clear governance procedures and processes is avoided.
- Providing increased assurance to Members around compliance with governance whilst ensuring that all of the appropriate advice and support to inform decision making has been included.
- The move to the CEO model will enable a reset of the way Members work with and through senior officers to achieve their policy objectives.

2.5 This is a good moment to make this change. There is an intrinsic link between this proposal and the development of the Administration's new Strategic Plan; County Deals; and the Strategic Reset Programme (which will be adapted as required by the Strategic Statement). Organisational structures and ways of working must evolve and adapt to keep pace with the realities of an ever-changing environment. There is also a recognition that the current arrangements are not sustainable in the long term and that a change of model is required to meet the expectations of Cabinet and Members more generally – the only way to meet our challenges and deliver our ambitions is through a whole organisation leadership model. These proposals recognise both that the current arrangements have delivered a decade of success, and that change, including as a direct result of the pandemic, has never been more rapid or so impactful on every aspect of the how the Authority delivers for the people of Kent.

2.6 Other important and relevant context for the proposal includes:

- The relentless pressure on Local Authority budgets which is unlikely to see any improvement over the next several years.
- Positioning Kent as a key influencer both within the County and with key stakeholders. This requires clear prioritising and excellent service delivery.
- The realities of ongoing Covid recovery including, but not restricted to: helping to rebuild Kent's economy; increased demand for services; financial restrictions; relationship with Health partners; recruitment challenges; and changing expectations of employers and employees. All

these increasingly require a whole organisation response and approach rather than reliance on excellence in any particular part or service of the Council.

- Specific recent events have suggested that there is room for improvement in performance management and some specific project delivery. Although the Authority continues to perform strongly across its key performance indicators, it is important to review our overall operating infrastructure in the light of some recent concerns and difficulties, to ensure lessons are learnt.
- The current operating environment and experience in other Councils and as reported through our Annual Governance Statement raises further the importance of central leadership to ensure consistent application of and compliance with the laws and governance that empower and bind the Council

- 2.7 Removing the requirement for the most senior officer to represent a Directorate as well as provide an Authority-wide view would clarify the role and promote the importance of KCC as a single organisation. It is intended that it will also enable the budget process to operate differently in the way the balanced budget is arrived at for consideration at the annual meeting of the full County Council.
- 2.8 The CEO role, which must have the right supporting infrastructure, will provide significant additional time for the HoPS as CEO to review key activity across the whole Authority and provide a conduit for the Leader and other senior Members to channel significant enquiries or concerns. It is not suggested that a CEO would or should interfere with the service Corporate Directors' professional decisions, but the additional capacity to challenge data, governance and political and partner engagement should minimise the concerns that have led to this review of corporate capacity and oversight.
- 2.9 The community leadership role for the County Council in the face of Kent's recovery from the pandemic; response to the government suggestions for devolution and governance reform; increasing financial challenges and customer expectations results in increased demands on the Leader of the Council and the Cabinet and other senior Members across all parties. Repositioning the most senior Officer role to ensure the capacity for looking across all aspects of the council is enhanced and is a vital part of the response to those challenges.
- 2.10 This change would be welcomed by senior officers as it would provide the opportunity to discuss concerns and issues with a CEO whose sole role is to decide the best way forward for the Authority as a whole.

- 2.11 The proposal has been benchmarked against the arrangements in place at other County Councils and it is seen that nearly all have a CEO in place.
- 2.12 In relation to the learning from other large organisations, public and private, about how to maximise the effectiveness of the CEO, it is clear that the change to a CEO model requires the establishment of a Chief Executive's Office. This will be a critical organisation resource providing information on organisation performance, standards and metrics; producing key policies on whole organisation matters; ensuring regulatory compliance; providing strategic advice to Cabinet and the CEO and CMT; managing strategic partnerships; and owning the organisation's data strategy. The Director of Strategy, Policy, Relationships and Corporate Assurance will have a pivotal role to play in this, as will the two corporate Statutory Officers.
- 2.13 The revised model will also include a Deputy CEO, who will have responsibility for Infrastructure; Technology; Human Resources and Organisation Development; Marketing; Internal and External Communications and engagement; Resident Experience; and Health and Safety. The postholder will also be the Senior Responsible Officer for the Strategic Reset Programme. The job description for this role is shown at Appendix 3.

3. Populating the CEO model structure

- 3.1 The top tier structure of the Authority is determined by the County Council as set out in the Constitution in paragraph 7(i). The Personnel Committee plays an important role which in this context includes:
- (i) Recommending changes to the top tier structure to the County Council
 - (ii) appointing Senior Managers and determining their terms and conditions (including subsequent pay movement).
- 3.2 The revised job description for the CEO role, removing the responsibility of Corporate Director Strategic and Corporate Services, is attached at Appendix 1. The description is now solely about leadership of the organisation as a whole. It is proposed that the David Cockburn will continue as part of his revised remit as CEO to hold the statutory responsibility of Head of Paid Service as defined in legislation and the Constitution.
- 3.3 There will be no impact on any of the responsibilities or report lines of any of the other Statutory Officer roles.
- 3.4 The move to the CEO model requires a change in the corporate infrastructure with the introduction of a Chief Executive's Office. The detail of this will be developed by the Head of Paid Service during the transition period.

- 3.7 The revised top tier structure chart is shown at Appendix 2.
- 3.8 The new structure being debated in this proposal sees direct impact on two additional existing top tier and senior manager roles.
- 3.9 It is essential that the right supporting infrastructure is in place to ensure that the CEO has the capacity to review key activity across the whole Authority and provide a conduit for the Leader and other senior Members to channel significant enquiries or concerns.
- 3.10 The revised model will therefore include a Deputy CEO who will take on some of the responsibilities previously undertaken by the Corporate Director, Strategic and Corporate Services. It is proposed that the Deputy CEO role will be formed by extending the responsibilities of the current Corporate Director People and Communications to include in addition responsibility for the Infrastructure and Technology Divisions.
- 3.11 The Deputy CEO will provide leadership on a range of important transformation activity across the Council and will act as the Senior Responsible Officer for the Strategic Reset Programme. The Deputy CEO and the functions reporting into the role will provide an important corporate engine to deliver strategic activity and change. The role will also provide oversight and corporate control in relation to property infrastructure, ICT, people, marketing, resident experience and communications.
- 3.12 The report line changes for the Director Infrastructure and the Director Technology have no consequential impacts on their roles.
- 3.13 As the existing responsibilities of the Corporate Director People and Communications are encompassed in the new Deputy CEO role, that Corporate Director post is deleted from the top tier structure.
- 3.14 As a result of this post being deleted, and a key change required to provide capacity for the Deputy CEO to enable the duties of that new post to be delivered, additional responsibilities will be required in relation to senior management in Human Resources and Organisation Design.
- 3.15 It is proposed to introduce a new post of Director of Human Resources and Organisation Development which will, among other enhanced responsibilities, take on the accountabilities of Head of Profession in this area, accountability that currently sits with the Corporate Director People and Communications. The current Head of Service HR/OD post is deleted from the structure.

3.16 As noted in paragraph 3.1, Personnel Committee has had an important role in discussing the detail and the impact on individuals of these proposals. At its meeting on 30 March, Personnel Committee considered the introduction of the CEO model and, in a separate paper, the specific recommendation around the introduction of the Deputy CEO role. The Personnel Committee meeting on 13 May considered the role of Director of HR/OD.

3.17 The Personnel Committee unanimously supported the move to the CEO model and the proposed changes to David Cockburn's role. It was also unanimous in recommending to County Council the introduction of the Deputy Chief Executive and Director of HR/OD posts. The Personnel Committee on 13 May agreed to add a recommendation that: "The Committee notes & endorses the commitment to ensure the overall process of establishing the Chief Executive Officer (CEO) management model will be cost neutral."

3.18 In line with their Terms of Reference the Personnel Committee considered the appointment of officers to the two new posts of Deputy Chief Executive and Director of HR/OD.

4 Changes to the Constitution

4.1 At its meeting on 30 March, the Personnel Committee agreed the following recommendation:

INSTRUCT the Monitoring Officer to advise on and propose changes to the Constitution to give effect to any changes agreed by this and any subsequent papers at this meeting and for these to be reported to the County Council.

4.2 The Monitoring Officer's proposed changes are shown at Appendix 5. The document shows the tracked changes for ease of reference. These changes are largely consequential upon the formal adoption of a CEO operating model. Further work is underway in relation to other provision in the Constitution and these will be reported to the County Council for approval in the coming months.

Recommendations:

County Council is asked to:

1. AGREE the recommendation from Personnel Committee to introduce a Chief Executive Officer post and operating model.

2. APPROVE the job description for the Chief Executive Officer as set out in Appendix 1. This includes the statutory responsibilities of Head of Paid Service.
3. NOTE that David Cockburn will transition into the Chief Executive Officer role with effect from 1 July 2022, having determined the necessary support infrastructure to enable the requirements of the revised CEO role and model to be delivered.
4. AGREE changes to two other posts in the top tier structure as outlined in section 3 of this report and shown at Appendix 2.
5. AGREE the job descriptions for the roles of Deputy Chief Executive Officer and Director of Human Resources and Organisation Development shown at Appendices 3 and 4.
6. AGREE the proposed changes to the Constitution shown at Appendix 5.
7. NOTE that the introduction of the new operating model will be cost neutral.

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Job Description: Chief Executive Officer

Date: March 2022

Grade: KR20

Responsible to: The County Council

Job Purpose

The CEO is the County Council's principal advisor directing the management process and officers of the Council to deliver its strategic aims and objectives.

Provide strategic leadership to the Corporate Management Team (CMT), developing dynamic and collaborative relationships within CMT and between Cabinet and Chief Officers as the leadership team, and delivering the strategic vision and whole organisation outcomes for the people of Kent.

As the Design Authority, align and control changes being planned and implemented by the Strategic Reset Programme and direct continuous improvement and innovation via the Programme.

Support the Administration in KCC's role as a community leader, working through complex partnerships to meet the needs of Kent, enhancing the reputation of Kent as a place as well as Kent County Council as the democratic agent of change in the region.

Direct and oversee effective governance to enable early action if organisational standards, policies and objectives are not being met.

As Head of Paid Service, undertake the Corporate Management and operational responsibility as defined in law and KCC's Constitution including promoting the effective, economic and efficient deployment of the Council's resources.

Accountabilities

As Chair of the strategic leadership team, the post holder will work within the KCC Organisational Responsibilities for Senior Officers, developing a management culture and process conducive to meeting the aims, objectives and goals of the County Council in the most effective way.

Work closely with the Leader, Cabinet Members, and CMT to enable organisational responsiveness to elected members, advising and supporting all Members in their respective roles.

Support opposition Leaders and backbench Members in ensuring that they receive information, advice and assistance

Ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and activities

Linking to political priorities of the Council, formulate the strategy and planning process to deliver the organisation's strategic vision ensuring alignment between performance and the organisation's objectives.

Work with the Leader and Cabinet to lead and develop relationships with key stakeholders in government in a way that is complementary to the relationships between local and national politicians and with those in business and communities in Kent, creating partnership to influence views and decisions for Kent's benefit.

Ensure governance arrangements provide appropriate oversight and effective audit and risk management of core programmes and activities to enable the best approach to resource stewardship for the council.

Lead and direct organisation wide change, co-ordination and oversight, working with and through the appropriate governance and decision making forums.

Deliver, working closely with the Leader and Cabinet, service outcomes in line with the Council's resource plan.

Working with and through CMT and with Members, provide advice to Members as to the appropriate resources including staffing and succession planning for the organisation to operate effectively in the delivery of services.

Direct the delivery of Council wide policy, cross service strategy and joint working on key issues to enable the effective strategic management of the County Council.

Provide and facilitate advice to all elected Members.

The post holder has direct access to the Cabinet and Members in order to fulfil the statutory duties of this post.

Direct Reports

Corporate Director – Adults Social Care & Health

Corporate Director – Children, Young People & Education

Corporate Director – Growth, Environment & Transport

Deputy Chief Executive

Corporate Director – Finance

General Counsel

Director SPRCA

Chief of Staff

Strategic Commissioner

Person Specification

Education/Qualifications:

Qualified to degree level, equivalent experience or a relevant management qualification.

Knowledge & Experience:

Understanding and appreciation of the service requirements in a political environment and the ability to manage within a political infrastructure.

Substantial experience of interaction with elected Members and politicians.

Experience at board level in a large complex organisation.

Experience of successful financial management and a proven track record, showing commercial acumen.

Proven track record of management and leadership of multi-disciplined senior staff. Ability to deal assertively with division or unacceptable performance.

Understanding of the wider social and economic environment within the County of Kent.

Proven track record of working effectively in co-operation and partnership with a wide range of organisations from the public, private and voluntary sectors.

