POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 22nd September, 2026

10.00 am

Council Chamber, Sessions House, County Hall, Maidstone

AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 22 September 2026, at 10.00 am	Ask for:	**Hayley Savage**
Council Chamber, Sessions House, County Hall, Maidstone	Telephone:	**03000 414286**

Membership (13)

Reform UK (8):	Mr P Chamberlain (Chairman), Mr N Wibberley (Vice-Chair), Mr W Chapman, Ms S Emberson, Mr L Evans, Mr J Finch, Mr M Mulvihill and Mrs B Porter
Liberal Democrat (1):	Mr A J Hook
Restore Britain (1):	Mr D Burns
Green (1):	Mr M A J Hood
Conservative (1):	Mr H Rayner
Labour (1):	Mr A Brady

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1 Apologies and Substitutes

2 Declarations of Interest by Members in items on the Agenda

3 Minutes of the meeting held on 2 July 2026 (Pages 1 - 10)

4 26/00047 - Commissioning of an Integrated Domestic Abuse Programme (including KIFDAS and SAFER) (Pages 11 - 52)

5 Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (Pages 53 - 72)

6 Asset Management Strategy 2024-2030: September 2026 Revision and Key Achievements for 2025/26 (Pages 73 - 122)

7 Work Programme (Pages 123 - 124)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise, the meeting is likely NOT to be open to the public)

Benjamin Watts
Deputy Chief Executive
03000 416814

Monday, 14 September 2026

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KENT COUNTY COUNCIL

POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 2 July 2026

PRESENT: Mr P Chamberlain (Chairman), Mr N Wibberley (Vice-Chair), Mr A Brady, Mr D Burns, Mr W Chapman, Ms S Emberson, Mr L Evans, Mr J Finch, Mr M A J Hood, Mr A J Hook, Mr M Mulvihill, Mrs B Porter and Mr H Rayner

ALSO PRESENT: Mr B Collins, Mr C Hespe and Ms L Kemkaran

IN ATTENDANCE: Mr D Shipton (Head of Finance Policy, Planning and Strategy), Mr B Watts (Deputy Chief Executive), Ms C Maynard (Chief Procurement Officer), Ms H Savage (Democratic Services Officer), Mr M Bridger (Strategic Commercial and Procurement Lead), Mr S Jones (Corporate Director of Growth, Environment and Transport), Mr T Marchant (Head of Strategic Development and Place), Mr B Sherreard (Programme Manager), Ms J Taylor (Head of Capital), Mrs V Tovey (Assistant Director of Integrated Commissioning), Mr M Wagner (Chief Analyst), Ms R Westlake (Senior Commissioner) and Ms P Edwards (Commercial Policy and Governance Lead)

UNRESTRICTED ITEMS

67. Apologies and Substitutes
(Item 1)

There were no apologies.

68. Declarations of Interest by Members in items on the Agenda
(Item 2)

There were no declarations of interest.

69. Minutes of the meeting held on 6 May 2026
(Item 3)

RESOLVED that the minutes of the meeting held on 6 May 2026 were a correct record and that they be signed by the Chairman.

70. 26/00031 - Adoption of the Delivery of Local Government Efficiency (DOLGE) Strategy
(Item 4)

1. Mr Chris Hespe, Cabinet Member for Local Government Efficiency and Reorganisation introduced the report on the proposed adoption of the Delivery of Local Government Efficiency (DOLGE) Strategy. Mr Hespe explained that DOLGE had been established following the 2025 election to scrutinise Council expenditure, identify efficiencies and support the budget-setting process. He

stated that Phase 1 had involved detailed examination of budget lines and had contributed to savings, reprioritisation of spending, debt reduction and the setting of a balanced budget. The proposed strategy for Phase 2 would embed DOLGE principles across the authority through a collaborative approach between Members and officers.

2. Mr Hespe outlined four strategic areas within the strategy: efficiency and simplification, ensuring spend and savings were delivered to budget, commercial and income generation, and resilience and local government reorganisation (LGR). He highlighted a number of supporting principles, including full cost recovery where appropriate, reviewing service delivery methods and focusing on value for money. He emphasised that the strategy was intended to become a KCC-wide approach integrated into existing governance and performance arrangements.

3. The Leader endorsed the strategy and thanked officers for their support and cooperation. She described Phase 2 as the delivery stage of work undertaken during the previous year and stated that the strategy would help ensure value for money for Kent taxpayers.

4. Further to questions and comments from Members the discussion covered the following:

    (a) Some Members raised concerns regarding the effectiveness and purpose of DOLGE arguing that identifying efficiencies and savings was already a standard function of council officers and previous administrations. Questions were raised about the need for a separate DOLGE function, the use of additional cabinet responsibilities, references in the strategy to “star chambers” and staff incentive schemes, and whether the strategy represented substantive change or was primarily a rebranding exercise. Concerns were also expressed regarding transparency, governance arrangements and the impact on services.

    (b) Further discussion focused on Council finances, debt reduction and the use of capital receipts. Members questioned whether some debt repayments represented best value for money.

    (c) Some Members raised concerns about the discontinuation of the Treasury Management Group and whether assets could be sold to support revenue pressures. The Deputy Leader stated that debt reduction had generated significant savings, that asset disposals were undertaken in accordance with statutory requirements and corporate processes, and that there were no plans for a “fire sale” of assets.

    (d) Whilst some Members did not support the strategy, others defended it, highlighting debt reduction, savings achieved during the first year and the importance of maintaining a focus on efficiency and value for money. Members spoke in support of encouraging innovation and savings across the organisation and argued that residents expected the Council to continually seek efficiencies.

(e) The Leader clarified that there were no additional Cabinet posts under her leadership compared to the previous Administration and there was one fewer Deputy Cabinet post.

(f) Mr Hespe reiterated that DOLGE remained active and that the strategy formalised and embedded the Council’s efficiency work. He stated that the Administration had inherited significant financial challenges and that the strategy was intended to support ongoing efforts to improve financial resilience and value for money.

5. Mr Hood proposed that the Policy & Resources Cabinet Committee recommends to Cabinet that the Adoption of the Delivery of Local Government Efficiency (DOLGE) Strategy is terminated immediately along with the associated Member Special Responsibility Allowances (SRA). The proposal was not seconded.

6. RESOLVED that the Cabinet Committee, by majority, endorses the proposed decision to:

(a) Approve and Adopt the Delivery of Local Government Efficiency (DOLGE) Strategy.
(b) Delegate authority to the Chief Executive, in consultation with the Cabinet Member for Local Government Efficiency and Reorganisation, to make non-substantive revisions or updates to the strategy as appropriate during its lifetime.

7. In accordance with paragraph 16.31 of the Constitution Mr Brady, Mr Hood, Mr Hook and Mr Rayner wished for it to be recorded in the minutes that they voted against the recommendation to endorse the decision.

71. 26/00039 - Extension of Domestic Abuse Act Framework and Associated Services
(Item 5)

1. The Leader introduced the report on the extension of the Domestic Abuse Act Framework and associated commissioned services and reminded Members that Kent County Council has statutory responsibilities under Part 4 of the Domestic Abuse Act 2021 to assess local need, publish a domestic abuse strategy, and commission support for victims of domestic abuse and their children in safe accommodation.

2. Ms Victoria Tovey, Assistant Director of Integrated Commissioning, and Rachel Westlake, Senior Commissioner, presented the report. Ms Westlake explained that the Domestic Abuse Framework sets out how grant funding is used to meet the Council's statutory duties and is currently in place until 2027. The proposed extension would align the framework with the newly confirmed grant funding through to March 2029. The report also sought approval for a ten-month continuation of the Council's domestic abuse support services from April 2027 to January 2028. Work was underway to develop a new Kent Integrated Family Domestic Abuse Service, bringing together multiple funding streams and service elements into a single coordinated service.

3. Further to questions and comments from Members the discussion covered the following:

   (a) Members welcomed the report and sought clarification regarding funding contributions from district and borough councils. Officers explained that although KIDAS operates countywide, West Kent authorities have separate local commissioning arrangements. Ms Westlake clarified that in West Kent, KIDAS provides refuge support and support for high-risk domestic abuse cases, while locally commissioned services support medium-risk cases.

   (b) A Member asked how easy it was for victims of domestic abuse to access support through KIDAS and about the balance between self-referrals and professional referrals. Ms Tovey explained that awareness was promoted through a dedicated website, social media campaigns, partnership working, workforce training and a single point of access. Ms Westlake added that many refuge referrals are self-referrals, while police make the largest number of referrals overall. She also noted that relocation some distance from a victim's home area is often necessary to ensure their safety.

   (c) Asked why the continuation contracts were proposed for ten months, ending in January 2028 rather than at the end of a financial year, Ms Tovey explained that the timescale had been determined by working backwards from the anticipated procurement and mobilisation requirements for the new service. She advised that the extension would provide sufficient contingency and continuity while allowing the new arrangements to be fully implemented. She confirmed that a further Key Decision on the recommissioning exercise would be brought to a future meeting of the cabinet committee.

   (d) Regarding the differing end dates for the Domestic Abuse Framework and the continuation of the KIDAS and SASS contracts, Ms Westlake explained that the framework governs the use of the Homelessness, Rough Sleeping and Domestic Abuse Grant and therefore aligns with the confirmed funding period to March 2029. The service extensions, however, are intended only to provide continuity until the new integrated service is operational. She confirmed that the framework and service costs are funded through grant funding and partner contributions, including Public Health funding, and do not place additional demands on the Council's core budget.

4. RESOLVED that the Cabinet Committee endorses the proposed decision to:

   1. Approve extension and update of the framework arrangements, to reflect consolidated funding arrangements, set out in the report for ongoing management of the DA Act Funding 2027-29.
   2. Approve the extension of Kent Integrated Domestic Abuse Service (KIDAS) including Referral, Assessment and Triage service and services delivered under contract SS 16041 up until 31 January 2028 (10 months).
   3. Approve the extension of Safe Accommodation Support Service (SASS) contract SC 220255 up until 31 January 2028 (10 months).

4. Delegate authority to the Director of Public Health to, in consultation with the Leader, Corporate Director for Finance, Corporate Director for Adult Social Care and Corporate Director for Children, Young People and Education, to revise and update the Domestic Abuse Framework as necessary to reflect the consolidated Homelessness, Rough Sleeping and Domestic Abuse Grant funding arrangements, and to make minor operational amendments, provided these remain within scope of the approved Framework criteria, associated grant terms and the council's statutory duties.
5. Delegate authority to the Director of Public Health to, in consultation with the Corporate Director for Adult Social Care and Corporate Director for Children, Young People and Education, where applicable depending on affected portfolios, to administer any further Homelessness, Rough Sleeping and Domestic Abuse Grant monies under the funding/governance framework put in place by this decision, including the determination of Officer Decisions to progress activity via the framework.
6. Delegate authority to the Director of Public Health, in consultation with the Chief Executive, to take all necessary actions to implement this decision, including but not limited to negotiating, finalising the terms of and entering into contracts or other legal agreements, and to approve variations to existing contracts (including KIDAS and SASS) to incorporate additional or enhanced activity, subject to the securing of additional external funding.

72. Local Outcomes Framework
(Item 6)

1. The Leader introduced the report on the new Local Outcomes Framework (LOF). Mr Matt Wagner, Chief Analyst, explained that the Ministry of Housing, Communities and Local Government had introduced the Local Outcomes Framework as an outcomes-based and data-led approach to accountability across local government. The framework sets out 16 national priority outcomes and around 130 associated metrics, with a strong emphasis on benchmarking councils against comparable statistical neighbours. He explained that the framework would sit alongside existing inspection regimes and KCC's own performance management arrangements, providing a national comparison rather than focusing solely on locally determined targets. Mr Wagner highlighted that the framework is additional to existing arrangements, many of the outcomes measured rely on wider partners and external factors beyond the direct control of the Council. Some details remained unclear, including the operation of the national benchmarking tool and the final definitions of some metrics. He explained that the framework provided a useful indication of the Government's priorities and would be considered as part of the Council's annual review of key performance indicators.

2. Further to questions and comments from Members the discussion covered the following:

   (a) Members asked how the framework would influence future decision-making and when KCC's performance indicators would be aligned with the new national measures. Mr Wagner outlined the annual process used to review key performance indicators and targets. He confirmed that directorates were being encouraged to cross-reference existing measures against the Local Outcomes Framework. He noted that while some LOF measures could be incorporated into Cabinet Committee dashboards, others were only reported annually and would be better suited to separate annual reporting.

(b) Concerns were raised about the inclusion of measures that fall outside KCC's direct control, including housing, temporary accommodation, public transport, employment and digital connectivity. Mr Wagner acknowledged that a number of the measures related more directly to district council responsibilities or wider partnership outcomes. He advised that KCC would be compared only with authorities of the same tier through the statistical neighbour model and expressed the expectation that the national tool would clearly distinguish between county council responsibilities and those of other organisations.

3. RESOLVED that the report be noted.

73. Budget Planning Process 2027-28 and Medium-Term Financial Plan (MTFP) Update
(Item 7)

1. The Deputy Leader introduced the report, explaining that it followed on from the budget agreed in February. The final figures had now been completed and audited, and the report presented sets out the proposed process to update the Medium Term Financial Plan (MTFP).

2. Further to questions and comments from Members the discussion covered the following:

(a) Regarding each 1% increase in inflation which would add approximately £10 million to Council budget pressures, Mr Dave Shipton, Head of Financial Strategy, explained that the Council was currently planning on the Bank of England's middle inflation scenario, which assumed inflation of around 3.5% continuing into 2027. He advised that services were being asked to plan on that basis while contingency arrangements would be developed should a higher inflation scenario emerge. He noted that the position would be reviewed further ahead of publication of the draft budget proposals later in the year.

(b) Mr Shipton confirmed that monitoring on delivery of savings was produced on a quarterly basis and reported to Cabinet. Mr Collins confirmed that regular meetings are held with directorates in between production of these reports.

(c) On Local Government Reorganisation, Mr Shipton advised that the current assumption was that KCC's share of transitional costs could be initially funded through borrowing from reserves, with successor authorities repaying those costs from future reorganisation savings. Members raised concerns around the use of capital receipts, and the impact of previously agreed reductions in property maintenance budgets.

(d) Asked about the Council's reserve levels, Mr Shipton explained that the Council's general reserve had dipped to approximately 4.4% of net revenue expenditure at the end of 2025/26 due to the use of reserves to balance the year-end position. However, approved budgeted contributions to replenish and strengthen reserves to above 6% during 2026/2027, which remained within the Council's target range of 5% to 10%, assuming no further significant drawdowns were required. The specific amounts in general reserve and impact of forecast outturn will be included in budget monitoring reports.

(e) Mr Shipton clarified that the published MTFP was based on an illustrative assumption of a 0% council tax increase. He further explained that forecast growth in council tax income reflected a projected increase in the council tax base for new housing developments rather than increases in council tax charges. He also clarified that figures within the reserves section reflected the removal and replacement of planned annual contributions rather than a planned drawdown of reserves.

(f) Mr Ben Watts, Deputy Chief Executive Officer, reminded Members that the Section 25 Assurance Statement presented as part of the annual budget-setting process remained relevant throughout the financial year and should continue to be considered when reviewing the Council's financial position and future budget planning.

3. RESOLVED that the report be noted.

74. Commercial and Procurement Performance Update (Financial Year 2025/2026)
(Item 8)

1. Mr Michael Bridger (Strategic Commercial and Procurement Lead) introduced the report and explained that it covered performance during 2025/2026 and was aligned with the Council's new Commercial Strategy. He reported that the Council had delivered £54.4 million in financial benefits during the year and had increased spending with Kent-based suppliers by £33 million, bringing local spend to 62%. He stated that these achievements reflected collaborative working between the Commercial and Procurement Division, Finance and service directorates. He also noted that the report identified areas for improvement, particularly around reducing retrospective waivers and increasing participation from voluntary, community and social enterprise (VCSE) organisations.

2. Further to questions and comments from Members the discussion covered the following:

(a) Concerns were raised about the reduction in spending with VCSE organisations. Mrs Maynard, Chief Procurement Officer, explained that while spend with VCSE organisations had reduced slightly, the Council remained committed to securing best value for taxpayers while maintaining a diverse provider market. She noted that many VCSE providers operated at significant scale, particularly within adult social care, and that procurement decisions continued to focus on value for money. She confirmed that spending with the sector would continue to be monitored closely. Mr Bridger added that officers were increasing pre-market engagement activity to ensure VCSE organisations had earlier notice of procurement opportunities, recognising that smaller organisations often had fewer resources to prepare bids.

(b) Regarding the increase in waiver requests, Mr Bridger explained that some waivers were necessary due to urgent health and safety requirements, service continuity needs or limited supplier markets. Ms Maynard confirmed that the time between a waiver being identified and submitted had reduced, indicating improvement in compliance and earlier engagement by services. She also explained that the Council was developing an overarching commissioning plan to improve forward planning and help prevent avoidable waivers.

(c) Mr Bridger confirmed that retrospective waivers remained a particular area of focus and that officer training and monitoring arrangements were being strengthened to reduce the need for them in future. Ms Maynard added that retrospective waivers did not necessarily mean expenditure had already occurred and that, in many cases, officers were still able to intervene to ensure best value was achieved. She also highlighted that urgent works, such as emergency repairs to school buildings, could legitimately require retrospective waiver approval.

(d) Mr Watts advised that reports from the Commercial and Procurement Division were helping the Corporate Management Team challenge and support directorates more effectively. He noted that improved reporting enabled management action to be taken where procurement processes had not been followed appropriately, whilst also helping to identify wider operational pressures affecting services.

(e) Regarding cross-authority cooperation, Mr Bridger explained that the Council worked closely with other county, district and borough councils, as well as central government departments, and expected this collaboration to continue and develop further. Mr Watts added that strengthened internal governance arrangements, including the Contract and Procurement Oversight Board, were improving cross-directorate collaboration and scrutiny of major contracts. He noted that these arrangements were already delivering benefits and would become increasingly important in preparation for Local Government Reorganisation.

3. RESOLVED to note the report.

75. 26/00032 - Adoption of the KCC Winning for Kent: Procurement with Purpose Policy 2026-2028
(Item 9)

1. Mr Brian Collins, Deputy Leader and Mrs Clare Maynard, Chief Procurement Officer, introduced the report. Mrs Maynard explained that the policy sets out how the Council will use its purchasing power to secure wider benefits for Kent residents, businesses and communities. The policy supports both the Council’s Strategic Statement and Commercial Strategy and will ensure social value is fully embedded within procurement activity in line with the Procurement Act and national policy requirements.

2. Further to questions and comments from Members the discussion covered the following:

   (a) Members welcomed the policy, supported the outcomes-focused approach and the emphasis on measurement and accountability, and praised the progress made in strengthening the Council's procurement arrangements.

   (b) Asked what consequences would apply if suppliers failed to deliver their social value commitments, Mrs Maynard confirmed that social value commitments would form part of contractual arrangements and would be monitored through contract management processes and key performance indicators, ensuring suppliers could be held accountable for delivery.

   (c) Mrs Maynard explained that the proposed 10% weighting represented a minimum requirement and that higher weightings could be applied where appropriate, depending on the nature of the procurement.

3. RESOLVED that the Cabinet Committee endorses the proposed decision to:

   (a) Approve the adoption and implementation of the Winning for Kent: Procurement with Purpose Policy 2026-2028.
   (b) Delegate authority to the Chief Procurement Officer in consultation with the Deputy Leader, to refresh and make non-material revisions to the policy where changes do not alter policy intent or require additional governance.
   (c) Delegate authority to the Chief Procurement Officer to take all necessary actions, including but not limited to, entering into and finalising the terms of relevant contracts or other legal agreements, as necessary, to implement the decision.

76. Work Programme
(Item 10)

RESOLVED that the work programme be noted.

77. 26/00036 - Turner Contemporary - Arts Council England (ACE) Grant
(Item 11)

1. Mr Collins introduced the report regarding remedial works to the Turner Contemporary building, owned by Kent County Council (KCC). These works had been identified as business-critical and would ensure the gallery could continue to deliver their programmes.

2. RESOLVED that the Cabinet Committee endorses the proposed decision to:

   1. Approve the allocation of £1,055,196 to enable the necessary repairs, maintenance and improvement of the Turner Contemporary Gallery; and
   2. Delegate authority to the Director of Infrastructure to take relevant actions, including but not limited to, negotiating, finalising and entering into

required contracts and other legal agreements as necessary to implement the decision.

78. 26/00040 - Oracle Cloud Programme
(Item 12)

Open Access to Minutes

1. RESOLVED that, under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting on the grounds that the following business involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

2. Mr Collins introduced the report.

3. RESOLVED that the Cabinet Committee endorses the proposed decision to:

    1. Approve the allocation of £7,562,446 from the flexible use of capital receipts to fund the remainder of Phase 2 of the Oracle Cloud Programme until February 2027.
    2. Delegate authority to the Corporate Director of Growth, Environment and Transport (Senior Responsible Officer) in consultation with the Director of Technology and the Deputy Leader, to undertake necessary actions, including but not limited to negotiating, finalising and entering into contracts or other legal agreements, as necessary to implement the decision.

From: Linden Kemkaran, Leader of the Council

Dr Anjan Ghosh, Director of Public Health

To: Policy and Resources Cabinet Committee – 22 September 2026

Subject: Commissioning of an Integrated Domestic Abuse Programme (including KIFDAS and SAFER)

Decision no: 26/00047

Key Decision : Yes - Affects more than 2 Electoral Divisions AND involves expenditure exceeding £1m

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Leader Key Decision

Electoral Division: All

Is the decision eligible for call-in? Yes

Summary:
This report seeks approval to commence the procurement and award of two interdependent contracts:

- Kent Integrated Family Domestic Abuse Service (KIFDAS)
- Sanctuary Access For Eligible Residents (SAFER) Scheme

This will enable delivery of the commissioning strategy for an Integrated Domestic Abuse Programme and sits within the governance and funding framework established through the Domestic Abuse Act Framework (Key Decision 26/00039), which determines the allocation and use of the Homelessness, Rough Sleeping and Domestic Abuse Grant.

Together, KIFDAS and SAFER form Kent's integrated domestic abuse programme, providing a coordinated whole-system response comprising prevention, safe accommodation support, community-based support, workforce development and targeted security interventions.

The proposals improve access, consistency and outcomes for victims, survivors, and their children, while ensuring the council meets its statutory duties under the Domestic Abuse Act 2021.

