POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 24th May, 2016

10.00 am

Darent Room, Sessions House, County Hall, Maidstone

Kent
County
Council
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AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Tuesday, 24 May 2016, at 10.00 am
Darent Room, Sessions House, County Hall, Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (14)

Conservative (8): Mr A J King, MBE (Chairman), Miss S J Carey, Mr N J D Chard, Mr J A Davies, Mr R L H Long, TD, Mr S C Manion, Mr L B Ridings, MBE and Mrs P A V Stockell

UKIP (3) Mr M Heale, Mr C P D Hoare and Mr R A Latchford, OBE

Labour (2) Mr D Smyth and Mr N S Thandi

Liberal Democrat (1): Mrs T Dean, MBE

Webcasting Notice

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

A - Committee Business

A1   Introduction/Webcast announcement

A2   Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3   Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared.

A4   Minutes of the meeting held on 14 March 2016 (Pages 7 - 14)

To consider and approve the minutes as a correct record

A5   Minutes of the meeting of the Property Sub-Committee held on 12 April 2016 (Pages 15 - 20)

To note the minutes

B - Key or significant Cabinet Member Decision(s) for recommendation or endorsement

B1   Procurement and Award of mobile devices and voice/data connectivity contract (Pages 21 - 26)

To consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on a proposed decision relating to the award of the mobile devices and voice/data connectivity contract

B2   Procurement for the supply of LAN Hardware, Support and Maintenance (Pages 27 - 32)

To consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on a proposed decision relating to the award of the LAN Hardware, Support and Maintenance contract

C - Monitoring of Performance

C1   Total Facilities Management - Biannual review (Pages 33 - 46)

To note the current performance of the TFM contractors and assurance from the Property Sub Committee

C2   Strategic and Corporate Service Performance Dashboard (Pages 47 - 60)

To receive and note a report that shows progress made against targets for Key Performance Indicators

C3   Financial Monitoring (Verbal Update)

C4   Information Governance and Mandatory Training (Pages 61 - 74)

To receive a paper that reports on information governance in KCC and the training provided to all staff in this area

C5   Business Service Centre Update (Pages 75 - 80)

To receive an update on the current performance of the Business Service Centre

C6 Work Programme 2016/17 (Pages 81 - 84)

To consider and agree a work programme for 2016

D - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

D1 ICT Strategy (Pages 85 - 92)

To consider and note the report

D2 Annual Report on the Implementation of the Armed Forces Covenant in Kent (Pages 93 - 106)

To note the progress made on the Covenant activities to date and comment on the priorities for future activity

D3 Council Tax Support (Pages 107 - 116)

To receive an update on work being done in conjunction with districts and boroughs to review local Council Tax Reduction schemes prior to a consultation exercise being planned by districts to take place in the summer and local decisions on revised schemes to be introduced from 2017-18

Motion to Exclude the Press and Public

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

E - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

E1 ICT Security - Update (Pages 117 - 120)

To receive an update on the current IT security status and the threat levels the Authority faces

E2 Facing the Challenge - Legal Services - Progress Report (Pages 121 - 126)

To consider and note the progress of the initiative

Peter Sass
Head of Democratic Services
(03000) 416647

Monday, 16 May 2016

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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 Darent Room, Sessions House, County Hall, Maidstone on Monday, 14 March 2016

PRESENT: Mr A J King, MBE (Chairman), Mr R H Bird (Substitute for Mrs T Dean, MBE), Miss S J Carey, Mr N J D Chard, Mr M Heale, Mr C P D Hoare, Mr R A Latchford, OBE, Mr R L H Long, TD, Mr S C Manion, Mr L B Ridings, MBE, Mr C P Smith (Substitute for Mr J A Davies), Mr D Smyth, Mrs P A V Stockell and Mr N S Thandi

ALSO PRESENT: Mr G Cooke and Mr J D Simmonds, MBE

IN ATTENDANCE: Mr D Cockburn (Corporate Director Strategic & Corporate Services) and Mrs A Hunter (Principal Democratic Services Officer)

UNRESTRICTED ITEMS

193. Apologies and Substitutes
(Item A2)

Apologies for absence were received from Mr Davies and Mrs Dean. Mr Smith and Mr Bird attended as substitutes for Mr Davies and Mrs Dean respectively.

194. Declarations of Interest by Members in items on the Agenda
(Item A3)

There were no declarations of interest.

195. Minutes of the meeting held on 15 January 2016
(Item A4)

(1)   Resolved that the minutes of the meeting held on 15 January 2016 be approved as a correct record and that they be signed by the Chairman.

(2)   The Chairman said that he had agreed to defer the report on the Strategic and Business Development and Intelligence division referred to in Minute 192 (2)(b).

196. Relocation of KCC Services from Tonbridge Gateway
(Item B1)

Rebecca Spore (Director of Infrastructure) and Peter Brook (Design Authority) were in attendance for this item

(1)   Mr Cooke (Cabinet Member for Corporate and Democratic Services) introduced the report on behalf of the Leader of the Council and Cabinet Member for Business Strategy, Audit, Transformation and Commercial and Traded Services. The report asked the Cabinet Committee to endorse and

comment on the proposed decision to re-locate KCC services and commissioned services from the Tonbridge Gateway to other properties in Tonbridge. He referred, in particular, to the on-going commitment to review how services were provided and to the commitment to getting the best value from the Council's property portfolio.

(2)   Mrs Spore confirmed that the proposals referred only to KCC services and drew attention to the number of customer transactions for each of KCC's services which were set out in paragraph 2 of the report. She also said that 50% of those who had responded to the consultation favoured accessing services in the library or Adult Education Centre and that concerns raised about accessibility and car parking had already been taken into account. In the longer term it might be possible to re-locate to a more convenient location in the High Street.

(3)   In response to questions, officers said that conversations had not taken place with Tonbridge and Malling Council about detailed funding arrangements and that the break notice could be served while such conversations took place.

(4)   Members of the Committee considered that: the continuation of service provision was important; the consultation did not propose an alternative option; work should continue to review KCC-owned properties in Tonbridge and Malling; consideration be given to providing services from a centrally located premises and the needs of people who could not access services on-line be taken into account.

(5)   Resolved that:

(a) The proposed decision, to be taken by the Leader of the Council and Cabinet Member for Business Strategy, Audit, Transformation and Commercial and Traded Services, for KCC to re-locate its services and commissioned services from Tonbridge Gateway to the Tonbridge Library and Adult Education Centre be endorsed.

(b) The Cabinet Member be asked to provide assurance that an urgent review of the Council's estate in Tonbridge and the services provided from that estate be undertaken.

197. Strategic and Corporate Services Directorate Dashboard
(Item C1)

Richard Fitzgerald (Performance Manager) was in attendance for this item

(1)   Mr Fitzgerald introduced the report which set out progress made against targets set for Key Performance Indicators. He said that overall performance was very good and he drew particular attention to FP03 (invoices received by Accounts Payable within 20 days of KCC received date) and GL03 Data Protection Act Subject Access requests completed within 40 calendar days) which were assessed as "red". He also said that the key performance indicators relating to the Contact Centre were positive and the next quarter's performance report would reflect the performance of Agilisys.

(2)   Concerns were expressed about FP03 and the importance of ensuring small suppliers received timely payments was emphasised.

(3)   Resolved that the report be noted.

198. Financial Monitoring 2015-16
(Item C2)

Jackie Hansen (Strategic and Corporate Services Directorate Finance Business Partner) was in attendance for this item

(1)   Mr Simmonds (Deputy Leader and Cabinet Member for Finance and Procurement) introduced the report which set out the third quarter's full budget monitoring report for 2015-16 which would be reported to Cabinet on 21 March 2016. He commended the work done to ensure the authority had an underspend and hoped the underspend position would continue to the end of the financial year to enable some funding to be rolled over.

(2)   Mrs Hansen drew attention to the forecasted underspend of just under £2.4 million for the Strategic and Corporate Services Directorate and, in particular, to the management action taken in relation to the underspend projected for the Engagement, Organisation Design and Development Division, the Infrastructure Division and underspends in the capital budget.

(3)   In response to a question, Mrs Hansen said that the budget for services to be provided by Agilisys would continue to have its own line in the budget.

(4)   Resolved that the revenue and capital forecast variances from budget for 2015-16, based on the third quarter's full monitoring to Cabinet, be noted.

199. Work Programme 2016
(Item C3)

Resolved that the word programme for 2016 be agreed.

200. Welfare Reform Update
(Item D1)

Richard Fitzgerald (Performance Manager) and Jeanette Forster (Business Intelligence Officer – Economy and Demography) were in attendance for this item

(1)   Mr Fitzgerald introduced the report which provided an update on the indicators relating to welfare reform.

(2)   Members of the Committee said the report was useful and informative and that it should be circulated to all Members of the Council and to MPs as well as being updated annually.

(3)   Concerns were raised about the length of time taken to process claims for Personal Independence Payments which took an average of nine weeks in London and the South East compared with a national average of six weeks.

(4)   Questions were raised about whether claimants of universal credit were in full time or part time work and about people moving to Kent from other parts of the UK.

(5)   Resolved that:
(a)   The report be noted;

(b)   The report be circulated to all Members of the Council;

(c)   Consideration as to how evidence and research, such as the welfare reform report, influenced policy, service delivery and decision-making across the Council be included as part of the paper on Strategic Business Development and Intelligence paper to be received by the Cabinet Committee in July 2016.

201. Draft Strategic and Corporate Services Directorate Business Plan 2016-17
(Item D2)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) was in attendance for this item

(1)   Mr Whittle introduced the report which set out the draft Strategic and Corporate Services Directorate Business Plan (2016-17) for consideration and comment, prior to approval by Cabinet Members and publication online in April 2016.

(2)   In response to questions, he confirmed that the services provided by external contractors would be subject to the same assessment of contestability as internally provided services and that the business planning process would be reviewed in the autumn in accordance with normal practice.

(3)   Resolved that:
(a)   The Strategic and Corporate Services Directorate Business Plan (2016-17) be noted;

(b)   The intention to publish the plans online in April 2016 be noted.

202. ICT Service Resilience
(Item D3)

Rebecca Spore (Director of Infrastructure) and Kathy Stevens (ICT Compliance and Risk Manager) were in attendance for this item

(1)   Mr Cooke (Cabinet Member for Corporate and Democratic Services) introduced the report which provided an update for Members following the disruption to ICT services on 9 February 2016.   Mr Cooke commended staff for their efforts and for working through the night to restore services quickly.

(2)   In response to questions, Mrs Spore said it was unlikely there would be another incident as a result of the chiller units, however, the incident had emphasised the impact on service delivery and in particular that having a secondary data centre had enabled the authority to maintain its critical

services. She also said that a balance had to be struck between business resilience and cost.

(3)   Mrs Spore further said that a full review of the incident was continuing and that the authority was not at greater risk as a result of an ICT outage than it had been before the incident.

(4)   Mr Cooke said the ICT Strategy was kept under review and increased use of the "Cloud" was being considered which would reduce the dependency on data centres which, in turn, would reduce the risk to the authority.

(5)   Resolved that the report be noted.

203. Risk Management: Strategic and Corporate Services
(Item D4)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) and Mark Scrivener (Corporate Risk Manager) were in attendance for this item)

(1)   Mr Simmonds (Deputy Leader and Cabinet Member for Finance and Procurement) introduced the report by saying that risk management was an on-going and dynamic process. He drew particular attention to the risks arising from the financial and operating environment in which local government existed and to the unique position of Kent in responding to the numbers of unaccompanied asylum seeking children.

(2)   In response to concerns about the risk of cyber-crime, Mr Cooke (Cabinet Member for Corporate and Democratic Services) said that the authority had a good track record in resisting cyber-attacks and Mr Cockburn (Corporate Director Strategic and Corporate Services) said that a report on cyber security would be received by the Cabinet Committee in May 2016.

(3)   Resolved that the report be noted.

204. Corporate Assurance Quarterly Report
(Item D5)

David Whittle (Director Strategy, Policy, Relationships and Corporate Assurance) and Elizabeth Sanderson (Corporate Assurance Manager) were in attendance for this item)

(1)   Mr Whittle introduced the report which outlined the key findings from Corporate Assurance on major change projects and programmes between January and March 2016. He also said that the first report on corporate assurance had been presented to the Cabinet Committee in December 2015 and suggested that further updates be received at six-monthly intervals.

(2)   Resolved that:
        (a)   The findings of the Corporate Assurance Quarterly Report be noted;

        (b)   Future reports be presented to the Cabinet Committee on a biannual basis.

205. Engagement, Organisation Design & Development Division - Update
(Item D6)

Amanda Beer (Corporate Director Engagement, Organisation Design and Development) was in attendance for this item

(1)   Mr Cooke (Cabinet Member for Corporate and Democratic Services) introduced the report which provided an update on the re-design activity across the Engagement, Organisation Design and Development Division and on its operating model for providing professional advice and support across the authority.   He said the new division brought together a number of professional functions in a way that supported becoming a commissioning authority.

(2)   Mrs Beer said the new division had been established in April 2015 and, since then, each of the functions within the Division had been reviewed and the service offer re-designed to ensure it could provide an effective, professional and integrated service to the authority. She said that customer insight and intelligence would inform the development of a corporate communications strategy as well as the design and commissioning of services. A key role of the division would be to provide challenge to service managers based on professional knowledge and insight as well as to support increased self-sufficiency among managers and staff and to ensure that clearly defined outcomes for all service delivery was commissioned and reviewed appropriately.

(3)   In response to questions, she said that decisions relating to thin-client or other options would be considered based on size, complexity and cost.

(4)   Resolved that the changes made and direction proposed for the Engagement, Organisation Design and Development Division to provide expert support to the organisation, through a period of transformation, be noted and endorsed.

206. Exclusion of the Press and Public
(Item)

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

207. Facing the Challenge - Legal Services Update
(Item E1)

Geoff Wild (Director of Governance and Law), Ben Watts (Head of Law – Litigation and Social Welfare) and Guy Record (Independent Consultant)

(1)   Mr Simmonds (Deputy Leader and Cabinet Member for Finance and Procurement) introduced the report which set out details of the conclusions drawn from the Facing the Challenge market engagement for Legal Services

and recommendations relating to the implementation of the Council's commissioning strategy and a new service delivery model for Kent Legal Services.

(2)   The report was welcomed by the Cabinet Committee. Officers responded to questions raised about: the length of the proposed contract; the assumptions made about the transfer of existing work to the new entity; the ability to attract new work in a competitive environment; and the transfer of existing staff.

(3)   Mr Record gave a presentation which set out the approach taken to assessing value for money and a comparison of the two options considered.

(4)   Resolved that the recommendations to Cabinet be endorsed as follows:

(a)   That the Council does not enter into a joint venture and officers be instructed to advise the remaining bidder that their bid had been unsuccessful;

(b)   That the Council proceeds to create a wholly-owned company and seeks Solicitors' Regulation Authority approval for it to operate as an Alternative Business Structure for the delivery of legal services to the Council and the wider market;

(c)   That the Council concludes the procurement process by awarding the contract for legal services to a wholly-owned company.

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KENT COUNTY COUNCIL

PROPERTY SUB-COMMITTEE

MINUTES of a meeting of the Property Sub-Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 12 April 2016.

PRESENT: Mr A J King, MBE (Chairman), Miss S J Carey, Mr I S Chittenden (Substitute for Mrs T Dean, MBE), Mr C P D Hoare, Mr L B Ridings, MBE and Mrs P A V Stockell

ALSO PRESENT: Mr G Cooke

IN ATTENDANCE: Mrs R Spore (Director of Infrastructure), Mr D Fettes (Head of Property Operations) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

60. Apologies and Substitutes
(Item A1)

Apologies for absence had been received from Mr D Smyth.

Mr I Chittenden was present in place of Mrs T Dean, MBE.

61. Declarations of Interest by Members in Items on the Agenda
(Item A2)

There were no declarations of interest.

62. Minutes of the meeting held on 14 December 2015
(Item A3)

RESOLVED that the minutes of the meeting held on 14 December 2015 are correctly recorded and they be signed by the Chairman. There were no matters arising.

63. New Ways of Working Programme - Refurbishment of Avenue of Remembrance, Sittingbourne, and St Peter's House, Broadstairs
(Item B1)

1. The Cabinet Member, Mr Cooke, introduced the report and advised the Committee that the proposed refurbishments could be financed within the existing budget. Mrs Spore added that the two sites concerned in the report made up the final phase of the New Ways of Working programme, and the refurbishment would ensure that both premises were fit for purpose.

2. A view was expressed from the Committee that the quality of the office accommodation at both sites was poor.

3. RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services, to award two building contracts to

undertake the New Ways of Working programme at the Avenue of Remembrance, Sittingbourne, and St Peter's House, Broadstairs, and to delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise terms and enter into the necessary agreements, be endorsed.

