



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 23rd March,  
2023**  
at **10.00 am**



DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 15 March 2023

To: All Members of the County Council

A meeting of the County Council will be held in the Council Chamber, County Hall, Maidstone, Kent, ME14 1XQ on Thursday, 23rd March, 2023 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30pm.**

## **A G E N D A**

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meeting held on 9 February 2023 and, if in order, to be approved as a correct record **(Pages 1 - 20)**
4. Corporate Parenting Panel - Minutes for noting **(Pages 21 - 28)**
5. Chairman's Announcements
6. Questions
7. Report by Leader of the Council (Oral)
8. Top Tier Restructure **(Pages 29 - 64)**
9. Pay Policy Statement - 2023-24 **(Pages 65 - 70)**
10. Treasury Management - 6 month review 2022/23 **(Pages 71 - 82)**
11. Motion for Time Limited Debate **(Pages 83 - 84)**

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

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## KENT COUNTY COUNCIL

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### COUNTY COUNCIL

MINUTES of a meeting of the County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 9 February 2023.

PRESENT: Mrs L Game (Chairman), Mr G Cooke (Vice-Chairman), Mr N Baker, Mr M Baldock, Mr P V Barrington-King, Mr P Bartlett, Mr D Beaney, Mrs C Bell, Mrs R Binks, Mr T Bond, Mr A Booth, Mr A Brady, Mr D L Brazier, Mr C Broadley, Mrs B Bruneau, Mr S R Campkin, Miss S J Carey, Sir Paul Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mrs P T Cole, Mr P Cole, Mr N J Collor, Ms K Constantine, Mr P C Cooper, Mr D Crow-Brown, Mr M C Dance, Ms M Dawkins, Mrs T Dean, MBE, Mr M Dendor, Mr R W Gough, Ms K Grehan, Ms S Hamilton, Peter Harman, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr M A J Hood, Mr A J Hook, 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, Mr R A Marsh, 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 A Sandhu, MBE, 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 S Webb, Mr J Wright and Ms L Wright

IN ATTENDANCE: Mr J Cook (Democratic Services Manager) and Mr B Watts (General Counsel)

IN VIRTUAL ATTENDANCE: Mr D Ross

### UNRESTRICTED ITEMS

**119. Apologies for Absence**  
*(Item 1)*

The General Counsel reported apologies from Mr Cannon, Mr Chittenden, and Mr Daley.

Mr Ross had given his formal apologies and joined the meeting virtually.

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

Mr Manion declared an interest that he was a host for Ukrainian refugees under the Homes for Ukraine scheme.

Ms Meade declared an interest that she was a carer.

Ms Wright declared an interest that she was an appointee for a family member.

The General Counsel advised that the procedure rules would apply in accordance with the Register of Members' Interests.

**121. Minutes of the meeting held on 15 December 2022 and, if in order, to be approved as a correct record**  
*(Item 3)*

RESOLVED that the minutes of the meeting held on 15 December 2022 be approved as a correct record subject to references to Hope not Hate standing up to fascism being included in Dr Sullivan's response to the Leader's report (Item 7 – *Report by Leader of the Council (Oral)*).

**122. Chairman's Announcements**  
*(Item 4)*

- (1) With the deepest regret the Chairman informed Members of the very sad passing of Mr Cameron Beart, County Councillor for Sheppey. Mr Beart joined Kent County Council at the May 2021 election and served as a Member of the Council's Planning Applications Committee. He also served on the Children's, Young People and Education Cabinet Committee and the Environment and Transport Cabinet Committee between May 2021 and July 2022. Mr Beart represented Queenborough and Halfway on Swale Borough Council and he was also Deputy Mayor at Queenborough Town Council. The Chairman advised Members that full tributes to Mr Beart would be given at the next meeting of County Council.
- (2) The Chairman referred to the tragic earthquake in Turkey and Syria which had taken the lives of thousands of people. The Chairman asked Members to join her in sending thoughts and best wishes for the emergency response and in expressing the Council's deepest sympathies to those who had lost loved ones in the disaster.
- (3) The Chairman held a one-minute silence in memory of Mr Beart and those who had suffered in the recent earthquake.

**123. Section 25 Assurance Statement**  
*(Item 5)*

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

“Pursuant to section 25 of the Local Government Act, County Council is asked to consider and note this report and agree to have due regard to the contents when making decisions about the proposed budget.”

- (2) The Chairman advised Members that the Section 25 Assurance Statement was a record of professional advice to assist in consideration of the proposed budget. Its consideration was a legal requirement and did not seek agreement to any of the budget proposals due to be considered.
- (3) The Corporate Director for Finance, as the Section 151 Officer, provided an overview of the Section 25 Assurance Statement. She confirmed that this report set out her professional opinion as Section 151 Officer as to the robustness of the budget estimates and the level of reserves. She advised that this view took account of the impact of global and national factors and the general economic environment. She acknowledged that setting a balanced budget for 2023/2024 and the medium term had been exceptionally challenging and highlighted that there were significant financial risks. She said, subject to all the proposals in the draft budget being delivered as planned, she was able to confirm the adequacy of the reserves and the robustness of the estimates.
- (4) The Chair put the motion set out in paragraph 1 to the vote and it was agreed unanimously.

RESOLVED that pursuant to section 25 of the Local Government Act, County Council noted the report and agreed to have due regard to the contents when making decisions about the proposed budget.

**124. Capital Programme 2023-33 and Revenue Budget 2023-24 (including Council Tax Setting 2023/24)**  
*(Item 6)*

- (1) The Chairman reminded all Members that any Member of a Local Authority who was liable to pay Council Tax, and who had any unpaid Council Tax amount overdue for at least two months, even if there was an arrangement to pay off the arrears, must declare the fact that they are in arrears and must not cast their vote on anything related to KCC's Budget or Council Tax.
- (2) The Chairman drew Members' attention to the Section 25 Assurance Statement, as considered under the previous item, reminding them of the agreement by Council to give it due regard while considering the Budget.
- (3) Mr Oakford proposed and Mr Gough Seconded the following motion:  
  
"County Council, having given due regard to the s25 Report (published for consideration as agenda item 5 of this meeting), is asked to agree the following:

2023-33 Capital Programme

- (a) The 10-year Capital programme and investment proposals of £1,624.0m over the years from 2023-24 to 2032-33 together with the necessary funding and subject to approval to spend arrangements.
- (b) The directorate capital programmes as set out in appendices A & B of the final draft budget report published on 1 st February 2023.

#### 2023-24 Revenue Budget and Medium Term Financial Plan

- (c) The net revenue budget requirement of £1,310.9m for 2023-24.
- (d) The directorate revenue budget proposals for 2023-24 and the medium term financial plan as set out in appendices D (high level 3 year plan), E (2023-24 key services), appendix F (variations for 2023-24) and G (variations for 2023-26) of the final draft budget report published on 1 st February 2023.

#### 2023-24 Council Tax

- (e) To increase Council Tax band rates up to the maximum permitted without a referendum as set out in section 6.10 (table 4) in the final draft report published on 1st February 2023. For the general precept the increase up to but not exceeding 3% raises an additional £25.048m taking the total general precept to £761,106,400
- (f) To levy the additional 2% social care precept (raising an additional £16.664m and taking the total social care precept to £115,672,900 out of the total precept set out in recommendation (g) below).
- (g) The total Council Tax requirement of £876,779,300 to be raised through precepts on districts as set out in section 6.9 (table 3) in the final draft report published on 1st February 2023.

#### Kent Pay Scheme 2023-24

- (h) The recommendations from Personnel Committee on the changes to Kent Pay Scheme as set out in section 7.8 of the final draft budget published on 1 st February 2023
- (i) The uprating of member allowances linked to pay awards as set out in section 7.10 of the final draft budget published on 1st February 2023

#### Key Policies and Strategies

- (j) The Fees and Charges policy as set out in appendix L of the final draft report published on 1st February 2023



- (k) The Capital Strategy as set out in appendix M of the final draft report published on 1 st February 2023 including the Prudential Indicators.
- (l) The Treasury Management Strategy as set out in appendix N of the final draft report published on 1 st February 2023
- (m) The Minimum Revenue Provision (MRP) Statement as set out in appendix P of the final draft report published on 1 st February 2023.
- (n) The Reserves Policy as set out in appendix I of the final draft budget report published on 1st February 2023.

In addition:

- (o) To delegate authority to the Corporate Director of Finance (after consultation with the Leader, the Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services and the political Group Leaders) to resolve any Page 24 minor technical issues for the final budget publication which do not materially alter the approved budget or change the net budget requirement and for any changes made to be reflected in the final version of the Budget Book (blue combed) due to be published in March 2023.
  - (p) To note the information on the impact of the County Council's share of retained business rates and business rate collection fund balances on the revenue budget will be reported to Cabinet once it has all been received.
  - (q) To note the extraordinary impact of the economic consequences of global and national circumstances on spending and income in 2022-23, and knock on consequences and on-going impact in the final draft 2023-24 budget, capital programme and medium term financial plan.
  - (r) To note further potential economic volatility and the uncertain financial outlook for later years in the absence of a multi-year settlement from government (in particular from 2025-26 onwards with guiding principles and notional grant increases only confirmed for 2024-25) as well as uncertain impact of the delayed social care reforms and reforms to local government funding arrangements."
- (4) Dr Sullivan (Leader of the Opposition), Mr Hook (Leader of the Liberal Democrat Group) and Mr Lehmann (Leader of the Green & Independent Group) gave their responses to the recommendations.
  - (5) Following a general debate, the Chairman called for cross-directorate amendments.
  - (6) Dr Sullivan proposed, and Mr Brady seconded the following amendment:

*Proposed Purpose:*

“To amend the budget proposed by the Administration in line with the Labour Group’s Alternative Budget in accordance with sections 8.10 – 14 of the Constitution.”

*Proposed Amount:*

“See revised budget appendices A, B, D and G. Please also refer to the Labour Group’s alternative budget covering report, which includes the revised recommendation as proposed by the Labour Group.”

*Proposed Funding Source:*

“See revised budget appendices A, B, D and G. Please also refer to the Labour Group’s alternative budget covering report, which includes the revised recommendation as proposed by the Labour Group.”

*Post meeting note – A covering report was circulated at the meeting and is attached to these minutes along with the revised budget appendices A, B, D and G.*

- (7) The General Counsel provided a point of clarification regarding the formal recording of votes.
- (8) Following the debate, the Chairman put to the vote the amendment set out in paragraph 6 above and the voting was as follows:

For (13)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Ms K Grehan, Mr Harman, Mr Hood, Mr Lehmann, Mr Lewis, Ms Meade, Mr P Stepto, Dr Sullivan

Against (56)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Ms McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (4)

### **Children, Young People and Education Directorate**

- (9) The Cabinet Member for Education and Skills and the Cabinet Member for Integrated Children's Services introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.
- (10) Mr Hook proposed, and Mr Streatfeild seconded the following amendment:

*Proposed Purpose:*

“This amendment seeks to maintain the current practice of the provision of disability packages of support for children and their families. Disability packages for children provide essential support to disabled children and their families, who otherwise would face extraordinary costs to access the same level of support. Disabled children are some of the most vulnerable in our communities and a cut to their support will put their physical and emotional wellbeing at risk. ‘Strict adherence to policy’ is a major reduction in this service and will provide only the absolute minimum when disabled children’s needs are often complex and unique on an individual basis. This authority cannot rely on the assumption that it will be guaranteed enhanced contributions from health when these budgets are already under extreme pressure. Maintaining this funding will allow for disabled children to be given the best possible life chances, independence and allow them to prosper in Kent’s vibrant community.

*Note:*

The amendment calls for funding by a reduction in the overall contribution to earmarked reserves for one year to allow for alternative sources of funding or savings to be identified.”

*Proposed Amount:*

“£1,529.3k.”

*Proposed Funding Source:*

“£1,529.3k reduction in the contribution to earmarked reserves.”

- (11) Dr Sullivan requested that Mrs Chandler’s comment regarding the intention that support for disabled children would not be stopped, be included in the minutes.
- (12) Following the debate, the Chairman put to the vote the amendment set out in paragraph 10 above and the voting was as follows:

For (16)

Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (53)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Love, Mr S Manion, Mr Marsh, Ms McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (1)

Mr Baldock

*Amendment lost.*

(13) The Democratic Services Manager clarified the arrangements for proposing and seconding budget amendments, specifically that it was limited to one per Member and he confirmed the details were in line with the Constitution and the procedure note circulated to Members in advance of the meeting.

(14) Mr Lehmann proposed, and Mr Baldock seconded the following amendment:

*Proposed Purpose:*

“To fund a feasibility study to the possibility of insourcing a proportion of the Home to School transport provision for pupils in mainstream education. The costs in this area have increased at exceptional rates in recent years and alternative methods for provision of this service need to be investigated.”

*Proposed Amount:*

“£100,000.”

*Proposed Funding Source:*

“To be funded from reserves.”

(15) Following the debate, the Chairman put to the vote the amendment set out in paragraph 14 above and the voting was as follows:

For (13)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Ms Grehan, Mr Harman, Mr Hood, Mr Lehmann, Mr Lewis, Ms Meade, Mr Stepto, Dr Sullivan

Against (56)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Ms McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (4)

Mrs Dean, Mr Hook, Mr Sole, Mr Streatfeild

*Amendment lost.*

### **Growth, Environment and Transport Directorate**

(16) The Cabinet Member for Highways and Transport, the Cabinet Member for Environment, the Cabinet Member for Communities and Regulatory Services and the Cabinet Member for Economic Development introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.

(17) Mr Baldock proposed, and Mr Harman seconded the following amendment:

*Proposed Purpose:*

“Community Wardens are instrumental in ensuring safer and more resilient communities, and they provide vital preventative social care support to vulnerable residents by engaging in social prescribing. We propose to reverse the £500,000 part year saving, maintaining the 2022/2023 funding levels for this service, ensuring that Community Wardens are able to continue providing vital support at a time when adult social care services are overwhelmed and PCSOs are disappearing from our communities.”