KIFDAS will replace existing arrangements (Kent Integrated Domestic Abuse Service, KIDAS and Safe Accommodation Support Service, SASS) with a single, integrated, more efficient service. SAFER will be recommissioned as a separate contract but forms an integral component of the overall domestic abuse programme,

working alongside the Kent Integrated Family Domestic Abuse Service (KIFDAS) and other locally commissioned services.

The maximum contractual value associated with this decision is £ 50,448,818.91 over the full potential contract terms, including all extension periods. The costs associated with implementing this decision are anticipated to be met through a combination of the Homelessness, Rough Sleeping and Domestic Abuse Grant, Public Health Grant and partner contributions. This decision will not draw on the council's base budget.

Approval of this decision will enable the transition to a new integrated domestic abuse support model while ensuring there is no gap in service provision when the current contracts come to an end. The new trauma-informed and partnership-led approach will strengthen support pathways, improve outcomes for residents and contribute to reducing demand on wider public services.

Recommendation(s):
The Policy and Resources Cabinet Committee is asked to CONSIDER and ENDORSE, or MAKE RECOMMENDATIONS to the Leader in relation to the proposed decision as detailed in the attached Proposed Record of Decision document (Appendix A), to procure and award contracts for the Kent Integrated Family Domestic Abuse Service (KIFDAS) and the SAFER Scheme to deliver a coordinated, whole-system domestic abuse support model across Kent

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1. Introduction

1.1 Domestic abuse is a cross-cutting issue. KCC has statutory duties under Part 4 of the Domestic Abuse (DA) Act 2021 to assess need, publish a strategy, and commission support for victims and their children residing in safe accommodation. The Homelessness, Rough Sleeping and Domestic Abuse Grant supports delivery of these duties.

1.2 This report relates to the future commissioning of the council's domestic abuse programme, including the proposed Kent Integrated Family Domestic Abuse Service (KIFDAS) and the recommissioning of the Sanctuary Access for Eligible Residents (SAFER) Scheme.

1.3 According to the **Office for National Statistics Crime Survey for England and Wales**, in the year ending March 2025 an estimated 3.8 million people aged 16 and over (2.2 million women and 1.5 million men) experienced domestic abuse. Domestic abuse remains a significant issue locally, and the **Kent Domestic Abuse Needs Assessment** identifies ongoing demand for support services across the county and the need for a coordinated, partnership-based response.

1.4 Current key services to support survivors of domestic abuse are the Kent Integrated Domestic Abuse Service (KIDAS) and Safe Accommodation Support Service (SASS). Both contracts have been extended under Key Decision 26/00039 and are due to end 31 January 2028. These contracts form key delivery mechanisms of the Kent and Medway Domestic Abuse Strategy, associated Domestic Abuse Framework, and are primarily funded through external grant funding, including the Domestic Abuse Act Grant and wider partnership contributions.

1.5 In addition, the council's Sanctuary Access for Eligible Residents (SAFER) Scheme, which provides targeted security measures to enable victims to remain safely in their own homes, is due to expire on 30 November 2027. SAFER forms a key component of the wider system, supporting prevention, early intervention, and demand management across accommodation-based services.

1.6 Recommissioning has provided an opportunity to strengthen and align existing domestic abuse services. The proposed programme brings together services currently delivered through separate contracts to improve coordination, consistency and the experience of victims by delivery of a single coordinated domestic abuse offer across Kent, comprising of two connected components:

- **Kent Integrated Family Domestic Abuse Service (KIFDAS)** – providing referral, triage, training, education, awareness, safe accommodation support and community-based domestic abuse support.
- **Sanctuary Access For Eligible Residents (SAFER) Scheme** – providing specialist security measures and Cyber Sanctuary support to enable victims to remain safely in their own homes.

1.7 This report therefore sets out the activity undertaken to date and seeks approval to commence procurement of KIFDAS, alongside the recommissioning of the SAFER Scheme, to ensure continuity of provision. Whilst procured through separate contracts and procurement processes, these services will operate as a single domestic abuse support system, sharing pathways, referral routes and strategic outcomes.

2. Current Service Overview

2.1 **Kent Integrated Domestic Abuse Service (KIDAS),** approved under key decision 16/00014, is a countywide, multi-agency funded domestic abuse service, led by Kent County Council (KCC), which delivers both safe accommodation and community-based support for adults (16+) who have experienced domestic abuse and are living in or fleeing to Kent.

2.1.1 KIDAS aims to provide a coordinated, multi-agency response to domestic abuse across Kent, delivering accessible, high-quality support to adults (16+) who are experiencing or fleeing abuse.

2.1.2 KIDAS has supported the council in responding to evolving statutory requirements, including the introduction of the Domestic Abuse Act 2021 and has adapted over time to address emerging gaps identified through needs assessments, performance data, and stakeholder feedback. The learning from this approach, including the strengths and limitations of adapting services within a multi-contract model, has directly informed the development of the proposed KIFDAS model.

2.1.3 The service supports individuals across all risk levels, improves safety and recovery outcomes, and ensures timely access to both safe accommodation, including refuge, and community-based interventions. It also works in partnership with statutory (e.g. police) and non-statutory agencies to reduce harm, prevent escalation, and contribute to wider safeguarding and public protection objectives.

2.1.4 KIDAS is funded through a partnership approach, with contributions from:

- KCC (via the Homelessness, Rough Sleeping and Domestic Abuse Grant and Public Health Grant)
- Office of the Police and Crime Commissioner (OPCC)
- Kent Fire and Rescue Service
- Nine district councils (Ashford, Canterbury, Dartford, Dover, Folkestone and Hythe, Gravesham, Maidstone, Swale, Thanet)
- Integrated Care Board (ICB)

2.1.5 KIDAS comprises two key delivery elements:

i. A Referral, Assessment and Triage (RAT) service, delivered countywide through a partnership arrangement under a contract held by the OPCC.

ii. The main delivery contract (SS16041), delivered countywide by Oasis Domestic Abuse Service, Clarion Housing Group, and Look Ahead Care and Support Ltd

2.1.6 In 2025–26, KIDAS received 4,035 referrals. Of these:

- 248 referrals were for refuge services, including 11 to Kent's specialist male refuge.

2.1.7 A total of 3,122 adults were supported by KIDAS in 2025-26, including:

- 260 in refuge, of which 8 were in the specialist male refuge.

2.2 **Safe Accommodation Support Service (SASS)** approved under key decision 23/00007, is a countywide service (contract SC220255), commissioned by KCC and fully funded through the Domestic Abuse Act Grant in line with statutory duties under Part 4 of the Domestic Abuse Act 2021 and Domestic Abuse Framework.

2.2.1 The service is delivered by Project Salus CIC and aims to ensure that children and young people affected by domestic abuse receive timely, specialist support while residing in safe accommodation, in line with KCC's statutory duties under the Domestic Abuse Act 2021.

2.2.2 The service promotes recovery, resilience and wellbeing through tailored therapeutic and non-therapeutic interventions and ensures that the needs of children are recognised and addressed as part of the wider domestic abuse response.

2.2.3 This includes support to children living in:

- Domestic Abuse refuge settings

- Dispersed safe accommodation, including their own homes where additional safety measures (e.g. the Kent Sanctuary Access For Eligible Residents, SAFER Scheme) are in place.

2.2.4 In 2025–26, SASS supported 327 children and young people across Kent.

2.3 **Sanctuary Access For Eligible Residents (SAFER) Scheme** approved under key decision 23/00074, provides targeted security measures countywide, to enable victims of domestic abuse to remain safely in their own homes where it is appropriate to do so, rather than requiring relocation. This typically includes the installation of enhanced safety features such as reinforced doors, window locks, alarms, and other protective adaptations, alongside risk assessment and partnership working with relevant agencies.

2.3.1 SAFER comprises two key delivery elements:

i. A Single Point of Access, delivered countywide through a partnership arrangement under a contract held by the OPCC.
ii. Property Security element (contract SC220348), delivered countywide by Secure Horizon Ltd.

2.3.2 The scheme forms a critical component of the wider domestic abuse system, supporting prevention, early intervention, and risk reduction. By enabling victims and their children to remain in their homes safely, SAFER helps to:

- Reduce disruption to family life, including children's schooling and support networks.
- Minimise the need for refuge or temporary accommodation placements.
- Alleviate demand pressures on homelessness services and safe accommodation provision.
- Support a more victim-centred, trauma-informed approach to safeguarding.

2.3.3 Recognising the increasing prevalence of technology-facilitated domestic abuse, a Cyber Sanctuary offer was introduced in March 2026 to strengthen the support available to victims experiencing online abuse, stalking, monitoring, harassment, coercive control and other forms of digital harm.

2.3.4 SAFER complements other commissioned services by providing practical security interventions, including both physical property security measures and support to address technology-facilitated abuse, whilst acting as an important access route into wider domestic abuse support.

2.3.5 Through its Single Point of Access, property security and Cyber Sanctuary offer, the scheme provides a range of preventative and protective interventions that enable victims to remain safe within their own homes wherever appropriate.

2.3.6 Its continuation is key to maintaining a balanced service offer that includes both accommodation-based and community-based interventions, ensuring victims have access to the most appropriate support based on their individual circumstances and risk.

2.3.7 SAFER, including the Cyber Sanctuary offer, is funded through the Domestic Abuse Act Grant in line with the Domestic Abuse Framework.

2.3.8 In 2025–26, 945 households were referred to the SAFER Scheme, with 757 households receiving security measures within their homes. As a result, 933 adults and 1,231 children were supported to remain safely in their own accommodation, reducing the need to flee to refuge.

3 Key Considerations

3.1 Domestic abuse support services commissioned by the council ensure compliance with statutory requirements under the Domestic Abuse Act 2021, while strengthening a coordinated, multi-agency safeguarding response for victims and their families.

3.2 Services contribute to the council's responsibilities under the following:

- **Care Act 2014**, in relation to safeguarding adults with care and support needs.
- **Children Act 2004**, in relation to safeguarding and promoting the welfare of children affected by domestic abuse;
- **Victims and Prisoners Act 2024** supporting the principles of the proposed duty to collaborate and strengthening partnership working, joint planning and system-wide commissioning across relevant agencies. (The proposed model has been developed with future implementation requirements in mind.)
- **Kent and Medway Domestic Abuse Strategy 2024-29** by contributing to its core priorities, including:
    - Prevention and early intervention;
    - Protection and support for victims and survivors;
    - Partnership working across agencies;
    - Recovery and long-term resilience.
- **National Violence Against Women and Girls (VAWG) Strategy**, supporting national ambitions to:
    - Reduce the prevalence of domestic abuse and violence against women and girls;
    - Improve access to support and protection for victims and survivors;
    - Strengthen the criminal justice and safeguarding response;
    - Promote system-wide prevention and cultural change.

4. Options

4.1 To prepare for the ending of current contracts a range of options were considered as part of the development of the future domestic abuse model, assessing how best to deliver services in line with statutory duties, available funding, and identified need:

Options considered

4.1.1 **Option 1: Do nothing / decommission services** - Allow the current KIDAS, SASS and SAFER contracts to expire with no replacement model and begin decommissioning of services. This option was dismissed as it would result in loss of statutory provision, particularly safe accommodation duties under the Domestic Abuse Act. This option would also create significant safeguarding risks and service gaps and leave victims/survivors without support.

4.1.2 **Option 2: Develop and commission an integrated countywide domestic abuse programme -** Comprising KIFDAS and SAFER, operating as a single coordinated domestic abuse system delivered through two complementary contracts. **This is the proposed option to be progressed** as it delivers system effectiveness; provides a balanced model within available funding; reduces fragmentation and duplication; improves access, consistency, and outcomes; supports a whole-family, trauma-informed approach; and aligns with the Kent and Medway Domestic Abuse Strategy.

4.1.3 **Option 3: Develop and commission an expanded integrated service –** Including wider community support (including for children) and broader provision beyond current scope. This option was desirable however dismissed as it requires additional funding beyond the current financial envelope and is not currently deliverable or sustainable within confirmed resources.

4.1.4 **Option 4: Recommission Existing Model (KIDAS/SASS/ SAFER as is) -** Reprocure or extend services on a like-for-like basis, retaining the current KIDAS structure, separate SASS and SAFER contracts, existing service boundaries, and delivery approaches. This option was considered as it would provide continuity and minimise service disruption. However, it was discounted as it would not address the key issues identified through needs assessment, performance review, and stakeholder engagement. In particular, the existing model reflects a fragmented system, with separate services and pathways for adults and children, limited integration across provision, and variation in access and delivery. Option 4 would also not fully reflect changes in statutory duties under the Domestic Abuse Act 2021, nor enable the development of a more coordinated, whole-family, and preventative approach. As a result, this option was not considered sufficient to meet future demand or deliver improved outcomes.

5 Recommissioning Activity

5.1 Commissioners commenced planning and undertaking recommissioning activity in 2024 to ensure continuity of service provision beyond the expiry of the current contracts and to inform the development of future domestic abuse services across Kent. This included exploring opportunities to improve service integration, reduce duplication, increase efficiency, and maximise the impact of available resources whilst improving outcomes for victims and survivors.

5.2 The recommissioning programme incorporated service reviews, needs assessment analysis, stakeholder engagement, market engagement, benchmarking activity, consideration of national best practice, and detailed legal, procurement and financial appraisal. As part of this activity, Commissioners have:

- Undertaken a review of current service provision, including analysis of activity, performance, and outcomes across KIDAS, SASS and SAFER
- Assessed current and future need, drawing on needs assessments, demand data, and stakeholder intelligence.

- Engaged with key partners and stakeholders, including district councils, OPCC, ICB, providers, and wider system partners through a programme of workshops and engagement activity across 2025 and 2026.
- Completed extensive market engagement, including three days of engagement activity in October 2024 with over 50 attendees, followed by further sessions in November 2025 to refine key elements of the model.
- Engaged with other local authorities to understand their models of domestic abuse support, share learning, and identify examples of good practice and innovation which could inform the development of the Kent and Medway model.
- Undertaken research into national and local policy, evidence, best practice and commissioning approaches to domestic abuse service delivery to ensure the proposed model reflects current learning and sector developments.
- Undertaken comprehensive engagement with victims and survivors, including:
    - A co-produced survey and engagement programme between April and October 2024
    - Feedback from 126 survey respondents, 14 in-depth interviews, and targeted engagement with 38 individuals from specific communities
    - Additional survivor workshops in January 2026 to test and refine the proposed model.
- Sought insights from children and young people, including:
    - Engagement sessions with Children, Young People and Education (CYPE) practitioners (April–July 2025), attended by approximately 80 participants.
    - Targeted feedback from children and young people with experience of domestic abuse and safe accommodation
- Considered lessons learned from the current model, including strengths, gaps, and opportunities for improvement.
- Reviewed funding arrangements and affordability, including partner contributions and ongoing funding uncertainty.
- Sought legal, procurement, and finance advice to ensure compliance with relevant regulations and governance requirements.
- Assessed risks and mitigations, including continuity of provision, workforce implications, and the impact of wider system changes (e.g. Local Government Reorganisation)

5.3 All feedback gathered through this activity has been analysed and has informed the development of a revised service model and associated specifications to better reflect strategic priorities, statutory duties, and available funding.

6 Future programme

6.1 The future domestic abuse programme will comprise two interdependent contracts:

- Kent Integrated family Domestic Abuse Service (KIFDAS) and
- Sanctuary Access For Eligible Residents (SAFER) Scheme.

6.2 Whilst procured separately, both contracts operate as part of a single coordinated domestic abuse system.

6.3 **KIFDAS** is a redesigned, countywide service model that brings together previously separate domestic abuse services. The design of KIFDAS aligns with the Domestic Abuse Framework requirement to respond to the countywide needs assessment and strategy commitments. Its purpose is to provide a more coordinated, accessible, and person-centred response for individuals and families affected by domestic abuse.

6.3.1 The model is structured around three core components:

i. **A central Referral Hub**, acting as the single point of access for all referrals. This ensures consistent triage, risk assessment, and timely access to appropriate support, improving navigation and reducing duplication across the system. The Referral Hub will be delivered through partnership arrangements with the Office of the Police and Crime Commissioner (OPCC).

ii. **A countywide Training, Education and Awareness (TEA) offer**, which builds workforce capability, supports early identification of domestic abuse, and strengthens the wider multi-agency response through shared understanding and best practice. Service delivery will be competitively procured in accordance with the council's procurement and governance requirements.

iii. **Integrated delivery of safe accommodation and community-based support**, provided through geographically defined lots. This includes:
   - specialist support to adults and children within safe accommodation (including refuge and sanctuary settings) and
   - community-based support for adults across all risk levels, enabling early intervention, crisis response, and recovery support (subject to the specific arrangements set out in section 6.3.8 regarding community-based support in West Kent).

   Service delivery will be competitively procured in accordance with the council's procurement and governance requirements.

6.3.2 The KIFDAS model is designed to be trauma-informed, needs-led, and inclusive, supporting individuals across all stages of their journey, from early intervention and prevention, through to crisis support and longer-term recovery.

6.3.3 KIFDAS represents a shift from a fragmented set of separately commissioned services (KIDAS, SASS and related provision) to a single, integrated commissioning framework. This includes:

- Bringing together adult and children’s safe accommodation support into a unified model, making services easier to access
- Introducing a single, consistent referral pathway through the central hub
- Strengthening the whole-family approach, recognising the needs of children and young people
- Creating a more equitable offer across Kent
- Strengthening multi-agency coordination and safeguarding

6.3.4 The model ensures that the council continues to meet its statutory duties under the Domestic Abuse Act 2021, particularly in relation to the provision of safe accommodation and support for both adults and children, while also supporting wider safeguarding responsibilities under the Care Act 2014 and Children Act.

6.3.5 KIFDAS will be delivered through a partnership funding model, bringing together contributions from KCC, statutory partners, and other stakeholders to support a coordinated, system-wide response. This supports continuity of provision and reduces reliance on fragmented funding arrangements.

6.3.6 A structured mobilisation and transition period will ensure continuity of support, with no disruption to victims and survivors during the move from current arrangements to the KIFDAS model.

6.3.7 There are specific local commissioning arrangements within West Kent (Sevenoaks, Tonbridge and Malling and Tunbridge Wells), where community-based domestic abuse support will continue to be delivered outside of the KIFDAS model. The referral pathway will be developed in collaboration, ensuring alignment between KIFDAS and locally commissioned services and maintaining a consistent experience for victims/survivors.

6.3.8 The KIFDAS model has been designed to support integration with wider domestic abuse provision across Kent and Medway. Commissioners are continuing to work with the Integrated Care Board (ICB) to explore the future inclusion of Independent Domestic Violence Advisor (IDVA) provision within acute healthcare settings. This reflects a shared ambition to develop a more coordinated, whole-system approach to domestic abuse; however, delivery will be dependent on future partnership governance, commissioning arrangements and funding being agreed.

6.4 **SAFER Scheme** will be recommissioned via a competitive procurement process, as a separate but integral component of the wider domestic abuse system, working alongside the Kent Integrated Family Domestic Abuse Service (KIFDAS).

6.4.1 The countywide scheme will be supported by the KIFDAS Referral Hub, ensuring a consistent, coordinated triage process and enabling victims to access SAFER alongside other elements of support, based on assessed need and risk. This will strengthen system navigation, improve accessibility, and ensure that interventions are delivered as part of a joined-up, whole-system response.

6.4.2 SAFER will deliver specialist security advice and the installation of targeted safety measures (including physical security enhancements) to enable victims, including children to remain safely in their own homes where appropriate. In doing so, it will continue to expand the council's safe accommodation support offer in line with the Domestic Abuse Act 2021, recognising that a victim's home can be made safe without the need for relocation.

6.4.3 The scheme plays a key role in prevention and early intervention, reducing escalation of risk, minimising disruption to family life, and alleviating demand on refuge and temporary accommodation provision. It will align with the broader KIFDAS support model, ensuring that practical safety measures are complemented by access to ongoing emotional, practical, and recovery-focused support.

6.4.4 The SAFER Scheme will also continue a Cyber Sanctuary offer, to complement physical security measures and reflect the evolving nature of abuse, ensuring a more comprehensive approach to safety within the home.

7. How the proposed decision supports the Council's Strategic Statement

7.1 Reforming Kent (2025–2028) sets out the Council's ambition to deliver more integrated, preventative, and outcomes-focused services.

7.2 Together, the Kent Integrated Family Domestic Abuse Service (KIFDAS) and the Sanctuary Access for Eligible Residents (SAFER) Scheme form a coordinated domestic abuse programme that strengthens prevention, early intervention, and support for victims and their children across Kent. The programme will deliver a more integrated and whole-system approach to domestic abuse by bringing together safe accommodation support, community-based support, workforce development, training, education, awareness raising, and targeted security interventions through a connected service model.

7.3 By reducing fragmentation, improving access to support, and strengthening the coordination of services, the programme will improve outcomes for residents, help people remain safe and independent within their communities where appropriate, and reduce demand on wider public services. The proposed approach aligns with the council's commitment to delivering joined-up, preventative services that achieve better outcomes and make best use of available resources.

8. Local Government Reorganisation (LGR) and OPCC reforms

8.1 The proposed arrangements have been developed with regard to both Local Government Reorganisation and anticipated OPCC/PCC reforms.

8.2 In developing the recommissioning proposals, consideration was given to whether procurement activity should be delayed until Local Government Reorganisation (LGR) arrangements had been finalised. This option was not progressed.

8.3 Delaying recommissioning would have introduced significant risks, including:

- Potential disruption to service continuity at the end of current contracts
- Reduced certainty for providers, impacting workforce stability and service quality.
- Delays in addressing known gaps in the current system, including fragmentation and accessibility.
- Risk to the Council's ability to meet statutory duties under the Domestic Abuse Act 2021
- Increased risk of legal challenge associated with further contract extensions.

8.4 Whilst the future unitary authority arrangements have now been announced, implementation, governance, funding and commissioning arrangements remain subject to further development and agreement. Delaying procurement would not resolve these matters and would instead increase operational, financial and safeguarding risks.

8.5 The decision has therefore been taken to proceed with the development and implementation of the KIFDAS and SAFER models, ensuring continuity of support for victims/survivors and enabling the transition to the new service arrangements.

8.6 The proposed service model recognises the likelihood of changes to local authority boundaries, governance structures, partnership arrangements and commissioning responsibilities during the lifetime of the contracts.

8.7 Commissioners will continue to work with existing partners and emerging unitary authorities to ensure that future governance, funding and commissioning arrangements are reflected within contract management and service delivery as these arrangements are finalised.