64. Motion to Exclude the Press and Public for Exempt Business

The Chairman advised the Committee that each of the remaining items of business included exempt information and could not be considered fully without reference to that information. He proposed the motion to exclude the press and public for the rest of the meeting.

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

(OPEN ACCESS TO MINUTES)

65. Approval to enter into a new lease for West Kingsdown Children's Centre (15/00025)
(Item B2)

Mrs E Luxton, Operational Portfolio Manager, was in attendance for this item.

1.   Mrs Spore and Mrs Luxton introduced the report and explained that the County Council was obliged under legislation to transfer the freehold of the built areas of the school to the Rochester Diocesan Board of Education, and that it would lease back the Children's Centre property from the Board.

2.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services, to enter into a new lease for the West Kingsdown Children's Centre, and for the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise terms and complete the transaction, be endorsed.

66. Disposal of Swanley Technical College Playing Field, Cherry Avenue, Swanley (16/00009)
(Item B3)

Mr R Lemerle, Disposals Surveyor, was in attendance for this item.

1.   The Cabinet Member, Mr Cooke, introduced the report and set out the background to the current proposal. Mr Lemerle responded to comments and questions from Members, as follows:-

   a) detailed checks had been made of the track record and reputation of any company bidding to purchase and develop the site, so the County Council could satisfy itself that any such company was reliable and financially sound; and

b) a Section 106 agreement had been negotiated with Sevenoaks District Council, to release the site from its former designation as open space, with the condition that 0.5 hectare remain as open space. The District Council had allocated the released site for residential development.

2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services, to sell the property and to delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise the selected purchaser and terms of the proposed sale, be endorsed.

67. Future Reporting - Outcomes of Property Disposals

1. The Chairman suggested that a retrospective report be made to each meeting of the Sub-Committee on the outcomes of property disposals, to illustrate what had been achieved as a result of each. So the report could include a full appraisal of outcomes and performance, it would be exempt from publication and would be considered in the closed part of the meeting. This suggestion met with the general agreement of those present.

68. Disposal of land at Dumpton Park Drive (adjacent to Holy Trinity Primary School) Broadstairs (14/00068b)
(Item B4)

Mr S Dodd, Disposal, Acquisition and Development Surveyor, was in attendance for this item.

1. The Cabinet Member, Mr Cooke, introduced the report and set out the background to the current proposal. Mr Dodd responded to comments and questions from Members, as follows:-

a) the site proposed for disposal was adjacent to, but not part of, land which had recently been awarded village green status, so was available to be built on; and

b) the site was identified for housing in the Local Plan.

2. RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services;

a) to sell the property, in line with the heads of terms agreed with a preferred bidder; and

b) in the event of the deal with the preferred bidder proving abortive, for any reason, to delegate authority to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to select a new purchaser from the underbidders and agree terms of the proposed sale in line with Section 123 requirements,

be endorsed.

69. Approval for the County Council to take a new lease from the Kent SEN Trust School at Park Farm Road, Folkestone, for the benefit of the Disabled Children's Service
(Item B5)

Mr J Grimes, Estates Surveyor, was in attendance for this item.

1.   The Cabinet Member, Mr Cooke, introduced the report and explained that the proposed decision was linked to the Special Schools Review, although that review would not impact on the proposed new lease arrangements. Mrs Spore added that the new joint County Council and Health Service facility, for which the new lease was proposed, would provide health services for children at the new combined Special Educational Needs school and in the surrounding area.

2.   The new facility and the proposed new lease were welcomed.

3.   RESOLVED that the decision proposed to be taken by the Cabinet Member for Corporate and Democratic Services, to enter into a new lease at the Foxwood and Highview SEN School on Park Farm Road, Folkestone, and for the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to finalise terms and complete the transaction, be endorsed.

70. Total Facilities Management - Bi-annual Review
(Item C1)

1.   Mr Fettes introduced the report and presented a series of slides which set out additional performance data for the Total Facilities Management contracts across Kent, which added to the summaries of performance included in the restricted part of the report. This information included the deductions made in contract payments for performance below target level, data on statutory compliance and health and safety compliance levels and the volume of call centre activity. Key points highlighted were as follows:

   a) there had been no reportable health and safety incidents so far in the contract period, a good achievement across a contract of such a size; and

   b) a campaign to encourage all staff to log calls and give feedback on service received would support good service delivery and allow longer-term service planning.

2.   Mr Fettes and Mrs Spore responded to comments and questions from Members, as follows:

   a) Mr Fettes was thanked for his honest appraisal of contract performance, which it had not been possible to obtain from data collected for previous contracts. The sanction of financial penalties for poor performance was welcomed;

   b) Mr Fettes clarified that the statutory risk assessments undertaken at premises related to issues such as gas and electrical safety certification and checking for the presence of asbestos. Mrs Spore assured Members

that there had been no health and safety incidents or insurance risk to the County Council;

c) assessment and recording of non-statutory issues, for example, of general daily functions such as cleaning and security, included planned and unplanned activity such as routine and reactive maintenance. To achieve service excellence depended on good monitoring of both statutory and non-statutory issues;

d) Mr Cooke added that performance monitoring of the Total Facilities Management contracts had highlighted the benefits to the County Council of having engaged more than one provider, as the ability to compare the performance of the three providers would encourage each to raise their game; and

e) the improvement in performance evidenced in the current contracts, and the related reduction in the number of payment deductions needing to be made, was welcomed. The ability to monitor performance regularly allowed increased transparency.

3. RESOLVED that the current performance of the Total Facilities Management contractors, and the existing County Council contract governance in place to manage and monitor the performance of the Total Facilities Management contracts, be noted.

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`From: **Gary Cooke, Cabinet Member for Corporate and Democratic Services**

Rebecca Spore, Director of Infrastructure

Michael Lloyd, Head of Technology Commissioning & Strategy

To: **Policy and Resources Cabinet Committee**

24th May 2016

Subject: **Procurement and Award of mobile devices and voice/data connectivity contract**

Decision No. 16/00042

Classification: **Unrestricted**

Past Pathway of Paper: None

Electoral Division: Not applicable

Summary: This paper explains the context for the renewal of the mobile devices and voice/data connectivity contract by market tender.

Recommendation

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, the award of the mobile devices and voice/data connectivity contract, including the finalisation of the necessary contractual negotiations and to enter into any necessary legal agreements.

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1.   **Introduction**

1.1   This report outlines the context for the renewal of the contract for provision of mobile devices and voice/data connectivity, including the expected financial implications.

2.   **Financial Implications**

2.1   The decision to renew the mobile devices and voice/data connectivity contract commits the Council to spend a minimum of approximately £1.5 million (depending on price achieved at tender) over 4 years.

3. Bold Steps for Kent and Policy Framework

3.1 This renewal allows the Council to continue to deliver its current services. The ability for KCC staff to use a mobile device and work flexibly is essential for the Council's service provision, and if this were not renewed, would be adversely impacted.

4. The Report

4.1 The current contract for Mobile Solutions expires 28 June 2016. Where staff require the use of a smartphone or mobile phone and it is provided by KCC, the Council requires the provision of mobile voice and/or data services, including the provision of:

    (a) a wide range of handsets (both basic feature phones and smartphones, which must be provided unlocked);
    (b) voice and text unlimited tariffs;
    (c) data allowance in bands up to unlimited;
    (d) tethering allowances/tariffs;
    (e) overseas usage voice and data;
    (f) the ability to send and receive short message service (SMS);
    (g) voicemail services;
    (h) mobile data connectivity via Dongles and SIMS (iPads);
    (i) mobile e-mail services (push and pull);
    (j) mobile data applications and value added mobile services;
    (k) accessories, including chargers, cases, screen protectors, etc.;
    (l) bar short code text services and premium text and other services;
    (m) the prevention of SIMS working in other devices;
    (n) a staff discount scheme;
    (o) adequate coverage throughout the UK including 4G;
    (p) dedicated telephone and email based helpdesk to provide day to day support; and
    (q) an online portal for detailed billing.

4.2 **Service Users –** There are three different categories of Service User:

Service User	Needs
Basic Mobile Device User (Voice only)	There are currently 2200 service users across the Council that require a basic mobile device to support their mobile working.
Smartphone User (Voice and Data)	There are currently 2400 smartphone users across the Council that require smartphone technologies to support their mobile working.
USB Broadband Dongle and Business Broadband users (Data only)	There are 350 users of mobile broadband data (dongles for laptops and SIM cards for iPads).

We have recently introduced Bring Your Own Device option whereby staff can access KCC systems from their own devices.

4.3   The are no legal or equalities implications.

5.   Conclusions

The Council makes significant use of user mobile devices for the efficient delivery of many of its services. The existing mobile service provision contract expires on 28th June 2016 and it is therefore proposed that a procurement process is undertaken to appoint a new provider and following the competitive procurement process that a contract award is made.

6.   Recommendation(s)

Recommendation(s):

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, the award of the mobile devices and voice/data connectivity contract, including the finalisation of the necessary contractual negotiations and to enter into any necessary legal agreements.

7.   Background Documents

7.1   There are no further background documents

8.   Contact details

Report Author

- Mark Sheepwash, 2nd Line Remote Support Team Leader
- 03000 410358
- Mark.Sheepwash@kent.gov.uk

Relevant Directors:

- Rebecca Spore, Director of Infrastructure
- 03000 416716
- Rebecca.spore@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BETAKEN BY:	DECISION NO:
Gary Cooke, Cabinet Member for Corporate and Democratic Services	16/00042

For publication

Key decision: YES

Expenditure of over £1M, over the duration of the contract.

Subject Matter / Title of Decision: Procurement of a new Contract for Mobile, Voice, and Data connectivity, Mobile Devices (Basic and Smartphones), Mobile Device Management (MDM), and a Managed Text Service.

Decision:

As Cabinet Member for Corporate and Democratic Services I authorise the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services to award the contract for Mobile Voice and Data connectivity, Mobile Devices (basic phones and smartphones), Mobile Device Management (MDM) software, and a Managed Text service including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

Reason(s) for decision:

The Council makes significant use of mobile phones, mobile voice and data services for the efficient delivery of many of its services. The existing contract expires in June 2016.

Cabinet Committee recommendations and other consultation:
The Policy and Resources Cabinet Committee will discuss this matter on 24th May 2016 [comments to be inserted after the meeting.]

Any alternatives considered and rejected:
The Council need to proceed to procurement in order to put in place the mechanism for providing staff with mobile communications to ensure that the Council's day to day business activities are able to be maintained.

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

....
signed

....
date

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From: **Gary Cooke, Cabinet Member for Corporate and Democratic Services**

                     Rebecca Spore, Director of Infrastructure

                     Michael Lloyd, Head of Technology, Commissioning & Strategy

To: **Policy and Resources Cabinet Committee**

                     24th May 2016

Subject: **Procurement for the supply LAN Hardware, Support & Maintenance.**

Decision Number   **16/00049**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: Not applicable

Summary: This paper outlines the requirement to put in place a contract for the purchase of LAN hardware, Support and Maintenance.

Recommendation

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of the LAN Hardware & Support & Maintenance contract, including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

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1. **Introduction**

1.1   The current arrangements to procure LAN hardware, support & maintenance for use by staff are due to expire. The re-procurement of a new provider was on hold pending the outcome of the Back Office Procurement as the provision of LAN hardware, support & maintenance would have been encompassed in the outsource proposal. The Back Office Procurement exercise has now concluded and following the decision not to progress with contract award, it is

now necessary to put in place appropriate arrangements for the procurement of hardware, support & maintenance.

2.   Financial Implications

2.1   The decision to procure a LAN Hardware, support & maintenance contract commits the Council to spend a minimum of approximately £1.25 million (depending on price achieved at tender) over 4 years on replacement hardware and the support and maintenance of that hardware. This being the expected contractual minimum but with the expectation that we would actually spend £3-4 million over the 3 years.

3.   Policy Framework

3.1   This renewal allows the Council to continue to deliver its current services as well as to support our need to transform the council into a flexible and agile workplace. Should the Council not renew this contract then there would be a gradual decline in the delivery of ICT services as devices fail, affecting our ability to maintain current service delivery.

4.   The Report

4.1   The current contract for the supply of LAN Hardware, support and maintenance came to an end in March 2016. To provide ongoing service continuity, a six month maintenance plan has been put in place whilst the procurement exercise is undertaken. The previous contract provided the ability to procure replacement hardware, obtain support and maintenance for those devices currently in place. This has a number of advantages: devices can be kept for longer at no extra cost, the significant cost of administering the lease process will be removed, surplus devices not returned to the central resource pool do not incur lease costs for unused devices.

The ICT Technology Strategy is being redeveloped, aligning the business requirements with appropriate technology. The procurement exercise and the need to provide an agile and flexible infrastructure outlined in this report is a stepping stone in achieving our strategic outcome.

The aim is to partner with a re-seller to provide the support and maintenance needed as well as competitive pricing on hardware requirements

The previous contract provides access to a variety of LAN hardware items to meet KCC's needs and any replacement will have to provide a similar assurance.

4.2   Kent County Council has made significant investment in Cisco Local Area Network (LAN) equipment, compute infrastructure and wireless network technologies. Over the last ten years, as an organisation 99% of all networking equipment has been supplied by Cisco re-sellers. This has enabled a LAN Management Solution to be provided centrally. The Cisco

portfolio has also recently been extended by the introduction through competitive tendering for a web filtering solution.

The Council has recently completed the transition of the Kent Public Services Network (KPSN) to a new provider. This is the Council's wide area network which supports 400 KCC sites, 700 Schools and a number of partner organisations. This wide area network is managed by a 3rd party but the technology behind KPSN is based on Cisco.

4.3   The are no legal or equalities implications.

5.   Conclusions

The Council makes significant use of our ICT infrastructure for the efficient delivery of many of its services. The existing contract for supply of hardware expired in March 2016. It is proposed that a procurement exercise is undertaken and a new contract is put in place for the provision of these services.

6.   Recommendation(s)

Recommendation(s):

The **Policy & Resources Cabinet Committee** is asked to consider and endorse or make recommendations to the Cabinet Member for Corporate and Democratic Services on the proposed decision to delegate to the Director of Infrastructure in consultation with the Cabinet Member for Corporate and Democratic Services, the award of the LAN Hardware & Support & Maintenance contract, including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

7.   Background Documents

7.1   There are no further background documents

8.   Contact details

Report Author

- Natasha Walton, Technology Service Manager, BSC
- 03000 410244
- natasha.walton@kent.gov.uk

Relevant Directors:

- Rebecca Spore, Director of Infrastructure
- 03000 416716
- Rebecca.spore@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BETAKEN BY:	**DECISION NO:**
Gary Cooke, Cabinet Member for Corporate and Democratic Services	16/00049

For publication

Key decision: YES

Expenditure of over £1M, over the duration of the contract.

Subject Matter / Title of Decision: Procurement of a new contract for the provision of Local Area Network (LAN) maintenance support for existing hardware, the purchase of new LAN hardware to deliver network services to KCC.

Decision:

As Cabinet Member for Corporate and Democratic Services   I authorise the Director of Infrastructure, in consultation with the Cabinet Member for Corporate and Democratic Services, to award the contract for the provision of LAN Maintenance support services for existing infrastructure, the procurement of new LAN hardware to deliver network solutions to KCC including the necessary contractual negotiations and enter into any subsequent necessary legal agreements.

Reason(s) for decision:

The Council makes significant use of local area network equipment, providing connectivity for our staff and members to ICT services.

Cabinet Committee recommendations and other consultation:
Policy and Resources Committee will discuss this matter on 24th May 2016 [comments to be inserted after the meeting.]

Any alternatives considered and rejected:
The Council need to proceed to procurement in order to put in place the mechanism for providing local area network maintenance and supply of equipment to ensure that the Council's day to day business activities are able to be maintained.

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

....
signed

....
date

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From: Gary Cooke, Cabinet Member for Corporate and Democratic
                 Services

To: The Policy and Resources Cabinet Committee – 24 May 2016

Decision No: N/A

Subject: **Total Facilities Management – Biannual Review**

Classification: **Unrestricted**

Past Pathway of Paper: none

 Future Pathway of Paper: none

Electoral Division: All

Summary: The Property Sub Committee has reviewed the performance of the Total Facilities Management Contracts - Mid Kent with Amey, West Kent with Skanska, and East Kent with Kier on the 12th April 2016. The committee considered a detailed report, including the Performance Deductions and Key Performance Indicators which is attached as an exempt appendix and discussed the performance of each.

This approach is in line with the commissioning cycle principles as set out in the County Council Paper on the 15th May 2014 titled Facing the Challenge: Towards a Strategic Commissioning Authority, with a view to providing wider scrutiny of the contracts performance.