*Proposed Amount:*

“£500,000 in 2023/24. £1,000,000 in 2024/25.”

*Proposed Funding Source:*

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

**2024/25** onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premiums for second homes and empty homes. These two policies are expected to generate an additional £4.4m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

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

For (16)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (54)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (0)

*Amendment lost.*

(19) Mr Stepto proposed, and Mr Hood seconded the following amendment:

*Proposed Purpose:*

“As a result of the decision to reduce bus subsidies, many residents across Kent have been left without access to a bus service. The role of community transport is now even more important to ensure that residents without access to public transport are able to socialise, shop and access health appointments. We propose a £1m investment to fund electric minibuses for use by community transport organisations across Kent, to ensure that vulnerable residents are not left isolated as a result of the subsidy cuts.”

*Proposed Amount:*

“£1,000,000.”

*Proposed Funding Source:*

“To be funded in 2023/24 from the estimated council tax collection fund balance surplus of £4.487m, with a view to repaying from increased council tax premiums on second homes and empty homes from 2024/25 onwards if sufficient progress towards this has been made by districts by Winter 2023.”

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

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (53)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (1)

Mr Shonk

*Amendment lost.*

(21) Mr Hood proposed, and Mr Campkin seconded the following amendment:

*Proposed Purpose:*

“KCC’s 2022 budget included a proposal to double the number of swathe cuts on rural roads to support the aims of Kent’s Plan Bee by optimising the range of habitats provided for pollinators across Kent’s rural verge network. We propose to reinstate the number of swathe cuts in line with the 2022/23 budget.”

*Proposed Amount:*

“£300,000”

*Proposed Funding Source:*

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

“  
**2024/25** onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premium for second homes. This policy will generate an estimated additional £1.7m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

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

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (54)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (0)

*Amendment lost.*

(23) Mr Campkin proposed, and Mr Stepto seconded the following amendment:

*Proposed Purpose:*

“We propose to increase the weed control budget to allow KCC to consider and implement environmentally conscious methods of weed control to reduce our reliance on glyphosates and to support the goals of Plan Bee.”

*Proposed Amount:*

“£600,000.”

*Proposed Funding Source:*

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m



**2024/25** onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premium for homes that have remained empty for longer than one year. This policy will generate an estimated additional £2.7m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

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

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (53)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (1)

Mrs Bruneau

*Amendment lost.*

### **Adult Social Care and Health Directorate**

(25) The Cabinet Member for Adult Social Care and Public Health introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.

(26) Mr Streatfeild proposed, and Mrs Dean seconded the following amendment:

*Proposed Purpose:*

“This amendment seeks to maintain the current practice of the provision of discretionary services in adult social care from the voluntary sector. The voluntary sector provides essential care services to the most vulnerable adults in Kent. Support from the NHS is not guaranteed due to their own budgetary restrictions, and this cannot be relied on. A reduction in essential services will significantly reduce the emotional and physical wellbeing of adults in care and would increase their vulnerability. Not only would this

cause immense harm but could increase costs in other areas of the authority and other public sector bodies. Without support, the voluntary sector would collapse due to the increase in costs they are experiencing. Maintaining this funding for Adult Social Care contracts with the voluntary sector will significantly improve the quality of life of those in care, maintain jobs for those in the sector, and reduced the burden on overstretched NHS services in Kent.

Note:

The amendment calls for funding by a reduction in the overall contribution to earmarked reserves for one year to allow for alternative sources of funding to be identified.”

*Proposed Amount:*

“£4,310.0k.”

*Proposed Funding Source:*

“£4,310.0k reduction in contribution to earmarked reserves.”

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

For (16)

Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (48)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mrs Chandler, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Abstain (1)

Mr Baldock

*Amendment lost.*

(28) The Chairman proposed that, under s14.48 of the Constitution, Council resolve to extend the meeting beyond 5.00pm and it was agreed unanimously.

- (29) RESOLVED that the County Council agree to continue the meeting beyond 5.00pm.

### **Strategic and Corporate Services Directorate**

- (30) The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services and the Cabinet Member for People and Communications introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.

- (31) Mr Oakford provided clarification regarding the rollover of Member Grants.

- (32) Mr Sole proposed, and Mr Hook seconded the following amendment:

*Proposed Purpose:*

“Member community grants provide essential funding to community and highways projects that would otherwise not be funded. In the period, 2021/22 186 grants were awarded with the total amount awarded being £237,631.54 with a range of organisations being supported such as charities, community groups, parish councils and sports organisations. Members of the council work at the heart of their communities and know where grants would be best spent. Retaining the current £10,000 grant funding enables members to give a fair distribution to organisations in need across their divisions and secure local highway improvement schemes.

*Note:*

The amendment calls for funding by a reduction in the overall contribution to earmarked reserves for one year to allow for alternative sources of funding to be identified.”

*Proposed Amount:*

“£518.4k.”

*Proposed Funding Source:*

“£518.4k reduction in the contribution to earmarked reserves.”

- (33) Following the debate, the Chairman put to the vote the amendment set out in paragraph 32 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (51)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Abstain (1)

Mr Shonk

*Amendment lost.*

(34) Mr Harman proposed, and Mr Lehmann seconded the following amendment:

*Proposed Purpose:*

“We propose that funding for the Combined Member Grant scheme should held at £10,000 per Member. This grant is vital to ensuring Members are able to deliver targeted support within their communities at a time when residents and organisations across Kent are struggling due to the cost of living crisis. This is especially vital at a time when the authority is making wide ranging cuts.”

*Proposed Amount:*

“£518,400”

*Proposed Funding Source:*

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

**2024/25** onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premium for homes that have remained empty for longer than one year. This policy will generate an estimated additional £2.7m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

(35) The Democratic Services Manager provided clarification regarding the duplication of amendments. He said two amendments regarding Member Grants had been considered valid by the Chair as they involved different funding sources.

(36) Following the debate, the Chairman put to the vote the amendment set out in paragraph 34 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (48)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Prendergast, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Abstain (1)

Mr Shonk

*Amendment lost.*

(37) Mr Gough and Mr Oakford summarised the debate. As all the amendments had been determined, the Chairman put to the vote the substantive motion as set out in Item 6, paragraph 3 above and the voting was as follows:

For (51)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooke, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mrs Game, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Prendergast, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Against (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Abstain (0)

*Substantive Motion Carried.*

RESOLVED that;

County Council, having given due regard to the s25 Report (published for consideration as agenda item 5 of this meeting), agreed the following:

### 2023-33 Capital Programme

- (a) The 10-year Capital programme and investment proposals of £1,624.0m over the years from 2023-24 to 2032-33 together with the necessary funding and subject to approval to spend arrangements.
- (b) The directorate capital programmes as set out in appendices A & B of the final draft budget report published on 1 st February 2023.

### 2023-24 Revenue Budget and Medium Term Financial Plan

- (c) The net revenue budget requirement of £1,310.9m for 2023-24.
- (d) The directorate revenue budget proposals for 2023-24 and the medium term financial plan as set out in appendices D (high level 3 year plan), E (2023-24 key services), appendix F (variations for 2023-24) and G (variations for 2023-26) of the final draft budget report published on 1 st February 2023.

### 2023-24 Council Tax

- (e) To increase Council Tax band rates up to the maximum permitted without a referendum as set out in section 6.10 (table 4) in the final draft report published on 1st February 2023. For the general precept the increase up to but not exceeding 3% raises an additional £25.048m taking the total general precept to £761,106,400
- (f) To levy the additional 2% social care precept (raising an additional £16.664m and taking the total social care precept to £115,672,900 out of the total precept set out in recommendation (g) below).
- (g) The total Council Tax requirement of £876,779,300 to be raised through precepts on districts as set out in section 6.9 (table 3) in the final draft report published on 1 st February 2023.

### Kent Pay Scheme 2023-24

- (h) The recommendations from Personnel Committee on the changes to Kent Pay Scheme as set out in section 7.8 of the final draft budget published on 1 st February 2023
- (i) The uprating of member allowances linked to pay awards as set out in section 7.10 of the final draft budget published on 1st February 2023

### Key Policies and Strategies

- (j) The Fees and Charges policy as set out in appendix L of the final draft report published on 1st February 2023

- (k) The Capital Strategy as set out in appendix M of the final draft report published on 1 st February 2023 including the Prudential Indicators.
- (l) The Treasury Management Strategy as set out in appendix N of the final draft report published on 1 st February 2023
- (m) The Minimum Revenue Provision (MRP) Statement as set out in appendix P of the final draft report published on 1 st February 2023.
- (n) The Reserves Policy as set out in appendix I of the final draft budget report published on 1st February 2023.

In addition:

- (o) To delegate authority to the Corporate Director of Finance (after consultation with the Leader, the Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services and the political Group Leaders) to resolve any Page 24 minor technical issues for the final budget publication which do not materially alter the approved budget or change the net budget requirement and for any changes made to be reflected in the final version of the Budget Book (blue combed) due to be published in March 2023.
- (p) To note the information on the impact of the County Council's share of retained business rates and business rate collection fund balances on the revenue budget will be reported to Cabinet once it has all been received.
- (q) To note the extraordinary impact of the economic consequences of global and national circumstances on spending and income in 2022-23, and knock on consequences and on-going impact in the final draft 2023-24 budget, capital programme and medium term financial plan.
- (r) To note further potential economic volatility and the uncertain financial outlook for later years in the absence of a multi-year settlement from government (in particular from 2025-26 onwards with guiding principles and notional grant increases only confirmed for 2024-25) as well as uncertain impact of the delayed social care reforms and reforms to local government funding arrangements.

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## **CORPORATE PARENTING PANEL – 13 December 2022**

### **MINUTES of a meeting held online**

PRESENT: Trudy Dean (Vice-Chairman, in the Chair), Rob Barton, David Beaney, Tom Byrne, Tony Doran, Kelly Grehan, Sarah Hamilton, Sarah Hammond, Peter Harman, Shellina Prendergast, Nancy Sayer, Tracy Scott and Caroline Smith.

ALSO PRESENT: Sue Chandler, Cabinet Member for Integrated Children's Services

IN ATTENDANCE: Kevin Kasaven (Assistant Director, Safeguarding, Professional Standards and Quality Assurance, Integrated Children's Services), Leemya McKeown (Assistant Director (Safeguarding Professional Standards and Quality Assurance), Christy Holden, Head of Strategic Commissioning, Children and Young People's Services), Maureen Robinson (Management Information Unit Service Manager), Pritpal Sodhi (Quality Assurance Manager, IRO Service North-West), Theresa Grayell (Democratic Services Officer), and Hayley Savage (Democratic Services Officer).

#### **1. Apologies and substitutes**

Apologies for absence had been received from Dirk Ross, Dan Bride, Alison Farmer, Lesley Game, Stephen Gray, Margot McArthur and Sharon Williams.

#### **2. Vice-Chairman's Announcements**

1. The Vice-Chairman advised that she would be leading the meeting as the Chairman was unable to attend. The meeting had been moved at short notice from physical to online to avoid participants needing to travel across the county in inclement weather on potentially dangerous roads and pavements.

2. She also asked the Panel to agree that an agenda setting be held at the end of the meeting, and that this then become the regular method of agenda setting. This was agreed.

#### **3. Minutes of the meeting held on 26 October 2022**

1. It was RESOLVED that the minutes of the meeting held on 26 October 2022 are correctly recorded. There were three points arising:

- a) minute 2, para 1 - the Vice-Chairman advised that she supported the Chairman's plans for the future role of the Vice-Chairman and for the role to be taken on by another person;
- b) minute 8 – further detail was needed on the delays to the Adoption process; and
- c) minute 6, para 1 - the impact of the Prime Minister's recently-announced plans in relation to asylum seekers would need to be considered and could be covered in the Cabinet Member's verbal update.

#### **4. Participation Team update**

1. Tom Byrne and Rob Barton introduced the update and advised that Georgina Hallam and Kayleigh Williams had joined the team to work with care leavers and adopted young people, respectively. Recent engagement events had been well attended and much enjoyed. Rob Barton undertook to circulate two videos of these events to Members of the Panel. Young people had taken part in role play training exercises with trainee and newly qualified social workers, via local universities, and students had given feedback about how useful this had been for them.

2. The update was noted, with thanks.

#### **5. Challenge Card Update – ‘My Things Matter’**

1. Tom Byrne introduced the report and advised that a new Challenge Card had been lodged to adopt a minimum standard of support and facilities that young people needed when moving between placements. Caroline Smith added that Foster Carers were leading on putting this into practice to ensure that young people had their own suitcases to keep, and that bin bags were not used, even for an emergency move taking place at short notice. In this situation, a young person would be given their own suitcase as soon as possible after the move. Training given to Foster Carers would be supported by written guidance. Caroline accepted the challenge card on behalf of Integrated Children’s Services. The new practice could be established across the county very quickly and it was expected that, by the next meeting of the Panel, all Foster Carers would be on board and ready to sign up to it.

2. A previous challenge card, a campaign to establish that all young people leaving care could apply for social housing in any district of the county, was progressing, but liaising with local housing officers at District Councils would take time. Panel Members who served on both County and District Councils could help to move this forward by lobbying their local council. This could also be addressed via the Kent Leaders’ Group, and Sue Chandler confirmed that the group was already aware of the campaign but undertook to raise it again there. Sarah Hammond confirmed that the County Council had a duty to ensure that all young people leaving care had access to safe and secure accommodation but, not being a housing provider, had no duty or power to provide that accommodation. The aim was that, as a young person approached the age at which they must leave care, they could choose to apply for housing in any area and that their status as a care leaver should give them no advantage or disadvantage over anyone else joining the housing list. The Vice-Chairman added that it would be most helpful if every County Council Member were to ask their local District Council what it was doing to progress the issue.

3. The update report was noted, with thanks, and the Panel welcomed and supported the challenge cards and the actions being taken to meet them. A further update on ‘My Things Matter’ would be made at the Panel’s next meeting.