8.8 The new contracts have been designed with sufficient flexibility to respond to changes arising from LGR and organisational reforms, including:

- Contract duration and extension options.
- The ability to vary or novate contracts to successor authorities.
- Break clauses

8.9 These arrangements will support the continued delivery of services during the transition to new local government structures and enable services to adapt to future governance arrangements where required.

8.10 The KIFDAS model also provides an opportunity to establish a more consistent and integrated approach to domestic abuse support that can support future collaboration across successor authorities and the wider Kent and Medway system.

9. **Financial Implications**

9.1 The total cost to implement this decision is £50,448,818.91, broken down as follows:

Service / Element	**KIFDAS (£)**		**SAFER (£)**
	i. **Referral Hub**	ii **TEA** and iii **Integrated delivery of safe accommodation and community-based support**	
2027-2028	35,000.00	1,281,666.67	220,000.00
2028-2029	210,000.00	4,693,937.78	421,050.00

2029-2030	210,000.00	4,733,002.78	424,207.88
2030-2031	210,000.00	4,772,458.43	427,389.43
2031-2032	210,000.00	4,812,308.64	430,594.85
2032-2033	210,000.00	4,852,557.35	433,824.32
2033-2034	210,000.00	4,893,208.54	437,078.00
2034-2035	210,000.00	4,934,266.25	440,356.08
2035-2036	210,000.00	4,975,734.53	443,658.75
2036-2037	175,000.00	4,185,055.42	446,986.19
2037-2038	0	0	299,477.03
TOTAL per Service / Element	1,890,000.00	44,134,196.37	4,424,622.55
TOTAL	**50,448,818.91**		

9.1.1 Kent Integrated Family Domestic Abuse Service (KIFDAS)

i. Referral Hub:

- The Referral Hub forms the central access and triage function within the KIFDAS model and will be delivered through partnership arrangements with the Office of the Police and Crime Commissioner (OPCC).
- The partnership arrangements will commence on 1 February 2028 and are expected to continue for a period of up to nine years, subject to the continuation of partner funding, governance arrangements and relevant approvals.
- The total value of the Referral Hub arrangements over the maximum duration of 9 years is £1,890,000.00

ii **TEA** and iii **Integrated delivery of safe accommodation and community-based support:**

- The proposed contract term comprises an initial three-year six-month period, inclusive of a mobilisation period, with three optional 24-month extensions (maximum total duration of nine years and six months), subject to satisfactory performance, continued funding availability, and ongoing strategic alignment.
- The KIFDAS contract will commence 1 August 2027 with service delivery to commence on 1 February 2028, following a mobilisation period to ensure a smooth transition and continuity of service provision.
- The total cost over the maximum duration of nine years and six months, including mobilisation costs is £44,134,196.37

9.1.2 Sanctuary Access For Eligible Residents (SAFER) Scheme

- The proposed contract term comprises an initial four-year four- month period, inclusive of a mobilisation period, with the option to extend for up to three additional two-year periods (maximum total duration of ten years and four months), subject to satisfactory performance, continued funding availability, and ongoing strategic alignment.

- SAFER contract will commence 1 August 2027 with service delivery to commence on 1 December 2027, following a mobilisation period to ensure a smooth transition and continuity of service provision.
- The total cost over the maximum duration of ten years and four months is £4,424,622.55.

9.2 Additional externally funded services may be added to the KIFDAS and SAFER contracts over their lifetime to address gaps in provision and respond to emerging need. These will be funded in full by external grants and in accordance with Procurement Act 2023 and Spending the Council's Money.

9.3 Actual expenditure may vary depending on final contract awards, funding partner arrangements and the exercise of extension options, but will not exceed this amount without further approval in accordance with the council's governance requirements.

9.4 Funding

9.4.1 The costs associated with implementing this decision are anticipated to be met through a combination of the Homelessness, Rough Sleeping and Domestic Abuse Grant, Public Health Grant (£590,000 per annum) and partner contributions. The Public Health contribution is fully supported by the relevant Director and Cabinet Member.

9.4.2 All funding derived from the Homelessness, Rough Sleeping and Domestic Abuse Grant will be administered in line with the Domestic Abuse Act Framework (Key Decision 26/00039) and associated grant conditions, ensuring compliance with statutory duties under Part 4 of the Domestic Abuse Act 2021.

9.4.3 Other funding partners may include:
- Office of the Police and Crime Commissioner (OPCC)
- Kent Fire and Rescue Service (KFRS)
- District councils
- Integrated Care Board

9.4.4 Funding allocations are currently confirmed until March 2029, with future grant allocations and partner contributions remaining subject to future Government funding announcements, partner budget-setting processes and governance approvals.

9.4.5 Domestic abuse remains a statutory responsibility of the council under the Domestic Abuse Act 2021 and funding has been received annually since implementation of the Act. Whilst future funding levels cannot be guaranteed, financial modelling demonstrates that the proposed contracts are affordable based on current assumptions and anticipated funding levels.

9.4.6 Appropriate contract, financial and governance arrangements will be in place to monitor funding availability and manage any future changes in funding levels. The extension periods are discretionary and subject to continued funding availability.

9.4.7 This decision will not draw on the council's base budget.

10. Legal implications

10.1 The proposed commissioning of both the Kent Integrated Family Domestic Abuse Service (KIFDAS) and the Sanctuary Access for Eligible Residents (SAFER) Scheme will be undertaken in accordance with the requirements of the Procurement Act 2023, ensuring a compliant, transparent, and competitive procurement process.

10.2 The council must comply with its statutory duties set out in the Domestic Abuse Act 2021.

10.3 The council must also have regard to the Public Sector Equality Duty, set out in Section 149 of the Equality Act 2010 which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.4 The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it includes, as relevant, the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; and
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

10.5 A Data Protection Impact Assessment (DPIA) is also required in order to ensure appropriate compliance with data protection legislation.

11. Equalities implications

11.1 **Kent Integrated Family Domestic Abuse Service (KIFDAS) -** An Equality Impact Assessment (EQIA) has been undertaken in relation to the procurement of the Kent Integrated Family Domestic Abuse Service (KIFDAS) to consider the potential impact of the proposed commissioning approach on individuals and groups with protected characteristics, including those disproportionately affected by domestic abuse, such as women, children and young people, disabled people, and individuals from minority ethnic communities.

11.1.2 The EQIA identified that the proposed model is expected to have an overall positive impact by improving access to support, strengthening early intervention, introducing a more coordinated and integrated service offer, and providing clearer pathways into specialist support. The model has been designed to improve consistency of provision whilst maintaining flexibility to respond to the diverse needs of victims, survivors and their families.

11.1.3 The EQIA recognised that some groups may experience barriers to accessing services or could be disproportionately affected by changes to service delivery arrangements. Potential risks identified included:

- Potential disruption arising from changes to referral pathways, service delivery arrangements and provider transition during implementation.
- Transition between providers and associated risks to continuity of support.
- Accessibility for individuals with protected characteristics or additional needs.
- The need to ensure services remain culturally competent and responsive to people from diverse communities.
- The need to maintain equitable access across all geographic areas.

11.1.4 Mitigating actions have been incorporated into the commissioning approach and service design, including:

- Extensive engagement with victims, survivors, stakeholders, and people with lived experience, including children and young people.
- Development of a trauma-informed, needs-led and inclusive service model.
- Requirements within the service specification relating to accessibility, equality, diversity and inclusion, cultural competence, reasonable adjustments and equitable provision.
- A central referral hub designed to simplify access to support and provide a consistent entry point into services.
- A structured mobilisation and transition period designed to minimise disruption and ensure continuity of support.
- The development and implementation of a comprehensive communications and engagement plan during mobilisation and transition, ensuring that victims and survivors, referring agencies, partners and wider stakeholders are informed of any changes and have clear information regarding access routes and referral pathways.
- Ongoing monitoring of equality impacts during mobilisation, implementation and contract delivery, with action taken where any unintended barriers or adverse impacts are identified.

11.1.5 The EQIA has directly informed the design of the service and procurement approach and will continue to be reviewed throughout procurement, mobilisation and implementation to ensure that any emerging equality impacts are identified and appropriately mitigated.

11.2 **Sanctuary Access for Eligible Residents (SAFER) Scheme -** An Equality Impact Assessment (EQIA) has been undertaken in relation to the recommissioning of the Sanctuary Access for Eligible Residents (SAFER) Scheme.

11.2.1 SAFER is expected to have a positive equalities impact, particularly for groups disproportionately affected by domestic abuse, by enabling victims and their children to remain safely in their own homes where appropriate. This supports a more accessible and less disruptive pathway to safety, including for individuals who may face barriers to relocating to refuge accommodation, such as those with disabilities, larger families, or strong local ties.

11.2.2 Specific equalities considerations for SAFER include:

- Ensuring that eligibility criteria and referral pathways (via the KIFDAS Referral Hub) are clear, equitable, and consistently applied.
- Ensuring that security measures are appropriate and responsive to differing needs, including those of disabled residents.
- Addressing potential barriers to access for underrepresented or marginalised groups.

11.2.3 These considerations will be mitigated through:

- Alignment with the KIFDAS triage and referral processes, ensuring a consistent and needs-led approach.
- Requirements within the specification for inclusive, accessible, and culturally competent delivery
- Ongoing monitoring of access, uptake, and outcomes across protected characteristics.

12. Data Protection Implications

12.1 New Data Protection Impact Assessments have been drafted for KIFDAS and SAFER and both will be finalised with Providers during service mobilisation.

13. Other corporate implications

13.1 Domestic abuse is a cross-cutting service, impacting delivery across multiple council directorates, including Adult Social Care, Children's Services, Public Health, and Community Safety. The new integrated model strengthens coordination and alignment across these functions.

13.2 KIFDAS will play a critical role in supporting the council to meet its statutory safeguarding duties under the Care Act 2014 and Children Act 2004. Providers are required to:

- Work within Kent and Medway safeguarding arrangements.
- Participate in multi-agency forums such as MARAC.
- Contribute to Domestic Homicide Reviews (DHRs) and Safeguarding Adult Reviews (SARs) where required.
- Maintain robust risk management and escalation processes.

13.3 KIFDAS and SAFER will contribute to wider public health priorities, including reducing harm, improving mental wellbeing, and preventing escalation of abuse. It will also support community safety objectives through partnership working with Police and Community Safety Partnerships.

13.4 There are strong links with housing functions, particularly in relation to provision of safe accommodation, homelessness prevention, and move-on pathways. Effective partnership working with district and borough councils is essential.

13.5 Delivery relies on close collaboration with key partners including NHS/ICB, Police, OPCC, and the voluntary and community sector. This aligns with the upcoming statutory duty to collaborate introduced through the Domestic

Abuse Act 2021 and strengthened through the Victims and Prisoners Act 2024.

13.6 The new services will support improved data collection, analysis, and sharing across partners, enabling a more robust understanding of demand, outcomes, and gaps in provision. This will inform strategic planning, commissioning, and delivery of the **Kent and Medway Domestic Abuse Strategy 2024-29**.

13.7 KIFDAS is expected to reduce demand on wider Council services, including Adult Social Care, Children's Social Care, housing services, and the criminal justice system, through earlier intervention, improved coordination, and more effective support pathways.

14. Governance

14.1 The proposed decision is a Key Decision and will be taken by the Leader of the Council, following consideration by the Policy and Resources Cabinet Committee to:

a) Approve the procurement and award of:

- Kent Integrated Family Domestic Abuse Service (KIFDAS) (contract number CN 260248) - Three-year and six-month contract, 1 August 2027 to 31 January 2031, with three optional 24-month extensions;

- Sanctuary Access For Eligible Residents (SAFER) Scheme (contract number CN260173) - Four-year and four-month contract, 1 August 2027 to 30 November 2030, with three optional 24-month extensions;

b) The continuation of partnership working arrangements with the KIFDAS funding partners to support the delivery of KIFDAS

14.2 Subject to approval, authority will be delegated to the Director of Public Health to:

a) Finalise the service specifications for the Kent Integrated Family Domestic Abuse Service (KIFDAS) and the Sanctuary Access for Eligible Residents (SAFER) Scheme;

b) Implement the procurement process and enter into contracts for the KIFDAS and SAFER services, and to negotiate, finalise and enter into contracts or other legal agreements, including a refreshed Memorandum of Understanding (MoU) with relevant partners, to deliver KIFDAS;

c) In consultation with the Leader of the Council and Cabinet Member for Environment, Coastal Regeneration and Public Health, exercise relevant contract extensions, subject to continued funding availability.

d) Take all necessary actions to implement this decision, including but not limited to negotiating, finalising the terms of and entering into contracts or other legal agreements, contract mobilisation and to approve variations to contracts (including KIFDAS and SAFER) to incorporate additional or enhanced activity, subject to the securing of additional external funding.

14.3 As Public Health is a funding contributor to the services, the Director of Public Health and relevant Cabinet Member have been appropriately consulted in the development of this proposal and will continue to provide oversight of delivery and performance.

14.4 This decision is made within the governance and funding framework established by Key Decision 26/00039; in relation to an array of Domestic Abuse Service activity and a further decision will be required to establish a successor framework beyond 2029 to support ongoing service delivery.

15. Conclusion

15.1 Domestic abuse has a significant and far-reaching impact on individuals, families, and communities across Kent. The proposed recommissioning of domestic abuse services through the Kent Integrated Family Domestic Abuse Service (KIFDAS), alongside the recommissioning of the Sanctuary Access for Eligible Residents (SAFER) Scheme, represents a step forward in delivering a more coordinated, effective, and sustainable system of support.

15.2 The combined model strengthens the council's ability to meet its statutory duties under the Domestic Abuse Act 2021, while improving access, consistency and outcomes for victims and survivors, including children. It brings together previously fragmented services into a more integrated, whole-family approach, while retaining SAFER as a critical preventative intervention that enables victims to remain safely in their own homes where appropriate.

15.3 The proposals are evidence-based, informed by extensive engagement with survivors, partners, and the market, and have been designed to operate within available funding while maintaining flexibility to respond to future system changes, including Local Government Reorganisation.

15.4 Approval to proceed with procurement will ensure continuity of provision beyond existing contract end dates and support the delivery of a coherent, trauma-informed, and partnership-led domestic abuse system, aligned to both statutory requirements and strategic priorities.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to CONSIDER and ENDORSE or MAKE RECOMMENDATIONS to the Leader in relation to the proposed decision as detailed in the attached Proposed Record of Decision document (Appendix A), to procure and award contracts for the Kent Integrated

Family Domestic Abuse Service (KIFDAS) the SAFER Scheme to deliver a coordinated, whole-system domestic abuse support model across Kent

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16. Background Documents

- **Decision - 26/00039 - Extension of Domestic Abuse Act Framework and associated services - Kent County Council - Council & Democracy**
- **Decision - 16/00014 - Commissioning of Integrated Domestic Abuse Support Services - Kent County Council - Council & Democracy**
- **Decision - 23/00007 - Domestic Abuse - Commission a new Safe Accommodation Support Service - Kent County Council - Council & Democracy**
- **Decision - 23/00074 - Contract Award of the Property Security element of the countywide Sanctuary Access for Eligible Residents (SAFER) Scheme - Kent County Council - Council & Democracy**
- EQIA KIFDAS
- EQIA SAFER

17. Appendices

- Appendix A – PROD

18. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:	DECISION NUMBER:
The Leader of the Council	26/00047

Executive Decision – Key Decision

26/00047 - Commissioning of an Integrated Domestic Abuse Programme (including KIFDAS and SAFER)

Decision:
The Leader of the Council is asked to:

APPROVE the procurement and award of:

- Kent Integrated Family Domestic Abuse Service (KIFDAS) (contract number CN260248) - Three-year and six-month contract, 1 August 2027 to 31 January 2031, with three optional 24-month extensions;

- Sanctuary Access For Eligible Residents (SAFER) Scheme (contract number CN260173) - Four-year and four month contract, 1 August 2027 to 30 November 2030, with three optional 24-month extensions;

APPROVE the continuation of partnership working arrangements with the KIFDAS funding partners to support the delivery of KIFDAS

DELEGATE authority to the Director of Public Health to implement the procurement process for the KIFDAS and SAFER services, and to negotiate, finalise and enter into contracts or other legal agreements, including a refreshed Memorandum of Understanding (MoU) with relevant partners, to deliver KIFDAS

DELEGATE authority to the Director of Public Health, in consultation with the Leader of the Council and Cabinet Member for Environment, Coastal Regeneration and Public Health to exercise relevant contract extensions

DELEGATE authority to the Director of Public Health, to take all necessary actions to implement this decision, including but not limited to negotiating, finalising the terms of and entering into contracts or other legal agreements, and to approve variations to existing contracts (including KIFDAS and SAFER) to incorporate additional or enhanced activity, subject to the securing of additional external funding.

Reasons for decision:
Domestic abuse is a cross-cutting issue. KCC has statutory duties under Part 4 of the Domestic Abuse (DA) Act 2021 to assess need, publish a strategy, and commission support for victims and their children residing in safe accommodation. The Homelessness, Rough Sleeping and Domestic Abuse Grant supports delivery of these duties.

Key services to support survivors of domestic abuse are the Kent Integrated Domestic Abuse Service (KIDAS) and Safe Accommodation Support Service (SASS). Both contracts have been extended under Key Decision 26/00039 and are due to end 31 January 2028. These contracts form key delivery mechanisms of the Kent and Medway Domestic Abuse Strategy and associated Domestic Abuse Framework, and are primarily funded through external grant funding, including the Domestic Abuse Act Grant and wider partnership contributions.

In addition, the contract for the council's Sanctuary Access for Eligible Residents (SAFER) Scheme, which provides targeted security measures to enable victims to remain safely in their own homes is due to expire on 30 November 2027. This includes a Cyber Sanctuary offer to strengthen the support available to victims experiencing online abuse, stalking, monitoring, harassment, coercive control and other forms of digital harm. SAFER forms a key component of the wider system, supporting prevention, early intervention, and demand management across accommodation-based services.

Commissioners commenced planning and undertaking recommissioning activity in 2024 to ensure continuity of service provision beyond the expiry of the current contracts and to inform the development of future domestic abuse services across Kent. This included exploring opportunities to improve service integration, reduce duplication, increase efficiency, and maximise the impact of available resources whilst improving outcomes for victims and survivors.

The proposed programme delivers a single coordinated domestic abuse system across Kent, and comprises two connected components:

1. **Kent Integrated family Domestic Abuse Service (KIFDAS) –** providing referral, triage, training, education, awareness, safe accommodation support and community-based domestic abuse support.

2. **Sanctuary Access For Eligible Residents (SAFER) Scheme –** providing specialist security measures and Cyber Sanctuary support to enable victims to remain safely in their own homes.

Award and mobilisation for both contracts will commence from summer 2027. Whilst procured through separate contracts, these services will operate as a single domestic abuse support system, sharing pathways, referral routes and strategic outcomes.

How the proposed decision supports the Council's Strategic Statement:
The proposed models directly support the priorities set out in the Council's Strategic Statement, Reforming Kent (2025–2028). Reforming Kent sets out the Council's ambition to deliver more integrated, preventative, and outcomes-focused services.

Together, the Kent Integrated Family Domestic Abuse Service (KIFDAS) and the Sanctuary Access for Eligible Residents (SAFER) Scheme form a coordinated domestic abuse programme that strengthens prevention, early intervention, and support for victims and their children across Kent. The programme will deliver a more integrated and whole-system approach to domestic abuse by bringing together safe accommodation support, community-based support, workforce development, training, education, awareness raising, and targeted security interventions through a connected service model.

By reducing fragmentation, improving access to support, and strengthening the coordination of services, the programme will improve outcomes for residents, help people remain safe and independent within their communities where appropriate, and reduce demand on wider public services. The proposed approach aligns with the council's commitment to delivering joined-up, preventative services that achieve better outcomes and make best use of available resources.

Financial implications:
The total cost to implement this decision is £50,448,818.91, broken down as follows:

Service / Element	KIFDAS (£)		SAFER (£)
	i. **Referral Hub**	ii **TEA** and iii **Integrated delivery of safe accommodation and community-based support**	
2027-2028	35,000.00	1,281,666.67	220,000.00
2028-2029	210,000.00	4,693,937.78	421,050.00
2029-2030	210,000.00	4,733,002.78	424,207.88
2030-2031	210,000.00	4,772,458.43	427,389.43
2031-2032	210,000.00	4,812,308.64	430,594.85
2032-2033	210,000.00	4,852,557.35	433,824.32
2033-2034	210,000.00	4,893,208.54	437,078.00
2034-2035	210,000.00	4,934,266.25	440,356.08
2035-2036	210,000.00	4,975,734.53	443,658.75
2036-2037	175,000.00	4,185,055.41	446,986.19
2037-2038	0	0	299,477.03
TOTAL per Service / Element	1,890,000.00	44,134,196.37	4,424,622.55
TOTAL	**50,448,818.91**		

The costs associated with implementing this decision are anticipated to be met through a combination of the Homelessness, Rough Sleeping and Domestic Abuse Grant, Public Health Grant and partner contributions. This decision will not draw on the council's base budget.

The maximum contractual value associated with this decision is £50,448,818.91, over the full potential contract terms, including all extension periods. Actual expenditure may vary depending on final contract awards, funding partner arrangements and the exercise of extension options, but will not exceed this amount without further approval in accordance with the council's governance requirements.

Funding allocations are currently confirmed for a defined period, with future grant allocations and partner contributions remaining subject to future Government funding announcements, partner budget-setting processes and governance approvals. Appropriate contract management, financial monitoring and governance arrangements will be in place to ensure service delivery is managed within the funding available.

Additional externally funded services may be incorporated into the KIFDAS and SAFER contracts during their lifetime to address identified gaps in provision and respond to emerging need. Any such additions will be fully funded through external grants or partner contributions and will be implemented in accordance with the Procurement Act 2023 and Spending the Council's Money requirements.

This decision comprises of the KIFDAS Referral Hub and two interdependent contracts which together deliver Kent's integrated domestic abuse programme:

- **KIFDAS - Referral Hub:**
  - Forms the central access and triage function within the KIFDAS model and will be delivered through partnership arrangements with the Office of the Police and Crime Commissioner (OPCC).
  - The partnership arrangements will commence on 1 February 2028 and are expected to continue for a period of up to nine years, subject to the continuation of partner funding, governance arrangements and relevant approvals.
  - The total value of the Referral Hub arrangements over the maximum duration of 9 years is £1,890,000.00

- **Kent Integrated Family Domestic Abuse Service (KIFDAS)**
  - Contract term: 3-year 6-month contract, inclusive of a mobilisation period, plus 3 x 24-month extension periods (9-year 6-month total maximum term) Extension subject to performance review and funding availability.
  - The total maximum cost over the maximum duration of nine years and six months is £44,134,196.37, inclusive of mobilisation costs.
  - KCC Public Health Grant will be used to fund this contract (£590,000pa) this contribution is fully supported by the relevant Director and Cabinet Member. The rest will be met in full by the Homelessness, Rough Sleeping and Domestic Abuse Grant and partnership funding contributions.

