

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 16th June, 2017

10.00 am

Darent Room, Sessions House, County Hall, Maidstone





AGENDA

POLICY AND RESOURCES CABINET COMMITTEE

Friday, 16 June 2017, 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 (11): Mr P V Barrington-King, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Mrs M E Crabtree, Mr P W A Lake, Mr R A Marsh, Mr J McInroy, Miss C Rankin, Mr B J Sweetland (Chairman) and Mr I Thomas

Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE

Labour (1) Ms K Constantine

Webcasting Notice

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UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Election of Vice-Chairman
- 3 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

4 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.

5 Minutes of the meeting held on 8 March 2017 and 25 May 2017 (Pages 7 - 16)

To consider and approve the minutes as a correct record.

6 Minutes of the meetings of the Property Sub-Committee held on 21 February 2017 (Pages 17 - 18)

To consider and approve the minutes as a correct record.

7 Strategic and Corporate Service Directorate Dashboard (Pages 19 - 32)

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

8 Revenue & Capital Budget Monitoring Report 2016-17 - Provisional Outturn (Pages 33 - 36)

To note the provisional outturn for revenue and capital for 2016-17

9 Total Facilities Management - Bi-annual Review (Pages 37 - 48)

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

10 Annual Report on the Implementation of the Armed Forces Covenant in Kent (Pages 49 - 54)

The Cabinet Committee is asked to endorse Covenant work to date, commit to priorities going forward and to champion the Covenant across the county. Individual Members are also invited to engage locally in Covenant efforts

11 Work Programme (Pages 55 - 58)

To consider and agree a work programme for 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.

12 Business Services Centre Trading Company (Pages 59 - 82)

To receive a report on the option to implement a new service delivery model for the Business Services Centre through the creation of an arm's length trading vehicle

13 ICT Security Update (Pages 83 - 86)

To receive an update on the ICT security status, and the threats the Authority faces

John Lynch,
Head of Democratic Services
03000 410466

Thursday, 8 June 2017

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KENT COUNTY COUNCIL**POLICY AND RESOURCES CABINET COMMITTEE**

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 8 March 2017

PRESENT: Mr A J King, MBE (Chairman), Mr M J Angell (Substitute for Mr N J D Chard), Mrs M E Crabtree, Mr J A Davies, Mrs T Dean, MBE, Mr C P D Hoare, Mr R A Latchford, OBE, Mr L B Ridings, MBE, Mr D Smyth, Mrs P A V Stockell, Mr N S Thandi, Mr J N Wedgbury and Mrs Z Wiltshire (Substitute for Mr M Heale)

ALSO PRESENT: Miss S J Carey, 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**278. Chairman's Announcement**

Mr King said he intended to deal with items B1 – Renewal of the Contract with Kent Fire and Rescue Service for the servicing, repair, maintenance of vehicles and equipment and B2 – Proposal to Implement an Education Services Company following consideration of item E1 – Business Services Centre Potential Trading Company.

279. Apologies and Substitutes

(Item A2)

Apologies for absence were received from Mr Chard, Mr Heale and Mr Manion. Mr Angell and Mrs Wiltshire attended as substitutes for Mr Chard and Mr Heale respectively.

280. Declarations of Interest by Members in items on the Agenda

(Item A3)

Mr Angell, Mr Davies, Mr Latchford and Mrs Stockell said they were Members of the Kent Fire and Rescue Authority. Mr Wedgbury said he was an active trade union member for the Kent Fire and Rescue Service. Following advice from the Monitoring Officer they remained in the meeting during discussion of Item B1 – Renewal of the Contract with Kent Fire and Rescue Service for the servicing, repair and maintenance of vehicles and equipment.

281. Minutes of the meeting held on 13 January 2017

(Item A4)

Resolved that the minutes of the meeting held on 13 January 2017 are correctly recorded and that they be signed by the Chairman.

282. Strategic and Corporate Services Performance Dashboard

(Item C1)

Vincent Godfrey (Director of Strategic Business Development and Intelligence), Richard Fitzgerald (Business Intelligence Manager), Victoria Seal (Interim Head of Property Commissioning and Strategy) and Benjamin Watts (General Counsel) were in attendance for this item

- (1) Mr Fitzgerald introduced the report which set out progress made against targets set for Key Performance Indicators relating to the Strategic and Corporate Services Directorate. He said: the report included data to the end of December 2016; most of the indicators were rated green; and the data could be taken as a forecast for the outcome at the end of year.
- (2) In response to a query about PI01- Percentage of rent due to KCC outstanding at 60 days Mr Cooke undertook to speak to Mrs Dean about issues relating to leases on some properties in her Division.
- (3) In response to a question about the PI04 - Percentage of reactive tasks completed within Service Level Agreement Standards and in particular the performance of Kier, Ms Seal said that Kier had improved substantially since December and that she would confirm the date the new computer aided facilities management system would be implemented.
- (4) In response to a question about GL03 – Data Protection Act Subject Access requests completed within 40 calendar days, Mr Watts said an action plan was in place and additional staff would be in place from 1 April 2017 to ensure that KCC met its obligations under the Act. In addition, the Information Resilience and Transparency Team continued to provide advice to directorates on efficient ways to prepare records. The Information Commissioner’s Office had the right to fine organisations who failed to meet the legal requirements, however, the risk was considered to be low. KCC set itself challenging targets for providing information and feedback from those requesting information was very positive.
- (5) Resolved that the report be noted.

283. Financial Monitoring 2016-17

(Item C2)

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

- (1) Ms Hansen said the report set out the position for the Strategic and Corporate Services Directorate for December 2016 together with the movement in forecast from the November 2016 monitoring position.
- (2) She drew particular attention to Table 1 of the report which set out the forecast for the Directorate budget was showing an improved underspend of £0.838m and the aspirational savings target for the Asset Utilisation Programme which was showing an overspend of £0.738m resulting in a net underspend of £0.100m. She also said there were no variances on the capital budget.

- (3) Ms Hansen drew attention to paragraph 3.2 which set out the overall revenue position for the authority. A £5.2 million overspend was being projected, however, it was hoped that additional funding would be received from the Home Office to offset the asylum pressure which would result in a revised forecast of a £3.4million overspend.
- (4) Resolved that the revenue and capital forecast variances from budget for 2016/17, that are in the remit of this Cabinet Committee, based on the December monitoring to Cabinet, be noted.

284. Work Programme

(Item C3)

Resolved that the report be noted subject to the inclusion of the Gravesham Gateway on the agenda for the meeting of the Committee scheduled for 15 September 2017.