#### **6. Performance Scorecard for Children in Care**

1. The Vice-Chairman said she was keen to see key performance indicators (KPIs) being reviewed in the light of the Ofsted report on the Special Educational Needs and Disability (SEND) service, and the need to be able to show that any child with a SEND assessment was achieving their full potential. Tony Doran advised that the service had its own KPIs relating to academic performance and outcomes but offered that his future VSK Head Teacher Annual Reports to the Panel could subdivide statistics to list SEND and Education Health and Care Plans (EHCP) separately. He advised, however, that comparing special and mainstream schools would give a skewed picture, so a range of performance data could be presented to accommodate this. Tony and Steve Tanner, Assistant Director, SEND, would work closely together to address issues relating to placements and monitoring. This enhanced level of data reporting could be included in the scorecard once a year, when the statistics had been verified.

2. Sue Chandler commented that it would help to be able to get more children with SEND into mainstream schools. Tony advised that the Ofsted report had highlighted positive scrutiny of children in care with SEND and he would welcome any method to raise the profile of education issues faced by children in care.

3. It was RESOLVED that the performance data in the Corporate Parenting scorecard be noted, with thanks.

## **7. Verbal Update by the Cabinet Member**

1. Sue Chandler gave an update on the following issues:-

**Care Leavers' events** – Sue had attended the 'Aspirations and Pledge' event and had been inspired by the aspirations and commitment of care leavers to make the most of their opportunities. There was a range of pledges to enhance the experience of care leavers and an annual event to celebrate this would next be held in October 2023.

**Foster Carers' Awards, 4 November 2022** – Sue had not been able to attend the event but placed on record her sincere congratulations to all those who had been recognised there.

**Christmas Appeal** – the aim was to raise £20,000 to be able to give every care leaver in Kent a gift voucher. The appeal had so far raised 91% of its target, and Sue thanked everyone who had contributed. Details of the appeal could be found on KNet and the Young Lives Foundation website.

**Unaccompanied Asylum-seeking Children (UASC)** – The Prime Minister, Rishi Sunak, had announced this morning a new plan in relation to asylum seekers, but the direct impact for the County Council of this statement was difficult to identify at this early stage.

There had been 19 referrals so far in December, a reduction in numbers, which was usual once the weather turned colder, but still above the average for this time of year. It was hoped that accommodation could be found which did not involve the use of hotels. The National Transfer Scheme was operating but more slowly than

Kent would like. Many current immigrants were from Albania, a safe country, although some were claiming asylum due to issues relating to slavery. Kent had assumed corporate parenting responsibility for a few unaccompanied Albanian minors, who would take on the same care status as other UASCs. Generally, there were very few Albanians in Kent's UASC cohort, currently only 5 out of 74.

2. Sarah Hammond added that other local authorities were being urged to establish safe reception centres to provide more suitable accommodation than hotels. She advised that, even if young people did not claim asylum, they would still become the responsibility of the local authority in which they arrived. So far in 2022, 60 Albanian young people had arrived, some of which had gone missing upon arrival, which was characteristic of that cohort.

3. The verbal update was noted, with thanks.

## **8. Independent Reviewing (IRO) Service Annual Report 2021/2022**

1. Leemya McKeown introduced the report and highlighted that:

- a) a key aim of the service was to maintain a stable workforce to minimise the number of times a child in care had to be allocated a new IRO;
- b) due to the increase in UASC, the service had planned to identify IROs who could specialise in working with UASC, and this had now come to fruition. UASC IROs would be based in safer reception centres, would support the National Transfer Scheme and would work to meet children's welfare needs;
- c) work on the Voice of the Child, and to increase participation, had gone on through the pandemic by meeting online with young people. It had surveyed 50 children in care about their experiences of the IRO service and engagement during the pandemic. Other work surveyed IROs to find out what support they needed to have to engage most effectively with young people; and
- d) the LAC review had sought to assess how best Kent could quality-assure its work, using audit tools, and it was planned to build on this work.

2. She then responded to comments and questions from the Panel, including:

- a) there were various reasons for a young person not to attend their care review meetings; some did not like speaking about personal things in a group and sought instead to have a one-to-one, while others found the process too formal. Other methods of engagement and consultation could include social media platforms such as Snapchat. Pritpal Sodhi advised that review meetings belonged to the child and the content and style of them would be shaped by the child's wishes. They would take place where the child felt most comfortable to take part;

- b) asked if there were any aspects of the service that they would like to change, Pritpal said he would like to be able to identify a permanent placement for a child earlier. Leemya said her plans for 2023 included strengthening the Sense of Belonging project by seeking feedback (for example, via the LAC review process) before a placement broke down. She hoped to be able to report progress on this in next year's IRO Annual Report;
  - c) Kevin Kasaven added that he would like to see delays in court proceedings addressed, to return to the 26-week target timescale. To achieve this would need good early assessments and would need to address the shortage of family law solicitors available to support cases. Currently, resources were not best placed to deliver the best and fastest process. To improve the pre-proceedings stage, courts would need to be urged to accept a social worker's assessment earlier and move on to hearing the case quicker. Currently, if the process went on for any longer than six months, the whole preparation stage would have to be repeated;
  - d) asked what the County Council could do to help improve this process, Kevin advised that stronger working links between IROs and the Children and Family Court Advisory and Support Service (CAFCASS) would improve what could sometimes be an adversarial relationship, with the CAFCASS process bringing complications to IROs' work. Sue Chandler added that to do this may require political intervention; and
  - e) asked about the potential impact of parental alienation on a child in care, Sarah Hammond undertook to advise the questioner outside the meeting.
3. It was RESOLVED that the Annual Report and its findings be noted, with thanks.

## **9. Corporate Parenting Annual Report 2022**

- 1. Caroline Smith introduced the report and set out some of the year's highlights:
  - a) the recent Ofsted report had praised the excellent part taken in the inspection process by the VSK Apprentices;
  - b) the 'Aspirations and Pledge' event had highlighted new opportunities, and young people could be mentored by the County Council and its partners to help them achieve their goals;
  - c) the 16+ Awards ceremony had been a major event which celebrated young people. There had been much good feedback from young people and carers about the organisation of the event and the way in which it had made young people feel special;
  - d) the Foster Carer Awards had also been a very successful event to celebrate the care and dedication of Kent's Foster Carers; and

- e) the Christmas campaign this year had been different from previous years in seeking, and achieving, support from local businesses, including John Lewis, Waitrose and the Gallagher Group.

2. Asked what would happen if the appeal were to exceed its £20,000 target to provide a gift voucher for every care leaver, Caroline advised that any surplus money would be used to provide 'welcome boxes' for care leavers setting up their first independent home. Boxes would include items identified by young people as the basic things they most needed, including crockery, cutlery, bedlinen, basic tools and first aid supplies.

3. Asked if care leavers would receive their gift vouchers in time for Christmas, given the postal strikes, Caroline advised that the first vouchers would be posted, together with a Christmas card designed by a young person, on 13 December, so would arrive in good time for Christmas. As the appeal continued and more money was raised, further instalments of vouchers and cards would be dispatched.

4. The Vice-Chairman asked if and when the Corporate Parenting Annual Report would be presented to full Council, as this would be a good opportunity, alongside the Corporate Parenting Panel minutes being included as a regular agenda item for noting, to raise the profile of the corporate parenting role. She undertook to raise this with officers at the next full Council meeting, which was imminent. Sarah Hammond agreed and suggested that this would also be an opportunity for young people to attend full Council to present the Annual Report and address the Council.

5. It was RESOLVED that the Corporate Parenting Annual Report be noted and welcomed, with thanks.

#### **10. Looked after Children Annual Report April 2021 - March 2022 (for the Kent and Medway Clinical Commissioning Group)**

1. Nancy Sayer introduced the report and set out key challenges:

- a) the role of designated nurses for looked after children was to give support and guidance to help the care system to achieve the best outcomes for young people;
- b) the Integrated Care Board (ICB - previously the CCG) was struggling to appoint sufficient designated doctors to work with looked after children, as this was a relatively new specialism and there was a national shortage of suitably-qualified community paediatricians who could take on the role;
- c) the ICB had received a presentation from the VSK Participation team, aimed at helping to design a service which best benefitted young people in care, and how best to engage with and support them; and
- d) the number of UASC in Kent continued to impact the NHS's ability to achieve initial health assessments for all within the target timescale, and it was hoped that the National Transfer Scheme would shortly start to move young people on to other local authorities faster, to comply with the agreed

10-day target. 916 UASC had entered the care system in Kent during 2022 and she reminded that Panel that the NHS received no additional funding to support the delivery of healthcare services to these young people.

2. The service had also achieved online training for GPs and practice nurses, which would help them to understand the child health issues faced by children coming into care, and their carers, including the trauma that many children might be dealing with as they left their birth families, for whatever reason, and entered the care system. To spread awareness and keep knowledge up to date, training would need to be widely available and repeated regularly.
3. It was RESOLVED that the Annual Report be noted and welcomed, with thanks.

The Vice-Chairman had lost connection just at the end of the meeting so the Democratic Services Officer closed the meeting and thanked participants for attending.

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**By:** Roger Gough – Leader of the Council  
David Cockburn – Chief Executive

**To:** County Council

**Date:** 23 March 2023

**Subject:** Top Tier Restructure

**SUMMARY:** This report proposes changes to the current senior management structure in the Children, Young People and Education and Adult Social Care and Health Directorates. The paper outlines the reason for, and details of, the changes.

### **Recommendations:**

County Council is asked to:

1. AGREE the deletion of the posts of Director – Special Educational Needs & Disability and the Director – Integrated Children’s Services posts in the Children, Young People and Education Directorate.
2. AGREE the deletion of the post of Strategic Commissioner from the Chief Executive’s Department.
3. AGREE the creation of the role of Director - Adults and Integrated Commissioning in the Adult Social Care and Health Directorate
4. AGREE the introduction of the revised posts of Director – Education & SEN, Director – Operational Integrated Children’s Services and Director – Children’s Countywide Services posts in the Children, Young People and Education Directorate
5. AGREE the descriptions for the four new roles as set out in Appendices 3, 4, 5, and 7.

## **1. INTRODUCTION**

- 1.1 The current Directorate structure in Kent County Council has been in place for several years and has provided a stable platform for the delivery of services across our main areas of focus – community facing Place based services, including transport; support for children and families, including education; adult social care and public health. This service delivery is underpinned by the professional support services provide by the Chief Executive and deputy Chief Executive’s departments.
- 1.2 It is important that senior posts within these Directorates adapt when required to the ever-changing environment in which the Authority operates.

- 1.3 The need to initiate the changes outlined in this paper is occasioned by two main pressures – the imperative to make sustained improvements to our services to children and young people with special educational needs whilst maintaining focus on our excellent children’s social care provision and, secondly, the need to adapt to closer integration with the NHS in relation to adult social care services whilst maintaining the principles of a strategic commissioning authority.
- 1.4 This paper outlines proposed changes in our current top tier structure to meet these objectives.

## **2. REASONS FOR CHANGE TO THE DIRECTOR ROLES IN CHILDREN, YOUNG PEOPLE AND EDUCATION (CYPE)**

- 2.1 The current senior structure of the Children, Young People and Education (CYPE) Directorate has consisted of the Corporate Director and four Directors since March 2020. It is shown at Appendix 1.
- 2.2 A new Corporate Director was appointed in July 2022, and she has taken the opportunity to review how the senior team operates and, also, where responsibility for services should lie. This has also been informed by the outcome of the SEN Ofsted revisit which has prompted the Corporate Director, in consultation with the Leader of the Council and lead cabinet members, to consider the sufficiency of the apportionment of roles and responsibilities in senior management to deliver the statutory and other responsibilities and improvements that are required in that service.
- 2.3 This report recommends the deletion of the current post of Director – Special Educational Needs & Disability and the two Director – ICS posts and the creation of three new Director roles: a Director – Education & SEN, a Director – Operational Integrated Children’s Services and a Director – Children’s Countywide Services.
- 2.4 In 2018 the two Director – ICS roles were created to facilitate the integration of Specialist Children’s Services and Early Help & Preventative Services in order to focus resources on achieving the ambitions set out in KCC’s Strategic Outcomes statement. These two roles were split on an East and West geographical basis.
- 2.5 At that time, the Director Education, Planning and Access led responsibility for liaising with over 600 schools; access and inclusion; school admissions; children with Special Educational Needs (SEN) and oversight and management of The Education People contract.
- 2.6 In 2019 the County Council took the decision to create two Director roles to replace the Director Education, Planning and Access. These were the Director – Special Educational Needs & Disability (SEND) and Director – Education. A key reason for separating out these responsibilities was to accommodate the

integration of Children's Disability Services into the Directorate when it transferred from the Adult Social Services Directorate and to address the need for greater connectivity and co-ordination in delivery of services for these children.

- 2.7 In 2022 the social work services provided by the Directorate were rated by Ofsted as "outstanding". This was a positive outcome for the staff involved and a well-deserved acknowledgement for all the hard work put in by the teams.
- 2.8 The proposal in this report builds on the positives from the social work Ofsted inspection. A single Director responsible for all of the integrated social work teams across the County would provide a platform for increased focus on, and consistency in, social work practice. The government is now bringing forward its response to several reports on children's services issues, including the Josh McAlister review. The proposed new structure will position the Authority well to deliver the recommendations from the review. To enable this new role, it is proposed to bring all of the countywide services that were previously split between the two Directors of Integrated Children's Services under the leadership of one Director. This would include the Children's Disability Service and the Safeguarding, Practice Development and Quality Assurance team which will be augmented to cover all professional practice across the Directorate, including that within Special Educational Needs.
- 2.9 Following the poor outcome of the Ofsted and CQC revisit in 2022 to review progress on the Council's SEN written statement of action there is a critical requirement to make improvements in the SEN service. One of the key aspects of this work is to address the whole Kent system and in particular the relationship with schools and their approach to inclusive education in relation to SEN. With the further drive towards academisation it is vital that this relationship is better established and strengthened. The intelligence received from schools is that they would welcome the Council working more closely with them on this agenda.