- **Sanctuary Access For Eligible Residents (SAFER) Scheme**
  - Contract term: 4-year 4-month contract, inclusive of a mobilisation period, plus 3 x 24-month extension periods (10-year 4-month total maximum term). Extension subject to performance review and funding availability.
  - The total maximum cost over the maximum duration of ten years and four months is £4,424,622.55, inclusive of mobilisation costs. This will

be met in full by KCC via the Homelessness, Rough Sleeping and Domestic Abuse Grant.

Legal implications:
The proposed commissioning of both the Kent Integrated Family Domestic Abuse Service (KIFDAS) and the Sanctuary Access for Eligible Residents (SAFER) Scheme will be undertaken in accordance with the requirements of the Procurement Act 2023, ensuring a compliant, transparent, and competitive procurement process.

The council must comply with its statutory duties set out in the Domestic Abuse Act 2021.

The council must also have regard to the Public Sector Equality Duty, set out in Section 149 of the Equality Act 2010 which requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act 2010;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it includes, as relevant, the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; and
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.

A Data Protection Impact Assessment (DPIA) is also required in order to ensure appropriate compliance with data protection legislation.

Equalities implications:
Kent Integrated Family Domestic Abuse Service (KIFDAS) - An Equality Impact Assessment (EQIA) has been undertaken in relation to the procurement of the Kent Integrated Family Domestic Abuse Service (KIFDAS) to consider the potential impact of the proposed commissioning approach on individuals and groups with protected characteristics, including those disproportionately affected by domestic abuse, such as women, children and young people, disabled people, and individuals from minority ethnic communities. The EQIA recognised that some groups may experience barriers to accessing services or could be disproportionately affected by changes to service delivery arrangements. Mitigating actions have been incorporated into the commissioning approach and service design. The assessment identified that the proposed model is expected to have an overall positive impact, by improving access to support, strengthening early intervention, and delivering a more consistent and integrated service offer across Kent.

Sanctuary Access for Eligible Residents (SAFER) Scheme - An Equality Impact Assessment (EQIA) has been undertaken in relation to the recommissioning of the Sanctuary Access for Eligible Residents (SAFER) Scheme. SAFER is expected to have a positive equalities impact, particularly for groups disproportionately affected by domestic abuse, by enabling victims and their children to remain safely in their own homes where appropriate. This supports a more accessible and less disruptive pathway to safety, including for individuals who may face barriers to relocating to refuge accommodation, such as those with disabilities, larger families, or strong local ties.

Data Protection implications:
New Data Protection Impact Assessments have been drafted for KIFDAS and SAFER and both will be finalised with Providers during service mobilisation.

Cabinet Committee recommendations and other consultation:

The Council's Consultation and Engagement Team was consulted and concluded that a formal public consultation was not required. The recommissioning proposals have been informed through extensive engagement with survivors, providers, funding partners and wider stakeholders.

The proposed decision will be considered at the Policy and Resources Cabinet Committee on 22 September 2026.

This version of the PROD is included in the agenda pack for committee members to review ahead of the meeting.

Any alternatives considered and rejected:

- **Option 1: Do nothing / decommission services - Allow the current KIDAS, SASS and SAFER contracts to expire with no** replacement model and begin decommissioning of services. This option was dismissed as it would result in the loss of statutory provision and result in the inability to utilise secured external grant funding, leading to significant financial and service impacts. This option would also create significant safeguarding risks and service gaps and leave victims/survivors without support.

- **Option 3: Develop and commission an expanded integrated service –** Including wider community support (including for children) and broader provision beyond current scope. This option was desirable however dismissed as it requires additional funding beyond the current financial envelope and is not currently deliverable or sustainable within confirmed resources.

- **Option 4: Recommission Existing Model (KIDAS / SASS / SAFER as is) -** Reprocure or extend services on a like-for-like basis, retaining the current KIDAS structure, separate SASS and SAFER contracts, existing service boundaries, and delivery approaches. This option was considered as it would provide continuity and minimise service disruption. However, it was discounted as it would not address the key issues identified through needs assessment, performance review, and stakeholder engagement. In particular, the existing model reflects a fragmented system, with separate services and pathways for adults and children and variation in access and delivery. Option 4 would also not fully reflect changes in statutory duties under the Domestic Abuse Act 2021, nor enable the development of a more coordinated, whole-family, and preventative approach. As a result, this option was not considered sufficient to meet future demand or deliver improved outcomes.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

……………………………………………..	………………………………………………
Signed	Date

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EQIA Submission – ID Number
Section A

EQIA Title
Kent Integrated Family Domestic Abuse Service

Responsible Officer
Ashleigh Cain - AH AIC

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Victoria Tovey - AH AIC

Type of Activity

Service Change
No
Service Redesign
No
Project/Programme
No
Commissioning/Procurement
Commissioning/Procurement
Strategy/Policy
No
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Strategic and Corporate Services
Responsible Service
Public Health Commissioning
Responsible Head of Service
Victoria Tovey - AH AIC
Responsible Director
Anjan Ghosh - AH Public Health

Aims and Objectives

The Kent Integrated Family Domestic Abuse Service (KIFDAS) is the recommissioned domestic abuse service for Kent, bringing together existing domestic abuse provision, including the Kent Integrated Domestic Abuse Service (KIDAS), the Safe Accommodation Support Service (SASS), the Sanctuary Access for Eligible Residents (SAFER), and related training, education and awareness activities into a more integrated and unified service model.

The recommissioning has been informed by learning from current services, stakeholder engagement, survivor feedback, and the findings of the Kent Domestic Abuse Needs Assessment 2023.

The overarching aim of KIFDAS is to provide a trauma-informed, family-focused, accessible and equitable domestic abuse support system that improves safety, wellbeing and recovery outcomes for adults, children and young people affected by domestic abuse. The service seeks to reduce fragmentation between support referral pathways, strengthen partnership working, improve access to specialist interventions, and ensure a consistent response across Kent.

Key objectives of KIFDAS include:

- Providing timely, coordinated support through a countywide referral hub.
- Delivering safe accommodation, community support, and specialist support for babies, children and young people.
- Supporting victims and survivors to recover from the immediate and long-term impacts of domestic abuse.
- Improving independence, wellbeing, and resilience.
- Reducing homelessness and repeat homelessness associated with domestic abuse.
- Ensuring children and young people affected by domestic abuse receive tailored support that recognises them as victims in their own right.
- Increasing accessibility and inclusion for individuals with protected characteristics and those facing additional barriers to support.
- Delivering training, education and awareness activities to improve understanding of domestic abuse and strengthen the wider system response.

The recommissioning also supports Kent County Council's statutory duties under the Domestic Abuse Act 2021, particularly the requirement to provide support within safe accommodation and to ensure a coordinated multi-agency response for victims and survivors of domestic abuse.

A key objective of KIFDAS is to improve equity of access and outcomes for all victims and survivors of domestic abuse, including those with protected characteristics and individuals who may face additional barriers to accessing support, ensuring services are responsive, inclusive and accessible across Kent.

The model is structured around three core components:

i. A central Referral Hub, acting as the single point of access for all referrals. This ensures consistent triage, risk assessment, and timely access to appropriate support, improving navigation and reducing duplication across the system.

ii. A countywide Training, Education and Awareness (TEA) offer, which builds workforce capability, supports early identification of domestic abuse, and strengthens the wider multi-agency response through shared understanding and best practice.

iii. Integrated delivery of safe accommodation and community-based support, provided through geographically defined lots. This includes:

o specialist support to adults and children within safe accommodation (including refuge and sanctuary settings) and

o community-based support for adults across all risk levels, enabling early intervention, crisis response, and recovery support.

Those eligible for the service are:

o adults aged 16 years and over who are people who have experienced domestic abuse and are residing in safe accommodation and/or the community in Kent

o babies, children and young people who have experienced domestic abuse and are, aged 0-18 years who are living in safe accommodation in Kent

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

Section B – Evidence

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

Yes

It is possible to get the data in a timely and cost effective way?
Yes
Is there national evidence/data that you can use?
Yes
Have you consulted with stakeholders?
Yes
Who have you involved, consulted and engaged with?
We are utilising Lived Experience Engagement and Employment Framework (LEEEF) developed by NHS Kent and Medway Integrated Care Board and Kent County Council (with contributions from Medway Council) to guide our approach to coproduction by ensuring that lived experience, empowerment, equality, and feedback are central to the design and delivery of our services. Through this framework, we actively involve individuals with lived experience at every stage, from the initial survey creation to ongoing market engagement sessions, enabling them to shape service development and decision-making processes. This collaborative methodology helps us to identify service gaps and prioritise improvements that truly reflect the needs and perspectives of the community. Between April 2024 and October 2024, the council collaborated with commissioned DA providers to co-create an anonymous survey, which was distributed through refuges, support workers, and commissioners to seek views from people with lived experience. In August 2024, the Council connected with a broader segment of the community with lived experience of abuse, gathering views from 126 people via an online survey and through 14 in-depth interviews. In addition, targeted insight work with the community was undertaken to gather views from older people and those from ethnic minority backgrounds (38 participants). In October 2024, the Council conducted three days of market engagement (virtual and face-to-face) with 54 attendees. Two additional virtual sessions were conducted in November 2025 as an extension of the previous sessions, with a greater emphasis on referrals and triaging. Four sessions were also held with Children Young People & Education practitioners in April-July 2025 (virtual and face-to-face), team leaders, and assistant directors aimed to understand challenges and service gaps for children and families affected by domestic abuse, attended by 80 individuals.
Has there been a previous Equality Analysis (EQIA) in the last 3 years?
Yes
Do you have evidence that can help you understand the potential impact of your activity?
Yes
Section C – Impact
Who may be impacted by the activity?
Service Users/clients Service users/clients
Staff Staff/Volunteers
Residents/Communities/Citizens Residents/communities/citizens
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
The recommissioning of the Kent Integrated Family Domestic Abuse Service (KIFDAS) is expected to have a positive impact on people with protected characteristics and groups who may traditionally experience barriers to accessing domestic abuse support. The new service model has been designed to improve

accessibility, consistency and equity of provision across Kent, ensuring that support is responsive to diverse needs and circumstances. The service specification requires providers to demonstrate awareness of and responsiveness to the needs of all protected groups, including disabled people, people from ethnic minority communities, older people, younger people, LGBTQ+ individuals, people with different faiths and beliefs, and those whose first language is not English.

Please see the following positive impact of KIFDAS Recommissioning by group:
Children and Young People: The recommissioning of KIFDAS will strengthen support for children and young people by embedding a whole-family approach that recognises children as victims of domestic abuse in their own right. Dedicated support services will provide age-appropriate interventions focused on safety, emotional wellbeing, recovery and resilience. The integrated model will improve coordination between adult and children's services, reducing the risk of children falling between service boundaries and ensuring they receive timely access to support, education, health services and specialist interventions where required. The focus on earlier intervention and improved referral pathways will help identify needs sooner, supporting better long-term outcomes

Disabled People: Disabled victims and survivors often face additional barriers to accessing support, including physical accessibility, communication challenges, dependency on perpetrators, and difficulties engaging with traditional service models. KIFDAS will improve accessibility through provider requirements to undertake access audits, implement improvement plans, and deliver services responsive to physical, sensory, cognitive and mental health needs. The service model promotes flexible delivery methods, helping ensure disabled individuals can access support in a way that meets their individual circumstances and promotes equitable outcomes.

People from Ethnic Minority Communities: Victims and survivors from ethnic minority communities may face cultural, social or systemic barriers that prevent them from seeking support. KIFDAS will improve access through culturally responsive and trauma-informed services, strengthened partnership working, and requirements for providers to monitor service uptake and outcomes across protected characteristics. This will help identify and address inequalities, promote equitable access to services, and improve confidence that support is relevant, respectful and responsive to diverse cultural backgrounds and experiences.

People with English as an Additional Language: Victims and survivors from ethnic minority communities may face cultural, social or systemic barriers that prevent them from seeking support. KIFDAS will improve access through culturally responsive and trauma-informed services, strengthened partnership working, and requirements for providers to monitor service uptake and outcomes across protected characteristics. This will help identify and address inequalities, promote equitable access to services, and improve confidence that support is relevant, respectful and responsive to diverse cultural backgrounds and experiences. The support to access interpretation and translation services will help reduce barriers to accessing support for people with English as an additional language, promoting inclusion, improving service accessibility, and helping to ensure that individuals can access support on an equal basis

LGBTQ+ Individuals: LGBTQ+ victims and survivors can experience unique forms of abuse and may face additional barriers to recognising abuse or accessing support. Through commitments to equality, inclusivity and respect for gender identity, KIFDAS will support a more accessible and welcoming service environment. Requirements to provide services without organisational bias and to respond appropriately to diverse needs will help ensure LGBTQ+ individuals can access support that is safe, inclusive and responsive to their experiences.

People with Multiple and Complex Needs: Individuals experiencing domestic abuse alongside issues such as poor mental health, substance misuse, homelessness, criminal justice involvement or multiple disadvantage often require coordinated, multi-agency responses. KIFDAS has been designed to provide a more integrated and holistic service model, strengthening partnership working between providers and statutory agencies.

This approach will improve support planning, reduce duplication, improve continuity of care and help individuals access multiple forms of support through a more coordinated system.

Rural Communities: Residents living in rural and geographically isolated areas can face additional challenges in accessing specialist domestic abuse support. The countywide KIFDAS model aims to provide greater consistency of provision across Kent, reducing postcode variation and improving access to support regardless of location. Clearer referral pathways, integrated service arrangements and coordinated delivery will help ensure victims and survivors in rural communities can access support more easily and equitably. The service specifically states support must be accessible via public transport where feasible.

Older People: Domestic abuse experienced by older people can often be under-reported and may involve additional complexities such as caring responsibilities, health conditions, financial dependency or social isolation. KIFDAS will support improved identification of older victims through enhanced workforce awareness, stronger partnership working and clearer referral pathways. The service's person-centred approach will ensure support is tailored to individual circumstances, improving opportunities for older people to access support and improve their safety and wellbeing.

Male Victims/Survivors: Male victims can face stigma, reduced awareness of available support and concerns about being believed. KIFDAS has been designed as an inclusive service model that is accessible to all victims and survivors regardless of gender. Improved awareness, consistent referral routes and equitable access requirements will help increase accessibility for male victims and encourage earlier engagement with support services.

Faith Communities: Individuals from faith communities may have specific cultural or religious considerations that influence their experience of domestic abuse and engagement with support services. KIFDAS requires providers to recognise and respond appropriately to faith-based needs, beliefs and preferences whilst maintaining a victim-centred approach. This will help ensure support is delivered in a culturally sensitive manner that encourages engagement and improves outcomes for people from diverse faith backgrounds.

Pregnant Women and Families with Young Children: Pregnancy and the early years are recognised periods of increased vulnerability in the context of domestic abuse. The integrated family-focused KIFDAS model will support earlier identification of risk, timely intervention and improved coordination between domestic abuse, safeguarding, health and family support services. This will help improve safety outcomes for parents and children, support healthy child development, strengthen family resilience and reduce the potential for long-term adverse outcomes associated with domestic abuse

Some individuals may experience compounded disadvantage due to belonging to multiple under-represented or protected characteristic groups, for example disabled people from ethnic minority communities, LGBTQ+ young people, or older people whose first language is not English. The KIFDAS model promotes personalised, holistic and trauma-informed support that considers the full range of an individual's needs and circumstances. KIFDAS will ensure equitable access to safe accommodation. Providers must ensure that refuge properties are located in areas that are accessible by public transport, enabling survivors and their children, including those without access to private vehicles, to reach essential services, education, employment, healthcare, and community support networks.

Through equality monitoring, accessibility requirements and integrated service delivery, KIFDAS will be better placed to identify and respond to intersectional inequalities and support more equitable outcomes across Kent.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?
No
Details of negative impacts for Age
Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief

Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer’s responsibilities
Are there negative impacts for Carer’s responsibilities
No
Negative impacts for Carer’s responsibilities
Not Applicable
Mitigating actions for Carer’s responsibilities
Not Applicable
Responsible Officer for Carer’s responsibilities
Not Applicable

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EQIA Submission – ID Number
Section A

EQIA Title
SAFER - Domestic Abuse Sanctuary and Home Safety Service

Responsible Officer
Sam Wright - AH AIC

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Victoria Tovey - AH AIC

Type of Activity

Service Change
No
Service Redesign
No
Project/Programme
No
Commissioning/Procurement
Commissioning/Procurement
Strategy/Policy
No
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Strategic and Corporate Services
Responsible Service
Public Health Commissioning
Responsible Head of Service
Victoria Tovey - AH AIC
Responsible Director
Anjan Ghosh - AH Public Health

Aims and Objectives

This Equality Impact Assessment (EqIA) considers the recommissioning of the SAFER Scheme, a domestic abuse sanctuary and home safety service. The recommissioning activity will determine the future service model, including provider requirements, access routes, eligibility criteria and delivery approach.

The purpose of the recommissioning is to secure a consistent, equitable, countywide service that supports survivors of domestic abuse to remain safely in their own homes where appropriate, while improving access for underserved groups and meeting the Council's statutory duties under the Domestic Abuse Act 2021.

The Domestic Abuse Act 2021 introduced new statutory duties for Local Authorities to meet the support needs of survivors of domestic abuse residing in 'safe accommodation'.

A sanctuary scheme meets the definition of 'safe accommodation' under the Domestic Abuse Act 2021 and involves the provision and installation of property security measures alongside the offer of support for all survivors living within the property.

The SAFER Scheme, first procured in 2023, was developed in response to these duties. The refreshed Kent

& Medway needs assessment, undertaken in 2023, highlighted the disparity of sanctuary provision across Kent and identified that underserved groups face barriers in accessing domestic abuse support within safe accommodation.

Underserved groups are survivors who may be less likely to access traditional domestic abuse safe accommodation or support, or who may face additional barriers to being identified, referred, assessed or supported safely. This may include the following cohorts:

- Owner occupiers, private renters or people with secure tenancies who cannot easily relocate, where sanctuary measures may be a practical safety option.

- Male survivors, who may face stigma, limited specialist provision or lower recognition as victims/survivors.
Disabled people, including people with physical, sensory, learning disabilities, neurodivergence or long-term health conditions, particularly where the perpetrator is also a carer or controls access to support.

- Older people, including those experiencing long-term hidden abuse, abuse by adult children or family members, or barriers linked to dependency, isolation or health needs.

- Trans and non-binary survivors, who may face barriers accessing gendered services or fear discrimination.

- LGBTQ+ survivors, including those experiencing abuse in same-sex relationships or family-based abuse linked to identity.

- Black, Asian and minority ethnic survivors, including those facing racism, language barriers, cultural stigma, community pressure or lack of trust in statutory services.

- Survivors with no recourse to public funds, insecure immigration status or dependency on spousal visas, who may have limited options for refuge or alternative accommodation.

- People with mental health needs, including trauma-related needs, anxiety, depression, self-harm or suicidal thoughts.

- People with substance use needs, who may face barriers to accessing accommodation-based support.

- Pregnant women and people with infants, where remaining safely at home may prevent disruption to health, maternity care and support networks.

- People with larger families or families with older male children, who may struggle to access suitable refuge accommodation.

The SAFER scheme was developed to address these identified gaps and enable the council to meet its statutory obligations under the Act. It provides a countywide, preventative offer that enables survivors, and their children, to remain safely in their own homes while improving accessibility for underserved groups and reducing the risk of harm.

The scheme will;

- provide an equitable, countywide offer for survivors of domestic abuse,
- improve accessibility for underserved groups,
- enable people to remain in their own homes, within their local support networks,
- improve safety, health, and wellbeing of survivors,
- prevent/reduce the risk of harm or serious injury to survivors.

Section B – Evidence

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

Yes

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

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Not Applicable

Who have you involved, consulted and engaged with?

Direct consultation with DA victims about data collection and processing has not been undertaken. This is because it is not appropriate for KCC to consult with data subjects as this could inadvertently compromise their safety and confidentiality, putting them at additional risk.
The EqIA is informed by:

• Kent & Medway needs assessments
• Evidence from existing commissioned domestic abuse services • Data collected through existing service provision and monitoring
• Engagement with partners, stakeholders and the market including specialist organisations

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

Yes

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients
Service users/clients

Staff
Staff/Volunteers

Residents/Communities/Citizens
Residents/communities/citizens

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

Yes

Details of Positive Impacts

The SAFER Scheme will improve the councils offer to underserved groups, including older, male, transgender and disabled survivors, providing the option to access safety and support when experiencing domestic abuse from their own homes, in their own communities and retain existing support networks.

Enabling individuals to remain in their own homes, when it is safe and where it is their choice will improve the ability for survivors to retain jobs, social circles, friends, family networks. It will put the survivor in control of their journey and have a positive impact on health and well-being outcomes.

Children are now identified as victims in their own right under the Domestic Abuse Act 2021. The SAFER Scheme will support families to be able to remain together safely and reduce the need to with less need to flee to a new area.

Through the provision and installation of security measures to homes with the aim to delay/deny access to the property by the perpetrator will provide positive impacts to survivors of domestic abuse as the risk of harm or serious injury will be reduced.
Providing sanctuary will see an increase in the requirement of community staff such as IDVAs and outreach support workers, working to support those are experiencing domestic abuse therefore providing job opportunities within local communities.

The recommissioning process is expected to have positive impacts by:

- Improving consistency of provision across Kent
- Maintaining equitable access to sanctuary provision countywide
- Strengthening expectations on providers to deliver inclusive and accessible services
- Ensuring the service remains aligned with national guidance and best practice
- Improving clarity of service pathways for survivors and professionals

Failure to recommission or weakening the service offer could disproportionately affect underserved groups who are less able to access alternative safe accommodation.

The recommissioned service will include requirements for:

- Collection and reporting of equality and access data
- Monitoring uptake across protected and underserved groups
- Identifying and addressing gaps in access
- Reporting to commissioners on actions taken to improve equity

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No

Details of negative impacts for Age

Not Applicable

Mitigating Actions for Age

Not Applicable

Responsible Officer for Mitigating Actions – Age

Not Applicable

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

Responsible Officer for Disability

Not Applicable

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No

Details of negative impacts for Sex

Not Applicable

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

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

From: Linden Kemkaran, Leader of the Council

Brian Collins, Deputy Leader and Cabinet Member for Finance
Amanda Beer, Chief Executive Officer

To: Policy and Resources Cabinet Committee – 22 September 2026

Subject: Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department

Classification: Unrestricted

Summary:

The Performance Dashboard for the Chief Executive's Department (CED) and Deputy Chief Executive's Department (DCED), shows performance against targets set for Key Performance Indicators (KPIs).