Recommendations: **The Policy and Resources Cabinet Committee** is asked to:

(1)   Note the current performance of the TFM contractors and assurance from
        the Property Sub Committee.

1.   **Introduction**

1.1   Following discussion, the Cabinet Member responsible for this portfolio took
      the decision on the 11 January 2013 (Decision No. 12/01838) to proceed with
      the implementation of a Total Facilities Management solution. Following a
      competitive procurement, contracts commenced with Amey and Skanska on
      31 October 2014 and with Kier on 21 January 2015. The Property Sub
      Committee reviews the performance of these contracts on a biannual basis to
      provide member oversight and assurance.

      This report is intended to update members on the performance of these
      contracts since the 2nd biannual review, and to provide members with

assurance that management and monitoring of the three TFM contracts are in place.

2. Financial Implications

2.1 The financial savings identified in the MTFP of £1 million have been delivered following the implementation of the TFM Contracts.

3. Bold Steps for Kent and Policy Framework

3.1 The implementation of a Total Facilities Management solution directly relates to the delivery of the benefits from implementing a corporate landlord model as part of the change to keep succeeding plans, ensuring that our buildings are able to support front line service delivery and the delivery of the financial position as set out in the medium term financial plan.

4. The Report

4.1 The principles behind the contracts are:

- The delivery of outcomes. The authority's requirements were set out in an Output Specification. Bidders provided solutions to deliver the outcomes required by the council. Bidders took the risk on how they were to deliver the required outcomes.
- Performance in the delivery of outcomes is measured against a set of Key Performance Indicators (KPIs). This is supported by a performance regime where deduction penalties are made for poor performance. The contracts are for 5 years with an option to extend for 2 years and are designed to foster a partnering relationship.

4.2 As with all substantial contracts (approximately £10 million spend per annum across the three contracts) there is a need to ensure that there is a robust client function and contract management process in place to manage performance. On a day to day basis, Property has put in place a number of contract managers and support officers who will manage and monitor activity. This is supported by monthly performance review meetings with the Director of Infrastructure and a quarterly review with the Cabinet Member for Corporate and Democratic Services.

4.3 In order to ensure that members have oversight as to the ongoing performance of this contract, it has been agreed that a bi-annual performance review is undertaken by the Property Sub Committee on behalf of the Policy and Resources Cabinet Committee. This approach is in line with the commissioning cycle principles set out in the County Council Paper on the 15 May 2014 titled Facing the Challenge: Towards a Strategic Commissioning Authority, with a view to providing wider scrutiny of the contracts performance.

5. Performance Review

5.1 The current summary report of the TFM contractors is included in the exempt Appendix 1.

5.2 The contract management teams of both KCC and the TFM contractors have worked hard to actively manage the contracts. Actions have included:

- Redesign and strengthening of the KCC contract management team
- Meetings arranged and attended with area managers and stakeholders from the services that have raised concern with the new service. These meetings are also used to explain the TFM services and service matrix.
- The KCC Property team being the point of escalation for service users if a request has not been actioned or is unresolved.
- The use by the TFM contractors of KCC's Health and Safety, Incident, and complaints procedures for consistency across all three areas.
- Daily clarification to site users at meetings, by phone and email, on the scope of individual works.
- Daily contact between both teams to resolve items which require contractual clarification.
- Weekly and monthly operation and quarterly partnership meetings with contractors to review issues and services, and management and monitoring of the contracts. These include monthly contract review meetings and Monthly Performance/KPI meetings.
- Detailed analysis of Help Desk Calls to identify recurring reports of issues regarding FM services to enable a more strategic approach to Property Management.
- Implementation of Improvement plans with the contractors resulting in significantly improved performance.
- Software improvements on their CAFM systems.
- Supporting a number of audits as part of KCC's internal audit and assurance plan.

6. Conclusions

6.1 During this six month period, the three TFM contractors have faced many challenges in providing the services to KCC which have generally been actioned and resolved, or plans agreed to help resolve these issues. KCC continues to manage robustly the three TFM providers.

6.2 The Property Sub Committee noted the current position and performance of the three contracts. The committee noted those areas where performance had improved and the contract management arrangements that had been put in place to oversee these contracts.

7. Recommendation(s)

Recommendations:

The Policy and Resources Cabinet Committee is asked to:

(1) Note the current performance of the TFM contractors and assurance from the Property Sub Committee.

8. Background Documents

8.1 Policy and Resources Cabinet Committee Report 27 September 2012

8.2 Record of Decision No: 12/01838

8.3 Attachments Exempt Appendix 1: Mid Kent Performance; East Kent Performance, West Kent Performance

9. Contact details

- Rebecca Spore
- Director of Infrastructure
- 03000 416716

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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From: Gary Cooke, Cabinet Member for Corporate and Democratic
                Services
                John Simmonds, Cabinet Member for Finance and Procurement
                Paul Carter, Cabinet Member for Commercial and Traded
                Services
                David Cockburn, Corporate Director for Strategic and Corporate
                Services

To: Policy and Resources Cabinet Committee – 24 May 2016

Subject: Strategic and Corporate Services Performance Dashboard

Classification: Unrestricted

Summary:
The Strategic and Corporate Services Performance Dashboard shows progress
made against targets set for Key Performance Indicators.

Recommendation(s):
The Policy and Resources Cabinet Committee is asked to NOTE the report.

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 Committee.

1.2. To support this role Performance Dashboards are regularly reported to each
      Cabinet Committee throughout the year.

2.   Performance Dashboard

2.1. The Strategic and Corporate Services Performance Dashboard is attached in
      Appendix 1.

2.2. The Dashboard includes results up to the end of March 2016 (unless otherwise
      stated), so reflects the year-end position for the majority of Key Performance
      Indicators (KPIs) included in last year's Directorate Business Plan.

2.3. The Dashboard includes thirty-two (32) KPIs.

2.4. The Dashboard also includes a range of activity indicators which help give
      context to the Key Performance Indicators.

2.5. Key Performance Indicators are presented with RAG (Red/Amber/Green) 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.

2.6.   Within the report, of the 32 KPIs included, Year to Date performance is Green for twenty-five indicators Amber for five indicators, and two indicators are Red.

2.7.   The Direction of Travel for the latest results was positive for sixteen KPIs, stable for six and there were ten indicators showing lower results.

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3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the report

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4.   Background Documents

The Strategic and Corporate Services Directorate Business Plan

http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans

5.   Contact details

Report Author: Richard Fitzgerald
                        Business Intelligence Manager - Performance
                        Strategic Business Development and Intelligence
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                        Richard.Fitzgerald@kent.gov.uk

Relevant Director: Emma Mitchell
                        Director of Strategic Business Development & Intelligence
                        03000 421995
                        Emma.Mitchell@kent.gov.uk

Strategic and Corporate Services Performance Dashboard

Financial Year 2015/16

Results up to March 2016

Produced by Strategic Business Development and Intelligence

Publication Date: 11 May 2016

Kent County Council
kent.gov.uk

Guidance Notes

Key Performance Indicators

All Key Performance Indicators are provided with RAG (Red/Amber/Green) ratings and Direction of Travel Alerts.

RAG ratings are based on Targets and Floor Standards set out at the start of the year in the Directorate Business Plans.

RAG Ratings

GREEN	Performance has met or exceeded the current target
AMBER	Performance at acceptable levels, below the target but above the floor standard
RED	Performance is below the floor standard

DoT (Direction of Travel) Alerts

⇧	Performance has improved in the latest month
⇩	Performance has fallen in the latest month
⇔	Performance is unchanged this month

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. 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 year trends.

Many Activity Indicators did not have expected levels stated in the Directorate Business Plans, and 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.

Service Area	Director	Cabinet Member	Delivery by:
Customer (EODD)	Amanda Beer	Paul Carter	EODD

The Customer Engagement team, within the Engagement, Organisation Design and Development division delivers the communications, customer and engagement functions for the authority.

Key Performance Indicators - Results up to March 16

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS03	Percentage of customers using Gateway who rated the experience as good	79%	GREEN	⇩	78%	GREEN	75%	65%	76%
CS06	Percentage of complaints acknowledged within timescale (quarterly)	94%	GREEN	⇩	93%	GREEN	90%	85%	92%
CS07	Percentage of complaints responded to within timescales (quarterly)	85%	GREEN	⇩	85%	GREEN	85%	80%	85%
CS13	The percentage of regional media coverage which is positive or neutral	80%	GREEN	⇩	93%	GREEN	80%	70%	89%

CS06 and CS07 are reported quarterly.

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	In expected range	Expected Activity Upper	Lower	Prev. yr YTD
CS14	Positive mentions in the national media reflecting KCC priorities	1,445	Above	996	900	1,123
CS07b	Number of complaints responded to	3,066	N/A			2,973

Service Area	Director	Cabinet Member	Delivery by:
Customer (EODD)	Amanda Beer	Paul Carter	Agilisys from December

A contract has been awarded to Agilisys to manage the Contact Point and Digital Services from December 2015.

Key Performance Indicators - Results up to March 16

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	GREEN	⇩	98%	GREEN	95%	90%	97%
CS02	Percentage of callers who rate their overall experience with KCC as good	69%	AMBER	⇧	76%	GREEN	70%	60%	72%
CS04	Percentage of calls to Contact Point answered	96%	GREEN	⇧	98%	GREEN	90%	85%	90%
CS05	Percentage of calls to Contact Point answered in 40 seconds	80%	GREEN	⇧	82%	GREEN	80%	70%	67%
CS11	The percentage of customers satisfied with their visit to the KCC website	64%	AMBER	⇧	63%	AMBER	65%	55%	61%

CS11 – Target and floor standard have been revised to reflect the Agilisys specification.

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	In expected range	Expected Activity Upper	Lower	Prev. yr YTD
CS04a	Number of calls handled by Contact Point (000s)	745	Yes	810	710	789
CS09	Average call handling time (in seconds)	191	**Below**	228	206	221
CS12	Number of visits to the KCC website, kent.gov (000s)	4,705	Yes	5,100	4,300	4,621

Service Area	Director	Cabinet Member	Delivery by:
Human Resources (EODD)	Amanda Beer	Gary Cooke	EODD

Human Resources, within the Engagement, Organisation Design and Development division are responsible for employment practice and policy, organisation design and workforce development.

Key Performance Indicators - Results up to March 16

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR01	Satisfaction with the resolution of people-management cases rated Good or above	100%	GREEN	⇔	99%	GREEN	90%	80%	99%
HR02	Manager satisfaction with learning outcomes rated Good or above	83%	AMBER	⇧	81%	AMBER	90%	80%	86%
HR04	Satisfaction with the response to H&S Advice Line enquiries rated Good or above	100%	GREEN	⇔	100%	GREEN	80%	70%	100%
HR05	Percentage of staff who feel informed	Annual Indicator		⇩	64%	GREEN	60%	59%	65%
HR07	Satisfaction that Support Line counselling helped 'somewhat' or 'a great deal'	93%	GREEN	⇩	99%	GREEN	80%	75%	98%

HR02 is reported in arrears and latest month shown is for November 15.

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
HR01b	Feedback responses provided on people management cases	443	225
HR02b	Feedback responses provided by managers on training	697	1,500
HR04b	Feedback responses provided for Health and Safety advice line	524	653
HR07b	Feedback responses provided on Support Line	157	257

HR02b is reported in arrears and latest month shown is for November 15.

Service Area	Director	Cabinet Member	Delivery by:
Human Resources (EODD)	**Amanda Beer**	**Gary Cooke**	**Business Service Centre**

Human Resources, within the Engagement, Organisation Design and Development division are responsible for employment practice and policy, organisation design and workforce development.

Key Performance Indicators - Results up to March 16

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
HR03	Overall satisfaction with HR Connect rated as Good or above	99%	GREEN	⇧	98%	GREEN	75%	65%	96%

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
HR03b	Feedback responses provided on HR Connect	2,724	2,600

Service Area	Director	Cabinet Member	Delivery by:
Finance and Procurement	**Andy Wood**	**John Simmonds**	**Finance and Procurement**

Finance and Procurement manages the authority's financial resources in accordance with the council's financial regulation, setting a balanced budget and delivering the Medium Term Financial Plan savings.

Key Performance Indicators - Results up to March 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Prev. yr YTD
FP01	Pension correspondence processed within 15 working days	100%	GREEN	⇔	98%	GREEN	98%	95%	98%
FP02	Retirement benefits paid within 20 working days of all paperwork received	100%	GREEN	⇧	97%	AMBER	98%	95%	99%
FP03	Invoices received by Accounts Payable within 20 days of KCC received date	75%	RED	⇩	83%	AMBER	85%	80%	82%

FP03 - Due to year end the Business Service Centre has received a very high proportion of late invoices from all departments within KCC. In addition to the 13,743 invoices input during the month we have also input a further 1,927 Commercial Services invoices not included in the figures quoted above and taking the overall total to 15,670 input for the Month. 36% of these Commercial Services invoices were late (higher than the average seen from the rest of the Council).

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
FP01b	Pension correspondence processed	4,719	3,450
FP02b	Retirement benefits paid	1,973	1,928
FP03b	Number of invoices paid by KCC	141,231	162,351

Service Area	Director	Cabinet Member	Delivery by:
Finance and Procurement	**Andy Wood**	**John Simmonds**	**Business Service Centre**

Finance and Procurement manages the authority's financial resources in accordance with the council's financial regulation, setting a balanced budget and delivering the Medium Term Financial Plan savings.

Key Performance Indicators - Results up to March 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Prev. yr YTD
FP04	Invoices received on time by Accounts Payable processed within 20 days	94%	GREEN	⇩	93%	GREEN	90%	83%	95%
FP05	Percentage of sundry debt due to KCC outstanding under 60 days old	80%	GREEN	⇧	Snapshot data		75%	57%	88%*
FP06	Percentage of sundry debt due to KCC outstanding over 6 months old	8%	GREEN	⇧	Snapshot data		10%	15%	7%*

*Same month previous year

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
FP03a	Number of invoices received on time	117,549	133,227
FP05b	Value of debt due to KCC	£24.5m	£17.6m

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Geoff Wild	Gary Cooke	Governance and Law

Governance and Law provides high quality legal and procedural advice for the authority and are responsible for providing Democratic Services support to 84 elected Members. The Division also ensures KCC meets its requirements on information governance and transparency.

Key Performance Indicators - Results up to March 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	⇔	100%	GREEN	100%	96%	98%
GL02	Freedom of Information Act requests completed within 20 working days	95%	GREEN	⇔	93%	GREEN	90%	85%	91%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	73%	RED	⇧	79%	RED	90%	85%	80%

GL03 – Most delays are due to the operational units not providing information and/or quality of information provided is poor. Others are due to queries over consent, legal involvement, and requests not recognised by recipient. The Information, Resilience and Transparency Team are providing Subject Access Request workshops which include advice on the most efficient ways to prepare records to save time and resource. Guidance is also available on KNet and is issued with every referral.

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
GL01b	Committee meetings	182	163
GL02b	Freedom of Information requests	2,040	2,298
GL03b	Data Protection Act Subject Access requests	253	317

Service Area	Director	Cabinet Member	Delivery by:
ICT (Infrastructure)	**Rebecca Spore**	**Gary Cooke**	**Business Service Centre**

ICT within the Infrastructure Division develops information and technology solutions to support new ways of working, both within KCC and with our partners.

Key Performance Indicators - Results up to March 16

Ref	Indicator description	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	68%	AMBER	⇩	71%	GREEN	70%	65%	72%
ICT02	Positive feedback rating with the ICT help desk	98%	GREEN	⇔	98%	GREEN	95%	90%	99%
ICT03	Working hours where Kent Public Sector Network is available to staff	100%	GREEN	⇧	99.9%	GREEN	99.8%	99%	99.9%
ICT04	Working hours where ICT Service available to staff	99.1%	GREEN	⇧	99.1%	GREEN	99%	98%	99.5%
ICT05	Working hours where Email are available to staff	100%	GREEN	⇧	99.7%	GREEN	99%	98%	100%

Activity Indicators - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
ICT01b	Calls to ICT Help Desk	59,046	72,999
ICT02b	Feedback responses provided for ICT Help Desk	7,258	7,582

Service Area	Director	Cabinet Member	Delivery by:
Property (Infrastructure)	Rebecca Spore	Gary Cooke	Property (Infrastructure)

Property within the Infrastructure Division provides strategy Property services, developing assets to support new ways of working, both within KCC and with our partners.