### **3 PROPOSED TOP TIER DIRECTORATE STRUCTURE IN CYPE**

- 3.1 It is proposed to introduce three revised Director level roles at the KR17 grade, reporting to the Corporate Director – Children, Young People & Education. The proposed top tier structure chart for the CYPE Directorate is shown at Appendix 2. This will result in a decrease in Director posts in the Directorate from four to three.
- 3.2 The Director – Education & Special Educational Needs will be responsible for the management of Provision Planning and Operations, Schools' Capital Programme, Education Planning and Resources, Fair Access, Attendance and Inclusion, Community Learning & Skills, Special Education Needs service, and Education Psychology Service. The post will lead and drive the improvements required as a result of the SEN Ofsted revisit and will bring closer focus to the whole system change required and, in particular, to

inclusion in mainstream schools. A description of the role is shown in Appendix 3.

- 3.3 The Director – Operational Integrated Children’s Services will lead and develop the strategic and operational delivery of children’s services, including social work services within an integrated Family Support model across Kent, ensuring effective service delivery and that standards and outcomes are continually improved. A description of the role is shown in Appendix 4.
- 3.4 The Director – Children’s Countywide Services will lead and develop the strategic and operational delivery of a range of countywide children’s services, ensuring effective service delivery and that standards and outcomes are continually improved. The responsibilities include ensuring practice and performance across the CYPE Directorate continues to improve and that children and young people are safe guarded. A description of the role is shown in Appendix 5.

#### **4 REASONS FOR CHANGE IN THE COMMISSIONING STRUCTURE**

- 4.1 *Framing Kent’s Future*, commits to finding better ways to deliver services for Kent. The majority of KCC services are purchased from third party providers across the public, private and voluntary sector. The challenging market environment and opportunities around integrated ways of working requires us to adapt our commissioning approach. We need greater engagement and 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 and a focus on the wider social value that our significant spending power (both individually and collectively with our partners) can achieve.
- 4.2 There are also major financial pressures facing KCC and its key markets and key suppliers, particularly across social care and the voluntary sector, which are fundamental to public service delivery. Therefore, KCC needs to transform the way in which it designs and delivers services to deliver best outcomes for Kent residents whilst protecting the long-term sustainability of the Council, through a different approach towards procurement and commissioning, that places the greater focus required on strategic, long-term planning and effective governance, alongside the need for improved oversight of third party spend, key markets and suppliers, and commercial support on major risks/issues.
- 4.3 As a result of this environment, a review of the current structures and approaches in place across the organisation has been undertaken and has concluded that changes are necessary to the current operating model to ensure the objectives can be met. The review of our commissioning approach and the need to better focus and align our commissioning and procurement expertise, has resulted in proposals to change senior level posts and consult on a wider change to roles in Strategic Commissioning and the service

Directorates. This paper is concerned with the changes to the top tier structure.

## **5. PROPOSED TOP TIER STRUCTURE FOR COMMISSIONING**

- 5.1 The commissioning review has led to the conclusion that the current post of Strategic Commissioner is no longer required. It also concludes that, given the significance of the spend on commissioned services in Adult Social Care and the need to explore ways to maximise integrated commissioning with the NHS, a new post is needed in the Adult Social Care and Health Directorate (ASCH). The current senior structure in the ASCH Directorate consists of the Corporate Director and two Directors, plus Director of Public Health, as shown in Appendix 6. The opportunities for greater integrated work with Health, particularly since the development of the Integrated Care Board (ICB) and full alignment of commissioning activity into the ASCH locality model will result in both the aims and ambitions of the service being realised and an integrated strategic approach to the necessary partnership with service providers. The commissioning review under the direction of the Strategic Reset Programme, was led by John Betts and has engaged with stakeholders across all Directorates, HR & OD, Finance and undertaken benchmarking with other Local Authorities and central government.
- 5.2 There is a need to maximise the resources and capacity we have to better manage the considerable external spend. Within a proposed new operating model, dedicated Commissioning Teams will be established in and aligned to the Adult Social Care and Health (ASCH) and Children, Young People, and Education (CYPE) Directorates with the primary purpose to secure services that make use of the full range of resources available internally, from partners, the market, and the Kent community. By being closer to Directorate leadership teams and operational staff, and by removing the expectation that Commissioning Teams will also lead on procurement activity, Commissioners will be able to build a deeper service knowledge and focus on key commissioning activity, including making sure services address the needs and wishes of service users, meet service requirements, and are informed by the latest innovations.
- 5.3 The review has led to several proposed changes to the structure of commissioning which have been the subject of trade union and staff consultation since 13 March 2023. One of the significant developments that required both Personnel Committee's consideration and County Council agreement is the deletion of the Strategic Commissioner and creation of the proposed new strategic leadership post within ASCH as these posts are part of the organisation's top tier structure.
- 5.4 Recognising the changing national policy landscape, upcoming legislative changes, and opportunities for closer working with Health partners, an Integrated Commissioning Team, hosted in ASCH, is also proposed to be established, driven by the ambition to secure health and social care services working in partnership across the Kent and Medway Integrated Care System. This team, comprised of Adults, Children's, and Public Health Commissioners,

will initially be focused on collaborating with NHS colleagues throughout the commissioning cycle in those areas where there is already close working (e.g., Learning Disability and ASD, Neurodevelopmental Pathways and Complex Care for C&YP, and Public Health). Over time, further areas to collaborate will be jointly identified with the longer-term intention to move towards greater integration in terms of pooled funding and resources across the system, acknowledging the benefits for Kent residents and communities.

- 5.5 The Director of Adults and Integrated Commissioning is proposed to provide strategic leadership and direction, working across senior levels in both KCC and the NHS to develop, implement, and continuously improve this new commissioning approach. The job description for this role is shown in Appendix 7. The proposed top tier structure for the ASCH Directorate is illustrated in Appendix 8.

## **6 POPULATING THE NEW TOP TIER STRUCTURE**

- 6.1 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 move)
- 6.2 The Personnel Committee supported the proposed changes to senior management structure in both the CYPE and ASCH Directorates and agreed to recommend these to County Council.
- 6.3 In line with their Terms of Reference the Personnel Committee considered the appointment of officers to the two new posts of Director of Operational Integrated Children's Services and Director of Education and Special Education Needs. It was agreed that the two existing Directors would 'slot' to the equivalent roles in the new structure.
- 6.4 The posts of Director – Children's Countywide Services and Director – Adults and Integrated Commissioning will be advertised, and arrangements made for a member Appointment panel to meet to select a candidate for each of these roles.

## **7 FINANCIAL CONSIDERATIONS**

- 7.1 The net reduction of Director posts at KR17 in CYPE will result in a saving of £133,000 so no additional funding is being sought for this new structure.
- 7.2 There is a net reduction in the cost of the commissioning posts as a result of the deletion of the Strategic Commissioner post at KR18 and creation of the new Director post at KR17. This is approximately £65,000. No additional funding or additional senior management is sought for this new structure.

## **8. RECOMMENDATIONS**

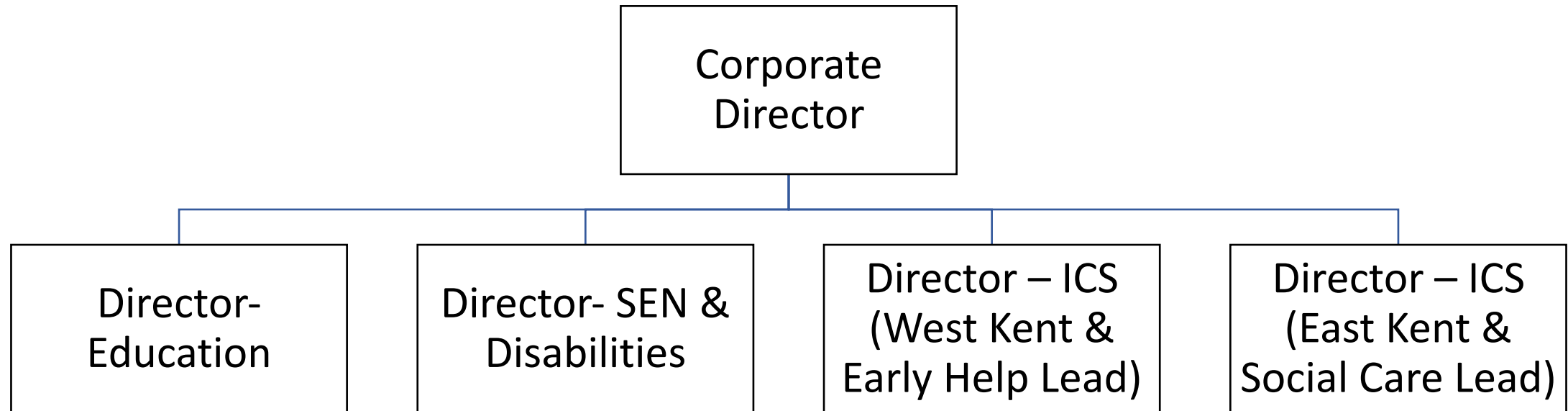
County Council is asked to:

1. AGREE the deletion of the posts of Director – Special Educational Needs & Disability and the Director – Integrated Children’s Services posts in the Children, Young People and Education Directorate.
2. AGREE the deletion of the post of Strategic Commissioner from the Chief Executive’s Department.
3. AGREE the creation of the role of Director - Adults and Integrated Commissioning in the Adult Social Care and Health Directorate
4. AGREE the introduction of the revised posts of Director – Education & SEN, Director – Operational Integrated Children’s Services and Director – Children’s Countywide Services posts in the Children, Young People and Education Directorate
5. AGREE the descriptions for the four new roles as set out in Appendices 3, 4, 5 and 7.

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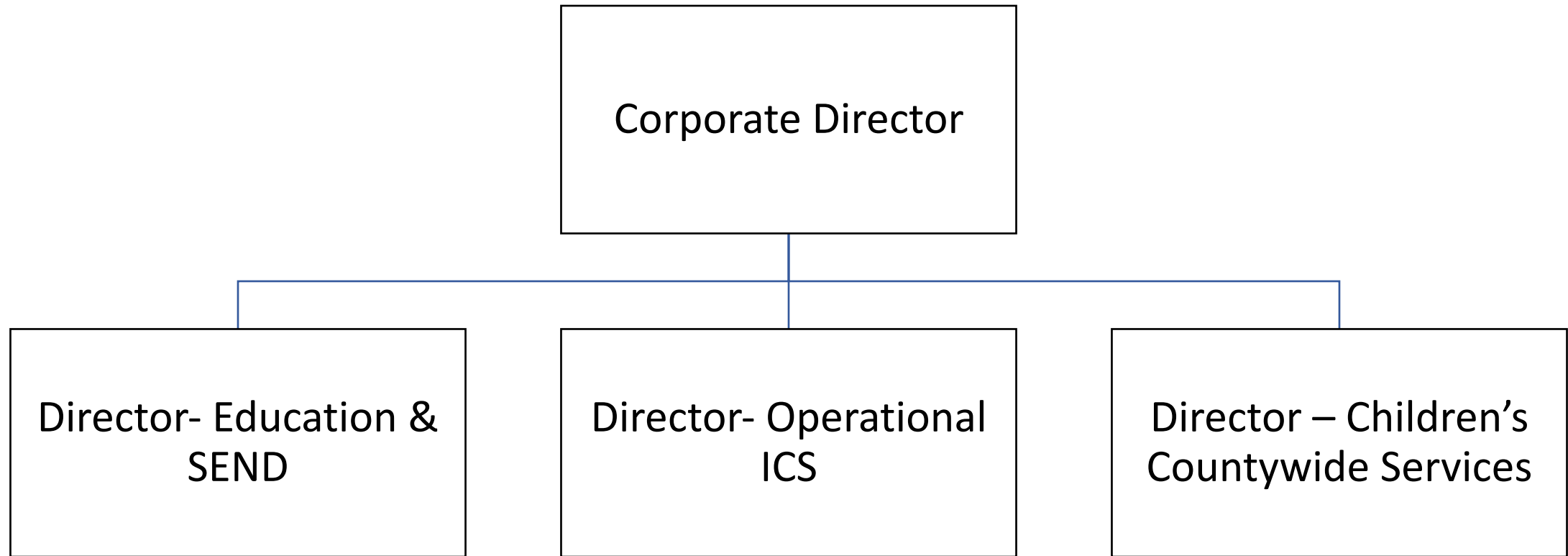


# Children, Young People & Education Directorate Current Senior Management Structure



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# Children, Young People & Education Directorate Proposed Senior Management Structure



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## Kent County Council

### Job Description:

## Director – Education & SEND

Date: January 2023

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**Directorate:** Children, Young People and Education

**Division:** Education & SEND

**Grade:** KR17

**Responsible to:** Corporate Director Children, Young People and Education

### **Job Purpose:**

Lead, shape and direct:

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

## **Accountabilities**

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

Work with KCC Members, colleagues and partners to deliver the best value for money services within an agreed budget.

Work in partnership with the Director - Operational Integrated Children's Services and the Director Children's Countywide Services to deliver a holistic offer of services for Kent's children and young people.

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

Lead the operational delivery and strategic development of services to children and young people with SEND ensuring that services match their needs, are developed in partnership with parents and young people and adapt to Kent's changing needs and demography.

Lead the development and delivery of a service that engenders a considered, quality and appropriate level of resident experience.

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

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

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

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

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

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

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

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

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

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

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

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

To work closely with the Director for Operational Children's Services and the Director of County and Strategic Services to deliver a holistic offer for children and young people in Kent.

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

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

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

## **Services**

Provision Planning and Operations

Capital Programme

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

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

Community Learning & Skills

Attendance and Inclusion.