24 of the 33 KPIs achieved target for the latest month reported and were RAG rated Green, three were below target but did achieve the floor standard (Amber), five did not achieve the floor standard (Red), and one is not reported until later in the year.

Recommendation:

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Cabinet Committee. To support this role, performance dashboards are regularly reported to each Cabinet Committee throughout the year. This is the first report for the 2026/27 financial year.

2. Performance Dashboard

2.1. This Performance Dashboard for CED and DCED provides results up to June 2026 and is attached in Appendix 1.

2.2. The Dashboard provides a progress report on performance against target for the 33 KPIs for 2026/27. The Dashboard also includes a range of activity indicators which help give context to the KPIs.

2.3. KPIs are presented with RAG alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.4. Of the 33 KPIs, the latest RAG status is as follows:

- Twenty-four are rated Green – the target was achieved or exceeded.
- Three were rated Amber – performance achieved or exceeded the expected floor standard but did not meet the target for Green.
- Five are rated Red – performance did not meet the expected floor standard. These are:
    - FN06: Percentage of sundry debt due to KCC under 6 months old
    - GL01: Council and Committee papers published at least five days before meetings
    - GL02: Freedom of Information Act requests completed within 20 working days
    - GL03: Data Protection Act Subject Access Requests (SARs) completed within statutory timescales.
    - CS07: Complaints responded to in timescale
- One has no RAG status as it is based on a deadline being met later in the year.

3. Recommendation

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for the Chief Executive's Department and Deputy Chief Executive's Department.

4. Contact details

Report Author:

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Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department

Financial Year 2026/27

Results up to June 2026

Produced by Kent Analytics

Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings.

RAG ratings are based on Targets and Floor Standards brought before the Cabinet Committee in March 2026.

Where relevant, RAG ratings are given for both the latest month and year to date (YTD).

RAG Ratings

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

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

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating, instead where appropriate, they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether results are within the expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**. Expected activity thresholds are based on previous years' trends.

When activity indicators do not have expected thresholds, they are shown in the report to provide context for the Key Performance Indicators. In such cases the activity indicators are simply shown with comparison to activity for the previous year.

Key Performance Indicator Summary

Finance	Latest RAG	YTD RAG
FN06: Percentage of sundry debt due to KCC under 6 months old	RED	N/A
FN07: Invoices received by Accounts Payable within 30 days of KCC received date	GREEN	GREEN
FN08: Invoices received on time by Accounts Payable processed within 30 days	GREEN	GREEN
FN11: Percentage of financial assessments completed within 15 days of referral	AMBER	AMBER
FN12: Percentage of working days aggregate bank balance is in credit	GREEN	GREEN
FN13: Percentage of working days average credit rating for internally managed cash portfolio is no lower than AA	GREEN	GREEN
FN14: Percentage of third-party insurance claims resolved within the designated timescales	GREEN	GREEN
FN15: Statement of accounts (draft) published within deadlines	N/A	GREEN
FN16: Publication of budget proposals for Cabinet Committees / Cabinet / County Council		*

* Deadline for draft is 02/11/2026

Governance and Democratic Services	Latest RAG	YTD RAG
GL01: Council and Committee papers published at least five days before meetings	RED	AMBER
GL02: Freedom of Information Act requests completed within 20 working days	RED	RED
GL03: Subject Access Requests (SARs) completed within statutory timescales	RED	RED

Customer Experience and Relationships	Latest RAG	YTD RAG
CS01: Callers who rate the advisors in Contact Point as good	GREEN	GREEN
CS04a: Daytime calls to Contact Point answered	GREEN	GREEN
CS04b: Out of hours calls to Contact Point answered	AMBER	AMBER
CS06a: Daytime calls achieving 85% of quality scorecard	GREEN	GREEN
CS06b: Out of hours calls achieving 85% of quality scorecard	GREEN	GREEN
CS07: Complaints responded to in timescale	RED	RED

People and Operations	Latest RAG	YTD RAG
HR09: Live learning events evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN
HR10: E-learning training evaluated by participants as having delivered stated learning outcomes	GREEN	GREEN

Health and Safety	Latest RAG	YTD RAG
HR25: Completed corporate themed Health and Safety audits sent in 7 days	GREEN	GREEN

Technology	Latest RAG	YTD RAG
ICT01: Calls to ICT Help Desk resolved at the first point of contact	GREEN	GREEN
ICT02: Positive feedback rating with the ICT help desk	GREEN	GREEN
ICT03: Working hours where Kent Public Sector Network is available to staff	GREEN	GREEN
ICT04: Working hours where ICT Services available to staff	GREEN	GREEN
ICT05: Working hours where email is available to staff	GREEN	GREEN

Infrastructure	Latest RAG	YTD RAG
PI01: Rent due to KCC outstanding over 60 days	GREEN	N/a
PI05: Percentage of scheduled Planned Preventative Maintenance completed by due date	GREEN	GREEN
PI06: Percentage of reactive help desk tasks completed by due date	GREEN	GREEN
PI07: Percentage of help desk calls answered within timescale	GREEN	GREEN

Commissioning and Procurement	Latest RAG	YTD RAG
C&P1: Value of procurement savings achieved (£m)	GREEN	GREEN
C&P2: Percentage of contracted spend with SMEs; VCSEs; and Kent-based businesses	GREEN	GREEN
C&P3: Subject Access Requests (SARs) completed within statutory timescales	AMBER	AMBER

Appendix 1

Service Area	Responsible Officer	Cabinet Member
Finance	**Brendan Arnold (Corporate Director)**	**Brian Collins**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
FN06	Percentage of sundry debt due to KCC under 6 months old	46%	47%	48%	**41%**	RED	n/a		70%	65%	46%
FN07	Invoices received by Accounts Payable within 30 days of KCC received date	91%	90%	88%	**87%**	GREEN	**88%**	GREEN	85%	80%	86%
FN08	Percentage of invoices received on time by Accounts Payable processed within 30 days*	99%	99%	99%	**99%**	GREEN	**99%**	GREEN	98%	95%	86%
FN11	Percentage of financial assessments completed within 15 days of referral**	87%	80%	75%	**85%**	AMBER	**85%**	AMBER	90%	85%	89%
FN12	Percentage of working days aggregate bank balance is in credit (Incl. £1m agreed overdraft)	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	100%	90%	99%
FN13	Percentage of working days average credit rating for internally managed cash portfolio is no lower than AA-	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	100%	90%	100%
FN14	Percentage of third-party insurance claims resolved within the designated timescales	99%	98%	98%	**97%**	GREEN	**98%**	GREEN	95%	85%	99%
FN15	Draft statement of accounts publishing deadline	30/06/2026 Deadline for draft met						GREEN	Date met	Date not met	Date met
FN16	Publication of draft budget proposals for Cabinet and County Council consideration	Deadline for draft is 02/11/2026						N/a	Date met	Date not met	Date not met

*Annual performance of all invoice payments can be found here: [Annual performance of payments - Kent County Council]

** April & May Targets are 60% and Floors are 45% due to the Annual Reassessment process. This also means the YTD and previous year values are calculated from June.

FN06 – There are currently 50 outstanding invoices over £100,000 which are over 6 months overdue, these 50 invoices total £24,192K (72.8% of debt value over 6 months). 44 relate to health debt. KCC and the Kent & Medway Integrated Care Board continue to work through the detail of the issues. As these discussions progress and arrangements are concluded, it is anticipated that this will support improvement in the position and contribute towards recovery of the KPI.

FN11 – There are several vacancies in roles relating to financial assessments. Recruitment activity is ongoing, although it is likely that performance will remain under pressure in the short term while posts are filled and new recruits become fully established in their roles. It is expected that continued recruitment and workforce stabilisation will support improvement in performance over time.

Finance Activity Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Year to date	Previous Year
FN06b	Value of debt due to KCC (£000s)	60,309	61,616	63,944	56,417	N/a	42,405
FN06c	Value of debt which is being actively chased by Income Recovery (£000's)	New KPI	13,964	14,256	11,408	N/a	New KPI
FN07b	Number of invoices received by KCC	7,779	4,855	4,669	5,343	**14,867**	23,534
FN11b	Number of financial assessments completed	825	748	716	913	**2,377**	2,460
FN14b	Number of third-party insurance claims resolved	415	440	444	482	**1,366**	462

FN14b – A high number of claims required assessment during the period, reflecting the significant volume received in January and February. Over 1,700 claims were assessed across the four-month period, which is higher than the total received in some full years.

Appendix 1

Service Area	Responsible Officer	Cabinet Members
Governance and Democratic Services	**Ben Watts (Deputy Chief Executive)**	**Linden Kemkaran / Brian Collins**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	100%	100%	91%	RED	**97%**	AMBER	100%	96%	**99%**
GL02	Freedom of Information (FOI) / Environmental Information Regulation (EIR) requests completed within 20 working days	91%	91%	87%	**85%**	RED	**88%**	RED	92%	90%	**87%**
GL03	Data Protection Act Subject Access Requests (SARs) completed within timescales	67%	64%	46%	**59%**	RED	**57%**	RED	90%	85%	**61%**

GL01 – The 11 June Scrutiny Committee meeting was convened at short notice to enable timely consideration of the Kent Travel Saver scheme call-in. This ensured that, whatever the outcome of the Committee's consideration, passes could be issued to pupils before the start of the September school year. In accordance with the provisions for urgent meetings, the agenda was published when the meeting was convened

GL02 – The year-to-date position (Apr to Jun) for the percentage of FOI / EIR requests completed within timescale is the same as that last year at 88%. The number of requests responded to remains above the expected level and 22% higher than between April and June last year. All Directorates have achieved performance of 80% or higher, with the Chief Executive's Department achieving the 90% floor standard. The highest number of requests completed by a Directorate between April and June was 272 (Growth, Environment and Transport). The main issues adversely affecting FOI/EIR compliance at this moment are outside the Information Governance Team's control, namely the volume of requests as mentioned above, complexity of requests (possibly in part due to use of AI in generating requests), and lack of resources in operational units.

GL03 – Similarly to GL02, performance for the new year between April and June is in line with the same period last year. The majority of requests come under the Children, Young People and Education Directorate, with this being 77% of all requests this quarter. The majority of overdue requests relate to SEN, and the total number of requests remains historically high. The Information Commissioner's Office continues to monitor KCC's performance. Reasons for response delays include the high volume of requests, lack of resources in operational units and complexity of some requests including metadata requests.

Activity Indicators

Ref	Indicator description	Feb-26	Mar-26	Apr-26	May-26	Jun-26	YTD	In expected range?	Expected Activity Upper | Lower		Prev. Yr YTD
GL01b	Committee meetings	6	16	6	15	11	32	N/a			11
GL02b	Freedom of Information requests responded to	218	249	272	241	247	760	**Above**	590	480	621
GL03b	Data Protection Act Subject Access requests responded to	78	70	75	59	73	207	**Above**	175	145	226

Appendix 1

Service Area	Responsible Officer	Cabinet Member
Customer Experience and Relationships	**Pascale Blackburn- Clarke (Head of Service)**	**Linden Kemkaran**

Key Performance Indicators - Monthly

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS04a	Percentage of daytime calls to Contact Point answered*	98%	97%	96%	**92%**	GREEN	**94%**	GREEN	90%	85%	92%
CS04b	Percentage of out of hours calls to Contact Point answered*	90%	96%	95%	**90%**	AMBER	**94%**	AMBER	95%	90%	95%
CS06a	Percentage of daytime calls achieving 85% of quality scorecard	75%	75%	81%	**79%**	GREEN	**78%**	GREEN	70%	65%	75%
CS06b	Percentage of out of hours calls achieving 85% of quality scorecard	76%	71%	76%	**71%**	GREEN	**73%**	GREEN	70%	65%	77%

* CS04a&b - Please note that these figures can vary to those reported for the Capita contract, as that contract allows for days of exceptionally high call volumes to be discounted from the KPI calculation. The KPI reported here includes **all** days, with none excluded regardless of call volumes.

CS04b – Out of hours calls for the year to date (Apr-Jun) increased by 13% compared to the same period last year. Call volumes have been higher than expected and the Contact Centre is staffed to meet expected demand. Children's calls are the main reason with 21% more calls than the period last year – many of these calls relate to unauthorised absences which increase in the warmer weather.

Appendix 1

Activity Indicators (Monthly)

Ref	Indicator description	Feb-26	Mar-26	Apr-26	May-26	Jun-26	YTD 25/26	In expected range?	Expected Range Upper	Lower	Prev. Yr YTD
CS08	Number of calls answered by Contact Point	33,147	36,158	34,995	33,029	37,990	**106,014**	Yes	115,050	93,600	97,950
CS12	Number of visits to the KCC website, kent.gov (000s)	463	550	527	503	527	**1,557**	**Below**	2,150	1,750	1,806

CS12 - The number of visits this quarter were lower than the same quarter last year, although last year's numbers were boosted by those seeking information on the local elections.

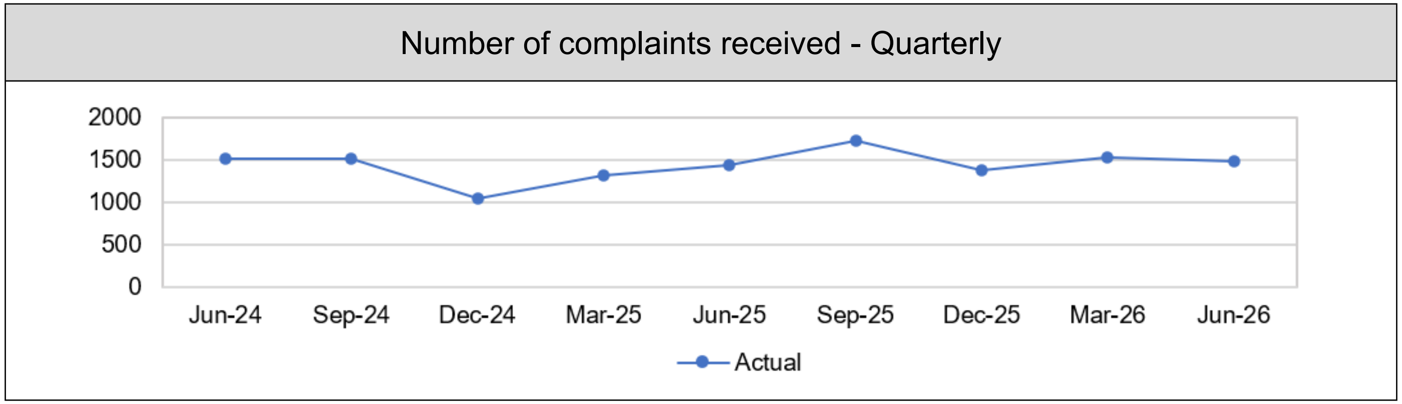
Key Performance Indicator – Quarterly

Ref	Indicator description	Sep-25	Dec-25	Mar-26	Jun-26	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
CS07	Percentage of complaints responded to in timescale	71%	54%	59%	66%	RED	66%	RED	85%	80%	64%

CS07 – Customer feedback volumes remain high, reflecting ongoing pressures across a number of services. However, we are beginning to see an improvement in timeliness where backlogs are beginning to clear. Overall, in Quarter 1 we responded to 66% of complaints within the 20-working-day target, up from 59% the previous quarter

In Quarter 1, complaint volumes decreased by 3% compared with the previous quarter but were 2% higher than the same quarter previous year. Over the 12 months to June, volumes have increased by 12% compared with the previous year.

The Growth, Environment and Transport Directorate (GET), responded to 86% within the 20-working-day timescale. The Chief Executive's Department and Deputy Chief Executive's Department together achieved a response rate of 81%. Adult Social Care and Health (ASCH) responded to 48% of complaints within timescale. Children, Young People and Education (CYPE) responded to 46% of complaints within timescale (an increase from 25% the previous quarter).



Service Area	Responsible Officer	Cabinet Member
People Operations	**Diane Christie (Assistant Director)**	**Brian Collins**

Key Performance Indicators – Monthly

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	YTD	YTD RAG	Target	Floor	Prev Year
HR09	Live learning events evaluated by participants as having delivered stated learning outcomes	99.1%	98.6%	98.8%	**99.4%**	GREEN	**99.2%**	GREEN	97%	95%	99.2%
HR10	E-learning training evaluated by participants as having delivered stated learning outcomes	100%	99.6%	99.9%	**99.7%**	GREEN	**99.7%**	GREEN	97%	95%	99.7%

Activity Indicators

Ref	Indicator description	Feb-26	Mar-26	Apr-26	May-26	Jun-26	In expected range?	Expected Range Upper	Expected Range Lower	Prev. Yr YTD
HR12	Number of current change activities being supported	63	83	82	69	**41**	**Below**	70*	60*	66
HR13	Total number of e-learning training programmes completed (YTD)	96,910	105,125	7,084	13,426	**19,777**	**Below**	23,750	20,000	21,653
HR16	Number of registered users of Kent Rewards	21,790	21,725	21,696	21,572	**21,557**	Yes	23,000	19,000	22,833
HR21	Number of current people management cases being supported	211	225	228	259	**247**	**Above**	120*	110*	173
HR23	Percentage of staff who have completed all 3 mandatory learning events	96%	98%	98%	98%	**98%**	**Above**	90%	85%	93%
HR24	Total number of live learning events delivered (year to date)	1,144	1,254	64	149	**211**	**Below**	375	250	250

* These upper and lower expected values have been revised since the March Committee following a shift of resource to casework activity.

HR12 – The volume of change activity has reduced this quarter due to the closure and completion of a number of change activities; based on current and planned activity, volumes are anticipated to increase. Despite the reduction in volume, the scale and complexity of the work has continued to require similar levels of resource. Change activity is business-driven and varies throughout the year. Activities differ in scale, complexity, duration, and resource requirements.

HR13 - E-learning completion volumes in Quarter 1 are slightly lower than anticipated. This is due to higher levels of mandatory e-learning completion before March 2026, resulting in fewer employees needing to undertake outstanding learning at the start of the new reporting year. The overall uptake of e-learning is expected to increase, supported by ongoing promotion of all courses available as part of our learning offer.

HR21 - Case activity is driven by requests from the organisation and fluctuates from month to month. The high level indicates that managers are continuing to take a robust approach and managing cases through the appropriate channels with HR support and advice. Individual cases differ considerably in both scale and complexity, requiring varying levels of specialist knowledge, resource and support.

HR23 – As pay progression was linked to mandatory training compliance as part of our revised pay strategy, higher levels of mandatory e-learning were completed before March 2026 and compliance levels have therefore remained consistently high throughout the first quarter.

HR24 – Although spending controls have been lifted, training procurement has remained carefully managed. Adult Social Care continues to demonstrate this approach, with the ongoing review of its learning offer contributing to a sustained decrease in workshop delivery volumes.

Service Area	Responsible Officer	Cabinet Member
Health and Safety	**Jonty Tindall (Head of Service)**	**Brian Collins**

Key Performance Indicators – Quarterly

Ref	Indicator description	Sep-25	Dec-25	Mar-26	Jun-26	Qtr RAG	YTD	YTD RAG	Target	Floor	Prev. Year
HR25	Percentage of corporate themed Health and Safety audits sent in 7 days	100%	**99%**	**100%**	**97%**	GREEN	**97%**	GREEN	95%	85%	100%

Appendix 1

Service Area	Responsible Officer	Cabinet Member
Technology	**Lisa Gannon (Director)**	**Brian Collins**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	Year to Date	Year RAG	Target	Floor	Prev. Year
ICT01	Calls to ICT Help Desk resolved at the first point of contact	*	83%	84%	**84%**	GREEN	**84%**	GREEN	70%	65%	87%
ICT02	Positive feedback rating with the ICT help desk	96%	96%	96%	**96%**	GREEN	**96%**	GREEN	95%	90%	96%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	99.8%	99.0%	100%
ICT04	Working hours where ICT Services are available to staff	99.9%	100%	99.9%	**100%**	GREEN	**99.9%**	GREEN	99.0%	98.0%	99.8%
ICT05	Working hours where email is available to staff	100%	100%	100%	**100%**	GREEN	**100%**	GREEN	99.0%	98.0%	100%

Activity Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Year to Date	Previous Year YTD
ICT01b	Calls to ICT Help Desk	*	3,698	3,248	**4,268**	**11,214**	17,314
ICT02b	Feedback responses provided for ICT Help Desk	837	900	773	**996**	**2,669**	3,160

* Data for March for ICT01 is not available as a result of change to ServiceNow. A remedial resolution was made, but it could not be applied retrospectively.

Appendix 1

Service Area	Responsible Officer	Cabinet Member
Infrastructure	**Rebecca Spore (Director)**	**Brian Collins**

Key Performance Indicators

Ref	Indicator description	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Month RAG	Target	Floor	Prev. Year
PI01	Percentage of rent due to KCC outstanding over 60 days (including rent deferment invoices)	1.0%	1.2%	0.0%	0.0%	**0.0%**	GREEN	5%	10%	1.2%

Activity Indicators

Ref	Indicator description	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Year to Date	Previous Year YTD
PI01b	Total rent invoiced (£000s)	708	110	28	731	161	**920**	1,339
PI03c	Capital receipts banked (£000s)	535	19,669	40	0	971	**1,011**	729

Appendix 1

Service Area	Responsible Officer	Cabinet Member
Infrastructure	**Rebecca Spore (Director)**	**Brian Collins**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
PI05	Percentage of scheduled Planned Preventative Maintenance completed by due date	98%	96%	97%	**97%**	GREEN	**97%**	GREEN	90%	80%	97%
PI06	Percentage of reactive help desk tasks completed by due date	92%	94%	92%	**92%**	GREEN	**93%**	GREEN	80%	71%	93%
PI07	Percentage of help desk calls answered within timescale	99%	98%	96%	**97%**	GREEN	**97%**	GREEN	90%	85%	99%

Activity Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Year to Date	Previous Year YTD
PI05b	Number of Planned Preventative Maintenance tasks responded to	2,272	2,377	2,358	2,242	**6,977**	7,046
PI06b	Number of reactive tasks responded to	737	605	641	818	**2,064**	2,225
PI07b	Number of help desk calls responded to	255	188	226	286	**700**	839

Appendix 1

Service Area	Responsible Officer	Cabinet Member
Commissioning and Procurement	**Claire Maynard (Chief Procurement Officer)**	**Brian Collins**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	YTD	YTD RAG	Target	Floor	Prev. Year
C&P1	Value of procurement savings achieved (£m)				**32.9**	GREEN	**32.9**	GREEN	5	1.25	
C&P2	Percentage of contracted spend with Small and Medium sized Enterprises (SMEs); Voluntary, Community, and Social Enterprises (VCSEs); and Kent-based businesses.		New KPIs		**70.2%**	GREEN	**70.2%**	GREEN	70%	50%	New KPIs
C&P3	Number of waivers issued				**16**	AMBER	**16**	AMBER	15	45	

C&P1 - A total of £32.9m in financial benefits has been reported across seven contracts. The total was driven by the Highway Term Maintenance Contract (HTMC), which accounts for £23.5m (71.5% of the total). The financial benefits achieved are spread over the life of the contract, but has been recognised within this reporting period. As a result, the quarter should be treated as an exceptional reporting quarter, rather than requiring an adjustment of targets. If the HTMC was removed, the target would still have been achieved however.