Key Performance Indicators - Results up to March 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding at 60 days	3%	GREEN	⇧	Snapshot data		5%	15%	10%

Annual Performance Indicators – Latest Forecast as at March 16

Ref	Indicator	Latest Forecast	RAG	DoT	Previous Forecast	Target	Floor Standard	Previous Year
PI03	Percentage of annual net capital receipts target achieved	78%	RED	⇧	63%	100%	90%	138%

PI03 – The Capital receipts target was £19 million. Unfortunately due to delays with the sale of Springfield and other key sites, some of which related to time taken for planning consents being obtained the target was not achieved in this financial year. Although there was a timing impact there was no impact on the delivery of the capital programme and the sales are expected to be receipted in 16/17.

Activity Indicator - Results up to March 16

Ref	Indicator description	Year to date	Prev. yr YTD
PI01b	Total rent outstanding (£'000s)	695	1,055

Service Area	Director	Cabinet Member	Delivery by:
Property (Infrastructure)	Rebecca Spore	Gary Cooke	Kier, Amey, and Skanska

Key Performance Indicators - Results up to March 16

Ref	Indicator	Latest Month	Month RAG	DoT	Year to Date	YTD RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	92%	GREEN	⇧	80%	AMBER	90%	80%	N/A

This indicator replaces the previous PI02 – "Property Service Desk call out requests responded to within specified timescales", and is delivered through the Total Facilities Management contract.

By:	Gary Cooke - Cabinet Member Corporate and Democratic Services Amanda Beer – Corporate Director Engagement Organisation Design and Development
To:	Policy and Resources Cabinet Committee
Date:	24 May 2016
Subject:	Information Governance and Mandatory Training
Classification:	Unrestricted

Summary: This paper reports on information governance in KCC and the training provided to all staff in this area.

1. INTRODUCTION

1.1 Kent County Council has a robust framework in place to manage information governance. This brings together all the requirements, standards and best practice that apply to the handling of information to ensure compliance with the law, including The Data Protection Act 1998 (DPA), Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR). The framework is designed to assist with the application of rules concerning confidentiality, privacy, data security, consent, disclosure and access to records.

1.2 The aims of the Information Governance Management Framework are to:

- Comply with Data Protection, Freedom of Information and related legislation.
- Respect individual's rights to privacy and confidentiality.
- Appropriately protect and secure information.
- Maintain accurate records.
- Use information to improve efficiency and enhance service delivery.

This is achieved by:

- Management accountability through designated roles and responsibilities – see Appendix 1.
- A comprehensive policy framework supported where appropriate by strategies and improvement plans – see the Information Governance (IG) portal on Knet http://knet/ourcouncil/Pages/information-governance.aspx
- The Cross-Directorate Information Governance Group providing support to the council's Senior Information Risk Owner and promoting good information governance.

- Information Asset Owners (IAOs), with the support of their Information Asset Administrators, ensuring that information risks are appropriately controlled in their service areas.
- Comprehensive guidance, training and support to managers and employees. Completion of two e-learning modules - Information Governance and Data Protection, have been mandatory for all employees since July 2013 and July 2015 respectively, following criticism from both the Information Commissioner's Office and KCC Auditors who identified that insufficient training was a key contributor in failures to comply with the Freedom of Information Act 2000 and the Data Protection Act 1998.

1.3   The **Senior Information Risk Owner** (the Director of Governance and Law/General Counsel) is KCC's senior responsible officer for Data Protection and Freedom of Information. The SIRO understands the strategic aims of the council and how these may be impacted by information risks. The other roles with primary responsibility for Information Governance are described at Appendix 1.

1.4   KCC has a cross directorate **Information Governance Group**, chaired by the SIRO, which meets quarterly. There are representatives from all areas of all four KCC Directorates. The principal purpose of this group is to support the SIRO by:

- Promoting good corporate information governance.
- Supporting the SIRO on information risk and compliance issues
- Representing divisional issues, concerns and achievements
- Developing and reviewing information governance policies.
- Monitoring information and records management policy and practice.
- Monitoring information governance improvement plans.
- Reviewing and responding to information security incidents and breaches.
- Responding to wider information governance issues
- Maintaining productive relationships with external organisations such as the Information Commissioner, other public authorities and partner agencies.

1.5   In July 2015, the Information Commissioner's Office (ICO) was invited to conduct a consensual audit. The auditors visited KCC in October last year and issued their final report in January 2016. The executive summary was published on their website on 12th February.

https://ico.org.uk/action-weve-taken/audits-advisory-visits-and-overview-reports/kent-county-council/

2.   OUTCOME OF ICO AUDIT

2.1   The purpose of the audit was to provide the Information Commissioner and KCC with an independent assurance of the extent to which KCC, within the scope of this agreed audit, is complying with the DPA.

2.2   Recommendations were made in the three areas which were within the scope of the audit – 13 in relation to Training and Awareness, 26 with regard to Records Management and 15 concerning Data Sharing.

2.3   The ICO auditors felt that Training and Awareness was an area of limited assurance and therefore this report focusses primarily on this aspect of the audit.

2.4   The audit recognised the following **areas of good practice**:

- There is an Information Governance Communication Plan (IG Plan), which is produced each year. This sets out different ways of raising staff awareness around information governance.

- It was encouraging to hear that all staff within the Swale office Integrated Family Services had completed the records management e-learning training as mandatory induction training, despite not being mandatory for all staff corporately.

- KCC has a suite of policies, procedures and guidance to assist staff with data sharing. Topics covered include the responsibilities of Information Sharing Designated Officers (ISDOs), consent to share personal data, methods of transmitting personal data securely, and advice for handling requests for personal data. These policies and procedures are available on the staff intranet.

- KCC uses the ICO's 'Conducting Privacy Impact Assessments Code of Practice' as a basis for its privacy impact assessments.

2.5   **Areas for improvement**

The auditors highlighted the following as areas where further action was required:

- There is no formal process to follow-up non-completion of data protection related training within services. The most recent IG e-learning completion statistics provided for the purposes of the audit showed that only 65% of staff had completed this mandatory training.

- Data protection related training needs have not been regularly assessed for all staff groups with access to personal data or for those with specific data handling and security management responsibilities.

- Records management performance measures have not been formally identified.

- KCC was not confident that all routine data sharing was supported by an Information Sharing Agreement, or an equivalent 'Standard Operating Procedure' (SOP), which removes an important layer of assurance that the data sharing is being managed properly. At the time of the audit, KCC was consulting on improvements to its data sharing

SOP and a draft copy of its proposed replacement SOP was provided for review.

2.6   The audit outcomes were reported to Corporate Directors in January and the response to the recommendations, all of which were accepted by that group, were agreed.

2.7   On 16 May, an update on progress made against the recommendations was reported to CMT.

2.8   The ICO will undertake a desk-based follow-up of the audit in July 2016. This will assess progress against recommendations demonstrated by KCC's completion of the Action Plan.

3.   MANDATORY TRAINING PROGRAMMES RELATED TO INFORMATION GOVERNANCE AND DATA PROTECTION

3.1   **Induction**. All new entrants to KCC are required to complete an induction programme through e-learning. One of the sections of the programme is entitled "Protecting the people of Kent and KCC" and includes a module on information governance. The module explains that in order to comply with recommendations made by the Information Commissioner (ICO) and KCC's auditors, as well as best practice, all staff including temporary staff and contractors must complete the **Introduction to Information Governance** e-learning module. Staff need to have completed this and the Data Protection module within the first 3 months of working for KCC.

3.2   **Information governance e-learning.** This mandatory module is available to all staff and takes about 60 minutes to complete. The module outlines the importance of protecting information and runs through the measures staff should take both inside and outside of the workplace. There is also a section on sharing and sending information and a rundown of the roles and responsibilities of staff in the management of information, making this module a one-stop shop for all they need to know on information governance.

3.3   **Data protection e-learning.** This mandatory module is available to all staff and takes about 35 minutes to complete. The module aims to achieve a better understanding of staff's rights and responsibilities in protecting the rights of others. It will help people learn the meanings of terms used within the Data Protection Act and offers knowledge of the 8 principles of the Act and what they mean in practice.

4.   ACTIONS AGREED FOLLOWING ICO AUDIT AND PROGRESS TO DATE

4.1   **Monitoring training uptake**. The statistics on take up of all mandatory training is provided monthly. The details, including the names of individuals yet to complete training, are provided to service Directors by the Business Partners with responsibility for HR. Mandatory training

uptake is now also a regular agenda item on the Cross Directorate Information Governance Group.

4.2   The figures by Directorate for take up of the three relevant mandatory training programmes as at 30 April 2016 are shown at Appendix 2.

4.3   Whilst completion of the e-learning modules is mandatory for all staff, the emphasis for ensuring compliance has been on groups of staff who regularly access and handle sensitive data as part of their job. This emphasis is apparent from the differing take up rates across Directorates, with Social Care Health and Wellbeing and Strategic and Corporate Services (including HR and Finance activity) having higher take up than other areas.

4.4   It should also be noted that with the churn of staff, an organisation of this size will never achieve 100% take up of the training at any one time.

4.5   As well as the communication and engagement activity outlined in section 5 of this report, there are a number of actions being taken within individual Directorates to ensure that staff complete mandatory training. These include discussions at Directorate Management Teams and manager forums and at Directorate Organisation Development Groups.

4.6   Training is also available to Members through the Member induction e-learning module. At the time of writing this report, although six Members had started the module, none of the 84 members had completed it.

4.7   In reviewing completion of mandatory training it became apparent that not all those who had received training had had it recorded. This was for two main reasons. The first is that a small number of staff receive the training in face to face sessions as they do not have access to the on line option. It was clear that more communication was required about how to ensure these sessions were recorded on the individuals' learning records on the Oracle HR system. The second cause of under-reporting was that some staff were not going through the final stage of the e-learning process and evaluating the module, meaning that their completion was not recorded. Both these issues are being tackled by simplifying processes and improving communication.

4.8   **Changes to appraisal paperwork and process.**   The ICO determined that training needs for all staff, including temporary and contract staff should be regularly assessed. In response to this and the need to maximize the uptake of compulsory training, the guidance for managers and paperwork associated with the appraisal process has been updated. The annual appraisal personal development plan form now has a space for managers and the appraisees to record the mandatory training that they have to complete and the guidance to managers reminds them that "You should include within Action Plans the requirement to undertake any appropriate mandatory training along with workforce planning for your teams".

5. ENGAGEMENT AND COMMUNICATION

5.1   Completion of mandatory training is an important aspect of managing risk around data breaches and safeguarding information, but awareness of the importance of information governance and data protection needs to be highlighted on an on-going basis to ensure everyone handling data on behalf of KCC is aware of their obligations and responsibilities.

5.2   An internal communications campaign has been put together for the period from May 2016 to February 2017, and is shown at Appendix 3.

5.3   The example below shows the article that appeared on the front page of KNet as part of the campaign.

Did you know?

We had 148 data security breaches last year! The main breaches were disclosing information to a third party in error and sending information to the wrong postal and email addresses. Make sure you understand the importance of protecting personal data and are familiar with our security policies. Find out the basic dos and don'ts. Make sure you've completed your mandatory training.

6. RECOMMENDATION

6.1   Policy and Resources Committee is asked to note and endorse the approach to information governance and data protection training outlined in this paper following the ICO audit.

Report Author:

Amanda Beer – Corporate Director Engagement, Organisation Design and Development , Strategic and Corporate Services, **amanda.beer@kent.gov.uk**
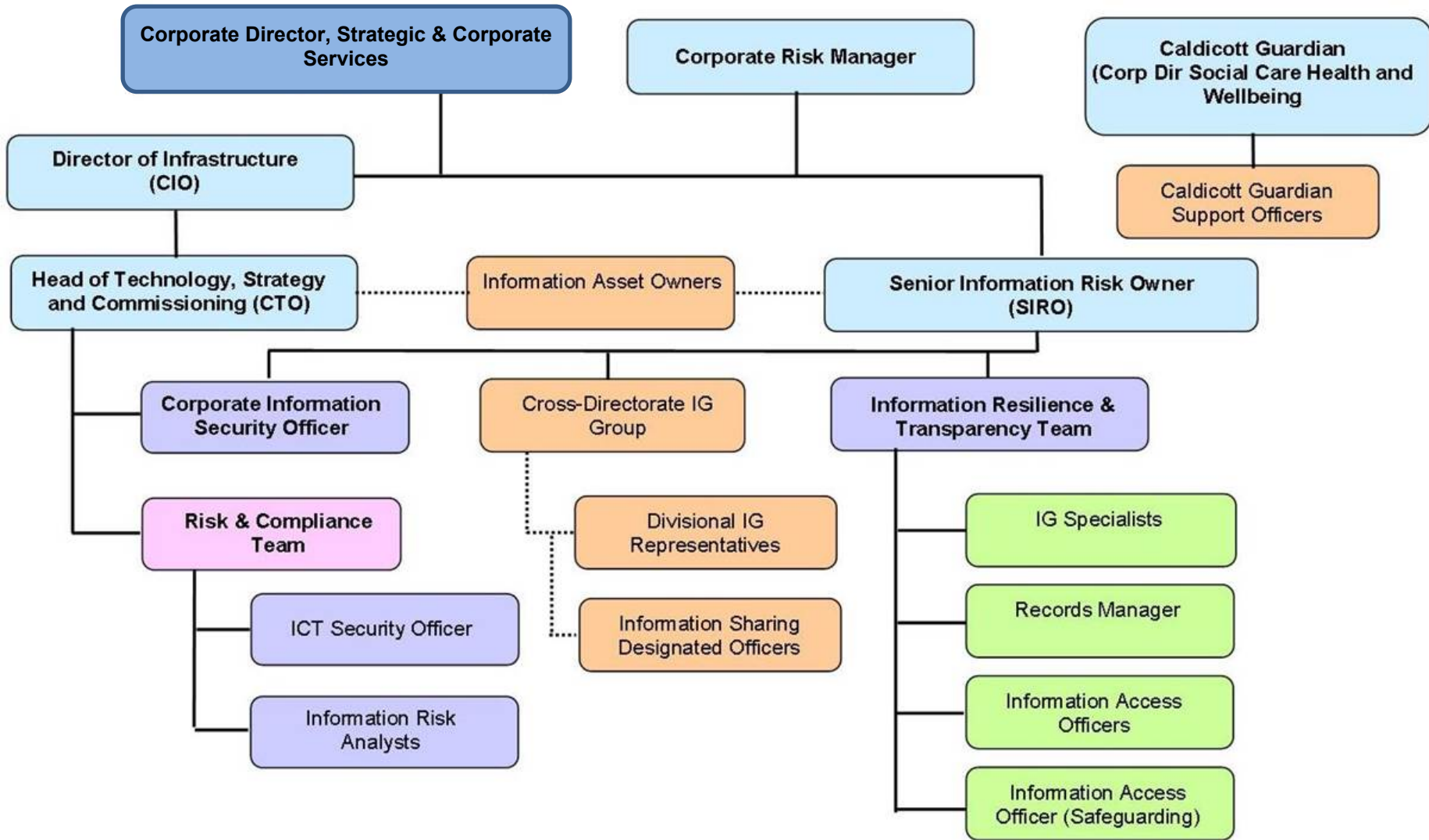
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KEY ROLES INVOLVED IN INFORMATION GOVERNANCE

- The **Corporate Risk Manager** is responsible for maintaining the Corporate Risk Register and managing the council's strategic risks. This includes strategic information risks identified by the Senior Information Risk Owner.

- **Information Asset Owners (IAOs)** (the Corporate Directors) are responsible for ensuring information assets within their services are properly recorded, documented and associated risks effectively managed. IAOs are supported by the Corporate Information Security Officer and Information Asset Administrators who manage individual information assets.

- The **Caldicott Guardian** (the Corporate Director for Social Care, Health & Wellbeing) as a champion and advocate for the privacy rights of individuals and is the senior responsible officer for protecting confidential information relating to an individual's health and social care. The CG is responsible for ensuring that the Caldicott Principles[1] are applied to any handling, sharing or use of confidential information.

- The **Chief Information Officer (CIO)** (the Director of Infrastructure) provides vision and leadership in the development and implementation of the council's technology and commissioning strategy. The CIO understands how the strategic aims of the council may be impacted by technology and information system risks and ensures these are managed effectively.

- The **Corporate Information Security Officer** is responsible for the council's Information Risk Management Strategy and is accountable to the SIRO and CIO. The role provides expert advice on information risk and its management, including developing and implementing policies and procedures for legislative and regulatory compliance.

- The **Infrastructure Risk and Compliance Team's** responsibilities include performing Information Risk Assessments for new information systems and when changes are made to existing systems. The team also implement and maintain technical controls identified in risk assessments, internal audits or following incident investigations. The team maintain the council's Public Service Network (PSN) and Payment Card Industry (PCI) compliance, reviewing and monitoring technical controls and ensuring compliance with technical security standards, including CESG.