Skills & Abilities:

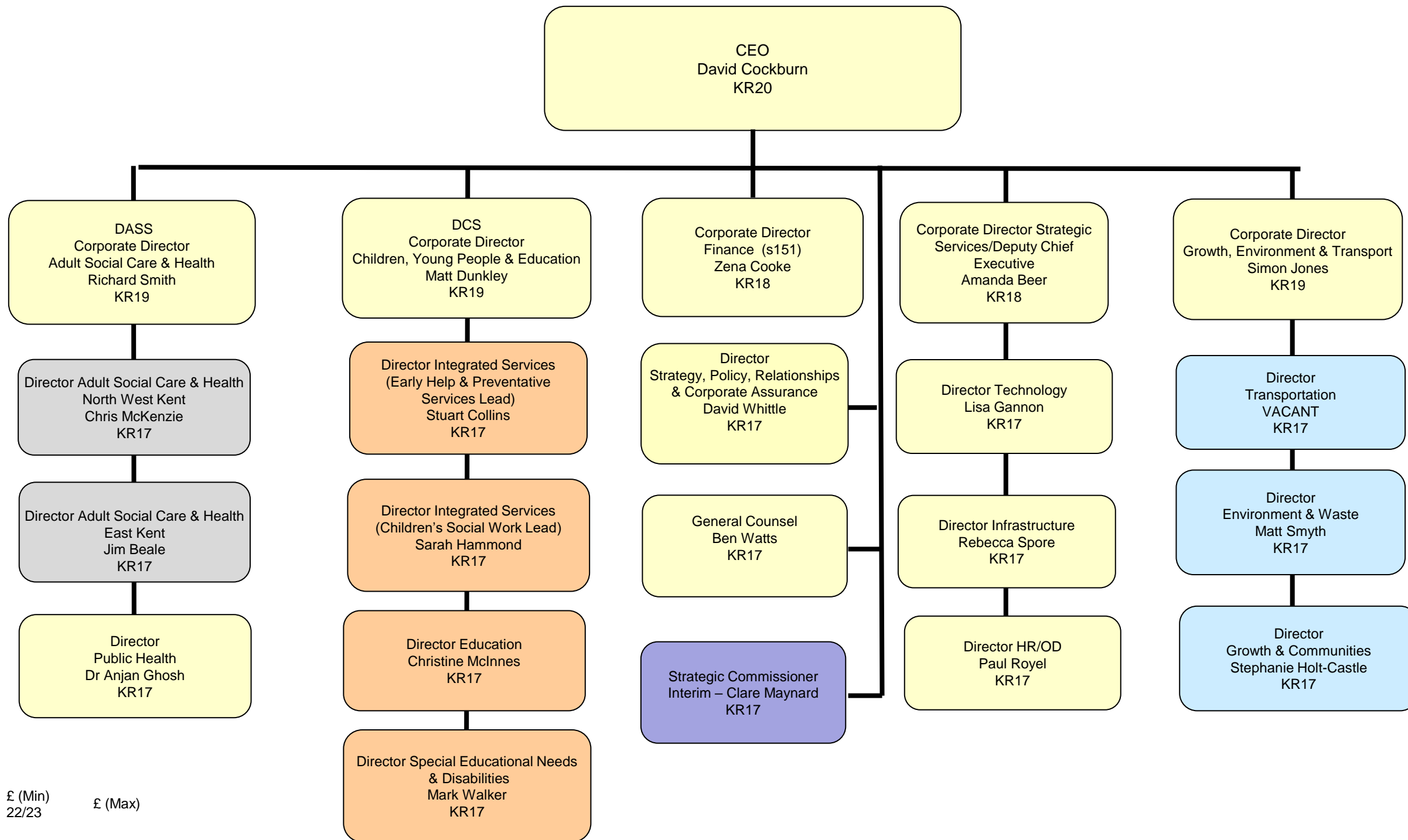
Vision and creativity to build on KCC's success through innovation, which crosses existing organisational boundaries and delivers the Administration's objectives.

Excellent interpersonal and diplomacy skills.

Drive, energy, enthusiasm and commitment to sustain an extensive agenda.

First class communication skills with the ability to build strong networks and influence nationally, regionally and within KCC.

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Grade Names	£ (Min) 22/23	£ (Max)
KR17	£100,286	£119,193
KR18	£125,609	£149,359
KR19	£150,106	£204,640
KR20	£205,700	£211,002

KEY:
H/C – Headcount
FTE – Full Time Equivalent

CMT
Member of the Corporate Management Team

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Job Description:	Deputy Chief Executive
Date:	July 2022
Grade:	KR19
Responsible to:	Chief Executive Officer

Job Purpose

To be the Deputy to the Council's Chief Executive Officer and Head of Paid Service.

Act as Senior Responsible Officer for the Strategic Reset Programme

Lead and direct the strategic and operational delivery of a range of professional business support activities ensuring they fully support the Council's *Framing Kent's Future* Strategic Plan and all council service strategies to enable effective service delivery by all directorates to the people of Kent.

Accountabilities

As a member of the Corporate Management team the post holder will work within the KCC Organisational Responsibilities for Senior Officers. In addition, 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.

As Senior Responsible Officer for the Strategic Reset Programme and Chair of the Strategic Reset Board, provide leadership on a range of prioritised activity across the Council to deliver the Strategic Statement ambitions, the wider transformation agenda and improve the efficiency and the performance of the council.

Direct the development of Council wide policy, cross service strategy and joint working on key issues in relation to Property; ICT; HR/OD; Health and Safety; and Marketing and Resident Experience to support the effective strategic management of the County Council.

Work effectively with Elected Members and Senior Officers in developing and implementing plans and strategies that meet the county's current and future needs.

Ensure delivery of effective and integrated professional support services and related strategies for Human Resources and Organisation Development; Infrastructure; Technology; Marketing and Resident Experience; and Health and Safety aligned to service and strategic outcomes.

Support the Chief Executive, through both Directorate strategies and activities and personal involvement, in leading and developing relationships with key stakeholders in government, business and the communities in Kent, creating partnership to influence

views and decisions for Kent's benefit.

Person Specification:

Knowledge and experience:

- A qualification to degree level with an appropriate management qualification or equivalent.
- Extensive experience at senior management level in local government and/or in other large complex organisations.
- Experience of working in a politically led organisation.
- A proven track record of the effective delivery of major transformation in a challenging environment.
- Strong understanding of business and financial management
- Strong understanding of and commitment to relevant governance frameworks

Skills and abilities:

- Ability to provide vision and direction as well as motivate and empower individuals and teams.
- Ability to lead and inspire change.
- A first class communicator with highly developed oral, written and presentational skills.
- Highly influential and able to develop relationships with a range of stakeholders which inspire respect.
- High level of energy and commitment with the initiative to plan and deliver successful outcomes.

Behaviours:

- A visible and engaging leader, who works positively with elected Members, staff, and partners.
- Professionally courageous.
- Inspires the confidence of others.
- Honest and open and deals with people courteously, ensuring fair and consistent treatment.

JOB DESCRIPTION

Job Title: Director of Human Resources and Organisation Development

Responsible to: Deputy Chief Executive

Grade: KR17

Job Purpose:

Act as Head of Profession to ensure the improvement and implementation of Human Resources and Organisation Development strategy, policy and standards across the organisation.

Direct the development and implementation of Kent County Council's People Strategy.

Principal Accountabilities:

- Directors will work within the KCC Corporate Responsibilities for Senior Officers. In addition, as a member of the 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.
- Deliver a comprehensive, reliable high quality HR and OD service to KCC, including change management, employee resourcing, pay and reward, recruitment, equalities, training, employee relations, employee engagement, management information to meet the business needs of the County Council.
- Develop and deliver a progressive Organisational Development programme that would include Leadership and Management development, workforce development, culture, and values to ensure the continued growth and capacity of KCC as an employer.
- Drive the improvement of standards in HR and OD practice across KCC as the head of profession to ensure the delivery of a high quality service.
- Develop, implement and monitor a business plan and performance management framework for the HR and OD Division to ensure its effective operation and make the best use of resources.
- Develop and maintain a strong professional presence with elected Members, Senior Officers and external bodies to create a positive image of KCC as an employer and of the HR and OD function.
- Provide direction, leadership and professional guidance to staff in the HR and OD Division to ensure a motivated team and a culture of high performance and continuous improvement.

- Commission and monitor the delivery of a high quality, cost effective payroll and personnel administration service. Ensure the effective development of the relevant business system by ensuring processes are streamlined, bureaucracy is minimised minimising and accurate, timely and meaningful management information is provided.
- Initiate and lead on developments in HR and OD practice to reflect latest thinking and meet KCC's aspiration to be a leading public sector employer.
- Act as KCC's principal policy adviser on employment issues supporting Members and Senior Officers on complex/high level employee relations cases and leading on corporate consultation and negotiation arrangements to maintain an effective employee relations climate.

Person Specification:

Knowledge and experience:

- A qualification to degree level with an appropriate HR management qualification or equivalent.
- Extensive experience at senior management level in local government and/or in other large complex organisations.

Skills and abilities:

- Ability to provide vision and direction as well as motivate and empower individuals and teams.
- Ability to lead an inspire cultural change.
- Highly developed people and budget management skills.
- A first class communicator with highly developed oral, written and presentational skills.
- Highly influential and able to develop relationships which inspire respect.
- High level of energy and commitment with the initiative to plan and deliver successful outcomes and drive the HR agenda.

Behaviours:

- Has credibility because of what they do and how they do it rather than relying on their position or profession.
- Professional courage.
- Engages and inspires the confidence of others.
- Honest and open and deals with people courteously, ensuring fair and consistent treatment.

- Strong commitment to KCC's approach and objectives through continuous improvement, best value, equal opportunities and service excellence.

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From: Roger Gough, Leader of the Council
Clair Bell, Cabinet Member for Adult Social Care & Public Health

To: County Council 26 May 2022

Subject: **Health and Care Partnership Working with the Kent and Medway Integrated Care System**

Classification: Unrestricted

Summary: KCC is committed to work in partnership to improve the health outcomes of our residents through stronger integrated working arrangements that focus on wellbeing and the prevention of ill health.

Achieving the scale of ambition set out in the Health and Care Act requires substantial and long-term commitment not only from Government but from local government and NHS leaders at every level – national, regional, system, place and neighbourhood.

This paper provides the latest in a series of progress reports setting out how KCC will work with the Kent and Medway Integrated Care System and how it intends to act as a partner at both System and Place level. It builds on the extensive partnership working that has taken place to prepare for 1st July 2022, when the Kent and Medway Integrated Care System becomes fully operational.

The paper focuses on strategic arrangements and aims to put in place the correct foundations for joint working, decision making and Governance at a System level. These foundations are captured in the Draft Terms of Reference attached for approval by County Council.

This work will underpin how the Statutory Partners, KCC, NHS and Medway Council will work together moving forward. It creates a framework in which we can come together to fundamentally rethink the way health and social care services are provided and to deliver more preventative, coordinated care to the population we support.

Recommendations:

County Council is asked to note and consider the content of this report

County Council is asked to approve the draft Terms of Reference for the Integrated Care Partnership Committee as found at Appendix 2

1. Background

1.1 The Health and Care Bill is now an Act of Parliament after it received Royal Assent on 28 April. County Council will recall that Integrated Care Systems (ICS) are being established in all areas of the Country as set out in the Act. Integrated Care Systems are partnerships of health and care organisations that plan and deliver joined-up services to improve the health and wellbeing of people in their area. The planned implementation date is 1st July 2022.

1.2 The four core purposes of the Integrated Care System are:

- Improving outcomes in population health and healthcare
- Tackling inequalities in outcomes, experience, and access
- Enhancing productivity and value for money
- Supporting broader social economic development.

1.3 The structure of the emerging Kent and Medway Integrated Care System is shown in Figure One below. Creating the architecture and governance arrangements for the Integrated Care System continues to be a complex and challenging agenda with a great deal of technical detail involved. KCC is legally required to participate in the Integrated Care System as an equal and significant partner. However, it is also vital for KCC to be fully engaged in the development of its operating framework to influence and shape the priorities, activity and commissioning decisions that will play a major part in the future health and wellbeing of our residents.

1.4 There are two parts to an Integrated Care System. The first part is the integrated care partnership, or ICP: a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS. The second part is a statutory body, the integrated care board, or ICB: the ICB will be responsible for the commissioning of healthcare services in that ICS area, bringing the NHS together locally to improve population health and care.

1.5 The roles of the ICP and the ICB are distinct and complementary in supporting the objectives of the ICS. The ICB is an organisation designed to align the planning and operation of NHS care and is accountable for NHS expenditure. The ICP will provide a forum for NHS leaders and local authorities to come together, as equal partners, with important stakeholders from across the system and community. Together, the ICP will generate an integrated care strategy to improve health and care outcomes and experiences for their populations, for which all partners will be accountable.