C&P3 - Waivers were slightly higher than target in Quarter 1, with 16 issued against a target of 15 or under. These waivers equated to £3.6m spend. CED/DCED accounted for the highest number of waivers (5). The main overall driver was urgency, continuity and delivery deadlines, which caused 7 out of 16 waivers and included cases where statutory deadlines, service continuity, supplier insolvency, mobilisation requirements or system transition delays meant that normal procurement timescales could not be met.

The higher than target position appears to reflect a mix of unavoidable short-term service pressures and legacy contract issues, rather than a single recurring cause. This suggests the main improvement focus should be earlier identification of contracts approaching expiry or extension limits, alongside continued early engagement with CPD where urgent service continuity risks are emerging. Within the service, we are trialling a new procurement engagement form to improve efficiency and visibility of future demand.

REPORT TO CABINET COMMITTEE

From: Brian Collins, Deputy Leader

Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 22 September 2026

Subject: Asset Management Strategy 2024-2030: September 2026 Revision and Key Achievements for 2025/26

Decision no: N/A

Classification: Unrestricted

Future Pathway of report: Policy and Resources Cabinet Committee

Electoral Division: All - Countywide

Summary: This report updates the committee following an annual review of the Asset Management Strategy 2024–30. As part of this review, and reflecting changes in KCC's strategic direction since the strategy was adopted, references to the Net Zero 2030 target have been updated to align with the Energy Efficiency Plan and Energy and Low Emissions Strategy, which focus on improving environmental performance and reducing operating costs. The report also highlights Kent County Council's (KCC's) Infrastructure's key achievements against the AMS objectives during 2025/26.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the updates made to the Asset Management Strategy 2024–30 along with key achievements in 2025-2026.

1. Introduction

1.1 Decision 24/00069 was taken in January 2025 to adopt the KCC's Asset Management Strategy (AMS) 2024-30.

1.2 Since the adoption of the AMS, significant progress has been made against the delivery of its strategic objectives. Key achievements delivered during 2025/26 are summarised in Appendix A: Key Achievements 2025/26.

2. Key Considerations

2.1 The AMS is a live document, and progress against strategy objectives and risks is overseen by the KCC Infrastructure Business Assurance Team and monitored through the Council’s risk management framework.

2.2 The AMS is reviewed to ensure any new emerging priorities / objectives of KCC are considered and factored into any revision of the strategy.

2.3 Since the strategy was originally adopted, the Council's position has evolved, alongside the introduction of the *Reforming Kent* strategic statement. As a result, the Strategy has been reviewed and updated to reflect these changes. References to the previous Net Zero 2030 target have been replaced with references to the Energy Efficiency Plan and the Energy and Low Emissions Strategy, which focus on improving environmental performance, increasing energy efficiency, and reducing operating costs. The updated AMS is attached as Appendix B.

3. Background

The AMS is a vital component of KCC’s operational and strategic planning. It provides a comprehensive framework for managing KCC’s diverse property assets, including those owned, leased, and tenanted. The AMS aligns with KCC’s broader strategies and policies, ensuring that assets are optimally used, suitably located, and sustainably maintained.

3.1 The need for an AMS arises from KCC’s commitment to efficiency, sustainability, and value for taxpayers. It guides the Council in making informed decisions about the acquisition, use, and disposal of property assets. This is crucial in meeting the Council’s operational needs and strategic objectives.

3.2 The AMS also plays a pivotal role in planning for the future use of assets. It outlines how KCC’s asset needs will be delivered in the short, medium, and long term. This forward-thinking approach is essential in an ever-changing landscape, as it allows KCC to adapt and respond effectively to new challenges and opportunities.

3.3 Moreover, the AMS is integral to KCC’s transformation goals. As the Council embraces new technologies and commissioning models, the strategy supports a flexible workforce and frontline delivery. It ensures that KCC’s property portfolio remains fit-for-purpose and can adapt to changing needs.

3.4 In summary, KCC’s AMS is not just about managing property assets, it is a strategic tool that enables the Council to deliver efficient services, reduce environmental impact, generate income, and transform the way it operates. Without the strategy, KCC would lack the strategic direction and control needed to manage its assets effectively and meet its service delivery objectives.

3.5 The first iteration of the AMS was for the period 2018-2023, with the current strategy covering a period of 6 years, from 2024 to 2030. The AMS sets a series of principles which guide the operation of KCC estate that continue to be relevant.

4. AMS Key achievements 2025/26

4.1 A summary of the key achievements delivered against each AMS strategic objective during 2025/26 is provided in Appendix A: Key Achievements 2025/26.

4.2 These were compiled from achievements and ongoing work from across all delivery areas of Infrastructure which align to the 5 objectives of the AMS. This summary concludes by aligning the current objectives in the Infrastructure 26/27 business plan to demonstrate how those objectives align to the AMS.

5. Options considered

5.1 Do nothing – not to update the strategy - dismissed to ensure reflection of the current strategic direction for the Council.

5.2 Make updates to the strategy to align with the changed strategic direction of the Council.

6. How the proposed decision supports the Council's Strategic Statement

6.1 In November 2025, the Council adopted a new strategic statement, Reforming Kent 2025-2018 and replaced its reference to Net Zero 2030 with a renewed focus on energy efficiency through the Council's Environment Plan and Energy Efficiency Plan. This approach places greater emphasis on initiatives that improve the environmental performance of the estate while delivering direct financial benefits. References to Net Zero 2030 have therefore been replaced in the AMS as set out in Appendix B.

7. Financial Implications

7.1 The Strategy amendments do not have a financial impact to the Council, as the decision to move away from net carbon zero targets has already been agreed, it reflects the Council's new position.

8. Legal implications

8.1 The Strategy amendments do not have a legal impact to the Council, as the decision to move away from net carbon zero targets has already been agreed, it reflects the Council's new position.

9. Equalities Implications

9.1 An Equality Impact Assessment (EqIA) was completed for Decision 24/00069 AMS 2024-30 (Appendix C), which confirmed that this strategy does not present any impact on any of the nine areas specified by KCC. There are no changes to this.

10. Data Protection Implications

10.1 There are no expected data protection implications as a result of this strategy.

11. Other Corporate Implications

11.1 None.

12. Governance

12.1 Amendments made to the Strategy align with the commitment made within the Strategy from Decision 24/00069.

13. Conclusions

13.1 Considering the Council's current position on the net carbon zero 2030 target, it is recommended that the Committee note the amendments to the AMS to align to the Strategic Statement and subsequent changes to the KCC Environment Plan, Energy Efficiency Plan and the Energy and Low Emissions Strategy.

13.2 This report also reflects key achievements in relation to the AMS for the 2025/26 financial year.

Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the updates made to the Asset Management Strategy 2024–30 along with key achievements in 2025-2026

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14. Background Documents

14.1 Reforming Kent 2025-2028: Kent County Council's Strategic Statement

14.2 Record of Decision 24/00069 Asset Management Strategy 2024-30

14.3 24/00069 Asset Management Strategy 2024-30 Report

14.4 Record of Decision 25/00091 Energy Efficiency Plan

14.5 25/00091 Energy Efficiency Plan Report

15. Appendices

15.1 Appendix A – AMS Key Achievements 2025 - 2026

15.2 Appendix B – Asset Management Strategy 2024-2030: September 2026 Revision

15.3 Appendix C – EQIA for Asset Management Strategy 2024 – 2030

16. Contact details

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Appendix A - AMS Key Achievements 2025/26

The Kent County Council (KCC) Asset Management Plan outlines five strategic objectives and a framework by which KCC manages its asset base. The below sets out the delivery against each of the goals, outlines work that has taken place and notes key achievements during 2025/2026.

Strategic Objective 1 – Provide value for money from assets through sustainable initiatives, energy efficiency, cost control, and income generation business

Key cost control and income generation initiatives:

- £440k savings generated through business rates refunds and rate appeals.
- Utility costs reviewed to identify billing anomalies and discrepancies, securing refunds and delivering financial savings.
- Leases granted for solar installations at St Nicholas School, Canterbury, and Brunswick House Primary School, Maidstone, supporting reduced energy consumption and lower energy costs.
- Letting out of surplus space in the operational estate to generate income and support the efficient use of KCC’s estate, examples include Brook House and Tonbridge Library.
- Biodiversity Net Gain (BNG) pilot at Preston Hill progressed, creating an opportunity to generate future income from underutilised land assets through the sale of off-site biodiversity units.
- Change of fire alarm testing procedure to improve efficiency of process.
- Conducted a review of security arrangements across vacant sites, identifying and implementing technology-enabled solutions to improve efficiency and deliver site-specific cost savings.
- Delivered the conversion of 5 schools from oil-fired heating systems to mains gas, improving energy efficiency and reducing maintenance requirements.
- Delivered up to 1000 minor works projects across the schools and corporate estate including 11 significant Mechanical & Electrical (M&E) infrastructure projects, including boiler and pipework replacements, ensuring that services remain open, improving efficiency, and compliance across the estate.

Strategic Objective 2 – Ensure compliance and reduce risk through proactive maintenance, planning, estate management and condition surveys

- 6,218 statutory Inspections and maintenance tasks raised in 25-26 with a 96% achievement rate.

- 18,019 reactive maintenance jobs raised in 25/26 with 93% completion rate on time.
- A range of Health and Safety Audits of KCC premises completed, focusing on the operational office estate and additional service led premises.
- Successfully delivered 20 significant roof replacement projects, improving asset condition, reducing maintenance liabilities, and enhancing building resilience.
- Completed 3 major extension and new-build projects, providing additional capacity and modernised facilities to support service delivery.
- Developed and implemented the Defibrillator Operating Procedure, providing clear guidance on the installation, maintenance and use of defibrillators across KCC estate.
- Completed 2 sewage treatment plant projects, enhancing environmental performance, operational resilience, and regulatory compliance.
- Continued to protect KCC's legal interests, boundary position and other land title, interest and rights matters, which protects the council's ability to use its estate effectively and retain its value.
- Exits from buildings which have become significant Health and Safety risks e.g. Former Folkestone Library.
- Reconfiguration of the office estate to provide additional desk capacity along with dedicated space for Adult Social Care and Health (ASCH) services (alongside existing Children, Young People and Education (CYPE) dedicated spaces), while maintaining capacity levels for flexible use of the office estate.

Strategic Objective 3 – Rationalise underutilised assets through consolidation or alternative uses

- Enhanced the governance process with 30 Options Appraisals undertaken in 25/26, 16 of which concluded assets should be declared surplus.
- Successfully progressed over 180 property transactions during 2025-26, covering disposals (32), acquisition decisions (9), lease transactions (47), licences (30), and other complex property matters, enabling timely decision-making, effective risk management and the delivery of key infrastructure and estate priorities.
- During 25/26, four co-locations were delivered and opened to the public as part of the implementation of the Kent Communities Programme services to co-locate into community hubs enabling 13 other sites to be released. With a combined revenue saving potential of c£500k once fully exited and capital receipt potential of c£1.25m.

    - Temple Hill Dartford – Libraries and Family Hubs including Health visiting.
    - Cranbrook Tunbridge Wells – Libraries and Family Hubs including Health visiting.
    - Sittingbourne – Libraries, Registration, and Family Hubs including Health visiting.
    - Stanhope, Ashford – Libraries and Family Hubs including Health visiting.

- Co-location of Folkestone Library service and Community Learning and Skills provision into Sandgate Road Folkestone
- Consolidation of Sittingbourne Community Learning and Skills (CLS) into Avenue of Remembrance and relocation of Gravesend Adult Education Centre to New Beginnings, improving building utilisation and supporting a more efficient estate footprint
- Renegotiation of lease of Manor Gatehouse wedding registration office to provide a more appropriately sized refurbished space to meet the requirements of the service.

Strategic Objective 4 – Use assets flexibly to enable new operating models aligned to how we will deliver our services and work in the future

- Infrastructure plays a key role in supporting and guiding service transformation activity. The work on the high-needs children's placement project is a core example of this. In 25/26 two new homes were purchased and refurbished to allow KCC to in-house some children's care services.
- Repurposed vacant space in Tonbridge library to a Special Educational Needs (SEN) school provision ensuring flexible use of asset.
- Implemented a new desk booking system to all offices to improve user experience and inform use levels.

Strategic Objective 5 – Generate income and capital receipts to support budget sustainability

- £27m generated through capital receipts in 25/26.
- £250k revenue savings achieved through 25-26 disposal programme.
- £5.8m rental income collected, achieving 5% increase from previous Financial Year.
- Actual rental expenditure in the Corporate Landlord portfolio went down by 11% in 2025/26 compared to the previous year (£2.96m vs. £3.32m).

Key Focus for 26/27

Key areas of focus in 26/27 include:

Strategic Objective 1 – provide value for money, sustainability from assets through sustainable initiatives, energy efficiency, cost control, and income generation.

- Maintain a strong focus on budget management and forecasting, ensuring effective financial control and informed investment decisions.

- Deliver capital investment and minor works programmes to ensure assets remain warm, safe, dry, compliant, to support the delivery of front-line services.

Strategic Objective 2 - Ensure compliance and reduce risk reduction through proactive maintenance, planning, estate management and condition surveys

- Maintain statutory compliance and health and safety assurance through robust governance arrangements, performance monitoring, and risk management.
- Protect and safeguard KCC's property interests, ensuring physical, legal, contractual, and financial challenges are proactively identified, managed, and resolved.
- Procure and deliver the condition survey programme for 26/27

Strategic Objective 3 - Rationalise underutilised assets through consolidation or alternative uses

- Drive estate optimisation opportunities to maximise utilisation, improve operational efficiency, and support organisational transformation.
- Deliver the Future Assets Programme, ensuring the Council's property portfolio remains fit for purpose, financially sustainable, and aligned to service priorities.

Strategic Objective 4 – Use assets and future flexibly to enable new operating models aligned to how we will deliver our services and work in the future

- Strengthen cross-divisional collaboration and partnership working to improve service delivery, asset planning, and decision-making across the organisation.
- Improve the quality, accessibility, and use of asset data

Strategic Objective 5 - Generate income and capital receipts and to support budget sustainability

- Progress property disposals and income generation initiatives, while safeguarding the value, integrity, and long-term potential of the Council's asset base.
- Continue the development of the Office, Specialist, and Community Assets Programme, supporting delivery of Medium-Term Financial Plan (MTFP) objectives from 2026/27 onwards.

Kent County Council

Asset Management Strategy 2024-30: September 2026 Revision

Contents

Securing Kent's Assets

Kent County Council

Asset Management Strategy 2024-30: September 2026 Revision

Kent County Council
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1 Foreword

The Council's asset base, its value, location and performance are key to the experience of our residents when accessing our services and the delivery of the strategic objectives of the Council. The estate and our property strategies also have a significant role to play in the future shape of Council Services.

This Asset Management Strategy sets out Kent County Council's approach to managing its property assets over the next 6 years to optimise its value and return to the Council.

Effective asset management is critical for KCC's financial sustainability and continues the journey of transformation started under the previous 2018-2023 strategy and lessons learned during that period.

2 Introduction

The Asset Management Strategy (the 'AMS') is the overarching property strategy document which is aligned to the delivery of Kent County Council's (KCC) strategies, policies and services which will support Kent County Council's wider communities.

The strategy provides a framework for the Council's management of its owned, tenanted, and leased assets. Within the constraints of the financial operating environment, it ensures that the assets used to deliver its services are fit for purpose. The strategy aims for optimal and flexible use of these assets, ensuring they are appropriately located and maintained sustainably. It also takes into account the future needs of KCC's services, with considerations for short, medium, and long-term planning. This approach ensures that the Council's assets are effectively utilised and future-proofed.

This new Asset Management Strategy comes at a critical time for Kent County Council as it faces significant financial pressures and has launched Securing Kent's Future, the budget recovery plan to return the council to financial sustainability.

It is therefore essential that our assets deliver the maximum value for the Council residents, and those that access our services including members of the public, service users and our staff.

Mid-Term Review and Revision (September 2026)

This Asset Management Strategy was subject to a mid-term review to ensure continued alignment with Kent County Council's current strategic priorities. The review reflects the introduction of the Reforming Kent 2025-28 Strategy and updates to the Council's environmental approach. As part of this review, references to the previous Net Zero 2030 target have been removed and replaced with references to the Kent Environmental Plan, Energy Efficiency Plan and Energy and Low Emissions Strategy. The revised approach places greater emphasis on environmental efficiency, reducing operating costs and supporting the Council's wider financial sustainability objectives.

Summary of Amendments

Title Pages	Page 1, 3	Title updated to reflect September 2026 Revision
Introduction	Page 2	Added reference to September 2026 mid-term review and updated strategic references and added summary of amendments table.
List of Key strategies	Page 5	Reference to The Kent Environment Strategy 2030 replaced with KCC Environment Plan Reference to Framing Kents Future 2022-2026 replaced with Reforming Kent 2025-2028
Key Achievements of the last AMS	Page 10	Deleted reference references to Net Zero carbon target for 2030.
Key Principles	Page 13	References to Net Zero 2030 replaced with the KCC Environmental Plan and Energy Efficiency Plan.
Alignment of Drivers, Aims, Objectives, and Approach Key Drivers	Page 14,15	Reference to Net zero targets changed to KCC Environment Plan
Effective Implementation of the AMS	Page 26	Reference to Net zero targets by 2030 replaced with KCC Environment Plan
AMS Summary	Page 31	Reference to Net zero targets changed to KCC Environmental Plan

The AMS will be for 6 years and is aligned with KCC's key strategies:

- **The Kent Economic Strategy 2030**
- **Kent Environment Plan**
- **The Kent Health and Wellbeing Strategy 2022-2030**
- **Reforming Kent 2025-2028**
- **Securing Kent's Future 2023-2025**
- **Kent & Medway Integrated Care Strategy**
- **ICT Strategy 2020-2023**

There will be a commitment to securing value for money in all spending decisions.

This will involve a thorough business case process, rigorous procurement process, regular reviews of asset performance, and a focus on total cost of ownership rather than just initial implementation and operating costs. It will include a commitment to transparency, with clear documentation showing that best value considerations have been applied to all decisions.

By integrating these elements, the AMS will support the delivery of “Securing Kent’s Future” and “Framing Kent’s Future”, providing a clear and comprehensive strategy for managing KCC’s assets.

This approach will aim to achieve financial sustainability and demonstrate compliance with the strategic statements.

This will ensure that the AMS 2024-2030 is aligned with the Council’s priority objectives and that it will build upon the principles set out within the previous AMS 2018-2023.

It will ensure the management of the Council’s Property Assets, within the financial context of the authority, will be fit for purpose to deliver the services required for those that access our buildings whilst maximising their potential and usage.

The previous 2018-2023 Asset Management Strategy delivered several key outcomes including rationalisation of KCC’s assets, capital receipts, and energy /sustainability targets.

The council still faces a significant backlog maintenance liability. This is intended to start to be addressed through the effective implementation of the new AMS, which is designed to align with and support the objectives and priorities within 'Securing Kent's Future'. However, it's important to note that the progress and effectiveness of this initiative is contingent upon the resources that are made available.

We will look at the optimisation of assets to ensure it has the potential to provide economic and environmental sustainability for the budget and communities we serve, to ensure short, medium, and long-term best value, for services run by KCC over the next 6 years.

3 Context of the KCC Estate

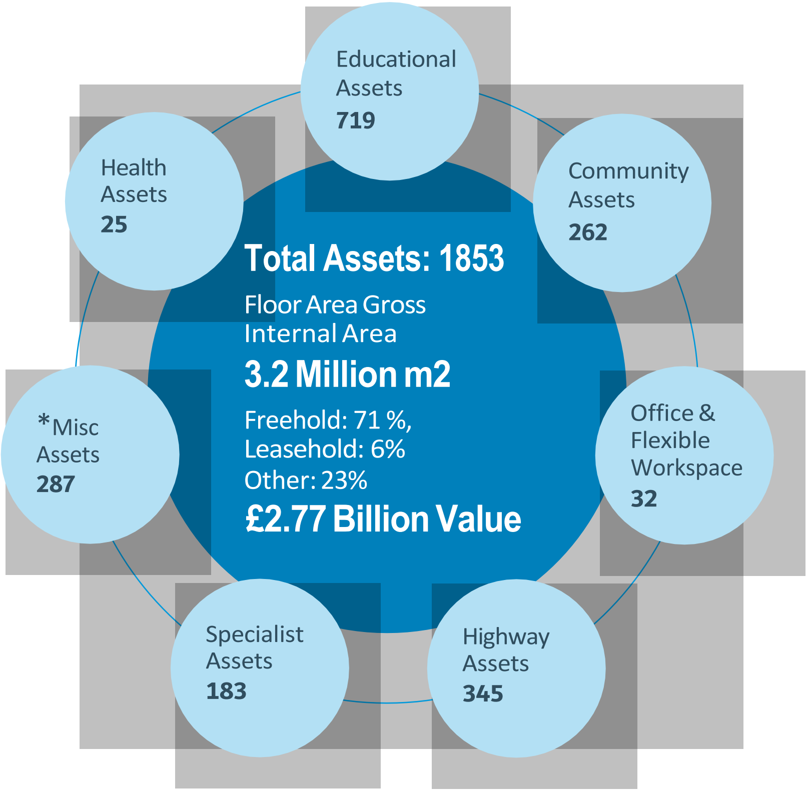
Overview of KCC's Asset Portfolio

Kent County Council owns an extensive and diverse property portfolio supporting frontline service delivery as well as generating significant rental income.