- The **Information Resilience and Transparency Team** reports to the Director of Governance and Law (SIRO) and is responsible for: Compliance with Data Protection, Freedom of Information and transparency legislation and statutory codes of practice; training, guidance and support to managers and employees; responding to requests for information; responding to Data Subject Access Requests; incident and breach management; safeguarding checks; Privacy Impact Assessments and Records Management.

- The **Records Manager** reporting to the IR&T Team Leader, is responsible for developing the council's information life-cycle and records management

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[1] http://systems.hscic.gov.uk/infogov/caldicott

policies, standards and practice. Providing expert advice and training to business managers, the Records Manager maintains the Corporate Information Asset Register for the SIRO and the council's Information Asset Owners together with maintaining records inventories and retention.

- **KCC Managers**, team leaders and supervisors are responsible for ensuring that staff are appropriately trained and adhere to the council's information governance polices. Contract managers (or managers with contract management responsibilities) are responsible for ensuring that contractors and commissioned service providers handle and protect our data and respect the privacy and confidentiality of our employees, residents and service users. Managers are responsible for ensuring that information is only disclosed or shared outside the organisation in a fair and lawful way and documented in accordance with relevant policies and procedures. (See Management Guide No. 5 – Information Governance)

Mandatory Training Courses Completions as of 30 April 2016

Information Governance (IG)

Directorate	Completed over two years ago	Completed within two years	Not completed	Grand Total	Completion within two years%	Total completion %
EY	421	1106	930	2457	45.01%	62.15%
GT	594	857	636	2087	41.06%	69.53%
SC	645	2952	743	4340	68.02%	82.88%
ST	197	1182	101	1480	79.86%	93.17%
Grand Total	1857	6097	2410	10364	58.83%	76.75%

Data Protection (DP)

Directorate	Completed over two years ago	Completed within two years	Not completed	Grand Total	Completion % within two years	Total completion %
EY	30	1144	1283	2457	46.56%	47.78%
GT	38	1026	1023	2087	49.16%	50.98%
SC	64	3130	1146	4340	72.12%	73.59%
ST	12	1248	220	1480	84.32%	85.14%
Grand Total	144	6548	3672	10364	63.18%	64.57%

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	May 2016	July 2016	August 2016	September 2016	October 2016	November 2016	December 2016	February 2017
Theme	Information security breaches	Subject access requests – launch new SAR procedures	Handling requests for information	Records management e-learning launch	Reminder to complete record management	Information access questionnaire	Reminder to complete IG and DP e-learning	Follow up on information security breaches
K-Mail	12 May 26 May	Yes	n/a	Yes	Yes	Yes	8 December	2 February
K-Mail for managers	End May	n/a	n/a	Yes	Yes	Yes	End December	Yes
K-Net home page	12 May	18-22 July	n/a	Yes	n/a	n/a	Yes	Yes
TV screens	Yes	14-21 July	n/a	Yes	n/a	n/a	Yes	Yes
Directorate Newsletters	Yes	n/a	Yes	Yes	n/a	n/a	Yes	Yes

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From: Gary Cooke, Cabinet Member for Corporate and Democratic Services

Rebecca Spore, Director of Infrastructure

To: Policy and Resources Cabinet Committee – 24 May 2016

Subject: Business Service Centre Update

Classification: Non Exempt

Future Pathway of Paper: None

Electoral Division: N/A

Summary:

The Business Service Centre was established in April 2015. The Business Service Centre is an internal unit in Infrastructure which is commissioned by EODD, Finance and Infrastructure to provide HR, Finance and ICT services. This paper seeks to update members on the current performance of the Business Services Centre.

Recommendation(s):

The Policy and Resources Cabinet Committee are asked to note the report as part of establishing the future monitoring and reporting arrangements for this internally commissioned service.

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1.   Introduction

1.1   The Business Service Centre (BSC) was established in April 2015 alongside the Back Office Procurement Process and is an internally commissioned unit within the Infrastructure Division in Strategic and Corporate Services to deliver HR, Finance and IT transactional back office services.

2.   Commissioning arrangements

2.1   The BSC is commissioned by client teams in EODD, Infrastructure and Finance to deliver services against agreed Service Level Agreements (SLA's) for each service. The SLA's have been established for each commissioning function and are based on an outcome specification approach.

2.2   The SLA contains Key Performance Indicators, Performance Indicators and Activity Indicators which are monitored by the client commissioning teams to ensure that the BSC service is delivered to the agreed standards. These are monitored, reported and reviewed on a monthly basis to the Client teams: for example, below is a sample of the performance indicators for the ICT service.

PI Ref	Description
ICT01	Tickets fixed at first point of contact
ICT02	Customer Feedback
ICT03	Average Telephone wait time to the service desk
ICT04	Average telephone call duration to the helpdesk
ICT05	Average time to fix incidents
ICT06	System availability to user

2.3 As part of the monthly review, trends in performance are discussed along with opportunities for further efficiencies or service improvement.

2.4 The Performance Indicators feed into the KPI's that are reported to the Policy and Resources Cabinet Committee as part of the Performance Dashboard with EODD, Infrastructure and Finance.

2.5 In line with the commissioning cycle, the performance of the BSC and the services that it provides are reviewed on an annual basis along with any changes to the SLA and commissioning budgets. It is proposed that moving forward, a bi annual performance report is considered by the Policy and Resources Cabinet Committee.

2.6 Performance over the last year overall has been consistent and met the required standards. The Business Service Centre has a detailed three year operational business plan to ensure that the service is able to drive forward more efficient operations as a result of bringing together the transactional services through the creation of multi-skilled teams and streamlined business processes whilst continuing to grow income opportunities.

3. Summary of Key Activities in 2015/16

3.1 The BSC is split into five functional units which provide support services for Kent County Council as well as a number of external customers; the key activities of each unit over the last year are summarised below:

3.2 Customer Support Services

3.2.1 Customer Support Services provide ICT support to internal KCC staff. The services provided include:

- the front line Service Desk team, who handle all incoming calls and emails from customers;
- the IT Shop;
- desktop support and installations;
- support to Projects such as office moves;
- support for over 5000 mobile devices;
- new user account creation and administration; and
- support to Members and senior officers.

3.2.2 During 2015/16, more than 8,700 telephone calls were answered and 71% of queries were fixed at first contact. Orders received through the IT Shop generated 4,427 supplier orders. The Service Desk holds a 4* accreditation rating from the Service Desk Institute. Kent was the first public sector organisation to achieve a 4* rating in 2012 and has maintained the standard for five consecutive annual audits.

3.2.3 The Service Desk has also project managed and delivered the replacement solution for the outgoing BlackBerry service. This has been a fast-track deployment of 1800 devices at 20 handover/training events at venues across the County.

3.3   Operational Services

3.3.1 Operational Services provides Finance and HR support to traded and non-traded services for the BSC. It delivers services to internal and external customers including schools, local councils, charities and private organisations across Kent and beyond. The function predominantly manages high volumes and has specific responsibility for a wide professional base including covering advice, support issues and resolution in complex areas of finance and HR. A key part of the function is leading on continual improvement of systems and processes which will lead to increased income and reduced costs. This allows the BSC to remain competitive in the market place, deliver best practice and maintain an excellent reputation for service quality and value which, in turn, will generate a reputation as a service provider of choice.

3.3.2 The BSC have undertaken a full business process review of the finance teams and as a result we have improved the "Quality Assurance" process. Debt cases are now exposed at a much earlier stage and intervention implemented quicker which has enabled us to recover debt more effectively. The BSC have also reduced the number of debt cases with Legal involvement from over 80 to 13 and the amount of outstanding debt.

3.3.3 Despite increases in the number of adult financial assessment referrals received, through team efficiencies there has been a 43% increase in the number of referrals managed per Assessment Officer compared to pre BSC. The percentage of assessments completed via telephone (as compared to face-to-face) has increased from 84% in April 2015 to 91% in February 2016. The Payments team entered over 107,000 invoices onto the systems during the year. On average, 93% of invoices were received on time and entered onto systems by the KCC due date. The HR connect team answered over 54,000 calls over the course of the year, with 98% of queries resolved at first point of contact Over 775,000 assignments were processed across all payrolls, with September 2015 being the busiest month, with 71,852 assignments processed.

3.3.4 Bringing together the finance and HR teams has meant that staff are able to be multi-skilled, working across teams. This assists with managing resources during peak activities and improves the resilience of the service offer.

3.4   Business Development

3.4.1 Within the BSC, traded services have a proven track record of generating income from delivering services to a diverse customer base. The BSC currently have over 800 customers across the South East which include a mix of public, private and third sector organisations. The HR Business Centre currently supports over 212,000 end users.

3.4.2 Income growth has continued to be a key focus in the first year of operating, with a number of new contracts/customers being secured: for example, the Business Service Centre has recently reached a collaboration agreement with Oxford City Council for the joint provision of HR and payroll services. The consolidation of the business development team has meant that the BSC are able to align marketing activity and fully exploit the wider cross selling of services.

3.5   Technology Services

3.5.1 Technology Services unit provides the back-bone of the application and infrastructure support for KCC and its external customers. This is an across-the-board service not only supporting areas such as networks and infrastructure but also telephony, software, system security, hosting and supplier management. A key part of the function is to take advantage of emerging and developing technologies and to feed this back into the client teams to provide expertise about best products and solutions to get the most out of technology. This unit is made up of both traded and non-traded teams and has traded services which are provided to a wide customer base outside KCC that creates significant income for the BSC.

3.5.2 The team have delivered a range of initiatives to support the core ICT infrastructure and also to enhance and support the 450 plus line of business systems that operate across the council. Day to day service availability has been high across the services to KCC and other customers. The service continues to maintain its customer base, which has traditionally been in the schools sector, whilst also starting to move into new markets.

3.6   Professional Services

3.6.1 Professional Services have a broad role, providing advisory, change, development and specialist services to support the more complex aspects of operational delivery. Included within this function are:

- Client Financial Affairs and Benefits;
- Providing advice to Social Care customers on benefits and supporting their claims;
- Managing the finances of members of the public;
- Cashiering and client billing;
- Overseeing the incoming financial transactions to KCC.

The Learning and Development units within Professional Services support KCC in finding suitable training for the right price, and helping Organisational Development to make sure the authority is developing its staff in a way which best services the public and the organisation's aspirations.

3.6.2 This function includes the provision of a traded service covering Employee Relations, Head Teacher Recruitment, attracting teaching talent to Kent, and training (via face-to-face and e-learning) for schools and academies in Kent and beyond. The Programmes and Projects delivery unit also sit within Professional Services and is responsible for delivering, overseeing and guiding changes and projects, primarily in technology.

4. Financial Implications

4.1 The BSC has developed and delivered against detailed business plans to ensure that the services are delivered as effectively as possible and to maximise the opportunity to generate income. The target in the medium term financial plan for 2015/16 was to deliver a saving of £2,605,000. The final outturn position for the BSC exceeded this, with an under-spend of £1,163,302. Detailed action plans are in place to deliver the savings/income identified in the medium term financial plan.

5. Legal and Equalities Implications

5.1 Not applicable: the BSC ensures that KCC's services are delivered in line with statutory and legislative requirements

6. Conclusion and Next Steps

6.1 Since the formation of the BSC in April 2015, the BSC has continued to effectively deliver the services commissioned by KCC as well as progressing opportunities to generate income. The BSC has successfully met and has exceeded the savings/income targets in the MTFP for 2015/6.

6.2 It is recommended that on a bi annual basis a performance update is provided to the Policy and Resources Cabinet Committee in respect of the BSC and its performance.

7. Recommendation

> **Recommendation:**
>
> The Policy and Resources Cabinet Committee are asked to note the report as part of establishing the future monitoring and reporting arrangements for this internally commissioned service.

8. Background Documents

None

Contact details

Relevant Director

Rebecca Spore
Director of Infrastructure
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Rebecca.spore@kent.gov.uk

From: Peter Sass, Head of Democratic Services

To: Policy and Resources Cabinet Committee –24 May 2016

Subject: **Work Programme 2016/17**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: Standard item

Summary: This report gives details of the proposed work programme for the Policy and Resources Cabinet Committee

Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2016.

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1.   Introduction

1.1   The proposed Work Programme has been compiled from items on the Forthcoming Executive Decision List; from actions arising from previous meetings, and from topics identified at agenda setting meetings, held 6 weeks before each Cabinet Committee meeting in accordance with the Constitution and attended by the Chairman, Vice-Chairman and group spokesmen.

1.2   Whilst the Chairman, in consultation with the Cabinet Members, is responsible for the final selection of items for the agenda, this item gives all Members of the Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

2.   Terms of Reference

2.1   At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Policy and Resources Cabinet Committee "To be responsible for those functions that fall within the Strategic and Corporate Services Directorate".

2.2   Further terms of reference can be found in the Constitution at Appendix 2 Part 4 paragraph 21 and these should also inform the suggestions made by Members for appropriate matters for consideration.

3.   Work Programme 2015

3.1   An agenda setting meeting was held on 22 April 2016 at which items for this meeting's agenda were agreed.   The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics that they wish to considered for inclusion on the agenda of future meetings.

3.2   The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and is considered at agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance.

3.3   When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' or briefing items will be sent to Members of the Cabinet Committee separately to the agenda or separate member briefings will be arranged where appropriate.

4.   Conclusion

4.1   It is important for the Cabinet Committee process that the Committee takes ownership of its work programme to help the Cabinet Members to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates on requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

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5.   Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2016/17.

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6.   Background Documents
None.

7.   Contact details
Report Author: Lead Officer:
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Principal Democratic Services Officer   Head of Democratic Services
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WORK PROGRAMME –2016
Policy and Resources Cabinet Committee

Agenda Section	Items
22 July 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	• **Dover and Tunbridge Wells Gateways**
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring** • **Commercial Services annual report**
D - Other Items for comment/ recommendation	• **Consultation on business rates** • **Strategic Business Development and Intelligence Update** • **ICT Strategy**
8 September 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring**
D - Other Items for comment/ recommendation	• **Business Planning 2016/17** • **Update on implementation of the Voluntary Sector Policy (minute 160 – Sept 2015)** • **Update on implementation of the Customer Service Strategy (minute 161 – Sept 2015)** • **Corporate Assurance Report**
2 December 2016	
B – Key or Significant Decisions for Recommendation or Endorsement	
C - Performance Monitoring	• **Performance Dashboards** • **Financial Monitoring**
D - Other Items for comment/ recommendation	• **Comprehensive spending review** • **Annual Equalities Report**
Other items not allocated to a particular meeting	**LATC** **Update on managed print service** **Corporate Assurance Report March 2017** **Gravesham Gateway to be considered by P&R in 2017 as decision as notice needs to be given by November 2015** **ICT Security Annual Report** **Armed Forces Covenant Annual Report**

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From: **Gary Cooke, Cabinet Member for Corporate and Democratic Services**

               Rebecca Spore, Director of Infrastructure

               Michael Lloyd, Head of Technology Commissioning & Strategy

To: **Policy and Resources Cabinet Committee**

               24th May 2016

Subject: **ICT Strategy**

Classification: **Unrestricted**

Past Pathway of Paper: None

Electoral Division: Not applicable

Summary: The environment within which the Council operates has significantly changed and as a result it is proposed to refresh the ICT strategy to ensure that we are maximising the opportunities which our technology infrastructure can play in supporting the Council to deliver its strategic outcomes. This paper summarises the proposed key principles which will form part of our ICT strategy.

Recommendation

The **Policy & Resources Cabinet Committee** is asked to consider and note the report.

1.   **Introduction**

       Since KCC published its ICT Strategy in 2011 the world has changed:

       Financial austerity has meant that we have to fundamentally redesign the way that we deliver our services within the context of reduced budgets.
       The Council has implemented a new commissioning model which requires a different approach.

       Technology has moved faster than anyone predicted rendering old service delivery models obsolete. New opportunities in cloud computing and devices are radically changing our options for delivering ICT services.

       The proposed refresh ICT Strategy 2016 is designed to reflect the pressures and demands ICT faces and sets out how ICT can respond to the challenge of providing high quality services in a rapidly changing environment.

2. ICT Vision

Our vision is that ICT will be a key enabler for the development, delivery, improvement and transformation of Kent County Council and the services it delivers to citizens. It will provide flexible and scalable solutions that adapt to the dynamic environment the Authority operates in. ICT will be a proactive agent for change and will contribute to the review of all the council's strategies and services. Staff will have the appropriate skills and knowledge to make best use of ICT facilities and systems.

This will contribute to the Authority's aim of putting the customer at the centre of everything we do by:-

- Providing staff, partners and citizens with access to reliable and predictable ICT services that fully exploit the benefits of technology;

- Supporting new ways of working and new service delivery models;

- Using our information assets to support intelligence based commissioning and service delivery to target resources where they can be most effective.