285. Strategic and Corporate Services Directorate Business Plan 2017-18 (Final Draft)

(Item D1)

David Whittle (Director–Strategy, Policy, Relationships and Corporate Assurance) and Liz Sanderson (Strategic Business Adviser Corporate), Strategy, Policy, Relationships and Corporate Assurance) were in attendance for this item

- (1) Mr Whittle introduced the report which asked Members to comment on the final draft of the Strategic and Corporate Services Directorate Business Plan 2017-18.
- (2) Ms Sanderson drew the Committee’s attention to the changes to the business plan format for 2017-18 including an executive summary for easy reference to the new priorities, a short report on progress towards to the current year’s priorities as part of a rolling three-year plan and consideration of the opportunities and challenges presented by a rapidly changing operating environment.
- (3) In response to questions and comments Mr Whittle said:
 - (a) A new strategic commissioning function had been agreed in January to deliver specialist and professional services across all phases of the commissioning cycle with a view to driving value for money, reducing costs and supporting strategic commissioning in directorates;
 - (b) The Kent Integrated Data Set was led by the Public Health team who had power to access and share data across a range of public sector organisations, including Kent Police and the Kent Fire and Rescue Service, to improve understanding of customers’ needs and the targeting of services;
 - (c) Revised constitutional arrangements such as the Commissioning Advisory Board could be reflected in business plans.

- (4) Resolved that the final draft of the Strategic and Corporate Services Directorate Business Plan 2017-18 be noted.

286. Risk Management: Strategic and Corporate Services

(Item D2)

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

- (1) Mr Whittle introduced the report which set out the strategic risks relating to the Strategic and Corporate Services Directorate and the risks featuring on the Corporate Risk Register which were “owned” by Corporate Directors. He said there had been some revisions to the “actions and mitigations” set out in the appendix and that this later version of the appendix could be circulated to Members.
- (2) Mr Scrivener drew particular attention to paragraph 4.5 of the report which set out the key questions to be asked when reviewing risks.
- (3) In response to comments about the risk of low morale or stress among staff, Mr Cooke (Cabinet Member for Corporate and Democratic Services) said that such issues were considered regularly and in greater detail by the Personnel Committee. He also said the likelihood had been assessed as “2” and staff were generally positive about working at KCC.
- (4) In response to a comment, Mr Simmonds (Deputy Leader and Cabinet Member for Finance and Procurement) said the financial position was challenging and would remain so for the foreseeable future. He also said he was alarmed that the Chancellor of the Exchequer was looking for reductions in spending by government departments of about 6% especially as there would be little left to cut when the many exclusions and special cases were taken into account. Mr Whittle said that the National Audit Office had said that the Department for Communities and Local Government did not monitor the cumulative effect of Whitehall cuts on local authorities.
- (5) It was suggested that officers and Members should, during the Ofsted Inspection, set out clearly the impact budget cuts were having on service provision.
- (6) Resolved that the report be noted.

287. Corporate Assurance Analysis Bi-Annual Report

(Item D3)

David Whittle (Director–Strategy, Policy, Relationships and Corporate Assurance) and Mark Scrivener (Risk 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 in the period September 2016 to February 2017.
- (2) Resolved that the Corporate Assurance Bi-Annual Report be noted.

288. Housing White Paper Briefing

(Item D4)

David Whittle (Director–Strategy, Policy, Relationships and Corporate Assurance) and Edward Thomas (Policy Adviser) were in attendance for this item

- (1) Mr Whittle introduced the report which outlined the main provisions of the recent Housing White Paper and presented an analysis of its potential impact, challenges and opportunities. He also thanked Mr Thomas for the comprehensive report.
- (2) Mr Whittle outlined some of the key changes in policy outlined in the white paper and drew attention to the paragraphs dealing with developers, the green belt, cross-boundary planning, the change in tone from home ownership to affordable and secure rents, the preparation of “Statements of Common Ground” and a review of the Community Infrastructure Levy.
- (3) Members commented that the White Paper did not address issues relating to: timescales for development of land; the delivery of infrastructure such as roads, hospitals and schools; and the particular problems experienced by authorities on the edge of green belts. Members also said that the restrictions being proposed on rents and the proposals for the future of housing associations would limit the number of houses that would be built.
- (4) Comments were also made about the lack of accountability and transparency in the discussions that took place in private during planning appeals.
- (5) Louise Whitaker (Democratic Services Manager – Executive) referred to an urgent decision that was being taken by the Cabinet Member for Environment and Transport to enable the authority to take advantage of the proposed 20% increase in nationally set planning fees from July 2017 as described in paragraph 5.6 of the report.
- (6) Mr Whittle said the briefing paper could be circulated to all Members.
- (7) Resolved that the White Paper be noted.

289. Exclusion of the Press and Public

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

290. Business Services Centre Potential Trading Company

(Item E1)

Rebecca Spore (Director of Infrastructure) 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 progress of the

Business Services Centre (BSC) Evolution Programme and asked the Cabinet Committee to comment on, and note, the progression to develop a business case for the establishment of a trading company to generate income for the Council from BSC trading activities.

- (2) Ms Spore provided further detail about the information in the exempt report and answered Members' questions.
- (3) Resolved that:
 - (a) The direction of travel for the BSC and progression to develop a full business case to establish a trading company in order to maintain and grow current income levels for the Council from BSC trading activities;
 - (b) Regular reports on progress be received by the Policy and Resources Cabinet Committee.

291. Renewal of the contract with Kent Fire Rescue Service (KFRS) for the servicing, repair and maintenance of vehicles and equipment
(Item B1)

John Burr (Managing Director- Commercial Services) was in attendance for this item

- (1) Miss Carey (Cabinet Member for Commercial and Traded Services) introduced the report which asked the Cabinet Committee to consider and endorse, or make recommendations on a proposed decision for KCC to have a contractual arrangement with the Kent Fire and Rescue Service and to task the servicing of this contract to Commercial Services. She said KCC and the KFRS had an arrangement for the servicing, repair and maintenance of vehicles and equipment for a very long time and the proposed contract was worth more than £1 million over its term.
- (2) Mr Burr answered Members' questions.
- (3) Resolved that the proposed key decision of the Cabinet Member for Commercial and Traded Services for KCC to have a contractual arrangement with the Kent Fire and Rescue Service and to task the servicing of the contract to Commercial Services be endorsed.

292. Proposal to implement an Education Services Company
(Item B2)

Mr Gough, (Cabinet Member for Education and Health Reform), Patrick Leeson (Corporate Director – Education and Young People's Services), Keith Abbott (Director - Education Planning and Access), Simon Pleace (Revenue Finance Manager) and Tim Byles (Consultant) were in attendance for this item

- (1) Mr Gough introduced the report which asked the Cabinet Committee to consider and endorse or make recommendations on a proposal to establish an Education Services Company.