Assets range from office buildings, libraries, family hubs, care homes and schools to commercial units, agricultural land, and development sites. The Council also holds various heritage properties and community facilities.

Effective asset management is critical to optimising financial, social, and environmental value from this portfolio, whilst ensuring assets remain suitable for meeting service delivery needs.

*Miscellaneous Assets include assets such as land next to highways, buildings not used by KCC, specialist PFI sites and vacant sites for disposal/alternative use.



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4 The Previous AMS

Introduction

In the first two years of KCC's 2018-2023 AMS, the Global Covid 19 Pandemic flipped everyone's plans virtually overnight.

All organisations, including KCC, had to stop what they were doing and implement emergency protocols immediately, which meant that the AMS did not fully progress as planned.

Lessons learnt

Following the previous 2018-2023 Strategy, the outcomes and lessons learnt, will continue to be strengthened to ensure we have a solid foundation, to refine our asset information into one cohesive framework. This will allow us to critically evaluate our portfolio, retaining only the essential assets that align with service needs. This process will establish a new baseline estate.

Will we ensure that the new AMS is a live and active document and that there is effective communication, so all council members and staff have easy access to the details of the AMS and understand its importance, and relevance, in all decisions affecting council assets and property utilisation.

Key Achievements of the last AMS:

Rationalised property portfolio by 19%, from 2,230 assets down to 1,816 through disposals and mergers. This released underutilised properties and generated £70.2 million in capital receipts.

Improved quality of asset data by undertaking a full data validation exercise. Property attributes captured increased from 60% to over 90% completeness. This enables more informed asset management.

The success of our COVID emergency implementation plans stands as a testament to our agility and commitment. Swiftly adapting to the pandemic, we ensured the safety of our staff, customers, and occupiers while maintaining essential services. These plans allowed us to navigate unprecedented challenges seamlessly.

Key Achievements of the last AMS:
continued

Embracing new technology, such as Microsoft Teams, revolutionised our communication and productivity. We leveraged collaboration tools to enhance remote work, streamline processes, and foster cross-team collaboration. Our strategic investment decisions, shared spaces for collaboration, and successful project completions demonstrate
our resilience, adaptability, and commitment to creating a better future.

Positive outcomes related to the Six Key Themes - a total of 145 key achievements relating to (with examples):

1 Future Assets Strategic Reset Programme: Specialist asset reviews & Kent Communities Programme.

2 Estate Development: Consolidation from 5 sites into Oakwood House redevelopment.

3 Capital Delivery Programmes: Basic Needs programme and Gypsy & Traveller Site levelling up programme.

4 Reduction in KCC's Portfolio: Bockhanger Library into Sure Steps Children Centre and Good Day programme.

5 Property Resources Management: Estates redesign & Re-procured Facilities Management contract.

6 Asset Management: Freehold disposal policy and Academy transfers.

7 Systems & Data: Online information initiative and Tech Forge.

8 Respond to Covid: Introduction of Hybrid working across the whole of KCC, support of staff, customers and businesses.

5 Aims of the Asset Strategy Management

This strategy will ensure that the KCC's assets are utilised efficiently and were possible, collaboration will be undertaken with partners regarding the potential for shared use to ensure efficiencies can be realised to deliver KCC's statutory and essential services. Securing our short and medium-term position is crucial for effective future planning.

The key drivers for the new strategy relate to ensuring compliance, active lifecycle management, consolidation, income maximisation from commercial assets and embedding sustainability principles.

The focus will be to take a holistic approach to assets, enhance data and performance management to support evidence-based decision making.

KCC's focus will be to take a comprehensive approach to assets (owned, leased, and tenanted), which are for the purpose of KCC services (which may be commissioned) to ensure buildings maintain optimum use and benefits for the wider community and those that use them including residents, service users, partners and staff.

To ensure the successful delivery of the new AMS, there will be a required culture shift towards asset sharing, flexibility, and cross-service collaboration to make the most of resources available aligned to the principles in KCC's service, technology and people strategies. Stakeholder meetings have been instigated to ensure this can be achieved successfully and will continue as part of the review of the AMS.

Over the next 6 years there will be a transformation in how assets are managed, unpinned by accurate data, shared resources, environmental performance, and transparent evidenced decision-making regarding optimisation.

Effective asset management will be integral to long-term financial sustainability.

KCC’s mission statement for the AMS

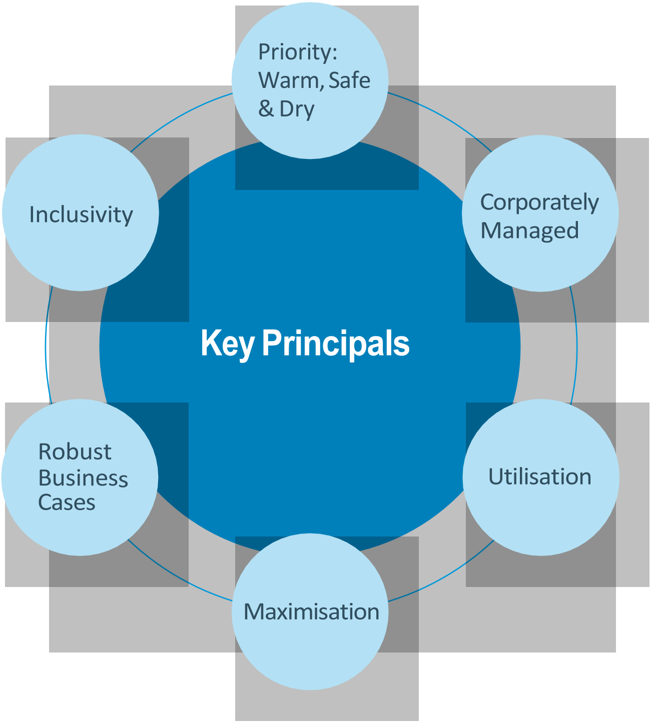
“To ensure that there is commitment to provide a sustainable estate of the right size and type to meet its operational business needs. The estate must be adaptable to change and be affordable and sustainable to cater for its services and users”

This will be achieved through

- **Asset data accuracy ensuring baseline data is regularly updated to ensure assets are adhering to current standards/regulations and performance ratings.**
- **KCC’s holistic estate data will be evaluated in respect of its use; landlord responsibility; maintenance liabilities; income and expenditure; and potential for partnership to enable KCC’s assets KPIs (Key Performance Indicators) to be measured through performance and outcomes.**
- **The strategy will be reviewed at key intervals to ensure that it continues to be aligned with KCC’s core strategic and emerging objectives, and where required, amended to reflect these.**

6 Key Principles that Underpin the AMS

These principles are designed to optimise asset management within KCC, emphasising efficiency, strategic utilisation, sustainability, and inclusivity.



Priority: Warm, Safe and Dry In the new AMS, the previous theme of 'Warm, Safe & Dry' has been repositioned to a key principle. This shift signifies the recognition of these elements as fundamental requirements for all operational assets. The principle ensures that all assets are safe for everyone interacting with them, including KCC staff, customers, visitors, and the public. This commitment to safety extends to both the interior and exterior of the buildings, reinforcing KCC's dedication to providing a warm, safe, and dry environment across its estate.

Corporately Managed: Assets are managed as a corporate landlord.

Utilisation: Asset utilisation must demonstrate the best value for money of its use.

Maximisation: Use of assets will be maximised through co-location of services.

Robust Business Cases: All asset-related decisions, including changes in property requirements, will require robust business cases. These cases must align with the principles and consider not only the initial investment but also ongoing and future costs.

Proposals that increase the building footprint or do not align to KCC environment plan and energy efficiency plan must clearly set out the rationale for the proposed approach. . The Directorate service project budget will accommodate these offsetting costs. Furthermore, any changes must be thoroughly understood, taking into account their impact on the enviromental footprint and the budgets needed to meet the asset's future requirements.

Inclusivity: Inclusivity will be critical on all levels, from design concept and layout through to decision making, staff engagement and ongoing operational management.

7 Alignment of Drivers, Aims, Objectives, and Approach

Key Drivers | Aims | Objectives | Approach

Alignment of Drivers, Aims, Objectives, and Approach:

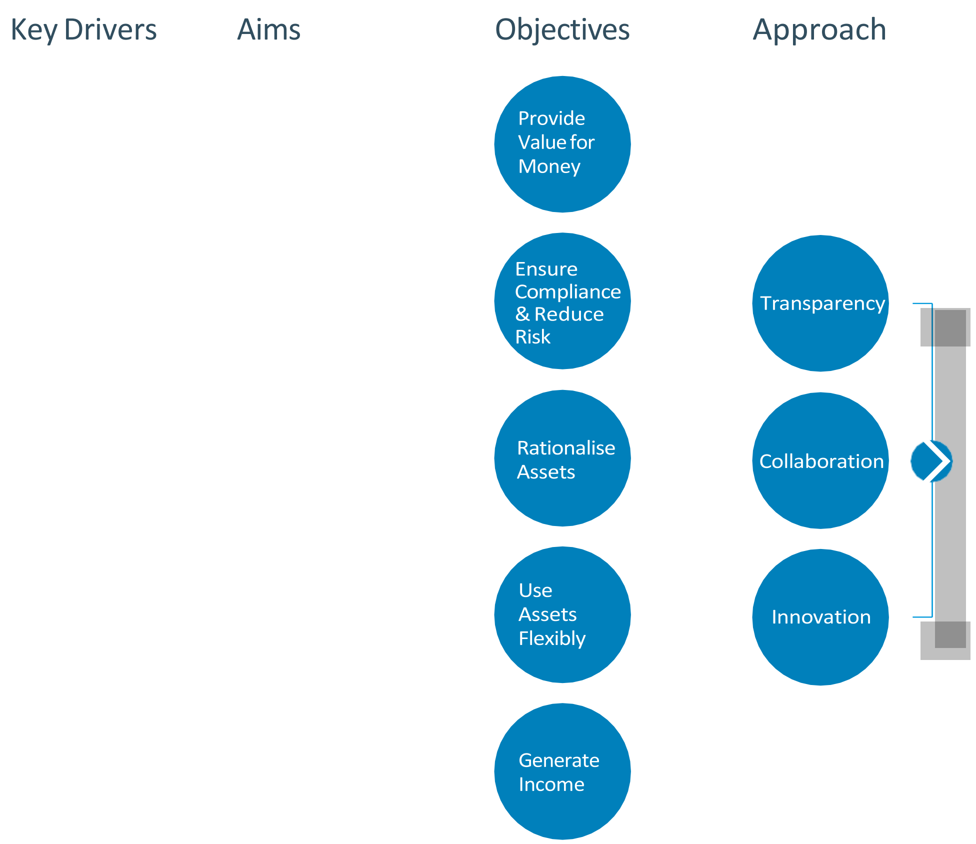
Ensuring alignment between our drivers, aims, objectives, and approach is crucial to the successful implementation of our AMS.

Our drivers inform our key aims, which in turn guide the development of our objectives.

Our approach is designed to effectively achieve these objectives, thereby fulfilling our key aims in response to our drivers.

This will require a culture shift towards asset sharing; flexibility; and cross-service and external collaboration.

This will ensure best value, economies of scale, efficiencies and services which are fit for purpose in a positive and focused environment, which is critical to Securing Kent's Future.



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8 Key Drivers of the AMS

Key Drivers | Aims | Objectives | Approach

Key Drivers for the new strategy

Securing | KCC Environment Plan | Adherence | Property

Securing Kent's Future

Financial sustainability:
Achieving sustainability requires focussed approach that balances supply and demand for services.

Net Zero Targets

Reducing our environmental footprint and imposing efficiency are essential to achieving KCC Environment Plan Objectives and Energy Efficiency Plan targets.

Adherence to Legislative Framework and Health and Safety Compliance and delivery of Statutory provision

Essential to ensure the safety and wellbeing of our users.

Property Enhancing Service Delivery

Optimising property portfolio to enable service delivery which meets the needs of the service and ensures the building is fit for purpose for those that use buildings including residents, service users, partners and staff

9 The Aims of the AMS

Within the approach the key enablers are having the right data, the right skills, the right reporting structures, the right capacity, and people in the right place, doing the right thing with access to robust data.

Aims

Sustainability

- Properties are valuable assets that can contribute to economic and environmental sustainability,
- The goal is to manage these properties to meet current service needs and ensure the property is adaptable for future generations,
- This management strategy considers environmental impact, cost efficiency, and benefits to the community.

Optimisation

- Long-term value is crucial to our best value considerations,
- The aim is to utilise our buildings for services provided by KCC as much as possible,
- The strategy involves aligning KCC's asset portfolio with service delivery goals for optimal efficiency and effectiveness,
- There is a commitment to remain responsive to the changing needs our communities, services and our staff.

10 Strategic Objectives

KCC's strategic objectives will provide a holistic view by looking at both the aims and approach to ensure a comprehensive and forward-looking approach to asset management that aligns with its service delivery objectives and the broader goals of sustainability and innovation.

Developed through engagement sessions KCC developed five strategic objectives:

- **Provide Value for Money from assets through sustainable initiatives to include energy efficiency, cost control, income generation and encompass wider social value,**
- **Ensure Compliance and Reduce Risk through proactive maintenance planning, estate management and condition surveys,**
- **Rationalise Underutilised Assets through consolidation or alternative uses,**
- **Use Assets Flexibly to enable multi-purpose use and new operating models aligned to how we will deliver our services and work in the future,**
- **Generate Income and capital receipts to support the budget resilience.**

Five Key Strategic Objectives: One

What?

1 Provide Value for Money from Assets through Sustainable Initiatives, Energy Efficiency, Cost Control, and Income Generation:

Evidence-Based Decision Making: Accurate asset data will inform decisions regarding compliance, sustainability, and cost control,

Energy Efficiency Measures: Implement energy audits and sustainable practices to reduce operating costs,

Whole-Life Cost Analysis: Evaluate total cost of ownership to inform decision-making and information budget requirements.

How?

- Ensure robust data on all assets,
- Establish protocols for regular review of asset performance against KPI's,
- Trial new technology to improve environmental efficiency and identify which solutions are worth investing in across the estate,
- Conduct Energy Audits: Carry out comprehensive energy audits across all facilities to identify areas of high energy consumption,
- Develop a framework for assessing the total cost of ownership that includes initial acquisition costs, operation costs, maintenance expenses, and disposal costs,
- Include non-financial factors such as environmental impact or social value in the whole-life cost analysis model,
- Ensure that findings from the whole-life cost analysis are aligned with AMS principles to inform budget allocations,
- Embed sustainability principles into asset management and meet sustainability goals and reduce environmental impact,
- Exploring reserve models to ensure available funding for proactive maintenance and going beyond DDA compliance.

Key Performance Indicator Examples:

- Size and running cost of each portfolio,
- Number of assets with whole life-cycle plan,
- Number of technologies trailed and proposed to seek investment,
- Asset Utilisation,
- Total cost of maintaining assets,
- Asset Down-time,
- Disposal - receipt vs cost of disposal,
- Percentage of energy audits passed,
- A score based on non-financial impacts such as environmental or social value,
- Space used vs. total space available,
- Cost of running asset to KCC against budget,
- Measure energy consumption.

Five Key Strategic Objectives: Two

What?

2 Ensure Compliance and Reduce Risk Through Proactive Maintenance Planning, Estate Management and Condition Surveys:

Robust Compliance Regime: KCC will ensure assets comply with health and safety regulations. Regular inspections and maintenance schedules will maintain asset suitability,

Life cycle Strategies: Develop comprehensive life cycle management strategies based on accurate data. Prioritise maintenance and renewals,

Estates Management: Ensure properties support KCC's statutory services.

How?

- Continuation to existing compliance reporting,
- Establish a routine of regular inspections to ensure that all assets comply with health and safety regulations,
- Ensure assets are legally compliant and fit for operational purposes to support service delivery,
- Create a comprehensive maintenance schedule for each asset. This schedule should include regular checks and necessary maintenance work to keep the asset in good condition and ensure its suitability,
- Develop a prioritised list of maintenance and renewal tasks. Assets that are critical to operations or have a higher risk of failure should be prioritised,
- Ensure that each property is being used in a way that supports KCC's statutory services,
- Conduct regular reviews to ensure that each property is being used effectively. If a property is not supporting KCC's services, consider alternative uses for the property,
- Warm, Safe and Dry Policy.

Key Performance Indicator Examples:

- Percentage of assets that meet health and safety regulations,
- Percentage of estate with current life cycle condition survey,
- Percentage of maintenance activities completed on schedule,
- Measure of how effectively maintenance and renewals have been prioritised, which could be calculated based on the number of unexpected asset failures,
- The ratio of the total cost of asset maintenance to the value derived from the asset over its life cycle,
- Percentage of properties that support KCC's statutory services,
- Total cost of estate management relative to the value of the properties managed,
- Number of property usage reviews conducted per year,
- Number of safety incidents reported.

Five Key Strategic Objectives: Three

What?

3 Rationalise Underutilised Assets through consolidation or alternative uses:

Utilisation Studies: Identify underutilised assets through utilisation studies,

Co-Location Opportunities: Explore co-location opportunities to consolidate assets while minimising liabilities,

Effective investment: Ensure when funding is available to invest in assets, either through developer contributions or grant funding, that the investment is supporting asset use efficiency and forward thinking.

How?

- Definition of utilisation of each asset type,
- Regularly perform utilisation studies to identify underutilised assets. This could involve assessing the usage rates of different assets and identifying those that are not being fully utilised,
- Rationalise underutilised asset and consolidate estate by collaboration internally and with external stakeholders to identify co-location opportunities,
- A whole portfolio view of assets, recognising the capital employed and the potential value to KCC priorities from repurposing or disposal,
- Work closely with KCC regeneration team to identify investment opportunities including developer contributions, to maximise the long-term benefit of the funding,
- When funding is available, ensure it is invested in a way that supports asset use efficiency and forward thinking. This could involve investing in new technologies that increase asset efficiency or in training programs that help employees make better use of assets.

Key Performance Indicator Examples:

- Percentage of assets identified as underutilised in the utilisation studies,
- The number of assets successfully consolidated through co-location,
- Percentage of investments that lead to improved asset use efficiency,
- Percentage of time that assets are in use compared to their total available time,
- Percentage of available space that is being effectively used after co-location,
- Reduction in liabilities, such as maintenance costs achieved through co-location,
- Return on investment for each asset investment. This could be measured in terms of increased efficiency, reduced costs, or other relevant metrics,
- The improvement in asset use efficiency achieved through investment.

Five Key Strategic Objectives: Four

What?

4 Use Assets Flexibly to Enable New Operating Models aligned to how we will deliver our services and work in the future:

Multi-Purpose Design: Design and manage assets for multi-purpose use, flexibility, and agility,

Adapt Portfolio to Support the Changing needs in Service Delivery and staff wellbeing: Support shifting service needs to outreach or digital models instead of permanent physical presence,

Non-Public Facing Functions: Develop models for shared spaces that accommodate non-public facing functions.

How?

- Use assets flexibly to go further than co-location (where services have separately defined spaces in the same building) to include sharing of space by compatible services,
- Incorporate flexibility and agility into design and management of assets. This could involve designing spaces that can be easily reconfigured for different uses or investing in equipment that can perform multiple functions. Management of assets adapts as service needs change,
- Implement modular designs that allow for easy reconfiguration of spaces or equipment to serve different purposes as needed, either so spaces can have multiple uses or to enable service delivery to change,
- Engage in regular reviews of service delivery models and adapt the asset portfolio to support shifting service needs. This could involve moving towards outreach or digital models instead of maintaining a permanent physical presence,
- Develop models for shared spaces that can accommodate non-public facing functions. This could involve creating communal areas that can be used by multiple teams or departments.

Key Performance Indicator Examples:

- Number of assets designed for multi-purpose use and the percentage of time these assets are utilised,
- Number of shared spaces created, and the percentage of back-of-house functions accommodated in these spaces,
- Reduction in dedicated non-public facing spaces, while maintaining employee satisfaction,
- Customer satisfaction for all, with additional questions for those that are shared service space,
- Number of building user group meetings,
- Employee satisfaction feedback on adaption of building management approaches to meet customer needs.

Five Key Strategic Objectives: Five

What?

5 Generate Income and Capital Receipts to support the Budget sustainability:

Strategic Disposal: Identify surplus assets and determine the best value disposal method,

Effective Marketing: Market properties effectively to achieve best consideration,

Maximise Income from assets: Actively manage commercial tenancies and explore sub-division opportunities.

How?

- **Manage property as a corporate resource,**
- **Explore asset development opportunities supporting growth, regeneration and encompass wider social value,**
- **Conduct regular audits to identify surplus assets that are no longer needed,**
- **Analyse different disposal methods to determine which will yield the best value and consider interim cost,**
- **Develop and implement marketing strategies tailored to the unique features and potential uses of each property,**
- **Regularly review commercial lease agreements and adjust rental rates as needed to reflect current market conditions,**
- **Consider dividing larger properties into smaller units that can be leased separately, potentially generating higher total rental income.**

Key Performance Indicator Examples:

- **Number of surplus assets identified and disposed of; total income generated from asset disposal,**
- **Number of inquiries or bids received per property; total income generated from property sales or leases,**
- **Total rental income; occupancy rate; number of properties successfully subdivided,**
- **Ratio of the actual proceeds from the disposal of assets to the estimated market value of those assets,**
- **Ratio of inquiries or bids that result in a sale or lease. A higher rate indicates more effective marketing,**
- **Annual rental income from an asset as a percentage of its market value. A higher yield indicates more effective income maximisation,**
- **Ratio of performance of investment assets verses targeted return.**

11 How we will Measure Performance

These approaches align with KCC's strategic objectives and contribute to long-term financial sustainability. The AMS will be a dynamic document, reviewed periodically to adapt to emerging priorities and objectives, and underpinned by asset management plans to determine service delivery and individual asset plans.

How we will measure Performance:

Performance metrics will be established for each portfolio to measure performance and guide estate management decisions, against delivery of the five strategic objectives. These metrics and other relevant financial indicators, will provide a clear and measurable understanding of each portfolio's performance. Regular reviews of these metrics will ensure they remain relevant and reflective of our strategic objectives.

KPI

We will define the Key Performance Indicators (KPIs) as part of the Asset Management Plans for each sub-portfolio, so the KPI's are appropriate for each asset type. These KPIs will be SMART - Specific, Measurable, Achievable, Relevant, and Time-bound. They will include measures such as Net Running Cost Benchmarking, Rate of Utilisation of Spaces, Maintenance Costs, and Asset Down time. The KPIs will align with our overall business objectives and provide a clear picture of each asset's performance.