Special Educational Needs  
Educational Psychology

## **Person Specification**

### **Qualifications**

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

### **Experience**

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

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

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

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

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

The commissioning and decommissioning services

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

### **Skills and Abilities**

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

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

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

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

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



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

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

Highly developed communication and presentation skills.

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

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

Ability to analyse complex data and problem solve

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

### **Knowledge**

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

Knowledge of complex statutory duties and codes of practice

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

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

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## Kent County Council

### Job Description:

## Director – Operational Integrated Children’s Services

Date: January 2023

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<b>Directorate:</b>	<b>Children, Young People &amp; Education</b>
<b>Division</b>	<b>Integrated Children’s Services</b>
<b>Grade:</b>	<b>KR17</b>
<b>Responsible to:</b>	<b>Corporate Director – Children, Young People &amp; Education</b>

### **Job Purpose**

Lead and develop the strategic and operational delivery of children’s services including social work and preventative services within an integrated Family Support model across Kent, ensuring effective service delivery and that standards and outcomes are continually improved.

### **Accountabilities**

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

Work with KCC Members, colleagues and partners to deliver the best value for money services within an agreed budget.

Work in partnership with the Director - Education & SEND and the Director – Children’s Countywide Service to deliver a holistic offer of services for Kent’s children and young people.

Lead, manage and develop fully integrated teams of staff within a Family Support model delivering services to children and young in Kent: developing, maintaining and improving integrated ways of working, integrated systems and procedures ensuring improved child protection outcomes, educational attainment and wider outcomes for all.

Lead the development and delivery of a service that engenders a considered, quality and appropriate level of resident experience.

Champion and support the strategic cohesion in the delivery of children's services by maintaining and developing key links across KCC and partner agencies and via the Kent Safeguarding Children Board

Set the strategic direction for operational children's services, including social work services to ensure that best practice, consistency of practice and continuous improvement in practice is embedded across the whole service

Lead the development and implementation of social work/safeguarding strategies to ensure safeguarding of children and young people is a priority and that safeguarding frameworks and protocols are adhered to throughout the service in order to protect children and young people

Shape the way the council works with others to deliver children's social work services including those sitting under corporate parenting.

Develop strategic responses to the impact of national and local guidance, legislation and political and policy requirements so that the Council consistently meets its statutory obligations in respect of services to vulnerable children and young people  
Work in partnership with the Strategic Commissioner and other relevant Directors to ensure that the development of key commissioning strategies meets future needs.

Establish and develop effective partnerships to enable delivery of the Service's objectives, with other statutory agencies and with the private and voluntary sectors ensuring a consistent, effective and efficient approach to the delivery and commissioning of services to children and young people.

Quality assure the delivery of children's services against key priorities and plans to ensure they are meeting the needs of children and their families.

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

Expected to participate in the Emergency Planning and Resilience Rota as a Duty and/or Recovery Lead Director, to oversee the council's statutory duty and responsibility as a first responder to emergencies within Kent.

## **Services**

### **Integrated Area and Divisional Teams to include:**

Children's Social Work services including: Children in need and in need of protection  
Long Term Children in Care  
Adolescent Teams  
Open Access -Youth Service and Children's Centres  
Youth Justice  
Early Intervention – family support units and targeted work  
Commissioned services

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

## **Person Specification**

- Social Work England registered and Qualified Social Worker.
- Evidence of continuing professional development
- Educated to degree level or equivalent.

## **Experience**

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

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

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

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

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

Commissioning and decommissioning services

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

## **Skills and Abilities**

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

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

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

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

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

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

Highly developed communication and presentation skills.

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

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

Ability to analyse complex data and problem solve

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

### **Knowledge**

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

Knowledge of complex statutory duties and codes of practice

Knowledge of effective parenting support and family resilience

Knowledge and understanding of the youth justice system and effective youth work

Broad knowledge of the range of children's services across partner agencies and sectors

In depth understanding of the strategic challenges and operational realities of managing services for children and young people in a large and diverse authority.

## Kent County Council

### Job Description:

## Director – Children’s Countywide Services

Date: January 2023

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<b>Directorate:</b>	<b>Children, Young People &amp; Education</b>
<b>Division</b>	<b>Integrated Children’s Services</b>
<b>Grade:</b>	<b>KR17</b>
<b>Responsible to:</b>	<b>Corporate Director – Children, Young People &amp; Education</b>

### **Job Purpose**

Lead and develop the strategic and operational delivery of a range of county wide children’s services ensuring effective service delivery and that standards and outcomes are continually improved.

Lead on the drive to ensure practice and performance across the CYPE Directorate continues to improve and ensures that children and young people are safe guarded.

### **Accountabilities**

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

Work with KCC Members, colleagues and partners to deliver the best value for money services within an agreed budget.

Work in partnership with the Director - Education & SEND and the Director - Operational Integrated Children’s Services to deliver a holistic offer of services for Kent’s children and young people.

Champion and support the strategic cohesion in the delivery of children’s services by maintaining and developing key links across KCC and partner agencies and via the Kent Multi Agency Safeguarding Children Board.

Set the strategic direction for county wide children’s services to ensure that best practice, consistency of practice and continuous improvement in practice is embedded across the whole Directorate

Lead the development and implementation of early help/safeguarding strategies to ensure safeguarding of children and young people is a priority and that safeguarding frameworks and protocols are adhered to throughout the division in order to protect children and young people.

Lead the development and delivery of a service that engenders a considered, quality and appropriate level of resident experience.

Responsible for the strategic and operational delivery of Countywide children's services ensuring they support and safeguard children working closely with colleagues in the Directorate and partner agencies.

Lead on the development, provision and promotion of corporate parenting initiatives and services (e.g., adoption, fostering, care leavers and unaccompanied asylum-seeking children).

Develop strategic responses to the impact of national and local guidance, legislation and political and policy requirements on all Service matters the post is responsible for so that the Council consistently meets its statutory obligations in respect of services to vulnerable children and young people

Work in partnership with the Strategic Commissioner and other relevant Directors to ensure that the development of key commissioning strategies meets future needs.

Establish and develop effective partnerships to enable delivery of the Service's objectives, with other statutory agencies and with the private and voluntary sectors ensuring a consistent, effective and efficient approach to the delivery and commissioning of services to children and young people.

Quality assure the delivery of services for all children and young people across the Directorate against key priorities and plans to ensure they are meeting the needs of children and their families.

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

Expected to participate in the Emergency Planning and Resilience Rota as a Duty and/or Recovery Lead Director, to oversee the council's statutory duty and responsibility as a first responder to emergencies within Kent.

### **Services**

#### **County-wide services:**

Safeguarding, Professional Standards & Quality Assurance

Management Information and Intelligence Unit

Front Door, Out of Hours and UASC

Corporate Parenting, including fostering adoption and care leavers services

Disabled Children and Young People

VSK

Central Support Team

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



## **Person Specification**

### **Qualifications**

- Qualified, registered social worker.
- Evidence of continuing professional development
- Educated to degree level or equivalent.

### **Experience**

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

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

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

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

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

Commissioning and decommissioning services

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

### **Skills and Abilities**

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

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

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

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

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

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

Highly developed communication and presentation skills.

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

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

Ability to analyse complex data and problem solve

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

### **Knowledge**

Expert knowledge in relevant social work professional areas and proven track record of using professional expertise to develop and deliver strategic objectives and expected outcomes

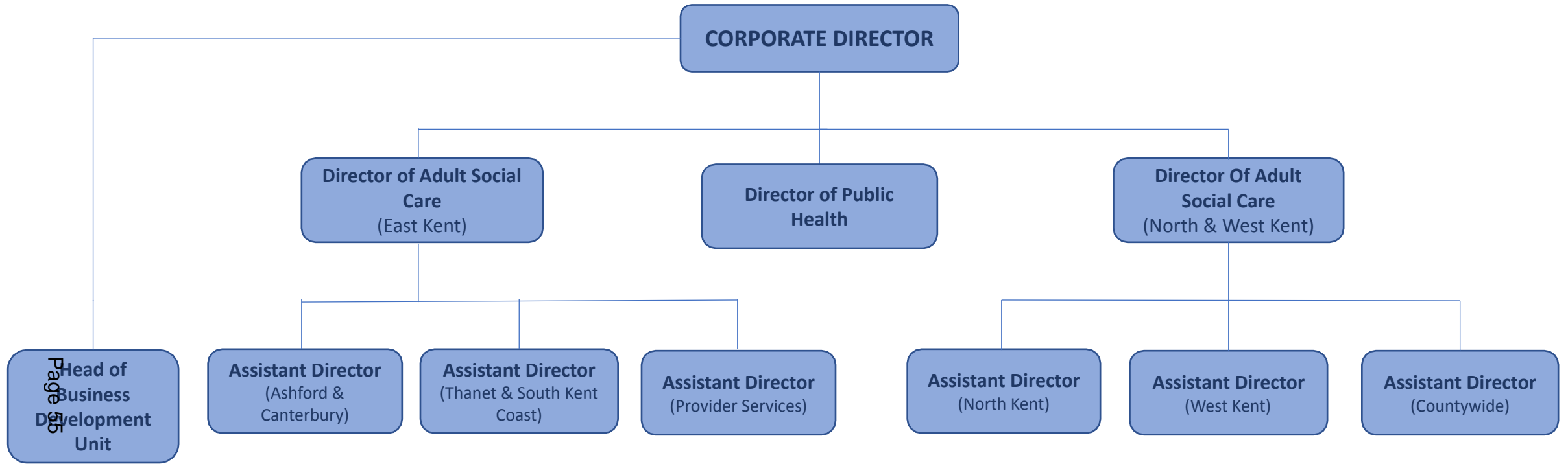
Knowledge of complex statutory duties and codes of practice

Knowledge of effective parenting support and family resilience

Knowledge and understanding of the youth justice system and effective youth work

Broad knowledge of the range of children's services across partner agencies and sectors

In depth understanding of the strategic challenges and operational realities of managing services for children and young people in a large and diverse authority.



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## Kent County Council

Job Description: *Director of Adults and Integrated Commissioning*

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<b>Directorate:</b>	Adult Social Care and Health Directorate
<b>Unit/Section:</b>	Adults and Integrated Commissioning
<b>Grade:</b>	KR17
<b>Responsible to:</b>	Corporate Director for Adult Social Care and Health

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

The Director of Adults and Integrated Commissioning will provide strategic leadership, direction, and assurance across both commissioning carried out within the Adult Social Care Directorate and, on behalf of the whole Council, commissioning which is undertaken in collaboration with Health partners, including through the Kent and Medway ICS.

Providing inspirational and inclusive leadership, the postholder will be responsible for the development and implementation of effective commissioning that secures adult social care, community support, health, and jointly commissioned services that makes use of the full range of resources internally, from partners, the market, and the local community, addressing the needs and wishes of service users, meeting service requirements, and informed by the latest innovations.

Working at a strategic level across both KCC and the NHS, the postholder will develop, implement, and continuously evolve an integrated commissioning approach with the NHS in those service areas that will be jointly agreed by the local authority and Health. These will include hospital discharge services, learning disability and ASD services, neurodevelopmental pathways and complex care for children and young people, and public health services.

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

- Lead and deliver the strategic commissioning priorities of KCC and, where relevant, the ICB, consistent with the objective of delivering the best outcomes for residents across adult social care, community support, health, and jointly commissioned services, making best use of collective resources and continuously improving performance and efficiency. As well as the DASS and ICB, ensure integrated commissioning aligns with the vision of the DCS and the DPH.
- Provide leadership on the development and management of strong partnerships with providers and key public sector partners, including Health, to drive forward transformational change through commissioning, effective market management and the development of a vibrant local market, including the further integration of commissioning between the Council and Health partners, to ensure the needs of the local population are met in as sustainable a way as possible.
- Provide leadership to ensure the effective development and delivery of commissioning strategies and best practice across the whole commissioning cycle,

enabling the development, delivery and continuous improvement of high-quality services that support Kent residents to lead healthy, fulfilling, and independent lives. Ensure that approaches are developed to commissioning that address personalisation and the whole person pathway from self-care and illness prevention through social, primary, community, secondary, and tertiary care.

- Ensure that there are appropriate governance mechanisms, delegated responsibilities, and procedural arrangements in place to effectively support the commissioning of high-quality services, including through integrated commissioning arrangements, and which is compliant with internal policy requirements and relevant national guidance, legislation, and regulations.
- Provide regular, timely, and well-formed advice to Council officers, elected members, and ICB officers on national and local policy directives and legal requirements, and on matters relating to adult social care, community support, health, and joint commissioning of services, including advice on alternative service provision methods and potential opportunities.
- Oversee, deploy, and effectively manage KCC and, where relevant, ICB, budgets that are used to commission adult social care, community support, health, and jointly commissioned services.
- Lead responsibility for Section 75 and other partnership agreements between the local authority, Health, and other relevant bodies, ensuring these work as effectively as possible to deliver services with good governance applied and best value secured.
- Lead high-quality Adults and Integrated Commissioning Teams, including the management of key staff within these teams, driving positive cultural change through the appropriate engagement, challenge, and empowerment of officers to work as effectively and efficiently as possible.