- Provide agile and flexible solutions to support business units to meet evolving customer needs

- Challenge and facilitate the business to take advantage of existing and new technologies that can support new and more effective delivery models

2.1 Business Themes

The ICT strategy has to be cognisant of the overall business context and the council's key priorities in order to be effective. The strategy needs to allow for the fact that the business environment is not constant and hence needs to be flexible to accommodate changing business demands. To ensure the relevance of the ICT strategy, the starting point has been the published plans and strategies of business units. ICT then engaged with stakeholders to validate the analysis and ensure the relevance of the contents.

The key business themes that have been identified which the strategy will support are:

Increased Demand

Demand for council services, particularly in the Social Care arena, is constantly rising. The changing population demographics necessitate a wider range of services and greater demand for council assistance. This situation is not reversible and the Council will need to devote its resources to efficient care delivery.

In addition to increasing volumes, there is a widening scope of service responsibilities and new statutory obligations e.g. the Council taking on public health responsibilities.

Significant Budget Constraints

The Council, along with other public sector bodies in the UK, is facing a prolonged and significant reduction in its budgets. This situation will continue for many years and the Council must adapt to this changed situation by ensuring that maximum value is achieved for its expenditure.

The impact of this financial pressure is driving changes to the way the Council functions and the way it provides services.

Strategic Commissioning Authority focused on outcomes

The challenges presented by the changing role of the Council, combined with the budget pressures mentioned above, have lead the Council into a fundamental reappraisal of its role in providing services. In future the Council, while retaining accountability for service provision, will commission service providers, (internal units, charities, other public sector bodies and the private sector) to deliver the services. The Council will define and shape the services to be provided but others will actually deliver them.

This change will have a fundamental impact on the way the Council functions and the types of services that ICT in particular is required to provide to support this approach.

In future, investment decisions and new service designs will be shaped and measured by the manner in which they contribute to the Council's priority outcomes. This is a move away from a strict kpi based measure of Council performance to a programme view of how Council services affect citizens' wellbeing.

Customer Focused

The Council aims to redesign its services to put the customer at the centre of everything we do. This represents a shift from a service oriented organisation viewpoint to a customer perspective and embodies a fundamental re-alignment of how the Council provides services. Service provision will focus on how best to meet the needs of the customer in the manner they choose rather than at the convenience of the organisation. This means that ICT's services need to be capable of presenting joined up information across systems, giving a complete unified view of the customer relationship with the Council and that this information is available at a time and in a format desired by the user.

Proactive and Preventative Services

The Council will focus on creating preventative and proactive services particularly in the area of social care and child welfare. The objective is to ensure that problems are identified early with appropriate support and intervention channelled into services that can make a significant difference to service users at the point issues are easiest to resolve.

This implies that ICT need to support mechanisms that aid the early detection of signals that can be used to diagnose these issues.

Supporting Growth of the Kent Economy

The Council will use its influence to foster the Kent economy. This will include a variety of measures: high quality training, ensure the right transport links, focus Council spending where possible to boost the Kent economy, etc. ICT need to support this effort by ensuring that it has the right tools and pattern of spending to equip business units to meet the economic challenges facing Kent.

Through our Strategic Partnership with Microsoft we have placed a number of technology apprenticeships in Kent in order to improve the technology workforce within Kent.

ICT are currently exploring opportunities with a Kent company to implement a system which will enable technology integration between health and social care.

2.2   ICT have also supported the Broadband UK Project which has delivered to date 91% coverage of superfast broadband which will increase to 95.7% by 2018. The next step will be to build upon this infrastructure to drive forward a digital economy in Kent.

ICT Principles

Our ICT principles set out our direction of travel for ICT and our aspiration for service delivery. The ICT principles are designed to help deliver better, more cost effective, flexible and timely ICT solutions. They will support and underpin our investment decisions, and frame how we will engage and interact with staff, partners and the public.

ICT Principle 1: Cloud First

Description
The requirement will be to adopt a "Cloud First" approach in meeting new technology requirements where this offers the best value for money for a service (covering whole life costs) measured with the qualitative benefits arising from the eventual service.

Rationale
Cloud services available on a variety of "pay as you go" service models are increasingly succeeding traditional in-house provider models. They offer superior functionality at reduced cost, without long term commitment. Using these services can result in significant cost reductions in service provision.

Implications
All opportunities need to be carefully evaluated to ensure that the Council obtains best value. New procurement opportunities through the Government G Cloud store, as well as the CCS frameworks, may reduce costs of service provision. The Council needs to fully understand the relevant cloud service cost models and how these match to our longer term usage patterns. Short term contracts offer significant ongoing flexibility and will allow increased responsiveness as business requirements change over time. Any in-house services, constructed on Cloud technology, will likely take the form of hybrid solutions (a mix of on premise and cloud technology).

ICT Principle 2: ICT Security & Compliance

Description
This principle influences the security standards by which the Council can deliver technologies to support the key business themes.

Rationale
We must focus on the data and its value to the organisation and the customer, ensuring we take a risk based approach to its protection; ensuring we utilise the new technologies to secure data appropriately to supporting trusted collaboration, data sharing, digital delivery channels and anywhere computing. Using government assurance standards, we can measure our security assurance levels which will direct where our security investment and resource should be placed.

Implications
This will drive us to segregate our valued data, thus allowing for a granular approach to security, monitor usage to ensure appropriate access, and have robust response mechanisms in place when inappropriate activity is found.

ICT Principle 3: Configure not Customise

Description
Applications and services will be used as designed by vendors. Customisation by re-writing applications and services will be discouraged.

Rationale
Customisation significantly increases the total cost ownership with increased setup costs and the need for an ongoing commitment to re-apply the customisations as the software changes. Customisation tends to decrease flexibility and responsiveness, vendors make general changes first, and customisations come last when product updates are being delivered.
Packages are generally marketed to meet the commonly accepted market practices they seek to address. Facilities are usually provided to configure applications to specific requirements within the overall parameters of the general system and these should be used to address Kent requirements.

Implications
Systems and service will be implemented as supplied by vendors without customisation. This may involve some degree of business process amendment to meet common practice away from specific Kent usage.
Very specific requirements will be handled outside general systems rather than spend large amounts of resource to support very specific Kent requirements where they differ from normal industry practice.

ICT Principle 4: First Reuse, then Buy, then Build

Description
The objective is to re-use assets (hardware, software, services) where appropriate before a new purchase is made. There will be a target of one system per business function. Commercial off the shelf (COTS) solutions are to be preferred to bespoke developments (whether in-house or externally sourced).

Rationale

Asset re-use helps to reduce costs, standardise on system use and potentially simplify the IT environment with a concomitant impact of ongoing support costs.

In general, package solutions are lower long term cost solutions compared with bespoke solutions and are also faster to implement and easier to maintain.

Implications

An inventory of systems and the business functions they support needs to be actively maintained, together with an ongoing assessment of asset usefulness.

Best practice use of systems needs to be propagated across units to encouraged service efficiency. Duplicate and redundant assets need to be disposed of to reduce operating costs

ICT Principle 5: Exploit Enterprise Platforms

Description

The objective is to use the core enterprise platforms (hardware, software, applications) in place of any discreet or standalone systems.

Rationale

The Council has made significant investment in common hardware platforms, enterprise business software, and large scale business productivity services. These offer considerable capacity and using them for new services and systems will help reduce system complexity and data duplication. Reduced complexity will lower costs over time whilst a simpler, more consistent data environment will remove barriers to using our data to derive business intelligence.

Implications

Application review to identify opportunities to rationalise our existing application portfolio. Systems and services not using common enterprise platforms will be charged the full economic cost attributable to them, on a setup, ongoing and decommissioning basis.

ICT Principle 6: Environment Impact

Description

The objective is to minimise our impact on the environment through reduced energy and other resource consumption.

Rationale

ICT is a major resource consumer in terms of the energy we use directly to run our devices and services. Energy costs are continually increasing and hence using less energy is beneficial in terms of environmental impact but also reduces our costs.

Impact

When choosing new services and physical infrastructure the cost of energy (and hence environmental impact) must be fully evaluated. ICT must provide new services to facilitate truly secure mobile working such that staff can use any location to access their full office needs: access to colleagues, information, documents, support services, applications systems. This will reduce travel requirements as well as other resource consumption while providing a better service for staff.

3. Conclusion

ICT and Technology is critical to supporting the delivery of the Council's strategic objectives. The draft ICT strategy has been designed to ensure that the authority is able to harness and exploit the opportunities that technology presents to meet the Council's future needs.

4. Recommendation(s)

Recommendation(s):

The **Policy & Resources Cabinet Committee** is asked to consider and note the report

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5. Background Documents

5.1 ICT Draft Strategy 2016 – 2018

5.2 P&R - ICT Strategy Overview (PowerPoint Slide Deck)

6. Contact details

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From:	Leyland Ridings, KCC's Armed Forces Champion
	David Cockburn, Corporate Director of Business Strategy & Support
To:	Policy & Resources Cabinet Committee 24 May 2016
Decision No:	n/a
Subject:	Annual Report on the Implementation of the Armed Forces Covenant in Kent.
Classification:	Unrestricted

Summary: This report provides an update on Armed Forces Covenant activity since the last report to the Committee in April 2015.

Recommendation:

The Cabinet Committee is asked to NOTE the progress made on the Covenant activities to date and COMMENT on the priorities for future activity.

1.   Introduction

1.1   The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level. Kent County Council was one of the first authorities to sign a Community Covenant, back in September 2011. The purpose of the Covenant is to encourage support for the Armed Forces Community working and residing in Kent and to recognise and remember the sacrifices made by members of this Armed Forces Community. The Kent & Medway Civilian Military Partnership Board oversees the implementation of the Covenant and meets twice a year, with work being undertaken by sub-groups across the key themes of:

- Health and wellbeing
- Integration (this includes support for service children, and promoting stronger, safer communities)
- Housing
- Employment, Economy and skills, and
- Recognise and Remember

1.2 The last year has seen significant contextual changes to the Covenant's operating environment. Nationally, the £10m Community Covenant Grant Scheme and particularly the way in which bids are evaluated has changed, the Army has

continued implementation of its rebasing plans apace, and the recruitment drive for reservists and engagement with employers has been augmented. Locally, work has continued in earnest on ensuring the principles of the Covenant are consistent with everything Kent County Council and its Local Government partners do. To enable this to happen effectively, a significant piece of primary research has been undertaken by Kent County Council with partners, to understand the needs and experiences of Kent's serving and ex-armed forces personnel, launched at the recent Kent Armed Forces Covenant Conference, gaining national recognition. Kent has continued to work closely with neighbouring authorities, particularly Surrey County Council, on maximising shared learning, resources and strategic interaction with 11 Brigade. An event on the 'Voice of the Service Child' will be held in June.

2. Update on the Impact of National Changes in Kent

2.1 As Members are aware, 11 Infantry Brigade's footprint covers a large swathe of South East England. The Brigadier, aware of the risks of Aldershot HQ appearing remote and distant, has appointed Task Force Commanders - senior Army officers - to directly engage with key local partners and provide direct routes into the Brigade. The Brigadier's office will still continue to engage directly at County level. Each district has a designated Task Force Commander to provide a two way local link between the Military and the local authority, and there are four across Kent. The key priorities for the Army to engage with local authorities currently are youth engagement, community engagement and employer engagement.

2.2 The Task Force Commanders are currently organising sub-county community engagement events. The Kent Thameside area (Medway, Dartford, Gravesham and Swale) has been identified as one of three Brigade 'inkspots' for 2016, along with Reading/Slough and the Solent – an inkspot being an area of overt for focus around community and youth engagement, using the Army's intervention as a tool to improve outcomes in a defined locale. The challenge for Kent County Council, and indeed Medway Council, is to ensure that the most is made of this opportunity and the right links are identified into our existing services.

2.3 Changes have been made to the MoD's Community Covenant Grant Scheme, which was superseded by the 'Covenant Fund' in the Autumn of 2015; a new fund of £10m per annum, open to bids from statutory organisations, charities, voluntary sector, and community groups, for small bids £1k-£20k, and large bids £20k-£500k. Guidance, eligibility, timescales and priorities have all changed, with the fund now having four formal priorities for 2016/17: Veterans' Gateway, families in stress, improving local covenant delivery, and community integration/delivery of local services. Changes have also been made to the way in which bids are evaluated, no longer at local panels but at MoD, albeit with input from regions. There have been concerns that the new system can lack clarity in how it reaches decisions, has on occasions made decisions without local insight or contrary to local/regional advice,

and is not as robust as the previous system, and Kent along with colleagues from neighbouring counties are working closely with MoD to resolve these inconsistencies.

2.4 The Government launched its 'National Security Strategy' and 'The Strategic Defence and Security Review' on 23 November 2015, setting out its approach to national security in a rapidly changing global context, proposing significant changes to the configuration of the British Armed Forces at home and abroad, and how it will respond to emerging threats. This includes a continued reduction of regular troops and a greater emphasis on recruitment and retention of reservists, with a target of 30,000 by 2020, and greater integration of regulars and reservists. Kent Councils have supported recruitment workshops, as well as engaging with employers around responsibilities and indeed opportunities employing reservists brings. Surrey County Council has gone further, encouraging its staff to consider becoming reservists, identifying all existing reservists within its workforce and that of strategic partners including District Councils, and holding celebration/networking events, not only recognising its responsibilities as an employer but praising their wider contribution to the county and country. The Board is keen to learn from this good practice and replicate it in Kent, providing a good opportunity for KCC as a major employer and strategic role model to lead by example, considering what we currently do for reservists, what more we could do, and potential for employing a greater number.

2.5 One of the barriers to successful transition from the Armed Forces to 'Civvy Street' has been financial security, particularly in regards to lower ranked officers securing sustainable housing. The Government has set aside £200 million to fund a 'Forces Help to Buy' scheme that assists personnel to get on the property ladder whilst still serving, enabling servicemen and servicewomen to borrow up to 50% of their salary (up to a maximum of £25k) interest free, to obtain a mortgage and buy their first home, move to another property if due to reassignment, or as their families need change. This property can then be rented out if personnel are posted elsewhere. Specific work in Kent with BPHA is ongoing around publicising the Forces Help to Buy scheme, providing information and encouraging take-up.

3. Activities in Kent Over the Last Year

3.1 Over the last year, Kent County Council, on behalf of the Kent & Medway Civilian Military Covenant Board, has led one of the most significant pieces of research undertaken in the UK since implementation of the Covenant, analysing the needs of serving and ex-Armed Forces personnel in the county, as well as their families and dependants.

3.2 704 members of the Kent & Medway Armed Forces community contributed their time to this research, either through the online survey, focus groups or one-to-one interviews. They often selflessly shared sensitive and emotional information and experiences for which the Board is hugely grateful. Overall, the picture is a positive one, with the majority of Kent's Armed Forces community enjoying life, and most

service leavers transitioning to 'Civvy Street' life with relative ease. Awareness of the Covenant and what it means was still mixed, highlighting the need for further work around promotion with our partners and the Armed Forces.

3.3 Specific findings included a third of veterans having health conditions linked to their time in the forces and generic health and rehabilitation services not always being appropriate to the individual's condition or physical make-up. Isolation and the struggle to integrate within the civilian community was a constant theme, as was access to certain public services. Transience due to reassignments can have a significant impact on the attainment of service children, particularly if frequent, replicating the impact movements have on the attainment of Looked After Children, and this is compounded by increasing variations in syllabuses as a result of academisation. The transferability of Armed Forces qualifications has improved considerably in recent years, and for many current service leavers recognition of these qualifications in the private sector is reasonably easy, however for those ex-personnel who left earlier, this is still proving to be an issue. Housing, as with broader society, is still very difficult for some service leavers, and despite amendments to Kent District Councils' social housing eligibility criteria to eliminate the local connection requirement for the Armed Forces community, the lack of availability of both social housing, affordable housing to rent or buy, highlights the importance of both the Forces Help to Buy scheme and the wider work of the Joint Policy & Planning Board for Housing's Armed Forces Personnel Sub-Group.

3.4 Kent's research has received national plaudits and ministerial recognition, and has been featured on the radio, with interviews from Julian Brazier MP (Minister for Reserves), veterans, charities and Debra Exall. The Rt Hon Michael Fallon MP (Secretary of State for Defence) has now expressed an interest in visiting Kent to see Kent's Covenant work in practice. (Further information about the research can be found at www.kentcouncilleaders.org.uk/military/research).