- (2) Mr Leeson said that: it was important to maintain the existing supportive arrangements with Kent Schools; schools had access to quality, cost-effective services from KCC to support improvement in educational attainment and standards; and the opportunities to generate income from traded services to reinvest in supporting the delivery of education services were maximised.
- (3) Mr Gough and Mr Leeson answered Members' questions relating to the information set out in the exempt appendices.
- (4) Resolved that:
 - a) The proposal to seek approval to create a company, in line with the business case, and to enter into such contractual arrangements as are necessary to facilitate that creation be endorsed;
 - b) The legal structure of the proposed company and the delegation of authority to the Monitoring Officer to agree the final details in consultation with the Cabinet Member for Education and Health Reform, the Cabinet Member for Commercial and Traded Services, the Corporate Director for Education and Young People's Services and the Corporate Director of Finance and Procurement be endorsed;
 - c) The implementation of the shadow governance structure from April 2017 be endorsed.

293. Announcement by Mr Simmonds (Deputy Leader and Cabinet Member for Finance and Procurement)

- (1) Mr Simmonds thanked Mr King for his lengthy service to Kent County Council, his effective chairmanship of the Policy and Resources Cabinet Committee and many other committees as well as his generous advice and support.
- (2) Mr King thanked him and said that KCC had been good at thinking about and planning for the future.

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POLICY AND RESOURCES CABINET COMMITTEE

MINUTES of a meeting of the Policy and Resources Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 25 May 2017

PRESENT: Mr P V Barrington-King, Mr R H Bird, Mr T Bond, Mr N J D Chard, Mrs P T Cole, Ms K Constantine, Mrs M E Crabtree, Mrs T Dean, MBE, Mr P W A Lake, Mr R A Marsh, Mr J McInroy, Miss C Rankin and Mr I Thomas

IN ATTENDANCE: Mr J Lynch (Head of Democratic Services)

UNRESTRICTED ITEMS

1. Election of Chairman

(Item 3)

1. It was proposed and seconded that Mr Sweetland be elected as Chairman of the Cabinet Committee.
2. Resolved that Mr Sweetland be elected as Chairman of the Cabinet Committee.

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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, 21 February 2017.

PRESENT: Mr N J D Chard (Vice-Chairman in the Chair), Mrs T Dean, MBE, Mr C P D Hoare, Mr M J Northey, Mr D Smyth and Mrs P A V Stockell

ALSO PRESENT: Mr G Cooke

IN ATTENDANCE: Ms V Seal (Interim Head of Property Commissioning and Strategy) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS

90. Apologies and Substitutes

(Item A1)

Apologies for absence had been received from Mr A J King and Mr L B Ridings.

Mr M J Northey was present as a substitute for Mr L B Ridings.

The Vice-Chairman, Mr N J D Chard, took the chair for the meeting.

91. Declarations of Interest by Members in Items on the Agenda

(Item A2)

There were no declarations of interest.

92. Minutes of the meeting held on 29 September 2016

(Item A3)

RESOLVED that the minutes of the meeting held on 29 September 2016 are correctly recorded and they be signed by the Vice-Chairman. There were no matters arising.

93. Meeting Dates, 2017 - 2018

(Item A4)

RESOLVED that the dates reserved for meetings of the Sub-Committee in 2017 and 2018 be noted.

94. Motion to exclude the press and public for exempt items of business

The Vice-Chairman asked Members if, in discussing the two items on the agenda, they wished to refer to the information contained in the exempt appendices and hence consider the items in closed session. Members agreed that they wished to proceed on this basis.

Accordingly, it was 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.

EXEMPT ITEMS (OPEN ACCESS TO MINUTES)

95. Report of Urgent Decision - Sale of land at Kings Hill - Parcels 1, 12 and 63 (Item B1)

Mr M Hyland, Kings Hill Project Coordinator, Economic Development, was in attendance for this item.

1. Mr Hyland responded to questions of detail from Members and explained that it was usual to include in land transactions a delegation to the Director of Infrastructure to negotiate a variance in sale price, and the scope for this level of variance would normally be in the region of 15%, as was the case in this transaction.

2. The Cabinet Member, Mr Cooke, explained that the decision had been taken under the County Council's procedure for taking urgent decisions to allow the Council to achieve best value from the sale of the parcels of land concerned. Although it was always preferable to avoid urgent decisions whenever possible, it was occasionally necessary to proceed quickly to achieve best value for public money. He added that he hoped not to have to take further urgent decisions in relation to this issue.

3. RESOLVED that the information set out in the report be noted.

96. Total Facilities Management (TFM) - Biannual Review (Item C 1)

Ms K Ripley, Commissioning Team, was in attendance for this item.

1. Ms Ripley and the Cabinet Member, Mr Cooke, responded to questions of detail from Members and assured them that monitoring of contractors' performance was very rigorous

2. At the Sub-Committee's meeting in September 2016, concern had been expressed about the performance of one of the three TFM contractors, and it had been hoped then that further information on their performance might by now be available. It was hoped that a further report would instead be available for the Sub-Committee's next meeting on 21 March 2017.

3. Ms Ripley and Mr Cooke clarified that there were two strands of work currently going on: a report by internal audit of the County Council's monitoring procedures and processes, and the regular monitoring of the TFM contractors' performance, which was undertaken as part of the contract arrangements. The internal audit report had not been commissioned by this Sub-Committee so would be reported, when ready, to the Governance and Audit Committee.

4. RESOLVED that the current performance of the Total Facilities Managements contractors be noted.

From: Eric Hotson, Cabinet Member for Corporate and Democratic Services
 John Simmonds, Cabinet Member for Finance and Procurement
 Susan Carey, Cabinet Member for Customers, Communications and Performance
 David Cockburn, Corporate Director for Strategic and Corporate Services

To: Policy and Resources Cabinet Committee – 16 June 2017

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. This is the fifth and final dashboard report for the previous financial year, and reflects Key Performance Indicators (KPIs) detailed in the Strategic and Corporate Services Directorate Business Plan 2016/17. This report shows the position at the year-end.
- 2.3. The Dashboard includes twenty-five (25) 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 25 KPIs included, year-end performance is Green for 19 indicators, Amber for four indicators, and two indicators are Red.