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

All Corporate Directors, Directors and Heads of Service have an explicit responsibility to work as part of a team to deliver, collectively, the agenda of the County Council. These are fundamental elements of their role not an addition and are summarised as follows

### **Whole Council**

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

### **Integration of Services**

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

### **Embedding Commissioning and Engaging Relevant Markets**

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

### **Managing Change**

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

- Deliver to agreed budget and income targets

## Kent County Council

### Person Specification: *Director of Adults and Integrated Commissioning*

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

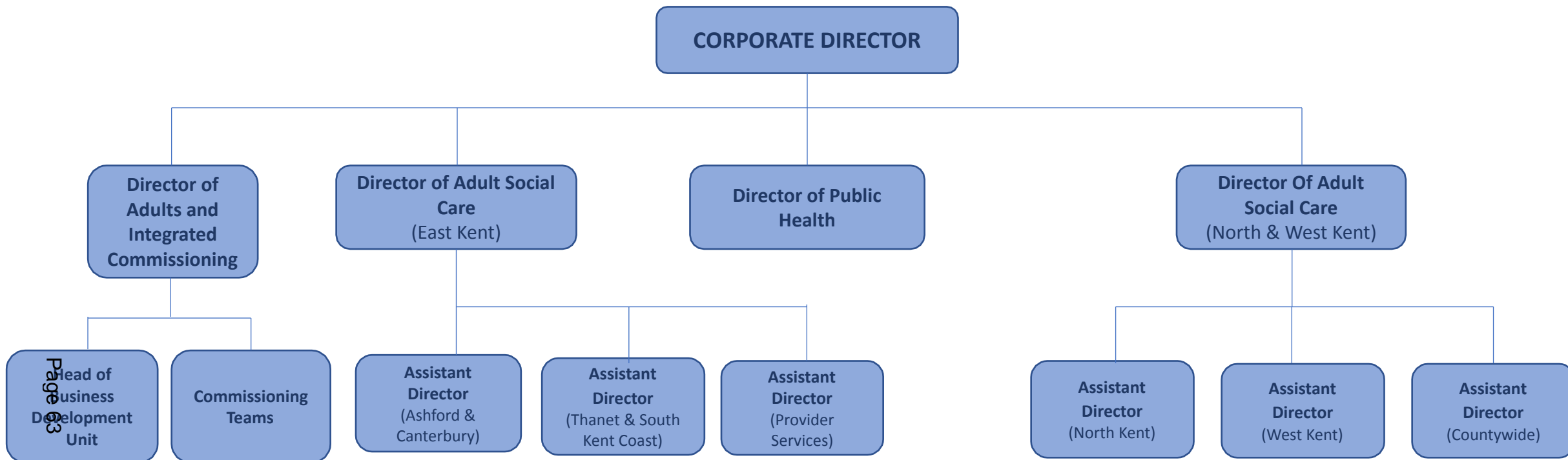
Applicants should describe in their application how they meet these criteria.

	<b>CRITERIA</b>
<b>QUALIFICATIONS</b>	<p>Educated to degree level with evidence of continuing professional development across adult social care and health over a significant period.</p> <p>Professional qualification in health, social care, or commissioning, or substantial relevant experience in these areas.</p>
<b>EXPERIENCE</b>	<p>Substantial experience at a senior management level in health and social care which has included complex, difficult, and challenging decision-making and working within the statutory framework for health and social care services.</p> <p>Demonstrated experience of leadership, which has included directing services and multi-disciplinary teams through times of change and ambiguity.</p> <p>Demonstrated experience of the successful delivery of major transformational change programmes and associated projects within a similar environment.</p> <p>Substantial experience of inter-agency and collaborative working across organisational boundaries at all levels and with different professional groups.</p> <p>Substantial commissioning experience, which has included developing strategic priorities, designing and delivering services aligned to those priorities, collaborating with partners and service users to deliver the best outcomes, and evaluating from outcomes to continuously improve the delivery of services.</p> <p>Demonstrated experience of budget setting and managing large budgets and resources, including joint commissioning or shared budgets.</p> <p>A proven track record of working effectively within a political environment, providing clear, balanced advice and guidance on strategic issues to achieve the organisation's corporate and service objectives.</p>
<b>SKILLS AND ABILITIES</b>	<p>Strategic thinker with proven high-level leadership skills and an ability to set a clear direction of travel within a complex and</p>



	<p>challenging environment with multiple stakeholders whose priorities may not necessarily align.</p> <p>Interpersonal ability to work across professional and organisational boundaries within and outside the Council with the skills to take a partnership approach.</p> <p>Outstanding influencing and negotiating skills, underpinned by in-depth knowledge of different stakeholder interests and organisational cultures, with an ability to develop and maintain credibility and confidence of colleagues.</p> <p>Strongly developed oral and written communication skills with the ability to manage and communicate very complex, highly sensitive, and highly contentious information in a clear and compelling way to different audiences.</p>
<b>KNOWLEDGE</b>	<p>An in-depth, practical knowledge of legislation and national and local policy, particularly in relation to the agenda for the closer integration of local authority and NHS commissioning of health and social care services.</p> <p>Expert knowledge of all aspects of the commissioning cycle, including a thorough awareness and understanding of widely recognised best practice.</p> <p>A thorough understanding of demographic profiling, health inequalities, and health and social care issues in a diverse community and a commitment to adhere to and promote equalities legislation and local policy.</p>
<b>KENT VALUES AND CULTURAL ATTRIBUTES</b>	<p><b>Kent Values:</b></p> <ul style="list-style-type: none"> <li>• We are <b>brave</b>. We do the right thing, we accept and offer challenge</li> <li>• We are <b>curious</b> to innovate and improve</li> <li>• We are <b>compassionate</b>, understanding and respectful to all</li> <li>• We are <b>strong together</b> by sharing knowledge</li> <li>• We are all <b>responsible</b> for the difference we make</li> </ul> <p>Our values enable us to build a culture that is:</p> <p><b>Flexible/agile</b> - willing to take (calculated) risks and want people that are flexible and agile</p> <p><b>Curious</b> - constantly learning and evolving</p> <p><b>Compassionate and Inclusive</b> - compassionate, understanding and respectful to all</p> <p><b>Working Together</b> - building and delivering for the best interests of Kent</p> <p><b>Empowering</b> - Our people take accountability for their</p>

	<p>decisions and actions</p> <p><b>Externally Focused</b> - Residents, families and communities at the heart of decision making</p> <p>(If this document is being used for recruitment purposes, examples of Behaviours which support the Kent Values will need to be demonstrated within the context of this post)</p>
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**By:** Shellina Prendergast – Cabinet Member for  
Communications and People  
Paul Royel – Director of Human Resources &  
Organisation Development

**To:** County Council                      **Date:** 23 March 2023

**Subject:** Pay Policy Statement 2023/24

**Classification:** Unrestricted

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

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## 1. **BACKGROUND**

- 1.1 An objective of the Localism Act is to increase transparency of local pay. This requires councils to publish the salaries of senior officials, enabling local people to better understand how public money is being spent in their area.
- 1.2 The Act requires a local authority pay policy to be openly approved by democratically elected Members on an annual basis.
- 1.3 As an outcome of this year's local pay bargaining process County Council agreed to suspend the normal Total Contribution Pay (TCP) process for this year. Instead, an increase of £2,000 will be given for all staff on grades KR3 to KR11, and percentage increases from 4.4% for those on KR12 reducing to 3.8% for Corporate Directors. Approximately three quarter of staff will receive more using this mechanism than would have been the case. This recognises both the prevailing financial context and the competitive recruitment market in which KCC operates.
- 1.4 The new minimum salary, as agreed by County Council in February 2023 will result in an hourly rate of £11.04 per hour and is above both the National Living Wage and the Voluntary Living Wage which are £10.42 and £10.90 respectively.
- 1.5 Alteration to the structure has previously been agreed by County Council to help avoid pay compression and maintain an appropriate distinction between grades.
- 1.6 The Council operates a market Premium Policy which is designed to help managers attract and retain high quality employees in a competitive recruitment market. This is done on a business case basis. Payments are reported to Personnel Committee annually.
- 1.7 The Council continually seeks to ensure that policies, procedures and payments are designed and operate in a way that treats employees in

a fair and inclusive manner. In addition, the Gender Pay Gap Report is published each year.

- 1.8 KCCs approach to pay recognises that there will be a wide variety of factors and issues that employees face. We have a range of support, employee benefits and signposting available through KNet and Kent Rewards, which is intended to offer something of value for everyone independent of grade, lifestyle or personal commitments.
- 1.9 The Pay Policy applies consistently to all the County Council's employees at all grades, including the appraisal process and related increases.

## **2. PAY POLICY STATEMENTS**

- 2.1 The Pay Policy Statement for 2023/24 is attached in Appendix 1. As in previous years, and as agreed by County Council on 29 March 2012, the statement relates to: -

- the level and elements of remuneration for each chief officer which includes recruitment, increases and additions
- the use of performance-related pay (PRP) for chief officers and the use of bonuses, if applicable
- the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority
- the publication of and access to information relating to remuneration of chief officers.

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

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

## **3. PAY MULTIPLE**

- 3.1 A pay multiple is calculated to measure the difference in pay between the norm and highest salary. The definition of pay multiple as defined in the 'Code of Recommended Practice for Local Authorities on Data Transparency' document is the ratio between the highest paid salary and the median average salary of the authority's workforce.
- 3.2 KCC's current Pay Multiple figure is 7.9:1. This excludes schools.

## **4. GUIDANCE**

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

## **5. RECOMMENDATION**

- 5.1 County Council endorses the attached Pay Policy Statement.

**Colin Miller**  
**People Strategy Adviser**  
**03000 416483**

## Kent County Council Pay Policy Statement 2023/2024

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

- The Pay Policy is influenced by a number of factors which include local pay bargaining, market information, market forces, economic climate, measures of inflation and budgetary position.
- The policy referred to in this Statement is relevant to Council employees generally. The scope of this Statement does not include all Terms and Conditions as some are set on a national basis. These include Teachers covered by the schoolteachers pay and conditions in (England and Wales) document, Soulbury Committee (pay only), Adult Education, National Joint Council (NJC), Joint National Council (JNC) and the National Health Service (NHS).
- The Kent Scheme pay range consists of grades KR3 – KR20. Details of the pay range are at the bottom of the page.
- The details of the reward package for all Corporate Directors and Directors are published and updated on the County Council's web site.
- KCC will publish the number of people and job title by salary band. This is from £50,000 to £54,999 and then by pay bands of £5,000 thereafter. This will include elements made on a repeatable or predictable basis such as market premium payments.  
<https://www.kent.gov.uk/about-the-council/finance-and-budget/spending/senior-staff-salaries>
- The appropriate grade for a job is established through a job evaluation process which takes into account the required level of knowledge, skills and accountability required for the role.
- The lowest point of KCC's grading structure (Grade KR3) is set such that the hourly rate is above the National Minimum Wage and marginally above the equivalent of the Living Wage Foundations Living Wage.
- Staff who are new to the organisation must be appointed at the minimum of the grade unless there are exceptional reasons to appoint higher. These must be based on a robust business case in relation to the level of knowledge, skills and experience offered by the candidate and consideration is given to the level of salaries of the existing staff to prevent pay inequality. For senior staff, any such business case must be approved by the relevant Corporate Director.
- Council signs off the pay structure. The subsequent appointment of individuals, including those receiving salaries in excess of £100k, is in accordance with the pay structure and the principles outlined in the pay policy.
- Staff who are promoted should be appointed to the minimum of the grade. However, their pay increase should equate to at least 2.5%.



- All progression within a grade is subject to performance as assessed through Total Contribution Pay (TCP) process and a percentage awarded for each appraisal level. This applies to all levels in the Authority and there are no additional bonus schemes for senior managers.
- The award for each appraisal rating is set annually following the outcome of the appraisal process.
- People at the top of their grade have the opportunity to receive a pay award which is consistent with others who have the same appraisal rating. This amount will be paid separately and not built into base pay.
- The 'Lowest' paid employees are defined as those employees on KCC's lowest grade, KR3. They receive relevant benefits and are remunerated in the same proportionate way as others.
- The entry level will increase to £21,293 which equates to £11.04 per hour.
- In order to establish the pay difference and the relative change in pay levels over time, a pay multiplier can be calculated. This is the base pay level of the highest paid employee shown as a multiple of the median Kent Scheme salary. This multiplier will be published on the County Council's website annually.  
<https://www.kent.gov.uk/about-the-council/information-and-data/data-about-the-council#paymultiplier>
- KCC recognises that managers need to be able to reward performance in a flexible and appropriate way to the particular circumstances.
- Should it be shown that there is specific recruitment and retention difficulties, the Market Premium Policy may be used to address these issues.
- The Council would not expect the re-engagement of an individual who has left the organisation with a redundancy, retirement or severance package.
- Managers have delegated powers to make cash awards when necessary and where not covered by any other provision as defined in the Blue Book Kent Scheme Terms & Conditions.  
<http://www.kent.gov.uk/jobs/careers-with-us/working-for-us>  
[http://www.kent.gov.uk/data/assets/pdf\\_file/0019/12574/Kent-Scheme.pdf](http://www.kent.gov.uk/data/assets/pdf_file/0019/12574/Kent-Scheme.pdf)
- Policies about termination payments and employer discretions under the Local Government Pension Scheme will be reviewed and published for all staff. These will be produced with the intention of only making additional payments when in the best interests of the Authority and maintaining consistency through all pay grades. This will continue to be managed through the HR & OD function and monitored by Personnel Committee.

## 2023/24 Kent Scheme pay scale

<b>Grade</b>	<b>Minimum</b>	<b>Maximum</b>
KR 20	£213,517	£236,664
KR 19	£155,810	£212,416
KR 18	£130,382	£155,035
KR 17	£104,197	£123,842
KR 16	£83,331	£104,711
KR 15	£73,366	£82,996
KR 14	£64,868	£73,071
KR 13	£57,945	£64,608
KR 12	£49,522	£57,712
KR 11	£43,216	£49,323
KR 10	£36,866	£43,011
KR 9	£32,485	£36,693
KR 8	£28,598	£32,333
KR 7	£25,378	£28,466
KR 6	£23,801	£25,262
KR 5	£22,595	£23,693
KR 4	£21,389	£22,493
KR 3	£21,293	£21,293

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

To: County Council – 23 March 2023

Subject: Treasury Management mid-year update 2022-23

Classification: Unrestricted

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**Summary:** This report provides an overview of Treasury Management activity and developments in 2022-23 to the end of September 2022.

