



Summons to and  
Agenda for a  
Meeting on  
**Thursday, 18th July,  
2024**  
at **10.00 am**





DEMOCRATIC SERVICES  
SESSIONS HOUSE  
MAIDSTONE

Wednesday, 10 July 2024

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, 18th July, 2024 at **10.00 am** to deal with the following business. **The meeting is scheduled to end by 4.30 pm.**

## A G E N D A

1. Apologies for Absence
2. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
3. Minutes of the meeting held on 23 May 2024 and, if in order, to be approved as a correct record **(Pages 1 - 12)**
4. Corporate Parenting Panel - April Minutes for noting **(Pages 13 - 18)**
5. Chairman's Announcements
6. County Council Questions
7. Report by Leader of the Council (Oral)
8. End of Year Performance Report 2023/24 **(Pages 19 - 88)**
9. Integrated Care Partnership Terms of Reference **(Pages 89 - 112)**

10. Standards - Independent Person appointment

**(Pages 113 - 114)**

11. Ukraine co-operation

**(Pages 115 - 120)**

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

Benjamin Watts  
General Counsel  
03000 416814

## KENT COUNTY COUNCIL

---

### COUNTY COUNCIL

MINUTES of a meeting of the County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 23 May 2024.

PRESENT: Mr B J Sweetland (Chairman), Mr A M Ridgers (Vice-Chairman), Mr N Baker, Mr P V Barrington-King, Mr P Bartlett, Mrs C Bell, Mrs R Binks, Mr T Bond, Mr C Broadley, Mr S R Campkin, Mr T Cannon, Miss S J Carey, Sir Paul Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mr I S Chittenden, Mrs P T Cole, Mr P Cole, Mr N J Collor, Ms K Constantine, Mr G Cooke, 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, Ms J Hawkins, 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, 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, Mrs 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, Mr C Passmore, Mrs S Prendergast, Mr H Rayner, 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 R J Thomas, Mr D Watkins, Mr M Whiting, Mr J Wright and Ms L Wright

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

### UNRESTRICTED ITEMS

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

The Democratic Services Manager reported apologies from Mr Baldock, Mr Beaney, Mr Brady, Mr Booth, Mrs Bruneau, Mrs Game, Mrs Hudson, Mr Richardson, Mr Ross, and Mr Webb.

The Democratic Services Manager informed Members that Dr Sullivan was running late to the meeting.

**220. Election of Chairman of the Council**  
*(Item 2)*

*(Mr Cooke, the present Chairman, presided for this item)*

1. Mr Kite proposed, and Mr Kennedy seconded that Mr B Sweetland be appointed Chairman of the County Council.

*Agreed unanimously.*

2. Mr Sweetland took the chair, made his Declaration of Acceptance of Office, and returned thanks for his election.
3. Mr Sweetland paid tribute to, and thanked, Mr Cooke for the manner in which he had carried out his duties as Chairman of the Council and the Civic Office for their support. Mr Sweetland presented Mr Cooke with the Past Chairman's Badge.
4. Mr Cooke congratulated the Chairman on his appointment and thanked all the Members for their support during his year as Chairman. Mr Cooke spoke about the many successful events that had taken place during his year of chairmanship and thanked and paid tribute to all those involved for their engagement and support.
5. The Chairman invited Members to speak, and tributes were paid to Mr Cooke by Mr Gough, Mr Hook, Mr Hood, Mrs Chandler, Mr Kite, Mr Lewis, Ms Constantine, Mrs Hohler and Ms Meade.
6. Mr Cooke thanked Members for their comments.
7. RESOLVED that Mr Sweetland be elected as Chairman.

**221. Election of the Vice-Chairman of the Council**  
*(Item 3)*

1. Mr Meade proposed, and Sir Paul Carter seconded that Mr A Ridgers be appointed Vice-Chairman of the County Council.  
*Agreed unanimously.*
2. Mr Ridgers made his Declaration of Acceptance of Office and returned thanks for his election.
3. RESOLVED that Mr Ridgers be elected as Vice-Chairman.

**222. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda**  
*(Item 4)*

There were no declarations of interest.

**223. Minutes of the meetings held on 28 March 2024**  
*(Item 5)*

RESOLVED that the minutes of the Honorary Aldermen meeting and Ordinary Council meeting held on 28 March 2024 be approved as a correct record.

**224. Corporate Parenting Panel - Minutes for noting**  
(Item 6)

RESOLVED that the minutes of the meeting of the Corporate Parenting Panel held on 12 December 2023 be noted.

**225. Chairman's Announcements**  
(Item 7)

Mr James Williams

1. The Chairman added to the many tributes that had been paid to one of the County's most prominent public health experts, Mr James Williams, following his sad passing. Mr Williams was Medway Council's director of public health for seven years and worked closely with both Members and Officers at KCC. The Chairman said he would be remembered for his strong role, working in partnership with KCC and NHS Kent and Medway, in promoting public health and in leading the response to the Covid Pandemic. On behalf of the Council, the Chairman sent his best wishes to Mr Williams' family.

Mr Craig Mackinlay MP

2. The Chairman referred to the recent incredibly brave interview given by Mr Craig Mackinlay MP and asked Members to join him in sending Mr Mackinlay and his family their very best wishes.

Petition presentation from Ms Constantine

3. Ms Constantine presented a petition regarding Dumpton Park Drive in Ramsgate to the Chairman.
4. The Chairman asked the Cabinet Member for Highways and Transport to accept the petition for management in line with the petition scheme.

Chairman's Charities

5. The Chairman looked forward to supporting two local Kent based charities during his year as Chairman and they were We are Beams and The Elliott Holmes Memorial Fund.
6. The Chairman invited Ms Caroline Brinkman from We are Beams and Mr Peter Scutts, from the Elliott Holmes Memorial Fund to introduce their charities and give the Council a brief overview of how they provided support to children and young people in Kent.

Cake Sale – Teenage Cancer Trust

7. The Chairman thanked Ms Isabella Wilson (Graduate within Governance, Law, and Democracy Division), who had baked cakes to raise money for Teenage Cancer Trust.

#### Corporate Parenting Briefing

8. The Chairman drew Members' attention to a Member Briefing encouraging greater participation in Corporate Parenting and the Corporate Parenting Panel. The Chairman highlighted the importance of each Member's role as a Corporate Parent.

#### **226. Questions**

*(Item 8)*

In accordance with Sections 14.15 to 14.22 of the Constitution, 10 questions were submitted by the deadline and 10 questions were put to the Executive. 10 questions were asked, and replies given. A record of all questions put and answers given at the meeting is available [online](#) with the papers for this meeting.

#### **227. Report by Leader of the Council (Oral)**

*(Item 9)*

1. The Leader paid tribute to the Chairman on his election and welcomed him to his new role.
2. Mr Gough explained that he had intended to raise several points which he would now not address following the announcement of the General Election. In relation to the local elections, he expressed his congratulations and commiserations to those elected and those who were not. He also expressed his congratulations to Mr Matthew Scott on his re-election as Police and Crime Commissioner.
3. The Leader spoke about finance and said the Council's accounts were due to be delivered by the end of the month and the recording of an overspend was expected, albeit smaller than was previously indicated. He commented on the timing of the election in relation to the spending round and the advantage this may have on an assessment of local government needs.
4. Mr Gough referred to the Entry/Exit System and said in recent months he had visited both Eurotunnel and the Port of Dover to see the preparations that were taking place. He emphasised that significant risks remained and a consistent worst-case picture along with funding to address the challenges were required from government. He said pre-registration, if achieved, could ease the pressure, particularly on the constrained site of the Dover Eastern Docks, and emphasised the importance of communication to residents for which government and the Council had a shared responsibility.



5. Regarding Unaccompanied Asylum-Seeking Children (UASC) Mr Gough drew Members' attention to a recent report on the BBC which set out the position confronted by the Council where there had been a 59% rise in referrals so far during 2024 and these were still outpacing dispersals through the National Transfer Scheme (NTS). There had been 816 arrivals so far for 2024 with 558 dispersed through the NTS. Mr Gough acknowledged that this was a step up for the NTS on its historic rate but there needed to be a systematic delivery plan to ensure there were not unfair burdens on the county.
6. The Leader referred to the pothole blitz and Mr Baker's response to an earlier question. He believed, considering the rate at which pothole repairs were delivered during 2023 with less resource, that a huge impact could be made during 2024.
7. Mr Gough turned to the Integrated Care System and the Shared Delivery Plan, and the debate that took place at the last County Council. He said the Shared Delivery Plan provided energy, life and reality across the many organisations involved to ensure the right outcome for people across Kent and Medway. Mr Gough paid tribute to the late Mr James Williams of Medway Council who he said was a dedicated public servant and played a vital role in bringing this work forward.
8. Mr Gough said preparation was underway for a Care Quality Commission (CQC) adult social care inspection, due to take place by October 2024, for which eight weeks' notice would be received.
9. The Leader referred to the six-month extension of the Household Support Fund and said Household Support Fund 5 (HSF5) included a focus on keeping homes warm in a sustainable way. In relation to the Financial Hardship Programme Mr Gough said the Council would seek to build a legacy and look ahead at programmes that could provide support to residents.
10. Finally, Mr Gough spoke about Discovery Park, Pfizer's reduced presence on the site and Asymchem Laboratories taking over the former Pfizer small molecule API (active pharmaceutical ingredients) pilot plant. He said that was a positive development but there was more to be done. Mr Gough explained that he chaired a taskforce seeking to address the challenges of Discovery Park and work continued on major projects of national significance. He said it was vital to build a sustainable future for Discovery Park as somewhere that provided a centre of dynamism, growth, and jobs for the county.
11. The Leader of the Labour Group, Dr Sullivan, congratulated the Chairman on his election. She joined the Leader in paying tribute to Mr James Williams and sent her condolences to his family.

12. Dr Sullivan commented on the Police and Crime Commissioner (PCC) and local elections and sent congratulations and commiserations to those elected and those who were not successful.
13. Dr Sullivan responded to Mr Gough's point that spending changes would not take place until the Autumn budget and emphasised the importance of reprioritisation of spend and focusing on prevention and what mattered to residents.
14. Dr Sullivan turned to the pothole blitz and said for many years there had been managed decline and commented that work had been essentially sticking plasters for the problem. She was, however, pleased to hear about the Cabinet Member's focus on a pothole being filled 'first time only time' and recognised the frustrations of many residents across Kent where the same pothole was filled multiple times.
15. Dr Sullivan spoke about the recent announcement of a general election. She commented that the Conservative administration had tried to get the resources that it could from government for a long time and there had been some successes, but she said there remained a constant cutting of services and that was a hardship everyone shared. Dr Sullivan emphasised there needed to be change, a different government, and potentially a change of administration at the Council in 2025. She referred to the proposals for new youth hubs and said she hoped the youth service could be rebuilt again to help prevent young people from entering crime and anti-social behaviour and to help them fulfil their potential. Dr Sullivan expressed concern for family hubs and the subsequent wait for families to receive a referral. She said the inability to drop in to a family hub would have, and was already having, a huge impact. She also expressed concern about the Carer's Allowance and questioned how this protected the most vulnerable in society.
16. Dr Sullivan referred to the managed decline of highways and referred to Galley Hill. She said government needed to provide more funding to restore the connectivity between Northfleet and Swanscombe and cliffs needed to be restored and repaired.
17. Dr Sullivan stressed the need for the Tilbury-Gravesend Ferry to be restored and said the closure had had a huge impact on local businesses in Gravesham.
18. Dr Sullivan commented on the Bus Service Improvement Plan (BSIP) and highlighted the importance of transport for Kent and a bus service that was reliable and affordable.
19. Finally, Dr Sullivan said she looked forward to Members of the Administration campaigning for change.
20. Mr Lehmann, Leader of the Green and Independent Group, also congratulated the Chairman and Vice-Chairman on their new appointments.

He echoed the Leader's tributes to Mr James Williams and sent condolences to his family.

21. Mr Lehmann spoke about climate change and said global temperatures across March and April were the warmest ever recorded for their respective months, meaning there had been eleven consecutive record-breaking months for global warming. He said heatwaves in Asia over recent weeks had killed thousands and scientists had determined that the April heatwave in the Philippines would have been impossible without the climate crisis. In India where the heatwave was still ongoing the temperatures being experienced had been made 45 times more likely to occur by the climate crisis. In the UK the weather between the months of October 2023 and March 2024 was the second wettest on record from over two centuries of recorded data. Mr Lehmann highlighted that the implications of these weather extremes were huge for the UK, and for Kent, and Network Rail had earmarked an additional £2.8billion of funding over the next five years solely for dealing with the impacts of climate change. Similar risks existed for the county's roads with sinkholes becoming more and more frequent, and they were particularly prevalent in chalky areas such as North Kent. Mr Lehmann highlighted that a recent study revealed that 83% of those surveyed in Britain wanted the government to do more to tackle climate change and said the Council could and must do better.
22. Regarding the Entry/Exit system Mr Lehmann was pleased to hear that work was progressing well at the port of Dover. He was pleased to see Mr Gough highlighting the risks and making the case for the reopening of the international rail stations at Ebbsfleet and Ashford to ease the pressure at St Pancras. Mr Lehmann said he still had a huge level of concern regarding unprecedented levels of traffic on Kent roads if the scheme continued with its planned implementation date of October 2024 and highlighted that the impact of Operation Brock was not just felt along the M20 corridor but throughout Kent.
23. Mr Lehmann referred to the Lower Thames Crossing and said this was a concern for residents in much of Swale and North Kent. He said in addition to the loss of ancient woodland the planning had not fully considered the impact the crossing would have on Kent's wider road network. He said his group, except for one, was totally opposed to the crossing going ahead.
24. Mr Lehmann congratulated those who were successful in recent local elections and gave commiserations to those who had lost their seats. He paid tribute to the new Leader of Maidstone Borough Council who, he said, had campaigned tirelessly on green issues in Maidstone for nearly two decades and wished his team well in coalition with the Liberal Democrat Group.
25. Mr Hook, Leader of the Liberal Democrats Group, also paid tribute to Mr James Williams.

26. Mr Hook said that his group welcomed the general election and said consideration should be given to all parties and candidates in relation to local government including financing for the vulnerable, and autonomy and local decision making for large counties like Kent. Mr Hook also commented on the bravery and courage shown by Mr Craig Mackinlay.
27. Mr Hook turned to the Entry/Exit System and commented that its seriousness was not fully appreciated. He said there were real risks of Kent being gridlocked, of people's time being wasted and a vast amount of money being spent to mitigate it. He said 70million euros had been spent by Eurotunnel that could have been invested in something else and huge sums spent by government to create more lorry parks. Mr Hook explained that it was predicted that the time for border checks would be increased from one minute to six minutes. He commented that the EES had been coming into effect from European legislation made in 2017 and was supported by the then UK government. Mr Hook submitted that it was not enough to seek to delay the EES, but that it should be avoided entirely. He said there was confusion felt by some about the EES and explained that it involved registration in advance and biometric checks, and he referred to the lack of space. Mr Hook noted that this was happening on all the external borders and not just the British border.
28. The Leader thanked the opposition leaders for their comments and responded to a few of the points that were made.
29. In response to Dr Sullivan's comments about the pothole blitz Mr Gough made clear that it was not the sum total of the response to the situation on the county's roads and wider surface patching would aim to give durable and effective solutions.
30. The Leader agreed with Dr Sullivan that an argument to government, of whatever party, for more resources would always be put. He said any future government had to tackle a series of structural flaws that were driving unsustainable levels of spending, whether that be adult social care, children's social services, or special educational needs. Mr Gough said that his expectations, whatever may happen in the General Election, were not optimistic due to the limitations of available funding and a need for it to be deployed more effectively.
31. Regarding comments made about BSIP, Mr Gough noted the amount of good the Council had been able to achieve and the huge difference it had made particularly in relation to school routes.
32. Mr Gough agreed with Mr Hook that autonomy from government was required and said the Council had always strongly argued the case for devolution which along with reform on spending could make a real difference to how the Council operated.
33. Mr Gough reinforced the view that the Entry/Exit System posed some huge challenges and said a great deal of work was taking place. He said it was an

opportunity to address longstanding issues which had for many years impacted residents, businesses, and the visitor economy. Mr Gough said he was grateful to Mr Lehmann for his comments regarding Eurostar and said the Council was seeking to influence all potential providers to ensure the international stations at Ashford and Ebbsfleet were brought back into operation. Mr Gough acknowledged Mr Hook's point regarding the challenge of constrained space and juxtaposed controls at the points of exit and said the case for greater pre-registration away from the most constrained site was being argued but there was an enormous amount of work to be done.

34. Finally, the Leader endorsed the tributes made to Mr Craig Mackinlay and noted the importance of recognising all Members as people who wished to contribute to, and who work together for, the county and residents of Kent.
35. RESOLVED that the Leader's Report be noted.

**228. Pay Strategy**  
*(Item 10)*

1. Mr Oakford proposed, and Mr Gough seconded the motion that:  
  
"County Council is asked to agree the recommendation from Personnel Committee to the proposed model and transition approach for implementation to commence from 1 April 2025."
2. The Chairman put the motion set out in paragraph 1.
3. RESOLVED that the County Council agrees the recommendation from Personnel Committee to the proposed model and transition approach for implementation to commence from 1 April 2025.

**229. Local Transport Plan update**  
*(Item 11)*

1. Mr Baker proposed, and Mr Robey seconded the motion that  
  
"County Council is asked to note the progress on development of LTP5 and its expected return to County Council for a vote on its adoption following a summer public consultation exercise."
2. Following the debate, the Chairman put the motion set out in paragraph 1.
3. RESOLVED that the County Council notes the progress on development of LTP5 and its expected return to County Council for a vote on its adoption following a summer public consultation exercise.

**230. Standards - Kent Code Update**  
(Item 12)

1. Mr Kite proposed, and Mr Jeffrey seconded the motion that  
  
“County Council is asked to agree the changes to the Kent Code of Member Conduct as recommended by the Standards Committee.”
2. The Chairman put the motion set out in paragraph 1.
3. RESOLVED that the County Council agrees the changes to the Kent Code of Member Conduct as recommended by the Standards Committee.

**231. Petitions Scheme Review**  
(Item 13)

1. Mr Jeffrey proposed, and Mr Collor seconded the motion that  
  
“County Council is asked to approve the changes to the Petition Scheme, as recommended by the Selection and Member Services Committee.”
2. The Chairman put the motion set out in paragraph 1.
3. RESOLVED that the County Council approves the changes to the Petition Scheme, as recommended by the Selection and Member Services Committee.

**232. Motion for Time Limited Debate**  
(Item 14)

1. Mr Streatfeild proposed, and Mr Passmore seconded the motion that  
  
“The Council notes:
  - a. The decision taken by the Scrutiny Committee on 24<sup>th</sup> April 2024 to disband the SEND Sub-Committee and bring the issue back to main committee agenda.
  - b. The work that has been undertaken by this council as part of the APP.  
The Council resolves to:
    - a. Agree that there is still work to be done to achieve the level of SEND provision required by children and parents in Kent, and the statutory guidance as set by national government.
    - b. Agree that public scrutiny of the process has been weak which undermines assurance to children with SEND and their parents.
    - c. Recommend to the Scrutiny Committee that it establish a public Short Focused Inquiry (SFI) on KCC’s SEND Provision to:
      - i. to scrutinise the success of the APP for SEND considering DFE findings in May 2024.”

- ii. to assure Kent residents that the system of SEND in Kent will be successful and sustainable.
  - d. Recommend that the inquiry should be chaired by a member of the opposition.
  - e. Recommend that the inquiry will report in no more than six months and meet publicly at least once a month to give the correct level of assurance to Kent residents.
  - f. Recommend that the inquiry, in pursuit of its objective, should seek to explore, among other important elements, the following key issues and make relevant recommendations to the Executive on these topics
    - i. Why does Kent have 5% of its children with an EHCP?
    - ii. Is the NHS supporting a successful sustainable system?
    - iii. How are Kent's schools supporting a sustainable system?
    - iv. What is KCC doing to support a successful sustainable system?
    - v. What does it cost to support a successful sustainable system?
    - vi. Are children and parents reassured the APP will work in an appropriate timeframe?
  - g. Recommend that evidence should be taken from, but not limited to the following groups: children, parents', schools, NHS, DFE, SIAB and KCC Officers."
2. Following the debate, the Chairman put the motion set out in paragraph 1 to the vote.

For (16)

Mr Campkin, Mr Chittenden, Ms Constantine, Mrs Dean, Mr Harman, Ms Hawkins, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Passmore, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (40)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mrs Bell, Mrs Binks, Mr Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Collor, Mr Cole, Mrs Cole, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kite, Mr Love, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Parfitt-Reid, Mr Rayner, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Thomas, Mr Watkins, Ms Wright

Abstain (0)

*Motion lost.*

This page is intentionally left blank



## **CORPORATE PARENTING PANEL – 27 February 2024**

### **MINUTES of the meeting held in the Darent Room, Sessions House, County Hall, Maidstone.**

PRESENT: Dirk Ross (Chair), Dan Bride, Becki Bruneau (Vice Chair), Tom Byrne, Gary Cooke, Tony Doran, Alison Farmer, Stephen Gray, Kelly Grehan, Sarah Hamilton, Kayleigh Leonard, Rory Love, Nancy Sayer, Tracy Scott, and Caroline Smith.

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

IN ATTENDANCE: James Clapson (Democratic Services Officer), Ingrid Crisan (Director – Operational Integrated Children's Services), Kevin Kasaven (Director of Children's Countywide Services), Maurine Robinson (Management Information Service Manager), Deborah Royle (QA Manager – IRO Service North West) and Georgie Topsfield (Participation and Support Assistant).

#### **1. Apologies and Substitutes**

- 1.1 Apologies for absence were received from Sharon Williams and Dylan Jeffrey.
- 1.2 Sarah Hamilton, Lesley Game, Stephen Gray, and Kelly Grehan were present virtually.

#### **2. Chairman's announcements**

- 2.1 The Chairman noted that the work programme would be reviewed following the meeting and advised that planning had begun for the CPP Children in Care Take Over meeting scheduled for 30 July 2024.

#### **3. Minutes of the meeting held on 12 December 2023**

- 3.1 RESOLVED that the minutes of the meeting held on 12 December 2023 were a correct record of the meeting.

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

- 4.1 Kent Intake Unit Visit
  - 4.1.1 Mrs Chandler, the Leader and Ms Hammond met with Michael Tomlinson, the Minister for Countering Illegal Migration, at the Kent Intake Unit in Dover on 22 February 2024. They discussed the challenges that Kent faced from the arrival of large numbers of Unaccompanied Asylum Seeking Children (UASC).

4.1.2 KCC and the Home Office would continue their close co-operation to ensure robust safeguarding of children coming into the country.

4.1.3 The need for fair distribution of UASC through the National Transfer Scheme was reiterated to the Minister. Fair distribution would ensure that there was not an unfair burden placed upon the county.

#### 4.2 Unaccompanied Asylum Seeking Children (UASC) Update

4.2.1 The total number of arrivals during 2024 so far was 210.

4.2.2 Preparations were underway to open new reception centres at nine locations around the county. Over the last few weeks there have been meetings with local MPs and Councillors to provide reassurance regarding the nature of the new centres.

#### 4.3 Ofsted Inspection

4.3.1 Ofsted used the Inspecting Local Authority Children's Services framework to carry out a focused visit inspection of services at the end of January 2024. The inspection covered the Canterbury and Folkestone and Hythe districts, focusing on child in need, child protection, children's entry into care, and 16 and 17 year old's who presented as homeless. The key findings were published on 27 February and thanks were offered to everyone involved in the inspection.

4.3.2 Ms Crisan added that overall, the Ofsted report was positive. Work would continue on plans for improvement. The inspection identified a lot of strengths that staff should be proud of.

### **5. Participation Team update**

5.1 Mr Byrne, Ms Leonard and Ms Topsfield provided an update on the following:

- There had been some positive staff changes within the team. Ms Wood and Ms Topsfield had secured Participation and Support Assistant positions and Ms Willimas had secured a position as a 999 call handler. Two new care experienced apprentices joined the team in January, and two members of staff had begun level two apprenticeships.
- The Council groups had expanded their reach through virtual meetings and home visits to provide inclusivity for children and young people who could not attend Council meetings in person.
- The main Council groups met in February and considered how children in care (CiC) and foster children could have input into the changes taking place

within fostering. They were now planning for the next set of meetings in Easter.

- The Adoptables members discussed their aspirations and hopes for the future. Their feedback would be used to create a short film to highlight what young people would like for their futures.
- OCYPC MAGIC members were working on a project called This Is Me. The project would show what it was like to live with SEND.
- The Young Adult Council (YAC) and YAC Extra held their first meetings of the year. They attended an activity day to learn cooking skills, and plan to volunteer with the charity Porchlight.
- YAC Extra members produced a film about their experiences in care, it was shown at the UASC Conference held in January at Dover Castle.
- A range of engagement work had taken place, including visits to Canterbury Christchurch University and the University of Kent, to share care experiences with student social workers.
- Speak Up sessions were designed to support and encourage children to express themselves. The sessions were 1-1 and were very popular with young people.
- Over the Christmas period there had been lots of events, and the VSK Christmas Show in a Day had been a great success. Thanks were offered to everyone involved.

5.2 The following points were noted during consideration of the item:

- The breadth of work undertaken was very impressive.
- The This Is Me project was planned for completion in the Summer and would be circulated once complete.
- The Speak Up sessions were one way to support and encourage young people who lacked confidence in social situations. Recent media reports suggested that young people lacked resilience and confidence; these young people needed support to overcome social anxiety and develop their social skills. School also had an important part to play in building this resilience.

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

6.1 Ms Robinson provided a summary of the scorecard for November 2023. She noted that the number of red rated performance measures had reduced from nine in September to six.

6.2 The following points were noted during consideration of the item:

- The percentage of children leaving care who were adopted rose from 9% in September to 10.4%. The national average was 10%
- The adoption targets would be looked at in more detail when the target setting report was considered by the Panel later in the year.

6.3 The performance scorecard for children in care was noted.

## **7. Missing Episodes of Kent's Children in Care**

7.1 The following points were noted during Ms Bride's introduction of the item:

- 2022 had seen an increase in the number of UASC who did not wish to claim asylum.
- Overall, the data was similar to previous years however, there had been a reduction in the number of 15 year olds going missing.
- When non-UASC CiC went missing, it was generally for a short period of time. When UASC went missing it was generally for a longer period of time.
- The main reason children gave for missing episodes was to spend time with friends.
- KCC had a close relationship with the Transport Police, and constantly looked to further understand and tackle the causes of missing episodes.
- The vast majority of CiC did not go missing, and occurrences were normally for a short period of time.

7.3 The following points were noted during consideration of the item:

- It would be good to know the number of children who had a missing episode in addition to the number of instances. This would help to provide a clearer picture.
- There was a statutory responsibility to respond to every missing episode, even it was for a matter of minutes.
- There was a responsibility to care for UASC arrivals even if asylum was not claimed upon arrival.
- Some traffickers encouraged UASC not to claim asylum so that they would not be eligible for the National Transfer Scheme. These children remained in Kent which made them easier to track down by traffickers.
- When a child went missing, a multi-agency meeting to took place to coordinate intelligence and attempt to locate the child.

7.4 The report was noted.

## **8. Kent CiC in the statutory school years with an EHCP – Access to Education**

8.1 The following points were noted during Mr Doran's introduction of the report:

- The report was produced every six months.
- There number of children on the Virtual Schools Kent (VSK) EHCP Tracker had reduced by two, to 26 students. The tracker monitored Kent CiC with and EHPC who were not considered to have suitable education.

- There had been an increase in UASC in Kent who were under 16 years of age. This lowered the percentage of CiC in statutory school with an EHPC because it was very unusual for an UASC to have an EHPC.
- The percentage of Kent CiC with an EHPC had reduced to 27.5%. This figure rose to 31% if UASC were removed from the calculation, which was higher than ever previously recorded.
- The percentage of key stage 4 CiC with an EHPC had reduced. However, the figure rose to 39.1% if UASC children were excluded from the calculation, which was significantly above the national average.
- The number of young people with no recorded school had reduced from 18 to 10 since the last report.
- The number of young people with a non-Department for Education provision was zero.
- The number of young people who were on the tracker due to a change in care placement had reduced from 18 to seven since the last report.
- The number of young people placed outside of Kent with no recorded school had reduced from six to three since the last report. This was encouraging as there had been 18 young people in this position two years ago.
- The County Partnership Panel, chaired by Mr Doran, was having a positive impact. They had five cases carried over from the last academic year, this had reduced from 13 cases the year before.

8.2 The following points were noted during consideration of the item:

- Improvements were largely bought about through the re-organisation of the service. There was now a dedicated Assessment Team and Placement Team, and oversight had improved to help ensure that no CiC fell between the gaps. The number of CiC not in school placements was expected to continue to reduce over time.
- There was good collaboration between the VSK and SEND teams.
- UASC were entitled to the same care as other CiC. However, they were unlikely to have an EHPC unless they had been in the country for a few years.
- Foster carers found communication with SEND teams very difficult. Ms Farmer offered to look into the matter.

8.3 The work of the Virtual School and Kent SEN in supporting its young people was noted.

This page is intentionally left blank

From: Roger Gough – Leader of the Council  
Amanda Beer – Chief Executive Officer

To: County Council – 18 July 2024

Decision No: n/a

Subject: **Year-end Quarterly Performance Report, 2023/24**

Classification: Unrestricted

**Summary:** This is the Quarterly Performance Report (QPR) for Kent County Council covering the last quarter of the financial year ending 31 March 2024. The report presents information for Key Performance Indicators (KPIs) and activity measures across the Council Directorates, and a summary of the Corporate Risk Register

Of the 38 Key Performance Indicators (KPIs) contained within the QPR, 17 achieved target (Green), 11 achieved or exceeded the floor standard but did not meet target (Amber). 10 KPIs did not meet the floor standard (Red).

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

## 1. Introduction

- 1.1. The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council. The report summary for Quarter 4, 2023/24 is attached at Appendix 1, and includes data up to the end of March 2024.
- 1.2. The 2023/24 QPR includes 38 Key Performance Indicators (KPIs) where results are assessed against Targets set at the start of the financial year. This is one more KPI than the previous year when there was 37.

## 2. Quarter 4 Performance Report

- 2.1. Results for KPIs compared to Target are assessed using a Red/Amber/Green (RAG) status.
- 2.2. Of the 38 KPIs included in the report, the latest RAG status are as follows:
  - 17 are rated Green (two more than the same Quarter last year) - the target was achieved or exceeded.
  - 11 are rated Amber (one more than the same Quarter last year) – performance achieved or exceeded the expected floor standard but did not meet target.
  - 10 are rated Red (two fewer than the same Quarter last year) – performance did not meet the expected floor standard.

2.3. The 10 indicators where the RAG rating is Red, are in:

- Customer Services
  - Percentage of complaints responded to within timescale
- Governance and Law
  - Percentage of Freedom of Information Act (Fol) requests completed within 20 working days
  - Percentage of Data Protection Act (DPA) Subject Access requests completed within statutory timescales
- Environment and Transport
  - Percentage of satisfied customers with routine Highways service delivery, 100 call back survey
- Children, Young People and Education
  - Percentage of Education, Health Care Plans (EHCPs) issued within 20 weeks
  - Percentage of pupils (with EHCP's) being placed in independent or out of county special schools
  - Percentage of case holding posts filled by permanent qualified social workers
  - Percentage of foster care placements which are in-house or with relatives and friends (excluding UASC)
- Adult Social Care
  - Percentage of new Care Needs Assessments delivered within 28 days
  - Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes.

2.4. With regards to Direction of Travel, which identifies any significant trend over the past 6 quarters, nine indicators show a positive trend (seven more than the same Quarter last year), 20 are stable or with no clear trend (four fewer than the same Quarter last year), and nine are showing a negative trend (two fewer than the same Quarter last year).

### **3. Commentary**

3.1. This report shows some improvement in the position reported last year. Most notably, with two additional Green KPIs, two fewer Reds, and seven more indicators with a positive Direction of Travel. That being said, there are still 10 KPIs rated Red, and eight of these were also Red rated last year, with all Directorates having at least one.



- 3.2. The performance indicators giving greatest concern remain closely aligned with the services where the financial strains and demand are most acute (particularly Special Educational Needs and Disabilities, children in care placements and Adult Social Care). Initial requests for Education Health & Care Plans continue on an upward trajectory. In Adult Social Care, the numbers of people requiring ongoing support continues to increase, especially those with a mental health need, and safeguarding enquiries also continue to increase. At the end of Quarter 4, open Highways enquiries were at the highest level we've seen for at least the last 10 years; and there was the highest annual number of Freedom of Information requests since 2018/19.
- 3.3. As reported last year, it is important to note that this demand-led pressure on services in Kent continues to be reported by many upper tier local authorities across the country. The long-term effects of the Covid-19 pandemic on service demand continues, there is a knock-on effect on adult social care services as NHS providers struggle to meet demand and catch up with significant waiting lists, whilst the social care provider market continues to be fragile given workforce and inflationary pressures. The need for the Government to implement a sustainable funding model for adult social care is imperative if all local authority services are not to face ongoing financial and capacity pressures. Weather related demand and market pressures are impacting on the quality of the road network at national level.
- 3.4. Moving back to the situation in Kent, it is important to consider in more detail the 10 KPIs rated as Red. Many of these indicators are varied in both their nature and the severity of their situation in terms of how far below floor standard they are and in their direction of travel (whether they are improving, worsening or stable / no clear trend). It is useful to view these in three categories: those well below floor standard, those moderately below floor standard, and those slightly below floor standard<sup>1</sup>.
- 3.5. Those well below floor standard:
- Percentage of complaints responded to within timescale (stable / no clear trend)
  - Percentage of Subject Access Requests completed within timescale (worsening trend)
  - Percentage of Freedom Information Requests completed within 20 working days (stable / no clear trend)

These first three can be seen as Corporate KPIs, in that they involve different Directorates working with the central Customer Services team. The level of demand and complexity of some of these requests, and the other concurrent pressures on services has in-part led to continuing issues in meeting response times. There is also an issue of dealing with a backlog of older cases, meaning it is not always possible to prioritise new requests over those which have been waiting longer which also impacts on KPI performance.