3. Recommendation(s):

The Policy and Resources Cabinet Committee is asked to NOTE the performance position for Strategic and Corporate Services

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 & Intelligence
03000 416091
Richard.Fitzgerald@kent.gov.uk

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

Strategic and Corporate Services Performance Dashboard

Financial Year 2016/17

Year end results (March 2017)

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Produced by Strategic Business Development and Intelligence

Publication Date: May 2017



Guidance Notes

Key Performance Indicators

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

RAG ratings are based on Targets and Floor Standards 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

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Activity Indicators

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

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

Key Performance Indicators Summary

Engagement, Organisation Design and Development	RAG
Percentage of calls to Contact Point answered	GREEN
Percentage of calls to Contact Point answered in 40 seconds	GREEN
Percentage of callers who rate the advisors in Contact Point as good	GREEN
Satisfaction with the response to H&S Advice Line enquiries rated Good or above	GREEN
Support and advice given to managers in cases/change activity rated Good or above	GREEN
Percentage of staff who feel communication about KCC has improved in last 12 months	GREEN
Percentage of training that delivers commissioned learning outcomes	GREEN
Satisfaction with KCC induction learning outcomes rated Good or above	GREEN

Finance	RAG
Pension correspondence processed within 15 working days	GREEN
Retirement benefits paid within 20 working days of all paperwork received	AMBER
Invoices received by Accounts Payable within 30 days of KCC received date	AMBER
Percentage of sundry debt due to KCC outstanding under 60 days old	GREEN
Percentage of sundry debt due to KCC outstanding over 6 months old	GREEN
Invoices received on time by Accounts Payable processed within 30 days	GREEN

Governance and Law	RAG
Council and Committee papers published at least five clear days before meetings	GREEN
Freedom of Information Act requests completed within 20 working days	GREEN
Data Protection Act Subject Access requests completed within 40 calendar days	RED

ICT	RAG
Calls to ICT Help Desk resolved at the First point of contact	GREEN
Positive feedback rating with the ICT help desk	GREEN
Working hours where Kent Public Sector Network is available to staff	GREEN
Working hours where ICT Service available to staff	GREEN
Working hours where Email are available to staff	GREEN

Property	RAG
Percentage of rent due to KCC outstanding at 60 days above	AMBER
Percentage of annual net capital receipts target achieved	RED
Percentage of reactive tasks completed in Service Level Agreement standards	AMBER

Service Area	Director	Cabinet Member	Delivery by:
Customer Services (EODD)	Amanda Beer	Susan Carey	Agilisys

Key Performance Indicators

Ref	Indicator description	Year end	RAG	Target	Floor Standard	Previous Year
CS01	Percentage of callers who rate the advisors in Contact Point as good	98%	GREEN	95%	90%	98%
CS04	Percentage of calls to Contact Point answered	97%	GREEN	95%	80%	98%
CS05	Percentage of calls to Contact Point answered in 40 seconds	83%	GREEN	80%	70%	82%

CS04 & CS05 include calls to Kent Support and Assistance Service.

Activity Indicators

Ref	Indicator description	Year End	In expected range	Expected Activity		Previous Year
				Upper	Lower	
CS08	Number of calls answered by Contact Point	663,400	Below	833,000	697,000	741,500
CS12	Number of visits to the KCC website, kent.gov (000s)	5,060	Yes	5,100	4,300	4,700

CS08 – Reduced call volumes are a cost saving to KCC and efforts have been successful in achieving this, including the introduction of a voice automated system on the main KCC telephone line and improvements to processes to encourage customers to complete transactions online, such as Speed Awareness course bookings and Primary and Secondary school admissions. In addition, improvements to the processing of Blue Badge applications have significantly reduced the number of telephone enquiries.

Service Area	Director	Cabinet Member	Delivery by:
Human Resources (EODD)	Amanda Beer	Eric Hotson	EODD

Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
HR04	Satisfaction with the response to H&S Advice Line enquiries rated Good or above	100%	GREEN	90%	80%	100%
HR08	Support and advice given to managers in cases/change activity rated Good or above	96%	GREEN	80%	75%	n/a
HR11	Percentage of staff who feel communication about the organisation has improved in the last 12 months	74%	GREEN	65%	60%	64%

Activity Indicators

Ref	Indicator description	Year End	Previous Year
HR04b	Number of responses received for rating H&S Advice Line	655	524
HR08b	Number of responses received for rating support and advice in cases/change activity	121	n/a

Ref	Indicator description	Year End Snapshot	Previous Year
HR21	Number of current people management cases being supported	98	n/a
HR12	Number of current change activities being supported	77	n/a
HR16	Number of registered users of Kent Rewards	19,330	n/a

Service Area	Director	Cabinet Member	Delivery by:
Human Resources (EODD)	Amanda Beer	Eric Hotson	Business Service Centre

Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
HR09	Percentage of training that delivers commissioned learning outcomes	100%	GREEN	95%	90%	n/a
HR10	Satisfaction with KCC induction learning outcomes rated Good or above	91%	GREEN	80%	60%	n/a

Activity Indicators

Ref	Indicator description	Year End	Previous Year
HR09b	Number of training events	891	n/a
HR10b	Number of responses received for rating KCC induction	902	n/a
HR13	Total number of E-learning training programmes completed	52,256	n/a
HR14	Number of mandatory learning events completed	19,431	n/a

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

Key Performance Indicators

Ref	Indicator	Year End	RAG	Target	Floor Standard	Previous Year
FP01	Pension correspondence processed within 15 working days	100%	GREEN	98%	95%	98%
FP02	Retirement benefits paid within 20 working days of all paperwork received	95%	AMBER	98%	95%	97%
FP03	Invoices received by Accounts Payable within 30 days of KCC received date	84%	AMBER	85%	80%	n/a

FP02 – The final year position was impacted on by the sudden change in how calculations are performed following notification by the DCLG and the Government Actuary Department back in April.

FP03 – During the early part of the financial year the number of late invoices received into the Payments Team tends to be lower than the latter part of the financial year. We believe that Budget Holders focus on sending invoices promptly to the Payments Team prior to the financial year end and that late invoices tend to increase following any holiday period.

Activity Indicators

Ref	Indicator description	Year End	Previous Year
FP01b	Pension correspondence processed	5,370	4,719
FP02b	Retirement benefits paid	2,238	1,973
FP03b	Number of invoices paid by KCC	140,648	141,231

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

Key Performance Indicators

Ref	Indicator	Year End	RAG	Target	Floor Standard	Previous Year
FP05	Percentage of sundry debt due to KCC outstanding under 60 days old	86%	GREEN	75%	57%	80%
FP06	Percentage of sundry debt due to KCC outstanding over 6 months old	8%	GREEN	15%	20%	8%
FP08	Invoices received on time by Accounts Payable processed within 30 days	99%	GREEN	95%	90%	n/a

Activity Indicators

Ref	Indicator description	Year End	Previous Year
FP05b	Value of debt due to KCC	£22.6m	£24.5m

Service Area	Director	Cabinet Member	Delivery by:
Governance and Law	Ben Watts	Eric Hotson	Governance and Law

Key Performance Indicators

Ref	Indicator	Year End	RAG	Target	Floor Standard	Previous Year
GL01	Council and Committee papers published at least five clear days before meetings	100%	GREEN	100%	96%	100%
GL02	Freedom of Information Act requests completed within 20 working days	95%	GREEN	90%	85%	93%
GL03	Data Protection Act Subject Access requests completed within 40 calendar days	82%	RED	90%	85%	80%

GL03 – The majority of delays are due to the operational units not providing information in time, due to lack of resources but queries over consent, legal involvement, and requests not recognised by recipient are also reasons why delays occur. The Information Resilience & Transparency Team continues to provide 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.