**Recommendation:** Members are asked to endorse this report and recommend that it is submitted to County Council.

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## 1. Introduction

- 1.1 This report covers Treasury Management activity up to the end of September 2022 and developments in 2022-23 up to the date of this report.
- 1.2 The Chartered Institute of Public Finance and Accountancy's Treasury Management Code (CIPFA's TM Code) requires that authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end). This report therefore ensures this Council is embracing Best Practice in accordance with CIPFA's recommendations.
- 1.3 The Council's Treasury Management Strategy for 2022-23 was approved by the County Council on 10 February 2022.
- 1.4 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.

## 2. External context

- 2.1 **Economic background:** The following economic commentary has been provided by the Council's retained treasury advisor, Arlingclose.
- 2.2 The ongoing conflict in Ukraine has continued to put pressure on global inflation and the economic outlook for UK and world growth remains weak.

- 2.3 The economic backdrop during the April to September period continued to be characterised by high oil, gas and commodity prices, ongoing high inflation and its impact on consumers' cost of living, no imminent end in sight to the Russian invasion of Ukraine and its associated impact on the supply chain, and China's zero-Covid policy.
- 2.4 Central Bank rhetoric and action remained robust. The Bank of England, Federal Reserve and the European Central Bank all pushed up interest rates over the period and committed to fighting inflation, even when the consequences were in all likelihood recessions in those regions.
- 2.5 UK inflation remained extremely high. Annual headline CPI hit 10.1% in July, the highest rate for 40 years, before falling modestly to 9.9% in August. RPI registered 12.3% in both July and August.
- 2.6 The labour market remained tight through the period but there was some evidence of easing demand and falling supply. The unemployment rate for April fell to 3.8% and declined further to 3.6% in July. Although now back below pre-pandemic levels, the recent decline was driven by an increase in inactivity rather than demand for labour. Pay growth in July was 5.5% for total pay (including bonuses) and 5.2% for regular pay. Once adjusted for inflation, however, growth in total pay was -2.6% and -2.8% for regular pay.
- 2.7 Consumer confidence declined to a record low of -44 in August, down -41 in the previous month. Quarterly GDP fell -0.1% in the April-June quarter driven by a decline in services output, but slightly better than the 0.3% fall expected by the Bank of England.
- 2.8 The Bank of England increased the official Bank Rate to 2.25% over the period. From 0.75% in March, the Monetary Policy Committee (MPC) pushed through rises of 0.25% in each of the following two MPC meetings, before hiking by 0.50% in August and again in September. August's rise was voted by a majority of 8-1, with one MPC member preferring a more modest rise of 0.25%. The September vote was 5-4, with five votes for an 0.5% increase, three for an 0.75% increase and one for an 0.25% increase. The Committee noted that domestic inflationary pressures are expected to remain strong and so given ongoing strong rhetoric around tackling inflation further Bank Rate rises should be expected.
- 2.9 On 23 September the UK government, following a change of leadership, announced a raft of measures in a 'mini budget', loosening fiscal policy with a view to boosting the UK's trend growth rate to 2.5%. Sterling declined and gilt yields increased by between 0.7% - 1% for all maturities with the rise most pronounced for shorter dated gilts. Due to pressure on pension funds, the Bank of England announced a direct intervention in the gilt market to increase liquidity and reduce yields.
- 2.10 Bank of England policymakers noted that any resulting inflationary impact of increased demand would be met with monetary tightening, raising the prospect of much higher Bank Rate and consequential negative impacts on the housing market.

- 2.11 After hitting 9.1% in June, annual US inflation eased in July and August to 8.5% and 8.3% respectively. The Federal Reserve continued its fight against inflation over the period with a 0.5% hike in May followed by three increases of 0.75% in June, July and September, taking policy rates to a range of 3% - 3.25%.
- 2.12 Annual Eurozone CPI inflation reached 9.1% in August, with energy prices the main contributor but also strong upward pressure from food prices. Inflation has increased steadily since April from 7.4%. In July the European Central Bank increased interest rates for the first time since 2011, pushing its deposit rate from –0.5% to 0% and its main refinancing rate from 0.0% to 0.5%. This was followed in September by further hikes of 0.75% to both policy rates, taking the deposit rate to 0.75% and refinancing rate to 1.25%.
- 2.13 Uncertainty remained in control of financial market sentiment and bond yields remained volatile, continuing their general upward trend as concern over higher inflation and higher interest rates continued to dominate.
- 2.14 Over the period the 5-year UK benchmark gilt yield rose from 1.41% to 4.40%, the 10-year gilt yield rose from 1.61% to 4.15%, the 20-year yield from 1.82% to 4.13% and the 50-year yield from 1.56% to 3.25%. The Sterling Overnight Rate (SONIA) averaged 1.22% over the period.

### **3. Local context**

- 3.1 At 31 March 2022 the Council had borrowings of £826.0m and investments of £463.8m 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. The Council's current strategy is to maintain borrowing and investments below their underlying levels, known as internal borrowing, in order to reduce risk and keep interest costs low. This strategy is regularly reviewed with the Council's treasury advisors taking account of capital spending plans and available cash resources.
- 3.2 The treasury management position on 31 March 2022 and the change over the 6 months to 30 September 2022 is shown in the following table.

	31-Mar-22	2022-23	30-Sep-22	30-Sep-22
	Balance £m	Movement £m	Balance £m	Average Rate %
Long-term borrowings	826.0	-3.9	822.1	4.48
<b>Total borrowing</b>	<b>826.0</b>	<b>-3.9</b>	<b>822.1</b>	<b>4.48</b>
Long-term investments	296.4	34.1	330.5	3.45
Short-term investments	36.5	-3.9	32.6	1.55
Cash and cash equivalents	130.9	-17.9	113.0	2.06
<b>Total investments</b>	<b>463.8</b>	<b>12.3</b>	<b>476.1</b>	<b>3.02</b>
<b>Net borrowing</b>	<b>362.2</b>	<b>-16.2</b>	<b>346.0</b>	

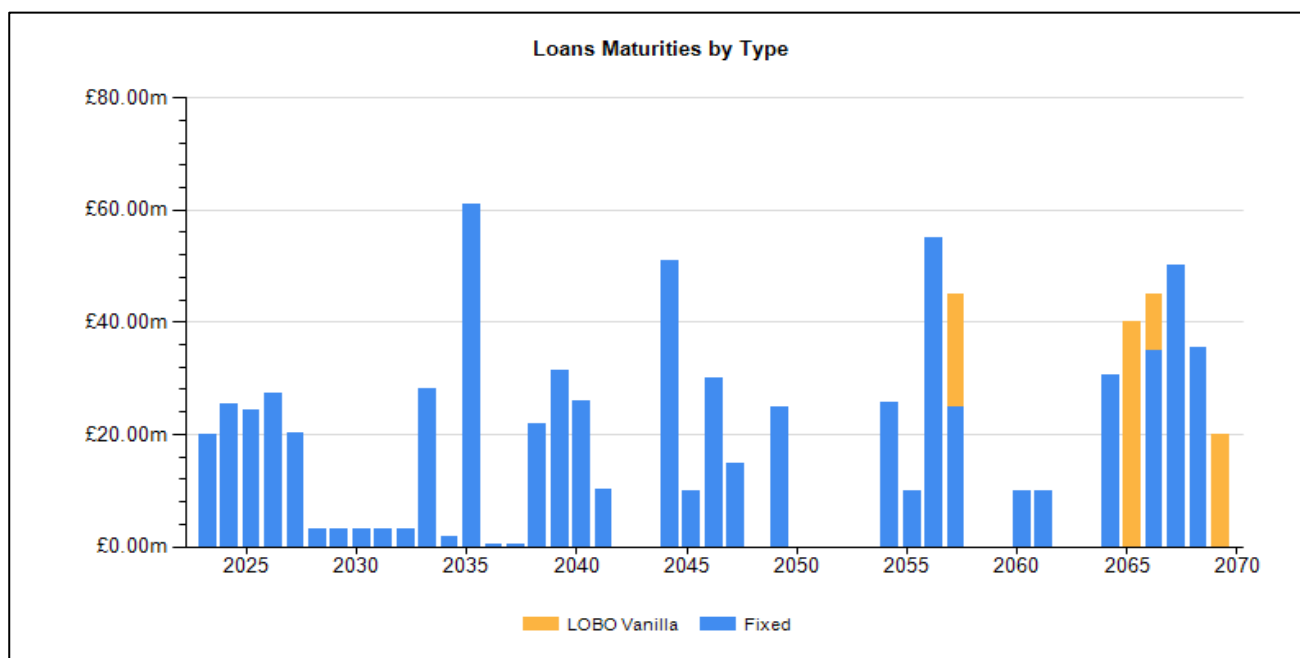
#### 4 Borrowing Strategy during the period

- 4.1 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.
- 4.2 At 30 September 2022 the Council held £822.09m of loans as part of its strategy for funding previous capital programmes. No new borrowing has been undertaken in the year to date and £3.88m of existing loans have been allowed to mature without replacement. This strategy enabled the Council to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
- 4.3 As noted under section 2 above, gilt yields increased over the period and were subject to high volatility towards the end of the period which had a direct impact on PWLB rates.
- 4.4 Interest rates rose by over 2% during the period in both the long and short term. As an indication the 5-year maturity certainty rate rose from 2.30% on 1st April to 5.09% on 30th September; over the same period the 30-year maturity certainty rate rose from 2.63% to 4.68%.
- 4.5 Officers are currently exploring the possibility of rescheduling a portion of the Council's long dated market debt in the second half of the year with a view to reducing overall interest costs. Any refinancing will be undertaken in accordance with the Council's approved borrowing strategy for the year.
- 4.6 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. Rising interest rates increases the likelihood of a lender exercising their option although no banks exercised their option during the period.

4.7 The Council's borrowing activity in the 6 months to 30 September is as follows:

	31/03/2022	2022-23	30/09/2022	30/09/2022	30/09/2022
	Balance	Movement	Balance	Average Rate	Value Weighted Average Life
	£m	£m	£m	%	yrs
Public Works Loan Board	426.94	-1.33	425.61	4.70%	15.20
Banks (LOBO)	90.00	0.00	90.00	4.15%	38.97
Banks (Fixed Term)	291.80	0.00	291.80	4.40%	36.01
Streetlighting project	17.23	-2.55	14.68	1.80%	11.74
<b>Total borrowing</b>	<b>825.97</b>	<b>-3.88</b>	<b>822.09</b>	<b>4.48%</b>	<b>25.13</b>

4.8 The maturity profile of the Council's outstanding debt at 30 September was as follows:



4.9 The following table shows the maturity profile of our debt in 5-year tranches.

Loan Principal Maturity Period	Total Loan Principal Maturing	Balance of Loan Principal Outstanding
Balance 30/09/22		£822,087,994
Maturity 0 - 5 years	£102,487,413	£719,600,581
Maturity 5 - 10 years	£3,247	£719,597,334
Maturity 10 - 15 years	£114,805,742	£604,791,592

Maturity 15 - 20 years	£97,191,592	£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	£822,087,994	

## 5 Treasury investment activity

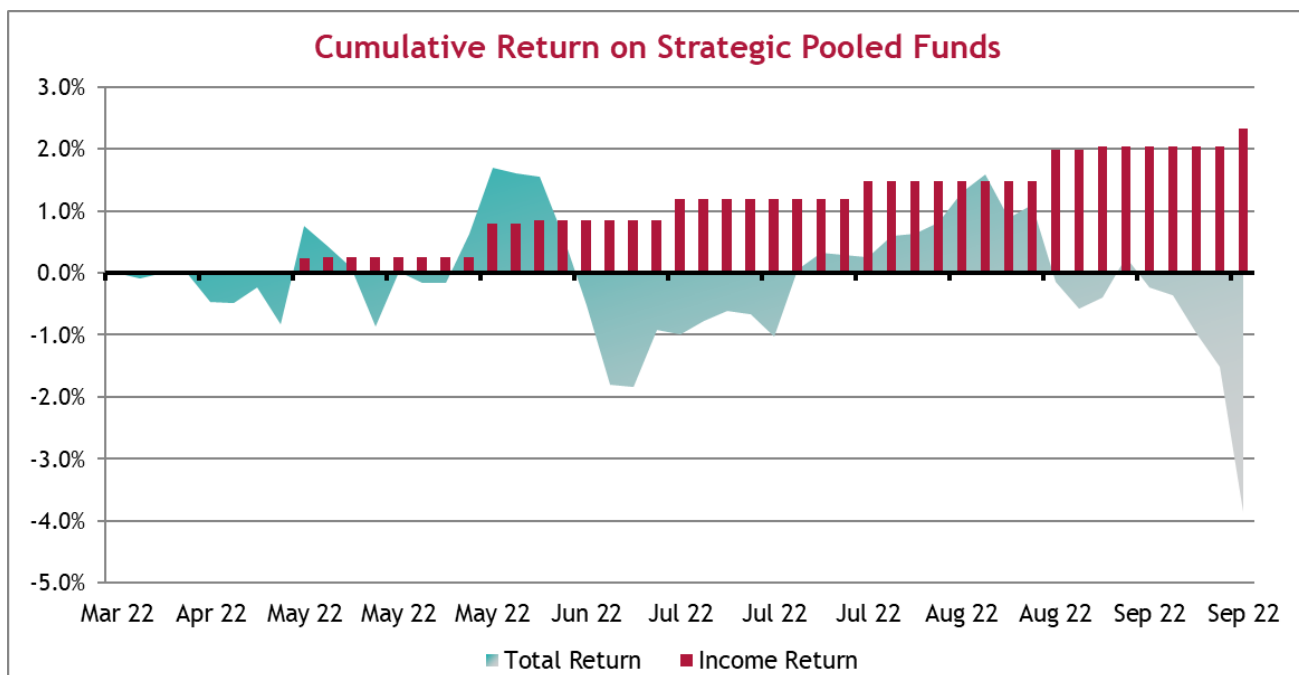
- 5.1 The Council holds significant invested funds representing income received in advance of expenditure plus balances and reserves held. During the period the Council's investment balance ranged between £428.8m and £580.4m due to timing differences between income and expenditure.
- 5.2 Both the CIPFA 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.
- 5.3 The Council continues to hold significant cash 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.
- 5.4 During the 6 months the Council loaned £4.6m to the no use empty loans programme. At 30 September the Council had made loans totalling £19.2m to the programme achieving a return of 2.5% which is available to fund general services. £41.3m of covered bonds were purchased in the 6 months bringing the total bond portfolio up to £132.3m. These instruments are negotiable, have the benefit of collateral cover and pay an above base rate return.
- 5.5 The Council's investments during the 6 months to the end of September are summarised in the table below and a detailed schedule of investments as at 30 September is in Appendix 1.