---

<sup>1</sup> Well below floor standard defined as over 10% of value or over 10 percentage points below. Moderately below is between 5% - 10%, or 5 to 10 percentage points below floor standard. Slightly below is less than 5% of value or less than 5 percentage points below.

- Percentage of Education, Health and Care plans issued within 20 weeks (worsening trend)

Similar to the above KPIs, there is a focus on working through a very large backlog, which has now reduced very significantly. The number of EHCPs issued during Quarter 4 was well over twice the number issued in the same period the previous year, as the backlog is dealt with. As a result, there has been a significant reduction in the number of open assessments that are already beyond the 20-week timescale, giving optimism that a corner has been turned and that performance will improve during 2024/25.

### 3.6. Those moderately below floor standard:

- Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes (worsening trend)

Adult Social Care has seen more people needing to start a long-term placement in a care home, either from hospital discharge pathways or following increased needs. Practice Assurance Panels were introduced in March 2024 to ensure all opportunities for support in the community are considered and exhausted before people enter long term support in care homes.

- Percentage of new Care Needs Assessments delivered within 28 days (stable / no clear trend)

Delivering timely and high quality Care Needs Assessments is a key driver and priority for adult social care, and is included in all targeted work and action plans across adult social care. Following service redesign, all Area Operational Managers are now in post in the four areas adding capacity for managing performance.

### 3.7. Those slightly below floor standard:

- Percentage of customers satisfied with routine Highways service delivery (stable / no clear trend)

This KPI has moved above and below floor standard during the year. Negative feedback from customers included dissatisfaction at the time it took for issues, such as drainage problems and pothole repairs, to be resolved. The high demand for work as mentioned earlier has no doubt contributed to the recent performance level.

- Percentage of pupils (with EHCP's) being placed in independent or out of county special schools (stable / no clear trend)

The SEND service continues to aim at supporting more children with EHCPs in mainstream settings, and ensuring maintained special school places are targeted at those children with the most complex needs.

- Percentage of foster care placements which are in-house or with relatives and friends, excluding UASC (stable / no clear trend)

Performance against this measure is impacted by extended timescales of care proceedings and the availability of in-house foster placements, which is a national issue. Various actions are being taken to address this, including the development of a national recruitment hub, a scheme to support existing foster carers, and improved support for all types of kinship carers.

- Percentage of case holding posts filled by permanent qualified social workers (worsening trend)

Management actions being taken regarding the recruitment and retention of Social Workers include: a focus on reducing caseloads and administrative burdens to assist with the retention of social workers; participation in the Frontline programme which funded 12 Social Work Apprenticeships along with Kent's own Step-up to Social Work Apprenticeship programme.

3.8. In addition to the Red KPIs, there are also some Amber rated KPIs that are close to their floor standard with a worsening direction of travel. As a result, responsible Directors are considering the appropriate interventions necessary to ensure performance against these indicators does not deteriorate further so they do not become rated as Red. These are:

- Percentage of pupils permanently excluded from school
- Number of first-time entrants to the youth justice system

3.9. Finally, and for balance, it is worth noting the many positive aspects in the report. Callers' satisfaction with Contact Point advisors has met or exceeded target for over a year. The number of homes brought back to market through No Use Empty (NUE) achieved the highest 12-month performance for over 2 years. Visits to and issues from Kent libraries continue to exceed the levels seen last year. Only 0.1% of our waste went to landfill over the last 12 months and our Greenhouse Gas emissions continue on a downward trend towards net zero. Over 90% of our schools are rated good or outstanding by Ofsted. Repeat child protection plans are in the middle of the target-met range. Short-term bed use in Adult Social Care is now the lowest since mid-2021; and finally, the number of eligible people receiving an NHS Health Check continues to increase.

#### 4. Recommendation(s)

The County Council is asked to NOTE the Performance Report.

#### 5. Contact details

Matthew Wagner  
 Chief Analyst  
 Strategy, Policy, Relationships & Corporate Assurance  
 Telephone: 03000 416559  
 Matthew.Wagner@kent.gov.uk

David Whittle  
 Director of Strategy, Policy, Relationships & Corporate Assurance  
 Telephone: 03000 416833  
 David.Whittle@kent.gov.uk

This page is intentionally left blank

# **Kent County Council**

## **Quarterly Performance Report**

### **Quarter 4**

### **2023/24**

Produced by: Kent Analytics  
E-mail: [performance@kent.gov.uk](mailto:performance@kent.gov.uk)  
Phone: 03000 416205



## Key to KPI Ratings

This report includes 38 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) using arrows. Direction of Travel is based on regression analysis across the whole timeframe shown in the graphs.

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	Floor Standard* has not been achieved
↑	Performance is improving (positive trend)
↓	Performance is worsening (negative trend)
⇒	Performance has remained stable or shows no clear trend

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

## Key to Activity Indicator Graphs

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

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

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

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

## Executive Summary

17 of the 38 indicators are rated as Green, on or ahead of target (two more than the same Quarter last year when 15 of the 37<sup>a</sup> indicators were Green). 11 indicators reached or exceeded the floor standard and are rated Amber (one more than the same Quarter last year) with ten indicators not achieving the floor standard and so RAG rated Red (two fewer than the same Quarter last year). Nine indicators were showing an improving trend (seven more than the same Quarter last year), with nine showing a worsening trend (two fewer than the same Quarter last year).

The performance indicators giving greatest concern remain closely aligned with the services where the financial strains and demand are most acute (particularly Special Educational Needs and Disabilities, children in care placements and Adult Social Care). This affirms that the right indicators are being used to assess performance, with KPI results reflecting the areas of greatest challenge. Due to this being a reflective report on the last Quarter, performance may not always correspond to what people are experiencing at the current time, particularly when demand fluctuates on a seasonal basis, such as for Highways indicators.

	G	A	R	↑	⇒	↓
Customer Services	2		1		3	
Governance and Law			2		1	1
Growth, Economic Development & Communities	1	1			2	
Environment and Transport	3	2	1	1	5	
Children, Young People and Education	7	3	4	3	5	6
Adult Social Care	1	3	2	3	2	1
Public Health	3	2		2	2	1
<b>TOTAL</b>	<b>17</b>	<b>11</b>	<b>10</b>	<b>9</b>	<b>20</b>	<b>9</b>

**Customer Services** – Satisfaction with Contact Point advisors maintained above target performance. The percentage of phone calls answered improved for the second Quarter running, moving further above target. The percentage of complaints responded to within timescale declined, remaining below floor standard and so still RAG rated Red.

<b>Customer Services KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
% of callers to Contact Point who rated the advisor who dealt with their call as good	<b>GREEN</b>	<b>GREEN</b>	⇒
% of phone calls to Contact Point which were answered	<b>GREEN</b>	<b>RED</b>	⇒
% of complaints responded to within timescale	<b>RED</b>	<b>RED</b>	⇒

<sup>a</sup> There is one additional indicator in 2023/24 (38 in total) compared to 2022/23 (37 in total).

**Governance and Law** - Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests responded to in timescale, and Data Protection Act Subject Access requests completed within timescale, remain below floor standards, with the latter KPI continuing on a declining trend.

<b><u>Governance and Law KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
% of Freedom of Information Act (Fol) requests completed within 20 working days	<b>RED</b>	<b>RED</b>	⇒
% of Data Protection Act (DPA) Subject Access requests completed within statutory timescales	<b>RED</b>	<b>RED</b>	⇩

**Growth, Economic Development & Communities** – The number of properties brought back into active use through the No Use Empty remains above target. The amount of s106 Developer Contributions secured as a percentage of amount sought improved but was just below target.

<b><u>Growth, Economic Development &amp; Communities KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
Number of homes brought back to market through No Use Empty (NUE)	<b>GREEN</b>	<b>GREEN</b>	⇒
Developer contributions secured as a percentage of amount sought	<b>AMBER</b>	<b>RED</b>	⇒

**Environment & Transport** For Quarter 4, one of the Highways KPIs was RAG rated Green, two Amber, with one Red rated (Percentage of satisfied customers with routine Highways service delivery). Municipal Waste recycled or converted to energy, continues to be above target, and the reduction in Greenhouse Gas emissions also remains ahead of target.

<b><u>Environment &amp; Transport KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
% of routine pothole repairs completed within 28 days	<b>GREEN</b>	<b>RED</b>	⇒
% of routine highway repairs reported by residents completed within 28 days	<b>AMBER</b>	<b>AMBER</b>	⇒
% of emergency highway incidents attended within 2 hours of notification	<b>AMBER</b>	<b>RED</b>	⇒
% of satisfied customers with routine Highways service delivery, 100 call back survey	<b>RED</b>	<b>AMBER</b>	⇒
% of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	⇒
Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	⇧



**Education & Wider Early Help** – Schools continue to exceed the inspection target, with Early Years settings now also exceeding their target. Completion of Education, Health and Care Plan (EHCP) assessments in timescale decreased further below the floor standard and remains RAG rated red, but is expected to start improving from the next quarter. The KPI measuring annual EHCP reviews waiting over 12 months improved for the third Quarter in a row, moving ahead of target. Pupils with EHCPs who are placed in independent or out of county special schools improved slightly but continues to miss floor standard. Permanent pupil exclusions remains on its floor standard, and so is rated Amber. The number of first-time entrants to the youth justice system reduced slightly but remains Amber rated.

<b><u>Education &amp; Wider Early Help KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
% of all schools with Good or Outstanding Ofsted inspection judgements	<b>GREEN</b>	<b>GREEN</b>	⇒
% of Early Years settings* with Good or Outstanding Ofsted inspection judgements	<b>GREEN</b>	<b>AMBER</b>	↑
% of Education, Health Care Plans (EHCPs) issued within 20 weeks – rolling 12 months	<b>RED</b>	<b>RED</b>	↓
% of annual EHCP reviews waiting over 12 months	<b>GREEN</b>	New KPI in 23/24	↑
% of pupils (with EHCP's) being placed in independent or out of county special schools	<b>RED</b>	<b>RED</b>	⇒
% of pupils permanently excluded from school – rolling 12 months	<b>AMBER</b>	<b>GREEN</b>	↓
Number of first-time entrants to youth justice system – rolling 12 months	<b>AMBER</b>	<b>AMBER</b>	⇒

\* childcare on non-domestic premises

**Children's Social Care & Early Help** – Four of the seven indicators met target, the same as the previous three Quarters. Percentage of case holding posts filled by permanent qualified social workers decreased, moving further below floor standard. The percentage of foster care placements which are in-house or with relatives declined further below floor standard for the second Quarter running. The percentage of Care Leavers in education, employment remains below target, and is on a negative trend.

<b><u>Children's Social Care &amp; Early Help KPIs</u></b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
% of Early Help cases closed with outcomes achieved that come back to social care teams within 3 months	<b>GREEN</b>	<b>GREEN</b>	↓
% of case holding posts filled by permanent qualified social workers	<b>RED</b>	<b>AMBER</b>	↓
% of children social care referrals that were repeat referrals within 12 months	<b>GREEN</b>	<b>GREEN</b>	↓
% of child protection plans that were repeat plans	<b>GREEN</b>	<b>AMBER</b>	↑
Average no. of days between becoming a child in care and moving in with an adoptive family – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	⇒
% of foster care placements which are in-house or with relatives and friends (excluding UASC)	<b>RED</b>	<b>RED</b>	⇒
% of care leavers in education, employment or training (of those KCC is in touch with)	<b>AMBER</b>	<b>AMBER</b>	↓

**Adult Social Care** – One KPI continues to meet target and is RAG rated Green. The proportion of new Care Needs Assessments delivered within 28 days improved slightly, but remains below floor standard. Long Term support needs of older people met by admission to residential and nursing care homes reduced but still does not meet the floor standard and continues to be RAG rated red. The number of people in short-term beds decreased for the third Quarter in a row. The number of people accessing services who have a mental health need continues to grow.

<b>Adult Social Care KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
% of people who have their contact resolved by ASCH but then make contact again within 3 months	<b>GREEN</b>	<b>GREEN</b>	↑
% of new Care Needs Assessments delivered within 28 days	<b>RED</b>	<b>RED</b>	⇒
% of people receiving a long-term community service who receive Direct Payments	<b>AMBER</b>	<b>AMBER</b>	↑
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	<b>AMBER</b>	<b>AMBER</b>	↑
Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000	<b>RED</b>	<b>RED</b>	↓
% of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding	<b>AMBER</b>	<b>AMBER</b>	⇒

**Public Health** – Three out of five KPIs are exceeding target, and two of these continue on an improving trend. The number of mandated checks delivered by the health visiting service is below target and on a declining trend. The percentage of Live Well clients who would recommend the service to family, friends or someone in a similar situation, fell for the second Quarter running and remains RAG rated Amber.

<b>Public Health KPIs</b>	<b>RAG rating</b>		<b>DoT</b>
	<b>Q4 23/24</b>	<b>Q4 22/23</b>	
Number of eligible people receiving an NHS Health Check – rolling 12 months	<b>GREEN</b>	<b>GREEN</b>	↑
Number of mandated universal checks delivered by the health visiting service – rolling 12 months	<b>AMBER</b>	<b>GREEN</b>	↓
% of first-time patients (at any sexual health clinics or telephone triage) who are offered a full sexual health screen	<b>GREEN</b>	<b>GREEN</b>	↑
Successful completion of drug and alcohol treatment	<b>GREEN</b>	<b>GREEN</b>	⇒
% of Live Well clients who would recommend the service to family, friends or someone in a similar situation	<b>AMBER</b>	<b>GREEN</b>	⇒

<b>Customer Services</b>
--------------------------

<b>Cabinet Member</b>	Dylan Jeffrey
<b>Corporate Director</b>	Amanda Beer

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>			
	2		1		3	

Customer contact through Contact Point (KCC’s call centre) is provided via a strategic partnership, whilst Digital services are provided by KCC. The percentage of callers who rated their advisor as good remained at 98%, exceeding the target.

The call answer rate improved for the second Quarter in a row, increasing to 92% and staying above target.

For the activity indicators on average speed of answer, this remains quicker than expectations for all calls at 1 minute 28 seconds. Priority calls average speed of answer at 41 seconds is at the quicker end of the expected range. Average call time decreased to 6 minutes 42 seconds but remained above the target of 6 minutes 4 seconds.

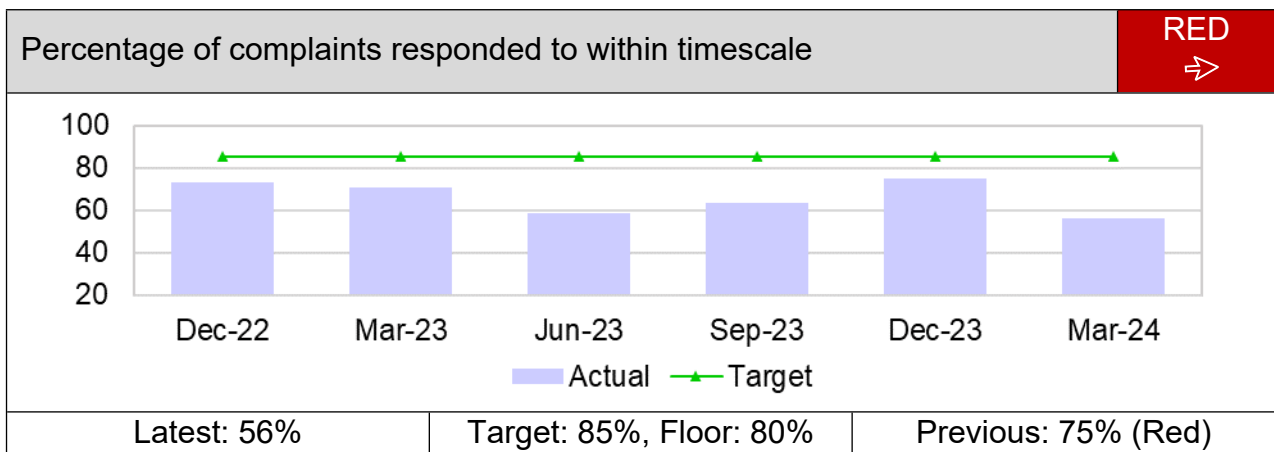
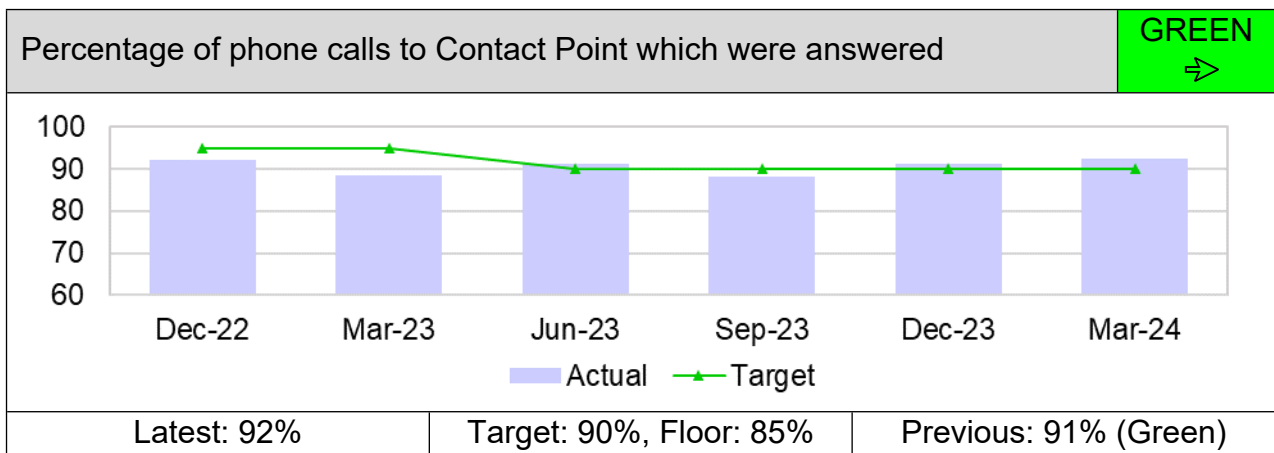
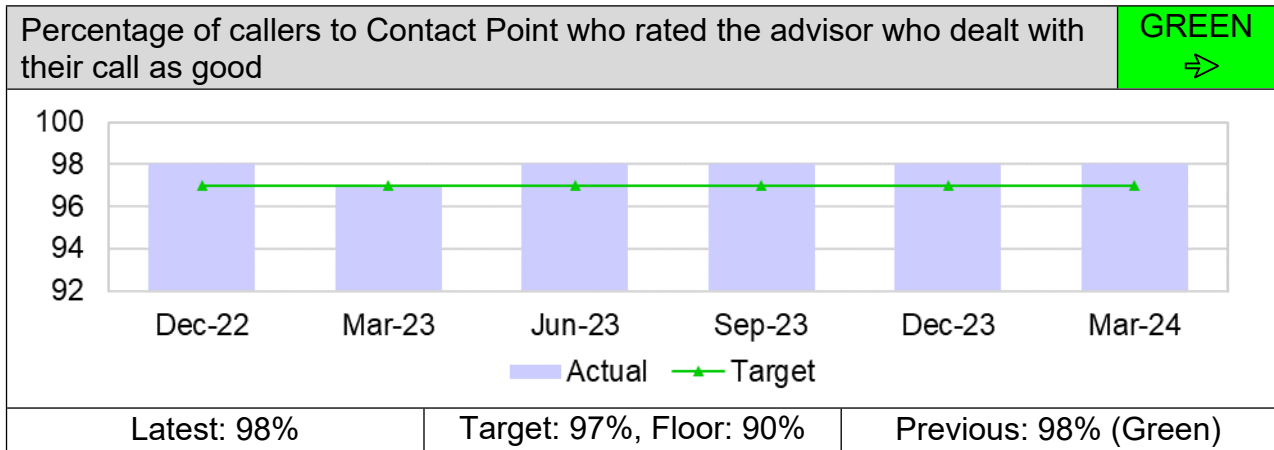
Contact Point received 8% more calls compared to the previous Quarter but 9% fewer calls than Quarter 4 last year. The 12 months to March 2024 also saw a 9% decrease in calls compared to the 12 months to March 2023.

The number of visits (sessions) to the kent.gov.uk website was 8% lower than the same Quarter the previous year. This may in part be due to a change in the website’s cookie control mechanism rather than an actual reduction in website usage. This change was made by the Marketing and Residence Experience Team in December 2022 following customer feedback and recent case law, to include a clear and obvious "Reject All" button on the cookie control mechanism. This makes it even easier for users to tell us that they don't want us to use cookies, which are needed to count website traffic. Pages relating to Household Waste Recycling Centres continue to be the most visited.

Quarter 4 saw a 4% increase in the number of complaints received compared with the previous Quarter and a 2% increase on the same Quarter last year. Between January and March, 56% of complaints were responded to within timescales. This is a decrease on last Quarter’s performance. A concerted effort is being made to clear the backlog of older cases, but this does have an impact on the closure of new cases in timescale and the subsequent impact on performance of the KPI was expected.

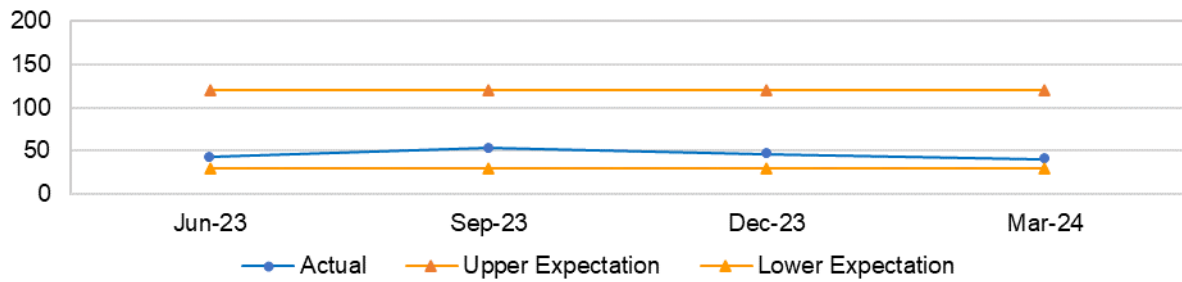
In terms of Directorate performance, the Chief Executive’s Department and Deputy Chief Executive’s Departments, together achieved 64% of responses within timescale; Growth, Environment and Transport, 77%; Adult Social Care and Health, 54%; and Children, Young People and Education, 15%.

## Key Performance Indicators

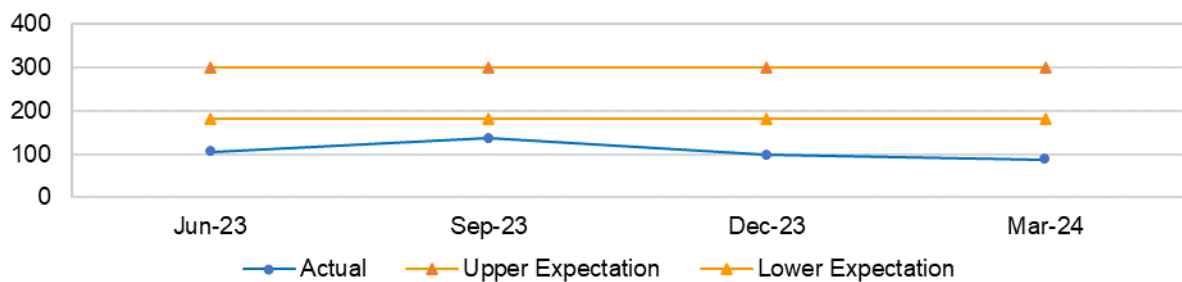


## Activity indicators

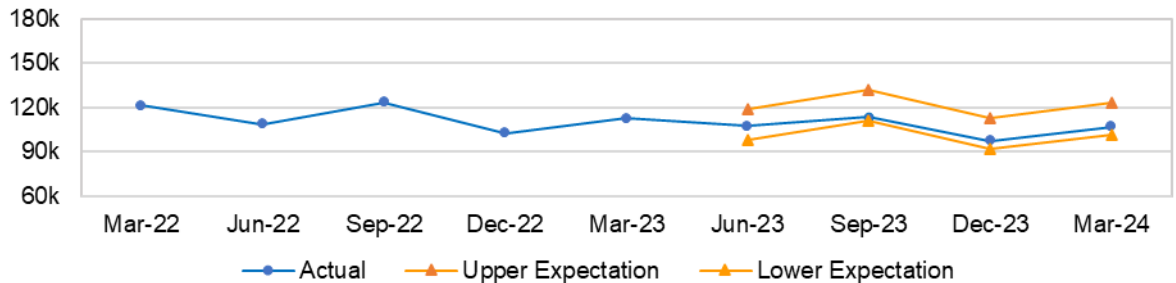
Average speed of answer (ASA) by Contact Point in seconds – **priority services**



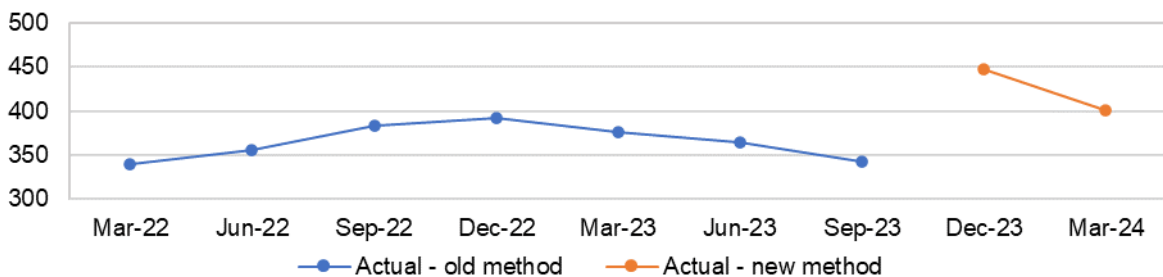
Average speed of answer (ASA) by Contact Point in seconds – **all services**



Number of phone calls responded to by Contact Point – Quarterly

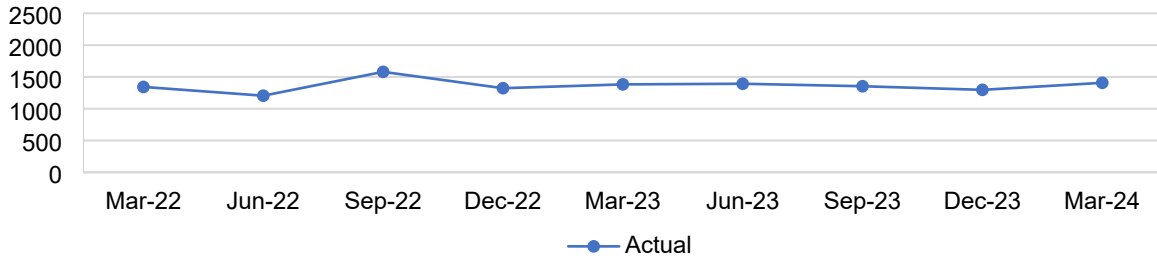


Average Contact Point call handling time in seconds – Quarterly

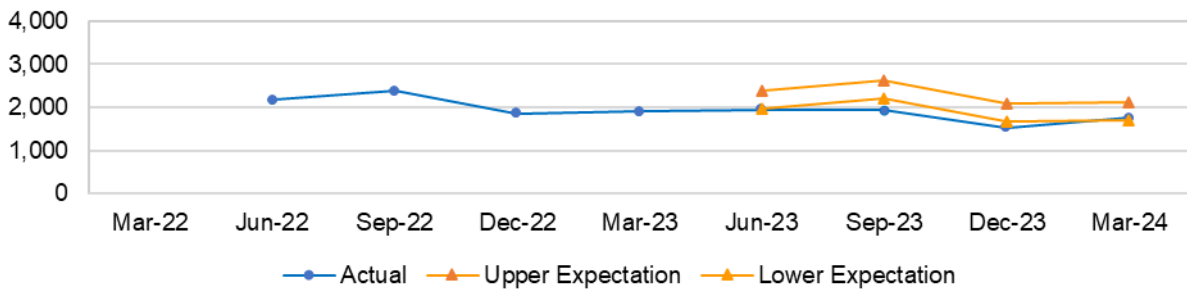


Agilisys changed the way call handling time was recorded from November 2023, by adding a set automatic aftercall time (the period of time immediately after completing the contact with a customer but where more work is required to finalise the transaction: e.g. entering details such as comments about the conversation, follow-up actions, etc). This will contribute to increased handling time in the Quarters from December 2023.

### Number of complaints received - Quarterly



### Number of visits (sessions) to the KCC website (in thousands) – Quarterly\*



\* Due to a review of KCC's use of cookies on kent.gov.uk no visitor data was available from October 2021 until February 2022. Reporting of this data recommenced from the June 2022 Quarter.

## Customer Services – Call Activity

### Number of phone calls to Contact Point (thousands)

Contact Point received 8% more calls compared to the previous Quarter but 9% fewer calls than Quarter 4 last year. The 12 months to March 2024 also saw a 9% decrease in calls compared to the 12 months to March 2023.

Service area	Apr- Jun 23	Jul - Sep 23	Oct - Dec 23	Jan – Mar 24	12m to Mar 23	12m to Mar 24
Adult Social Care	25	26	23	26	106	100
Integrated Children's Services	19	20	19	18	72	76
Highways	14	15	15	16	57	60
Blue Badges	9	12	9	10	48	40
Schools and Early Years	7	9	8	9	21	32
Transport Services	10	11	7	7	49	36
Registrations	7	5	5	6	32	24
Libraries and Archives	5	6	5	6	27	22
Waste and Recycling	9	9	5	5	32	28
Adult Education	4	6	4	5	21	19
Main line	3	3	3	3	15	12
KSAS*	2	2	2	2	12	7
Driver improvement	2	3	2	2	14	9
Other Services	2	3	1	2	8	8
<b>Total Calls (thousands)</b>	<b>118</b>	<b>130</b>	<b>107</b>	<b>116</b>	<b>516</b>	<b>472</b>

Figures may not add up to totals due to rounding.

\* Kent Support and Assistance Service

## Customer Services – Complaints Monitoring

Quarter 4 saw the number of complaints received increase from the previous Quarter by 4% and by 2% on the same Quarter last year. Over the 12 months to March 2024 there has been an 9% increase in complaints received compared to the 12 months to March 2023.

In Quarter 4, frequently raised issues included SEN provision, Active Travel Schemes, potholes and drainage issues.

<b>Service</b>	<b>12 mths to Mar 23</b>	<b>12 mths to Mar 24</b>	<b>Quarter to Dec 23</b>	<b>Quarter to Mar 24</b>
Highways, Transportation and Waste Management	2,409	2,567	679	611
Adult Social Services	959	997	233	264
Integrated Children's Services	340	384	105	128
SEN	570	617	123	186
Education & Young People's Services	240	153	30	35
Libraries, Registrations and Archives	258	187	45	48
Chief Executive's Department and Deputy Chief Executive's Department	150	226	38	41
Environment, Planning and Enforcement & Economic Development	150	404	37	80
Adult Education	81	58	6	15
<b>Total Complaints</b>	<b>5,157</b>	<b>5,593</b>	<b>1,297</b>	<b>1,408</b>



## Customer Services – Digital Take-up

The table below shows the digital/online or automated transaction completions for key service areas where there are ways to complete other than online.

Transaction type	Online Apr 23 - Jun 23	Online Jul 23 - Sep 23	Online Oct 23 - Dec 23	Online Jan 24 – Mar 24	Total Transactions Last 12 Months
Renew a library book*	83%	83%	84%	83%	1,068,674
Report a Highways Fault	70%	63%	65%	74%	128,556
Book a Driver Improvement Course	89%	88%	87%	91%	44,909
Book a Birth Registration appointment	49%**	70%	67%	65%	25,276
Apply for or renew a Blue Badge	81%	82%	81%	84%	21,929
Apply for a Concessionary Bus Pass	75%	78%	78%	78%	16,937
Report a Public Right of Way Fault	87%	87%	89%	88%	6,221
Apply for a HWRC recycling voucher	100%	99%	99%	99%	5,638

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

\*\* The online booking system for birth registrations was unavailable for part of April 2023 due to the migration to a new system and caused a reduction in those completed online for that Quarter

## Governance, Law & Democracy

<b>Cabinet Member</b>	Dylan Jeffrey
<b>Corporate Director</b>	Amanda Beer

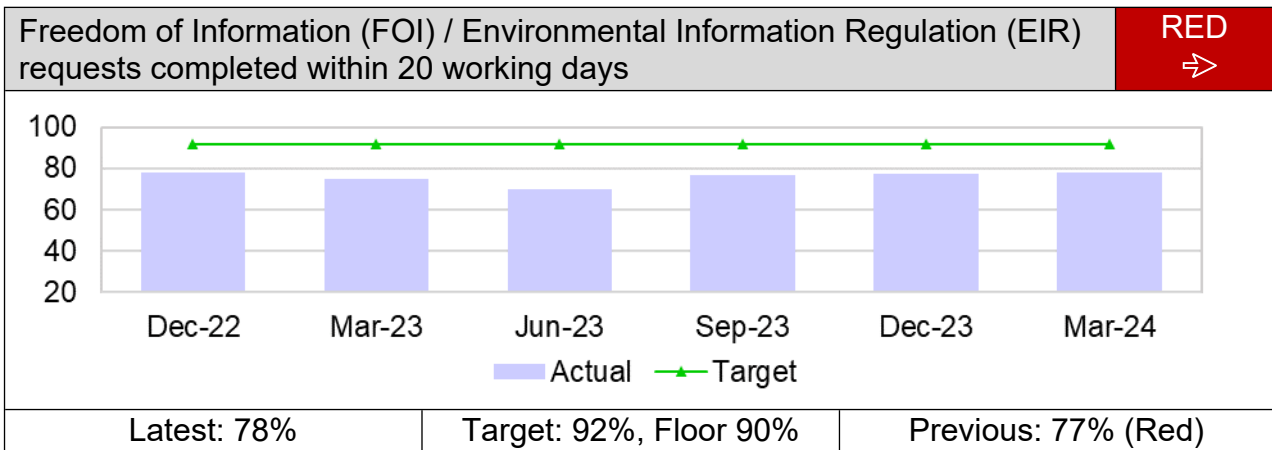
KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
			2		1	1

Both Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests, and Subject Access requests, made under Article 15 of the General Data Protection Regulations, completed within statutory timescales remain below their floor standards.