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Activity Indicators

Ref	Indicator description	Year End	Previous Year
GL01b	Committee meetings	178	182
GL02b	Freedom of Information requests	2,024	2,068
GL03b	Data Protection Act Subject Access requests	281	261

Service Area	Director	Cabinet Member	Delivery by:
ICT (Infrastructure)	Rebecca Spore	Eric Hotson	Business Service Centre

Key Performance Indicators

Ref	Indicator description	Year End	RAG	Target	Floor Standard	Previous Year
ICT01	Calls to ICT Help Desk resolved at the First point of contact	71%	GREEN	70%	65%	71%
ICT02	Positive feedback rating with the ICT help desk	99%	GREEN	95%	90%	98%
ICT03	Working hours where Kent Public Sector Network is available to staff	99.9%	GREEN	99.8%	99%	99.9%
ICT04	Working hours where ICT Service available to staff	99.2%	GREEN	99.0%	98.0%	99.1%
ICT05	Working hours where Email are available to staff	100%	GREEN	99%	98%	99.7%

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Activity Indicators

Ref	Indicator description	Year End	Previous Year
ICT01b	Calls to ICT Help Desk	69,566	59,046
ICT02b	Feedback responses provided for ICT Help Desk	9,896	7,258

This year saw an increase in calls to the service desk as we supported some major projects such as the Blackberry replacement and the associated issues staff had with setting up their I-Phone, and exchange migration. The migration increased the number of calls to the service desk because of the number of outlook and user profile issues. There was also a major incident in July which saw a Countywide outage as well as a Priority 1 Unified Communications issue, and ongoing issues with Liberi, BT Cloud and Early Help Module.

Service Area	Director	Cabinet Member	Delivery by:
Property (Infrastructure)	Rebecca Spore	Eric Hotson	Property (Infrastructure)

Key Performance Indicators

Ref	Indicator	Year End	RAG	Target	Floor Standard	Previous Year
PI01	Percentage of rent due to KCC outstanding at 60 days	9%	AMBER	5%	15%	3%

PI01 - March saw an increase to 8.6% from the previous month in the amount of rents outstanding at 60 days with a total outstanding rent of £1,417,837 and total rent outstanding at 60 days of £121,265. The main reason for this is due to a debt of £53,250 against CSTL Haysden passing the 60 day barrier at the time of the snapshot being taken; this has now been fully resolved.

Annual Performance Indicators

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Ref	Indicator	Year End	RAG	Target	Floor Standard	Previous Year
PI03	Percentage of annual net capital receipts target achieved	34%	RED	100%	90%	78%

PI03 – GEN2 and Commissioners have been working together throughout the year to balance the pressures of bringing assets to the market in the shortest possible time and achieving the best price. Whilst some of these could have been sold on an unconditional basis, it represented best value and a greater overall return to the council to dispose of these on a conditional basis. This has meant the rephrasing of receipts from 16/17 to 17/18. As of the end of March, £17.8m of capital receipts had been received, with £35.8m in solicitor's hands after successful marketing and there is currently a pipeline of £25.4m being prepared for marketing.

Activity Indicator

Ref	Indicator description	Year End	Previous Year
PI01b	Total rent outstanding (£'000s)	1,418	946

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

Results to February

Key Performance Indicators

Ref	Indicator	Year End	RAG	Target	Floor Standard	Previous Year
PI04	Percentage of reactive tasks completed within Service Level Agreement standards	89%	AMBER	90%	80%	80%

PI04 – March performance was 91.7%, so above target. However, the issues that Kier had with their *Computer-Aided Facilities Management system (CAFM)* affected their monthly figures, particularly earlier in the year, and impacted on their year-end result.

Kier have now indicated that their new CAFM system will be fully operational by the end of May 2017. GEN²'s FM team will follow this up with an audit of Kier's helpdesk in mid-June to ensure that the actions identified by KCC's internal audit have been complied with; after which KCC Internal audit will be invited back to obtain assurance that all actions have been addressed.

Activity Indicator

Ref	Indicator description	Year to date	Previous Year
PI04b	Number of reactive tasks responded to	16,638	N/a

Previous year to date figure is not comparable as the TFM2 contract started part way through that year.

To: Policy and Resources Cabinet Committee - 16 June 2017

From: John Simmonds, Cabinet Member for Finance
Andy Wood, Corporate Director, Finance

Subject: **REVENUE & CAPITAL BUDGET MONITORING REPORT
2016-17 – PROVISIONAL OUTTURN**

Classification: Unrestricted

1. Introduction

- 1.1 This report presents the provisional outturn position for 2016-17 for both revenue and capital budgets. The figures below are provided from the accounting system and should be very close to the final outturn position. Any amendments will be as a result of internal management reviews and external audit findings.

The final outturn report will be presented to Cabinet on 26 June and will provide further detail behind this very satisfactory outcome against an extremely challenging budget.

2. REVENUE

- 2.1 The current net revenue position as at the 5th May, compared with the previous reported position in the January monitoring report presented to Cabinet on 27 March of +£224k, is -£3,771.6k. However, after roll forwards that need to be applied, that figure reduces to -£1,116.1k, and a further £518.5k of bids for roll forward would reduce the final underspend to -£597.6k. This is presented by directorate in the table below and details of the main movements will be provided in the final outturn report.