	31-Mar-22	2022-23	30-Sep-22	30-Sep-22	30-Sep-22
	Balance	Movement	Balance	Rate of Return	Average Credit Rating
	£m	£m	£m	%	
Bank Call Accounts	5.0	-4.2	0.8	0.10	A+
Money Market Funds	130.9	-17.9	113.0	2.06	A+
Covered Bonds	91.0	41.3	132.3	2.60	AAA
DMO Deposits (DMADF)	19.5	-19.5	0.0	-	-
Government Bonds	12.0	19.8	31.8	1.59	AA
No Use Empty Loans	14.6	4.6	19.2	2.50	
Equity	1.3	0.0	1.3		
<b>Internally managed cash</b>	<b>274.3</b>	<b>24.0</b>	<b>298.3</b>	<b>2.26</b>	AA
<b>Strategic Pooled Funds</b>	<b>189.5</b>	<b>-11.7</b>	<b>177.8</b>	<b>4.22</b>	
<b>Total</b>	<b>463.8</b>	<b>12.3</b>	<b>476.1</b>	<b>3.02</b>	

## 6 Externally managed investments

- 6.1 The Council is invested in equity, multi-asset and property funds. 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.
- 6.2 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 are reasonably expected to exceed cash interest rates.
- 6.3 During the reporting period the Council responded to a government consultation on the future of the IFRS 9 statutory override, which obligates local authorities to remove the impact of fair value movements on pooled investment funds from their budgets and record them in an unusable reserve. The override is currently due to expire on the 31 March 2023 and the Government has invited views on whether it should be allowed to lapse, extended or made permanent. Officers consider the latter outcome to be the most optimal and have submitted a response to the consultation expressing this position.
- 6.4 **Performance YTD.** The value of our holdings decreased to £177.8m at the end of September 2022, showing an unrealised loss of £11.2m (6.19%) over the period since the end of March 2022. This was partially offset by income earned over the period, and the total return (comprised of both income and capital returns) on the pooled fund investments over the 6 months since 31 March 2022 is -3.86%, as shown in the table below.

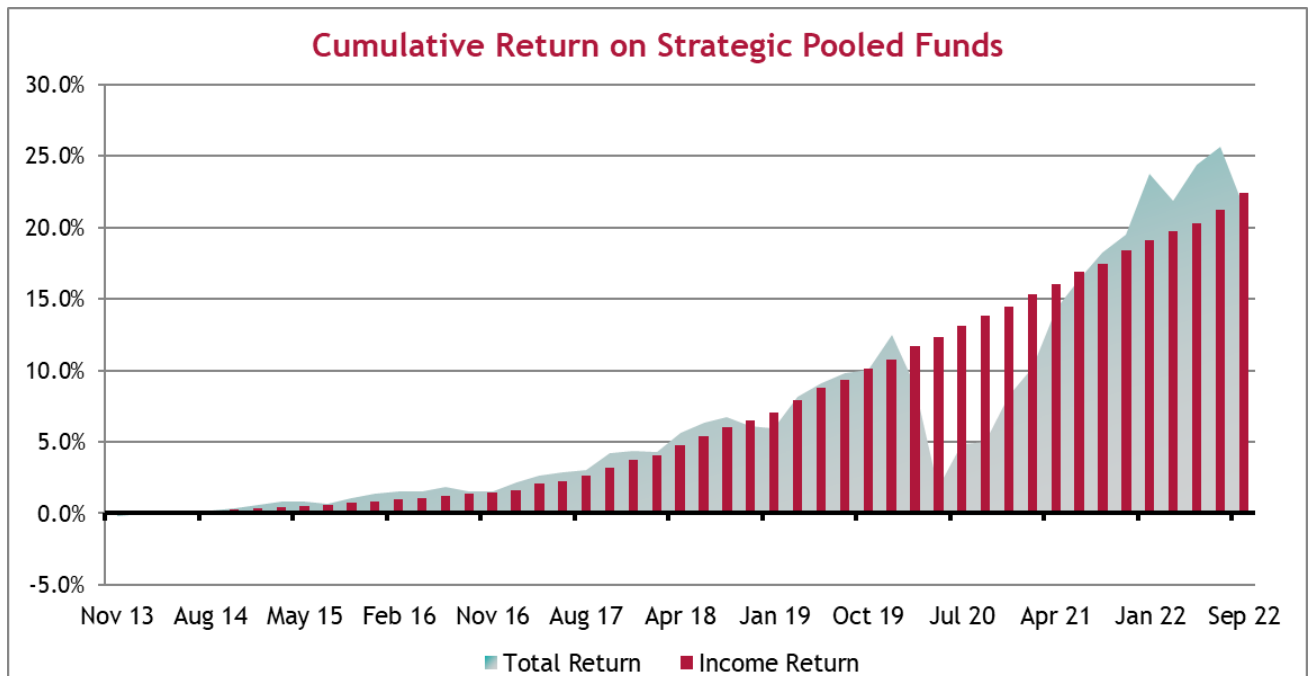


6.5 The market value of the pooled fund investments as at 30 September 2022 compared to the position as at 31 March 2022 is shown in the table below.

Investment Fund	Book cost	31-Mar-22	2022-23	30-Sep-22	30-Sep-22	
		Market Value	Movement	Market Value	6 months return	
					Income	Total
	£m	£m	£m	£m	%	%
Aegon (Kames) Diversified Monthly Income Fund	20.0	20.1	-3.3	16.8	3.21%	-13.10%
CCLA - Diversified Income Fund	5.0	5.2	-0.5	4.7	1.49%	-7.08%
CCLA – LAMIT Property Fund	60.0	67.6	0.5	68.1	1.81%	2.57%
Fidelity Global Multi Asset Income Fund	25.0	23.9	0.0	23.9	2.35%	2.54%
M&G Global Dividend Fund	10.0	14	-1.2	12.8	1.24%	-7.39%
Ninety-One (Investec) Diversified Income Fund	10.0	9.6	-0.8	8.8	2.09%	-6.51%
Pyrford Global Total Return Sterling Fund	5.0	5.1	-0.2	4.9	0.84%	-3.29%
Schroder Income Maximiser Fund	25.0	21.5	-3.9	17.6	4.50%	-13.53%

Threadneedle Global Equity Income Fund	10.0	11.9	-0.8	11.1	1.10%	-5.44%
Threadneedle UK Equity Income Fund	10.0	10.2	-1.2	9.0	2.09%	-9.43%
<b>Total Externally Managed Investments</b>	<b>180.0</b>	<b>189.0</b>	<b>-11.2</b>	<b>177.8</b>	<b>2.33%</b>	<b>-3.86%</b>

6.6 **Performance since inception:** KCC initially invested in pooled funds in 2013. By the end of September 2022 they had achieved a total income return of £40.6m, 22.39%, with a fall in the capital value of the portfolio of £1.8m, -1.02%. Total returns since inception have been far in excess of the returns available from cash and these instruments are an effective way of managing the Council's longer term cash balances. The following chart tracks the returns earned on the pooled funds over the period from inception.



## 7 Investment benchmarking at 30 September 2022

7.1 The Council's treasury advisor, Arlingclose, monitors the risk and return of some 160 local authority investment portfolios. The metrics over the 6 months to 30 September 2022 extracted from their quarterly investment benchmarking, per the table below, show that the risk within the Kent internally managed funds has been consistent throughout the 6-month period and in line with that of other local authorities. The income return has risen reflecting increased rates payable on our cash investments.

<b>Internally managed investments</b>	<b>Credit Score</b>	<b>Credit Rating</b>	<b>Bail-in Exposure %</b>	<b>Weighted Average Maturity (days)</b>	<b>Rate of Return %</b>
Kent - 31.03.2022	3.17	AA	53	290	0.62
<b>Kent - 30.09.2022</b>	<b>3.09</b>	<b>AA</b>	<b>41</b>	<b>458</b>	<b>2.29</b>
Similar LAs	4.00	AA-	30	2,045	1.70
All LAs	4.29	AA-	55	18	1.72

7.2 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.

	<b>Rate of Return – Income only %</b>	<b>Total Rate of Return %</b>
<b>Strategic Funds at 30.09.2022</b>		
<b>Kent</b>	<b>4.22</b>	<b>-3.86</b>
Similar LAs	4.01	n/a
All LAs	3.97	n/a
<b>Total Investments at 30.09.2022</b>		
<b>Kent</b>	<b>3.04</b>	<b>2.24</b>
Similar LAs	2.18	1.46
All LAs	2.06	1.47

## **8 Actual and forecast outturn**

8.1 Over the 6 months to 30 September the Council's strategic investments generated an average total return of -3.86%, comprising a 2.33% income return which is used to support services in year, and -6.19% of unrealised capital loss.

8.2 Interest rates have moved higher and the returns on our cash deposits are expected to continue to improve for the foreseeable future.

8.3 Forecast net debt costs are lower than budget as yields from short-term and variable long-term cash investments have increased.

## **9 Compliance**

9.1 The Corporate Director 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.

## 10 Treasury Management Indicators

10.1 The Council measures and manages its exposures to treasury management risks using the following indicators:

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

Credit risk indicator	Actual 30/09/2022	Target
Portfolio average credit rating	AA	AA

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

Liquidity risk indicator	Actual 30/09/2022	Target
Total cash available within 3 months	£150.6m	£100m

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

Interest rate risk indicator	Actual 30/09/2022	Upper Limit
One-year revenue impact of a 1% <u>rise</u> in interest rates	£1.1m	£10m
One-year revenue impact of a 1% <u>fall</u> in interest rates	-£1.1m	-£10m

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

	Actual 30/09/2022	Upper limit	Lower limit
Under 12 months	2.03%	100%	0%
12 months and within 5 years	10.43%	50%	0%
5 years and within 10 years	0.00%	50%	0%
10 years and within 20 years	25.79%	50%	0%
20 years and within 40 years	34.85%	50%	0%

40 years and longer	26.89%	50%	0%
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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.

10.6 **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
<b>Price risk indicator</b>	<b>30/09/2022</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Principal invested beyond year end	£295.1m	£300m	£300m	£300m

## 11 Recommendation

Members are asked to endorse this report and recommend that it is submitted to Council.

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**March 2023**

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## **Motion for Time Limited Debate – Toxic polyfluoroalkyl substance (PFAS) pollution in Kent**

Proposer: Mr Antony Hook

Seconder: Mr Ian Chittenden

### **Background – Provided by the Liberal Democrat Group**

A major mapping project has revealed Polyfluoroalkyl Substances (PFAS) have been found at dangerous levels at thousands of different locations across the UK and Europe. Often known as 'Forever Chemicals', PFAS do not break down in the environment and can be harmful to human health. PFAS are a group of around 10,000 chemicals that have made their way into water, soils, and sediments from a wide range of consumer products, waste, and industrial processes.

Two PFAS have been linked to an array of health problems. Perfluorooctanoic acid (PFOA) has been related to kidney and testicular cancer, thyroid disease, ulcerative colitis, high cholesterol, and pregnancy-induced hypertension. Perfluorooctanesulfonic acid (PFOS) has been associated with reproductive, developmental, liver, kidney, and thyroid disease.

The substances have been found at 17,000 sites across the UK and Europe. Of these, PFAS have been detected at high concentrations of more than 1,000 nanograms a litre of water at 640 sites, and about 10,000ng/l at 300 locations. At one manufacturing site in Zwijndrecht, Flanders, Belgium significant concentrations of PFAS mean that people living within 10 miles of the site have been told not to eat any eggs laid in their gardens and to avoid homegrown vegetables.

In the UK, data obtained from water companies and the Environment Agency by the study have shown that since 2006, around 120 samples of drinking water sources have been found to contain concentrations of PFOS or PFOA at above the 100ng/l level – the point at which the UK Drinking Water Inspectorate's (DWI) guidelines state water companies should take action to reduce it before supplying it to people's homes.

In Kent, PFAS pollution has been identified in urban and rural areas, as well as in the county's waterways.

Other countries have far lower limits for these chemicals. In the US, the Environmental Protection Agency has set a health advisory limit of 0.004ng/l of PFOA and 0.02ng/l in drinking water. In Denmark, the Environmental Protection Agency stipulates that drinking water must not contain more than 2ng/l for the sum for four PFASs. Chemist and PFAS expert Roger Klein said he believes the UK's "DWI limits are ridiculously high by current international standards... it is the lazy way out and it doesn't remove the PFAS, which remains a problem since they are highly persistent and bioaccumulative".

The Environment Agency had admitted PFOS is ubiquitous in the environment and that the presence of PFOS in rivers will mean many will not meet water quality standards until 2039. In the UK just PFOS and PFOA are regulated. The European Chemicals Agency says that about 4.4m tonnes of PFAS will end up in the environment over the next 30 years unless action is taken.

*Note: The Forever Pollution Project is a cross border collaboration supported by the Arena for Journalism in Europe. The project was supported in the UK by Watershed Investigations and The Guardian.*

**Motion:**

The County Council resolves;

- a. to express its concern over PFAS pollution in Kent's soils, waterways, and sediments, as identified by the Forever Pollution Project.
- b. To recommend to the Executive that:
  - (i) work is undertaken within this authority to produce an urgent report on the extent of PFAS pollution and the associated risks in Kent, and for the findings to be presented to the Environment and Transport Cabinet Committee and this Council.
  - (ii) a strategy on managing PFAS pollution in Kent based on the findings of the urgent report and engagement with external partners be explored.