The percentage of FOI / EIR requests completed has not met target for several years. With regards to performance in 2023/24, no Directorate achieved target, with the best performing being Growth, Environment and Transportation with 79% completed in timescale, this Directorate also had the highest number of requests (620 requests). The volume of requests has been above expectations for the year, and particularly high in Quarter 4. Some of this increase has come from requests for information on specific issues, including the Herne Bay Active Travel Scheme, accommodation for unaccompanied asylum-seeking children, and potholes or the general state of roads.

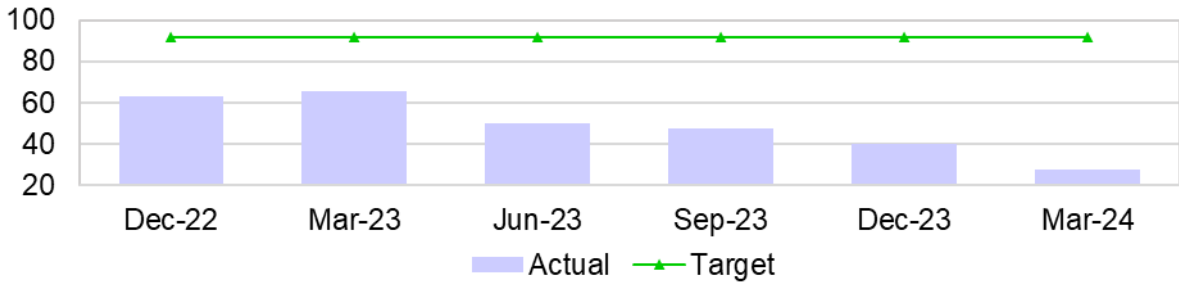
For Subject Access Requests (SARs) since April, nearly 80% of these came under the Children, Young People and Education Directorate. Reasons for delays in responding to requests include complexity of some requests, resourcing issues, and the significant amount of time it takes to appropriately redact records.

### Key Performance Indicators



Subject Access requests, made under Art 15 of the General Data Protection Regulations, completed within statutory timescales

**RED**  
↓



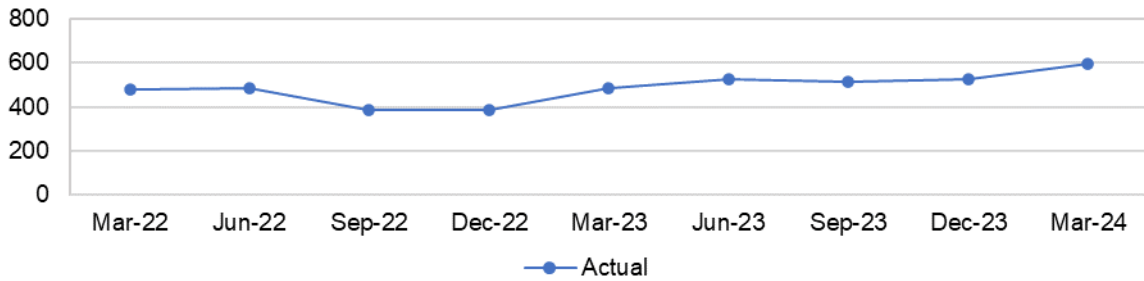
Latest: 28%

Target: 90%, Floor 85%

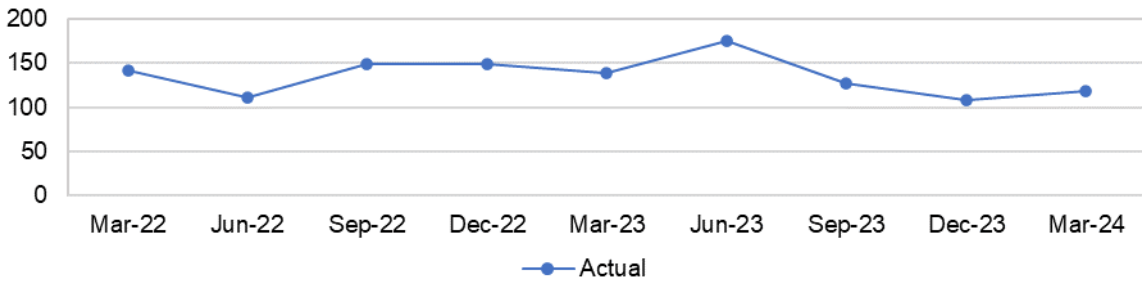
Previous: 40% (Red)

**Activity indicators**

FOI/EIR requests – by Quarter






Data Protection Act Subject Access requests – by Quarter



## Growth, Economic Development & Communities

<b>Cabinet Members</b>	Derek Murphy, Clair Bell
<b>Corporate Director</b>	Simon Jones

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>			
	1	1			2	

### Support for Business

KCC continued to use funds from the Government’s Regional Growth Fund (RGF) to create and sustain employment opportunities in Kent.

Since 2017 the latest figures (to the end of Quarter 3, 2023/24), show the Kent and Medway Business Fund (KMBF) has provided finance of £18.8m to 132 Kent and Medway businesses, creating 545 new jobs and safeguarding a further 161 jobs in the Kent and Medway area.

The current economic climate has continued to have an adverse impact on those Kent’s businesses which had previously received loans, with a continuation of requests being made to KCC to revise loan repayment terms. From the feedback provided by the companies, we believe that this is due to increases in costs particularly for those companies undertaking development projects.

Until the most recent Quarter, we have generally seen a relatively steady growth in job creation by companies funded by the KMBF each quarter, helped by new investments and projects coming into the portfolio. However in the most recent quarter there was a drop of 20.0 FTE in the overall job creation. This may be because the first new loans to be awarded under the KMBF have not yet reached completion and so the immediate impact of the loan has not yet been recorded.

KMBF loan schemes, including the Small Business Boost (SBB), continue to operate with the same level of interest as reported previously.

Since the reopening of the KMBF Loan Schemes on 21<sup>st</sup> November 2023 until 31<sup>st</sup> March 2024, 168 pre-applications have been received to a value of over £16.8m of which 144 are KMBF SBB (£9.1m) and 24 are KMBF (Standard) Loans (£7.7m)

Of these, 42 pre-applications are still active and 19 full applications to the value of £2.2m have been received so far, with a further 11 pre-applications invited to submit a full application to a value just over £1m. The remaining 14 pre-applications are at various stages within the pre-application assessment process. The Kent & Medway Investment Advisory Board (IAB) have had two companies present to it so far with both approved to the total value of £700k, the Kent & Medway IAB Sub-Group (SBB) have had five companies present to them to date with four approved and one rejected, though one of the approved companies declined the loan offer due to being unable to meet the security requirements. The total value of the SBB approved applications is £258,000. The total value of investments approved to date by the KMBF is therefore five applications to the value of £958k. These are now proceeding through the legal process, and the first payments are expected imminently.

The South-East Local Enterprise Partnership (SELEP) has, in addition, provided funding for the Innovation Investment Loan scheme which the KMBF team manages for applications from companies in Kent and Medway. Since 2017, over £7.4 million of loans have been made to 32 businesses creating 162 Full-time Equivalent (FTE) jobs and safeguarding 74 FTE jobs.

### **Economy**

During Quarter 4, the Economy Team continued to make progress and plan for KCC taking on new responsibilities with the closure of the South East Local Enterprise Partnership (SELEP) in March 2024. Before the end of March there were some delays with finalising SELEP's closure and transferring responsibilities to, for our purposes, KCC on behalf of Kent & Medway as the new Functional Economic Area (FEA). It is anticipated that the full transfer of responsibilities to all FEAs in the former SELEP region will conclude in Quarter 1, 2024/25 to include responsibility for strategic economic planning, business representation and managing government programmes where directed.

### **Developer Investment Team**

For Quarter 4, a total of 41 planning applications were received. Twenty-four s106 legal agreements have been completed securing a total of £10.7m, a 97.9% success ratio against the amounts originally requested. Larger applications included in this quarterly report are at Pound Lane, Ashford (550 dwellings) and Four Elms, Land North of Town Station Cottages, Edenbridge (340 dwellings). The KPI figure is 0.1% below target due to viability issues with three 100% affordable housing schemes being directly delivered by Thanet District Council. The district determined that there was insufficient viability to afford the secondary education contributions of £159k, however mitigation for SEND and all other community services that were requested for, have been secured.

### **No Use Empty - Converting derelict buildings for new housing and commercial space**

In Quarter 4, a total of 59 long term empty properties were made fit for occupation through the No Use Empty (NUE) Programme bringing the total to 8,244 since the programme began in 2005.

The total NUE investment in converting derelict properties has increased to £104.1m (£59.7m from KCC recycled loans and £44.4m from private sector leverage). All available funds for the financial year 2023/24 were allocated. Six new applications for loan support were received in Quarter 4 which are being processed and subject to approval will be funded in Quarter 1 of 2024/25.

NUE were awarded £2.5m under the SELEP Growing Places Fund (GPF) to convert additional derelict properties. As at the end of Quarter 4, loans to the value of £2.4m had been approved, funding 91 new homes. GPF awarded a separate £2m for NUE Commercial Phase II. The target is to return 18 empty commercial units back into use and create 36 new homes. A total of 17 projects have been approved at the end of Quarter 4 and these will return 22 empty commercial units back into use and create 52 homes. There remains £31k left to allocate (NUE C Phase II).

KCC Treasury made available £24m for NUE to bring forward empty/derelict sites with planning permission for new builds. Following the recycling of £15.3m loan repayments, at the end of Quarter 4, the number of new homes funded is 232 across eight Kent districts. There remains a strong pipeline of projects across all NUE schemes.

NUE was featured on Meridian TV during national empty homes week as the headline news item on 6 March 2024 which included interviews with a property owner in Dover and our Strategic Programme Manager.

### **Libraries, Registration and Archives (LRA)**

2023/24 has seen continued growth in many areas of LRA activity, with a number of highlights throughout the year. Over 20,000 children participated in the “Ready, Set, Read!” Summer Reading Challenge, the much-anticipated refurbishment of Herne Bay Library was completed with positive feedback from customers, and during its first full operational year, Kent Register Office Oakwood House became well established as a popular venue for weddings and civil partnerships, as well as increasing numbers of individual citizenship ceremonies. The venue delivered 143 marriages and civil partnerships during Quarter 4, representing a 21% increase on the same period in 2019/20 when these services were delivered from Archbishop’s Palace.

Over 786,700 visitors were welcomed into Kent’s Libraries during Quarter 4, an increase of 2% on the same period in 2022/23. Over 48,000 attendees enjoyed a wide range of events and activities, an increase of 9% on the previous year and possibly an indication of the rising use of libraries as community spaces which bring people together, enhance wellbeing, and help to combat loneliness and social isolation.

Kent Libraries continues to improve and develop its spaces to meet the needs of customers and during Quarter 4, Margate Library was refreshed with the children’s library completely refurbished. Customers have commented that the new-look library is much more comfortable and inviting to visitors and particularly families. Potential visitors to Kent Libraries are now able to take a virtual tour of 31 libraries across the county as a result of funding from the Arts Council LibraryOn project, so that visitors who may have accessibility needs are able to familiarise themselves with the spaces online before visiting in person. Phase Two of the project involves the development of an easy-to-use room hire offer at selected Kent Libraries.

Library issues increased by 11% compared to Quarter 4 last year, and while physical issues have decreased very slightly by 0.2%, the e-offer has continued to flourish, with e-books increasing by 9% and e-audiobooks by 31% for the same comparator Quarter last year.

A two-week closure of the Archive Search Room, including a pause in taking enquiries, in January 2024 for essential collection work contributed to an 11% reduction in enquiries compared to the same Quarter the previous year. Physical enquiries only dropped by 2%, with just 36 fewer in-person enquiries than the previous year. The collection work carried out during the closure included the checking and re-cataloguing of parts of the collection as well as the digitisation of images, all of which serves to increase the accessibility and range of the collection available to customers using the Archive’s resources which is important in the ongoing development of the service.

The number of death and birth registrations has continued to settle to more expected pre-pandemic levels. Death registration appointments fell by 8% for Quarter 4, with 4,779 appointments delivered. Birth registration numbers remain reasonably stable , with 4,134 appointments delivered.

Ceremonies have increased by 33% in comparison with the previous year. This is partly due to the increasing take-up of individual citizenship ceremonies which have proved popular since this option was offered at Oakwood House as well as Danson House in Bexley, with 1,099 new citizens welcomed to the UK from January to March 2024 as opposed to 646 the previous year. However, there was also a significant increase in wedding and civil partnership ceremonies, with ceremonies in Kent Approved Premises in particular rising by 33%.

### **Active Kent and Medway**

The last quarter of 2023/24 has been a busy one for the Active Kent and Medway Team and we are delighted to be working with Sport England to deliver two new programmes.

The first of these relates to our engagement with a new national programme to support National Governing Bodies and their local clubs to promote good practice and safe sport for children, young people and adults on a local level. This is being done through the development of a new, national network of Sport Welfare Officers and we are delighted to have secured funding to enable us to recruit two officers to support work in this important space across Kent. The second focuses on the activation of multi-sports facilities across the county for which we have been awarded £143k by Sport England to pilot this programme across 13 multi use games areas open to the public; these will help to get more people to be more active, more often with a real focus on those facing the greatest inequalities and challenges when it comes to getting involved in sport and physical activity.

Our Everyday Active programme continues to go from strength to strength – we are now delighted to have a champion in every district of the county. Further information on our flagship campaign can be found here [Everyday Active Kent](#). More and more activities are being shared with residents across Kent every week and we continue to provide support and training to healthcare and link-workers on having conversations about physical activity and the many benefits being more active has for both our communities and individuals.

Finally, thanks to KCC investment, 24 facility improvement projects have been identified for capital grants this year, including support for floodlights and clubhouse development for Faversham Strike Force football club, and conversion of a former Youth Centre in Dartford into a community sports club.

### **Community Safety**

Focus areas during this period for the Kent Community Warden Service (KCWS) continue to be the cost of living, homelessness, reports of environmental and financial crime (fraud and loan sharks), anti-social behaviour and scams, and working closely with Kent Police whilst the new Neighbourhood policing model is implemented. Wardens continue to deliver the social prescribing model, 'Positive Wellbeing' across the service as part of their wider offer of support to residents and communities. Also, during this period, the service has been implementing a new case management system to improve data and information management around supporting our vulnerable users.

A total of six Community Safety Information Sessions (CSIS) were delivered in 2023/24 along with a range of other events. The final CSIS event for 2023/24 was held in January and had a focus on premises licensing and building safety. Of those who responded to the event survey, 100% rated the session as excellent or very good. Further sessions are being planned for 2024/25 with the first taking place in April 2024.

On behalf of the Kent Community Safety Partnership (KCSP), the Kent Community Safety Team (KCST) worked with partners to deliver a multi-agency partnership event on Anti-Social Behaviour (ASB) on the 19th March 2024. Approximately 200 people attended on the day, with 125 attending in-person at the Kent Event Centre and a further 75 attending virtually. Based on current feedback 85% of those who responded to the survey rated it as 'excellent' 'very good' or 'good'. The presentations are available on the Safer Communities Portal and an ASB Resource Pack has been developed that includes useful links and contact information for a range of agencies.

### **Kent Minerals & Waste Local Plan**

Following County Council's consideration of the pre-submission draft of the Kent Minerals and Waste Local Plan in December 2023, preparation of evidence for independent examination of the Local Plan by the Planning Inspectorate took place between January and March 2024. This included the final public with District and Borough Councils and other key stakeholders.

### **Gypsy Romany Traveller Residents (GRTR) Service**

The Site Improvement Project funded by the Government is progressing well, and three of the KCC sites have been finished, with another three close to completion. The works on the last site are planned to start in May, with expected delivery in December 2024.

The GRTR Service has made a great effort to lower historic debt of the residents, and we have achieved a decrease of almost 20% (£64k) in the previous financial year. During 2023/2024 the Team also handled 43 Unauthorised Encampments on KCC land.

### **Creative Economy**

#### Kent Film Office

In the 4th quarter of 2023/24, the film office handled 122 filming requests and 111 related enquiries. We logged 134 filming days bringing an estimated approx. £300k direct spend into Kent & Medway.

Highlights for the quarter include Changing Ends season 2, and Toyota and Lynx campaigns.

#### Supporting creative businesses

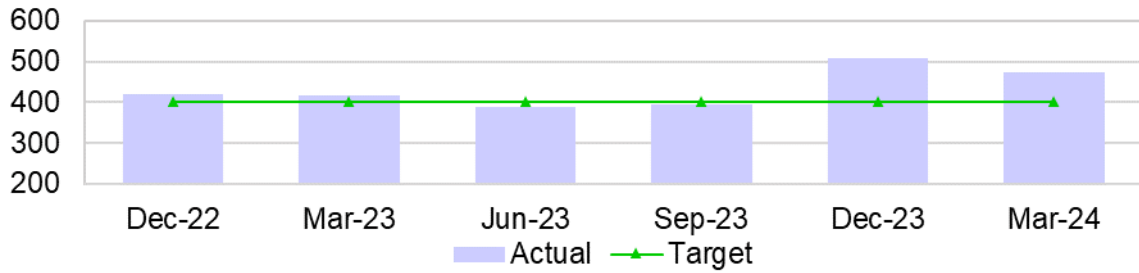
We continued to lead the partnership delivering the regional sector specific business support programme Create South East..

From the start of the programme to date the customer base has grown to 600 creative businesses generating 416 expressions of interest including 32% from Kent, with Margate, Folkestone, Tunbridge Wells and Canterbury being the most frequently occurring business locations. 108 full applications (36% Kent, excluding Medway) have followed.



### Key Performance Indicators

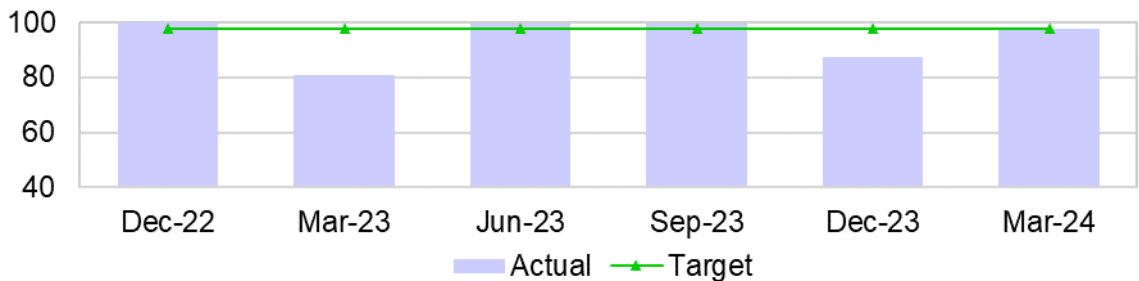
Number of homes brought back to market through No Use Empty (NUE) – Rolling 12 months **GREEN**  
⇒



Latest: 474      Target: 400, Floor 350      Previous: 509 (Green)

Actuals are totals for 12 months to end of Quarter shown.

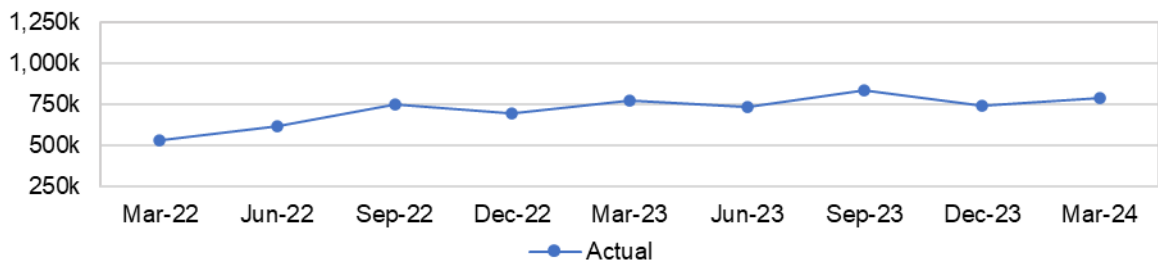
Developer contributions secured as a percentage of amount sought **AMBER**  
⇒



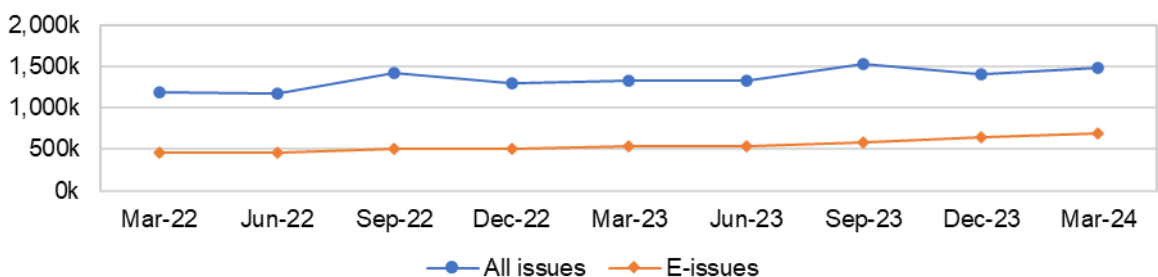
Latest: 97.9%      Target: 98%, Floor 85%      Previous: 87.0% (Amber)

### Activity indicators

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



## Environment and Transport

<b>Cabinet Members</b>	Neil Baker, Roger Gough
<b>Corporate Director</b>	Simon Jones

KPI Summary	GREEN	AMBER	RED	↑	→	↓
	3	2	1	1	5	

### Highways

For the final Quarter one of the Highways KPIs is RAG rated Green, two Amber and one Red. Highways teams and front-line staff are working at high capacity due to higher-than-expected numbers of enquiries.

#### Potholes repairs

Since empowering KCC Highways staff to complete minor and urgent repairs, we have achieved faster responses to customer enquiries. Demand in this service continues to be above the expected range owing to particularly heavy rainfall. The number of potholes requiring repairs this Quarter was 8,011, of which 7,688 were completed on time yielding 96% a Green RAG rating. **Teams continue to work hard especially under the Pothole Blitz contractors to decrease the backlog and we critically monitor the performance of Amey, through the Contract Board and the Strategic Partnership Board to ensure continued improvements in service delivery.**

#### Emergency incidents

Attendance at Emergency Incidents within two hours of notification missed its target of 98% and delivered 95% (Amber RAG rating). The service attended 949 callouts with 47 failing the target attendance time but with all incidents made safe. **We are working with Amey to help improve response times to emergencies. For instance, every depot now has a dedicated emergency crew, reducing the need to make safe their current job before attending an emergency.. We will also continue to work with Amey to drive efficiencies.**

#### Routine Faults

The total number of faults reported for repairs this quarter is 23,653, of which 20,996 were completed on target giving 89% (Amber RAG rating) and only just missing the target by 1 percentage point. The service continues to experience higher than expected demand which is mainly due to unprecedented weather. **This service is part of the Amey improvement roadmap and we continue to discuss strategies on how to improve performance at both the Contract Board and the Strategic Partnership Board.**

#### Call back survey

The 100-call back survey was moved to bi-monthly in September 2023 and the last one was carried out in March 2024 as Agilisys are no longer able to resource this. The number of customers satisfied with the Highways & Transportation service fell to 82% (Red RAG rating). Negative feedback from our customers included dissatisfaction at the time it took for issues, such as drainage problems and pothole repairs, to be resolved. **Customer feedback continues to be important to us, and will be a key feature in any fault reporting tool we adopt.**

### Contacts and enquiries

The total number of customer contacts regarding highway issues in Quarter 4 was down on last year's totals with 58,838 (compared to 67,898 for the same period last year). Just under 33,900 of these were identified as faults requiring action by front line teams (compared to close to 35,000 for the same period last year) and both are slightly above expectations even for a busy winter.

Use of the online reporting tool remains high with 74% of all enquiries in Quarter 4 coming directly from the public via the tool (compared to 72% for the same period last year). Work on a new reporting tool (My Kent Highways) has been delayed and the Business Performance Team are currently investigating alternative providers.

At the end of Quarter 4, there were 12,432 open enquiries (work in progress), which compares to 10,277 at the same time last year, reflecting the increased workload in several parts of the business. Overall workload has remained high through the last year and remains above expected levels.

### Street Works

Pressure on the teams remains high with ongoing high levels of emergency works which impacts the team's ability to coordinate effectively. Building Digital UK have announced that Cityfibre have been awarded the contract to roll out superfast broadband to hard-to-reach places in Kent. This is a multi-year project and will result in an increase of closures in rural locations. **We are adequately resourced for this project as the Streetworks teams have dedicated Broadband Coordinators and inspectors as well as our recent recruitment for road closure inspectors. We have already started engagement with both BDUK and CityFibre to set out our expectations and requirements for the roll out of this project across the county.**

### **Road Safety**

The casualty figures for Quarter 4, show an overall decrease of 348 casualties compared to the same Quarter the previous year and a decrease of 318 compared with the same Quarter in 2019/20 (pre-pandemic). For those casualties that were killed or seriously injured (KSI), these were down by 13 overall compared to the previous year and down by 9 compared to the same Quarter pre-pandemic; fatalities however were higher.

Quarter 4											
2023/24				2022/23				2019/20			
Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total	Fatal	Serious	Slight	Total
16	141	593	750	7	163	927	1098	2	164	902	1068

Bikeability training has been provided to nearly 12,000 children across Kent this financial year, from teaching children how to learn to ride a bike through to teaching KS2 and KS3 pupils how to ride out on the roads. This is a great achievement and working with our framework of training providers we aim to reach more children in 2024/25 supported by increased funding from the Bikeability Trust. Adult Cycle training has been working in partnership with Public Health and Darent Valley Hospital supporting their year of cycling initiative with free courses for members of staff to increase their confidence riding on the roads with the aim that they will choose to cycle to work when able to. The team are looking into rolling this out with other hospitals in Kent.

The Safer Active Journeys Team, are working with Living Streets to sign schools up to their WOW Walk to School programme. WOW is a pupil-led initiative where children self-report how they get to school every day using the interactive WOW Travel Tracker. If they travel sustainably (walk, cycle or scoot) once a week for a month, they get rewarded with a badge. More info here -[-WOW - the walk to school challenge \(livingstreets.org.uk\)](http://livingstreets.org.uk). The number of live school crossing patrol (SCP) sites in March was 79 with 18 current vacancies out for recruitment. The team are focusing on ways to improve sites such as securing funding for upgrading to programmable school warning lights and also continuing to monitor our SCP sites to support wellbeing of our frontline staff and their working environment.

Work undertaken as part of the KCC Vision Zero programme supports the five elements of the Safe System:

- Safer Roads and Streets
- Safer Speeds
- Safer Behaviours
- Safer Vehicles
- Post Collision Response (Working Group not yet formed)

In support of the Safer vehicles and Safer Speeds themes, our Safe Speeds and Enforcement (SSE) Team is continuing to provide minibus driver assessments for local schools. The SSE Team are also continuing with the temporary average speed camera trial. The cameras have been moved to a second test site and enforcement is live. The Kent and Medway Safety Camera Partnership digital upgrade of equipment is complete with new Detling Hill average speed cameras now installed and operating..

In support of the Safer Behaviour theme, our teams have delivered various educational interventions:

#### Kent Driver Education Team

- Demand for courses across both Kent and the UK continues to grow and venue demand is now increasing again after poor weather and lower enforcement over the last Quarter.
- 1,148 courses were delivered in Quarter 4 compared to 1,015 for the same period last year. Year-end total shows 4,451 courses were delivered against 3,580 courses over the whole of the previous year.
- Kent delivered its first National Risk Rider Awareness Course (NRRAC) in March, with client numbers being extremely low, especially across the winter months where this course is for motorcycles. Due to low client numbers Kent will only be offering one course per Quarter and will review this if uptake increases.

#### Safer Road Users Team

- 'Road Safety Club' intervention has been delivered to 7,331 Primary School Pupils across 61 different schools.
- 16 primary schools have attended 'Safety in Action' events across the county, with 889 pupils receiving a dynamic carousel intervention.
- 9 Secondary schools are currently piloting the new 'Distractions' Road Sense programme in year 7, reaching 1,704 pupils during this quarter.
- 7 secondary schools are piloting the new 'Good Decisions' Road sense programme for Year 9 pupils, reaching 1028 pupils this quarter.
- 17 schools and colleges have received Young Driver and Passenger courses reaching 1,969 young people.

- 6 Mature driver presentations were delivered to 214 experienced drivers within Kent communities.

### **Traffic Management**

Work continues with preparations for undertaking enforcement of moving traffic offences. There are now delays caused by the interface with the DVLA system which is a national problem, and we are waiting for a resolution date as to when the new DVLA system will be available. Proposed enforcement locations are posted on our Moving Traffic Enforcement consultation hub on the Let's Talk Kent consultation page.

The Network Innovation team are working on developing Kent's strategy for the delivery of on-street charging infrastructure. Following our Environment and Transport Cabinet Committee approval to proceed, the team have been working through the extensive application process in order to secure over £12m capital funding from the Government's Local Electric Vehicle Infrastructure (LEVI). This will support the delivery of Electric Vehicle chargers for those residents without access to off-street parking and driveways and the outcome of our bid is expected in June 2024.

### **Local Growth Fund (LGF) Transport Capital Projects**

Through SELEP, KCC is managing £128m of Government funding from rounds 1 to 3 of the LGF. There are currently two high risk projects, Sturry Link Road and the Maidstone Integrated Transport Package. For Sturry Link Road project, the design and build contract has been signed and the contractor is progressing with the detail design. A further update was presented to the last SELEP Accountability Board in February 2023, prior to SELEP disbanding. For Maidstone ITP, construction commenced on the Coldharbour Roundabout in February, and the scheme is likely to complete in December 2024.

### **Transport Strategy**

Following the conclusion in December of the Examination of National Highways' Development Consent Order (DCO) application for a new Lower Thames Crossing, in March the Examining Authority submitted its recommendation to the Secretary of State for Transport. This triggered a further consultation by the Secretary of State on matters still outstanding to which the Transport Strategy team coordinated KCC's response. The Secretary of State should make a decision by end of June, on whether the new Lower Thames Crossing is granted planning consent.

The urgent decision that was taken in December to allow KCC to enter into a legal Side Agreement with National Highways for financial compensation for the potential impact on visitor numbers to Shorne Woods Country Park during the construction phase, was implemented in February. The Side Agreement between National Highways and Kent County Council for this financial compensation has now been sealed. Negotiations continue on another Side Agreement relating to the impacts of the Lower Thames Crossing on vulnerable road users on the A228 as identified by National Highways in its environmental impact assessment.

Work to develop a new Local Transport Plan 5 (LTP5) for Kent has continued through the Member Task and Finish Group and progress will be reported to the County Council in the next Quarter before a public consultation on the full draft plan.

On 6<sup>th</sup> March the results of the business survey which called for international rail services to resume in Kent were published. Over 500 businesses responded, and this

evidence will be used to make the case to government and the operator for a resumption of services at Kent's international rail stations.

On 27<sup>th</sup> February the preliminary meeting concluded, and the Examination commenced of Gatwick Airport's Development Consent Order (DCO) application for routine use of its northern runway, which in combination with its main runway will increase the airport's capacity. The Transport Strategy team co-ordinated, drafted and submitted KCC's Written Representation setting out the authority's position on the proposal and a Local Impact Report detailing the positive, neutral and negative impacts of the proposed scheme on the county. The Transport Strategy team has also attended issue specific hearings to ensure that KCC's views on the scheme are represented and submitted a Principal Areas of Disagreement Summary Statement. The Examination will last for six months and will conclude in late August.

### **Resource Management & Circular Economy**

The KPI target on diversion of waste from landfill continues to be met, with 99.9% of waste over the last 12 months being recycled, composted, or used for energy generation. For comparison. The 0.1% going to landfill includes asbestos, with landfill being the only approved way to dispose of this material.

The total volume of waste collected over the previous 12 months increased for the fourth Quarter in a row following previous reductions. Kerbside waste volumes are 9% above pre-pandemic levels and HWRC volumes down by 32%, with total waste collected similar to pre-pandemic levels.

### **Energy and Climate Change**

Core KCC emissions have halved since 2019. This is predominantly due to 1) the streetlight dimming project, 2) LED lighting rollout in streetlighting, traffic signals and displays and Highways, 3) Installation of LED in KCC estates and 4) solar PV installation on KCC own buildings, 5) swapping a small number of boilers to air source heat pumps and 6) the significant renewable electricity produced by Bowerhouse solar farm. Bowerhouse provides half of the emission reduction seen since 2019 and in effect provides renewable electricity for street lighting, traffic signals and displays, and a portion of the electricity use in estates. Reductions in emissions from the KCC owned/leased vehicles is due to a reduction in miles travelled since Covid, although this is now increasing since a return to business as usual.

Over 10,900 residents have registered for the third phase of the Solar Together Kent collective-buying scheme. Around 3,040 homes have been installed with solar panels and/or batteries since the first phase opened in 2020, alongside 134 electric vehicle charging point installations. Up to Spring 2023, the Solar Together opportunity has leveraged more than £23.5m of resident investment in renewable energy across Kent.

### **Natural Environment and Coast**

#### Plan Tree

The tree planting season is over for another year and Kent Plan Tree has successfully planted:

- Over 17,000 whips (1-year old saplings) of native tree species.
- 118 standards by Soft Landscapes (Highways) to replace failed mature street trees.
- 38 standard Dutch elm disease (DED) Resistant cultivars
- 346 DED resistant elm cultivars targeting the White-letter Hairstreak butterfly.