Table 1a: 2016-17 Provisional Revenue Outturn by directorate and roll forward requirements

Directorate	Budget £'000	Provisional Outturn £'000	Net Variance £'000	Variance per last Cabinet report £'000	Movement £'000
Education & Young People's Services	49,078.4	+48,373.1	-705.3	+953	-1,658.3
Social Care, Health & Wellbeing - Specialist Children's Services	128,464.9	+132,963.6	+4,498.7	+4,894	-395.3
Social Care, Health & Wellbeing - Asylum	550.0	+1,516.1	+966.1	+1,679	-712.9
<i>Sub Total SCH&W - Specialist Children's</i>	<i>129,014.9</i>	<i>+134,479.7</i>	<i>+5,464.8</i>	<i>+6,573</i>	<i>-1,108.2</i>
Social Care, Health & Wellbeing - Adults	362,182.1	+361,940.9	-241.2	-1,861	+1,619.8
Social Care, Health & Wellbeing - Public Health	-	-0.2	-0.2	-	-0.2
Growth, Environment & Transport	166,947.5	+165,845.9	-1,101.6	-485	-616.6
Strategic & Corporate Services	71,112.6	+69,659.2	-1,453.4	-628	-825.4
Financing Items	142,711.3	+136,976.6	-5,734.7	-4,328	-1,406.7
TOTAL (excl Schools)	921,046.8	+917,275.2	-3,771.6	+224	-3,995.6
<i>Schools (E&YP Directorate)</i>	<i>-</i>	<i>+23,644.6</i>	<i>+23,644.6</i>	<i>+20,857</i>	<i>+2,787.6</i>
TOTAL	921,046.8	+940,919.8	+19,873.0	+21,081	-1,208.0
Variance per table above (excl schools)			-3,771.6	+224	-3,995.6
roll forwards - committed			+589.4	+1,594	-1,004.6
- re-phased			+2,066.1	+832	+1,234.1
- bids			+518.5	+64	+454.5
Total roll forward requirements			+3,174.0	+2,490	+684.0
uncommitted balance			-597.6	+2,714	-3,311.6

Table 1b: 2016-17 Provisional Directorate revenue positions after roll forwards:

Directorate	Variance £'000	Roll forwards				Revised Variance £'000
		Committed £'000	Re-phased £'000	Bids £'000	TOTAL	
Education & Young People's Services	-705.3	+42.0	+1,619.1	+100.0	+1,761.1	+1,055.8
Social Care, Health & Wellbeing - Specialist Children's Services	4,498.7	+91.6	+286.6	-	+378.2	+4,876.9
Social Care, Health & Wellbeing - Asylum	966.1	-	-	-	-	+966.1
<i>Sub Total SCH&W - Specialist Children's</i>	<i>5,464.8</i>	<i>+91.6</i>	<i>+286.6</i>	<i>-</i>	<i>+378.2</i>	<i>+5,843.0</i>
Social Care, Health & Wellbeing - Adults	-241.2	+19.9	-	-	+19.9	-221.3
Social Care, Health & Wellbeing - Public Health	-0.2	+0.2	-	-	+0.2	-
Growth, Environment & Transport	-1,101.6	+427.7	-	+418.5	+846.2	-255.4
Strategic & Corporate Services	-1,453.4	+8.0	+160.4	-	+168.4	-1,285.0
Financing Items	-5,734.7	-	-	-	-	-5,734.7
TOTAL (excl Schools)	-3,771.6	+589.4	+2,066.1	+518.5	+3,174.0	-597.6

2.2 In total, the schools delegated budget overspent by £23,644.6k, which has been drawn down from school reserves. This includes:

- a £2,219.1k drawdown from school reserves as a result of 21 schools converting to new style academy status, which allows them to take their reserves with them;
- a £7,120.2k overspend against delegated budgets for the remaining Kent schools;
- £10,302.8k of overspending on the unallocated schools budget for schools related items, particularly growth in both mainstream and high needs pupil numbers within Kent schools and academies;
- £3,235.1k use of schools unallocated budget to offset pressures on High Needs (for Kent children in non KCC schools and colleges);
- £767.4k use of schools unallocated budget to offset pressures on Early Years education.

(Although both Early Years and High Needs Education are within the non-delegated education budgets, they are both fully funded by Dedicated Schools Grant, so any under or overspending must be carried forward, via the unallocated schools budget reserve, in accordance with Government regulations).

- 2.3 The provisional outturn position shown in table 1a includes some underspending which Cabinet will be requested to roll forward. This amount is shown at the bottom of table 1a and by directorate in table 1b, and relates to:
- i) legally committed items, where we have no choice but to incur this spend in 2017-18,
 - ii) projects which are re-phasing into 2017-18, and
 - iii) bids for roll forward, for example use of the underspend on the adverse weather budget as a result of a mild winter to offset the pressures a mild winter places on highway soft landscaping maintenance during the following summer.

This will leave an uncommitted balance of £597.6k.

Details of the committed roll forwards, re-phased projects and bids will be provided in the outturn report to Cabinet on 26 June.

3. **CAPITAL**

- 3.1 The Capital Programme 2016-17 has a working budget of £307,758k (excluding Schools and PFI). The expected outturn on capital expenditure for this financial year is expected to be £226,707k, giving a variance of -£81,051k, the vast majority of which relates to re-phasing of projects.

Table 2: 2016-17 Provisional Capital Outturn by directorate

Directorate	2016-17 Working budget	Provisional Outturn	Variance
	£m	£m	£m
Education & Young People's Services	145.094	119.506	-25.588
Social Care, Health & Wellbeing - Specialist Children's Services	0.109	0.150	0.041
Social Care, Health & Wellbeing - Adults	6.499	1.491	-5.008
Social Care, Health & Wellbeing - Public Health	0.360	0.000	-0.360
Growth, Environment & Transport	135.314	89.499	-45.815
Strategic & Corporate Services	20.382	16.061	-4.321
Financing Items	0.000	0.000	0.000
TOTAL	307.758	226.707	-81.051

Details of the major variances will be provided in the outturn report.

4. **CONCLUSIONS**

- 4.1 For the 17th consecutive year the Council is able to demonstrate sound financial management by containing its revenue expenditure within the budgeted level (excluding schools). This is a remarkable accomplishment considering the forecast position throughout the year. Also, when taken in the context of a savings requirement of around £81m in 2016-17 and on the back of delivering approximately £434m of savings in the previous five years, together with the continued high demand for services such as social care, SEN Transport, and waste, an overall underspending position is a considerable achievement.

5. RECOMMENDATIONS

- 5.1 The Policy and Resources Committee is asked to **note** the provisional outturn for revenue and capital for 2016-17.

6. BACKGROUND DOCUMENTS

- 6.1 The January monitoring position as reported to Cabinet on 27 March 2017.

7. CONTACT DETAILS

- 7.1 Report authors:

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From: Eric Hotson, Cabinet Member for Corporate and Democratic Services
 Rebecca Spore, Director of Infrastructure

To: The Policy and Resources Cabinet Committee

Decision No: N/A

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

Classification: **Unrestricted**

Past Pathway of Paper:

Future Pathway of Paper:

Electoral Division: All

Summary: The Property Sub Committee reviewed the performance of the Total Facilities Management Contracts - Mid Kent with Amey, West Kent with Skanska, and East Kent with Kier in February 2017. The committee considered a detailed report, including the 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 Policy and Resources Property Sub Committee.