1.6 The Integrated Care Partnership is also expected to highlight where coordination is needed on health and care issues and challenge partners to deliver the action required. These include, but are not limited to:

- helping people live more independent, healthier lives for longer
- taking an overview of people's interactions with services across the system and the different pathways within it
- addressing inequalities in health and wellbeing outcomes, experiences and access to health services
- improving the wider social determinants that drive these inequalities, including employment, housing, education, environment, and reducing offending
- improving the life chances and health outcomes of babies, children and young people
- improving people's overall wellbeing and preventing ill-health

2 Latest National Context

- 2.1 The Health and Care Act is part of the wider set of mutually reinforcing reforms that include the Integration White Paper, *Health and Social Care Integration: joining up care for people, places and populations* and the adult social care reform white paper. A white paper tackling Health Disparities is also expected later this year.
- 2.2 The Integration White paper is significant as it sets out plans to join up care for:
- patients and service users
 - staff looking for ways to better support increasing numbers of people with care needs
 - organisations delivering these services to the local population
- 2.3 The White Paper proposals are summarised in Appendix 1. These proposals give added significance to the role of Places: in Kent and Medway Places equate to our 4 Health and Care Partnership areas.
- Dartford, Gravesham and Swanley
 - West Kent
 - East Kent
 - Medway and Swale
- 2.4 The Integration White Paper will shape how the Kent and Medway System will operate and it provides both opportunities and challenges for KCC. For example:
- i. The focus on a geographical Place as the key delivery mechanism. The expectation set out in the White Paper is that all local areas should aim to manage services and have associated budgets by 2026. In Kent this could provide opportunities for KCC to work in new ways with the 4 Health and Care Partnerships to build local pathways of care and encourage investment in community and preventative services.
 - ii. To achieve this Places are expected to accelerate the routine pooling and alignment of “a significant and in many cases growing proportion” of NHS and social care budgets. Places will need to develop ambitious plans to increase the scope and proportion of health and care activity and spend to be overseen by and funded through ‘place-based’ arrangements. While the paper states that “eventually” pooled budgets and aligned financial arrangements will cover much health and care funding at place level, the Government says it will not, at this stage mandate how this is achieved.
 - iii. The hope is for a widespread shift in spending and prioritisation from the treatment of illness towards preventing it in the first place. This provides KCC with opportunities to consider potential innovative joint funding arrangements to drive forward improvement. The White Paper has clear ambitions regarding the future of joint resourcing arrangements at a local level. However, to meet the scale of the ambitions described considerable work needs to be undertaken at a national and local level to determine how this might work. Indeed, it may well need further/additional primary legislation regarding local authority funding arrangements to enable this.

- iv. Mechanisms do already exist to support limited pooled funding arrangements and there are plans to make it easier for local systems to enter into such agreements. The Better Care Fund was created in 2013 by Government and requires the NHS and local government to create a local single pooled budget to incentivise closer working around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services for the benefit of the people, communities and health and care systems. Later this year, the Government will set out a new policy framework for the Better Care Fund from 2023, including how the programme will support the implementation of integration at place level, it will also review regulations underpinning section 75 arrangements and publish revised guidance. Section 75 agreements are made between local authorities and NHS bodies and can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner/s.
- v. The government expects all places to have “a single person, accountable for shared outcomes” by Spring 2023. This person will be agreed by the relevant Local Authorities and the integrated care board and could be an individual with a dual role across health and care or an individual lead for a place-based Board. Local authority and NHS accountabilities remain unchanged. In Kent and Medway there would be 4 individuals. The role, responsibility and accountability of these posts will need to be carefully considered to make them meaningful and trusted resources for the System. This may be a particular challenge for the Medway and Swale Health and Care Partnership which is not co-terminous with the Local Authority boundaries of Medway Council and KCC.
- vi. The expanding role of CQC will task CQC with considering progress on outcomes agreed at place level as part of its assessment of Integrated Care Systems. KCC will be expected to be a strong and significant partner in delivering against these agreed outcomes

3 Latest Developments in Kent and Medway

Since the last report to County Council the Integrated Care System has been developing its governance arrangements and structures to enable it to fulfil its purposes. Progress includes arrangements for:

- 3.1 The Integrated Care Partnership Committee (ICP).** It has been agreed that
- i. It will be chaired by KCC and Medway Council Leaders on a rotational basis of 2 years at a time, with the Leader who is NOT the chair acting as Vice-chair. It has been agreed that KCC’s Leader will act as chairman for the first two years with Medway Council’s Leader acting as Vice-chair. Along with the ICB Chair Designate they will form a coherent leadership group setting the vision and purpose for the Integrated Care Partnership.
 - ii. The draft Terms of Reference for the Integrated Care Partnership Committee must be presented to the 3 statutory partners, KCC, Medway Council, and the NHS Integrated Care Board for approval. They are attached at Appendix 2 for approval by Full Council.

- iii. There will be a shadow meeting of the Committee in June 2022. The Integrated Care Partnership Committee will then meet monthly until December 2022 to support the development of the Integrated Care Strategy. Government has set a deadline that integrated care strategies should be published by December.
- iv. Integrated Care Partnerships are encouraged to form relationships with a range of other stakeholders appropriate to the places they cover, by either inviting them to be members of the ICP committee or engaging with them in other ways. This is because only 10 to 20 percent of good health is considered to come from medical interventions. The other 80 to 90 percent is associated with health-related behaviours, socioeconomic factors, and environmental factors. Therefore, without the involvement of the district, borough, town and parish councils a huge opportunity will be missed to truly improve the health and wellbeing of our population.
- v. To take account of this requirement to include the broadest Membership the ICP Committee will also include the Voluntary Sector and Healthwatch. However, there is also a consensus that a subcommittee will be established to inform the development of the integrated care strategy and address the wider determinants of health such as economic and social wellbeing. It is planned that Membership of this subcommittee will include a wide range of partners with expertise including employment, community safety, housing, economic development, environment, leisure and planning.

3.2 The Integrated Care Board (ICB).

The NHS are developing the operationally focussed ICB, taking on the functions of the current CCG with additional responsibilities passed down from NHS England/Improvement. The Corporate Director for ASCH and the Director of Public Health are expected to be members of the ICB. One will be a voting Member and one will be a participant or non-voting member. The ICB will also have a subcommittee focussed on population health outcomes and health inequalities that will work closely with the Integrated Care Partnership and its planned subcommittee on the social and economic causes of inequality.

3.3 Health and Care Partnerships and Provider Collaboratives: In development

- i. Partnerships at place level are known in Kent and Medway as Health and Care Partnerships. These are in development and over time will become the engine room for delivering more joined up integrated care and tackling local health inequalities. The details are still in development and will be the subject of further progress reports to County Council. Currently it is expected that the local Area Director for Adult Social Care and Health and a Public Health Consultant will attend these Boards.
- ii. Children's services and services for people with learning disabilities, mental health problems or autism may be delivered through county wide arrangements called Provider Collaboratives – this is still very early thinking- as is KCC's involvement and representation. Provider collaboratives are

partnerships that bring together two or more NHS trusts (public providers of NHS services including hospitals and mental health services) to work together at scale to benefit their populations. While providers have worked together for many years, the move to formalise this way of working is part of a fundamental shift in the way the health and care system is organised, moving from an emphasis on organisational autonomy and competition to collaboration and partnership working. From July 2022, all NHS trusts providing acute and mental health services will need to join a provider collaborative. NHS community and ambulance trusts and non-NHS providers, such as voluntary, community and social enterprise (VCSE) sector organisations or independent providers, will be offered the opportunity to take part where this will benefit patients and makes sense for the providers. Individual providers may be involved in more than one collaborative. This is different from previous initiatives because collaboration is now mandated, rather than encouraged, and provider collaboratives will become a universal part of the health and care landscape across England.

- iii. However, how these arrangements develop will vary significantly across the country. They may take different forms and will vary in their scale and scope: some will be 'vertical' collaboratives involving organisations that provide different services (e.g., collaboratives bringing together primary care, community, local acute, mental health and social care providers); others will be 'horizontal' collaboratives that bring together providers that offer similar services (e.g., a chain of acute hospitals or mental health services)
- iv. Guidance is clear that it is up to members of the proposed collaborative to decide which arrangement will work best for them in the context of their 'shared purpose and objectives'. This permissive approach recognises that the form and function of the newly mandated provider collaboratives will in many ways be determined locally; influenced by the history of collaboration, the local provider context and the relationships in that area. KCC will need to consider if working through a Provider Collaborative improves care pathways providing new models of care that benefit the people who use those services.
- v. The important role of Members is also being developed by Health and Care Partnerships to work out how there will be both KCC and District Member involvement in setting local priorities for tackling health inequalities that will relate to the Integrated Care Partnership and the Integrated Care Strategy.

3.4 Primary Care Networks

42 Primary Care Networks operating at neighbourhood level. Adult Social Care is working jointly at this level through multi-disciplinary teams focusing on identifying and supporting individuals at risk of going into crisis.

4. Local Delivery

- 4.1 This Paper is focussed on the development of the architecture and governance of the System, the Integrated Care Partnership, and its Sub Committees. However, front line planning and delivery remains firmly in focus. KCC and the NHS continue to strengthen joint working arrangements building on the opportunities provided through the structures of the emerging

Integrated Care System and the challenges that brought us together through the pandemic.

Here are a small number of examples:

- i. Adult Social Services is working in collaboration with the NHS to support the flow from hospitals into the community. A joint commissioning management group had been established to agree initiatives with the NHS. Hospital trusts supported by Council staff had been running discharge events. KCC and NHS have also jointly commissioned services to strengthen support to individuals diagnosed with dementia.
- ii. Children's Services continue to grow their joint commissioning function which is working to improve access to Speech and Language services and is currently developing a joint preventative project called the nurture programme where mental health teams provide training and support to school staff to identify and understand young people struggling with their mental health and wellbeing.
- iii. Public Health continues to develop and focus partnerships on mental health initiatives- for example Kent and Medway Children and Young People Suicide and Self Harm Prevention Network is working across a wide range of partners developing and promoting resources such as the Flux programme which uses the arts and creativity to help young people feel positive about themselves and the Better U app that offers digital self-help tools to support emotional well-being.
- iv. Health Overview and Scrutiny Committee have been raising concerns for some time regarding availability of access to GPs. The Chair of HOSC is supporting a project led by NHS to improve GP recruitment in Thanet, Swale and Medway. These areas have a low GP:patient ratio and the pilot aims to improve this and relieve pressures on the local health system. If it is successful, the intention is to roll it out across other areas in Kent.

5. Conclusion

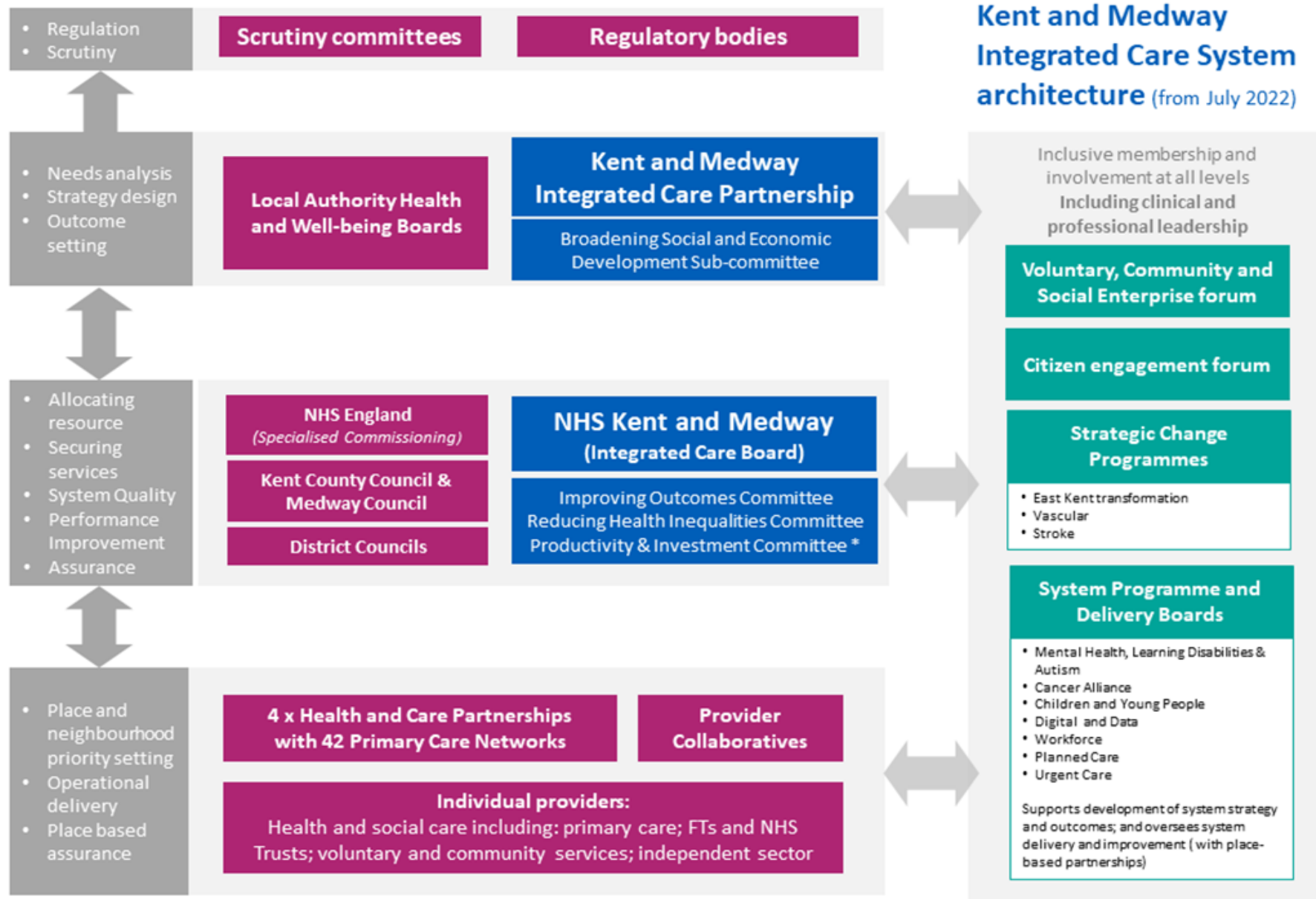
The emerging Integrated Care System is proving to be a complex and technical subject. However, it is vital that Members are aware of the direction of travel and have oversight of the progress being made. At the heart of this work is the ambition to enable health and care organisations to apply their collective strength to tackle the health and care challenges faced by the population we all serve. Agreeing a strong framework for partnership working is the first step in officially setting the tone, purpose and priorities of our Integrated Care System as it matures.