Together KCC has enabled the planting of 63,127 trees over the 2023/24 planting season, bringing the cumulative total to 225,984 trees by end of March 2024.

Kent Plan Tree worked with many different organisations and individuals from private landowners through to national organisations (for example RSPB). Supported by the Countryside Management Partnerships (CMPs), trees were planted across Kent with the help of volunteers, corporate groups and landowners. In total, volunteers gave over 2,800 hours to help with the planting.

The next phase of the project has now started scheduling the maintenance and monitoring to ensure the new trees establish successfully. We have already seen strong new growth on trees in their second growing season, helped by the mild and wet weather in late winter and early spring.

Planning is underway to secure planting sites for the second year of the Local Authority Treescape Fund (LATF) with 11,000 whips and 119 fruit trees already funded.

At the end of February, the team submitted an early application for £300k to Round 4 of the LATF. This is now only a one-year fund requiring all the trees to be planted and accounted for by 31st March 2025 to coincide with the anticipated end of the Woodland Creation Accelerator Fund (WCAF). With this in mind, we have maximised the opportunity to fund as many trees as possible and included an additional 13,000 whips, 230 standard trees and 400 feathers (young trees). We will be notified if our bid is successful later in the summer.

We are planning to work with a range of partners to deliver this work including the CMPs, Gravesham and Thanet councils, Upper Medway and Stour IDBs, KCC Highways and the KWT Farmer Clusters.

In March, Elm trees hit the headlines with local and national media taking an interest in DED resistant cultivars that have been developed in Kent. Plan Tree are proud to have been able to provide elm trees as part of our planting in 2023/24. A second meeting of the Elm Heritage Kent group is planned in May at Lees Court where the new cultivars are being trialled. We will be working with our partners to promote the disease resistant cultivars in planting schemes across Kent next season.

#### Kent & Medway Local Nature Recovery Strategy (LNRS)

Work has continued at a pace on the LNRS. In the past three months the following has been achieved:

- First milestone of mapping Areas of Particular Importance for Biodiversity
- Eight sector specific online briefings held in January, attended by 232 people.
- Five pressures and priorities stakeholder workshops held in February, attended by a total of 200 people, representing 137 different organisations, bodies, affiliations etc.
- Online “action for nature” mapping tool developed and launched in February, for people to identify where they are already delivering actions that support the recovery of nature.
- Activity in March included, priorities shortlisting, first draft of strategy area description, workshop reports, commencement of priorities shortlisting and species longlist created, and the launch of “Making space for nature champions” school activity pack.
- Focused stakeholder engagement activities continue, targeted at: landowners and farmers; unitary, borough, district, parish and town councils; river and freshwater

stakeholders; and coastal and marine stakeholders. Plus work to engage stakeholders considered by Defra as “not the usual suspects” but necessary for the development of the strategy.

The project also met with Defra to discuss the progress and what happens next – during this meeting the need for burdens funding to be continued beyond March 2025, if we are to continue our Responsible Authority role in respect of the LNRS, was highlighted.

All project outputs and information can be found on the website - [Making Space For Nature Kent](#)

#### Biodiversity Net Gain (BNG) and Ecological Advice Service

On 12<sup>th</sup> February 2024, BNG became a mandatory requirement on all new planning applications for major development (subject to specified exemptions).

We have now published the Kent BNG site register and the Interim Strategic Significance Guidance for Biodiversity Net Gain in Kent and Medway, as well as general guidance on BNG.

A dedicated online platform to provide access to all these resources has also been created - [Biodiversity Net Gain | Making Space For Nature Kent](#)

The BNG officer and Ecological Advice Service team have also been preparing this Quarter for the full introduction of BNG in April, when requirements will also be extended to small sites from 2nd.

#### **Kent Country Parks (KCP)**

KCP had a busy Winter welcoming over 2,000 visitors to attend around 25 events across Brockhill, Shorne Woods, Lullingstone and Trosley. A feedback form designed to encourage children to share their opinions after their visit was launched during this period and so far, has had a positive response. The farming in protected landscape funded works were completed with the installation of a life-size pony made out of ironworks found from archaeological excavations at Shorne Woods and a group of ‘framing the view’ sculptures at Lullingstone as part of the discovery trail. Two hectares of coppice works were completed to enhance the woodland biodiversity, provide biomass for the heating at Shorne Woods and Trosley and firewood sales to offset the parks running costs. A comprehensive veteran tree survey with individual tree management plans was completed at Lullingstone which marked the end of the Darent Valley Landscape Partnership funding for the site.

#### **Kent Countryside Management Partnerships (KCMP)**

KCMP has continued to support Plan Tree with further tree planting including 150 trees planted at 3 primary schools in Tunbridge Wells. Volunteering has been busy across the County delivering habitat and access improvements as well as a number of litter picking events. Medway Valley Countryside Partnership delivered two well supported litter picks at and in the river at Tonbridge for the Environment Agency. Regular volunteers were joined by local supporters, the canoe club and other organisations. The two events together resulted in approx. 90 bags of rubbish being collected along with around 34 shopping trollies. A new long-term forest school programme started with a local school in Tunbridge Wells for children and young people with profound, severe and complex needs. Kentish Stour Countryside Project completed the Doddington



Natural Flood Management works which included 1km of hedge planting, a new flood water storage; habitat reports for 7 farmers in the Upper East Stour Farm Cluster Group.

## **Explore Kent**

In Quarter 4, Explore Kent's digital channels 24 saw strong engagement with over 22,630 followers on X. Over 6,600 followers on Instagram (193 new followers), and over 11,800 followers on Facebook (233 new followers). Our website [ExploreKent.org](https://www.explorekent.org) had a total of 71,000 visitors and 13,444 of our route guides were downloaded.

In January, Explore Kent coordinated the Green Social Prescribing Network. Drawing together partners from health, social prescribing and providers of green space, interested in developing green social prescribing initiatives across the county. Around 50 partners were represented at the network.

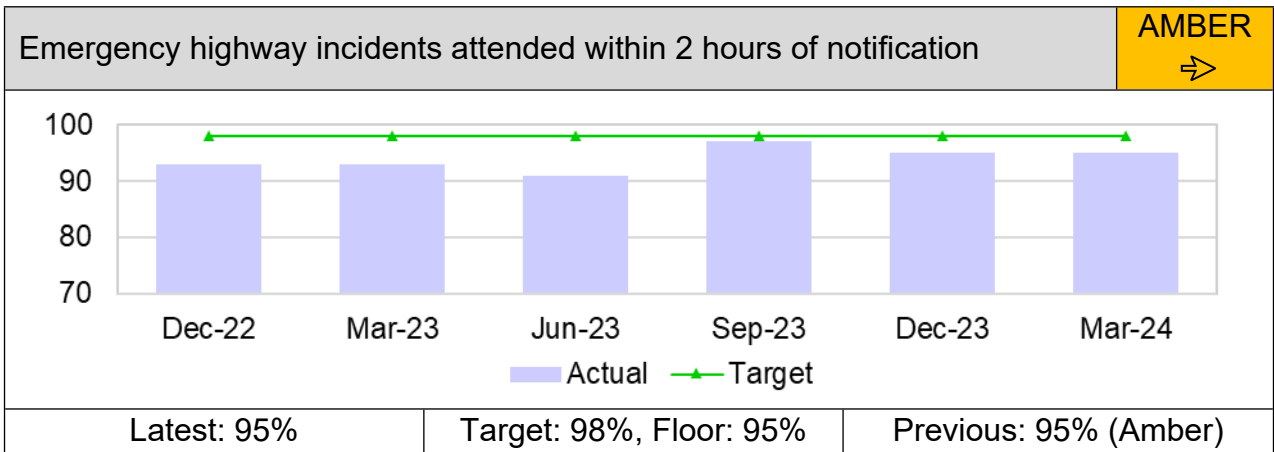
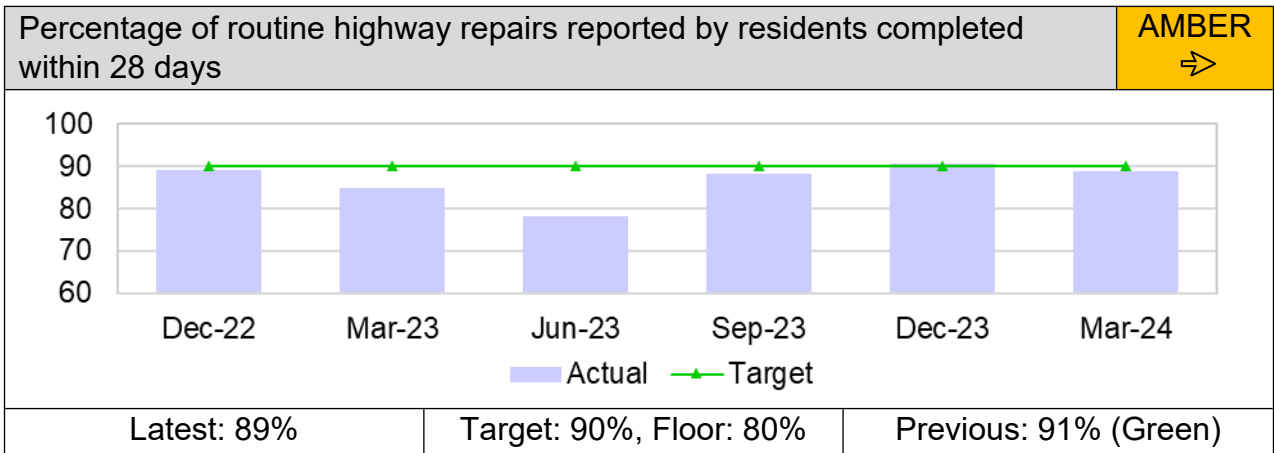
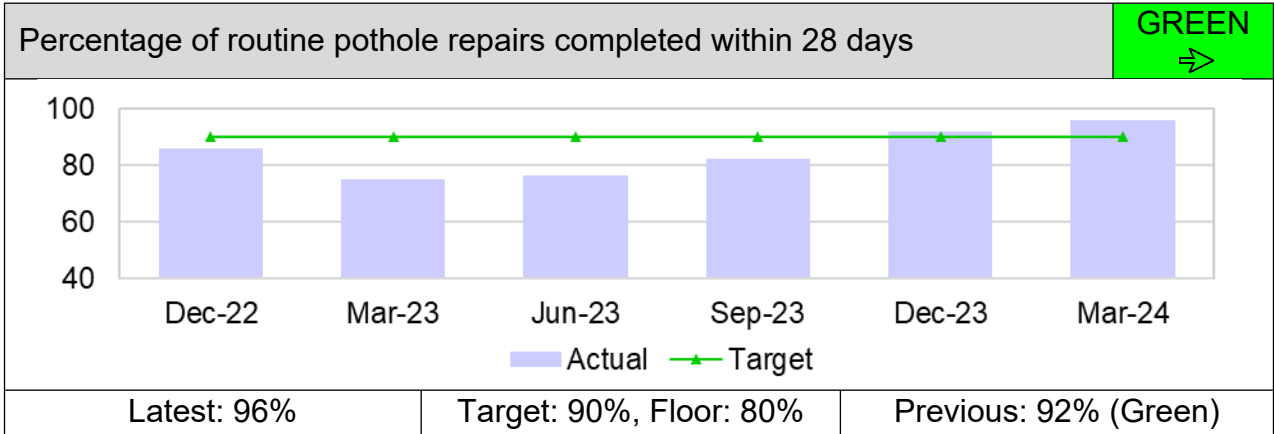
We continued to promote campaigns and the enjoyment and respect of the public rights of way network, through use of short promotional films, for example: [Explore Kent's Trails \(youtube.com\)](https://www.youtube.com/watch?v=...) and [Explore Easy Access Trails \(youtube.com\)](https://www.youtube.com/watch?v=...). We promoted footpath and bridleway improvements on our social media channels to highlight the public rights of way improvements being undertaken by the team. This included the opening of the CC27 footpath in Canterbury, which had been inaccessible for over ten years.

We are working with Medway Council to create an 'Explore Medway' section of our website, promoting the benefits of being outdoors, having access to green and blue spaces and local walking and conservation volunteering opportunities in the area. We have expanded our parks and green spaces pages to allow Medway residents to access their nearest green space, alongside the promotion of 'Better Medway's' Health Walks.

We continued working with the Active Travel Team and partners to promote walking and wheeling for short journeys, utilising a range of promotional films, for example: [What is Active Travel? \(youtube.com\)](https://www.youtube.com/watch?v=...) and [The Big Bike Revival \(youtube.com\)](https://www.youtube.com/watch?v=...). In March, we published our 12<sup>th</sup> Active Travel map in Tenterden allowing residents and visitors to discover how far they can travel on foot or bike in just 15 minutes.

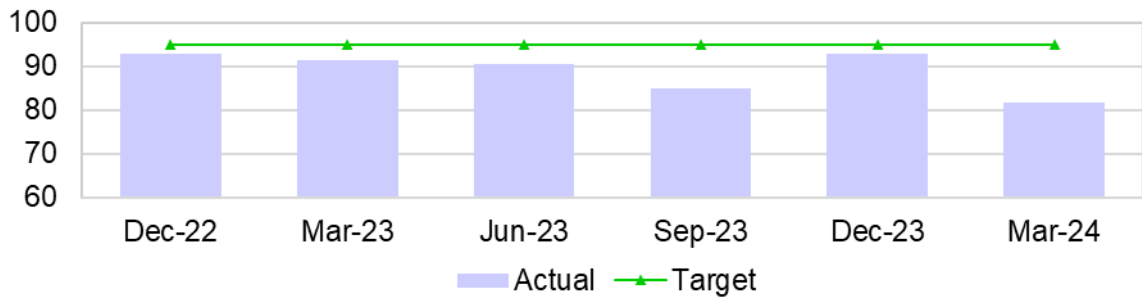
We worked to promote the mental and physical health benefits of being active outdoors, working with partners, including coordinating a Countryside Communications group (Active Kent and Medway, Country Parks, Kent Downs National Landscapes) to collaborate on campaigns.

### Key Performance Indicators



Percentage of satisfied customers with routine Highways service delivery, 100 call back survey

RED



Latest: 82%

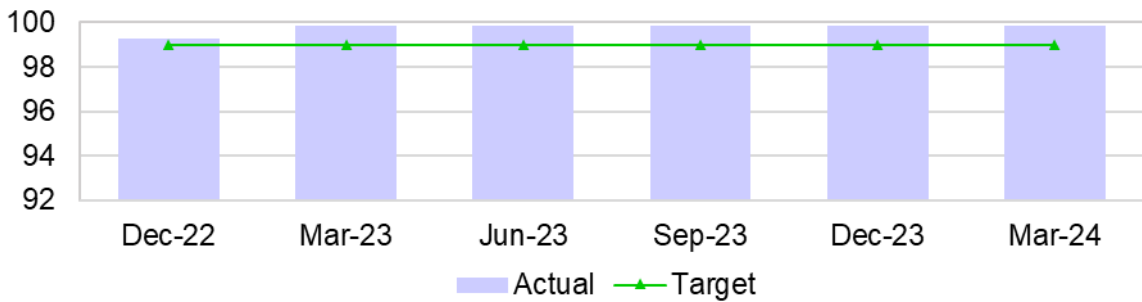
Target: 95%, Floor: 85%

Previous: 93% (Amber)

NB: Since September 2023 the survey has moved from monthly to bi-monthly.

Percentage of municipal waste recycled or converted to energy and not taken to landfill – rolling 12 months

GREEN



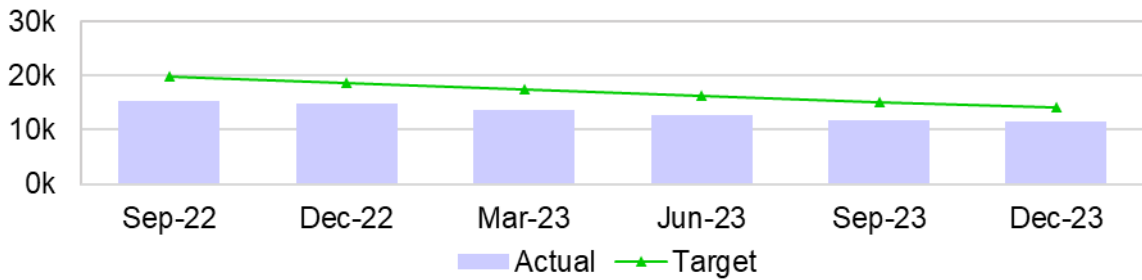
Latest: 99.9%

Target: 99%, Floor: 95%

Previous: 99.9% (Green)

Greenhouse Gas emissions from KCC estate (excluding schools) in tonnes – rolling 12 months

GREEN



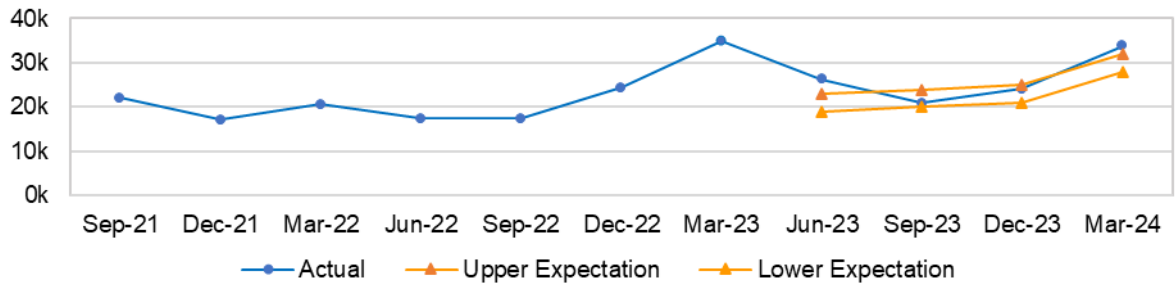
Latest: 11,477

Target: 11,907, Floor: 13,100

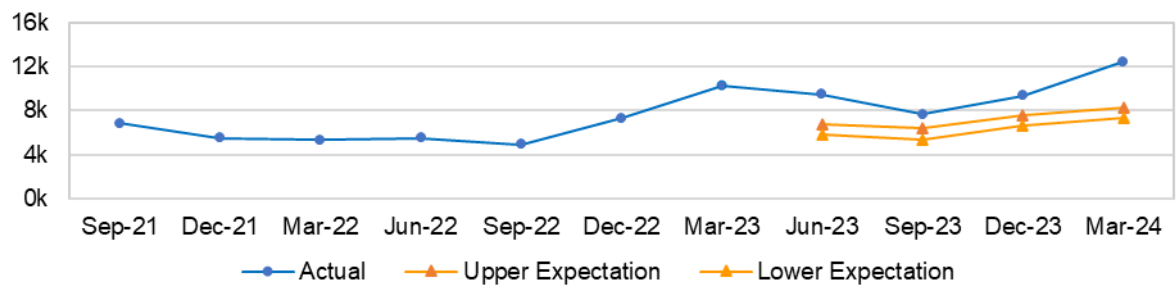
Previous: 11,773 (Green)

## Activity indicators

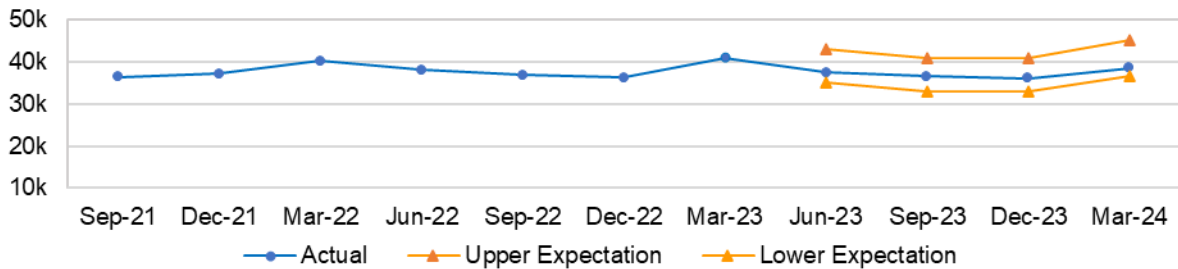
Number of Highways enquiries raised for action – by Quarter



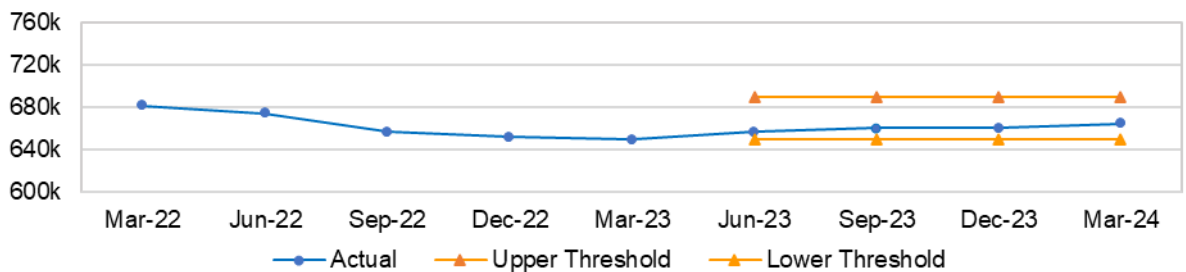
Highways Work in Progress (active enquires/jobs)



Number of street work permit requests



Total municipal waste tonnage collected – rolling 12 months



## Children, Young People and Education

<b>Cabinet Member</b>	Rory Love, Sue Chandler
<b>Corporate Director</b>	Sarah Hammond

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	⇒	↓
	7	3	4	3	5	6

### Schools

Based on the inspection data as at the 31st March 2024, 92% of schools in Kent (543 of the 592) were Good or Outstanding, compared to the national figure of 90%. The percentage of Primary schools judged as Good or Outstanding at 92% is slightly higher than national figure of 91%. 88% of Secondary schools were judged to be Good or Outstanding which compares favourably to 83% nationally. The percentage for Special schools, at 92%, was two percentage points higher than the national position. All six Alternative Provision schools (100%) were good or outstanding compared to the national figure of 87%.

Assessment for learning in the wider curriculum is a common theme at inspection, evaluating whether staff effectively identify where pupils have misconceptions in their learning. Headteacher wellbeing has also been given higher priority, and attendance continues to be a local and national focus. The Education People (TEP) briefings continue to provide regular updates and advice to school leaders, whilst signposting support and guidance. This term's briefings covered a range of issues including the revised Early Years Foundation Stage Frameworks (January 2024) and changes to implementation of the Education Inspection Framework (EIF).

### School Places and Admissions

In Primary schools, out of the 16,653 Kent applicants, 16,436 (98.7%) received one of their three named schools and 15,198 (91.3%) were offered their first preference, a slight increase over last year.

In secondary schools a total of 22,479 parents and carers applied for a place for their child in a Kent school for September 2024. This is 141 fewer than last year, with the number of Kent pupils applying having decreased by 474, falling from the historic peak in 2023. The proportion of Kent pupils offered a place at their first-preference school has increased this year to 78.6%.

### Early Years

The latest inspection data for the percentage of Early Years settings rated Good or Outstanding is 99%, one percentage point above the target and four percentage points higher than the national average of 95%.

For early years group settings, The Education People (TEP) continues to support all good and outstanding settings through Annual Conversations but prioritises those due an Ofsted inspection to assist them in retaining a good or better Ofsted judgement, making clear recommendations where appropriate and offering the 'Securing Good' programme to those in their inspection and not meeting at least Good Ofsted grade descriptors. Settings with a Requires Improvement or Inadequate judgement receive targeted and bespoke support, with support for plans of action and follow up visits as required. New settings are also offered support in readiness for first inspection.

In the 2024 Spring term, the take up of Free for Two claims against those potentially eligible on the Department for Work and Pensions (DWP) list increased to 72.6% with 2,978 children being funded. Last year the take up figures for Spring 2023 were 69.6%.

Established and regular communications and interactions with the Early Years and Childcare Sector continue, including quarterly meeting with the Provider Association, the scheduled termly (six times annually) generic Early Years and Childcare Bulletin, with communications in between these being sent when appropriate and necessary with ongoing contact with individual providers as required. Three times annually, a county-wide round of Briefing and Networking Sessions are offered. The Early Years and Childcare Service's Threads of Success training offer continues to be delivered principally on virtual platforms, as recruitment and retention challenges continue to make it very difficult for providers to attend face-to-face training, even when this is funded and therefore free for providers to attend.

The Early Years and Childcare Service, working in partnership with KCC Management Information (MI) and Finance, continue to implement the Government's New Free Entitlements and Wraparound Provision initiatives. 7,245 codes have been issued to working parents of two-year-olds, of which 5,317 have been validated by KCC, meaning a validation rate of 73%, which is above the national figure of 64%.

### **SEND (Special Educational Needs and Disability)**

Based on the rolling 12-month average to March 2023, 13% of Education, Health, and Care Plans (EHCPs) were issued within 20 weeks excluding exceptions (332 out of 2,496). In the single month of March, 40 plans (15%) were issued within timescale. The percentage of annual EHCP reviews waiting over 12 months is 47%, three percentage points within the target of 50%.

The number of Education Health and Care Plans (EHCP) completed within 20 weeks is expected to remain below the target while the service balances completion of the backlog of older cases for those children and their families who have been waiting the longest. A dedicated backlog team identified 1,080 out of timescale cases on 1 September 2023, which had been reduced to 97 by the end of March. This backlog is therefore on track to be cleared by the target date of April, at which point we would expect to see the KPI improving.

While 20-week performance remains low, there has been a steady month-on-month improvement since September. Overall staff output in processing new requests has considerably increased.

Phase transfer deadlines have now passed for pre and post 16 pupils. Over 93% of Year 6 to Year 7 cases have now been finalised, which compares favourably to the levels around 70% at the same point last year. While the Post-16 team have faced considerable challenges as a result of low staffing levels at the start of the phase transfer process, and subsequently an inexperienced workforce, the team successfully finalised 70% of cases by the statutory deadline. While this still represents a significant shortfall in the required decision making, it is a significant improvement on last year's 30% completion rate. This highlights the potential for further significant improvements next year now that staffing issues are fully resolved. All casework teams remain focussed on resolving outstanding cases as quickly as possible.

## **Wider Early Help**

105 pupils were permanently excluded during the rolling 12-month period to March 2024, which equates to 0.04% of the school population. 26 were issued to 'primary' phase pupils and 73 to 'secondary' phase pupils. The current level of pupils excluded is comparable with the rolling 12-month period to June 2015 (104 pupils – 0.05% of the school population). Dartford district accounted for 20 of the 105 pupils excluded across the County, followed by Tonbridge and Malling district with 14 pupils and Maidstone district with 13 pupils in the rolling 12-month period to March 2024.

The PRU, Inclusion and Attendance Service (PIAS) continues to identify common themes and develop additional processes to support schools to ensure all interventions are exhausted and exclusion remains a last resort as detailed in the Department for Education guidance on suspensions and exclusions issued in September 2023. This includes the development of practices such as an inclusion intervention checklist, the appropriate use of directions off-site (alternative provision) and using inclusion champions to support schools. PIAS continues to provide regular training to governing boards and academy trustees across the county's schools to ensure all cases of permanent exclusion are thoroughly scrutinised and is promoting the use of data to address cases where suspensions are occurring on a regular basis.

Work continues within KCC to drive inclusion in school and reduce suspensions and permanent exclusions (and increase attendance), including CATIE (Countywide Approach to Inclusive Education) which uses an inclusive leadership programme, core training offer, whole school nurture approach provided by Nurture UK, and Special School outreach work delivered by the Specialist Teaching and Learning Service and Local Inclusion Forum Team (LIFT).

The number of First-Time Entrants to the Youth Justice System in Kent in March, at 320 (rolling 12-month figure), continues to be above the target of 270 and is RAG-rated Amber.

In line with the national trend, Kent's first-time entrants increased over the preceding rolling reporting periods. This was also reflected in the Kent Youth Justice's statistical neighbour group. However, the latest performance indicates a slight reduction in first time entries for Quarter 4. We cannot currently compare this against national and family data.

The partnership rollout of Outcome 22 (O22 - Diversionary, educational or intervention activity) is progressing and Kent police report that 143 children had been made subject to outcome 22s in the year up until February 2024. This may be an underlying factor for the reduction in first time entrants.

In partnership with KCC's QA team, the youth justice service has recently undergone a mock inspection, based on the HMIP inspection framework. This included an inspection of "Domain 3 -out of court disposals" which is the primary work stream which diverts children from the criminal justice system. Any learning from this process, including any areas for improvement, will be incorporated into the Youth Justice partnership improvement plan, which will be co-produced, agreed and monitored by the County Youth Justice Board and its partners.

In liaison with the Youth Justice Service, the KCC QA team continue to progress with creating a performance framework which measures recidivism rates of out of court disposals.



Kent continues to deliver the 'Turn around' prevention programme to promote a suitable education, training or employment offer for each child, and works with children and their families, alongside Early Help, towards full-time participation. In the longer term, by engaging those children in full-time education, training or employment, this programme will safeguard those children, prevent their offending, and further reduce the numbers of First Time Entrants.

### **Early Help**

At the end of March 2024, there were 2,681 open family cases with Early Help units providing support for 5,423 children and young people under the age of 18. This is an 11.6% increase in the number of families supported compared to the end of the previous Quarter, but 8.5% fewer families than Quarter 4 last year.

The performance measure for 'Percentage of Early Help cases closed with outcomes achieved returning to Early Help or Children's Social Work teams within 3 months' was 14.8% for the rolling 12 months to March 2023, similar to the previous Quarter (14.4%) but continuing to achieve the target of below 15.0%.

### **Children's Social Care - Staffing and Caseloads**

The number of open cases (including those for care leavers above the age of 18) was 11,697 on 31<sup>st</sup> March 2024, an increase of 312 children and young people when compared to the end of the previous Quarter.

There were 5,914 referrals to children's social care services in the Quarter, a 5% increase when compared to the previous Quarter but in line with the number received in Quarter 4 of 2023 (5,979). The rate of re-referrals within 12 months for the 12 months to March 2024 was 23.5%, compared to 23.8% the previous Quarter, continuing to achieve the target of below 25.0%. This compares to the England average of 22.4% for 2022/23.

The percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council (73.6%) increased slightly, from 73.0% in December 2023 but has remained below the floor standard of 75.0%. **Management actions being taken, regarding the recruitment and retention of Social Workers, include: a focus on reducing caseloads and administrative burdens to assist with the retention of social workers; participation in the Frontline programme which funded 12 Social Work Apprenticeships along with Kent's own Step-up to Social Work Apprenticeship programme.** The average caseload for Social Workers in Children's Social Work Teams was 21.8 cases in March 2024, above target caseload of no more than 18 cases. This has reduced from an average of 25 cases at the end of Quarter 1 (June 2023).

### **Child Protection**

On 31<sup>st</sup> March 2024, there were 1,212 children subject to a child protection plan, an increase of 32 from the end of the previous Quarter. The rate per 10,000 children (aged 0-17) was 36.0 which remains below the last published rate for England of 43.2 (31<sup>st</sup> March 2023). The percentage of children subject to a Child Protection Plan for a second or subsequent time increased by 0.6 percentage points, from 19.1% in December 2023 to 19.7% in March 2024. This is within the target range of between 17.5% and 22.5% and compares to an average for England of 23.6% (March 2023).

## Children in Care

The number of non-UASC children in care decreased by 6 in the Quarter to 1,460. The number of unaccompanied asylum-seeking children (UASC) in care decreased by 51 to 480 with some of these young people awaiting transfer to another local authority under the National Transfer Scheme. The number of children in care placed in Kent by other local authorities (OLA) increased by 21 children over the Quarter to 1,267.