3.5 The research was launched at The 3rd Annual Kent & Medway Civilian Military Covenant Conference, opened by Mark Lancaster MP (Minister for Defence Personnel and Veterans) on 02 March 2016 at the Woodville Theatre, Gravesend. It was the biggest, most ambitious and successful yet, with 146 key players representing all three of the Armed Forces, Local Authorities, statutory agencies, Armed Forces charities, business, and speakers from Ministry of Defence, Department for Education, Department for Work & Pensions, Schools, Public Health and best practice from elsewhere in the country. The conference this year focused on the main themes emerging from the research, and with all the key players who can influence this agenda, considered how collectively we can resolve the issues identified, the outcomes of which directly influence the Kent & Medway Civilian Military Covenant Board's Action Plan and priorities for the year ahead. It is also still a very new area of partnership working, and the opportunity to facilitate networking and learning is invaluable, and we were delighted to host sixteen marketplace stalls from a wide variety of organisations on the day. Special thanks must go to Gravesham Borough Council and Woodville Halls for being excellent hosts and not

charging us for the event. (Further information along with radio interviews can be found at: www.kentcouncilleaders.org.uk/military)

3.6 The Board is now working closely with counterparts in Surrey, Sussex and Hampshire and collaboration is going from strength to strength. Together it is possible to tackle the key issues on a regional basis, share expertise and resource more smartly, learn from each other's best practice and learning, and interact with 11 Brigade and the Ministry of Defence more strategically. We are currently looking at replicating Sussex's hugely successful Pathways programme, Surrey's work around reservists and interacting with the private sector, and there is great interest from our counterparts in learning from Kent's Armed Forces research, our work around housing, and the Kent Sheds programme. The Surrey County Council Chairwoman, also their Armed Forces Champion, recently convened a meeting of all the Armed Forces Champions and support officers across the south-east which was hugely beneficial and will be repeated.

3.7 Kent Sheds, a programme that was initially half-funded by MoD and targeted veterans, has continued to grow and prosper across Kent – there are now 27 Sheds - with additional development work in priority communities. A 'Kent Shed' is a network of relationships between 'Shedders', coming together to work alongside each other, sharing skills and developing friendships. Sheds bring with them opportunities for men and women to participate in practical group activities such as woodworking, boat repair or gardening by working together 'shoulder to shoulder' to support one another and their communities, whilst at the same time improving morale and wider public health outcomes. Whilst predominantly targeted at the ex-armed forces community, Sheds are very much open to all. Appendix 1 provides more information about the programme.

4. Priorities for the Future

4.1 With Service Children emerging as such a strong theme from the research, particularly where there are only a small number within a school, the Kent & Medway Civilian Military Covenant Board, after obtaining a grant from the MoD Education Support fund, are holding a 'Voice of the Service Child' conference on 23 June 2016. The aim of the conference is to gather the views of Key Stage 2/3 service pupils from across Kent & Medway to find out how schools support them and celebrate their experiences. The day will be facilitated by Mr Matt Blyton who is a Lead Improvement Advisor from North Yorkshire and has significant expertise in working with Armed Forces families. There will also be the opportunity for teaching and support staff to share experience and learning. The outcomes of the day will be compiled into a report which will be shared with Kent schools and feed back into the Board.

4.2 Early next year the Gurkha regiments once again switch between Shorncliffe and Brunei, and the Kent & Medway Civilian Military Covenant Board is committed to working with partners and the Armed Forces to ensure a smooth transition, learning

from previous experiences, and providing a warm and welcoming homecoming back to the county.

4.3 As mentioned above, replicating the excellent 'Pathways' project developed in Sussex with Brighton & Hove City Council and NHS Sussex Armed Forces Network, consolidating in one place, pathways and contacts for services offered by public, private and voluntary organisations on areas including employment; social care; rough sleeping; physical health; mental health and housing, and establishing a similar Pathways facility in Kent to make it easier for ex-service personnel to navigate how, where, and from which organisation it is possible get necessary support on a whole range of issues is a priority for the Board. (Sussex Pathways can be viewed at: http://www.sussexarmedforcesnetwork.nhs.uk/pathways/)

5. Conclusions and Recommendations

5.1 This report has provided an overview of how the Kent & Medway Civilian Military Partnership Board is continuing to implement the Community Covenant, putting this into the context of the significant changes taking place in how the Armed Forces will operate in Kent and nationally. It has set out for Members the direction of travel and the key areas of priority for future action.

5.2 One of the challenges of this area of work is that it is so broad, linking in with such a wide variety of different services and activities. Resourcing and prioritising this work can be difficult, with no dedicated resource, it is very much dependant on the commitment and dedication of staff to this cause above and beyond 'the day-job'. We continue to make full use of technology – using websites to make connections for individuals and service users, and now we are also liaising with colleagues in Hampshire, Sussex and Surrey to share experiences and good practice across the region. The bottom line, though, is that by having a Civilian Military Partnership Board, we have a first point of contact for the military or veterans who are not sure where to go for help, support or advice.

5.3 The Cabinet Committee is asked to NOTE the progress made on the Covenant activities to date and COMMENT on the priorities for future activity.

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Background Papers: None

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Update on Kent Sheds

A Shed can be defined as: "a community-based, non-profit, non-commercial organisation that is accessible to all men and whose primary activity is the provision of a safe and friendly environment where men are able to work on meaningful projects at their own pace, in their own time, in the company of other men. A major objective is to advance the wellbeing and health of their male members" (Australian Men's Sheds Association).

In Kent we have co-developed the Kent Shed concept with the help of Activmobs (a community insights organisation), Groundwork South, KCC representatives, and most importantly local men. We started with two main objectives: to support ex-service personnel to reintegrate and to provide accessible opportunities to combat social isolation for men of all ages. Although predominantly aimed at men, Kent Sheds are open to all and roughly 20% of Shedders are women. Kent Sheds particularly welcome ex-service personnel and most of the sheds have ex-service personnel in their membership, but experience has showed the value of having Sheds that are open to all, rather than some that are exclusive to the armed forces.

Christopher's story

After 10 years of unemployment Christopher now manages and runs his own café. Chris joined the Dover Community Shed as a founder member in August 2014. He described himself as lacking social skills and isolated, spending most of his time alone in his bedroom. His involvement with the Dover Community Shed enabled him to share some of his life experiences with other shedders. Chris was ex-forces and had trained as a chef, he had experienced and participated in sky fall with a free fall display team and had been a County standard, cross-country runner. From being very overweight and inactive, Chris attended every Dover Shed meeting and became an active promoter of the group attending various events including the Dover Regatta to inform the community and recruit members. Chris went on to recruit his dad to the Shed, who is now a Trustee of the group and plays an active role in considering what activities the group could undertake going forward.

Today, Chris has lost 9 stone in weight, winning the 'Biggest Losers' title with weight watchers. The café continues to be successful and provides a living and purpose for Chris. He remains active with the Dover Community Shed, giving support where he can to others and acting as the conduit to connect members. He has plans to deliver seminars such as 'Cooking on a Budget' to members in the very near future.

As Christopher's story demonstrates, Kent Sheds can improve both the physical health and mental wellbeing of participants; benefit local communities and support men in developing skills for employment. A Shed is commonly a community based location (though some have been 'virtual' sheds where people meet in different places) that offers:

- A safe and welcoming environment where individuals can feel comfortable discussing their problems with other people and then be signposted to further support

- Sustainable activities and a social environment for these individuals to improve their self-esteem, knowledge, confidence, skills and social network

Many factors attract men and women to community-based Sheds including friendship, doing practical and worthwhile projects 'shoulder to shoulder', opportunities for mentoring, lack of compulsion, and sociability. There is real value in Sheds tackling isolation - men consistently report a strong sense of belonging, improved health and wellbeing. Men can also enjoy the opportunity to 'get out of the house' – men with partners consistently talked about the need to avoid being 'underfoot' at home and to establish and develop new friendships and networks with other men.

There are currently 27 Kent Sheds which are inclusive to adults of all ages and represent one of the highest densities of Sheds in the UK and at least one in each district. There is huge diversity in the Kent Sheds funded and many are themed around sustainable activities such as gardening, woodwork, boats or arts, whilst others are focused on supporting the local community.

Membership has continued to rise and is now nor far off 400 with attendances totalling some 7,000. The feedback from shedders has been very positive. It has had a much wider affect than just the men themselves - as the men are feeling more positive it naturally impacts and improves their relationships with others. Also, the wider community benefits from the projects that some sheds take on as their shared interest. Based on initial analyses of Warwick Edinburgh Mental Wellbeing Score taken over the first 2 years of the programme, 87% of Shedders improved their wellbeing score. A number of Shedders have also gone on to gain paid employment as a result of their work in Sheds.

The Kent Sheds Programme aims to deliver some of the following outcomes.

1 Improved physical and mental health	2 Reduced suicide risk	3 Community resilience
Individual lifestyle choices and behaviours are critically important in contributing toward better health outcomes for the people of Kent including longer healthy life expectancy and reduced health inequalities.	For men aged 40 to 60 who may be less likely to access conventional approaches to improving mental wellbeing	The sheds can help mobilise the individual assets within communities, to build skills and knowledge, social networks and community organisations, to grow resilience and improve health.

Overview of Sheds

Park Wood Shed – Maidstone - Parkwood Shed was already a men's group that met weekly for support within that group. Morale was low within the group as they had previously been let down with promises that amounted to nothing. The development grant was used as

a team building exercise to bring the group back together and be able to focus on where to go next as a group. The group worked together on their application and were successful in being awarded £5k. In the meantime they have been given a piece of land at a local church, where they have made raised beds as a small community allotment. They have a waiting list of residents that would like a plot. This has been a great morale boost for the group and they are seeking other projects within the community to take on. They are fortunate in being able to use Fusion HLC free of charge to meet. They are in Park Wood Maidstone and are keen to encourage more members.

Boat Buoys – Gravesend – They undertake boat restoration for the regatta. They are a small group but have regular high attendances. They are very welcoming to new members and are keen to share their skills with others.

Dartford Men's shed

This shed support each other well. They have publicised their name in the town and surrounding area, and have created a lot of interest. They are always keen to help in the community and are currently working on a community allotment in Swanscombe. Membership is irregular with people coming and going, but they are proactive in all they are doing.

The Shed – Hub - Northfleet

The Shed is proving to be an inspiring and uplifting experience for everyone that takes part. Our Shedders have taken ownership of the Shed's ideals and it has become an inclusive and welcoming community. We are firm believers in the power of people to effect meaningful change, and initiatives such as this, which give hope and opportunities to the isolated, the outsiders, and the marginalised, can be a powerful force for good.

Kenward Trust - Yalding

This shed offers a creative space for residents of the Kenward Trust and men from the local community. Shedders have the chance to develop skills around woodworking and gardening within the plant nursery. The shed enhances the surroundings that are already in place and offers a place for reflection and creativity.

Abbey Physic Community Garden – Faversham

This shed is situated within Abbey Physic Garden and is led by Stewart who has had mental health issues and is very aware of the needs of others. The shed is open every day and shedders use it as a drop in and creative with woodworking.

Folkestone Hub

Opened in October 2014, this has a woodworking area, social area, and sewing group for Ghurkha ladies. One shedder has jewellery making skills and will be sharing this with others. They are doing high-end woodworking with a view to selling to generate income which will help ensure the shed's future sustainability. This shed has grown in numbers considerably since its conception. They now have a large group meeting on Mondays that are producing woodworking pieces and have orders for bird tables. They have many ex-service personnel and have engaged well with the Ghurkha community.

The Victory Shed - RBLI Aylesford

This shed is very well supported by its members concentrating on gardening a piece of land that has been donated by RBLI within the Village at Aylesford. The group is currently made up of ex–service personnel with one civilian member and they welcome members from the wider community.

The Ashford Shed

A community shed that offers support to men and skill sharing. The Shed, Ashford is a place that welcomes anybody who wants to learn new skills, explore their creativity, connect with old friends as well as make new ones and to give something back to the local community. This shed is slow getting of the ground but are committed to making it work.

Dover Community Shed

This group were so set on the idea of a shed, they launched before funding had been agreed. They are a community-based shed and will be taking on projects in the local area. A mixed age and gender group of shedders that currently meet twice weekly. They regularly hold events and are widely known in the community. They are a very supportive group that look out for each other.

Dover Boat Shed

Dover Boat shed meets regularly on a boat in Dover marina and welcomes groups of men, women and ex-service personnel to discover the "Six Ways to Wellbeing" through shared activities, socializing, friendship, skill sharing and a supportive environment. As a "Hub Shed" it welcomes visits from other Kent Sheds.

Bodger's Hut - Whitstable

This shed is situated in the Stream Walk Community Garden Whitstable; it is woodwork based with a range of activities and hopes to be an inspiration to others in setting up a shed. The community garden offers support to the shedders in additional activities.

Cobtree Shed – Aylesford

Cobtree is a larger Shed project. It aims to provide a practical workshop and a social space for retired older people and ex-service personnel living in the area including those form recognised areas of deprivation and isolation. The Shedders have ambitions to support the set-up of smaller sheds in other areas of need, run by community volunteers by offering skill sharing and support to other community members.

Take Off Shed – Canterbury

This shed enables people in the local community to come together, form new and positive social relationships and undertake meaningful activities which are engaging and productive.

Mongeham over 50's – Mongeham Deal

This shed is a group of people who volunteer to do gardens for older people that are unable to do so for themselves; this gets people active and gives back to the local community.

Riverside Active Lives – Gravesend

This shed focusses on giving people with physical and sensory disabilities meaningful activity which will assist them therapeutically and also increase self-esteem as individuals as well as part of a team. They have a garden that they maintain and enjoy and plant and sell to help bring funds back into the shed.

Maidstone Mind

This shed focuses on woodworking but more importantly offers tea, company and support for those that need it. It is open to the wider public and welcomes all; they advertise locally and encourage others to come along.

Sherwood Shed

The Sherwood shed is a natural complement to the TN2 Community Centre. This shed provides a safe and welcoming environment for men to connect, socialise, share skills and ideas, participate in practical projects and make new friends.

Communigrow

This shed became associated with Kent Sheds through just a development grant. An established group that wanted to be part of a bigger network, they are a growing project that have an acre of land donated by East Malling Research

Involve Shed

Recently established, they are currently building a workbench to equip their shed in Maidstone, they are meeting regularly and are a very supportive group to each other. The shed is welcoming shedders from the wider community to get involved.

Dunton Green Shed – planning stage

A hub for men in the Dunton Green and north Sevenoaks area based in the Abacus Furniture Project workshop in Bat and Ball. The shed also has a satellite site in Dunton Green for those who like gardening. Both sites will enable them to create simple structures, which they can sell in their local community those making the shed project sustainable

Gravesend Town Shed – planning stage

The Gravesend Town Shed will focus on bringing men together in a positive and effective way to address issues surrounding social isolation by facilitating friendship and companionship. It will help provide a sense of purpose in life by enabling shedders to decide how the shed is run and managed and what projects are undertaken.

Sheppey Shed at Eastchurch – planning stage

The Sheppey Shed at Eastchurch will offer a range of services and activities for shedders form one to one support with health and wellbeing issues through to activities and a drop in space for shedders to keep active, socialise, connect with each other and participate in a range of in shed projects.

Beshedders – planning stage

The Be-Shedders Project will be a place for people from the local community to come together to share and learn new skills, meet likeminded people, improve physical and mental wellbeing and encourage people to get connect with the surrounding environment.

Overall Impact

The levels of support and friendship we have seen develop, and the team camaraderie that has grown organically has been amazing. It is wonderful to see such a wide range of characters form a united network. People have found their own roles, their specialities, given each other nicknames, and formed their own social circles. Shedders display respect, modesty, and courtesy for their other shedders that has enriched all of their lives. The impact that the sheds have had on the lives of not only the shedders but much wider family relationships is apparent when you speak with shedders themselves. People are feeling much better connected with each other and those around them. Self esteem, confidence and a sense of belonging has improved and this naturally makes connecting with others easier than it once was. Communities are benefiting from those sheds that are focussed on 'doing' within their community. Actual number of beneficiaries are unknown but are far more than just shed members. There has been a raised awareness of the Six Ways to Wellbeing amongst the shedders and this is another factor in naturally taking care of ones wellbeing.

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From: John Simmonds, Cabinet Member for Finance & Procurement
               and Deputy Leader
               Andy Wood, Corporate Director of Finance & Procurement

To: Policy & Resources Committee 24th May 2016

Decision No: n/a

Subject: **Council Tax Support**

Classification: **Unrestricted**

Summary:
This report provides the Cabinet Committee with an update on work being done in conjunction with districts and boroughs to review local Council Tax Reduction (CTR) schemes prior to a consultation exercise being planned by districts to take place in the summer and local decisions on revised schemes to be introduced from 2017-18. The work also includes opportunities to increase council tax base and collection rates. This report also includes an overview of council tax support schemes across the country including Medway

Recommendation(s):
Policy and Resources Cabinet Committee is asked to NOTE the report and make recommendations on any other considerations affecting council tax support schemes or improvements to council base/collection rates which should be raised with districts prior to their formal consultation.