Recommendation:

1. County Council is asked to note and consider the content of this report
2. County Council is asked to approve the draft Terms of Reference for the Integrated Care Partnership Committee as found at Appendix 2.

Author: Karen Cook, Policy and Relationships Adviser (Health) E-Mail: karen.cook@kent.gov.uk, Tel: 03000 415281

Figure One



* Plus ICB Audit Committee and ICB Remuneration Committee and ICB Primary Care Committee

Appendix One: Health and Social Care Integration: joining up care for people, places and populations.

The White Paper defines successful integration as the planning, commissioning and delivery of co-ordinated, joined up and seamless services to support people to live healthy, independent and dignified lives. It emphasises improving outcomes for the population as a whole and states everyone should receive *the right care, in the right place, at the right time*.

It sets out the ambition for better integration across primary care, community health, adult social care, acute, mental health, public health and housing services which relate to health and social care. Children's services are not in scope of the White Paper, but it does state that they can be included if all local partners agree.

It focuses on 4 areas:

- Shared outcomes
- Leadership, accountability, and finance
- Digital and data
- Workforce and carers

Integrated Care Systems have the freedom to set up their own local arrangements – so what is reported here as a model is only for guidance and is being developed and agreed locally.

Summary of key proposals that the Government has committed to:

The key proposals of the white paper are summarised below.

The Government will:

- consult stakeholders and set out a framework for shared outcomes with a concise number of national priorities and approach for developing additional local shared outcomes, by Spring 2023
- ensure implementation of shared outcomes will begin from April 2023
- on leadership, accountability, and oversight, set an expectation that by Spring 2023, all places should adopt a model of accountability and provide clear responsibilities for decision making including over how services should be shaped to best meet the needs of people in their local area.
- review section 75 of the 2006 Act which underpins pooled budgets, to simplify and update the regulations
- work with partners to develop guidance for local authorities and the NHS to support going further and faster on financial alignment and pooling
- publish guidance on the scope of pooled budgets in Spring 2023

- work with the Care Quality Commission (CQC) and others to ensure the inspection and regulation regime supports and promotes the new shared outcomes and accountability arrangements at place
- develop a national leadership programme, addressing the skills required to deliver effective system transformation and place-based partnerships, subject to the outcomes of the upcoming leadership review
- publish a final version of the Data Strategy for Health and Care (Winter 2021/22)
- ensure every health and adult social care provider within an ICS reaches a minimum level of digital maturity
- ensure all professionals have access to a functionally single health and adult social care record for each citizen (by 2024) with work underway to put these in the hands of citizens to view and contribute to
- ensure each ICS will implement a population health platform with care coordination functionality, which uses joined up data to support planning, proactive population health management and precision public health (by 2025)
- develop a standards roadmap (2022) and co-designed suite of standards for adult social care (Autumn 2023)
- enable one million people to be supported by digitally enabled care at home (by 2022)
- on workforce, strengthen the role of workforce planning at ICS and place levels
- review barriers (including regulatory and statutory) to flexible movement and deployment of health and care staff at place level
- develop a national delegation framework of appropriate clinical interventions to be used in care settings
- increase the number of clinical practice placements in social care during training for other health professionals
- improve opportunities for cross-sector training and joint roles for adult social care and NHS staff in both regulated and unregulated roles

Key expectations in the White Paper include:

- Consulting with stakeholders to set out a framework with a defined set of national priorities and the approach for developing additional local shared outcomes, by Spring 2023, with expected implementation of shared outcomes from April 2023

- On place based leadership, accountability and oversight, an expectation that by April 2023, all places will adopt a model of accountability and provide clear responsibilities for decision making
- Working with partners to develop guidance for local authorities and the NHS to support going further and faster on financial alignment and pooling of budgets (at system and place level) from spring 2023
- Working with the CQC to ensure the inspection and regulation regime supports and promotes the new shared outcomes and accountability arrangements at a place level
- Developing a national leadership programme, addressing the skills required to deliver effective system transformation and place-based partnerships
- Ensuring all professionals have access to a single health and adult social care record for each citizen (by 2024)
- Ensuring each ICS implements a population health platform with care coordination functionality, that uses joined up data to support planning, proactive population health management and precision public health by April 2025 (K&M current plans to have this in place by 2024)
- Developing a standard roadmap during 2022 and co-designed suite of standards for adult social care by autumn 2023
- Reviewing barriers (including regulatory and statutory) to flexible movement and deployment of health and care staff at place level
- Developing a national delegation framework of appropriate clinical interventions to be used in care setting



Kent and Medway Integrated Care Partnership Joint Committee

Terms of Reference

1. Introduction

1.1. In accordance with the powers set out **under Section XXXX of the National Health Service Act 2006 (as amended)**, and the Local Government and Public Involvement in Health Act 2007, the following organisations have established an Integrated Care Partnership (ICP) Joint Committee:

1.1.1 Kent and Medway Integrated Care Board (ICB)

1.1.2 Kent County Council (KCC) and Medway Council, together known for the purposes of this terms of reference as the Local Authorities

1.2. The Integrated Care Partnership is established as a Joint Committee of the above parties, to whom they are accountable. The Joint Committee is authorised to act within these Terms of Reference, which set out the membership, remit, responsibilities, authority and reporting arrangements of the Joint Committee.

2. Principles

2.1. The ICP is founded, first and foremost, on the principle of equal partnership between the NHS and local government to work with and for the communities of Kent and Medway

2.2. The ICP plays a key role in nurturing the culture and behaviours of a system that works together to improve health and well-being for local people. In undertaking its work, the Joint Committee will respect the nine key partnership principles:

2.2.1. Come together under a distributed leadership model and commit to working together equally

2.2.2. Use a collective model of decision-making that seeks to find consensus between system partners and make decisions based on unanimity as the norm, including working through difficult issues where appropriate

2.2.3. Operate a collective model of accountability, where partners hold each other mutually accountable for their respective contributions to shared objectives within the remit of the Joint Committee

2.2.4. Agree arrangements for transparency and local accountability, including for example meeting in public with minutes and papers available online

2.2.5. Focus on improving outcomes for people, including improved health and

wellbeing and reduced health inequalities

- 2.2.6. Ensure co-production and inclusiveness throughout the Integrated Care System (ICS) is championed
 - 2.2.7. Support the triple aim (improved population health, quality of care and cost control), the legal duty on statutory bodies to collaborate and the principle that decision-making should happen at a local level (including provider collaboratives) where that is the most appropriate approach
 - 2.2.8. Draw on the experience and expertise of professional, clinical, political and community leaders
 - 2.2.9. Create a learning system, sharing improvements across the system geography and with other parts of the country, crossing organisational and professional boundaries
- 2.3. In undertaking its work, the ICP will also ensure it continually champions the four purposes of an integrated care system as defined by NHS England:
- 2.3.1. To improve outcomes in population health and healthcare
 - 2.3.2. To tackle inequalities in outcomes, experience and access
 - 2.3.3. To enhance productivity and value for money
 - 2.3.4. To help the NHS support broader social and economic development

3. Purpose

- 3.1. The purpose of the Joint Committee is:
- 3.1.1. To produce an Integrated Care Strategy, developed with respective system partners and stakeholders, which covers the needs of the whole population of Kent and Medway
 - 3.1.2. To influence improvement in the wider determinants of health and broader social and economic development, in areas such as housing, climate, transport, sport and leisure, etc
 - 3.1.3. In developing the strategy, this should include development of a plan to address the broad health and social care needs of the population within Kent and Medway
 - 3.1.4. Aligned to the Integrated Care Strategy, to develop and agree a suite of corresponding outcome measures - based on robust data, intelligence, research and innovation - to improve the health and well-being of the population at large
 - 3.1.5. To seek on-going assurance in delivery of the strategy and associated outcome measures and, where required, agree actions to secure this assurance
 - 3.1.6. To support the bringing together of health and care partnerships and

coalitions with community partners which are well-situated to act on the wider determinants of health in the local area

- 3.2. The Joint Committee may from time to time have other responsibilities given to it by the Local Authorities and or the ICB, subject to compatibility with legislation and compliance with the decision making process of the relevant body.

4. Responsibilities:

- 4.1. The Joint Committee is expected to facilitate coordination on health and well-being issues that no one part of the system can address alone and instead requires action by all partners. These include, but are not limited to:

4.1.1. Helping people live more independent, healthier lives for longer;

4.1.2. Addressing inequalities in health and wellbeing outcomes, experiences and access to health services;

4.1.3. Improving the wider social determinants that drive these inequalities, including employment, housing, education and environment;

4.1.4. Improving the life chances and health outcomes of babies, children, and young people; and

4.1.5. Improving people's overall wellbeing and preventing ill-health

- 4.2. Members of the Joint Committee will engage with stakeholders at system, place, and community levels in order to achieve the remit of the ICP.

- 4.3. In achieving its role, the Joint Committee will:

4.3.1. Develop and oversee delivery of an Integrated Care Strategy and a suite of corresponding outcome measures, for improving health and wellbeing across Kent and Medway. The Joint Committee will recommend approval of the Strategy and outcome measures to the ICB and Local Authorities for approval.

4.3.2. Ensure the Integrated Care Strategy:

- a. Is built bottom-up from population health management data and local assessments of need (including local authority joint strategic needs assessments), with a specific focus on reducing inequalities and improving population health
- b. Considers communities that have or may have specific and or unique characteristics
- c. Takes account of any local health and wellbeing strategies, prepared under section 116A of the Local Government and Public Involvement in Health Act 2007

- d. Addresses those challenges that the health and care system cannot address alone, especially those that require a longer timeframe to deliver, such as tackling health inequalities and the underlying social determinants that drive poor health outcomes
 - e. Includes (as part of any mandatory requirements):
 - integration strategies, for example, setting of a strategic direction and work plan for organisational, financial, clinical and informational forms of integration
 - a joint workforce plan, including the NHS, local government, social care and VSCE workforce
 - arrangements for any agreed pooled funding and Section 75 agreements¹
 - f. is published and made widely available
 - g. is reviewed annually
- 4.3.3. Receive from local authority partners on an agreed basis, updated assessments of need and, on receipt, consider whether the current Integrated Care Strategy should be revised, based on the updated information
- 4.3.4. Take account of available clinical and social research, innovation, and best practice, drawing on the expertise of appropriate academia and other stakeholders
- 4.3.5. Align partner ambitions through convening and involving all stakeholders across health, social care and more widely across sectors, in developing strategy and action to improve health and wellbeing and wider socio-economic conditions for the Kent and Medway population
- 4.3.6. Bolster its understanding of need and expected outcomes, particularly for the most vulnerable and groups with the poorest health and well-being; through insights gained from engagement and collaboration with various sectors, for example the voluntary community and social enterprise (VCSE) sector, Healthwatch, the criminal justice system and service users
- 4.3.7. Produce, publish and annually review an engagement strategy that emphasises the work of the ICP and the key priorities and expected outcomes in the Integrated Care Strategy
- 4.3.8. As a Joint Committee between the ICB and Local Authorities, ensure intelligence is shared in a timely manner that enables the evolving needs of the local health and care services to be widely understood and opportunities for at scale collaboration, maximised
- 4.3.9. Receive information as is required to enable review and on-going assurance

¹ This may also include any other local funding and resourcing arrangements that may be agreed between the parties from time to time.

regarding delivery of the strategy and expected outcomes

4.3.10. Within the agreed levels of any delegated authority of the Joint Committee, agree appropriate action amongst partners to secure the required assurances

4.3.11. Undertake any other responsibilities that may be agreed by the Local Authorities and or the ICB

5. Delegated authority and cooperation

5.1. The Joint Committee is authorised by and accountable to Kent and Medway ICB, Kent County Council and Medway Council.