Status	Mar 23	Jun-23	Sep-23	Dec-23	Mar-24
Non-UASC	1,505	1,491	1,314	1466	1460
UASC	448	491	803	531	480
<b>Total</b>	<b>1,953</b>	<b>1,982</b>	<b>2,117</b>	<b>1,997</b>	<b>1,940</b>
<b>Gender</b>					
Male	1,254	1,296	1,514	1329	1273
Female	696	683	600	666	664
Non-binary	3	3	3	2	3
<b>Age Group</b>					
0 to 4	272	253	175	253	239
5 to 9	220	233	189	231	235
10 to 15	689	690	717	665	655
16 to 17	772	806	1,036	848	811
<b>Ethnicity</b>					
White	1,392	1,392	1,235	1344	1330
Mixed	109	104	99	109	112
Asian	26	31	26	23	26
Black	93	100	194	110	114
Other	333	355	563	411	358

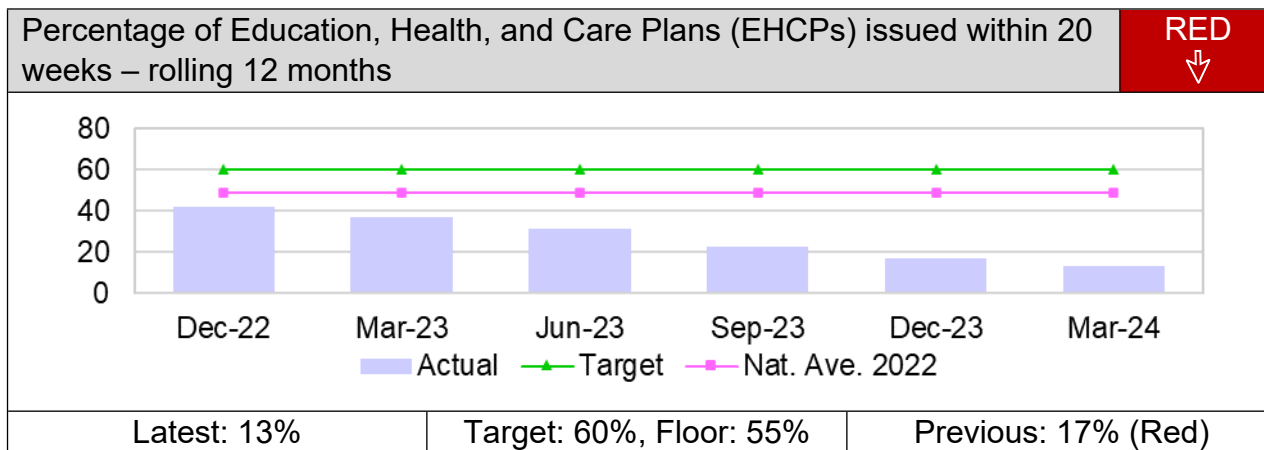
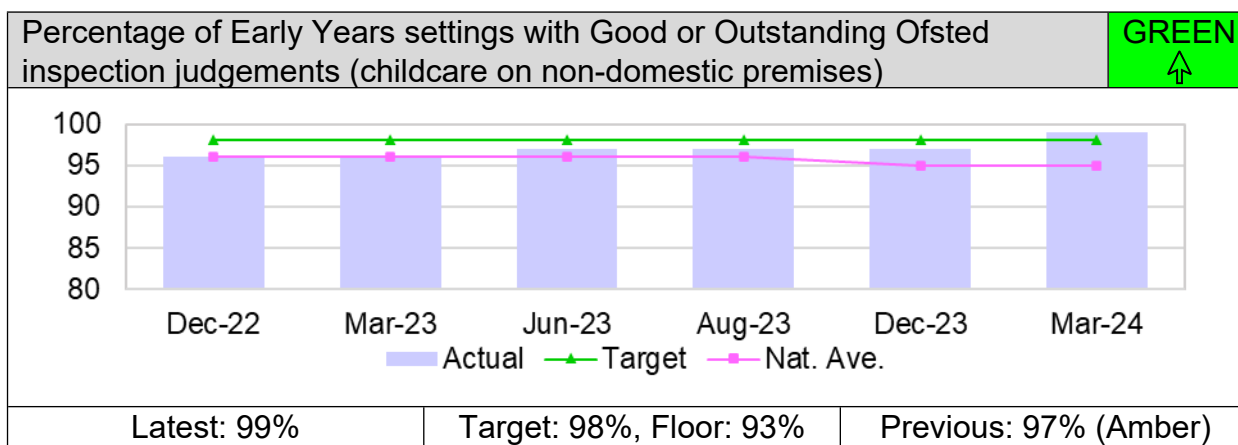
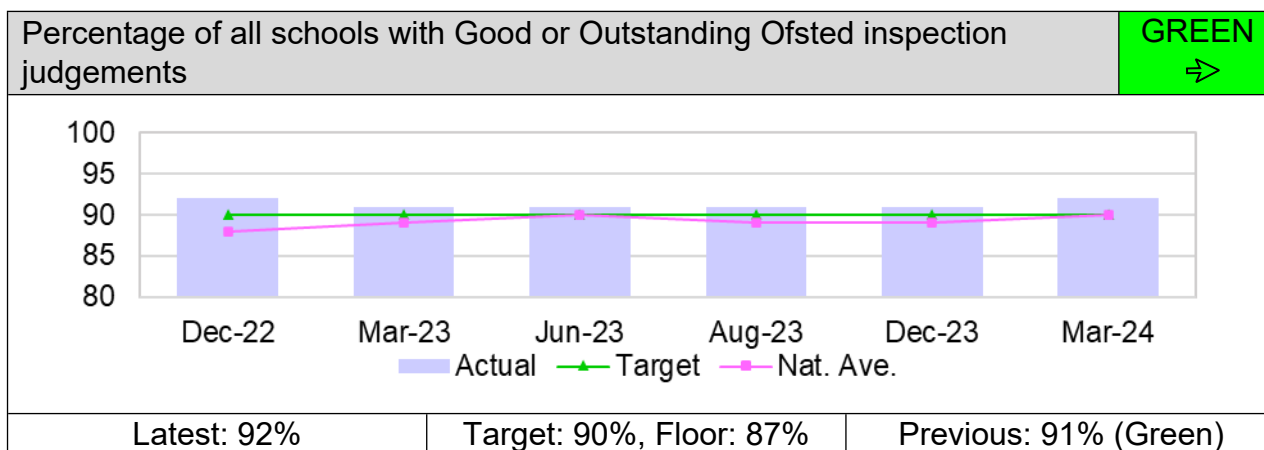
The percentage of Children in Care (excluding UASC) placed in KCC in-house foster care or with family/friends decreased in the Quarter from 74.5% in December 2023 to 73.9% in March 2024, below the floor standard of 75.0%. **Performance against this measure is impacted by extended timescales of care proceedings and the availability of in-house foster placements, which is a national issue. Kent Fostering is part of a cluster of Local Authorities who received DfE funding to support a national approach to the recruitment and retention of Local Authority Foster Carers. A national recruitment hub is in development, alongside funding to set up a Mockingbird Scheme to provide additional support to existing foster carers. From 1st April 2024, Kinship assessment and support services will be centralised and move into the fostering service to improve the offer to all types of kinship carers including Special Guardians and Connected Person Foster Carers. The aim will be to increase the numbers of children safely placed with family and friends within their community network and reduce those needing a mainstream in house foster placement.**

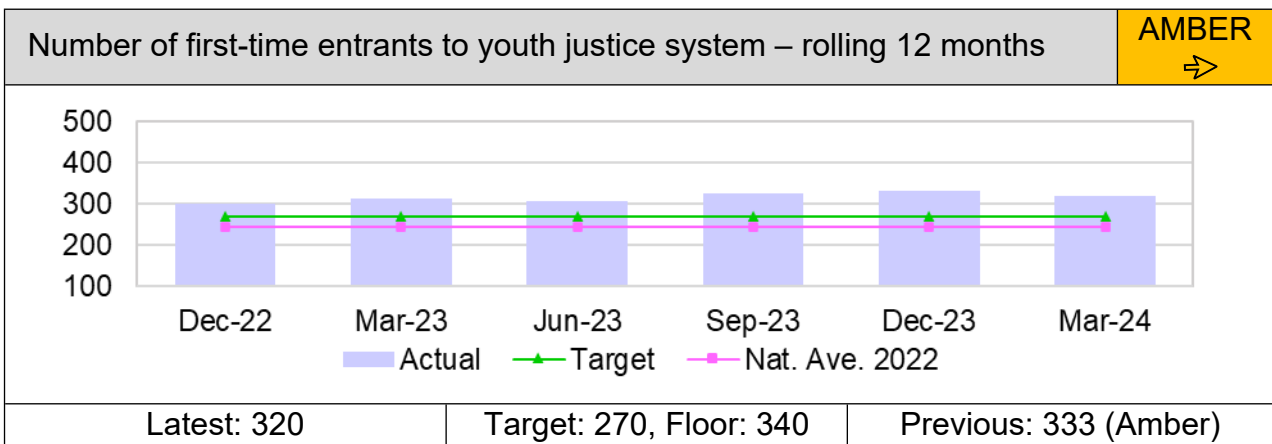
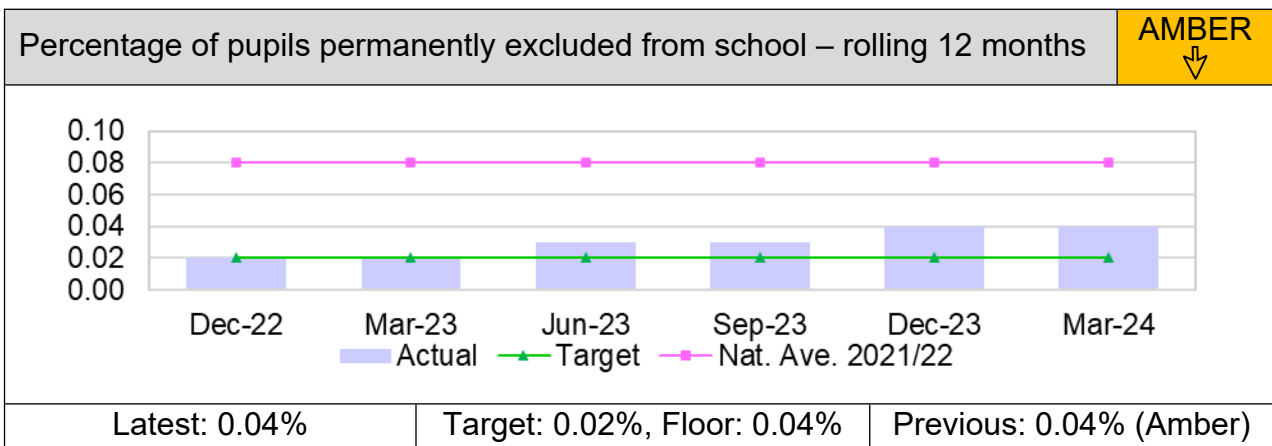
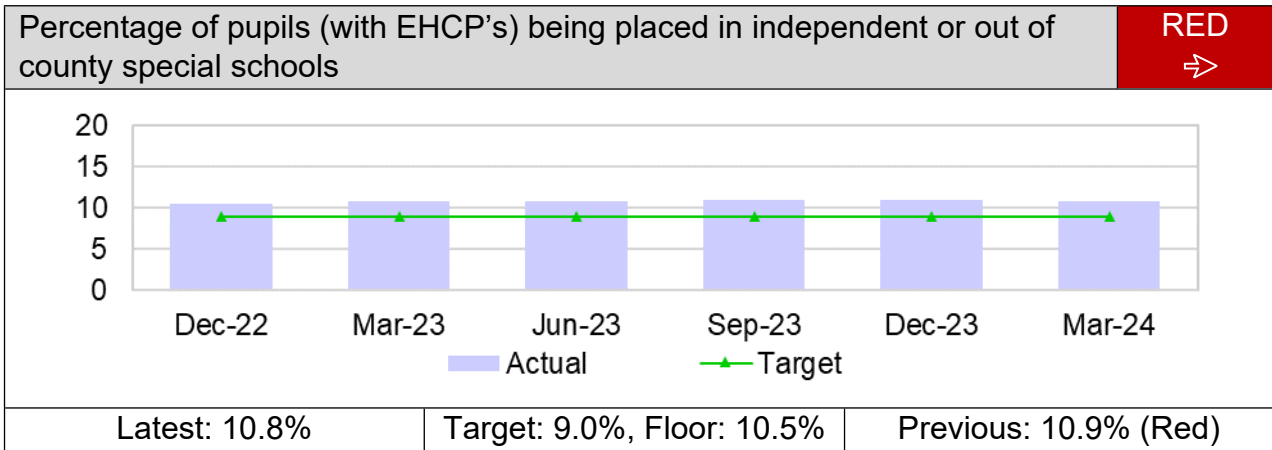
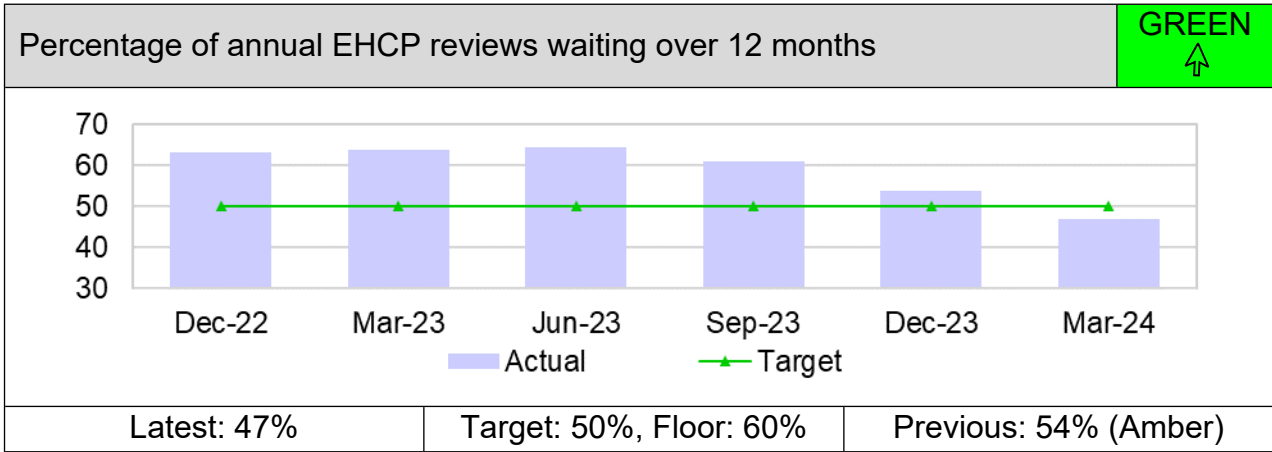
For children adopted in the last 12 months, the average number of days between coming into care and moving in with their adoptive family continues to outperform the nationally set guide of 426 days. The average number of days for Kent's children at the end of March 2024 was 340 days, an improvement when compared to the average of 348 days at the end of the previous Quarter.

## Care Leavers

The number of care leavers at the end of March 2024 was 2,033, a decrease of 10 from the previous Quarter. Of the 2,033 care leavers, 1,002 (49.3%) were non-UASC care leavers and 1,031 (50.7%) were UASC. The percentage of care leavers in education, employment or training, at 57.7%, remained below the target of 65.0%. Given the impact of the Immigration Bill (2023), UASC will not be able to remain in education or gain employment when they reach the age of 18. This means KCC's percentage of care leavers in education, employment or training will eventually fall below 50%.

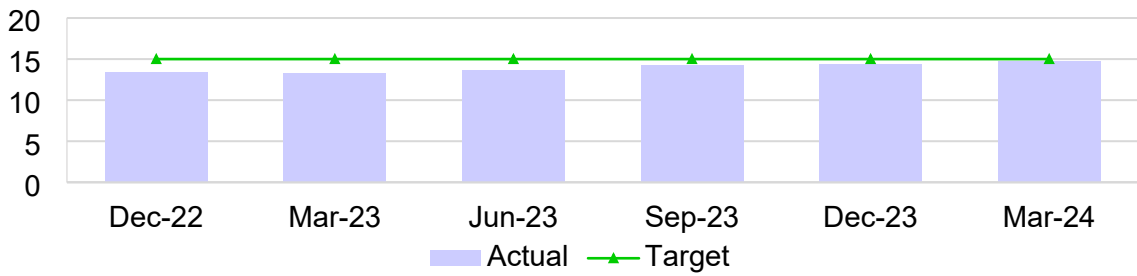
## Key Performance Indicators





Percentage of Early Help cases closed with outcomes achieved that come back to Early Help or Children's Social Work teams within 3 months

**GREEN**  
↓



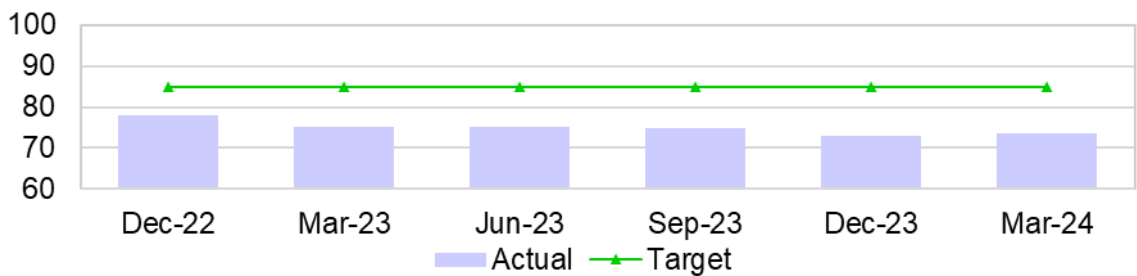
Latest: 14.8%

Target: 15%, Floor: 20%

Previous: 14.4% (Green)

Percentage of case holding posts filled by permanent qualified social workers

**RED**  
↓



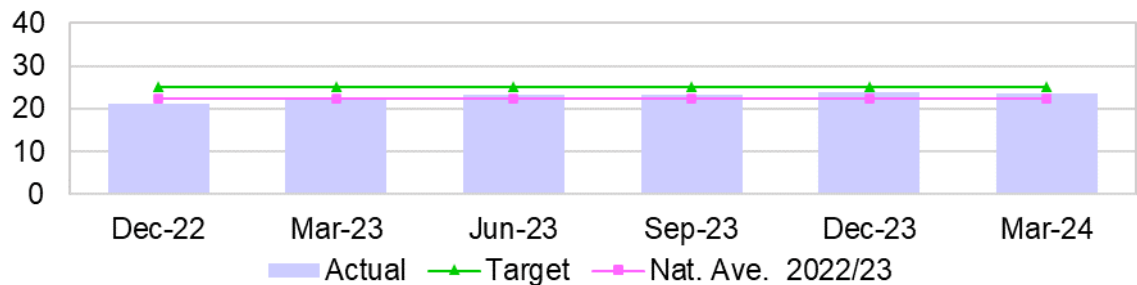
Latest: 73.6%

Target: 85%, Floor 75%

Previous: 73.0% (Red)

Percentage of children's social care referrals that were repeat referrals within 12 months

**GREEN**  
↓



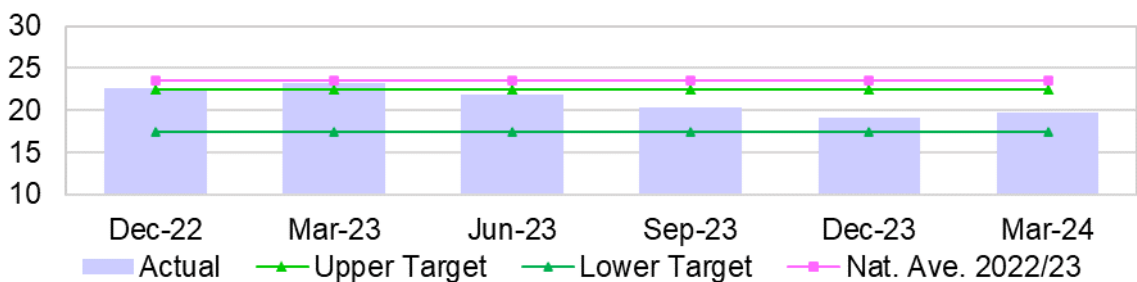
Latest: 23.5%

Target: 25%, Floor 30%

Previous: 23.8% (Green)

Percentage of child protection plans that were repeat plans

**GREEN**  
↑



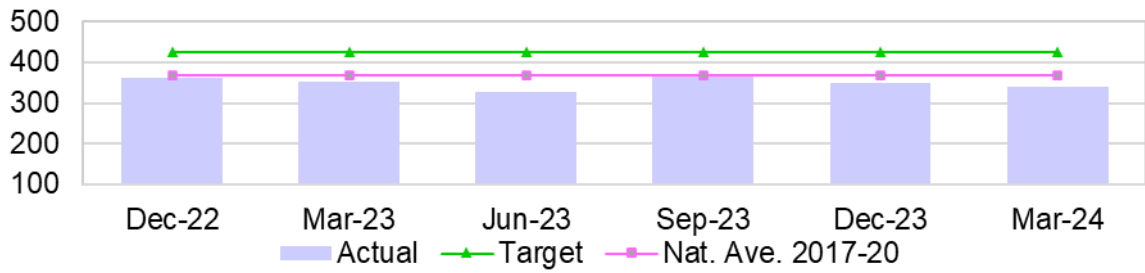
Latest: 19.7%

Target: 17.5% - 22.5%  
Floor: Above 27.5% or Below 12.5%

Previous: 19.1% (Green)

Average number of days between becoming a child in care and moving in with an adoptive family

**GREEN**  
⇒



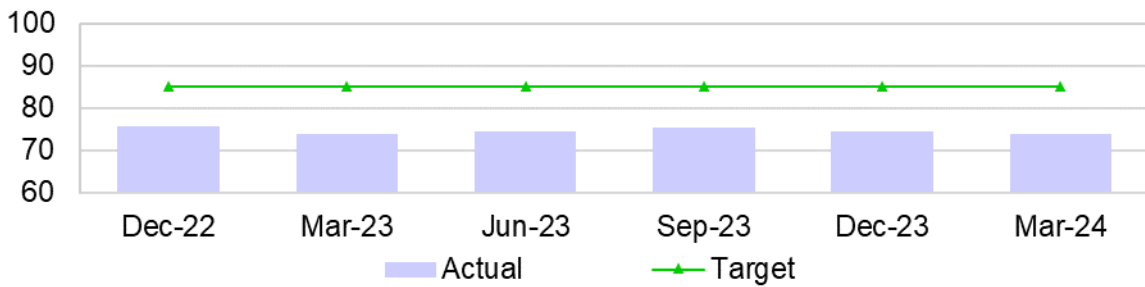
Latest: 340

Target: 426, Floor: 450

Previous: 348 (Green)

Percentage foster care placements which are in-house or with relatives and friends (excluding UASC)

**RED**  
⇒



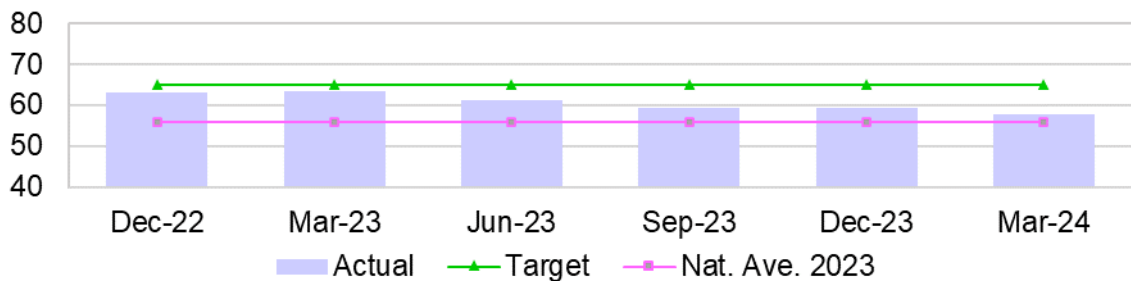
Latest: 73.9%

Target: 85%, Floor: 75%

Previous: 74.5% (Red)

Percentage of care leavers in education, employment or training (of those KCC is in touch with)

**AMBER**  
↓



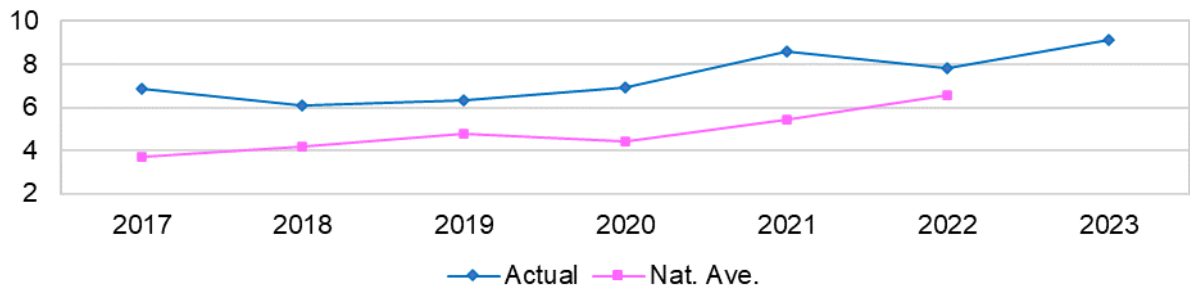
Latest: 57.7%

Target: 65%, Floor: 55%

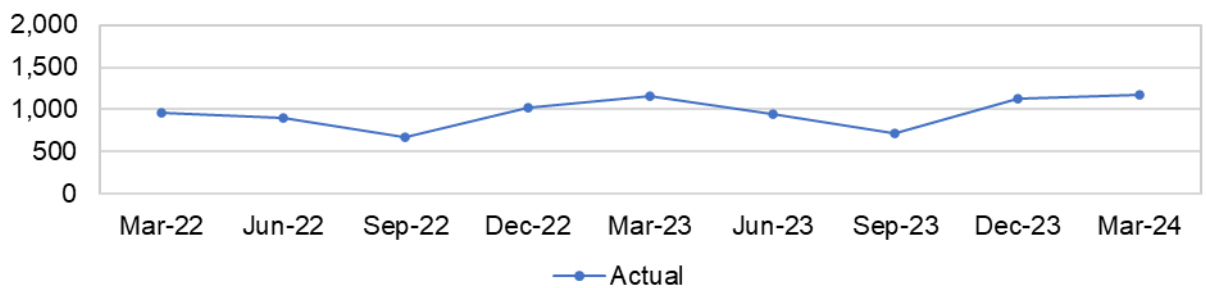
Previous: 59.3% (Amber)

## Activity indicators

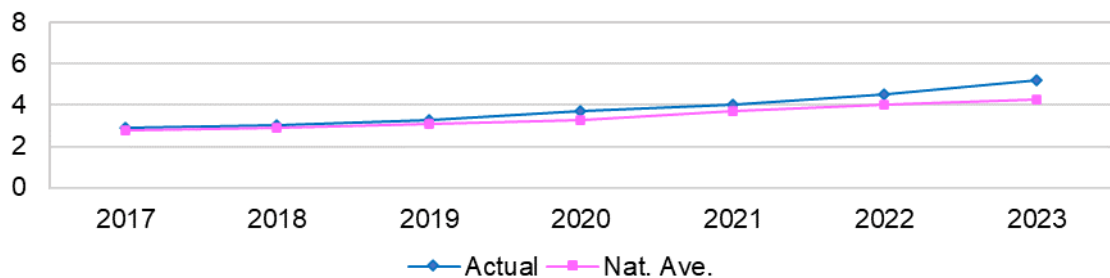
Number of initial requests for statutory assessment (for an EHC plan) per 1,000 population



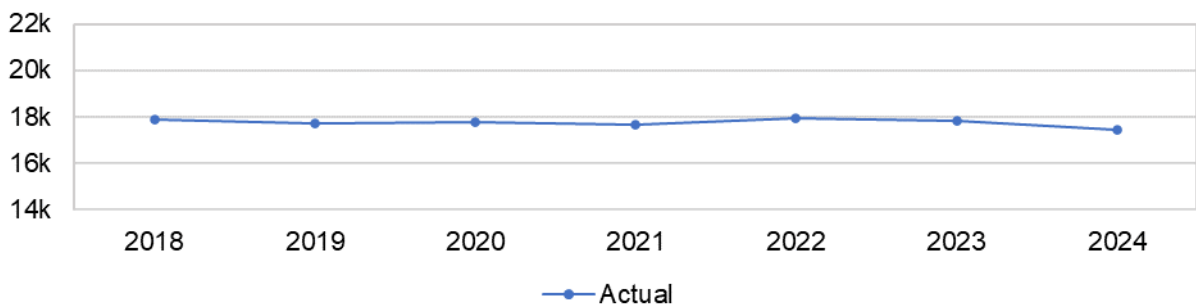
Number of initial requests for statutory assessment for an EHC plan (Quarterly)



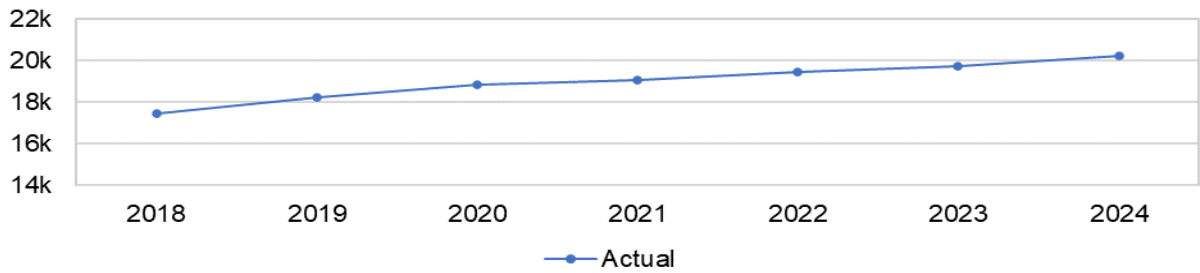
Percentage of pupils with an EHCP



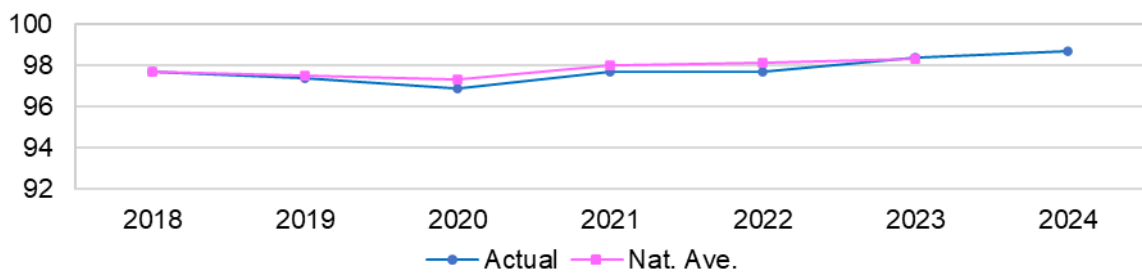
Number of pupils in Reception year (Kent state funded schools)



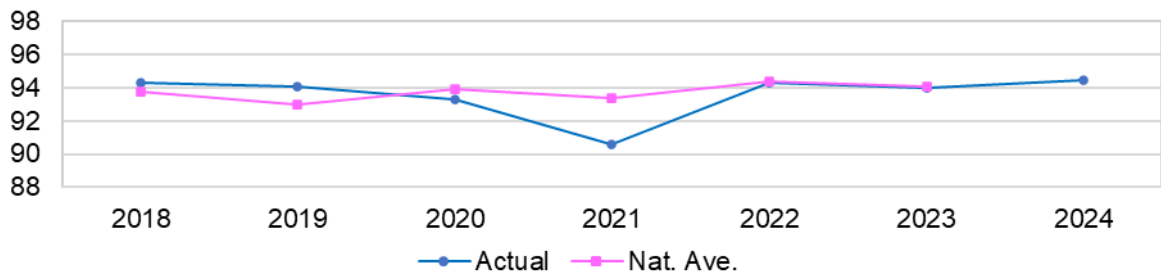
### Number of pupils in Year 7 (Kent state funded schools)



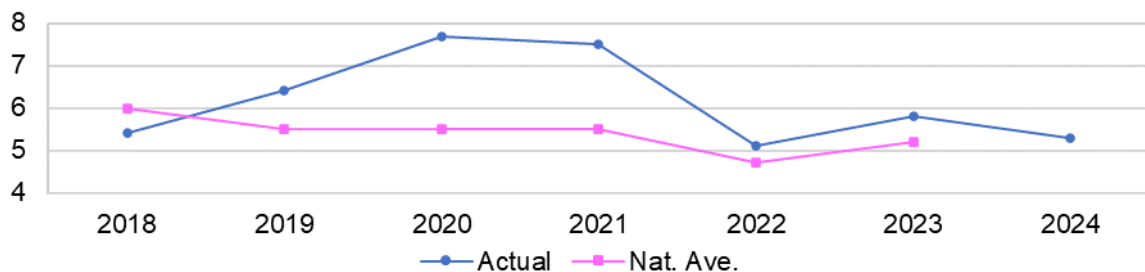
### Percentage of Primary school applicants offered one of top three preferences



### Percentage of Secondary school applicants offered one of top three preferences

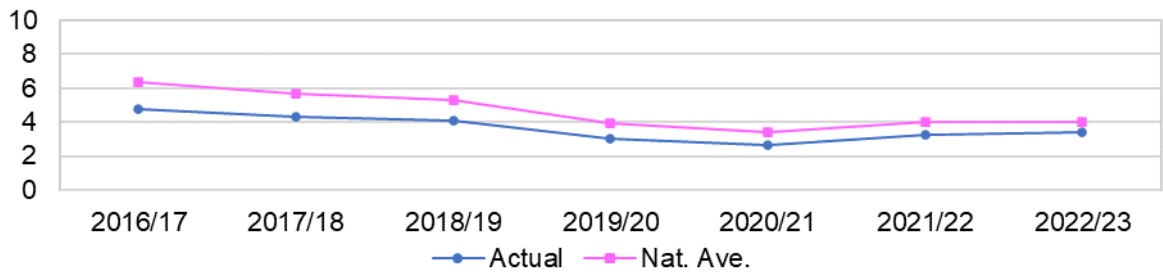


### Percentage of 16-17 years olds Not in Education, Employment or Training (NEETs) or whose activity is Not Known

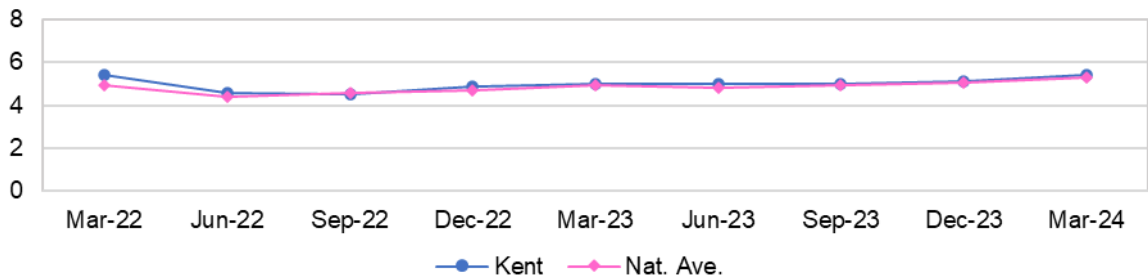




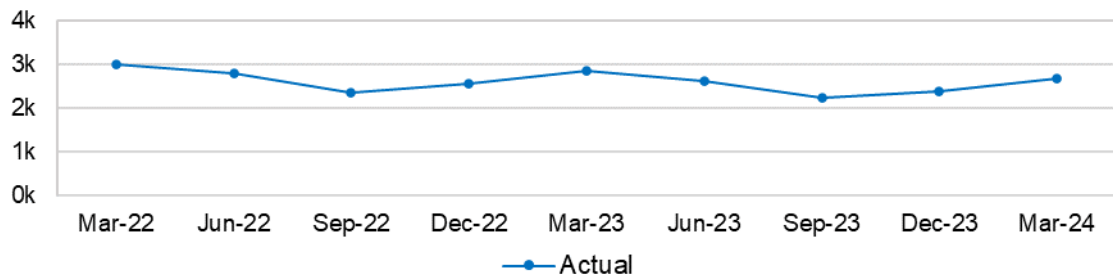
### Percentage of 16-18 year olds who start an apprenticeship