By establishing this baseline and defining our KPIs, we will be able to measure asset performance effectively and make informed decisions about asset management. This approach will ensure that our assets are managed strategically, with a focus on maximising value and minimising risk.

12 The Approach

Key Drivers | Aims | Objectives | Approach

Approach

Transparency

- Ensuring both internally and externally, we make a commitment to open communication about asset management decisions, including the rationale behind asset acquisitions, disposals and maintenance plans.
- When you deal with us you will find we are transparent, open and deal with you fairly.

Collaboration

- Ensuring collaboration with stakeholders and other organisations to enhance asset management practices and drive innovation.
- We will aim to foster a more integrated approach to asset management by encouraging resource sharing across different KCC services. This will ensure that KCC meets the diverse needs of the community and KCC services.

Innovation

- Investment in a culture of continuous improvement and constant innovation of asset management by embracing and utilising innovate technology, practices and processes.

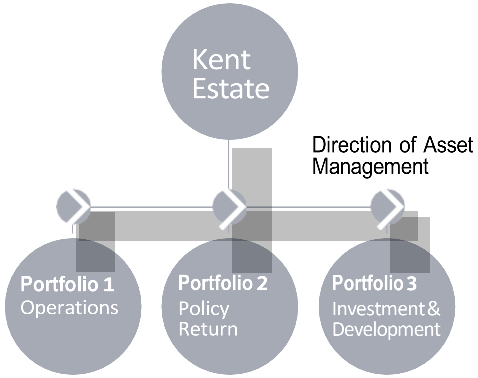
13 Realignment of the estate to facilitate the approach of the AMS

Establishing a base line to measure asset performance

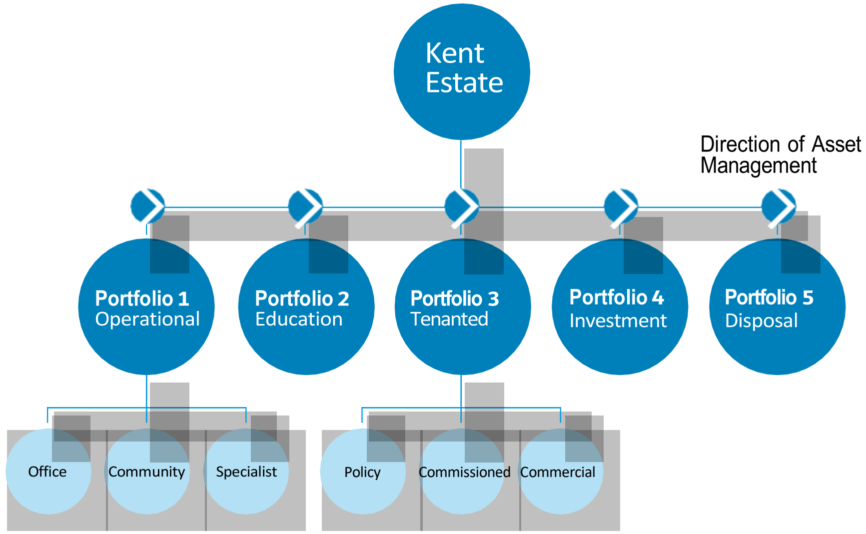
To effectively manage our assets and measure their performance, we will first re-define the baseline. This involves the updating of the portfolio classifications used in the previous AMS. Our assets will be classified based on their type: operational, education, tenanted, investment or disposal and then subcategorised by the use. This classification system will allow us to better understand our asset portfolio and identify areas for improvement or investment:

- **Portfolio 1 – Operational:** Assets which are used to deliver services and administration, divided into 3 subcategories.
- **Portfolio 2 – Education:** All educational related assets.
- **Portfolio 3 – Tenanted:** Assets occupied by non-KCC services and tenants, divided into 3 subcategories.
- **Portfolio 4 – Investment:** Assets held solely for the purposes of income generation.
- **Portfolio 5 – Disposal:** Assets declared surplus and used to raise a capital receipt.

The Estate from Previous AMS



The Realigned Estate for the New AMS



14 Effective Implementation of the AMS

Kent County Council is committed to implementing long-term, life cycle management strategies for its assets, shifting from a reactive to a proactive approach. The future estate will be flexible, multi-purpose, and directly support service provision needs. Stakeholder engagement will be key in demonstrating how assets can enable new operating models and service transformation.

The Asset Management Strategy will be central to decision-making, fostering a culture of continuous dialogue and understanding. Environmental principles will be embedded into asset strategies to drive towards KCC's Environment Plan. Robust asset data will enhance strategic planning and promote spending efficiencies.

Smart building technologies and intelligent management systems will be adopted for a comprehensive approach to estate management. Sites will be prioritised based on service users' requirements, focusing on positive outcomes for Kent's residents. Staff development and investment will be continued to provide a holistic service that embraces these technologies.

A dedicated reserve model for the corporate estate will be explored to cover ongoing maintenance requirements. Compliance with the Equality Act, including Disability Discrimination Act 1995 (DDA) requirements, will be ensured, with a proposal to allocate a dedicated budget for making buildings accessible to meet individual needs. This will involve re-prioritisation of the available funding.

Business Continuity and Resilience Planning

The new AMS will link and work collaboratively with KCC's Business Continuity and Resilience Planning policies. Business Continuity Planning (BCP) is a process that helps us manage risks, allowing us to continue to deliver services to our customers in the event of a disruption, big or small, right through to recovery.

This is an important part of KCC's processes in ensuring business continuity, enabling services to continue to provide essential services and to recover other functions quickly.

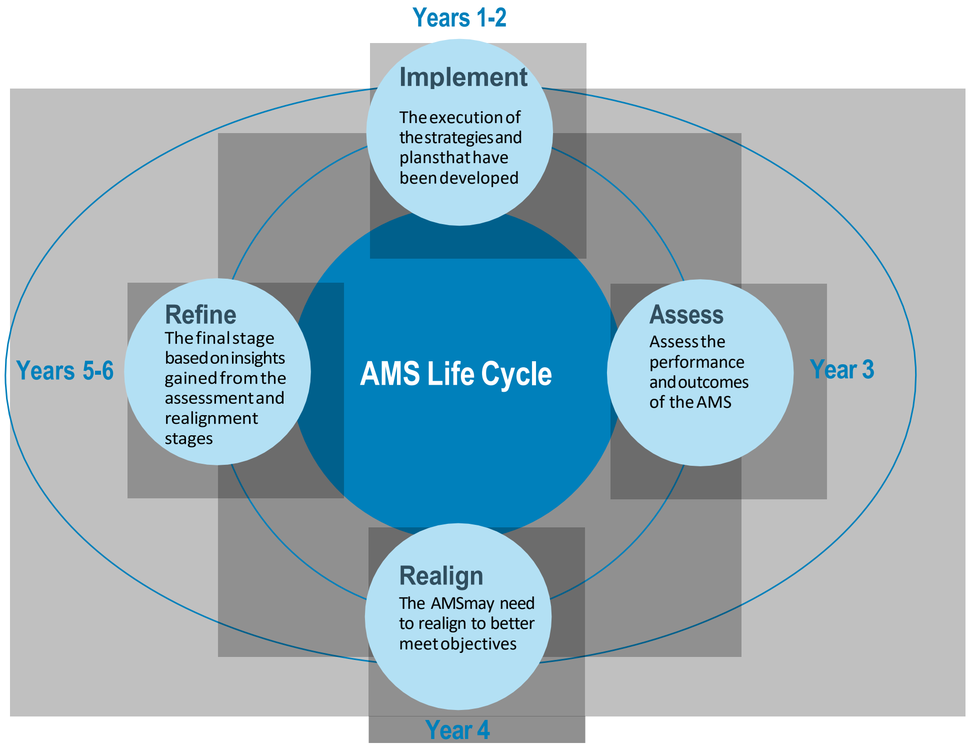
15 Implementation and Review

The AMS will be a live document, and progress against strategy objectives / KPI's and risks will be continually monitored and overseen by the KCC Infrastructure Business Assurance Team and monitored through the Council's risk management framework.

The Asset Management Strategy will be reviewed and refreshed through a four-part lifecycle approach that will assess and evaluate the success of the AMS that includes a mid-term review in 2027 to ensure any new emerging priorities / objectives are considered and this will be factored into any revision of the strategy.

It is important to note if the impact of the implementation of the Asset Management Strategy means a change in asset or service use, a further EqIA and DPIA would be required to be undertaken by the relevant Directorate service, in order to comply with governance.

The AMS Life Cycle: Implement, Assess, Realign, Refine



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Life cycle approach for the Asset Management Strategy (AMS)

2025-2026 Implement: This is the first stage where the AMS portfolio action plans and KPIs are developed and put into action. It involves the execution of the strategies and plans that have been developed. This first stage is to work on defining the accurate baseline data, this will enable the implementation of the long-term, life cycle management strategies, which will capture comprehensive life cycle information for all assets, enabling whole-life cost analysis to inform decision making. All property related decisions need to comply with Key Principles of the new AMS.

2027 Assess: Once the implementation stage is complete, the next step is to assess the performance of the assets. This involves monitoring and evaluating the assets using Key Performance Indicators (KPIs) to determine if they are meeting the expected outcomes. This stage is crucial for understanding the effectiveness of the AMS and identifying areas for improvement. This could include acquiring new assets, disposing of underutilised assets, or repurposing existing assets. The key focus in this stage is to ensure that the actions align with the strategic objectives of the AMS.

2028 Realign: Based on the assessment, the AMS may need to be realigned to better meet its objectives. This could involve adjusting the strategies or plans, changing the use of certain assets, or revising the KPIs. The goal of this stage is to ensure that the AMS remains relevant and effective in the face of changing circumstances.

2029-30 Refine: Once the implementation stage is complete, the next step is to assess the performance of the assets. This involves monitoring and evaluating the assets using Key Performance Indicators (KPIs) to determine if they are meeting expected outcomes. This stage is crucial for understanding the effectiveness of the AMS and identifying areas for improvement.

16 Outcomes of the Implementation of the AMS

The optimisation of our asset portfolio will maximise financial, social, and environmental value for Kent residents whilst contributing to organisational sustainability and aligning the portfolio to those that use our buildings including residents, service users, partners and staff.

This will ensure

- **Ensure assets are legally compliant, 'warm, safe & dry' and fit for operational purposes to support service delivery,**
- **Actively manage assets across their life cycle,**
- **Rationalise underutilised asset and consolidate the estate by collaboration internally and with external stakeholders to identify co-location opportunities,**
- **Generate capital receipts from surplus assets,**
- **Manage property as a corporate resource, as appropriate for each portfolio class,**
- **Maximise rental income from commercially tenanted assets,**
- **Advance service transformation through asset re-purposing,**
- **Use assets flexibly to go further than co-location (where services have separately defined spaces in the same building) to include sharing of space by compatible services,**
- **Explore asset development opportunities supporting growth, regeneration and encompass wider social value,**
- **Embed sustainability principles into asset management and meet sustainability goals and reduce environmental impact,**
- **As service needs evolve, asset management strategies adapt accordingly, ensuring a dynamic and responsive infrastructure.**

17 Governance and Business Assurance

The new AMS will aim to ensure that Members, Directorates and all officers/staff adhere to the strategy through ensuring regular engagement between Infrastructure (through the Business Partner, Infrastructure Strategy and Stakeholder Engagement teams) to ensure all services are working in line with AMS and that all considerations are taken for any initiatives/projects that change their Property requirements.

This will be reinforced through relevant business cases being evaluated against the AMS and by all decisions across Infrastructure being underpinned by the aims and approaches set out in the AMS.

Although ultimately the AMS is governed by the Property Management Protocol (which forms part of the KCC constitution, as a framework for how KCC assets are governed), which must be adhered to by all.

The AMS will be a live document, and progress against strategic objectives / KPI's and risks will be continually monitored and overseen by the KCC Infrastructure Business Assurance Team and monitored through the Council's risk management framework.

The Asset Management Strategy will be reviewed and refreshed as part of a four-part life cycle approach that will assess and evaluate the success of the AMS that includes a mid-term review in 2027 to ensure any new emerging priorities / objectives are considered and this will be factored into any revision of the strategy.

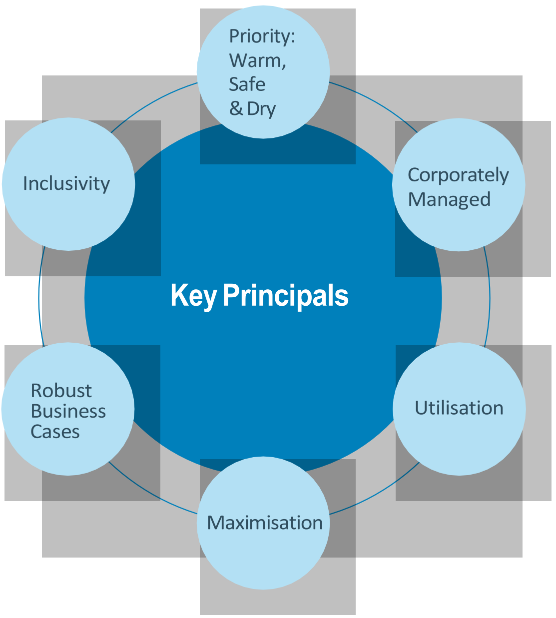
It is important to note if the impact of the implementation of the Asset Management Strategy means a change in asset or service use, a further EqIA and DPIA would be required to be undertaken by the relevant Directorate service, in order to comply with governance.

The Asset Strategy Management Strategy will cover the period from July 2024 – July 2030, after which a new strategy will be implemented to follow concurrently.

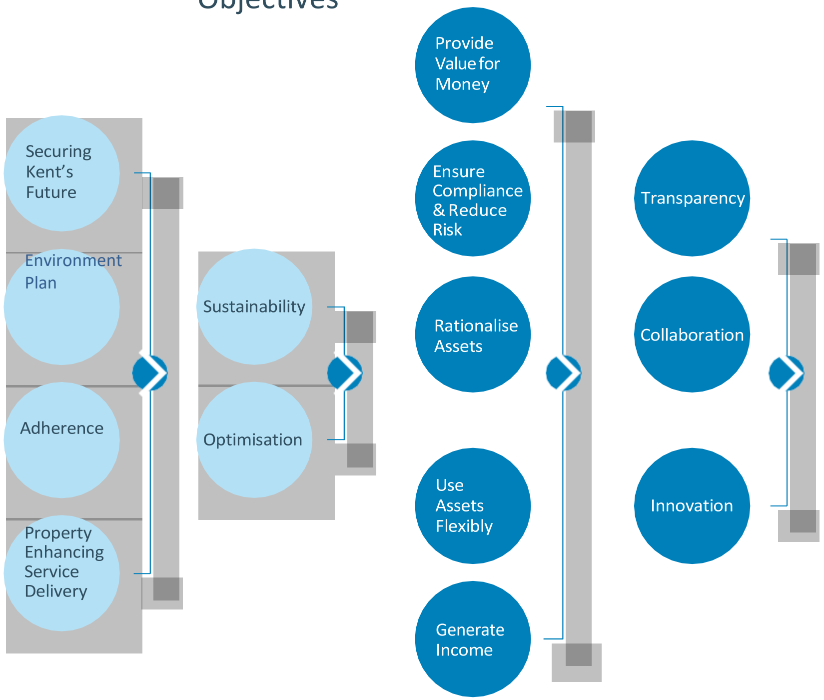
18 AMS Summary

Key Drivers | Aims | Objectives | Approach

Key Principals



Key Objectives Aims Approach



KCC's mission statement for the AMS

"To ensure that there is commitment to provide a sustainable estate of the right size and type to meet its operational business needs. The estate must be adaptable to change and

be affordable and sustainable to cater for its services and users ”

Kent County Council

Asset Management Strategy 2024-30

Kent County Council
kent.gov.uk

EQIA Submission – ID Number
Section A

EQIA Title
New Asset Management Strategy 2024 - 2030

Responsible Officer
Gordon Edwards - DCED INF

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Rebecca Anderson - DCED INF

Type of Activity

Service Change
Service Change
Service Redesign
No
Project/Programme
No
Commissioning/Procurement
No
Strategy/Policy
Strategy/Policy
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Strategic and Corporate Services
Responsible Service
Business Information, Strategy and Assurance - DCED
Responsible Head of Service
Rebecca Anderson - DCED INF
Responsible Director
Rebecca Spore - DCED INF

Aims and Objectives

The current Asset Management Strategy (AMS) ended in 2023, and a replacement Asset Management Strategy (2024 –2030) is being developed, alongside Kent County Council's (KCC's) core strategic objectives and the outcomes achieved and lessons learnt from the existing AMS (2018-2023).

The outcomes were that good progress was made to rationalise the estate, securing capital receipts, meeting environmental goals, and developing staff. However, further work is needed on strengthening capacity, data systems, property performance, and backlog maintenance.

Moving Forward with the New 2024-2030 Asset Management Strategy:-

The new AMS has been devised from KCC's strategic core objectives; Securing Kent's Future budget recovery plan; the evaluation of the 2018-2023 AMS and from feedback through stakeholder engagement.

The Key drivers for the new strategy are:
i) Securing Kent's Future:
• Financial Sustainability: achieving sustainability requires a commercially focused approach that balances supply and demand for services.

ii) Net Zero Targets:
• Reducing our environmental footprint and improving efficiency are essential to achieving our Net Zero emissions targets.
iii) Property Enhancing Service delivery:
• Optimising our property portfolio is crucial for enhancing service delivery.
• This includes ensuring the property service provided in buildings meets the service need and any new investment in buildings is designed to be fully fit-for-purpose by supporting service delivery.
iv) Adherence to Legislative Framework and Health and Safety Compliance

The Strategy Objectives are:
1. Provide value for money: Provide value for money from assets through sustainable initiatives, energy efficiency, cost control and income generation.

2. Ensure compliance and reduce risk: Reduce liabilities through proactive maintenance planning and condition surveys.

3. Rationalise assets: Rationalise underutilised assets through disposal or alternative uses.

4. Use assets flexibly: Using assets flexibly to support new operating models and digital transformation.

5. Generate income: Generate capital receipts from disposal to support the budget sustainability.

KCC's strategic objectives will provide a holistic view by looking at both the aims and approach to ensure a comprehensive and forward-looking approach to asset management that aligns with its service delivery objectives and the broader goals of sustainability and innovation.

Equality Recommendations:
The strategy will adjust and continue to remove barriers or better promote equality, through a holistic approach to the use of KCC's provisions and assets.

1 It will allow KCC to critically evaluate our portfolio, retaining only the essential assets that align with service needs.

The accurate baseline date will ensure that KCC can enable the implementation of long-term, lifecycle management strategies, which will capture comprehensive lifecycle information for all its assets, enabling whole-life cost analysis to inform decision-making. This will ensure KCC maintains a proactive approach to its estate.

2. It will provide a holistic view, regarding KCC's service users needs and its use of its assets.

Through buy in from all stakeholders across KCC, all decisions relating to the requirement, use or need of an asset will require a robust and sound business case.

3. The strategy will look at new and innovative solutions to ensure an agile environment is provided to enable transformation.

By aligning assets with service requirements, our future estate will directly support the service provision's needs and integrated models. Assets will be designed and managed for multi-purpose use; flexible in terms of function; and facilitating agile working to create a fit for purpose estate. We will actively engage with stakeholders internal and external to KCC to demonstrate how assets can enable new operating models, digital adoption, and integrated delivery to shape service transformation.

4. Environmental Principles

Environmental principles will be embedded into our asset strategies to continuously improve energy efficiency, reduce emissions, and drive sustainability with the aim of driving towards KCC's net zero targets in line with the Council's policies within the resources that are available.

5. Equality

The new Asset Management Strategy will not only enhance KCC's assets to ensure full compliance with the Equality Act 2010 and the Equality Act (Disability) Regulations 2010, but also demonstrate KCC's commitment to going above and beyond in terms of DDA accessibility. This strategy underscores our dedication to creating an inclusive environment across all sites, surpassing standard requirements and setting a new benchmark in accessibility standards.

Section B – Evidence

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

No

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

No

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Yes - ongoing with

KCC Policy and Resources Cabinet.
Internal Stakeholder Groups within Infrastructure, Business Partners, Directorate management teams and stakeholders and wider partner engagement.

The AMS will establish ongoing engagement mechanisms with all stakeholder groups, including staff groups, to ensure their input is continuously integrated into the strategy's delivery plans.

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

Yes

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients
Service users/clients

Staff
Staff/Volunteers

Residents/Communities/Citizens
Residents/communities/citizens

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

Yes

Details of Positive Impacts
• Assets will be fit for purpose and will align with service needs. • Accurate baseline data will provide an informed approach regarding long-term, lifecycle management strategies which will enable budget forecasting in the future. • Stakeholders will be involved in decisions relating to the requirements of sites use or need of an asset and will require a robust and sound business case. • New and innovative solutions will be used to ensure there is a proactive and agile environment, which will include slicker digital options to shape transformation and meet compliance requirements. • Sites will offer flexible arrangements, meaning sites are future proof and limited expenditure would need to be used to adapt and area for another service. • Environmental principles will be embedded, ensuring continuous improvements to energy efficiency, which will aid KCC's net zero targets / budgeting and enhance the working environment. • The enhancement of KCC's assets to aid further compliance in respect of the Equality Act 2010 and the Equality Act (Disability) Regulations 2010.) for all its users. • Ongoing engagement mechanisms will be established with all stakeholder groups, including staff groups, to ensure their input is continuously integrated into the strategy's delivery plans.

Negative impacts and Mitigating Actions
19.Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No
Details of negative impacts for Age
Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender

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

No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

Policy and Resources Cabinet Committee Work Programme

Meeting date	Item	Work Type
Wednesday, November 18, 2026	Initial Draft Budget	Report
Wednesday, January 13, 2027	Draft Revenue and Capital Budget and Medium-Term Financial Plan	Report
Wednesday, January 13, 2027	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (2026/2027)	Report
Wednesday, January 13, 2027	Commercial and Procurement - Performance Update	Bi-annual item
Thursday, March 11, 2027	Cyber Security - annual report	Annual item
Thursday, March 11, 2027	Risk Management: Chief Executive's and Deputy Chief Executive's Departments	Report
Thursday, March 11, 2027	KPI Review	Report
Wednesday, May 12, 2027	Performance Dashboard for the Chief Executive's Department and Deputy Chief Executive's Department (2026/2027)	Report
Wednesday, May 12, 2027	Regular Medium Term Financial Plan (MTFP) update	Report
Wednesday, July 7, 2027	Commercial and Procurement - Performance Update	Bi-annual item

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