5.2. All partner members agree to co-operate with any reasonable request made by the Joint Committee to enable it to fulfil its responsibilities, insofar as respective partner member organisational governance arrangements allow..

5.3. In line with the requirements of the Health and Care Act 2022, the Joint Committee shall:

5.3.1. Develop an Integrated Care Strategy, and related outcome measures and assurance arrangements that cover the needs of the whole population. The Strategy and outcome measures will be recommended by the Joint Committee to the ICB and Local Authorities for formal approval through their individual governance arrangements

5.3.2. Request any information necessary from partner members to enable effective review and on-going assurance regarding delivery of the Integrated Care Strategy and associated outcome measures. All information requests between the partner members and with the Joint Committee will be managed in accordance with the relevant legislation and any partner sharing agreements in place

5.3.3. Agree actions amongst ICP partner members to secure the required assurances regarding delivery of the Integrated Care Strategy and outcomes, in so far as partner member schemes of delegation allow this

6. Membership, Chair and Leadership Team

6.1. Membership of the Joint Committee will be made up of elected, non-executive and clinical and professional members as follows:

6.1.1. Leader of KCC

6.1.2. Leader of Medway Council

6.1.3. Chair of the Kent and Medway ICB

6.1.4. Two additional Local Authority elected executive members from KCC, who hold an appropriate portfolio responsibility related to Joint Committee

business

- 6.1.5. Two additional Local Authority elected executive members from Medway Council, who hold an appropriate portfolio responsibility related to Joint Committee business
- 6.1.6. One additional ICB Non-Executive Director
- 6.1.7. An ICB Partner Member who can bring the perspective of primary care
- 6.1.8. The Chairs of the four Kent and Medway Health and Care Partnerships
- 6.1.9. An elected District Council representative from within the geographies of each of the four Kent and Medway Health and Care Partnerships
- 6.2. Members are not permitted to have deputies to represent them.
- 6.3. The Chair of the Joint Committee shall be either the Leader of Kent County Council or Medway Council and will be elected at the first meeting of the Joint Committee to serve as Chair for a two year period. The Chair will rotate every two years between the Local Authority leaders.
- 6.4. The Joint Committee shall have the following standing non-voting attendees (these shall be known as Participants):
 - 6.4.1. Medway Council Chief Executive
 - 6.4.2. Kent County Council Head of Paid Service, or nominated representative
 - 6.4.3. Kent and Medway ICB Chief Executive
 - 6.4.4. Kent and Medway Directors of Public Health
 - 6.4.5. Kent and Medway ICB Medical Director
 - 6.4.6. A representative from each of Kent Healthwatch and Medway Heathwatch
 - 6.4.7. A representative from the Kent and Medway Voluntary, Community and Social Enterprise Steering Group
 - 6.4.8. Kent and Medway Local Authority directors of adult and children's social care
 - 6.4.9. A representative from Kent Integrated Care Alliance
 - 6.4.10. A representative from the Kent, Surrey and Sussex Academic Health and Science Network
 - 6.4.11. A representative from the Local Medical Committee
- 6.5. The Chair may call additional individuals to attend meetings to inform discussion. Attendees may present at Joint Committee meetings and contribute to discussions as invited by the Chair but are not allowed to participate in any vote.
- 6.6. The Chair may invite or allow individuals to attend meetings held in private as observers. Observers may not present or contribute to any discussion unless invited

by the Chair and may not vote.

- 6.7. To support the Chair and recognising the collective model of accountability, a Leadership Team comprising the two Local Authority leaders and the Chair of the ICB will be established to agree the forward plan (in discussion with partner members), meeting agendas, and other items of business relating to the Joint Committee.
- 6.8. In the event that the Joint Committee Chair is not available to chair the meeting (due to absence or a conflict of interest), the other Local Authority leader will preside over the matter(s) to be discussed. Where neither leader is available to preside, the ICB Chair will preside over matters.

7. Meetings and Voting

- 7.1. Meetings of the Joint Committee will be open to the public. The public and other Observers may be excluded from the meeting, whether for the whole or part of the proceedings, where the Joint Committee determines that discussion in public would be prejudicial to the public interest or the interests of ICB or Local Authorities by reason of:
 - 7.1.1. The confidential nature of the business to be transacted
 - 7.1.2. The matter being commercially sensitive or confidential
 - 7.1.3. The matter being discussed is part of an on-going investigation
 - 7.1.4. The matter to be discussed contains information about individual patients or other individuals which includes sensitive personal data
 - 7.1.5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings is to be discussed
 - 7.1.6. Any other reason permitted by the Public Bodies (Admission to Meetings) Act 1960 as amended or succeeded from time to time
 - 7.1.7. To allow the meeting to proceed without interruption, disruption and/or general disturbance
- 7.2. Meetings held in public will be referred to as Part 1 meetings. Meetings or parts of meetings held in private will be referred to as Part 2 meetings.
- 7.3. When the Chair of the Joint Committee deems it necessary in light of the urgent circumstances to call a meeting at short notice, the notice period shall be such as they shall specify. Where possible this will be agreed by the Leadership Team.
- 7.4. The aim of the Joint Committee will be to achieve consensus decision-making wherever possible. Where a formal vote is required each member of the Joint Committee shall have one vote. The Joint Committee shall reach decisions by a majority of members' present, subject always to the meeting being quorate. Where a majority vote is not achieved the proposal will not be passed. The Chair shall not

have a second or casting vote, where the vote is tied.

- 7.5. All Members, Participants and any other individuals involved in the discussions are required to declare any interest relating to any matter to be considered at each meeting, in accordance with the partner member's relevant policy on standards and managing conflict of interests. Where the partner member does not have such a policy or policies, the ICB's policy on business standards and managing conflicts of interest shall apply.

8. Quorum

- 8.1. A quorum shall be nine voting members:

8.1.1. One of whom shall come from each of the two Local Authorities and one from the ICB

8.1.2. One of whom shall be from the Leadership Team

8.1.3. A minimum of two of the four health and care partnership areas shall be represented by their respective chair or district council representative

- 8.2. Whilst not part of the quorum, the Joint Committee shall endeavour to always have a public health representative in attendance, unless a conflict of interest precludes this.

- 8.3. At the discretion of the Chair, members who are not physically present at a Joint Committee meeting but are present through tele-conference or other acceptable media, shall be deemed to be present and count towards the quorum as appropriate.

- 8.4. Members of the Joint Committee have a collective responsibility for the operation of the Joint Committee. They will participate in discussion, review evidence, and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view.

9. Dispute resolution

- 9.1. Where a dispute or concern arises, this should be brought to the attention of the Chair. The matter will be discussed by the Leadership Team, who will agree a course of action by consensus, having sought appropriate advice where required and having due regard to the principles of the ICP set out in paragraph 2. Where a consensus cannot be reached, the matter will be referred to the Joint Committee for discussion.

10. Frequency and Notice of Meetings

- 10.1. The Joint Committee shall meet at least quarterly .

- 10.2. Notice of any Joint Committee meeting must indicate:

10.2.1. Its proposed date and time, which must be at least five (5) clear working days after the date of the notice, except where a meeting to discuss an urgent issue is required (in which case as much notice as reasonably practicable in the circumstances should be given)

10.2.2. Where it is to take place

10.3. Notice of a Joint Committee meeting must be given to each member of the Joint Committee in writing. Failure to effectively serve notice on all members of the Joint Committee does not affect the validity of the meeting, or of any business conducted at it.

10.4. Where Joint Committee meetings are to be held in public the date, times and location of the meetings will be published in advance on the websites of KCC, Medway Council and the ICB. Other technological and communication media may also be used to maximise public awareness of the work of the ICP.

11. Policy and best practice

11.1. The Joint Committee is authorised by KCC, Medway Council and the ICB to instruct professional advisors and request the attendance of individuals and authorities from outside of the partner members with relevant experience and expertise if it considers this necessary for or expedient to the exercise its responsibilities.

11.2. The Joint Committee is authorised to obtain such information from partner members as is necessary and expedient to the fulfilment of its responsibilities and partner members will cooperate with any such reasonable request.

11.3. The Joint Committee is authorised to establish such sub-committees as the Joint Committee deems appropriate in order to assist the Joint Committee in discharging its responsibilities.

11.4. The Joint Committee will be conducted in accordance with the ICB policy on business standards, specifically:

11.4.1. There must be transparency and clear accountability of the Joint Committee.

11.4.2. The Joint Committee will hold a Register of Members Interests which will be presented to each meeting of the Joint Committee and available on the websites of the ICB and Local Authorities

11.4.3. Members must declare any interests and /or conflicts of interest at the start of the meeting. Where matters on conflicts of interest arise, the individual must withdraw from any discussion/voting until the matter(s) is concluded

11.5. The Joint Committee shall undertake a self-assessment of its effectiveness on an annual basis. This may be facilitated by independent advisors if the Joint Committee

considers this appropriate or necessary.

- 11.6. Members of the Joint Committee should aim to attend all scheduled meetings.
- 11.7. Joint Committee members, participants and other observers must maintain the highest standards of personal conduct and in this regard must comply with:
 - 11.7.1. The laws of England
 - 11.7.2. The Nolan Principles
 - 11.7.3. Any additional regulations or codes of practice adopted by the Member's appointing body

12. Secretariat

- 12.1. The Leadership Team will agree the secretariat arrangements to the Joint Committee. The duties of the secretariat include but are not limited to:
 - 12.1.1. Agreement of the agenda with the Chair together with the collation of connected papers;
 - 12.1.2. Taking the minutes and keeping a record of matters arising and issues to be carried forward.
- 12.2. Before each Joint Committee meeting an agenda and papers will be sent to every Joint Committee member and where appropriate published on the the websites of KCC, Medway Council and the ICB, excluding any confidential information, no less than five (5) clear working days in advance of the meeting.
- 12.3. If a Joint Committee member wishes to include an item on the agenda, they must notify the Chair via the Joint Committee's Secretary no later than twenty (20) clear working days prior to the meeting. In exceptional circumstances for urgent items this will be reduced to ten (10) clear working days prior to the meeting. The decision as to whether to include the agenda item is at the absolute discretion of the Chair.
- 12.4. A copy of the minutes of Joint Committee meetings will be presented to KCC, Medway Council and the ICB. These will be presented in the most appropriate way as determined by these organisations.

13. Confidentiality

- 13.1. Joint Committee meetings may in whole or in part be held in private as detailed at paragraph 7. Any papers relating to a private meeting will not be available for inspection by the press or the public. For any meeting or any part of a meeting held in private all attendees must treat the contents of the meeting, any discussion and decisions, and any relevant papers as confidential.
- 13.2. Decisions of the Joint Committee will be published by the Joint Committee except where these have been made in a private meeting. Where decisions have been

made in private a summary of the decision will be made public without any confidential information being disclosed.

14. Review of Terms of Reference

14.1. The terms of reference of the Joint Committee will be approved by the Local Authorities and the ICB and shall be reviewed by the parties annually.

Approved: xxxxxx

Version Control:

Version No	Amendment	Amendment Owner	Date of Amendment

From: Ben Watts, General Counsel

To: County Council, 26 May 2022

Subject: Superannuation Fund Committee: Proposed Change of Name

Status: Unrestricted

Past Pathway of Paper: Selection and Member Services Committee – 29 March 2022

Future Pathway of Paper: N/A

Electoral Division: All

1. Introduction

- a) The Superannuation Fund Committee discharges the functions of the Council in relation to the control and investment of the Pension Fund. It does this in accordance with the Local Government Pension Scheme (LGPS) Regulations and associated legislation.
- b) The 1995 LGPS regulations were the first to make reference to ‘pension funds’ rather than “superannuation funds”. The more recent 2016 LGPS Investment Regulations also make several references to “pension fund(s)”. The Kent Fund is known as the “pension” fund; however, the name of the Committee still refers to the outdated term in its title and in its terms of reference.

2. The Proposed Change

- a) It is therefore proposed that the Superannuation Fund Committee be renamed the Pension Fund Committee and that the reference to the Superannuation Fund in the terms of reference be amended in like manner.
- b) In doing so, Kent County Council would be in line with common practice in other local authorities.
- c) These changes involve no alteration to the remit and powers of the Committee. The Selection and Member Service Committee agreed to recommend the change to County Council at its meeting of 29 March 2022.

3. Recommendation

County Council is asked to agree:

- i. That the name of the Superannuation Fund Committee be changed to Pension Fund Committee; and
- ii. That the terms of reference of the Committee in the Constitution be amended to refer to the Pension Fund instead of the Superannuation Fund.

4. Background Documents

None.

5. Report Author and Relevant Director

Ben Watts, General Counsel

03000 416814

benjamin.watts@kent.gov.uk

Tristan Godfrey, Strategic Governance Manager

03000 411704

tristan.godfrey@kent.gov.uk

From:	Peter Oakford, Deputy Leader and Cabinet Member for Finance, Traded and Corporate Services Zena Cooke, Corporate Director of Finance
To:	County Council – 26 May 2022
Subject:	Treasury Management quarterly update 2021-22
Classification:	Unrestricted

Summary:

This report provides a review of Treasury Management Activity 2021-22 to end February 2022

Recommendation:

Members are asked to note this report.