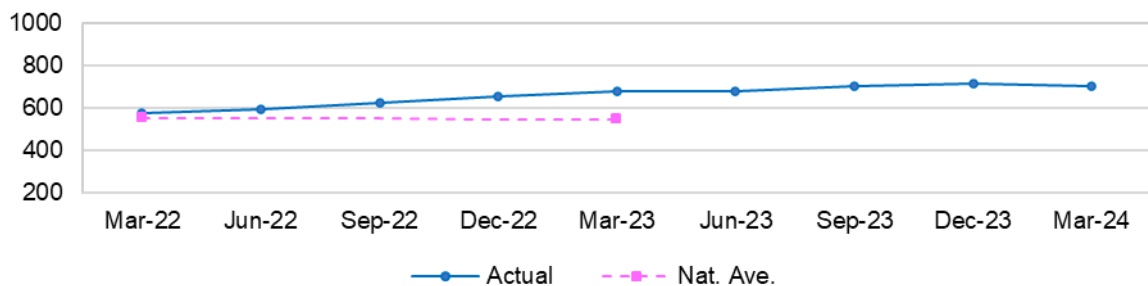
### Percentage of 18-24 year olds claiming Universal Credit



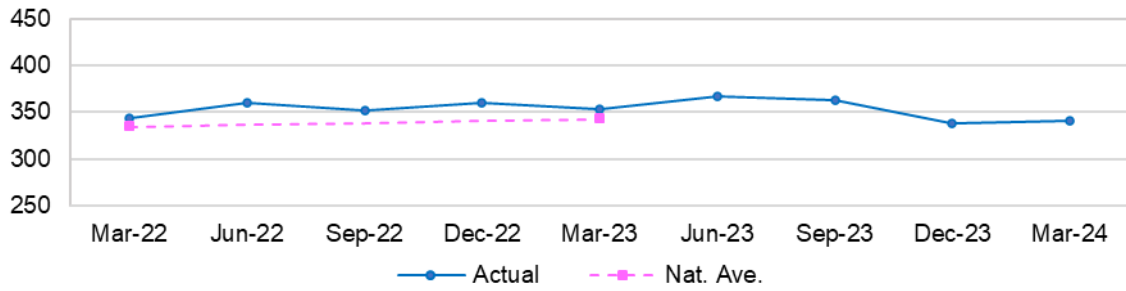
### Number of open Early Help cases managed by Units



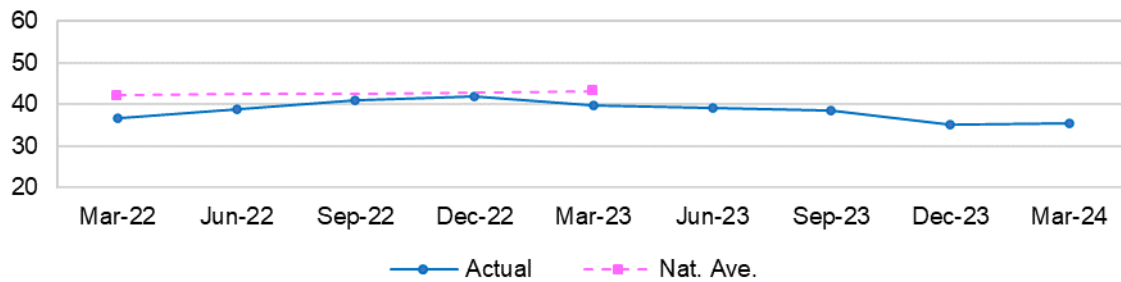
### Rate of CSW referrals per 10,000 population aged under 18 – rolling 12 months



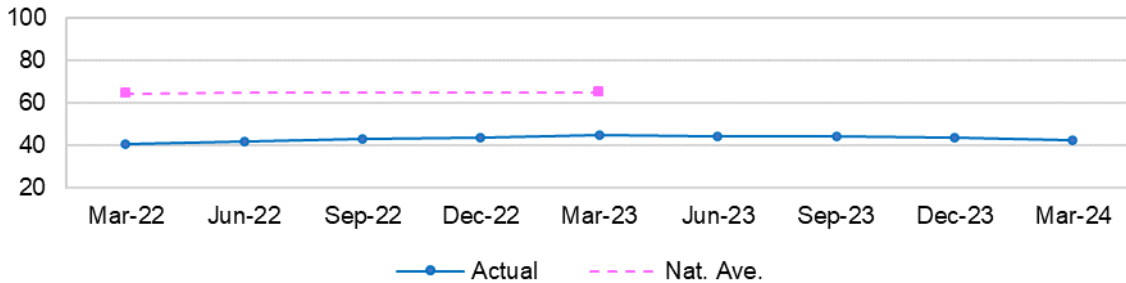
CSW caseload per 10,000 child population – snapshot at Quarter end



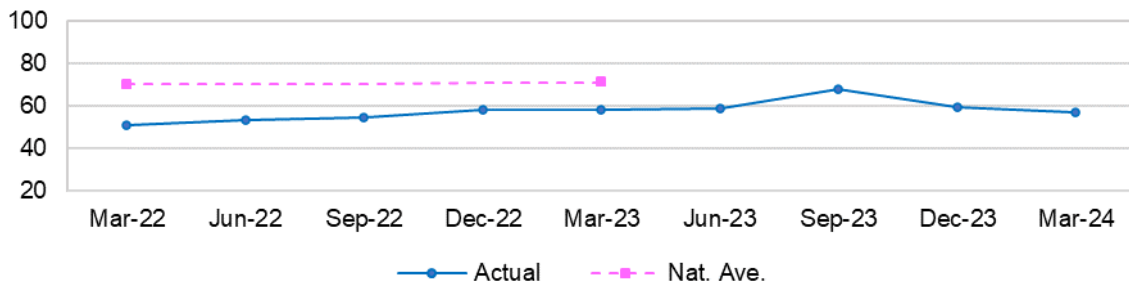
Rate of children with Child Protection Plans per 10,000 child population – snapshot at Quarter end



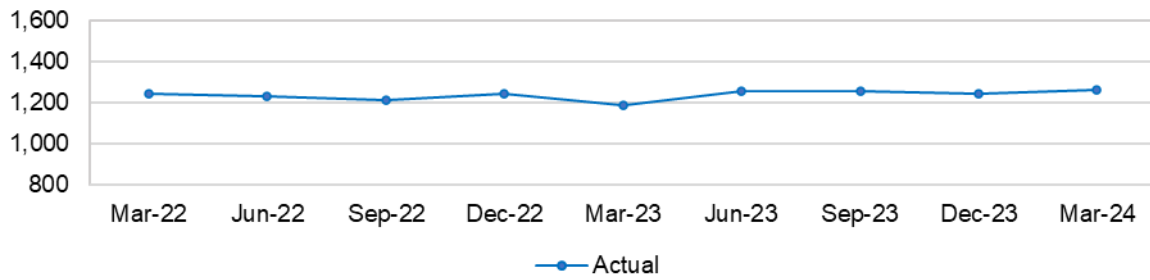
Rate of Children in Care (excluding UASC) per 10,000 child population – snapshot at Quarter end



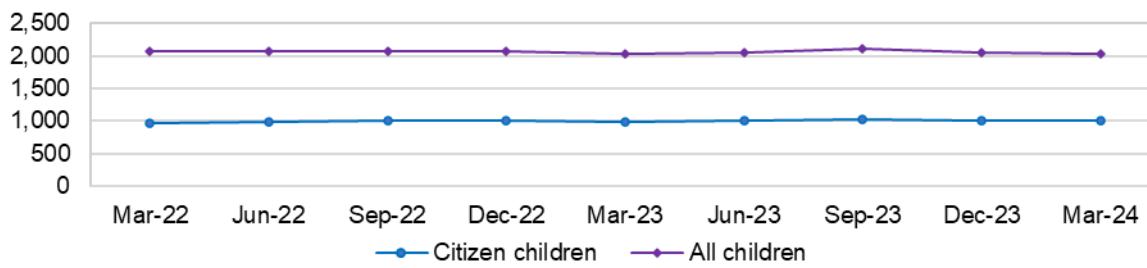
Rate of Children in Care (including UASC) per 10,000 child population – snapshot at Quarter end



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



Number of care leavers as at Quarter end



<b>Adult Social Care</b>
--------------------------

<b>Cabinet Member</b>	Dan Watkins
<b>Corporate Director</b>	Richard Smith

KPI Summary	<b>GREEN</b>	<b>AMBER</b>	<b>RED</b>	↑	⇒	↓
	1	3	2	3	2	1

**Contacts**

Adult social care had 21,671 people make contact in Quarter 4; for the whole of 2023/24 it was 53,626 people, with a total volume of 178,193 contacts. The KPI on the percentage of people who re-contacted adult social care, having had a previous contact resolved with advice and information, moved to 5%, remaining below the threshold of 9% and continues to be RAG rated Green.

The aim of the Area Referral Service is to provide advice and support which prevents, reduces or delays the onset and development of need to keep people as independent as possible for as long as possible; this is in line with the Care and Support Statutory Guidance of the Care Act 2014. The implementation of the Locality Operating Model in April 2023 changed the delivery model of our “front door” and moved to having the Area Referral Services based on a more local footprint, widening the team to include social workers and social care practitioners. This has improved the local knowledge and professional support offered at first contact with adult social care.

In addition to providing telephone advice there is also a suite of online Self-Assessment tools, providing an opportunity for people, or those who support them, to help them understand their needs and the services available as well as the financial side to accessing social care support. The online self-assessment tool relating to needs provides a ‘prescription’ of advice including the option for a digital solution alongside the traditional options.

Quarter 4 saw adult social care complete 4,382 Care Needs Assessments. For 2023/24 there were 18,105 Care Needs Assessments completed, with an incoming volume of 18,787. **Delivering timely and high quality Care Needs Assessments is a key driver and priority for adult social care, and is included in all targeted work and action plans across adult social care. All Area Operational Managers are now in post in the four areas adding capacity for managing performance.** It is important to note that each Care Needs Assessment is delivered with the person, for the person, and is worked through with their agreement and this can take time.

For the KPI of the percentage of Care Needs Assessment completed within 28 days for Quarter 3, 73% were completed within 28 days. Although this is another increase on the 66% seen in Quarter 1, it is still below the floor standard of 80% and is RAG rated Red. Initial figures for Quarter 4 also show 73%, however these remain under review and are subject to updates.

881 Carers’ Assessments were completed in Quarter 4 by adult social care and the Carers’ organisations. This was above the number that were proposed at 851. **Adult social care is ensuring that the new practice assurance panel process implemented in March 2024 will increase the identification of Carers and the offer of a Carers Assessment.**

Where eligible for support, people receive a Care and Support Plan (C&SP) which details, with the person, how they can be supported and the services they may receive. Adult social care had 16,350 people with an active C&SP at the end of Quarter 4. Not everyone will go on to need a support package and adult social care has seen varying numbers of new support packages being arranged each Quarter, in Quarter 3 it was 2,395 and in Quarter 4 it was 2,069, however both of these figures will change as the client recording system continues to be updated. The average weekly cost of a new support package was £620 in Quarter 3, provisionally reducing to £603 for Quarter 4, however these figures are also subject to change.

### **Annual reviews of the Care and Support Plan (C&SP)**

Adult social care completed 2,306 annual reviews of the C&SP in Quarter 4, with 9,278 for the whole of 2023/24. This volume of completions is below the number of ongoing reviews becoming due, but the completions in Quarter 3 and Quarter 4 have led to a stabilisation of the number of people requiring an annual review on the last day of the Quarter at around 6,000. **Operational Teams are prioritising delivery of reviews, both the first review at 6-8 weeks and the annual reviews.**

### **Enablement**

Where people need short-term enablement services, adult social care has the Kent Enablement at Home Service (KEaH) which aims to keep people independent and in their home. Quarter 4 saw a decrease on the previous Quarter in the number of people actively receiving this support to 1,656. Although there were decreases in Quarter 3 and Quarter 4, overall, 2023/24 had 5% more people accessing KEaH when compared to the previous year.

The KEaH Service continues to work with referrals from multiple sources, including from acute and community hospitals, and reaches out to adult social care teams to help maximise the opportunities for people to receive enablement. The KEaH team have spent this time helping those who are ready to leave but are unable to do so (for example they need further support but a provider has not been located) and were able to make substantial progress with helping those move to a new provider.

There will be people who require residential or nursing care on a temporary basis (either while their longer-term needs or circumstances are assessed, or to provide respite) via the hospital discharge pathways or from community settings, and adult social care has been working to reduce the use of Short-Term Beds as well as the amount of time people spend in them, ensuring they maximise the opportunities for people to remain independent in their own homes. There was another decrease in short-term bed use into Quarter 4 of 9% on the previous Quarter, with 1,071 people in a Short-Term bed. This is the lowest number for Quarter 4 we have seen for 2 years.

### **Hospital Discharge Pathway**

Ensuring people only spend the time they need to in a Short-Term bed, and the work by the enablement services, such as KEaH and Occupational Therapists meant that adult social care maintained 84% of people aged 65 and over at home 91 days after discharge from hospital having had reablement services. Winter pressures started in Quarter 3 and continued into Quarter 4 and work continued with partners in the integrated Transfer of Care Hubs, with cross-working by the Short Term Pathways Teams and Health colleagues.

## **Direct Payments**

Direct Payments are nationally recognised as an effective way to enable people to remain independent and in their own homes with clear personal choice and control of their support. In Quarter 4 there was an increase to 26% of people in community services with a Direct Payment and is the highest we have seen for over 2 years. This measure does however remain RAG Rated Amber. There continues to be increases in the numbers of carers, people with learning disabilities, and mental health needs receiving a Direct Payment.

## **Residential and Nursing care**

Adult social care continues to see people aged over 65 years old going into long term residential and nursing care. In the 12 months to the end of Quarter 3, adult social care admitted 626 people per 100,000 of the population aged over 65, meaning the KPI remains RAG-rated Red. It is expected that reported figures will increase as the information on the client recording system is updated.

Although the aim is for people to leave a short-term bed and go back to the community, there have been some increases this year in the move from a short-term bed to a long-term bed. Adult Social Care has seen more people needing to start a long-term placement in a care home in general, either from hospital discharge pathways or following increased needs. **Practice assurance panels were introduced in March 2024 to ensure all opportunities for support in the community are considered and exhausted before people enter long term support in care homes.**

The percentage of Kent County Council supported people in a care home with a Care Quality Commission (CQC) rating of Good or Outstanding was maintained at 75% for Quarter 4 and continues to be RAG Rated Amber. There has been no increase in the proportion of those in an Inadequate home this Quarter remaining at 1%.

There are currently eight care homes (2 older person care homes and 6 learning disability, physical disability, and mental health care homes) who have contract suspensions in place to prevent further placements. A collaborative approach between Kent County Council, Health colleagues and external agencies is taken to support providers to deliver on comprehensive multi agency action plans to improve CQC ratings.

## **Mental Health needs**

The number of people with mental health needs who are contacting services is increasing, which is a trend seen nationally, with the majority of these being in contact with adult services.

Adult Social Care are supporting discharge from Mental Health hospitals as a priority to ensure people who are in need of inpatient Mental Health services are supported. **We are working closely with Kent and Medway Partnership Trust and other partners to implement the transformation of Mental Health services, which will see the implementation of a new model for Community Mental Health Teams. This started in East Kent and is now being developed across the county with the aim of providing better access to health support.**

We support people across a spectrum of need levels from those with co-occurring conditions, people with behaviours that challenge, to people who require lower levels of support to maintain their independence. Some people with Autism are also recorded as having a primary mental health need and require varying support provision.

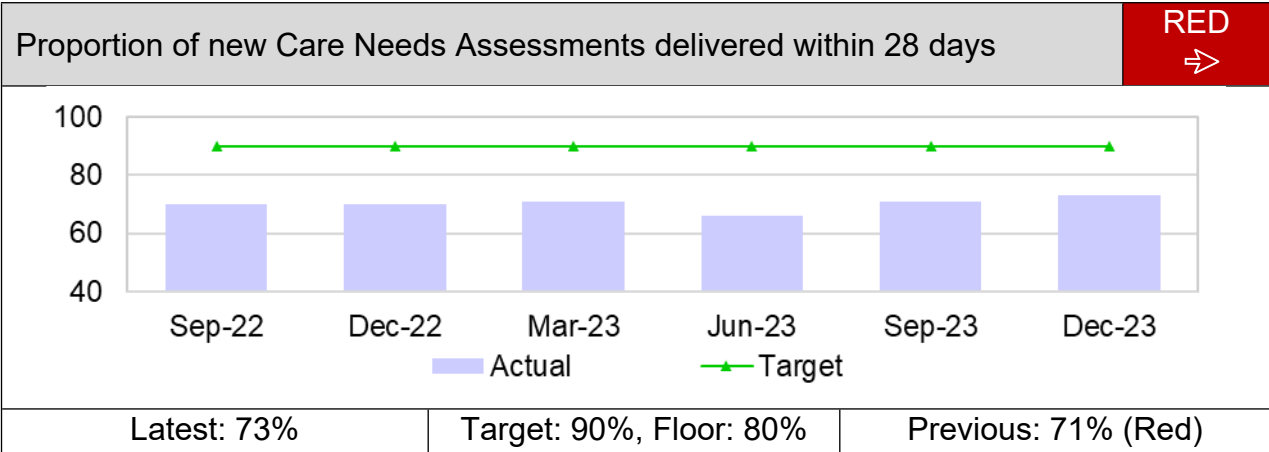
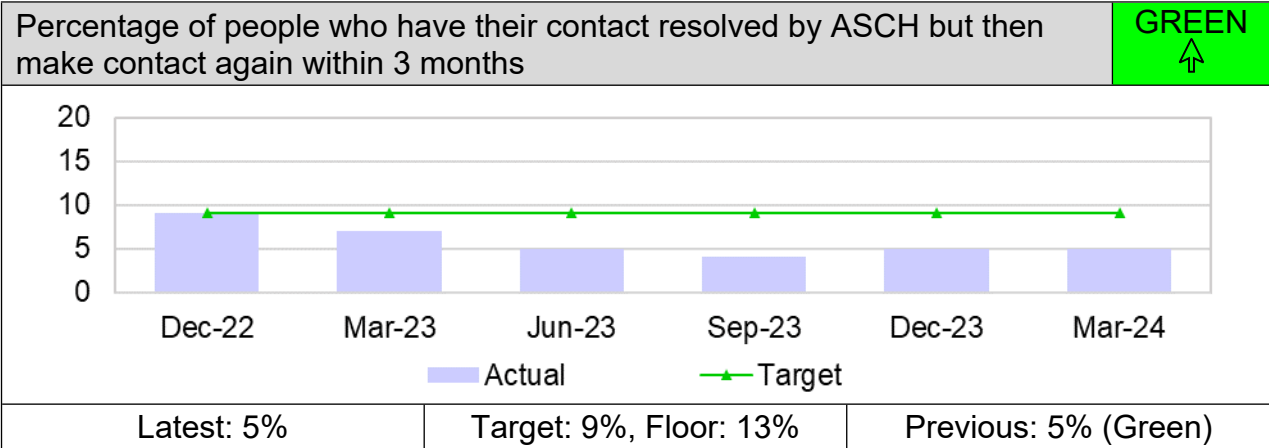
**Deprivation of Liberty Safeguards (DoLS)**

In Quarter 4, and specifically in January, Adult Social Care received the highest number of Deprivation of Liberty Safeguards (DoLS) applications: 2,731 were received, 1,041 in January alone. Increased demand is expected in Quarter 4 each year but this was above expectations. For the whole of 2023/24 over 9,500 applications were received, an increase of 1% on the previous year. The DoLS Team completed 2,733 assessments in Quarter 4, more than matching the number received. In total, 8,984 assessments were completed in 2023/24, a 2% increase on 2022/23.

**Safeguarding**

The number of safeguarding enquiries open on the last day of the Quarter continues to increase. Quarter 4 saw a further increase in safeguarding concerns received of 5% and an increase of 8% in active Safeguarding enquiries compared to Quarter 3. The new Safeguarding Hubs were implemented at the end of Quarter 4 and their work on the incoming safeguarding concerns is expected to give the community teams working on the enquiries more time to complete them. The teams are already reporting back the positive effect of the hubs on helping to manage safeguarding.

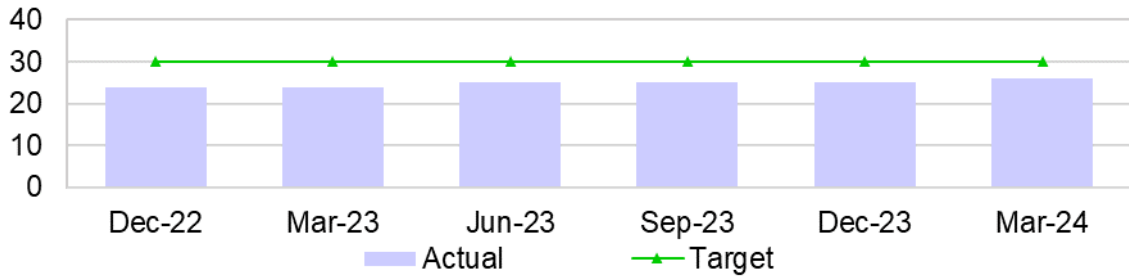
**Key Performance Indicators**



KPI Reported one Quarter in arrears.

Proportion of people receiving a long-term community service who receive Direct Payments

AMBER  
↑



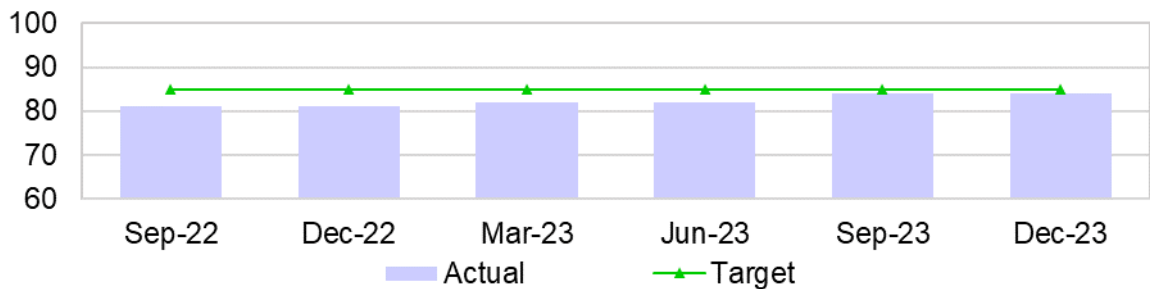
Latest: 26%

Target: 30%, Floor: 24%

Previous: 25% (Amber)

Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services

AMBER  
↑



Latest: 84%

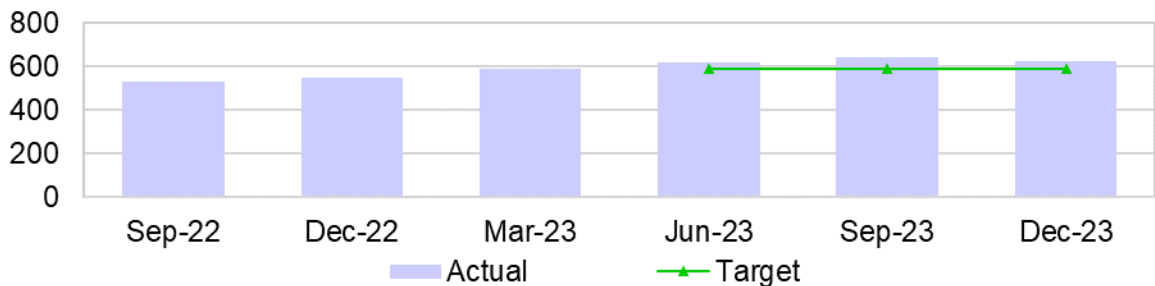
Target: 85%, Floor: 80%

Previous: 84% (Amber)

Reporting is based on the date in the Quarter that the hospital discharge occurs, with the 91 days commencing from that point.

Long Term support needs of older people (65 and over) met by admission to residential and nursing care homes, per 100,000 (Better Care Fund)

RED  
↓



Latest: 626

Target: 588, Floor: 617

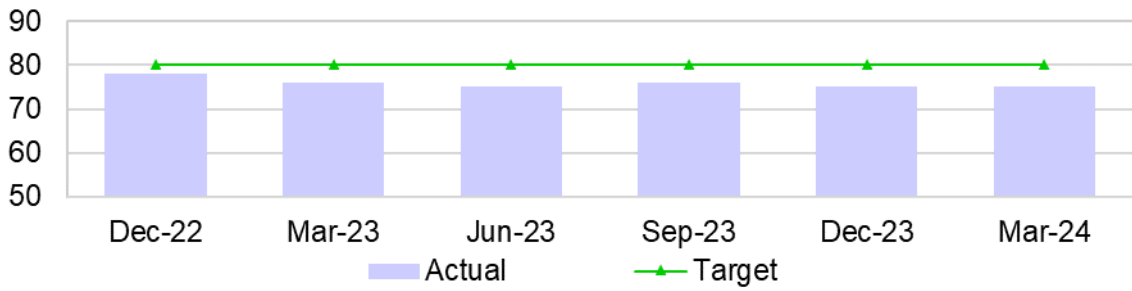
Previous: 643 (Red)

To ensure consistent comparison with previous Quarters by removing seasonality, this KPI is now being reported on a rolling 12-month basis, and one Quarter in arrears.



Percentage of KCC supported people in residential or nursing care where the CQC rating is Good or Outstanding

AMBER



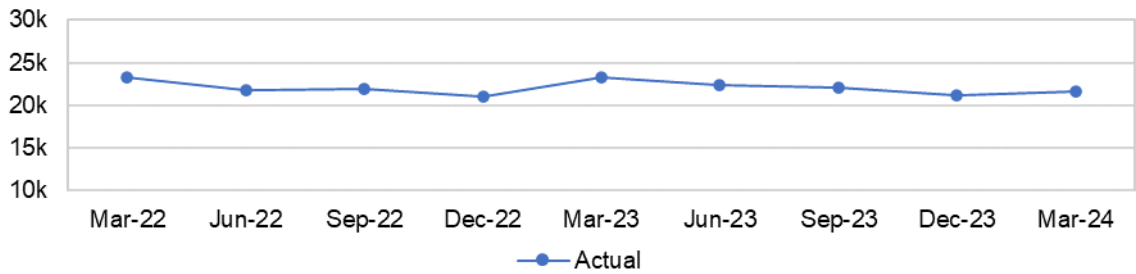
Latest: 75%

Target: 80%, Floor: 75%

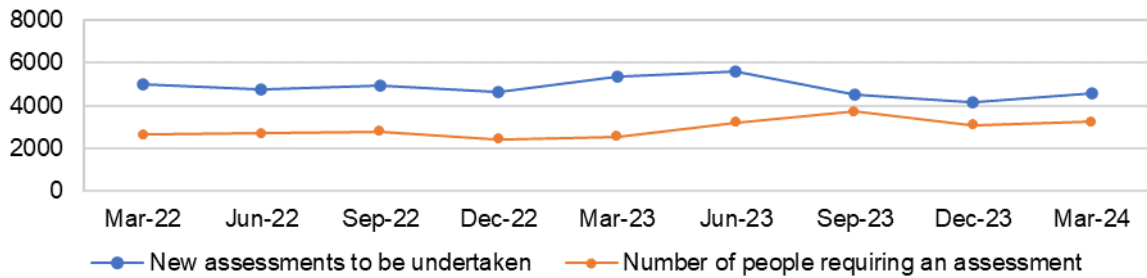
Previous: 75% (Amber)

### Activity indicators

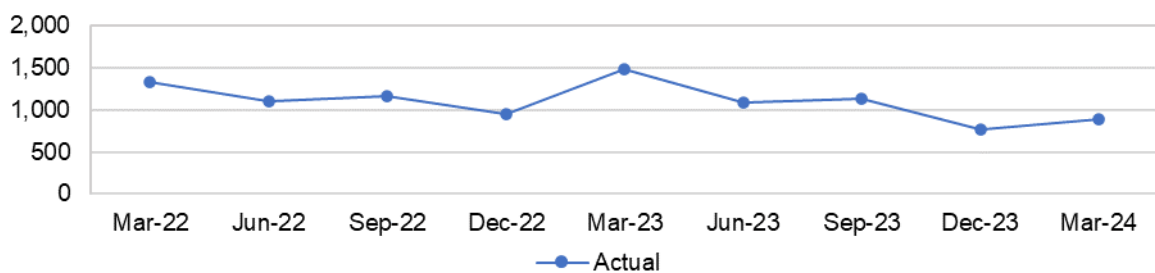
#### Number of people making contact with ASCH



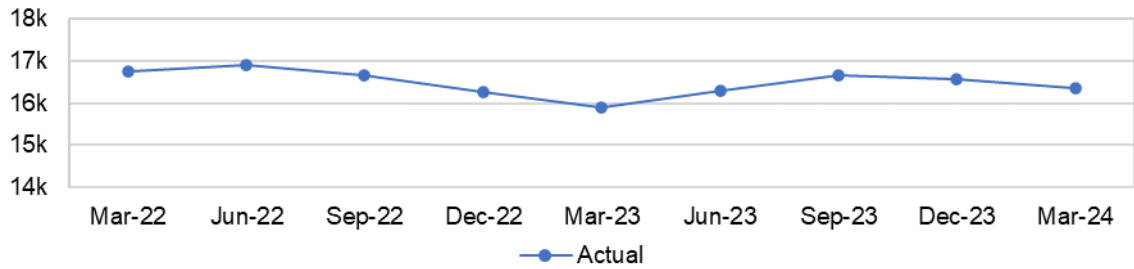
#### Number of new Care Needs Assessments to be undertaken and the number of people requiring a Care needs Assessment on the last day of the quarter



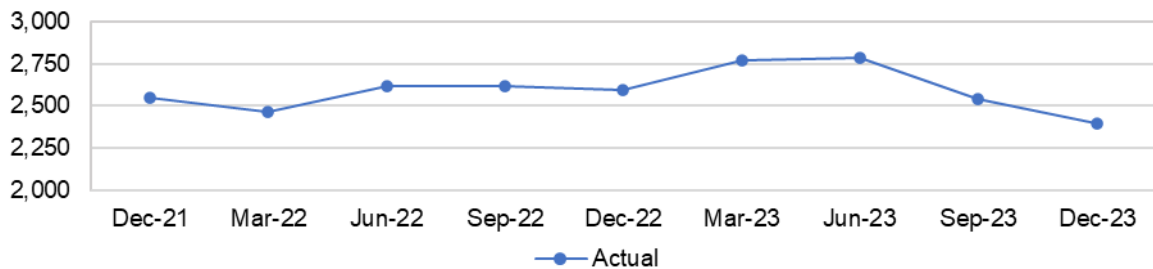
#### Number of new Carers assessments delivered



### Number of people with an active Care & Support Plan at the end of the Quarter

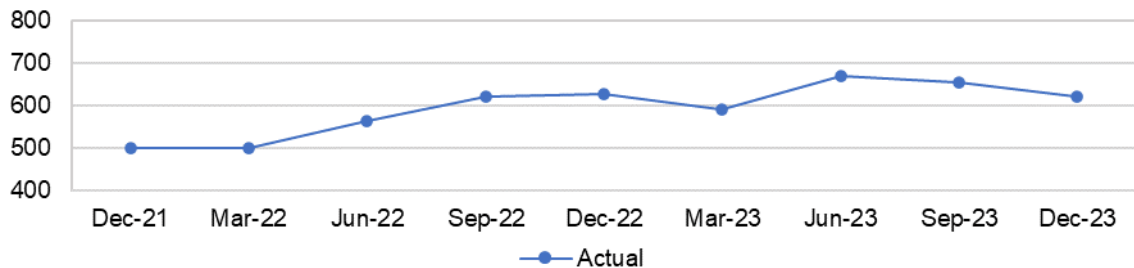


### Number of new support packages being arranged for people in the Quarter



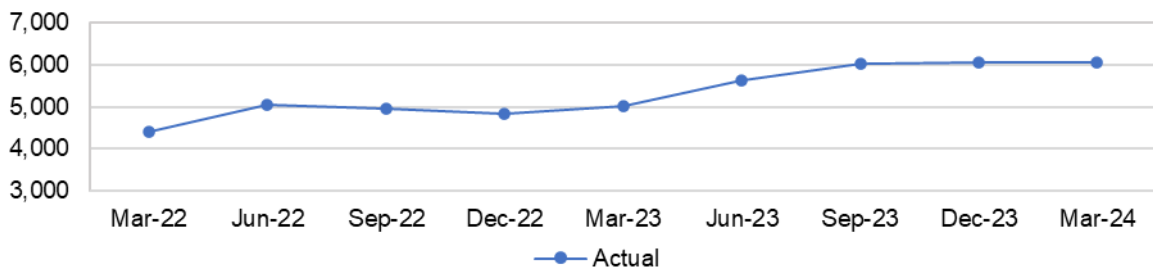
Reported one Quarter in arrears.

### Average cost (£s per week) of new support packages arranged for people in the Quarter

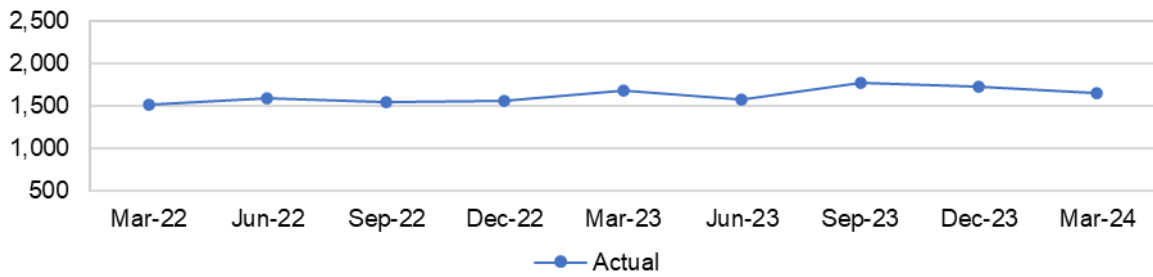


Reported one Quarter in arrears.