Members are reminded that Section 106 of the Local Government Finance Act 1992 applies to any meeting where consideration is given to a matter relating to, or which might affect, the calculation of council tax.

Any Member of a Local Authority who is liable to pay council tax, and who has any unpaid council tax amount overdue for at least two months, even if there is an arrangement to pay off the arrears, must declare the fact that he/she is in arrears and must not cast their vote on anything related to council tax.

1.   **Introduction**

1.1   The responsibility for supporting households on low incomes to help defray the cost of council tax was transferred from Council Tax Benefit (CTB) controlled by the Department of Work and Pensions (DWP) to local authorities in April 2013. Each collection authority (district and borough councils in two tier areas) was required to devise, consult on and implement local schemes to provide support (discounts) towards council tax for working age households. Local councils could choose to adopt a default scheme (unchanged from CTB) or devise their individual arrangements. The arrangements for pensioner households are laid down under legislation and could not be varied.

1.2 Funding to support the new arrangements (for both pensioners and working age households) was transferred into the main local government finance settlement through Revenue Support Grant (RSG) and local share of business rates. The funding included a 10% reduction compared to the estimated cost of CTB in 2013-14. Initially this funding was separately identifiable in 2013-14 settlement, but since 2014-15 it has been indistinguishable within the RSG and business rate baseline allocations. Effectively this means it has not been protected from past or future reductions in RSG. In 2013-14 KCC received £70m from the transfer into RSG/business rates (with £42m of this included in RSG). Between 2013-14 and 2016-17 KCC's RSG has reduced by 55%. The indicative settlement for 2017-18 to 2019-20 shows further reduction in RSG of 91.5% by 2019-20 (effectively removing the grant).

1.3 Across all Kent authorities (KCC, Police & Crime Commissioner, Fire & Rescue, districts, and parishes) council tax reduction (CTR) discounts are estimated to have reduced the 2015-16 collectable council tax by £95.1m (approx. 10.7%). Of this £44.5m relates to pensioner discounts (as required by legislation) and £50.6m working age discounts determined under local schemes. KCC's pro rata share of the impact on council tax yield is £67.8m, of which £36.1m is from working age discounts determined under local schemes. These amounts assume full collection of discounted council tax bills.

2.   Local Schemes in Kent

2.1 The initial schemes for 2013-14 were based on a common approach developed and agreed by all districts and preceptors. This common approach was developed early in 2012 (before some of the final aspects of the national arrangements were known). This enabled districts to consult on their local schemes well ahead of the implementation deadline for 2013-14. This common approach comprised of the following features:
- Districts would reduce all working age discounts by 18.5% compared to the previous CTB arrangements (default scheme)
- Districts would reduce class C empty property discounts (habitable but unfurnished) from 6 months to 3 months
- Preceptors would pay each district £125k per annum (pro rata to each preceptor's share of tax base) towards the cost of setting up and administering local schemes
- Preceptors would underwrite the district's share of central grant included in RSG/business rate baseline should this prove to be inadequate due to higher than anticipated claimant numbers
- Agreements to last for 3 years form 2013-14 to 2015-16
- Individual districts were able to submit local variations e.g. smaller working age reductions, protections for vulnerable groups, etc., providing these were fiscally neutral to compensate for the impact on the tax base

2.2 Under these common arrangements eligibility for CTR for working age households was unchanged from CTB and the 10% reduction in funding, potential non collection and cost of £125k payment/underwriting was covered by the additional income from 18.5% reduction in working age benefits and reduction in empty property discount. Six districts opted for the common

scheme (Dartford, Gravesham, Sevenoaks, Tonbridge & Malling, Tunbridge Wells and Shepway) and the other six opted for local variations.

2.3 Of the local variations, the three East Kent authorities operating under East Kent Services (Canterbury, Dover and Thanet) adopted their own common approach to minimise reductions in working age benefits (5%, 6% and 5.5% respectively). This was compensated by removing entirely the unfurnished empty property discount and second adult rebate[1]. The other three authorities reduced working age benefits by 10% (Ashford), 13% (Maidstone) and 15% (Swale), these were compensated by reducing (but not entirely removing) empty property discounts. Ashford offered further protection for disabled claimants with CTR reduced by 5% compared to CTB. All of those choosing local variations removed the final 10% discount on second homes and some introduced 50% premium on long-term empty properties as part of the compensation measures.

2.4 In 2013-14 a one-off transitional grant was available to those authorities that limited working age reductions to 8.5% or less. All 12 Kent districts took up this grant (in agreement with the major preceptors) requiring 9 of them to defer the full introduction of their local schemes until 2014-15 (the 3 East Kent districts qualified for the grant without making any transitional changes to their schemes).

2.5 Since the introduction of local schemes the overall value of CTR discounts across Kent has reduced each year as a result of reductions in the number of households claiming support. This arises from a combination of demographic and economic factors as well as impact of welfare reforms. However, these reductions in CTR have been significantly less than the reductions in RSG.

2.6 Some districts have made minor technical adjustments to the schemes over the years, but the fundamental principles (no changes to eligibility and reductions in work age benefits) have remained unchanged. Collection rates across Kent have held up well since the introduction of local council tax support schemes. We do not have evidence whether there is any marked difference in collection rates between those households in receipt for CTR compared to those liable to pay full council tax.

2.7 The original 3 year agreement expired on 31st March 2016. However, for a number of reasons (not least the uncertainty over the funding settlement) districts were unable to consider or consult on new schemes for 2016-17. In the end the major preceptors agreed that there was no alternative other than to extend the original arrangements by one year, pending a full review and consultation on revised schemes for 2017-18.

3. **Schemes in Other Authorities**

3.1 When council tax support was transferred 268 authorities introduced local schemes to vary working age benefits in 2013-14, the remaining 58 adopted

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[1] a discretionary alternative to CTR where the main tax payer is not eligible for council tax reduction but a second adult lives with them who is not their spouse/partner and is earning a low income/in receipt of certain welfare benefits

the default scheme. In the intervening years the number adopting the default scheme has declined each year as demonstrated in table 1.

Table 1	Default Scheme in 2013-14		Default Scheme in 2014-15		Default Scheme in 2015-16		Default Scheme in 2016-17	
Inner London	5	35.7%	5	35.7%	5	35.7%	5	35.7%
Metropolitan	5	13.9%	3	8.3%	2	5.6%	1	2.8%
Outer London	1	5.3%	1	5.3%	1	5.3%	1	5.3%
Shire Districts	43	21.4%	32	15.9%	30	14.9%	30	14.9%
Unitary	4	7.1%	4	7.1%	4	7.1%	4	7.1%
Total	58		45		42		41	

3.2   The 58 authorities adopting the default scheme, and 151 of those introducing local schemes took up the transitional grant and limited working age reduction to 8.5% in that year. 60 of these 151 authorities subsequently increased working age reductions in 2014-15 (including the 9 Kent authorities). In 2015-16 another 20 authorities that had local schemes in 2014-15 made further increases in working age reductions. In 2016-17 another 40 authorities that had local schemes in 2015-16 made further increases in working age reductions.

3.3   Of the 268 authorities that introduced local schemes in 2013-14, the vast majority (229 authorities) included a minimum council tax payment by reducing working age benefits (this includes all 12 Kent districts). The average reduction was 14.76% (ranging from 5% to 33.1%). By 2016-17 the number of authorities requiring a minimum council tax payment by reducing working age benefits had grown to 259 out of the 285 with local schemes, the average reduction being 17.71% (ranging from 3% to 45%). The average reduction in Kent was 7.75% in 2013-14 (including impact of transitional restriction), the Kent average reduction in subsequent years has been 13.6%. A fuller analysis of the benefit reductions in different classes of authority is included as appendix A.

3.4   Reductions in working age benefits through a % reduction have been by far the most common approach to dealing with the impact of localising council tax support. However, a number of authorities have also made other changes which include:
   • Reductions in the savings limit used in council tax support calculations
   • Changes in other benefits counting towards income used in council tax support calculations
   • Changes in the deductions for other non-dependent adults in council tax support calculations
   • Restricting support to lower council tax bands e.g. max Band D
   • Introducing minimum council tax support cash amount (as opposed to %)
   • Changing the taper which reduces the value of support as incomes increase (usually making the taper steeper so support is reduced faster)
   • Reduction or abolition of second adult rebate

3.5 The number of authorities making these other changes is included in appendix B. Some authorities have offered hardship funds to households facing exceptional difficulty in paying council tax (also identified in appendix B). We do not have comparative information on changes to empty property discounts in other authorities although many are likely to have used the additional flexibility allowed since 2013-14 to help offset the impact of council tax support discounts. .

3.6 Medway did not take up the transitional grant in 2013-14 and introduced a 25% reduction in working age benefits for council tax support. Medway also made changes to the non-dependent adult deductions and abolished second adult rebate. In 2016-17 Medway increased the working age reduction to 35%, making it the second highest reduction in the country.

4. Review of Kent Schemes

4.1 All Kent districts have undertaken to review their local schemes during 2016, with consultation on alternative options likely during the summer and autumn. This consultation must fulfil certain minimum requirements and needs to consider options to sustain current schemes as well as alternatives to reduce or change existing support arrangements. The reviews will be comprehensive taking into account the variations/changes in other local authority schemes, the changes in national arrangements since original schemes were introduced (including the lack of identifiable funding) and the impact any options to change to local schemes would likely have on individual households and council tax collection levels.

4.2 There is a statutory requirement on district councils to consult major precepting authorities about local CTR schemes. As identified in paragraph 1.3 over 70% of the impact of CTR is borne by the county council's share of the tax base. This aspect of consultation will also need to include the future of preceptors' support to districts in setting-up and administering schemes. KCC recognises that some support is necessary to assist and improve council tax collection, particularly from those in receipt of CTR discounts. As part of this we will be investigating alternative ways to incentivise districts to grow the council tax base and maximise council tax collection.

5. Conclusions

5.1 Responsibility for local council tax support schemes rests with district councils in two tier areas. The county council cannot insist on any particular provisions within local schemes even though the majority of the impact is borne by the county's share of the tax base. The county council will want to have regard to the scope for local schemes to support the most vulnerable, incentivise individuals into work, as well as the impact on the county council's share of the tax base and county council services. Inevitably this is a complex mix and may throw up some conflicting consequences.

6. Recommendation(s)

> **Recommendation(s)**:
>
> The Policy and Resources Cabinet Committee is asked to NOTE the report and make recommendations on any other considerations affecting council tax support schemes or improvements to council base/collection rates which should be raised with districts prior to their formal consultation.

7. Background Documents

7.1 DCLG consultations, guidance and regulations

https://www.gov.uk/government/collections/localising-council-tax-support

7.2 Information and analysis on the localisation of council tax support

http://counciltaxsupport.org/

8. Contact details

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Other Changes to Council Tax Support	Brief Description of Change	Type	Total Number of Authorities	2013/14 No. of Authorities	2014/15 No. of Authorities	2015/16 No. of Authorities	2016/17 No. of Authorities
Changed savings limit	Those with savings in excess of £16,000 are not entitled to any council tax support (default scheme). Some authorities reduced the savings threshold to £10,000 or £6,000	Inner London	14	1	1	1	1
		Metropolitan	36	7	8	8	8
		Outer London	19	4	4	7	8
		Shire Districts	201	28	36	36	45
		Unitary	56	17	19	20	24
		Total	326	57	68	72	86
Counted other benefits	Some authorities changed the calculation of income used to determine CTR to include other benefits which are excluded from the assessment calculation in the default scheme. Information on this change ceased to be available after 2014/15	Inner London	14	0	0		
		Metropolitan	36	3	3		
		Outer London	19	1	1		
		Shire Districts	201	22	25		
		Unitary	56	4	6		
		Total	326	30	35	0	0
Second adult rebate	Some authorities reduced or removed the alternative to council tax support through the second adult rebate (which provides for a reduction in council tax where a non partner/spouse who is not liable to pay the council tax is in receipt of benefits/low income)	Inner London	14	7	7	7	7
		Metropolitan	36	25	27	27	28
		Outer London	19	11	11	13	13
		Shire Districts	201	93	103	104	109
		Unitary	56	38	38	39	42
		Total	326	174	186	190	199
Non Dependent deductions	Some authorities changed CTR calculations to increase the deductions made to take account of the income from other non dependent adults in the households e.g. grown up children. Information on this change ceased to be available after 2014/15	Inner London	14	2	3		
		Metropolitan	36	12	12		
		Outer London	19	10	10		
		Shire Districts	201	41	44		
		Unitary	56	13	15		
		Total	326	78	84	0	0
Limit Band	Some authorities limited the amount of support applicable to claimants in higher banded properties. Generally support was limited to the amount that would be available to a Band C or Band D household	Inner London	14	0	0	1	0
		Metropolitan	36	9	10	10	10
		Outer London	19	2	4	4	4
		Shire Districts	201	35	46	45	53
		Unitary	56	13	14	15	18
		Total	326	59	74	75	85

Other Changes to Council Tax Support	Brief Description of Change	Type	Total Number of Authorities	2013/14 No. of Authorities	2014/15 No. of Authorities	2015/16 No. of Authorities	2016/17 No. of Authorities
Minimum Payment	Some authorities introduced a minimum cash amount of council tax payable by all claimants under CTR schemes irrespective of the individual assessment calculation. This avoided collecting very small amounts as well as reducing the overall cost of council tax support	Inner London	14	2	2	3	2
		Metropolitan	36	10	11	11	11
		Outer London	19	2	2	2	2
		Shire Districts	201	24	26	26	26
		Unitary	56	7	7	8	11
		Total	326	45	48	50	52
Minimum Payment per week	Average (mean)			£2.80	£3.11	£2.92	£2.89
	Median			£2.50	£2.50	£2.25	£2.00
	Most Common (mode)			£5.00	£5.00	£1.00	£1.00
	Maximum			£5.00	£10.00	£10.00	£10.00
	Minimum			£0.50	£0.50	£0.50	£0.50
Taper Rate	Some authorities changed the taper rate (the amount by which council tax support is reduced as incomes increase) from the 20% in the default scheme i.e. from each additional £1 of income, 20p contributes towards additional council tax. Most increased the taper reduction so support is removed sooner, a few reduced the taper to increase incentive to earn	Inner London	14	1	1	2	1
		Metropolitan	36	5	6	4	4
		Outer London	19	3	3	4	4
		Shire Districts	201	8	5	5	5
		Unitary	56	7	7	7	7
		Total	326	24	22	22	21
Taper Rate	Average Change in Taper (mean)			-3.4%	-4.7%	-4.5%	-4.5%
	Median Change in Taper			-5.0%	-5.0%	-5.0%	-5.0%
	Most Common Change in Taper (mode)			-5.0%	-5.0%	-5.0%	-5.0%
	Largest Increase in Taper			19.8%	5.0%	5.0%	5.0%
	Largest Reduction in Taper			-10.0%	-10.0%	-10.0%	-10.0%
Backdating rules	Some authorities limited the time under which council tax support claims could be backdated. The default scheme allows working age applicants to back date claims up to 6 months. Information on this change ceased to be available after 2014/15	Inner London	14	3	3		
		Metropolitan	36	10	11		
		Outer London	19	3	3		
		Shire Districts	201	29	33		
		Unitary	56	14	14		
		Total	326	59	64	0	0

Other Changes to Council Tax Support	Brief Description of Change	Type	Total Number of Authorities	2013/14 No. of Authorities	2014/15 No. of Authorities	2015/16 No. of Authorities	2016/17 No. of Authorities
Conditions about starting work	Some authorities changed the circumstances under which support can be extended for a transitional period following re-entry into employment or increased income from employment. The default scheme allows four week extension in certain circumstances. Information on this change ceased to be available after 2014/15	Inner London	14	0	1		
		Metropolitan	36	5	5		
		Outer London	19	5	5		
		Shire Districts	201	38	42		
		Unitary	56	16	17		
		Total	326	64	70	0	0
Hardship funds	Some authorities set up a hardship fund as part of the council tax support schemes to provide additional financial assistance for those facing the greatest difficulty in paying their reduced council tax bill	Inner London	14	2	2	2	2
		Metropolitan	36	13	13	14	17
		Outer London	19	7	7	9	9
		Shire Districts	201	58	66	70	74
		Unitary	56	27	27	28	31
		Total	326	107	115	123	133
As identified in the report Kent districts generally left all these issues unchanged from the default scheme. The East Kent Services authorities abolished the second adult rebate							
To date only one authority has adopted a radically different approach to council tax support to fundamentally move away from the default scheme and offer banded support according to income							

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