FOR DECISION

Introduction

1. This report covers Treasury Management activity for the 11 months to 28 February 2022.
2. Kent County Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires authorities to approve treasury management semi-annual and annual reports. This quarterly report provides an additional update.
3. The Council's Treasury Management Strategy for 2021-22 was approved by full Council on 11 February 2021.
4. The Council has both borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy. This report covers treasury activity and the associated monitoring and control of risk.

External context

5. The economic recovery from the coronavirus pandemic, together with higher inflation and higher interest rates were major issues over the period. The Bank of England (BoE)'s Monetary Policy Committee (MPC) held Bank Rate at 0.1% over the period April through November 2021 but increased it to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. The MPC raised Bank

Rate further to 0.5% in February 2022 and to 0.75% in March 2022 and agreed to begin unwinding its Quantitative Easing programme.

6. Estimates show that headline GDP increased by 1.0% in the fourth quarter of 2021 and the 2021 calendar year growth was estimated to be 7.5%. In Quarter 4 2021 household consumption made the largest positive contribution to growth. The level of quarterly GDP in Quarter 4 2021 is now 0.4% below its pre coronavirus level. In the quarter services and construction grew by 1.2% and 1.1% respectively while production fell by 0.4% compared to the previous quarter. The Council's treasury advisor's view is that growth held up better than expected towards the end of 2021 but the outlook for household finance is extremely challenging as real disposable incomes contract due to high inflation and tax rises.
7. The February 2022 headline rate of UK Consumer Price Inflation (CPI) beat expectations at 6.2%, up from 5.5% in January largely due to higher energy prices. This is the highest recorded CPI 12-month inflation rate since March 1992 when it stood at 7.1%.
8. Government initiatives supporting the economy came to an end on 30 September 2021 with the end of the furlough scheme. The most recent Labour Force Data shows that the labour market continues to recover; the three months to January 2022 shows a quarterly increase in the employment rate and a decrease in the unemployment rate. The unemployment rate decreased by 0.2 percentage points on the quarter to 3.9% and this has now returned to pre-coronavirus pandemic levels. However, economic inactivity has increased slightly on the quarter. The UK employment rate increased by 0.1 percentage points on the quarter to 75.6%. This is 1.0 percentage points lower than before the coronavirus pandemic (December 2019 to February 2020).
9. The European Central Bank maintained its base rate at 0% although inflation being above the Bank's target level is putting pressure on this position.
10. Ongoing monetary and fiscal stimulus together with rising economic growth supported equity markets over the period but higher inflation and the prospect of higher interest rates mixed with a new coronavirus variant ensured it was a bumpy period. The Dow Jones, FTSE 100 and 250 indexes rose in the period to the end of 2021 before falling back in 2022.
11. Inflation worries dominated bond yield movements over the period as initial expectations for transitory price increases turned into worries higher inflation was likely to persist for longer meaning central bank action was likely to start sooner and rates increase at a faster pace than previously thought.
12. The 5-year UK benchmark gilt yield began the financial year at 0.36% rising to 0.98% at the end of February 2022. Over the same period the 10-year gilt yield rose from 0.80% to 1.40% and the 20-year yield rose slightly from 1.31% to 1.38%.
13. 1-month, 3-month and 12-month SONIA bid rates averaged 0.25%, 0.31% and 0.63% respectively over the period.

Local context

14. At 31 March 2021 the Council had borrowed £854m and invested £502m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the capital financing requirement (CFR), while usable

reserves and working capital are the underlying resources available for investment. These are shown in the following table.

	31 Mar 2021 Actual £m
Loans CFR	1,033.4
External borrowing	-853.7
Internal borrowing	179.7
Less: balance sheet resources	-681.7
Treasury investments	502.0

15. Lower official interest rates have reduced the cost of short-term, temporary loans and investment returns from cash assets that can be used in lieu of borrowing. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low.
16. The treasury management position on 28 February 2022 and the change over the eleven months is shown in the following table.

	31 Mar 2021 Balance £m	Movement £m	28 Feb 2022 Balance £m	28 Feb 2022 Rate %
Long-term borrowing	853.7	-27.5	826.2	4.47
Total borrowing	853.7	-27.5	826.2	4.47
Long-term investments	261.8	+29.0	290.7	3.14
Short-term investments	105.4	-48.5	56.9	0.16
Cash and cash equivalents	135.0	-10.1	124.9	0.27
Total investments	502.1	-29.6	472.5	2.05
Net borrowing	351.6	+2.1	353.7	

Borrowing Update

17. CIPFA published a revised Prudential Code for Capital Finance in Local Authorities on 20 December 2021.
18. The Code took immediate effect and in order to comply with the Code, authorities must not borrow to invest primarily for financial return. The Code also states that it is not prudent for local authorities to make investment or spending decisions that will increase the CFR unless directly and primarily related to the functions of the authority. Existing commercial investments are not required to be sold; however, authorities with existing commercial investments who expect to need to borrow should review the options for exiting these investments.
19. Borrowing is permitted for cashflow management, interest rate risk management, to refinance current borrowing and to adjust levels of internal borrowing. Borrowing to

refinance capital expenditure primarily related to the delivery of a local authority's function but where a financial return is also expected is allowed, provided that financial return is not the primary reason for the expenditure.

20. The changes align the CIPFA Code with the PWLB which prohibits access to authorities planning to purchase 'investment assets primarily for yield' except to refinance existing loans or externalise internal borrowing. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.
21. Kent County Council is not planning to borrow to invest primarily for commercial return and so is unaffected by these changes.
22. The Municipal Bonds Agency (MBA) is working to deliver a new short-term loan solution allowing local authorities in England to access short-dated, low rate, flexible debt. The minimum loan size is expected to be £25 million. Importantly, local authorities will borrow in their own name and will not cross guarantee any other authorities.
23. The UK Infrastructure Bank which is backed by HM Treasury has earmarked £4bn for lending to local authorities. There is an application and bidding process for these loans which is likely to favour environmental or regeneration projects. Loans will be available for qualifying projects at gilt yields plus 0.6%, which is 0.2% lower than the PWLB certainty rate. The first loan was made by this bank in October 2021 to Tees Valley Combined Authority.
24. During 2022-23 the Council will be making changes to its systems and processes in order to implement the revised reporting arrangements for the 2023-24 financial year which are consistent with the Prudential Code's new requirements.

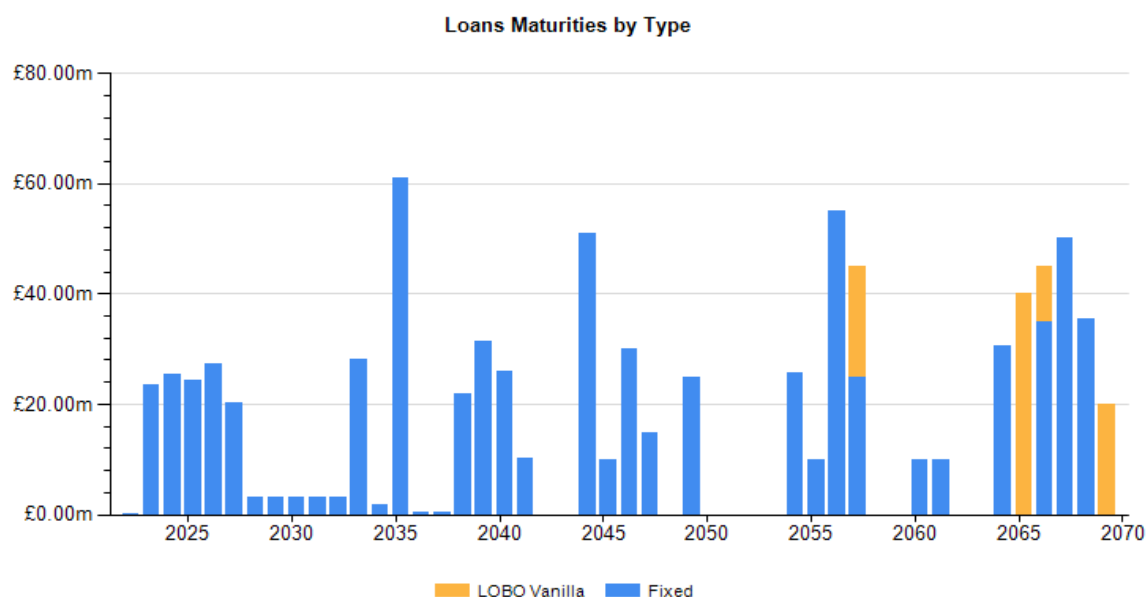
Borrowing Strategy during the period

25. The Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
26. In keeping with these objectives no new borrowing was undertaken and £27.5m of existing loans were allowed to mature without replacement. At 28 February the Council had total external debt of £826.2m.
27. With short-term interest rates remaining much lower than long-term rates, the Council has considered it to be more cost effective in the near term to use internal resources or has borrowed short term loans instead. The Council's strategy has enabled it to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
28. The Council continues to hold LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. No banks exercised their option during the period.

29. The Council's borrowing activity in the 11 months to 28 February 2022 is as follows.

	31 Mar 2021	2021-22	28 Feb 2022	28 Feb 2022	28 Feb 2022
	Balance	Movement	Balance	Average Rate	Value Weighted Average Life
	£m	£m	£m	%	yrs
Public Works Loan Board	449.6	-22.7	426.9	4.70%	15.77
Banks (LOBO)	90.0	0.0	90.0	4.15%	41.96
Banks (Fixed Term)	291.8	0.0	291.8	4.40%	36.59
Streetlighting project	22.3	-4.8	17.5	1.60%	11.08
Total borrowing	853.7	-27.5	826.2	4.47%	25.88

30. The maturity profile of the Council's outstanding debt as at 28 February was as per the following chart.



31. The following table shows the maturity profile of KCC debt in 5-year tranches.

Loan Principal Maturity Period	Total Loan Principal Maturing	Balance of Loan Principal Outstanding
Balance 28/02/22		£826,223,643
Maturity 0 - 5 years	£104,778,785	£721,444,859
Maturity 5 - 10 years	£3,322	£721,441,536

Maturity 10 - 15 years	£116,139,301	£605,302,236
Maturity 15 - 20 years	£97,702,236	£507,600,000
Maturity 20 - 25 years	£105,800,000	£401,800,000
Maturity 25 - 30 years	£25,000,000	£376,800,000
Maturity 30 - 35 years	£135,700,000	£241,100,000
Maturity 35 - 40 years	£20,000,000	£221,100,000
Maturity 40 - 45 years	£165,600,000	£55,500,000
Maturity 45 - 50 years	£55,500,000	£0
Total	£826,223,643	

Treasury management investment activity

32. CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20 December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.
33. The Council holds significant investment funds representing income received in advance of expenditure plus balances and reserves and the average investment balances to date have amounted to £543.5m.
34. Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
35. The Council continues to hold significant balances in money market funds as well as in bank call accounts which have same day availability. This liquid cash was diversified over several counterparties and money market funds to manage both credit and liquidity risks.
36. At 28 February 2022 the Council had no loans outstanding with other local authorities and at the present time has no plans to lend to other local authorities. Any request to borrow will be assessed in terms of our own cashflow requirements and within our effective lending policies and procedures.
37. During the 11 months the Council made loans totalling £8.0m to the no use empty loans programme, increasing the total lent as at 28 February to £14.1m, achieving a return of 1.5% which is available to fund general services.

38. The Council's investments during the 11 months to the end of February 2022 are summarised in the table below and a detailed schedule of investments as at 28 February 2022 is in Appendix 1.