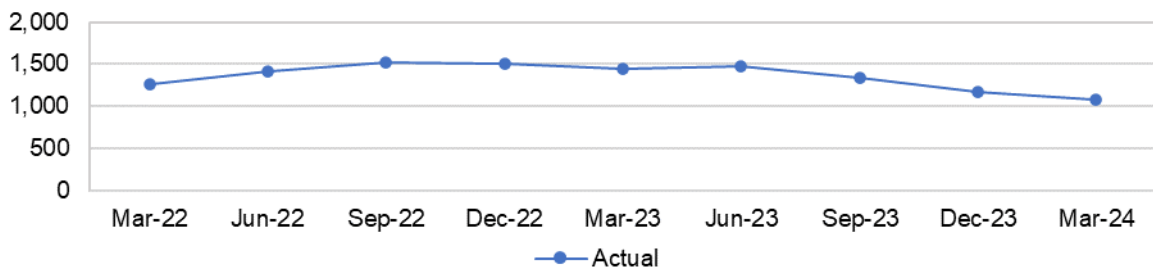
### Number of people requiring an annual review to be completed on the last day of the Quarter



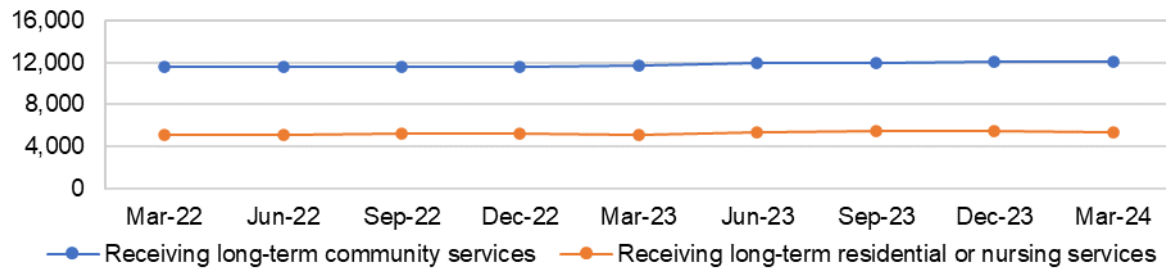
### Number of people in Kent Enablement at Home (KeaH)



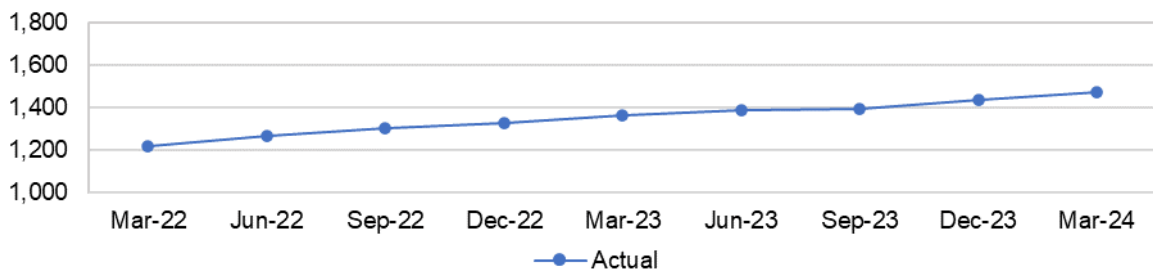
### Number of people in Short Term Beds during the Quarter



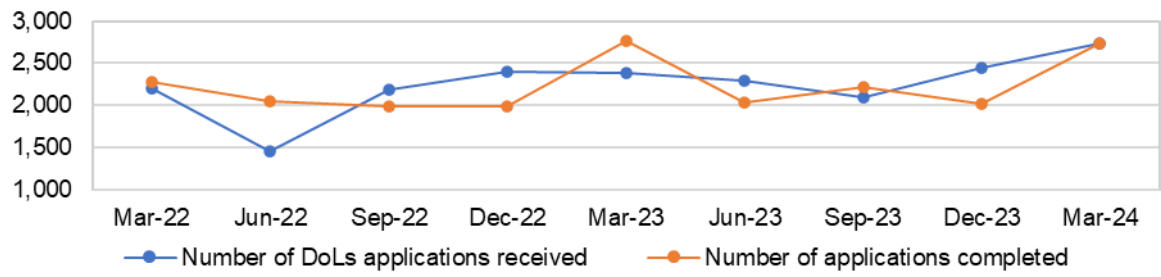
### Number of people in Long Term Services



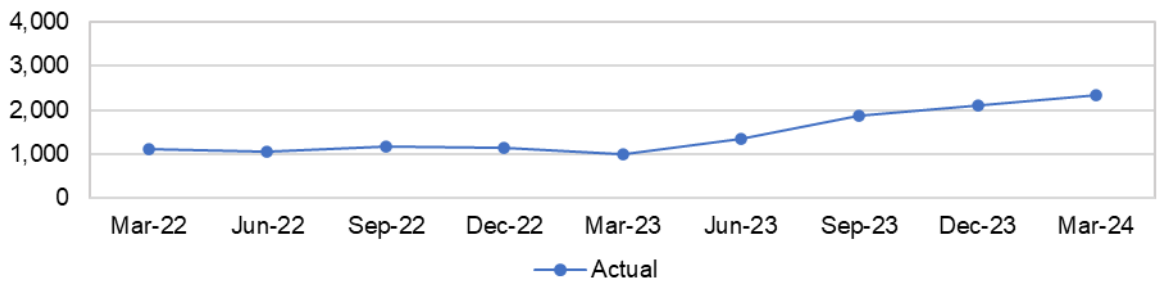
### Number of People accessing ASCH Services who have a Mental Health Need



### Number of DoLS applications received and completed



### Number of safeguarding enquiries open on the last day of the Quarter



<b>Public Health</b>
----------------------

<b>Cabinet Member</b>	Dan Watkins
<b>Director</b>	Anjan Ghosh

KPI Summary	GREEN	AMBER	RED	↑	⇒	↓
	2	2	0	2	1	1

### NHS Health Checks

In Quarter 4, there were 8,894 NHS health checks delivered to the eligible population. This represents an increase from the 7,322 checks delivered in the previous Quarter and from the 7,703 checks delivered in Quarter 4 the previous year (2022/2023). A total of 31,379 checks were delivered in the 12 months to March 2024, exceeding the current target of 23,844.

### Health Visiting

In Quarter 4, the Health Visiting Service delivered 16,587 mandated universal health and wellbeing reviews, slightly lower than the previous quarter (16,789). The service delivered 66,846 health and wellbeing reviews in the 12 months to March 2024, slightly below the annual target of 68,000. Three of the five mandated contacts met or exceeded the targets. The commissioned provider has identified an error in the way data has been captured since migration to a different IT system. This has resulted in over-reporting of activity related to antenatal visits affecting Quarter 1 to Quarter 4 2023/2024 and has since been rectified. Historical performance has been updated within this report.

### Sexual Health Service

In Quarter 4, the service continued to perform well with 8,586 (99%) patients offered a full sexual health screen in integrated sexual health clinics. This exceeded the 95% target. In this Quarter, the total online screening kits ordered and sent to Kent residents increased compared to the previous Quarter from 10,414 to 10,876.

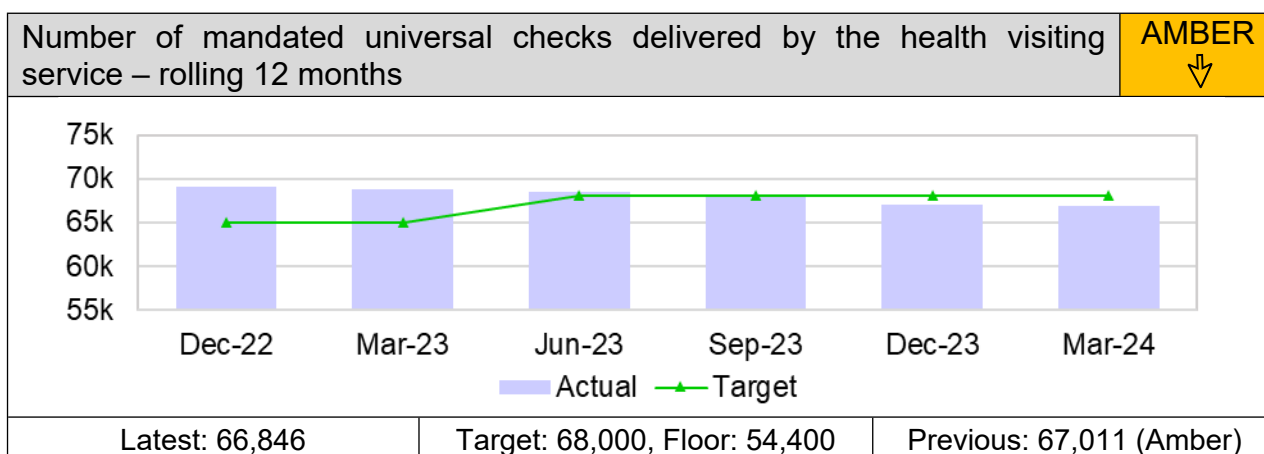
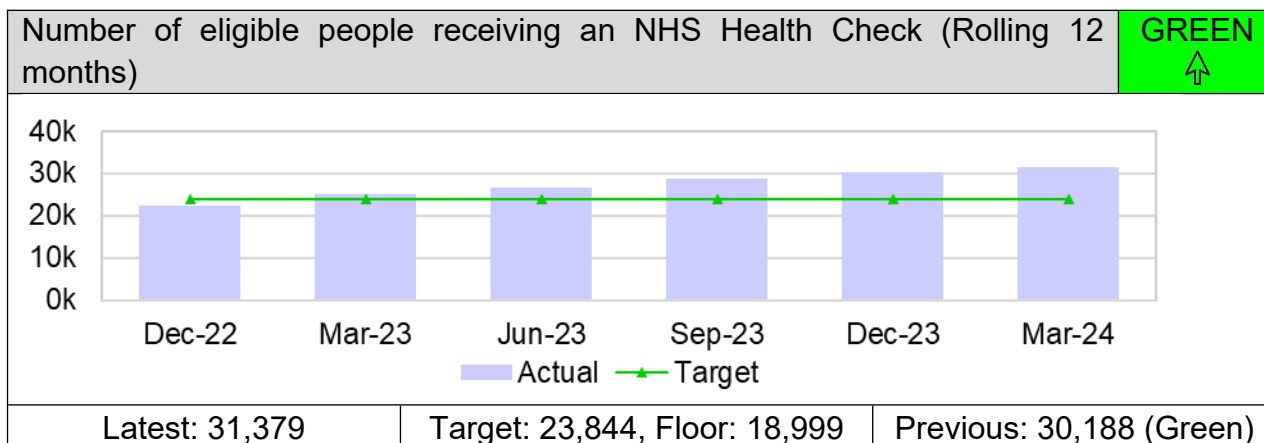
### Drug and Alcohol Services

In Quarter 4, Community Drug and Alcohol services continued to perform above target for the proportion of successful completions from drug and alcohol treatment (27%). Whilst overall numbers in treatment have improved, the number of opiate users in treatment in Kent is declining. At the latest Kent Combatting Drugs Partnership, partners came together to review some of the barriers and generate solutions to getting more opiate users into treatment. This included the provision of breakfast and supper clubs to improve engagement and looking to increase pharmacy access for those who are prescribed Opiate Substitution Therapy. Commissioners, providers, and individuals from Kent’s Lived Experience Recovery Organisation will also be supporting the Office for Health Improvement and Disparities (OHID) with an upcoming opiate diagnostic conversation to understand the picture nationally.

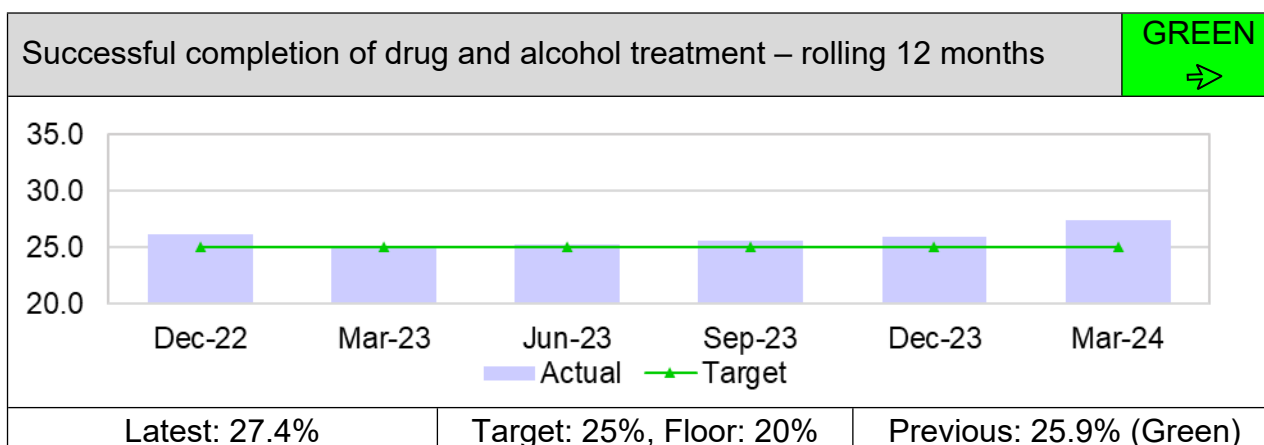
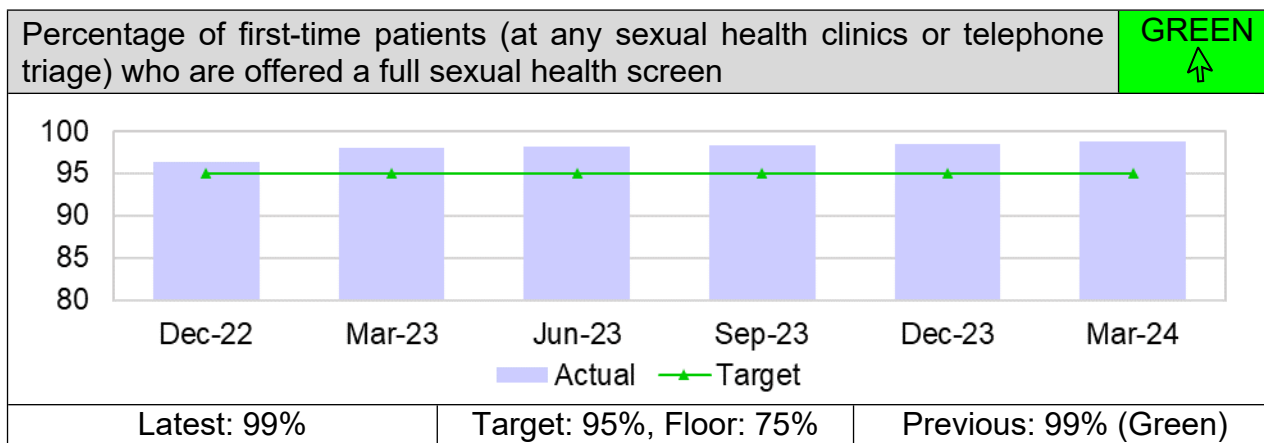
### Live Well Kent and Medway

In Quarter 4, Live Well Kent and Medway (LWKM) completed the first year of its contract with good outcomes continuing to be achieved, including 96% of service users reporting improvements in their personal goals during the Quarter. The service continues to integrate with the Community Mental Health Framework (Community Mental Health Transformation). For example, workers from both providers have been trained in a cognitive behavioural therapy (CBT) ‘lite’ intervention, which will be offered in all geographical areas following a successful pilot in Thanet since May 2023.

## Performance Indicators

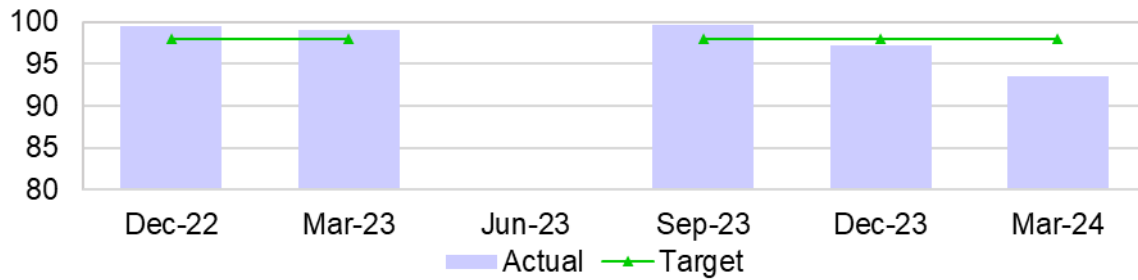


\*A reporting error identified by the provider has resulted in a revision to figures back to Jun-23.



Percentage of Live Well clients who would recommend the service to family, friends, or someone in a similar situation

**AMBER**  
⇒



Latest: 93.5%

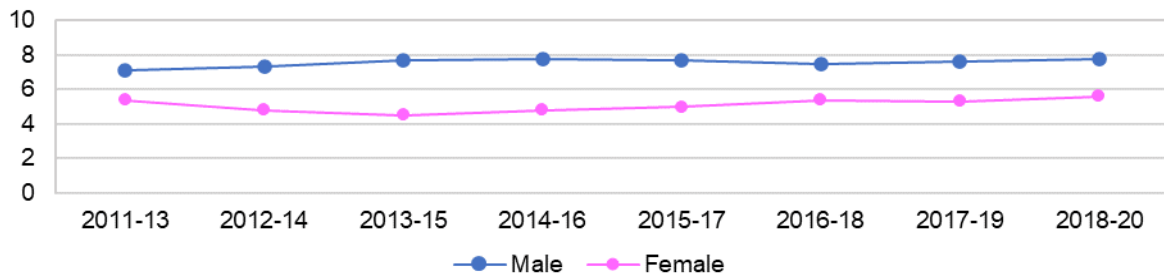
Target: 98%, Floor: 91%

Previous: 97.3% (Amber)

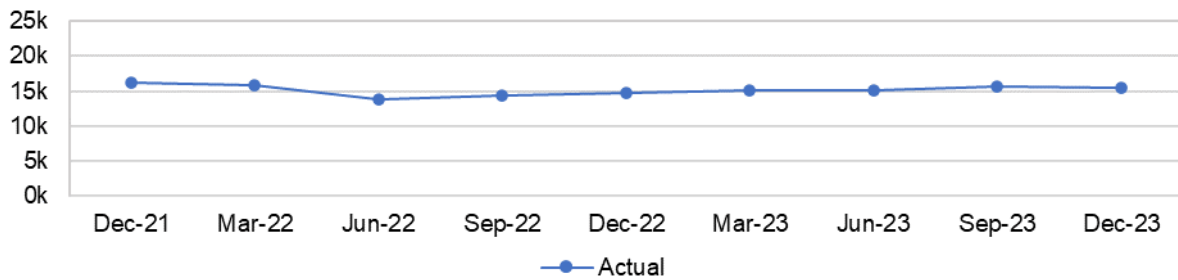
The transfer of clients due to a new service contract necessitated a data reset for the exit survey completions. As a result, data is not available for Jun-23.

### Activity indicators

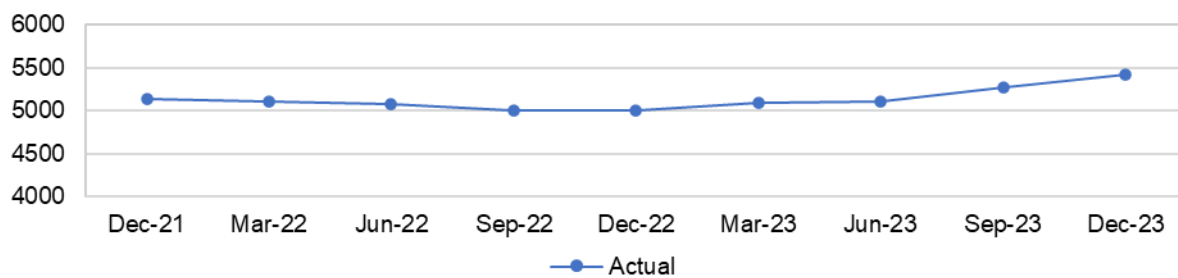
Life expectancy gap in years between least and most deprived areas



Number of attendances at KCC commissioned Sexual Health Clinics



Number of adults accessing structured Substance Misuse Treatment Services



## Corporate Risk Register – Overview

The Council, along with the local government sector, continues to operate in an increasingly difficult financial and operating environment, which carries significant risk implications for the achievement of the Authority’s objectives.

The table below shows the number of corporate risks in each risk level (based on the risk score) in May 2024, compared with February 2024.

	Low Risk	Medium Risk	High Risk
<b>Current risk level February 2024</b>	0	9	13
<b>Current risk level May 2024</b>	0	4	13

### KEY CHANGES DURING LAST QUARTER

#### DE-ESCALATED RISKS

CRR0001: Safeguarding Vulnerable Children. There will always be a need for vigilance and no complacency regarding this risk. However, there are comprehensive controls in place that have received independent assurance. Therefore, the risk has been delegated to directorate level, with the emphasis on the Director of Children’s Services to escalate to CMT if required.

CRR0004 - Simultaneous Emergency Response and Resilience. Throughout the past year, KCC has been engaging with an independent review of the Kent Resilience Forum (KRF) to provide clarity on KCC’s role, contribution and responsibilities as a partner within the KRF. One key outcome from this was the redesign and strengthening of KCC’s Emergency Planning and Resilience Service. The Council has proven to be adept at handling numerous incidents concurrently in recent years, with this becoming “business as usual”. Therefore, the risk has been delegated to directorate level, from which the Risk Owner (Director of Infrastructure) can escalate if there are particular concerns. Standalone corporate risks still remain for specific threats, such as cyber-attacks and the upcoming introduction of the EU’s Entry Exit System (EES).

CRR0050 - CBRNE incidents, communicable diseases and incidents with a public health implication – KCC response to and recovery from the impacts of the Covid-19 public health emergency. Following the annual review and refresh of the corporate risk register at the end of 2023 it was proposed that, providing there were no further concerns regarding communicable diseases over the winter period, this risk be deescalated to the Public Health risk register in April 2024. The risk continues to be monitored by the Director of Public Health and can be re-escalated to the corporate risk register should the risk profile change.



## MITIGATING ACTIONS

The Corporate Risk Register mitigations are regularly reviewed for their continued relevance and urgency, and new mitigations introduced as required.

Updates have been provided for 22 actions to mitigate elements of corporate risks that were due for completion or review up to May 2024. These are summarised below.

Due Date for Review or Completion	Actions Completed / Closed	Actions Partially complete	Actions subject to Regular Review	Actions Outstanding
Up to and including February 2024	6	11	4	1

### **CRR0003: Securing resources to aid economic recovery and enabling infrastructure**

#### Actions Outstanding

#### **Kent Design Guide**

Kent Design Guide to be published – work was paused due to reprioritisation of activity in the current challenging financial and operational environment and has now been entered in the 2024/25 divisional business plan with a revised date of March 2025.

### **CRR0004: Simultaneous Emergency Response, Recovery and Resilience**

#### Partially Complete

#### **Emergency Planning**

Restructure of Emergency Planning functions is complete, recruitment is underway for a number of vacant posts. It is anticipated that recruitment to the vacant roles will be completed by December 2024.

### **CRR0009: Future financial and operating environment for Local Government**

#### Complete

Development of Outcomes Based Budgeting - As part of early planning for the 2025/26 budget and associated Medium Term Financial Plan, a hybrid approach is being adopted that will take aspects of the Outcomes Based Budgeting approach (strengthening analysis and evidence that includes aligning performance and finance information) and combine with more traditional incremental budgeting (to update for the full year impact of current year changes and probable use of reserves since the plan was made). Combined with more effective financial management, this should provide for a more robust approach towards aligning resources to priorities, within constrained finances.

### **CRR0015: Sustainability of the social care market**

#### Complete

External consultant has completed the review of existing commissioning arrangements, including cost of care assessment, and made recommendations to be considered by the business.

### **CRR0042: Border fluidity, infrastructure and regulatory arrangements**

#### Regular Review

#### **Planning with Government**

The organisation is working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions.

#### Regular Review

#### **Preparation for impacts**

The organisation is preparing for two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; of the EU Entry/Exit System (EES - October) and the EU European Travel Information and Authorisation System (ETIAS). Regular presentations are being given to Members on potential impacts relating to people and goods as a result of implementation of the EU Entry/Exit System.

#### Regular Review

#### **Business continuity and response plans test exercises**

The Resilience team are carrying out exercises to test internal KCC business continuity and response plans at regular intervals up to and once the EU Entry Exit System is implemented.

### **CRR052: Impact of climate change on KCC services**

#### Partially Complete

#### **Adaptation Programme actions**

A revised KCC adaptation Programme is being developed. This has been drafted and shared with staff for initial comments. Preparation for presentation to Cabinet Committee is being planned.

### **CRR0056: SEND and High Needs Funding**

#### Regular Review

#### **Implementation of SEND Improvement Programme**

A review of the Accelerated Progress Plan (APP) took place on Friday, 26<sup>th</sup> April 2024.; in preparation for this review evidence was submitted to the Department for Education (DfE) in advance. The outcome of this review meeting will be made available in due course. Reporting continues to the DfE in line with Kent's Safety Valve Agreement and is progressing.

**CRR0058: Capacity and capability of the workforce**

Partially Complete

**Exit and retention surveys**

Work is ongoing with support from the Analytics service to consider the benefits of implementing exit and retention surveys in order to identify the drivers for both leavers and for those who chose to stay. Further progress update in June 2024.

**CRR0059: Significant failure to deliver agreed budget savings and manage demand**

Partially Complete

**Maximise scope of effective scrutiny by all Members**

A report on decision making was delivered to the Governance and Audit Committee in March 2024, as well as a report on scrutiny to the Scrutiny Committee in early 2024. In addition to this, a Member Governance Working Party has concluded its work and will be reported to County Council in July 2024. been established.

Complete

**Collation of business case information for 2024/25**

Robust delivery plan information has been developed for 2024/25 to support key savings – including milestones, risks and dependencies.

**CRR0060: Reinforced Autoclaved Concrete (RAAC)**

Partially Complete

**Corporate landlord estate**

Assessment and where appropriate surveying of the corporate landlord estate is ongoing and is anticipated to be completed by end of June 2024.

**CRR0061: Care Quality Commission (CQC) Assurance**

Complete

**CQC Steering Group Terms of Reference**

CQC steering group has approved the terms of reference and will meet on a monthly basis to monitor and process assurance activity.

Partially Complete

**Communications and engagement plan**

A draft version of the plan has been shared with the CQC steering group for their review and approval.

Complete

**Test of Assurance Peer Review**

Outcomes from the test of assurance have been shared with the Chief Executive, the Corporate Director for Adult Social Care and Health, and the Directorate Management Team.

Partially Complete

**Team Meetings**

Principal Social worker and CQC Assurance Lead have attended a number of team meetings to discuss CQC assessment process and use the opportunity to engage and support staff. Significant progress has been made with visits to remaining teams anticipated to be completed by the end of June.

**CRR0063: Capacity to accommodate and care for Unaccompanied Asylum Seeking Children (UASC)**

Partially Complete

**Home Office and DfE Negotiations**

Intensive negotiations taking place with Home Office and Department for Education on how to ensure suitable placements are provided for unaccompanied children, in line with our duties. The Home Office and DfE are providing funding support to KCC until March 2025, which is being used to bring additional buildings online by late September 2024 to accommodate new UASC and to support them until their transition on to the National Transfer Scheme (NTS). Funding is also being utilised to secure foster placements and supported accommodation until the buildings are ready.

Partially Complete

**Reception centre commissioning**

Commissioning of a new facility to operate as a safe care reception centre is progressing and requires the service provider to receive planning permission, for which a decision is awaited.

**CRR0064: Risk of Failing to Deliver Effective Adult Social Care Services**

Complete

**Workstream review**

Ongoing review of workstreams across the Directorate to ensure that all available resources are directed towards the delivery of statutory functions, savings and efficiency plans and all non-essential work is stepped down.

Partially Complete

**Human Resources and Operational Development (HROD) Plans**

Plans developed with HROD to ensure we maintain a highly skilled and effective workforce through specific recruitment and retention activity. A national campaign to recruit social workers is live, as is the advert for the managed service to support with review activities.

Partially Complete

**External consultancy analysis of the opportunities to work to prevent, delay and reduce need for care and support to inform our preventative strategy –**

Bids for Adults' and children's transformation partner have been received and evaluation with presentations planned for mid-May. A decision regarding the successful partner is anticipated by mid -June.

**From:** Roger Gough – Leader Kent County Council

**To:** County Council, 18 July 2024

**Subject:** Integrated Care Partnership Terms of Reference

Key decision: No

Classification: Unrestricted

### Summary

This paper sets out the changes to the refreshed version of the Integrated Care Partnership Terms of Reference.

### Recommendation:

County Council is asked to APPROVE the refreshed ICP Terms of Reference.

## 1. Introduction

- 1.1 The Terms of Reference for the Integrated Care Partnership (ICP) were developed nearly two years ago when the ICP was being established and have not yet been reviewed. Over the past two years, various pieces of national guidance around Integrated Care Systems have been released and the Kent and Medway system has developed. As arrangements have developed, members of the ICP have been able to articulate how they would prefer the ICP to operate and the purpose of the partnership is becoming clearer. It is therefore a good time to refresh the Terms of Reference and aim to have the refreshed version in place ready for the rotation of the Chair from KCC to Medway Council after the August meeting.
- 1.2 The refreshed Terms of Reference has been produced with input from the governance leads for the statutory partners and is attached as Appendix 1. ICP members agreed with the changes made to this refreshed version in April, and following small changes the final Terms of Reference is to be approved through the governance arrangements of the three statutory partners before being adopted.

## 2. Terms of Reference Changes

- 2.1 The refreshed Terms of Reference aims to achieve a number of objectives as set out in the table below.

Objective	Change proposed
Provide greater clarity on the purpose of the ICP and the role of ICP Members	The Terms of Reference (ToR) now starts with the vision for the ICS to set the context for integrated working. The ToR has been simplified and shortened so that the purpose of the ICP is clear and upfront in section 2. The principles section sets out a clearer

	expectation of how the ICP will work, and section 3.5 brings together statements that were dotted around the ToR about the role of ICP members and strengthens this.
Shift emphasis to ongoing assurance of the Integrated Care Strategy	The purpose of the ICP (section 2) is now focused on the Integrated Care Strategy and assurance of it.
Create a shared culture of partnership and mutual accountability, reducing formality where possible	The principles section (section 3) sets out the partnership principles that the ICP will follow. The ToR has been significantly shortened and simplified, and any unnecessary procedural or legislative information has been removed to create a less formal feel where possible, balancing the statutory requirements of the ICP and the statutory partners. Duplication has also been addressed.
Make practical changes to embed the proposed ICP meeting arrangements	The meetings section (section 5) has been slightly simplified, and a point added to provide flexibility for the ICP to hold workshop sessions (point 5.4). The frequency of meetings has been revised (point 8.1)
Add that ICP will accept questions from members of the public regarding the Integrated Care Strategy – this is best practice for ICPs but had been put on hold while the Strategy was being developed	Wording to make this provision and explain how people can ask questions has been added in 5.2.
Reflect that the Inequalities, Prevention and Population Health (IPPH) subcommittee will now keep the ICP informed on its progress.	The need for the IPPH to keep the ICP informed of its progress to support the ICP's role to assure delivery of the Integrated Care Strategy was discussed at the previous ICP meeting. This has been referenced in 2.3.

2.2 The refreshed version does not suggest any changes to membership for the ICP. The current approved Terms of Reference is also attached as Appendix 2 for information.

### 3. Conclusion

3.1 Following approval from each statutory partner, the Terms of Reference will be adopted at the next ICP meeting in August.

#### 4. Recommendation:

County Council is asked to APPROVE the refreshed ICP Terms of Reference.

## **5. Appendices**

Appendix 1: Refreshed Terms of Reference for the ICP

Appendix 2: Current approved Terms of Reference for the ICP (provided for information)

### **Authors:**

Matthew Mottram, Policy and Strategy Officer, KCC

[Matthew.mottram@kent.gov.uk](mailto:Matthew.mottram@kent.gov.uk)

Jenny Dixon-Sherreard, Policy Adviser, KCC

[Jenny.dixon-sherreard@kent.gov.uk](mailto:Jenny.dixon-sherreard@kent.gov.uk)

This page is intentionally left blank



## **Kent and Medway Integrated Care Partnership**

### **Terms of Reference**

#### **1. Introduction**

- 1.1 The vision for the Kent and Medway Integrated Care System is 'We will work together to make health and wellbeing better than any partner can do alone'. The Kent and Medway Integrated Care Partnership (ICP) brings partners together to work towards achieving this shared vision.
- 1.2 The ICP has been established in accordance with the powers set out under Section 116ZA of the National Health Service Act 2006 (as amended by Health and Care Act 2022), and the Local Government and Public Involvement in Health Act 2007 by the following organisations:
  - 1.2.1 Kent and Medway NHS Integrated Care Board (ICB).
  - 1.2.2 Kent County Council (KCC) and Medway Council, together known for the purposes of this Terms of Reference as the Local Authorities.
- 1.3 The Integrated Care Partnership is established as a joint committee of the above parties, to whom they are accountable. The ICP is authorised to act within these Terms of Reference, which set out the membership, remit, responsibilities, authority, and reporting arrangements of the ICP.