1. Introduction

- 1.1 In January 2013 the Cabinet Member responsible for this portfolio took the decision (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 Policy and Resources Property Sub Committee reviews the performance of these contracts on a bi annual basis to provide member oversight and assurance.

This report is intended to update members on the performance of these contracts since the 5th 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 biannual 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 Day to day management of the TFM contract is provided by Gen2 who provide Property Managing Agent services to the Council.

Over the last reporting period the following actions have been taken:

- A KCC commissioning team has been strengthened to provide assurance of effective FM service delivery and oversee Gen2's performance. Regular interface between KCC commissioning, Gen2 and the TFM Contractors is underway.
- A new Head of TFM has been appointed in Gen2 and the contract management team has been further developed.
- An audit of Fire Risk Assessment & Water Risk Assessments was undertaken in March 2017 and it was confirmed all certificates are in place.
- Backlog of reactive maintenance tasks have reduced considerably.
- Helpdesk audit action plan has been developed to ensure improvement are implemented.
- Focused service meetings have taken place with service users if a request has not been actioned or is unresolved.
- Weekly and monthly operation and quarterly partnership meetings with contractors to review issues and services, and management and monitoring of the contracts have continued. 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 is taking place
- Implementation of Improvement plans with the contractors resulting in significantly improved performance.
- Software improvements on their CAFM systems.
- Improvements in delivery of cleaning, catering and waste management services to schools and other educational establishments in Kent have been delivered working in conjunction with Kier. Options for August 2017 onwards are being considered.

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. The KCC commissioning team has strengthened its management interface with both Gen2 and the FM providers. The management changes in Gen2 have also strengthened the contract management arrangements to ensure robust management of the three TFM providers.
- 6.2 KCC Audit & Assurance team carried out a follow up audit of the TFM Contractors Helpdesk which identified a number of previously highlighted issues being actioned and closed. However some issues were still outstanding at the time of the audit. Gen2 have delivered a workshop a clear action plan has been agreed with the TFM providers and is being implemented with a view to all outstanding actions being closed by the end of June.
- 6.3 The Policy and Resources 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 Policy and Resources 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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From: Richard Long, Kent County Council Armed Forces Champion
David Cockburn, Corporate Director of Business Strategy & Support

To: Policy & Resources Cabinet Committee

Date: 16 June 2017

Subject: Annual Report on the Implementation of the Armed Forces Covenant in Kent

Classification: Unrestricted

Summary: This report provides a briefing on Kent County Council's work to support the county's Armed Forces community and summarises key achievements since the last report to the Committee in May 2016.

Recommendation

The Cabinet Committee is asked to ENDORSE Covenant work to date and COMMIT to priorities going forward. The Committee is requested to CHAMPION the Covenant across the county and individual Members are invited to ENGAGE locally in Covenant efforts.

1. Introduction

1.1 The Armed Forces Covenant 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 Covenant, back in September 2011.

1.2 The purpose of the Covenant is to encourage support for the Armed Forces Community (AFC) working and residing in Kent and to recognise and remember the sacrifices they have made.

1.3 The Kent & Medway Civilian Military Partnership Board oversees the implementation of the Covenant and meets twice a year, supported by 5 sub-groups:

- Health and wellbeing
- Integration
- Housing
- Employment, Economy and skills, and
- Recognise and Remember

2. Update on the Impact of Strategic Changes on Kent

2.1 In November 2016, the Defence Secretary launched the 'Better Defence Estate Strategy'. 91 sites within the Armed Forces estate are earmarked for closure by 2040. The MoD will release value from surplus land and ensure its property portfolio is fit for purpose in the future, whilst making space for 55,000 new homes, and securing £3bn of combined income and savings by 2040 to be reinvested in defence.

2.2 From a Kent perspective, the most significant impact will be on 36 Engineer Regiment of the Royal Engineers and the Queen's Gurkha Engineers based at Invicta Park Barracks in Maidstone, which is now scheduled for closure in 2027.

2.3 The Army Reserve Centre Battalion of the Regiment, 3 The Princess of Wales's Royal Regiment (3PWRR), headquartered in Sturry (Canterbury), is undergoing a major restructure and expansion in summer 2017. It has recently been announced under Army Refine 2020 that a new 4PWRR will form up in autumn 2017 on the western side of SE England with parts of Sussex and the whole of Surrey, including the current Farnham Reserve Centre, moving across to the newly-formed Battalion. Its headquarters will be in Redhill. 3PWRR will then be concentrating more in Kent, including Rochester, plus the eastern side of SE England. Mobilisation on operations is likely to increase accordingly – and in recent years the Tigers have mobilised on operations to Afghanistan, Iraq and Cyprus.

2.4 1 Royal Gurkha Rifles (1RGR) currently based in Brunei, and 2 Royal Gurkha Rifles (2RGR) currently based in Shornecliffe near Folkestone, will switch bases again this summer. This is a regular movement, however it can pose challenges around integration of family and dependants into local communities at both ends, with the transition of schooling, housing, healthcare, and employment. The Board has done some innovative work around which has been deemed best practice and will provide a national case study.

3. Activities in Kent Over the Last Year

3.1 On 14 March 2017, the Board held its 4th Annual Conference, this year very kindly hosted by Shepway District Council at the Leas Cliff Hall in Folkestone. The Conference brought together Government Officials, Armed Forces, Councils, Public Services, Military Charities, and the voluntary sector to consider the needs of the armed forces community in the county and how we can collaborate to ensure the Covenant is fully implemented. This year there was a particular focus on local level partnership working, and delegate feedback suggested it was the best ever.

3.2 A Service Children's Voice Conference was held last year for the first time, bringing together service children from around Kent to explore what it meant to be an Armed Forces child, positives, negatives, and what, if anything, they needed more from schools. It was a great success, so much so that we are running a second such conference on 19 June 2017, with the aim of getting more participation from children at schools with only a few service families.

3.3 In last year's Committee report, securing sustainable dedicated capacity to support the Armed Forces Covenant was raised as an issue. Subsequently, Peter Bruinvels has been recruited to support efforts in Kent. He is experienced in this field and has links with Armed Forces and Military Charities. This has already resulted in the forging of closer links with the Civic Office, and with partners across the South East.

3.4 A consortium of South East Councils have bid for £321k from MoD to embed awareness of the Covenant and needs of Armed Forces Community in all front-line services, entitled 'Strengthening Local Government Delivery of the Covenant'.

3.5 As part of this bid, an Armed Forces service champion training programme is being developed to be rolled out across Kent in partnership with the NHS, so that within 2-3 years, there will be service champions in every local front-line service in the county.