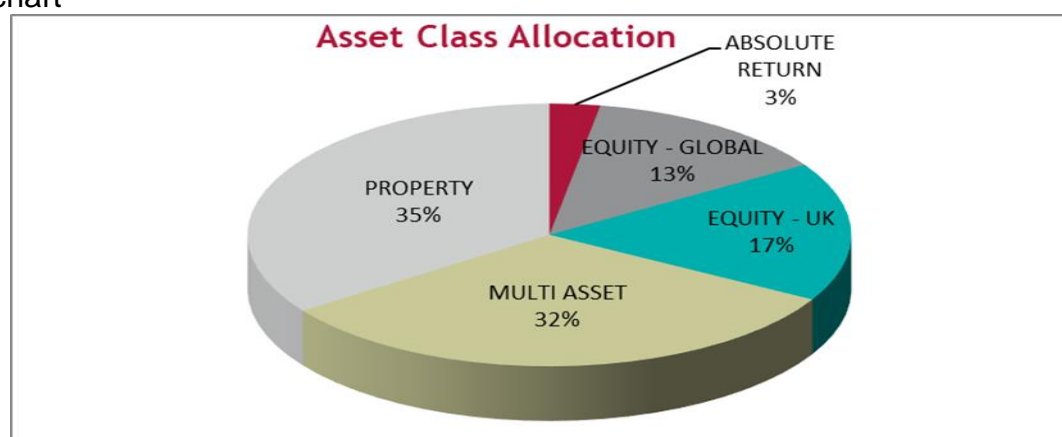
	31 Mar 2021	2021-22	28 Feb 2022	28 Feb 2022	28 Feb 2022
	Balance	Movement	Balance	Rate of Return	Average Credit Rating
	£m	£m	£m	%	
Bank Call Accounts	45.0	-34.4	10.6	0.08	A+
Money Market Funds	135.0	-20.6	114.3	0.29	A+
Local Authorities	51.0	-51.0	0.0		
Covered Bonds	79.7	11.3	91.0	0.88	AAA
DMO Deposits (DMADF)	9.4	40.5	49.9	0.17	AA-
Government Bonds	0.0	7.0	7.0	0.06	AA-
No Use Empty Loans	6.1	8.0	14.1	1.50	
Equity	2.1	0.0	2.1		
Internally managed cash	327.4	-38.4	289.0	0.45	AA
Strategic Pooled Funds	174.7	8.8	183.5	4.43	
Total	502.1	-29.6	472.5	2.05	

Externally managed investments

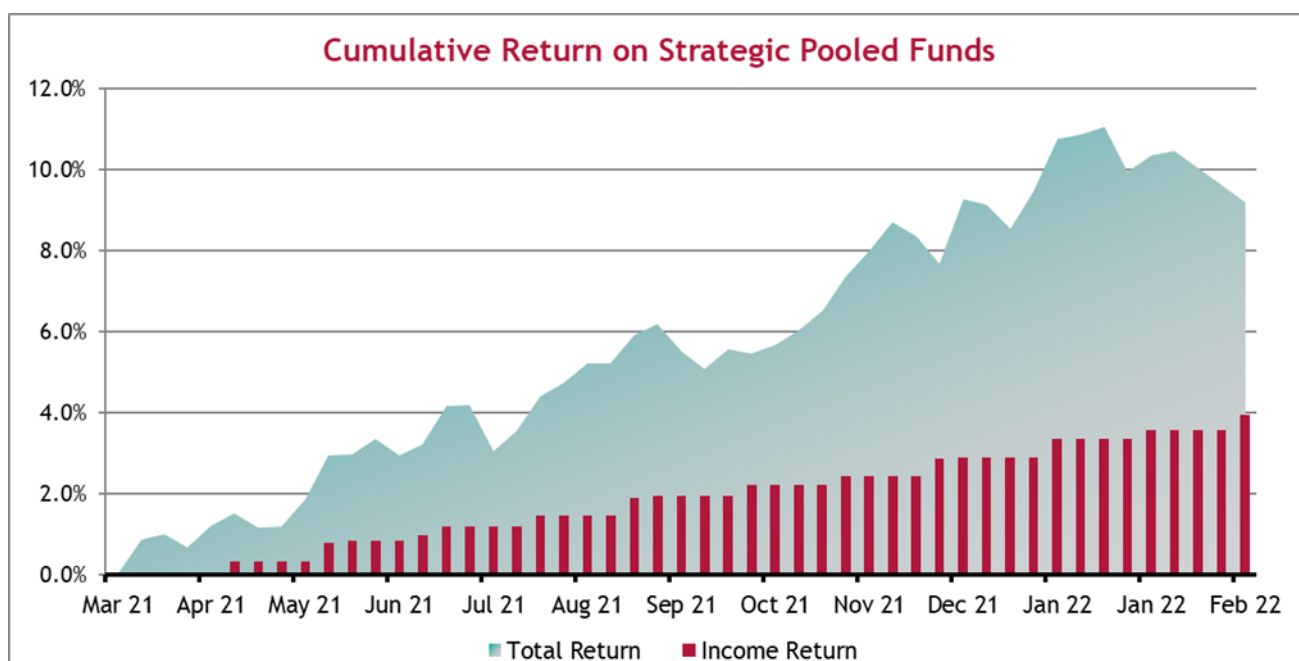
39. Because the pooled funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed.

40. Strategic pooled fund investments are made in the knowledge that capital values will fluctuate however the Council is invested in these funds for the long term and with the confidence that over a three-to-five-year period total returns will exceed cash interest rates.

41. A breakdown of the strategic pooled funds by asset class is shown in the following chart



42. **Performance YTD:** The Council is invested in bond, equity, multi-asset and property funds. The improved market sentiment in the period to end February is reflected in equity, property and multi-asset fund valuations and, in turn, in the capital values of the property, equity and multi-asset income funds. The prospect of higher inflation and rising bond yields have however resulted in muted bond fund performance.
43. The following chart tracks the returns earned on the pooled funds over the 11 months to end February 2022.

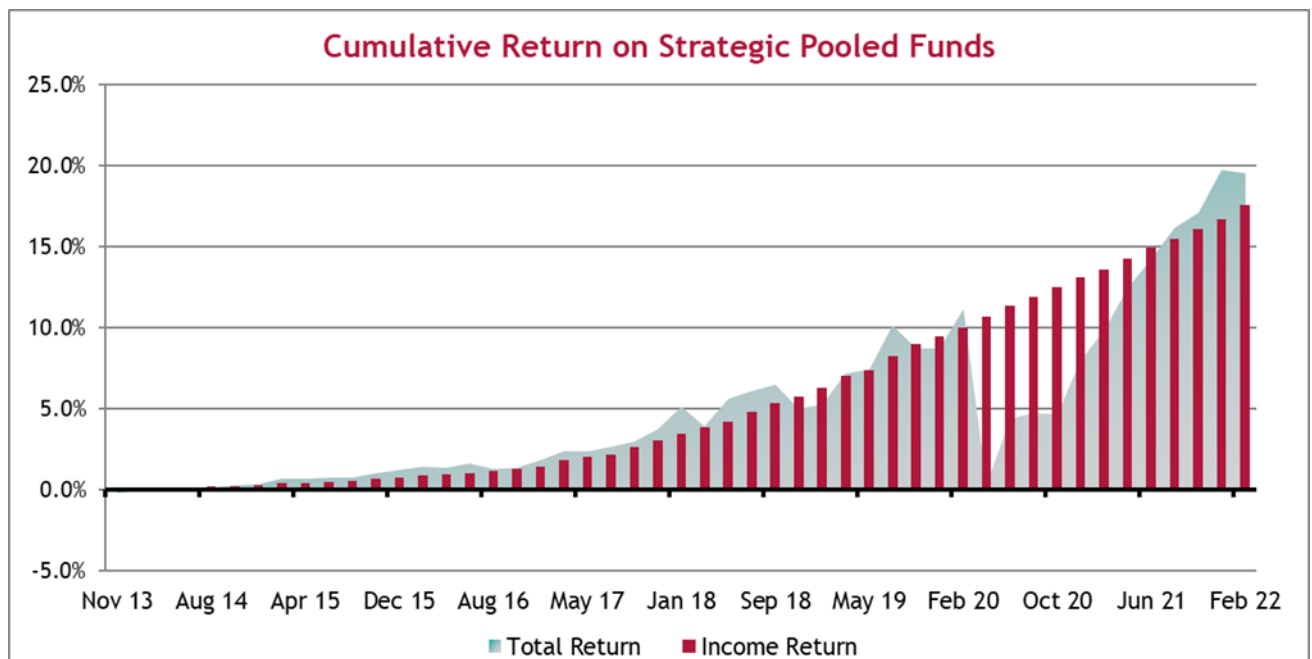


44. Details of the change in capital values and income earned is shown in following table.

		31 Mar 2021	2021-22	28 Feb 2022	28 Feb 2022	28 Feb 2022
Investment Fund	Book cost	Market Value	Movement	Market Value	11 months return	11 months return
	£m	£m	£m	£m	Income	Total
					%	%
Aegon (Kames) Diversified Monthly Income Fund	20.0	20.17	-0.53	19.64	4.53	2.29
CCLA - Diversified Income Fund	5.0	4.95	0.09	5.04	7.34	9.15
CCLA – LAMIT Property Fund	60.0	57.09	7.88	64.96	3.54	16.58
Fidelity Global Multi Asset Income Fund	25.0	24.67	-0.83	23.84	3.86	0.50
M&G Global Dividend Fund	10.0	12.26	0.97	13.23	1.96	10.16
Ninety One (Investec) Diversified Income Fund	10.0	10.11	-0.52	9.59	3.52	-1.57

Pyrford Global Total Return Sterling Fund	5.0	5.00	0.05	5.05	1.36	2.28
Schroder Income Maximiser Fund	25.0	19.39	1.50	20.89	7.13	14.87
Threadneedle Global Equity Income Fund	10.0	10.86	0.34	11.19	2.73	5.83
Threadneedle UK Equity Income Fund	10.0	9.59	0.49	10.09	2.82	7.96
Total Externally Managed Investments	180.0	174.7	9.83	183.53	3.94	9.20

45. **Performance since inception:** KCC initially invested in pooled funds in 2013. By the end of February 2022 the pooled funds had achieved a total income return of £36.03m, 17.58% cumulative return, with a rise in the capital value of the portfolio of £3.99m, 1.95%. We are long term investors and invested for income to support the Council's services. The following chart tracks the returns earned on the pooled funds over the period from inception.



Investment benchmarking at 31 December 2021

46. The Council's treasury advisor, Arlingclose, monitors the risk and return of some 127 local authority investment portfolios. The metrics over the 9 months to 31 December 2021 have been extracted from their quarterly investment benchmarking.
47. As shown in the table below the risk within the Kent internally managed funds has been consistent throughout the 9-month period while being lower than that of other local authorities. The lower risk within the Kent portfolio reflects the lower Bail-in exposure which has reduced further during the 9 months. The income return has fallen reflecting reduced rates payable on our cash investments.

Internally managed investments	Credit Score	Credit Rating	Bail-in Exposure %	Weighted Average Maturity (days)	Rate of Return %
Kent - 31.03.2021	3.76	AA-	53	146	0.21
Kent – 31.12.2021	3.34	AA	41	158	0.24
Similar LAs	4.23	AA-	47	1,457	0.33
All LAs	4.64	A+	66	16	0.10

48. The following table shows that overall, KCC's investments in strategic pooled funds are achieving a strong income return compared with that of other local authorities. The returns do not take account of the further improvement in the financial markets in the 3 months to 31 March 2022.

	Rate of Return – Income only %	Total Rate of Return %
Strategic Funds at 31.12.2021		
Kent	4.17	10.00
Similar LAs	3.75	9.20
All LAs	3.68	9.16
Total Investments at 31.12.2021		
Kent	1.72	5.51
Similar LAs	1.03	2.82
All LAs	0.66	1.95

Forecast outturn

49. The forecast return on the Council's investment portfolio is £7.7m, 1.6%, which is used to support services in year.
50. The forecast average rate of debt interest payable in 2021-22 is 4.5%, based on an average debt portfolio of £840m.

Compliance

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

Treasury Management Indicators

52. The Council measures and manages its exposures to treasury management risks using the following indicators.

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

Credit risk indicator	Actual 28 Feb 2022	Target
Portfolio average credit rating	AA	AA

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

Liquidity risk indicator	Actual 28 Feb 2022	Target
Total cash available within 3 months	£155m	£100m

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

Interest rate risk indicator	Actual 28 Feb 2022	Upper Limit
One-year revenue impact of a 1% <u>rise</u> in interest rates	£1.5m	£10m
One-year revenue impact of a 1% <u>fall</u> in interest rates	-£898K	-£10m

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

	Actual 28 Feb 2022	Upper limit	Lower limit
Under 12 months	0.00%	100%	0%
12 months and within 5 years	12.68%	50%	0%
5 years and within 10 years	0.00%	50%	0%
10 years and within 20 years	25.88%	50%	0%
20 years and within 40 years	34.68%	50%	0%
40 years and longer	26.76%	50%	0%

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

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

	Actual	Limit	Limit	Limit
Price risk indicator	28 Feb 2022	2021/22	2022/23	2023/24
Principal invested beyond year end	£300m	£300m	£300m	£300m

Recommendation

58. Members are asked to note this report.

Nick Buckland
Head of Pensions and Treasury
Nick.buckland@kent.gov.uk
Ext: 03000 413984
April 2022

Appendices:

- 1 Investments as at 28 February 2022
- 2 Glossary of local authority treasury management terms