#### **2. Purpose**

- 2.1 The purpose of the ICP is:
  - 2.1.1 To produce an Integrated Care Strategy, developed with system partners and stakeholders, which covers the health and wellbeing needs of the whole population of Kent and Medway and fulfils the requirements set out in the statutory guidance for the development of Integrated Care Strategies. The ICP will recommend approval of the Strategy to the ICB and Local Authorities for approval. The Strategy will be refreshed every five years unless the ICP receives a new joint strategic needs assessment that warrants earlier consideration.
  - 2.1.2 To monitor and assure the effectiveness and impact that delivery of the shared outcomes set out in the Integrated Care Strategy is having on improving the health and wellbeing of the population. The ICP is authorised to request any information necessary from partner members to enable effective review and partner members will cooperate with any such reasonable request. All information requests between the partner members and with the ICP will be managed in accordance with the relevant legislation and any partner sharing agreements in place.

- 2.1.3 To support the bringing together of partners working at system, place and community level which are well-situated to act on the wider determinants of health, health inequalities and drive improvements in the social and economic development of Kent and Medway.
- 2.2 The ICP may from time to time have other responsibilities given to it by the Local Authorities and/or the ICB, subject to compatibility with legislation and compliance with the decision-making process of the relevant body.
- 2.3 The ICP is authorised to establish such sub-committees as the ICP deems appropriate to assist it in discharging its purpose. The Inequalities, Prevention, and Population Health Committee (IPPH) will keep the ICP informed on its progress to support the ICP in its purpose to assure delivery of the Integrated Care Strategy.

### **3. Principles**

- 3.1 The ICP is founded, first and foremost, on the principle of equal partnership between the NHS and Local Authorities to work with and for the communities of Kent and Medway.
- 3.2 The ICP is authorised by and accountable to Kent and Medway NHS, Kent County Council and Medway Council as the statutory organisations of the Kent and Medway Integrated Care System.
- 3.3 In undertaking its work, the ICP will respect the following partnership principles:
- 3.3.1 Act in a way that is transparent and accountable.
- 3.3.2 Use a collective model of decision-making that seeks to find consensus between system partners and make decisions based on unanimity and compatibility with legislative, governance, and policy requirements of relevant bodies as the norm, including working through difficult issues where appropriate.
- 3.3.3 Operate a collective model of accountability, where partners hold each other mutually accountable for their respective contributions to shared objectives within the remit of the ICP.
- 3.3.4 Be informed in its work by the voice of experience, ensure co-production and inclusiveness throughout the Integrated Care System (ICS) is championed and draw on the experience and expertise of professional, clinical, political, voluntary and community leaders.
- 3.3.5 Create a learning system, sharing improvements across the system geography and with other parts of the country, crossing organisational and professional boundaries.
- 3.3.6 Support the sharing of information that enables the evolving needs of the local health and care services to be widely understood and opportunities for at scale collaboration to be maximised.

- 3.3.7 Support the NHS triple aim (improved population health, quality of care and cost control), the legal duty on statutory bodies to collaborate and the principle that decision-making should happen at a local level where that is most appropriate approach.
- 3.4 In undertaking its work, the ICP will also ensure it continually champions the four purposes of an integrated care system as defined by NHS England:
  - 3.4.1 To improve outcomes in population health and healthcare.
  - 3.4.2 To tackle inequalities in outcomes, experience, and access.
  - 3.4.3 To enhance productivity and value for money.
  - 3.4.4 To help the NHS support broader social and economic development.
- 3.5 Members of the ICP will:
  - 3.5.1 Aim to attend all scheduled meetings.
  - 3.5.2 Have a collective responsibility for the operation of the ICP. They will participate in discussion, review evidence, and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view.
  - 3.5.3 Work at all times as a mutually supportive partnership, respecting the individual sovereignty and operating environments of partners while working together to ensure all partners contribute effectively to delivery of the shared outcomes.
  - 3.5.4 Agree to co-operate with any reasonable request made by the ICP to enable it to fulfil its responsibilities, insofar as respective partner member organisational governance arrangements allow.
  - 3.5.5 Maintain the highest standards of personal conduct and in this regard must comply with:
    - a. The laws of England.
    - b. The Nolan Principles.
    - c. Any additional regulations or codes of practice adopted by the Member's appointing body.

#### **4. Membership, Chair, and role of Statutory System Leaders**

- 4.1 Membership of the ICP will be made up of elected, non-executive and clinical and professional members as follows:
  - 4.1.1 Leader of KCC.
  - 4.1.2 Leader of Medway Council.

- 4.1.3 Chair of the Kent and Medway NHS ICB.
- 4.1.4 Two additional Local Authority elected executive members from KCC, who hold an appropriate portfolio responsibility related to ICP business.
- 4.1.5 Two additional Local Authority elected executive members from Medway Council, who hold an appropriate portfolio responsibility related to ICP business.
- 4.1.6 One additional ICB Non-Executive Director.
- 4.1.7 An ICB Partner Member who can bring the perspective of primary care.
- 4.1.9 The Chairs of the four Kent and Medway Health and Care Partnerships.
- 4.1.9 An elected District Council representative from within the geographies of each of the four Kent and Medway Health and Care Partnerships.
- 4.2 Members are not permitted to have deputies to represent them.
- 4.3 The Chair of the ICP shall be either the Leader of Kent County Council or Medway Council and will be elected at the first meeting of the ICP to serve as Chair for a two-year period. The Chair will rotate every two years between the Local Authority leaders.
- 4.4 The ICP shall have the following non-voting attending members:
  - 4.4.1 Medway Council Chief Executive.
  - 4.4.2 Kent County Council Chief Executive.
  - 4.4.3 Kent and Medway ICB Chief Executive.
  - 4.4.4 Kent and Medway Directors of Public Health.
  - 4.4.5 Kent and Medway ICB Medical Director.
  - 4.4.6 A representative from each of Kent Healthwatch and Medway Healthwatch.
  - 4.4.7 A representative from the Kent and Medway Voluntary, Community and Social Enterprise Steering Group.
  - 4.4.8 Kent and Medway Local Authority directors of adult and children's social care.
  - 4.4.9 A representative from Kent Integrated Care Alliance.
  - 4.4.10 A representative from the Kent, Surrey and Sussex Academic Health and Science Network.
  - 4.4.11 A representative from the Local Medical Committee.
  - 4.4.12 A representative from Kent Police.
- 4.5 The Chair may call additional individuals to attend meetings to inform discussion. Attendees may present at ICP meetings and contribute to discussions as invited by the Chair but are not allowed to participate in any vote.
- 4.6 The ICP will hold a Register of Members Interests which will be presented to each meeting of the ICP and available on the websites of the ICB and Local Authorities.
- 4.7 Members must declare any interests and /or conflicts of interest at the start of the meeting. Where matters on conflicts of interest arise, the individual must withdraw from any

discussion/voting until the matter(s) is concluded. Where the partner member does not have such a policy or policies, the ICB's policy on business standards and managing conflicts of interest shall apply.

- 4.8 To support the Chair and recognising the collective model of accountability, the three Statutory System Leaders comprising the two Local Authority leaders and the Chair of the ICB will work together to agree the forward plan (in discussion with partner members), meeting agendas, and other items of business relating to the ICP.
- 4.9 In the event that the ICP Chair is not available to chair the meeting (due to absence or a conflict of interest), the other Local Authority leader will preside over the matter(s) to be discussed. Where neither leader is available to preside, the ICB Chair will preside over matters.

## **5. Meetings**

- 5.1 Meetings of the ICP will be open to the public. The public may be excluded from the meeting, whether for the whole or part of the proceedings, where the ICP determines that discussion in public would be prejudicial to the public interest or the interests of ICB or Local Authorities by reason of:
- 5.1.1 The confidential nature of the business to be transacted.
  - 5.1.2 The matter being commercially sensitive or confidential.
  - 5.1.3 The matter being discussed is part of an on-going investigation.
  - 5.1.4 The matter to be discussed contains information about individual patients or other individuals which includes sensitive personal data.
  - 5.1.5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings is to be discussed.
  - 5.1.6 Any other reason permitted by the Public Bodies (Admission to Meetings) Act 1960 as amended or succeeded from time to time.
  - 5.1.7 To allow the meeting to proceed without interruption, disruption and/or general disturbance.
- 5.2 At a meeting in public any member of the public may ask a question(s) about any matter relating to items on the agenda or items of the day. Details on how a member of the public can ask questions shall be published on the websites of KCC, Medway Council and the ICB.
- 5.3 When the Chair of the ICP deems it necessary in light of the urgent circumstances to call a meeting at short notice, the notice period shall be such as they shall specify. Where possible this will be agreed by the three Statutory System Leaders.
- 5.4 In addition to public meetings, the ICP might hold closed workshop sessions on particular issues to support the development of ideas and interactive discussion of issues. The

outcomes of these workshops will be shared at the next public meeting of the ICP.

## **6. Voting and Quorum**

- 6.1 The aim of the ICP will be to achieve consensus decision-making wherever possible. Where a formal vote is required each member of the ICP shall have one vote. The ICP shall reach decisions by a majority of members' present, subject always to the meeting being quorate. Where a majority vote is not achieved the proposal will not be passed. The Chair shall not have a second or casting vote, where the vote is tied.
- 6.2 A quorum shall be nine voting members:
- 6.2.1 One of whom shall come from each of the two Local Authorities and one from the ICB.
- 6.2.2 One of whom shall be one of the three Statutory System Leaders.
- 6.2.3 A minimum of two of the four health and care partnership areas shall be represented by their respective chair or district representative.
- 6.3 Whilst not part of the quorum, the ICP shall endeavour to always have a public health representative in attendance, unless a conflict of interest precludes this.
- 6.4 At the discretion of the Chair, members who are not physically present at a ICP meeting but are present through tele-conference or other acceptable media, shall be deemed to be present and count towards the quorum as appropriate.

## **7. Dispute Resolution**

- 7.1 Where a dispute or concern arises, this should be brought to the attention of the Chair. The matter will be discussed by the three Statutory System Leaders, who will agree a course of action by consensus, having sought appropriate advice where required and having due regard to the principles of the ICP set out in section 3. Where a consensus cannot be reached, the matter will be referred to the ICP for discussion.

## **8. Frequency and Notice of Meetings**

- 8.1 The ICP shall meet at least three times in each calendar year.
- 8.2 Notice of any ICP meeting must indicate:
- 8.2.1 Its proposed date and time, which must be at least five (5) clear working days after the date of the notice, except where a meeting to discuss an urgent issue is required (in which case as much notice as reasonably practicable in the circumstances should be given).
- 8.2.2 Where it is to take place.

- 8.3 Notice of a ICP meeting must be given to each member of the ICP in writing. Failure to effectively serve notice on all members of the ICP does not affect the validity of the meeting, or of any business conducted at it.
- 8.4 Where ICP meetings are to be held in public the date, times and location of the meetings will be published in advance on the websites of KCC, Medway Council and the ICB. Other technological and communication media may also be used to maximise public awareness of the work of the ICP.

## **9. Secretariat**

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

## **10. Confidentiality**

- 10.1 ICP meetings may in whole or in part be held in private as detailed in section 5. Any papers relating to a private meeting will not be available for inspection by the press or the public. For any meeting or any part of a meeting held in private all attendees must treat the contents of the meeting, any discussion and decisions, and any relevant papers as confidential.
- 10.2 Decisions of the ICP will be published by the ICP except where these have been made in a private meeting. Where decisions have been made in private a summary of the decision will be made public without any confidential information being disclosed.

## 11. Review of Terms of Reference

11.1 The terms of reference of the ICP will be approved by the Local Authorities and the ICB and shall be reviewed by the parties every two years as the Chairmanship moves between the two Local Authorities.

---

**Approved:**

**Version Control:**

<b>Version No</b>	<b>Amendment</b>	<b>Amendment Owner</b>	<b>Date of Amendment</b>
1	Original Document	ICB Executive Director of Corporate Governance	July 2022
2	Add Kent Police participant representation	ICB Executive Director of Corporate Governance	Jan 2023
3	Two-year refresh		



## Appendix 2

### Kent and Medway Integrated Care Partnership Joint Committee

#### Terms of Reference

#### 1. Introduction

1.1. In accordance with the powers set out under Section 116ZA of the National Health Service Act 2006 (as amended by Health and Care Act 2022), and the Local Government and Public Involvement in Health Act 2007, the following organisations have established an Integrated Care Partnership (ICP) Joint Committee:

1.1.1 Kent and Medway Integrated Care Board (ICB)

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

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

#### 2. Principles

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

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

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

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

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

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

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

### **3. Purpose**

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

- 3.1.6. To support the bringing together of health and care partnerships and coalitions with community partners which are well-situated to act on the wider determinants of health in the local area
- 3.2. The Joint Committee may from time to time have other responsibilities given to it by the Local Authorities and or the ICB, subject to compatibility with legislation and compliance with the decision-making process of the relevant body.

#### **4. Responsibilities:**

- 4.1. The Joint Committee is expected to facilitate coordination on health and well-being issues that no one part of the system can address alone and instead requires action by all partners. These include, but are not limited to:
  - 4.1.1. Helping people live more independent, healthier lives for longer;
  - 4.1.2. Addressing inequalities in health and wellbeing outcomes, experiences and access to health services;
  - 4.1.3. Improving the wider social determinants that drive these inequalities, including employment, housing, education and environment;
  - 4.1.4. Improving the life chances and health outcomes of babies, children, and young people; and
  - 4.1.5. Improving people's overall wellbeing and preventing ill-health
- 4.2. Members of the Joint Committee will engage with stakeholders at system, place, and community levels in order to achieve the remit of the ICP.
- 4.3. In achieving its role, the Joint Committee will:
  - 4.3.1. Develop and oversee delivery of an Integrated Care Strategy and a suite of corresponding outcome measures, for improving health and wellbeing across Kent and Medway. The Joint Committee will recommend approval of the Strategy and outcome measures to the ICB and Local Authorities for approval.
  - 4.3.2. Ensure the Integrated Care Strategy:
    - a. Is built bottom-up from population health management data and local assessments of need (including local authority joint strategic needs assessments), with a specific focus on reducing inequalities and improving population health
    - b. Considers communities that have or may have specific and or unique characteristics
    - c. Takes account of any local health and wellbeing strategies, prepared under section 116A of the Local Government and Public Involvement in Health Act 2007

- d. Addresses those challenges that the health and care system cannot address alone, especially those that require a longer timeframe to deliver, such as tackling health inequalities and the underlying social determinants that drive poor health outcomes
  - e. Includes (as part of any mandatory requirements):
    - integration strategies, for example, setting of a strategic direction and work plan for organisational, financial, clinical and informational forms of integration
    - a joint workforce plan, including the NHS, local government, social care and VSCE workforce
    - arrangements for any agreed pooled funding and Section 75 agreements<sup>1</sup>
  - f. is published and made widely available
  - g. is reviewed annually
- 4.3.3. Receive from local authority partners on an agreed basis, updated assessments of need and, on receipt, consider whether the current Integrated Care Strategy should be revised, based on the updated information
- 4.3.4. Take account of available clinical and social research, innovation, and best practice, drawing on the expertise of appropriate academia and other stakeholders
- 4.3.5. Align partner ambitions through convening and involving all stakeholders across health, social care and more widely across sectors, in developing strategy and action to improve health and wellbeing and wider socio-economic conditions for the Kent and Medway population
- 4.3.6. Bolster its understanding of need and expected outcomes, particularly for the most vulnerable and groups with the poorest health and well-being; through insights gained from engagement and collaboration with various sectors, for example the voluntary community and social enterprise (VCSE) sector, Healthwatch, the criminal justice system and service users
- 4.3.7. Produce, publish and annually review an engagement strategy that emphasises the work of the ICP and the key priorities and expected outcomes in the Integrated Care Strategy
- 4.3.8. As a Joint Committee between the ICB and Local Authorities, ensure intelligence is shared in a timely manner that enables the evolving needs of the local health and care services to be widely understood and opportunities for at scale collaboration, maximised

---

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

- 4.3.9. Receive information as is required to enable review and on-going assurance regarding delivery of the strategy and expected outcomes
- 4.3.10. Within the agreed levels of any delegated authority of the Joint Committee, agree appropriate action amongst partners to secure the required assurances
- 4.3.11. Undertake any other responsibilities that may be agreed by the Local Authorities and or the ICB

## **5. Delegated authority and cooperation**

- 5.1. The Joint Committee is authorised by and accountable to Kent and Medway ICB, Kent County Council and Medway Council.
- 5.2. All partner members agree to co-operate with any reasonable request made by the Joint Committee to enable it to fulfil its responsibilities, insofar as respective partner member organisational governance arrangements allow.
- 5.3. In line with the requirements of the Health and Care Act 2022, the Joint Committee shall:
  - 5.3.1. Develop an Integrated Care Strategy, and related outcome measures and assurance arrangements that cover the needs of the whole population. The Strategy and outcome measures will be recommended by the Joint Committee to the ICB and Local Authorities for formal approval through their individual governance arrangements
  - 5.3.2. Request any information necessary from partner members to enable effective review and on-going assurance regarding delivery of the Integrated Care Strategy and associated outcome measures. All information requests between the partner members and with the Joint Committee will be managed in accordance with the relevant legislation and any partner sharing agreements in place
  - 5.3.3. Agree actions amongst ICP partner members to secure the required assurances regarding delivery of the Integrated Care Strategy and outcomes, in so far as partner member schemes of delegation allow this

## **6. Membership, Chair and Leadership Team**

- 6.1. Membership of the Joint Committee will be made up of elected, non-executive and clinical and professional members as follows:
  - 6.1.1. Leader of KCC
  - 6.1.2. Leader of Medway Council
  - 6.1.3. Chair of the Kent and Medway ICB

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

and may not vote.

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

## **7. Meetings and Voting**

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

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

## **8. Quorum**

- 8.1. A quorum shall be nine voting members:
- 8.1.1. One of whom shall come from each of the two Local Authorities and one from the ICB
  - 8.1.2. One of whom shall be from the Leadership Team
  - 8.1.3. A minimum of two of the four health and care partnership areas shall be represented by their respective chair or district council representative
- 8.2. Whilst not part of the quorum, the Joint Committee shall endeavor to always have a public health representative in attendance, unless a conflict of interest precludes this.
- 8.3. At the discretion of the Chair, members who are not physically present at a Joint Committee meeting but are present through tele-conference or other acceptable media, shall be deemed to be present and count towards the quorum as appropriate.
- 8.4. Members of the Joint Committee have a collective responsibility for the operation of the Joint Committee. They will participate in discussion, review evidence, and provide objective expert input to the best of their knowledge and ability, and endeavor to reach a collective view.

## **9. Dispute resolution**

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

## **10. Frequency and Notice of Meetings**

- 10.1. The Joint Committee shall meet at least quarterly.
- 10.2. Notice of any Joint Committee meeting must indicate:
- 10.2.1. Its proposed date and time, which must be at least five (5) clear working days after the date of the notice, except where a meeting to discuss an urgent issue is required (in which case as much notice as reasonably practicable in the circumstances should be given)



#### 10.2.2. Where it is to take place

- 10.3. Notice of a Joint Committee meeting must be given to each member of the Joint Committee in writing. Failure to effectively serve notice on all members of the Joint Committee does not affect the validity of the meeting, or of any business conducted at it.
- 10.4. Where Joint Committee meetings are to be held in public the date, times and location of the meetings will be published in advance on the websites of KCC, Medway Council and the ICB. Other technological and communication media may also be used to maximise public awareness of the work of the ICP.

### **11. Policy and best practice**

- 11.1. The Joint Committee is authorised by KCC, Medway Council and the ICB to instruct professional advisors and request the attendance of individuals and authorities from outside of the partner members with relevant experience and expertise if it considers this necessary for or expedient to the exercise its responsibilities.
- 11.2. The Joint Committee is authorised to obtain such information from partner members as is necessary and expedient to the fulfilment of its responsibilities and partner members will cooperate with any such reasonable request.
- 11.3. The Joint Committee is authorised to establish such sub-committees as the Joint Committee deems appropriate in order to assist the Joint Committee in discharging its responsibilities.
- 11.4. The Joint Committee will be conducted in accordance with the ICB policy on business standards, specifically:
  - 11.4.1. There must be transparency and clear accountability of the Joint Committee.
  - 11.4.2. The Joint Committee will hold a Register of Members Interests which will be presented to each meeting of the Joint Committee and available on the websites of the ICB and Local Authorities
  - 11.4.3. Members must declare any interests and /or conflicts of interest at the start of the meeting. Where matters on conflicts of interest arise, the individual must withdraw from any discussion/voting until the matter(s) is concluded
- 11.5. The Joint Committee shall undertake a self-assessment of its effectiveness on an annual basis. This may be facilitated by independent advisors if the Joint Committee considers this appropriate or necessary.
- 11.6. Members of the Joint Committee should aim to attend all scheduled meetings.
- 11.7. Joint Committee members, participants and other observers must maintain the highest standards of personal conduct and in this regard must comply with:

- 11.7.1. The laws of England
- 11.7.2. The Nolan Principles
- 11.7.3. Any additional regulations or codes of practice adopted by the Member's appointing body

## **12. Secretariat**

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

## **13. Confidentiality**

- 13.1. Joint Committee meetings may in whole or in part be held in private as detailed at paragraph 7. Any papers relating to a private meeting will not be available for inspection by the press or the public. For any meeting or any part of a meeting held in private all attendees must treat the contents of the meeting, any discussion and decisions, and any relevant papers as confidential.
- 13.2. Decisions of the Joint Committee will be published by the Joint Committee except where these have been made in a private meeting. Where decisions have been made in private a summary of the decision will be made public without any confidential information being disclosed.

## **14. Review of Terms of Reference**

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

---

**Approved:**

March 2023

**Version Control:**

<b>Version No</b>	<b>Amendment</b>	<b>Amendment Owner</b>	<b>Date of Amendment</b>
1	Original Document	ICB Executive Director of Corporate Governance	July 2022
2	Add Kent Police participant representation	ICB Executive Director of Corporate Governance	Jan 2023

This page is intentionally left blank

From: Ben Watts, General Counsel  
To: County Council – 18 July 2024  
Subject: Appointment: Independent Person (Standards)  
Classification: Unrestricted

---

## **1. Introduction**

- a. The Localism Act 2011 requires that the County Council appoint an Independent Person to whom the Monitoring Officer can seek advice when they are in receipt of an alleged breach of the Kent Member Code of Conduct.
- b. The legislation came into operation on 1 July 2012 just a few days after it was published. Therefore, the County Council approved at its meeting in October 2012 the appointment of Mr Michael George retrospectively for a four-year term expiring 30 June 2016. In July 2016, following the recommendation of the Selection and Member Services Committee, County Council agreed to reappoint Mr George. This pattern was repeated in 2020 and Mr George was reappointed to a further four-year term on 17 June 2020.

## **2. Reappointment of Mr George**

- a. It is proposed that County Council reappoint Mr George to a further term of office as the Independent Person. This period will run from 1 July 2024 (applied retrospectively) to 30 June 2027.
- b. Mr George has said verbally that he would be willing to continue for a further term.
- c. This reappointment was due to be discussed at the meeting of the Selection and Member Services Committee on 4 July 2024. Due to the timing of the general election, this meeting was cancelled. County Council is the appointing body and due to the need to have an Independent Person in place and the fact that it is a reappointment, and to a term less than the usual four-years, the customary discussion of the appointment at the Selection and Member Services Committees was not required on this occasion.
- d. The remuneration for this post is a £500 annual retainer (payable over 12 months) plus a daily rate of £100 (pro rata for part of a day) when required to undertake any duties, and travel expenses at the same rate as for elected Members (currently 45p per mile).

## **3. A Second Independent Person**

- a. Although there is a reciprocal arrangement in place with the Kent and Medway Fire and Rescue Authority (see next section), a paper will be presented to a future meeting of the Selection and Member Services Committee to consider the merits of appointing a second Independent Person to advise on standards matters. The intention would be to ensure this advice is available when required and look to develop a wider pool of expertise upon which to draw.

#### **4. Kent and Medway Fire and Rescue Authority**

- a. The Committee is reminded that the County Council works in co-operation with the Kent and Medway Fire and Rescue Authority. Should Mr George not be available or have a conflict of interest the Kent and Medway Fire and Rescue Authority Independent Person would act. The Kent and Medway Fire and Rescue Authority were due to appoint a new Independent Person shortly with a four-year term beginning 1 July 2024.

#### **5. Recommendation**

County Council is asked to agree the appointment of Michael George as the Independent Person for the Member Code of Conduct for the three-year term 1 July 2020 to 30 June 2027.

#### **6. Background Documents**

None.

#### **7. Report Author and Relevant Director**

Ben Watts, General Counsel  
03000 416814  
[benjamin.watts@kent.gov.uk](mailto:benjamin.watts@kent.gov.uk)

Tristan Godfrey, Senior Governance Manager  
03000 411704  
[tristan.godfrey@kent.gov.uk](mailto:tristan.godfrey@kent.gov.uk)

From: Roger Gough – Leader of the Council  
Jordan Meade – Deputy Cabinet Member

To: County Council – 18 July 2024

Subject: Ukraine Co-operation

Previous pathway: N/A

Status: Unrestricted

---

## **1. Introduction**

- 1.1 This seeks to update Council on work being undertaken to establish and progress co-operation arrangements between Kent County Council and the Regional Government of Chernihiv in Ukraine.
- 1.2 Members will be aware of the ongoing challenges facing the people of Ukraine during the conflict. The tragic loss of life, injury and the destruction of infrastructure have been covered extensively in the media. Since the conflict began, KCC has played an important role, along with many other Local Authorities, by providing shelter and support for Ukrainian families displaced by the war through the Homes for Ukraine Scheme.
- 1.3 Around the UK, a small number of Local Authorities including Leeds and Edinburgh Councils have entered into agreements with regions of Ukraine to establish connections, identify opportunities to offer support and to work with partners to facilitate relief and assistance. Some Authorities have explored formal Twinning arrangements, while KCC is presently looking to prioritise establishing and promoting community and business led mechanisms to provide short term relief and support to the Chernihiv region.
- 1.4 The current plan builds significantly on the local engagement and community led support that the Deputy Cabinet Member for Communities, Mr Jordan Meade, has already spearheaded in Gravesham. This extensive work has provided clear proof of concept for the positive contribution local volunteers, business and Members can make to the people of Ukraine when working together.
- 1.5 This report seeks to provide an overview of the steps KCC intends to take to play an important role in harnessing the skills, knowledge, determination and generosity of the people and organisations across the County to enable support to reach people in dire need in Chernihiv.

## **2. Background**

- 1.6 Chernihiv is a region in northern Ukraine, bordering both the Russian Federation and the Republic of Belarus. This places the region on the frontline of the conflict and it continues to experience the terrible impact of war at close quarters, including the loss of many civilian lives. Chernihiv has faced damage and destruction of a huge number of homes, a significant portion of its transport infrastructure, many education settings as well as businesses. The damage inflicted by the war means many years of recovery lie ahead post-conflict. In the interim, relief and assistance will mitigate day to day challenges while longer term connections and relationships with partners such as KCC and the many business and community groups in Kent offer the chance of positive development of the region.
- 1.7 The Chernihiv Oblast is broadly equivalent to a County Council area, albeit with different governance and political organisation. It has a population of just under one million, includes six major cities, five Administrative Districts and fifty-seven Territorial Communities.
- 1.8 The Governor of Chernihiv Oblast, Mr Vyacheslav Chaus, has been in discussion with the Leader of Kent County Council and the Deputy Cabinet Member for Communities as part of the development of the planned arrangements. These discussions included the Chernihiv Regional Administration inviting the exploration of a formal agreement, so they now welcome the potential support and future connections with Kent set out within this report.

### **3. Planned approach**

- 1.9 KCC intends to enter into a Memorandum of Understanding (MoU) with the Regional Government (Oblast) of Chernihiv. This MoU will set out the terms and expectations of the co-operation between the two authorities. The approach being progressed seeks to establish an effective partnership whereby KCC will act as a co-ordinating body to encourage, facilitate where appropriate and promote relevant support activity in Kent. It is recognised that there is already a significant amount of grassroots activity, with community groups, organisations and individuals working to identify and implement support packages to assist the Ukraine recovery and mitigate some of the terrible impacts the war has had on the Ukrainian population. There is an opportunity for the Council to help bring some of this work together, supporting effective communication and prioritisation of support that aligns with the requirements being clarified by the Regional Government in Chernihiv.
- 1.10 The plan may be summarised as KCC positioning itself as a strategic, community-focused enabler of businesses, organisations and residents in the county who wish to come together to support the Chernihiv Region of Ukraine in the following areas:
- Humanitarian support
  - Economic Development and business



- Heritage, Tourism, Sport, Health and the Natural Environment
- Education, skills and language.

- 1.11 It is important to clarify that the planned arrangement is not a case of a formal Twinning or 'Sister City' agreement. Similar to these types of agreements, KCC's approach will still seek to establish the beginnings of long-term connections for mutual benefit in terms of business links, development and cultural exchange. However, the core objective and focus of the KCC approach at this time is the first on the above list – Humanitarian support. To that end, KCC will work to identify immediate opportunities for our partners across the private and voluntary sectors as well as local communities and residents to work together to provide effective relief and recovery support that will have a meaningful positive impact on the people of Chernihiv.
- 1.12 KCC is not intending to act as the main delivery agent and will not be providing direct support using significant Council resources. While the need for assistance in Chernihiv is clear, the Council has core responsibilities in terms of managing its approved budget and delivering against the Strategic Statement and Securing Kent's Future. KCC as a local Authority has to prioritise the delivery of core services to its residents. However, it has a unique strategic position in the County that makes the Council well placed to ensure both existing and future initiatives being undertaken by partners and local groups that are designed to support Ukraine are progressed in the most efficient and focused way.
- 1.13 This means that KCC will not be providing direct financial assistance or committing to the provision of specific goods or services. Such arrangements are the responsibility of the national government and international aid organisations or institutions. Limited Officer resource will be provided to support the establishment of the arrangements and put the required processes in place to manage the activity.
- 1.14 The Deputy Cabinet Member for Communities will be leading on the work to identify, support and facilitate specific projects that align with the objectives set out in the MoU and the overarching goals noted in this report. The project activity supporting the delivery against the objectives in the MoU will be overseen through an internal Board led by the Deputy Cabinet Member, which will collate and consider information provided by external bodies, some Officer support and via Local Members. This Member-led activity will maximise the benefits of the community leadership role of Members in terms of promoting the project and encouraging key partners to contribute, assist and deliver as appropriate.

#### **4. Member role**

- 1.15 Members have an important role to play in this type of arrangement whereby KCC will be seeking to co-ordinate and support a range of 3<sup>rd</sup> party initiatives or programmes. Members, as key contacts within their local communities will have a range of direct connections to community groups, businesses and

charities who may be interested in working to provide assistance to and engagement with Chernihiv.

- 1.16 The communication plans for this project will make best use of Member local knowledge and connections, as well as help Members share information and updates to their constituents. Initially, subject to the arrangements being established, Members are encouraged to promote the scheme to their communities and direct them to register interest via the appropriate channels, details of which will be shared in due course.
- 1.17 The local engagement and community focus of the planned approach means that Member involvement and support for the activity will be crucial to its success. The direct connection Members have with their communities, local businesses, charities and local organisations means they will have the opportunity to promote opportunities to provide support to Chernihiv and assist in making the inter-regional connections between Kent and Chernihiv based businesses and organisations.
- 1.18 While the co-ordination and overview of the project will be led by the Deputy Cabinet Member, this initiative is intended to be a whole Council non-party political arrangement whereby Members across all Groups can work together to deliver the objective through effective community engagement.

## **5. Next steps**

- 1.19 An Executive Decision will shortly be taken to approve KCC entering into relevant agreements to formalise the co-operation arrangements with Chernihiv. The MoU does not involve the commitment of significant KCC funds or resources, nor does it involve material service review or redesign. As set out above, the MoU will provide strategic and policy direction on the work undertaken with partners and on that basis, it is appropriate that this is approved at Executive Member level.
- 1.20 County Council endorsement of this positive initiative helps demonstrate County-wide support for the activity, highlights the role of Local Members in involving their communities and assists in the effective promotion of the planned work.
- 1.21 In the event of further, substantive developments or proposed commitment of resources in relation to this arrangement, relevant Executive Decisions would be required as per normal constitutional procedures.
- 1.22 Following the entry into the MoU, operational activity under the leadership of the Deputy Cabinet Member for Communities will proceed through engagement and communications with partners across Kent. This will initially focus on confirming existing local initiatives, seeking to co-ordinate and bring them together where appropriate, while also championing the principle of Kent based organisations seeking to form links with their

equivalents in Chernihiv, sharing knowledge, expertise and resources where this is viable.

- 1.23 Members will be engaged as part of this process, with guidance on options and mechanisms to support local initiatives provided as soon as possible.

## **6. Conclusion**

- 1.24 The planned work intends to lay the foundations of positive future relations with the Chernihiv region while focusing initially on supporting Kent based relief, reconstruction and assistance initiatives that can be delivered by private or voluntary sector partners. KCC will take on a support and co-ordination role as it seeks to leverage its strategic position in the county, established relationships with a wide range of organisations and the local knowledge and connections of Members.

- 1.25 The Council is invited to consider, debate and endorse the proposed arrangements.

## **7. Recommendation**

County Council is asked to:

- a) ENDORSE the planned co-operation activity with the Chernihiv Region of Ukraine.
- b) NOTE that relevant Executive decisions and operational activity will be progressed to deliver the objectives in due course.

## **8. Report author and relevant director**

Joel Cook – Democratic Services Manager

[Joel.cook@kent.gov.uk](mailto:Joel.cook@kent.gov.uk)

03000 416892

Ben Watts, General Counsel

[Benjamin.watts@kent.gov.uk](mailto:Benjamin.watts@kent.gov.uk)

03000 416814

This page is intentionally left blank