3.6 Human Resources colleagues have developed our first Reserves Armed Forces Policy focusing on formalising arrangements around our commitment to employment of serving reservists and veterans, including flexibility around annual training and deployment. This has been identified as an exemplar model policy nationally.

3.7 The commitment of Kent County Council to support defence personnel and their families as demonstrated with the aforementioned policy, was recognised in February 2017 with a bronze award from the Armed Forces Covenant Employer Recognition Scheme. This was as a result of the Council not only pledging to be 'Armed Forces-friendly', but demonstrating KCC's commitment in practice by employing both Reservists and Ex-Service Personnel across the organisation, having the policies and procedures in place to ensure they are supported around their Forces' needs and requirements, as well as our wider support for the Covenant and Armed Forces Day. Kent County Council is already working hard to achieve the next target of Silver Award, with the ultimate aim to be one of the few organisations in the country to reach Gold by 2018/19.

3.8 A survey of staff and members has recently been undertaken to identify those who have connections with the armed forces, including serving and ex-armed forces personnel, but also those who are partners, parents or children of serving personnel or veterans. This is not for data purposes, but to provide a source of colleagues who can provide us with advice and who can champion the Covenant aims internally. We also want to ensure we support and celebrate them, holding an annual event with the Chairman, and establishing an informal network.

3.9 This year there has been an explicit focus on establishing stronger local-level relationships with Army Task Force Commanders and District Armed Forces Champions, Unit Welfare Officers, RAF at Manston, and Royal Navy. This is providing valuable feedback on the issues impacting the armed forces community, ensuring that the Board's priorities are well focussed, and also resulting in better collaboration.

3.10 Following the ground-breaking research into the needs of serving, reservist and ex-armed forces personnel in Kent last year, the findings have been translated into actions for the Board to focus on this year. It has also received Ministerial plaudits.

3.11 Learning from Surrey has led to exploration with colleagues in Social Services and Armed Forces charities how we can work more closely together to ensure timely and integrated support to those ex-armed forces personnel who need it.

3.12 Working with Kent County Council's Communications Team, the Board is striving to raise the profile of the Covenant both internally and externally. This includes multiple articles on kNet, our public website, press releases and videos. This will continue to ensure all staff internally have heard of the Covenant, and externally, the Armed Forces community understand the principals of the Covenant.

3.14 The periodic 1RGR/2RGR switch this summer will be the first since the Board's establishment. The Board has taken a leading role in ensuring plans are in place early, learning from issues in previous years, providing a conduit to bring together the stakeholders from the Army, Defence Infrastructure Organisation which manages service family accommodation, CarillionAmey which manages allocation and maintenance of Armed Forces housing, local schools, KCC's admissions team, Health, District Councils and Job Centre Plus. One Board meeting brought together all of the key players including senior representatives from 1RGR and Hornbill School in Brunei, to scrutinise plans, agree a timeline, mitigate any issues and set up a task group to deliver the plans. By learning from previous experiences, the Board will ensure a warm and welcoming homecoming back to the county for 1RGR, and a fond farewell to 2RGR.

4. Priorities for the Future

4.1 If the cross-border bid is successful, the Board will oversee its implementation, ensuring that it fully delivers its potential, working with our colleagues across the South East to drive improved outcomes on the ground for the armed forces community. The Board will also collaborate with the MoD to share and promote best practice nationally.

4.2 Ensure the families moving to Kent from Brunei are welcomed and supported, and that the practical lessons learned from the experience are shared with MoD and inform subsequent arms plot moves.

4.3 Improve publicity and communication around events that support the armed forces, and encourage KCC Members to support local events.

4.4 Hold a successful 2nd Service Children's Voice Conference later this month and build on previous achievements to deliver an innovative and meaningful 5th Kent & Medway Armed Forces Covenant Conference in March 2018.

4.5 As a result of elections and personnel changes, the Board's membership will change significantly by the next meeting. This presents an opportunity for reinvigoration of the Board and a realignment of sub-groups.

4.6 After achieving the Armed Forces Covenant Employer Recognition Scheme Bronze Award, Kent County Council is confident of achieving Silver and already prioritising reaching the very rare Gold Award, demonstrating exemplar practice.

4.7 The Board will work even more closely with local partners to ensure bids for Covenant funding are of the highest quality, maximising income into the County.

5. Conclusions and Recommendations

5.1 The Committee is asked to ENDORSE Covenant work to date and COMMIT to the priorities going forward. The Committee is requested to CHAMPION the Covenant across the county and individual Members are invited to ENGAGE locally in Covenant efforts.

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From: Mr E Hotson, Cabinet Member for Corporate and Democratic Services

John Lynch, Head of Democratic Services

To: Policy and Resources Cabinet Committee –16 June 2017

Subject: **Work Programme 2017/18**

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 a work programme for 2017/18.

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 2017

- 3.1 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 to be considered for inclusion on the agenda of future meetings.

- 3.2 The schedule of commissioning activity 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.

5. Recommendation: The Policy and Resources Cabinet Committee is asked to consider and agree its work programme for 2017/18.

6. Background Documents

None.

7. Contact details

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WORK PROGRAMME – 2017/18

Policy and Resources Cabinet Committee

Agenda Items
15 September 2017
<ul style="list-style-type: none"> • • Performance Dashboards • Financial Monitoring • Contract Management • Work Programme • Corporate Assurance Report March 2017 • Gen2 Update – Bi-annual report • Invicta Law Update” • updated Customer Feedback Policy (email from P Blackburn-Clark 10 04 17) • Contract Management Report • SIRO update and re-assurance • Welfare Reform • Adult Social Care System replacement
5 December 2017
<ul style="list-style-type: none"> • • Performance Dashboards • Financial Monitoring • Business Service Centre (bi-annual performance report July and December 2017) • Annual Equalities Report and new equalities objectives • Total Facilities Management Update – Bi-annual report • Work Programme
2 February 2018
<ul style="list-style-type: none"> • • Performance Dashboards • Financial Monitoring • Work Programme
16 March 2018
<ul style="list-style-type: none"> • • Performance Dashboards • Financial Monitoring • Work Programme
Other items
<ul style="list-style-type: none"> • LATC • Gravesham Gateway to be considered by P&R in 2017 as decision as notice needs to be given by November 2017 • Business Disaster Recovery/ Business Continuity • Contracting and Sub-Contracting arrangements with VCS (minutes of meeting of 8 September 2016) • Consultation Protocol (minutes of meeting of 8 September 2016) • Business Rates update (subject to government announcement) • Revenue Income dividend work streams (D Shipton) • Commercial Services Update

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Agenda Item 13

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