Investments as at 28 February 2022

1. Internally Managed Investments

1.1 Term deposits, Call accounts and Money Market Funds

Instrument Type	Counterparty	Principal Amount £	Interest Rate	End Date
Treasury Bills	DMO	6,997,906	0.060%	09/05/22
Total Treasury Bills		6,997,906		
Fixed Deposits	DMADF (Debt Management Account Deposit Facility)	15,400,000	0.070%	15/03/22
Fixed Deposits	DMADF (Debt Management Account Deposit Facility)	19,500,000	0.095%	25/04/22
Fixed Deposits	DMADF (Debt Management Account Deposit Facility)	15,000,000	0.370%	25/03/22
Total DMADF		49,900,000		
Call Account	National Westminster Bank plc	2,768,000	0.01%	
Call Account	Santander UK plc	6,800,000	0.12%	
Call Account	Lloyds Bank plc	1,000,000	0.01%	
Total Bank Call Accounts		10,568,000		
No Use Empty Loans		14,080,091	1.50%	
Registered Provider	£10m loan facility – non utilisation fee		0.40%	31/03/23
Registered Provider	£5m loan facility – non utilisation fee		0.40%	16/06/23
Money Market Funds	LGIM GBP Liquidity Class 4	19,758,838	0.274%	
Money Market Funds	Deutsche Managed GBP LVNAV Platinum	19,990,081	0.307%	
Money Market Funds	Aviva Investors GBP Liquidity Class 3	19,976,743	0.267%	
Money Market Funds	Aberdeen GBP Liquidity Class L3	19,601,320	0.272%	
Money Market Funds	Federated Hermes Short-Term Prime Class 3	14,997,321	0.309%	
Money Market Funds	HSBC GBP Liquidity Class F	1,452	0.221%	
Money Market Funds	Northern Trust GBP Cash Class F	19,999,529	0.289%	
Total Money Market Funds		114,325,284		
Equity and Loan Notes	Kent PFI (Holdings) Ltd	2,135,741		n/a

1.2 Bond Portfolio

Bond Type	Issuer	Adjusted Principal £	Coupon Rate	Maturity Date
Fixed Rate Covered Bond	Leeds Building Society Bonds	4,202,100	1.29%	17/04/23
Fixed Rate Covered Bond	Bank of Scotland - Bonds	4,366,598	1.71%	20/12/24
Fixed Rate Covered Bond	Bank of Scotland - Bonds	6,794,066	0.43%	20/12/24
Floating Rate Covered Bond	Santander UK - Bonds	5,000,649	0.73%	16/11/22
Floating Rate Covered Bond	Lloyds - Bonds	2,500,909	0.57%	27/03/23
Floating Rate Covered Bond	Lloyds - Bonds	2,501,213	0.57%	27/03/23
Floating Rate Covered Bond	Lloyds - Bonds	5,002,142	0.57%	27/03/23
Floating Rate Covered Bond	Nationwide Building Society -	4,501,504	0.63%	12/04/23

	Bonds			
Floating Rate Covered Bond	Nationwide Building Society - Bonds	5,581,003	0.63%	12/04/23
Floating Rate Covered Bond	Bank of Montreal - Bonds	5,001,669	0.65%	17/04/23
Floating Rate Covered Bond	Nationwide Building Society - Bonds	3,995,371	1.10%	10/01/24
Floating Rate Covered Bond	Santander UK - Bonds	2,001,344	0.88%	12/02/24
Floating Rate Covered Bond	TSB Bank - Bonds	2,501,679	1.37%	15/02/24
Floating Rate Covered Bond	Royal Bank of Canada - Bonds	1,804,007	0.86%	03/10/24
Floating Rate Covered Bond	Royal Bank of Canada - Bonds	9,035,734	0.86%	03/10/24
Floating Rate Covered Bond	Royal Bank of Canada - Bonds	5,043,787	0.94%	30/01/25
Floating Rate Covered Bond	Bank Of Nova Scotia Bonds	5,126,053	1.10%	14/03/25
Floating Rate Covered Bond	Canadian Imperial Bank of Commerce - Bonds	5,151,065	1.11%	15/12/25
Floating Rate Covered Bond	National Australia Bank - Bonds	5,151,865	1.11%	15/12/25
Floating Rate Covered Bond	Bank of Nova Scotia	720,939	1.42%	26/01/26
Floating Rate Covered Bond	Yorkshire Building Society - Bonds	3,008,642	0.68%	18/01/27
Floating Rate Covered Bond	Yorkshire Building Society - Bonds	2,003,956	0.68%	18/01/27
Total Bonds		90,996,295		

Total Internally managed investments	289,003,317
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2. Externally Managed Investments

Investment Fund	Book Cost £	Market Value at 28-February-22 £	11 months return to 28-February-22	
			Income	Total
Aegon (Kames) Diversified Monthly Income Fund	20,000,000	19,642,976	4.53%	2.29%
CCLA - Diversified Income Fund	5,000,000	5,043,510	7.34%	9.15%
CCLA - LAMIT Property Fund	60,000,000	64,961,520	3.54%	16.58%
Fidelity Global Multi Asset Income Fund	25,038,637	23,841,353	3.86%	0.50%
M&G Global Dividend Fund	10,000,000	13,226,117	1.96%	10.16%
Ninety One (Investec) Diversified Income Fund	10,000,000	9,592,778	3.52%	-1.57%
Pyrford Global Total Return Sterling Fund	5,000,000	5,047,216	1.36%	2.28%
Schroder Income Maximiser Fund	25,000,000	20,893,047	7.13%	14.87%
Threadneedle Global Equity Income Fund	10,000,000	11,193,248	2.73%	5.83%
Threadneedle UK Equity Income Fund	10,000,000	10,086,388	2.82%	7.96%
Total External Investments	180,038,637	183,528,153	3.94%	9.20%

3. Total Investments

Total Investments	£472,531,470
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GLOSSARY

Local Authority Treasury Management Terms

Authorised limit	The maximum amount of debt that a local authority may legally hold, set annually in advance by the authority itself. One of the Prudential Indicators.
Bail-in	A method of rescuing a failing financial institution by cancelling some of its deposits and bonds. Investors may suffer a haircut but may be given shares in the bank as part compensation. See also bail-out.
Bail-out	A method of rescuing a failing financial institution by the injection of public money. This protects investors at the expense of taxpayers. See also bail-in.
Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets
Borrowing	Usually refers to the stock of outstanding loans owed and bonds issued.
Capital Financing Requirement (CFR)	A council's underlying need to hold debt for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed. The CFR increases with capital expenditure and decreases with capital finance and MRP.
Capital gain or loss	An increase or decrease in the capital value of an investment, for example through movements in its market price.
Certainty rate	Discount on PWLB rates for new loans borrowed, available to all local authorities that provide a forecast for their borrowing requirements.
Collateral	Assets that provide security for a loan or bond, for example the house upon which a mortgage is secured.
Collective investment scheme	Scheme in which multiple investors collectively hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Cost of carry	When a loan is borrowed in advance of need, the difference between the interest payable on the loan and the income earned from investing the cash in the interim.
Counterparty	The other party to a loan, investment or other contract.
Counterparty limit	The maximum amount an investor is willing to lend to a counterparty, in order to manage credit risk.
Covered bond	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds. Covered bonds are exempt from bail-in.
CPI	Consumer Price Index - the measure of inflation targeted by the Monetary Policy Committee.
Credit risk	The risk that a counterparty will default on its financial obligations.
Debt	(1) A contract where one party owes money to another party, such as a loan, deposit or bond. Contrast with equity.

	(2) In the Prudential Code, the total outstanding borrowing plus other long-term liabilities.
Deposit	A regulated placing of cash with a financial institution. Deposits are not tradable on financial markets.
Discount	(1) The amount that the early repayment cost of a loan is below its principal, or the price of a bond is below its nominal value. See also premium. (2) To calculate the present value of an investment taking account of the time value of money.
Discount rate	The interest rate used in a present value calculation
Diversified income fund	A collective investment scheme that invests in a range of bonds, equity and property in order to minimise price risk, and also focuses on investments that pay income.
Dividend	Income paid to investors in shares and collective investment schemes. Dividends are not contractual, and the amount is therefore not known in advance.
DMADF	Debt Management Account Deposit Facility – a facility offered by the DMO enabling councils to deposit cash at very low credit risk. Not available in Northern Ireland.
DMO	Debt Management Office – an executive agency of HM Treasury that deals with central government's debt and investments.
EIP	Equal instalments of principal. A method of repaying a loan where the principal is repaid over the life of the loan, in equal instalments. Interest payments reduce over time as the principal is repaid.
Equity	An investment which usually confers ownership and voting rights
Equity fund	A collective investment scheme that mainly invests in company shares
Floating rate note (FRN)	Bond where the interest rate changes at set intervals linked to a market variable, most commonly 3-month LIBOR or SONIA
FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two
GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
GILT	Bond issued by the UK Government, taking its name from the gilt-edged paper they were originally printed on.
Gilt yield	Yield on gilts. Commonly used as a measure of risk-free long-term interest rates in the UK
Income return	Return on investment from dividends, interest and rent but excluding capital gains and losses.
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010
IMF	International Monetary Fund
Interest	Compensation for the use of cash paid by borrowers to lenders on debt instruments.
Internal	A local government term for when actual “external” debt is below the capital financing

borrowing	requirement, indicating that difference has been borrowed from internal resources instead; in reality this is not a form of borrowing
Liquidity risk	The risk that cash will not be available to meet financial obligations, for example when investments cannot be recalled and new loans cannot be borrowed
Loan	Contract where the lender provides a sum of money (the principal) to a borrower, who agrees to repay it in the future together with interest. Loans are not normally tradable on financial markets
LOBO	Lender's Option Borrower's option – a long-term loan where the lender has the option to propose an increase in the interest rate on pre-determined dates. The borrower then has the option to either accept the new rate or repay the loan without penalty. LOBOs increase the borrower's interest rate risk and the loan should therefore attract a lower rate of interest initially
Long-term	Usually means longer than one year
Market risk	The risk that movements in market variables will have an unexpected impact. Usually split into interest rate risk, price risk and foreign exchange risk
Maturity	(1) The date when an investment or borrowing is scheduled to be repaid. (2) A type of loan where the principal is only repaid on the maturity date
MiFID II	The second Markets in Financial Instruments Directive - a legislative framework instituted by the European Union to regulate financial markets in the bloc and improve protections for investors.
Money Market Fund (MMF)	A collective investment scheme which invests in a range of short-term assets providing high credit quality and high liquidity. Usually refers to Constant Net Asset Value (CNAV) and Low Volatility Net Asset Value (LVNAV) funds with a Weighted Average Maturity (WAM) under 60 days which offer instant access, but the European Union definition extends to include cash plus funds
Monetary Policy	Measures taken by central banks to boost or slow the economy, usually via changes in interest rates. Monetary easing refers to cuts in interest rates, making it cheaper for households and businesses to borrow and hence spend more, boosting the economy, while monetary tightening refers to the opposite. See also fiscal policy and quantitative easing.
MPC	Monetary Policy Committee. Committee of the Bank of England responsible for implementing monetary policy in the UK by changing Bank Rate and quantitative easing with the aim of keeping CPI inflation at around 2%.
MRP	Minimum Revenue Provision – an annual amount that local authorities are required to set aside and charge to revenue for the repayment of debt associated with capital expenditure. Local authorities are required by law to have regard to government guidance on MRP. Not applicable in Scotland, but see Loans Fund
Operational risk	The risk that fraud, error or system failure leads to an unexpected loss
Pooled Fund	Scheme in which multiple investors hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Price risk	The risk that unexpected changes in market prices lead to an unplanned loss. Managed by diversifying across a range of investments
Prudential Code	Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice. Local authorities are required by

	law to have regard to the Prudential Code. The Code was updated in December 2021
PWLB	Public Works Loan Board – a statutory body operating within the Debt Management Office (DMO) that lends money from the National Loans Fund to councils and other prescribed bodies and collects the repayments. Not available in Northern Ireland.
Quantitative easing (QE)	Process by which central banks directly increase the quantity of money in the economy in order to promote GDP growth and prevent deflation. Normally achieved by the central bank buying government bonds in exchange for newly created money.
Registered Provider of Social Housing (RP)	An organisation that is registered to provide social housing, such as a housing association.
Refinancing risk	The risk that maturing loans cannot, be refinanced, or only at higher than expected interest rates leading to an unplanned loss. Managed by maintaining a smooth maturity profile
REIT	Real estate investment trust – a company whose main activity is owning investment property and is therefore similar to a property fund in many ways
Revolving credit facility (RCF)	A loan facility that can be drawn, repaid and (usually) re-drawn at the borrower's discretion. Interest is payable on drawn amounts, and a commitment fee is often payable in undrawn amounts.
Secured investment	An investment that is backed by collateral and is therefore normally lower credit risk and lower yielding than an equivalent unsecured investment
Share	An equity investment, which usually also confers ownership and voting rights
Short-term	Usually means less than one year
SONIA	Based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. Replaced LIBOR from the end of January 2022
Strategic funds	Collective investment schemes that are designed to be held for the long-term, comprising strategic bond funds, diversified income funds, equity funds and property funds
T-bill	Treasury bill - a bill issued by a government
Total return	The overall return on an investment, including interest, dividends, rent, fees and capital gains and losses.
Weighted average life (WAL)	The average time to maturity of an investment portfolio, weighted by the size of the investment and normally expressed in days
Weighted average maturity (WAM)	the average time to the next interest rate reset on an investment portfolio, weighted by the size of the investment and normally expressed in days. A portfolio of fixed rate investments will have a WAM identical to its WAL.
Yield	A measure of the return on an investment, especially a bond. The yield on a fixed rate bond moves inversely with its price

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